

TERMS OF REFERENCE

Mid-term independent evaluation for the programme

Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa (THAMM)

Project Title:	Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa (THAMM)
Project Countries	Egypt, Morocco, Tunisia
Partners	Governmental and non-governmental actors (including social partners) in the three countries concerned by the labour migration governance
Donor	DG NEAR / EU (The European Union Emergency Trust Fund for Stability and Addressing the Root Causes of Irregular Migration and Displaced Persons in Africa)
Budget in EUR/USD	7 million EUR
Implementation Period	36 months (November 2019 – October 2022)
Type of Evaluation	Independent Mid-Term Project Evaluation
Timing of the evaluation	1 September – 31 October 2021
Contract reference	Agreement Number: T05 - EUTF-NOA-REG-06

1. CONTEXT

THAMM, which stands for “Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa”, is an international cooperation programme implemented by the International Labour Organisation (ILO), the International Organisation for Migration (IOM), the Belgian Development Cooperation Agency Enabel and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. Enabel has joined the THAMM programme in August 2020. This programme is co-financed under the North Africa window of the EU Emergency Trust Fund for Africa (EUTF) by the European Union (EU) and the German Federal Ministry for Economic Cooperation and Development (BMZ). The ILO and the IOM implement four (SO1, SO2, SO3 and SO5) of its five Specific Objectives (see below) on funding from the European Union only through Agreement T05 - EUTF-NOA-REG-06.

THAMM proposes to approach labour migration holistically, in terms of both technical dimensions (governance frameworks, skills recognition and qualification, statistical data and information systems) and end beneficiaries (integration of foreign workers into labour markets and assistance to national workers seeking employment abroad).

The programme aims to improve the governance of labour migration and the protection of migrant workers in the North of Africa by supporting the development and implementation of coherent and comprehensive policy frameworks guided by relevant human rights and labour standards and based on reliable data and evidence. These are essential for fair and effective labour migration governance and decent work. The THAMM Programme builds on the experience of the implementation institutions in North Africa and beyond to foster mutually beneficial migration and mobility for North African countries. The programme addresses both the South-North and the South-South dimensions of labour migration and mobility through regional dialogue and cooperation. Planned over 36 months, it covers three countries: Egypt, Morocco and Tunisia and is inclusive of and open to other North Africa countries for sub-regional activities.

In addition, THAMM is aligned with existing policy frameworks at the global level (Sustainable Development Goals, Global Compact for Safe, Orderly and Regular Migration), regional (African Union Migration Policy Framework and Africa Plan of Action 2018-2030) and builds on the recommendations of national stakeholders gathered in the consultation phase and during national programming workshops.

Final beneficiaries of the programme are citizens of North African countries in working age, prone to seek job opportunities (abroad or in their country), and migrants working in North Africa.

The Overall Objective of the programme is to foster mutually beneficial legal migration and mobility and is achieved through the following specific objectives:

- SO 1: Policy, legislative, institutional and regulatory frameworks in the field of legal migration & mobility are progressively established across the North African countries;
- SO 2: Mechanisms for assessment, certification, validation and recognition of migrants' skills and qualifications are improved;
- SO 3: Migration related knowledge and data management in the field of legal migration and mobility is improved;
- SO 4: Mobility-schemes are established and/or improved (Not implemented under the IOM/ILO Agreement);
- SO 5: Cooperation between relevant stakeholders in the field of legal migration and mobility, in particular job placement, is improved.

2. EVALUATION PURPOSE

The purpose of this mid-term evaluation is threefold:

- Assess the relevance and coherence of project's design regarding countries needs and how the project is perceived and valued by project beneficiaries and partners;
- Identify the contributions of the project to the SDGs, the country's UNDAF and DWCPs, the ILO and IOM objectives and its synergy with other projects and programs in both countries;
- To test the overall project theory of change
- Analyse the extent of achievements of outcomes and impact and implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes and impacts; including unexpected results and factors affecting project implementation (positively and negatively);
- Review the institutional set-up, capacity for project implementation and coordination mechanisms;
- Assess the implementation efficiency of the project;
- Review the strategies for outcomes' sustainability and orientation to impact;
- Identify lessons and potential good practices for the tripartite constituents, stakeholders and partners; and
- Provide strategic recommendations for the different tripartite constituents, stakeholders and partners to improve implementation of the project activities and attainment of project objectives, (including adjustments to the theory of change, gender equality, disability inclusion and COVID-19 resilience.

Evaluation findings will be used by the programme teams and stakeholders to understand what, if anything, needs to be amended to increase the likelihood of achieving the programme specific objectives and overall outcome. The evaluation is also expected to document lessons and good practices to ensure those are built upon in the remaining implementation time.

