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## External evaluation for Migration Health Programme

### **“Assessing the results and added value of IOM’s interventions at Points of Entry (PoEs) and Points of Interest (PoIs) to assist the government in preparedness and response measures for controlling the spread of the COVID-19 pandemic in Cameroon”**

Commissioned by: IOM Cameroon Country Office

#### **Evaluation context**

Present in Cameroon since 2007, the IOM mission in Cameroon has witnessed a large growth in the size of its programming, to include:

- Humanitarian activities (Shelter/NFI), protection assistance (Displacement Tracking Matrix);
- Counter-Trafficking and general border management;
- Peacebuilding and community stabilization;
- Migration health services;
- Migration and development research and policy;
- And most recently, assistance to the government under the COVID-19 national and regional response.

Cameroon is a lower-middle-income country in central Africa with a total population of 25.22 million and a GDP per capita of \$1497 in 2018. It is the largest economy in the Central African Economic and Monetary Community (CEMAC), ranking 150th on the human development index, and is placed 153rd on the transparency international corruptions perceptions index. The country is frequently referred to as being the ‘Africa in miniature’, with an extraordinary level of biodiversity, a combination of both English and French speaking regions, and various types of temperate climates across its nine regions that represent Africa at large.

The COVID-19 pandemic has been taking its toll on Cameroon since arriving in March 2020. As of 16 September 2020, Cameroon has registered the third highest number of cases in West and Central Africa, with more than 20,000 cases,<sup>1</sup> the highest of all CEMAC countries. Humanitarian operational needs have had to be drastically readjusted in light of the COVID-19 pandemic to avoid contributing to greater community transmission of the disease. Public health measures to stem to spread of the virus have been paramount and adopted by all actors operating for the COVID-19 response, including the increased supply and usage of hand washing stations, public information campaigns, public screening and referral of suspect cases, and general social distancing measures. Disruptions as a result of border closures are

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<sup>1</sup> <https://coronavirus.jhu.edu/map.html>



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expected to continue to have a serious effect on supply chains and material distributions to vulnerable groups, as levels of international and national mobility has been severely impacted. As Cameroon prepares to soon reopen its borders to allow for pre-COVID-19 levels of freedom of movement, IOM wishes to support to government of Cameroon in ensuring the that health and border management practices are mainstreamed throughout the country to ensure that the subsequent higher levels of international cross-border movements between Cameroon and its neighbours does not present significant risks for the continued spread of the virus.

In support to the government under its preparedness and response plan to COVID-19 in Cameroon, IOM has been implementing a series of projects under its migration health programme aimed at strengthening the capacities of PoEs in Cameroon to further control and limit the spread of the virus across international borders, with a particular focus on Cameroon's Points of Entry with neighbouring Chad and the Central African Republic (CAR). Previous and current projects under its programme include:

- 1) 'European Union Joint Initiative for the Reintegration and Protection of Migrants', (COVID-19 related activities), 1 April to 16 December 2020;
- 2) 'Reinforcing capacities for disease prevention and control at key border points of entry in Cameroon with Chad and the Central African Republic', funded by the Government of Canada, 1 June to 31 August 2020;
- 3) 'Strengthening Infection Prevention and Control Measures Along Mobility Corridors Between Cameroon and the Central African Republic', funded by the Government of Norway, 1 August to 31 December;
- 4) 'Strengthening Coordination and Partnerships for a More Effective and Streamlined COVID-19 Response at Points of Entry in Cameroon', funded by the Government of Canada, 1 August to 31 December.

This evaluation seeks to take stock of the activities that have been delivered upon or are now coming to an end under IOM's migration health programme, with an analysis of the extent to which IOM Cameroon has achieved the results aimed towards over these four projects, for which the first began activities from 1<sup>st</sup> April 2020 onwards.

### **Evaluation purpose**

The overall objective is to assess the relevance of the four projects' design, effectiveness and performance of the projects' activities so far, the efficiency of project management and implementation, sustainability, as well as the extent to which the projects have been able so far to address cross-cutting issues (gender and migration). The evaluation will also look at the degree to which the projects have been innovative, and impactful for demonstrating best practices or lessons learned for other COVID-19 actors in Cameroon.