3. EVALUATION SCOPE

The midterm evaluation will cover the three current THAMM implementation countries, namely Morocco, Tunisia and Egypt and both implementing agencies, the IOM and ILO. It will look at the work completed in the first half of the programme, from November 2019 to the beginning of September 2021.

The evaluation should help to understand how and why the project has advanced or is in the way to obtain (or not obtain) the specific results from outputs, potential outcomes and impact.

4. EVALUATION CRITERIA AND QUESTIONS

The midterm evaluation should look at the relevance, effectiveness, coherence, sustainability and impact of the THAMM programme. The list of questions below is indicative and should be reviewed with the evaluation managers during the inception phase:

The evaluation questions should integrate gender equality and non-discrimination as a crosscutting concern throughout its deliverables and process. Furthermore, it should pay attention to issues related to social dialogue and tripartism, international labour standards and a fair transition on environment issues. Moreover, the impact of the COVID-19 in the completion of the project will be

taken into account. All these aspects should be reflected in the evaluation questions to be finalized at the Inception report.

Relevance:

- To what extent do the intended specific outcomes and immediate objectives continue to meet the needs of final beneficiaries?
- To what extent do the intended specific outcomes and immediate objectives continue to meet the priorities of the main programme partners (government institutions and social partners including employers and workers organizations)?
- Is the programme well aligned with the current policies and administrative systems of the host-countries at national and regional levels frameworks such as those of ILO and IOM?
- Are activities and outputs tailored to local needs and to the requirements of ownership and accountability?
- Have key stakeholders (including employers and workers organizations) participated in the project design and implementation, how?
- Does the programme theory of change present a technically adequate solution to the development problem at hand in terms of link of project outputs, outcomes and impact and its links to external factors.?
- Have the programme assumptions held true? Were some critical assumptions missed?
- Is the programme working with the right partners to meet the intended outcomes?
- Has the project integrates gender equality, disability inclusion and COVID19 resilience.
- To what extent has the project integrated the cross cutting themes in the design?

Coherence:

- To what extent does the programme seek and effectively create synergies with other interventions within the agencies and countries?
- Is the programme consistent with SDGs 8.8 and 10.7; the Valetta Action Plan domain 2; the EUTF Strategic Objective 3 and EUTF North of Africa Strategic Objective 2 and countries UNDSFs and DWCPs ILO and IOM own outcomes (e.g. P&B)?

Effectiveness:

- To what extent is the programme reaching its intended outputs and immediate outcomes?
- Have unintended results of the project been identified?
- Which have been the main contributing and challenging factors towards project's success in attaining its targets? Has the project been successful in addressing these obstacles and how? How did they affect the overall effectiveness of the project? What is the assessment regarding the quality of the project outputs?
- Are gender equality and disability inclusion effectively integrated in planning and implementation of the programme?
- How effectively are the project results being monitored? Is the monitoring and evaluation system results-based and facilitates an adaptive management and learning?
- To what extent has the project management and governance structure put in place worked strategically with IOM and ILO tripartite constituents and stakeholders and partners in the project, to achieve project goals and objectives?
- Do government and non-government partners perceive their access to resources, including skills and knowledge building, availability of expertise and technical support, enhanced as a result of the programme?

- Do partners perceive the resources offered by the programme effective in supporting the achievement of intended programme objectives?
- What is the assessment regarding how the project management has managed the contextual and institutional risks and assumptions (external factors to the project)?
- To what extent is the COVID-19 pandemic influencing project results and effectiveness and how has the project addressed this influence? Has it been ready to adapt to changes for at least some time from now-on?
- Does the (adapted) intervention models used in the project suggest intervention models for similar crisis to COVID 19- response?

Efficiency:

- Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outputs and specially outcomes? If not, why and which measures taken to work towards achievement of project outcomes and impact?
- What measures have been put in place to ensure a good management of programme resources?
- Are the project's activities/operations in line with the schedule of activities as defined by the project team, work plans and budgets?
- How has the programme management adapted to the restrictions imposed by the global COVID-19 pandemic to continue to respond to implementation needs?

Impact:

- To what extent has the programme been able to influence the integration of labour migration concerns in the priorities and strategies of policymakers and national partners?
- What are the most significant, expected or unexpected, positive and negative changes observed as a result of the programme at institutional and final beneficiaries levels so far?
- What do stakeholders perceive to be the major changes linked to the project contribution on themselves and their institutions?
- Is the project contributing to expansion of the knowledge base and building evidence regarding the project outcomes and impacts?

Sustainability:

- To what extent did host-country stakeholders participate in the planning and steering of the priorities and activities of the programme?
- Is the programme supported by government institutions and well-integrated with local socio-political and cultural conditions?
- Can the types of changes sought by the programme intervention be maintained by partners when donor support is withdrawn? Which are the gaps?
- To what extent are the results of the intervention likely to have a long term, sustainable positive contribution to the relevant SDGs and targets (explicitly or implicitly)?
- How has the sustainability approach of the project been affected, or could be affected, by the Covid-19 situation in the context of the national responses?
- Has the project developed and implemented any exit strategy?

5. EVALUATION METHODOLOGY

The evaluation should begin with a programme documents review. IOM and ILO will provide the necessary documentation, including the approved programme proposal; work plans; activity and project reports, M&E tools and monitoring data collected, financial data and relevant correspondence. Assuming travel remains restricted, all subsequent data collection shall be done using email, online questionnaires, calls and video interviews with programme staff and stakeholders, unless field visits and face-to-face interviews become possible. An indicative list of persons to be interviewed will be prepared by the THAMM Team in consultation with the evaluator.

The evaluator or evaluation team will be expected to develop a more detailed evaluation methodology at the inception phase to explain how the various criteria will be addressed, using a mixed methodology, including triangulation to increase the validity and rigor of the evaluation findings, engaging with tripartite constituents, stakeholders and partners of the project, as much as feasible, at all levels during the data collection and reporting phases.

Finally, the evaluator must follow the IOM Data Protection Principles, UNEG norms and standards for evaluation, and relevant ethical guidelines. The independent mid-term evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO and IOM's evaluation procedures. The evaluation will follow all relevant evaluation guidelines and checklist from ILO and IOM Evaluation Offices to be provided at the start of the inception phase. All deliverables should be approved by the evaluation managers.

The ILO and IOM adhere to the United Nations Evaluation Group (UNEG) evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards. The evaluation is an independent evaluation and the final methodology and evaluation questions will be determined by the consultant in consultation with the Evaluation Managers.

Due to the onset of the COVID-19 pandemic and its impact on the world of work, this evaluation will be conducted in the context of criteria and approaches outlined in the ILO internal guide: "Implications of COVID-19 on evaluations in the ILO: An internal Guide on adapting to the situation" (version March 25, 2020).

The desk review may suggest a number of preliminary findings that could be useful in reviewing or fine-tuning the evaluation questions. The desk review will include briefing interviews with the project team and the donor.

At the data collection phase interviews with project staff, tripartite constituents, stakeholders and partners will be conducted. An indicative list of persons to be interviewed will be prepared by the Project in consultation with the Evaluation Manager.

A virtual stakeholders' workshop will be organized toward the end of the evaluation, with participation from key stakeholders, ILO and IOM staff and partners. This is an opportunity to present the preliminary findings, invite the participants to validate them and fill in any data gaps. A compilation of a draft evaluation report will follow (see below deliverables for details). The draft will be subject of a methodological review by the evaluation manager, and upon the necessary adjustments, it will be circulated among the key stakeholders. Subsequently, the evaluation manager will consolidate any written comments and provide to the evaluator - who will develop the final version of the report, addressing the comments - or explain the reason for not addressing the comments, if that would be the case.

6. EVALUATION DELIVERABLES AND MANAGEMENT

The deliverables of the evaluation are:

- An **inception report** that outlines clearly the evaluation approach and tools to be used. The inception report must also include an evaluation matrix which includes the methodology to be used, indicators, evaluation questions and detailed work plan.

The inception report will:

- Describe the conceptual framework that will be used to undertake the evaluation;
 - Elaborate the methodology proposed in the TOR with changes as required;
 - Set out in some detail the data required to answer the evaluation questions, data sources by specific evaluation questions, (emphasizing triangulation as much as possible) data collection methods, and purposive sampling
 - Selection criteria for individuals for interviews (as much as possible should include men youth and women);
 - Detail the work plan for the evaluation, indicating the phases in the evaluation, their key deliverables and milestones;
 - Set out the list of key stakeholders to be interviewed and the tools to be used for interviews and discussions;
 - Set out the agenda for the stakeholders workshop;
 - Set out outline for the final evaluation report;
 - Interview guides and other data collection tools
- A **maximum of 30-page long draft evaluation report** in English and without annexes (including an executive summary and outlining the progress of the project indicators, data sources and findings of the evaluation, good practices, lessons learnt, missed opportunities, strengths and failures, gaps and challenges on the design, management and implementation of the project). The draft of the report will be presented to IOM for comments and inputs, after which the evaluator will finalize the report and submit the final evaluation report to IOM.