The evaluation will be used primarily by IOM and will be shared with the projects donors, Canada, Norway and the European Union, to assess relevance, coherence, effectiveness, efficiency, impact and sustainability and to inform future decision-making by IOM on the strategic direction of its overarching migration health programme. The evaluation is designed to be conducted in the closing two months of



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the current programming cycle for IOM Cameroon COVID-19 activities, and thus will mostly take place in the months of November and December 2020, to allow for a timely quick analysis of the best practices and lessons learned so far in active communication with IOM's current project managers and coordinators.

The evaluation is being conducted for practical use by the: a) IOM Migration Health programme management team to improve the implementation of the activities under IOM Cameroon's respective programme; b) COVID-19 response actors in Cameroon, to get familiar with good practices, and evaluate the impact in the long run for information when designing and implementing similar activities; and c) project donors who will consider supporting similar projects in the future, to ensure the greatest value for money. In addition to the above primary users, the evaluation report and translated two-page brief will also be shared with relevant government stakeholders, as well as interested actors in other countries.

#### **Evaluation scope**

The evaluation will cover the entire period starting from the concerned projects' implementation of COVID-19 related activities (1 April 2020) right up to present, and will analyse all activities delivered upon including all capacity building trainings, sensitization activities, procurement and infrastructure supply, coordination efforts and others. The geographic scope will cover all regions in Cameroon. The evaluation will analyse the decisions that were made under each project for their strategic direction under the migration health programme, the results that were aimed for and achieved, and if any lessons can be learned or best practices shared for the activities delivery moving forward.

The evaluation will be carried out by an external evaluator, in close collaboration with IOM Cameroon's main office in Yaoundé.

Due to ongoing COVID-19 mobility restrictions that still impact working modalities, remote evaluation methodologies will be proposed and assessed so as to optimize as much as possible available resources, timing and ability for stakeholders to meet person to person.

#### **Evaluation criteria**

The evaluation will use the six main OECD-DAC criteria of relevance, coherence, effectiveness, efficiency, impact and sustainability as well as cross-cutting issues of gender and migration.

#### **Evaluation questions**

##### Relevance

- Are the projects aligned with and supportive of IOM national, regional, and/or global strategies and the Migration Governance Framework?
- Are the projects aligned with and supportive of national strategies?
- Are the projects in line with donor priorities?
- Do the projects' expected outcomes and outputs remain valid and pertinent as originally planned?
- Have the projects responded to the needs of the target beneficiaries?
- Do the projects still respond to the needs of the other target groups/stakeholders?



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- Are the project documents well designed with a logical framework approach, including results, indicators, budget and M&E planning?
- To what extent do the projects' expected results remain valid and pertinent either as originally planned or as subsequently modified in responding to the needs and priorities of the Government, vulnerable migrants and of other relevant non-governmental actors?
- To what extent was a gender sensitive approach used in the design and implementation of the projects?

#### Coherence

- (Internal Coherence): To what extent does each individual project synergize and interlink between others being implemented by IOM Cameroon under its migration health programme?
- (External Coherence): To what extent do the projects synergize and interlink between interventions of the Government and other COVID-19 response actors in Cameroon?
- Are the projects aligned with and support IOM Cameroon's own Strategic Preparedness and Response Plan to COVID-19, launched on the 19 June 2020?
- How do the projects align with and complement other related initiatives, whether implemented by IOM, the government, or other national and international actors? What is the added value, if any, of these projects compared to those other efforts?

#### Effectiveness

- Have the projects' outputs and outcomes been achieved in accordance with the stated plans? What is the quality of the results/services/products provided?
- Were the activities sufficiently well implemented to reach intended results?
- To what extent have the projects and their outputs met stakeholder expectations, both government and other COVID-19 response actors in Cameroon?
- To what extent have the projects adapted to changing circumstances in order to ensure project outcomes are achieved with value for money?
- Are the target beneficiaries being reached as expected? Are the target beneficiaries satisfied with the services provided?

#### Efficiency

- To what extent were resources (time, funds, expertise) adequate to implement the activities and achieve the outputs?
- Were the project activities undertaken as scheduled and were outputs delivered on time?
- How well were the resources (funds, expertise, and time) converted into results?
- When and how have monitoring and evaluation activities been carried out? Are the M&E resources (human and financial) sufficient and appropriate? What are M&E lessons learned and good practices?
- Were project resources monitored regularly and managed in a transparent and accountable manner to guarantee efficient implementation of activities?

#### Impact



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- To what extent can long-term changes be observed (whether intended or unintended, positive or negative), particularly in relation to levels of preparedness and response to public health crises at Cameroon's PoEs?
- Have the projects served to design or inform discussion of follow-up projects both at the Cameroon and global level (actual or planned)?

#### Sustainability

- Are the benefits generated likely to continue once external support ceases?
- To what extent were the projects and their results supported by local institutions and embedded in institutional structures that are surviving beyond the life of these projects?
- To what extent have relevant COVID-19 response stakeholders been involved in the projects' planning and implementation? In particular with a focus on the government of Cameroon.
- What are the major factors affecting sustainability, including any identified challenges faced by the implementing organization?

IOM is interested in all conclusions that can be reached by the evaluator on the above questions, but the conclusions (including lessons learned) and recommendations should give particular focus if possible to assessing the extent to which the projects were innovative and presented new solutions through IOM's added value as the UN agency with strong migration health and mobility expertise.

#### Evaluation methodology

The methodology will involve a combination of a desk review and in-depth interviews with project management for qualitative information on the extent to which the projects delivered on their set outcomes and results. Specifically, the following methodology is proposed, to be revised as needed during the inception phase:

- Review of project documents (proposals, reports, work plans, monitoring data, budgets, additional annexes etc.); relevant IOM documents such as the mission's strategic preparedness and response plan, relevant national strategies and action plans (home-based, desk study);
- Key in-depth informant interviews with IOM Cameroon staff, relevant state authorities, and available beneficiaries (in-person interviews, Yaoundé-based);
- Collect and analyse key findings, make informed and analysis-based conclusions including best practices and lessons learned, and develop recommendations (home-based);
- Produce final evaluation deliverables in English or French (home-based).

The monitoring data to be provided to the Evaluator will include: information on progress against certain activity indicators in the programme's results matrix, feedback from participants from IOM-led trainings conducted.



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The Evaluator will execute the evaluation with the support and oversight of IOM Cameroon's Project Support Unit, who will serve as the Evaluation Manager to support and oversee the evaluation process, and will coordinate with the relevant project managers to ensure a streamlined process. The Evaluation Manager will coordinate to support the Evaluator to provide country specific information, relevant documents, and information on follow up actions that illustrate achievements of the projects. IOM Cameroon will also support the administrative and calendar arrangements, including helping to organize meetings and arranging interpreters, as needed.

The Evaluator will be responsible for preparing for and carrying out data collection and analysis and producing the evaluation deliverables outlined below. The Evaluator should provide periodic feedback as needed to the Evaluation Manager on progress and any challenges faced. The Evaluation Manager will be responsible for managing the process including feedback and comments to the inception report and draft evaluation report and helping to address any issues or challenges flagged by the evaluator.

The Evaluator will create an Inception Report that will provide more details on the methodologies to be used, to include an evaluation matrix, initial drafts of interview guides, and agenda for interviews and field visits (to be coordinated with IOM Cameroon).

Finally, the evaluator must follow the IOM Data Protection Principles, UNEG norms and standards for evaluation, and relevant ethical guidelines.

### **Evaluation team**

This evaluation will be carried out by an external Evaluator selected a range of candidates who choose to apply for the role. The Project Support Unit will facilitate the selection of the external evaluator and ensure that necessary support and coaching is provided.

### **Evaluation deliverables**

The deliverables expected from the Evaluator include the following:

- An **inception report** will be prepared by the Evaluator and shared with IOM Cameroon. The report should include an evaluation matrix and a draft interview guide, along with any other needed data collection tools. The **Evaluation Matrix** will demonstrate the Evaluators' understanding of the ToR and outline data collection and analysis plans, to be completed and reviewed with the Project Manager prior to any field visits or interviews.
- Following the desk research phase and the key in-depth informant interviews , the Evaluator will prepare a short **presentation** of the initial findings and tentative conclusions and recommendations. This will be used to debrief the Evaluation Manager and other relevant parties, to identify and address any misinterpretations or gaps.