Evaluation report outline:

- Cover page with key project and evaluation data
- Executive Summary
- Acronyms and abbreviations
- Context and description of the project including reported key reported results
- Methodology and limitations
- Findings (this section's content should be organized around evaluation criterion and questions), including a table showing output and outcome level results through indicators and targets planned and achieved and comments on each one.
- Conclusions
- Recommendations (i.e. for the different key stakeholders and project partners), indicating per each one priority, timeframe and level of resources required. Suggested: maximum 8-10 recommendations in total).
- Lessons learned and good practices
- Annexes:

- TOR
 - List of persons consulted
 - Schedule of work (briefings, data collection, interviews, field visits, workshop/s)
 - Documents consulted
 - Evaluation matrix
 - Data collection tools
 - Logical framework analysis matrix
 - Lessons learned
 - Emerging good practices
- A **final evaluation report** that reflects comments/feedback from stakeholders consolidates by the evaluation managers as well as annexes to include electronic copies of raw data, copies of the data collection tools, the list of staff and stakeholders interviewed or organizations included in surveys. Report submission shall be followed by a **briefing session** to present findings and recommendations shall be schedule with the THAMM team to closer to the date.
 - A **two-page evaluation brief** in English, French and Arabic in ILO and IOM formats.

The evaluation will be jointly managed by the ILO and the IOM; this joint management structure will consist of two evaluation managers representing ILO and IOM. IOM will manage the evaluation administratively but all deliverables will be approved by both evaluation managers.

The evaluation managers is responsible for completing the following specific tasks:

- Draft and finalize the evaluation TOR with inputs from key stakeholders;
- Develop the Call for expression of interest and select the independent evaluator;
- Brief the evaluator on ILO and IOM evaluation policies and procedures;
- Initial coordination with the project team on the development of the data collection process and the preliminary results workshop;
- Circulate the first draft of the evaluation report to the key stakeholders requesting written comments within 10 working days;
- Consolidate the received written comments received to send the evaluator and
- Ensure the final version of the evaluation report addresses the stakeholders' comments (or an explanation why any has not been addressed) and meets ILO and IOM evaluation offices requirements.

7. TIMELINE

The evaluation should take approximately 8 weeks at most and begin on the 1st of September at the latest. Evaluation findings shall be integrated in an annual report and therefore the deadline for the submission of the draft report is inflexible. The evaluation will be home-based with in person interaction only if feasible depending on COVID 19 measures in place at the time of the evaluation.

The following is a tentative timeline for the implementation of the evaluation:

No.	Key activity	Deadline
0.	Selection process (Tentative interview date: 26 July)	31 July 2021

1	Desk-based documents review & consultations	06 September 2021
2	Inception report submission	10 September 2021
3	Data collection and analysis	01 October
4	Virtual stakeholders workshop to present preliminary results	10 October
5	Draft report submission	15 October 2021
6	Final report & briefs submission and briefing session	31 October 2021

8. EVALUATION BUDGET AND PAYMENT

The evaluation fee is all-inclusive. The financial proposal should include the evaluator's daily rate and a breakdown of the number of days for each of the tasks planned under the methodology. If travel becomes possible, all costs related to flights, hotel accommodation, evaluation field trips to project implementation sites and any other cost associated with a field evaluation should be indicated as a separate item. Disbursement of the evaluation consultancy fees will be paid upon satisfactory submission and approval by IOM of agreed deliverables.

9. REQUIRED QUALIFICATIONS

The evaluator or evaluation team are expected to have the following minimum qualifications and experience:

- Minimum master's degree in social research and/or evaluation methods, social science, Development studies, or similar disciplines;
- Minimum of 7 years of experience in evaluating development programmes or initiatives including Theory of change approach on evaluation, Human Rights Based Approach programming, and Results Based Management;;
- Demonstrated knowledge of the Middle East and North Africa (MENA) and familiarity with labour migration issues;
- Knowledge of ILO's roles and mandate and its tripartite structure, and IOM's roles and mandate
- Strong background in local economic and enterprise development as well as Fluency in English and French is required, working knowledge of Arabic is an advantage;
- Demonstrated skills and experience in quantitative and qualitative data collection and related technical and analytical report writing;
- Strong conceptual, analytical and communicational abilities;
- Demonstrated ability to deliver quality assignments under tight timeframes and managing a multi-country evaluation remotely.

10. APPLICATION PROCEDURE

Qualified interested candidates or teams should submit their proposal (maximum 10 pages excluding CVs), including:

- Detailed CVs with a short motivation letter;

- Technical offer describing in detail the approach and methodologies for the assignment;
- Financial offer including estimated working days for above-mentioned deliverables and daily rate;
- A recent evaluation report example.
- Two references of clients (mails and phone to be potentially contacted).

The proposal shall be submitted to IOM by email to **moroccoprocurement@iom.int** no later than **Sunday, 18 July 2021, at midnight (GMT+1).**