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- Building on the debrief and initial feedback received, the Evaluator will produce a **draft report** that will be shared with the Evaluation Manager for review. The Evaluation Manager will solicit and consolidate feedback (including from the Chief of Mission for IOM Cameroon, Regional Thematic Specialists at IOM's Regional Office in Dakar, and with relevant project managers) and present it to the Evaluator. Feedback should focus on technical aspects and not on the conclusions or findings, unless those are based on inaccurate or incomplete information, in which case corrected or supplemental information should be provided.
- Once feedback is provided by the Evaluation Manager, the Evaluator will prepare the **final report**. The report will follow the same presentation logic and include, at a minimum: executive summary, list of acronyms, introduction, evaluation context and purpose, evaluation framework and methodology, findings, conclusions and recommendations. Annexes should include the TOR, inception report, list of documents reviewed, list of persons interviewed or consulted and data collection instruments. The minimum report content requirement is as follows:
  - Cover page, list of acronyms
  - Table of contents
  - Executive summary
  - Methodology
  - Findings
  - Conclusions
  - Recommendations in order of priority
  - Annexes (itinerary, people met, question guides, etc.)
- The Evaluator will also prepare a **two-page Evaluation Brief** to facilitate sharing of the key findings, conclusions and recommendations. The **Evaluation Brief** will include: identification of audience of the learning brief; project information (project titles, regions covered, project durations, project periods, donor(s), and budgets); evaluation background (evaluation purpose, evaluation team, evaluation timeframe, type of evaluation, methodology); and evaluation results: key findings and/or conclusions, including best practices and lessons learned, and key recommendations.
- The Evaluator will also prepare the first draft **Management Follow-up Response Plan - MRF** with the main recommendations. The IOM Cameroon Country Office will be requested to complete and fill in the MRF and plan the steps forward following the Evaluation.

All deliverables are to be written in either English or French and meet good language standards. Competency in both English and French is a requirement due to project documents being in both languages. The final report should meet the standards laid out in the UNEG Quality Checklist for Evaluation Reports.



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## Evaluation workplan

Based on the TOR, the Evaluator will carry out a review of documents provided by the Evaluation Manager and draft the Inception Report for review by the Evaluation Manager. The Evaluation Manager will arrange an initial management meeting to ensure a common understanding of the evaluation process, to confirm final logistics, and review and give inputs into data collection plans as outlined in the Inception Report.

The evaluator will be provided with all project documents relevant to the project throughout the implementing period and after, including the original proposal and budget, final narrative and financial reports, relevant annexes, research papers, and more. The evaluation will also include interviews of all the stakeholders involved, as and when necessary.

The evaluation is planned to take place between November-December 2020. A precise timeline will be established with the selected Evaluator, and will consist of the following stages (dates are tentative and can be adjusted):

### 1. Planning and Desk Research Phase

In the desk research Phase, the relevant project documents should be reviewed: The project proposals, budgets, the progress and monitoring reports and any relevant annexes.

**Deliverable:** The evaluator will prepare a detailed evaluation matrix with an indicative list of people to be interviewed, and the methodological tools to be used.

### 2. Interactive Phase

The evaluators will carry out the assessment (9 working days visiting IOM Cameroon's main office in Yaoundé). The data will be collected according to the following methods and the Evaluation sheet will serve to compile the data:

- ✓ **In-depth interviews** with the key project management staff and relevant stakeholders including certain available beneficiaries and government partners;

**Deliverable:** Following the Interactive Phase, the Evaluator will prepare a short **presentation** of the initial findings and tentative conclusions and recommendations, delivering it over a de-briefing meeting at the end of the field phase.

3. Synthesis Phase. This phase is devoted to the development and submission of the evaluation report and two-page brief.

**Deliverable:** The Evaluator will submit a **Draft Evaluation Report** (within one month after the Interactive Phase). Based on comments to the draft report, the Evaluator will submit the **final report** along with the **two-page brief** (within three months after the Interactive Phase).





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The estimated workload and responsibilities' allocation read as follows:

Activity	Days	Responsible	Location	Weeks			
				1	2	3	4
Compile and share relevant documentation	1	Evaluation manager	Home based				
Review documents and prepare a detailed inception report, including the evaluation matrix and the data collection tools	3	Evaluator	Home based				
Planning and facilitation interactive activities (meetings, focus groups, phone calls) and agenda	1	Evaluation manager	Home based				
Meetings, Interviews	5	Evaluator	Home based				
Draft presentation and de-brief Evaluation Manager on the initial findings and tentative conclusions	1	Evaluator	Home based				
Draft report	3	Evaluator	Home based				
Review and comment on the draft report	1	Evaluation manager	Home based				
Final report and two-page evaluation brief	3	Evaluator	Home based				
Translation of the brief and sharing it with stakeholders	2	Evaluator	Home based				

### Evaluation budget

A total budget of up to USD 10,000 has been allocated for the evaluation of the concerned projects' activities. This includes the fee and all associated costs with the evaluation.



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## **ANNEX A**

### **PROPOSAL EVALUATION AND WEIGHTING CRITERIA**

Proposals will be weighted according to technical (80%) and financial (20%) considerations. Submitted proposals will be evaluated using the cumulative analysis method. Technical proposals must achieve a minimum of 60 points to qualify and be considered. The financial proposal will only be open for requests that reach 60 points or more. The criteria and points for the technical and financial proposals are as follows:

#### **a) Technical proposals**

- 1) Overall response (15 points)
  - General compliance with the specifications and requirements of the call for tenders
  - Understanding of the scope, objectives and completeness and consistency of the response
  - The company / team is properly registered, has the required certifications, membership, etc.
- 2) Methodology and approach proposed (35 points)
  - Approach / methodology / tools and management control system proposed
  - Proposed implementation plan, e.g. how the bidder will undertake each task and maintaining project schedules;
  - The deliverables are processed in accordance with the mandate; the proposed deadlines are respected
- 3) Technical capacity of the evaluation team (30 points)
  - Range and depth of experience with a similar rating
  - Meet academic requirements
  - Years of experience
  - Strong analytical skills and applications of qualitative and / or quantitative statistical data processing
  - Excellent writing and language skills

Technical score: 75% of 80 points = 60 points

#### **b) Financial proposal**

The financial proposal will be assessed for completeness, clarity and relevance.

The maximum number of points is awarded to the lowest financial proposal that is opened / evaluated and compared among technically qualified applicants who have achieved a minimum of 60 points in the technical evaluation. Other financial proposals will receive points in inverse proportion to the lowest price.

Total Financial: 20

Only technically qualified financial proposals will be opened (score of at least 60).



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## **SUBMISSION GUIDELINES**

Proposals are evaluated according to a two-step procedure, during which the evaluation of the technical proposal will be completed before the evaluation of the financial proposal. Applications should therefore contain the following required documentation:

Technical proposal: Applicants should prepare a proposal in accordance with these Terms of Reference, ensuring that the purpose, objectives, scope, criteria and deliverables of the evaluation are considered. The proposal should include a detailed breakdown of the start-up phase and data collection methodology, the suggested approach and the proposed sampling to be used in the assessment. A brief explanation of the data collection, analysis and report writing phases should also be included, along with a draft work plan and timeline for the evaluation. The technical proposal must also include:

- updated CVs of experts to form part of the assessment and copies;
- electronic links to the two most recent and relevant assessments performed by the applicant.

Financial proposal: Offer with cost breakdown: consultant fees, international travel costs (economy class), daily subsistence allowance (DSA) and translation costs and other required costs. The financial proposal should be submitted in a separate file, clearly named Financial Proposal. No financial information should appear in the technical proposal.

Travel costs will be based on the most direct route and economy fare. Quotes for a business class fare will not be taken into account.

Interested applicants must provide financial proposals including at least the following:

- Cost
- DSA
- Travel costs: international (if applicable) and local
- Other costs

## **SUBMISSION OF APPLICATIONS:**

All submissions with a complete set of documents should be sent by email no later than 26 October 2020 to the addresses [hbaverstock@iom.int](mailto:hbaverstock@iom.int) and [mnina@iom.int](mailto:mnina@iom.int) (subject line: IOM CMR Evaluation Migration Health) with scans of the mentioned documents attached. Applicants are encouraged to apply early.

A selection committee will review all applicants upon arrival. All proposals must meet the minimum requirements described above and those which are unable to meet these requirements will not be considered.

The evaluation team has the right and should discuss the questions relevant to this evaluation with the people and organizations concerned. The evaluation team does not represent the International Organization for Migration in any way.

All intellectual property rights over the results of the services mentioned in the contract will belong exclusively to IOM, including the right to make changes and hand over material to a third party. IOM may publish the final result in order to promote transparency and public use of the evaluation results.