



International Organization for Migration (IOM)  
The UN Migration Agency

*Mid-Term Review (MTR) Terms of Reference for*  
**“COMMUNITY REVITALIZATION PROGRAM Phase VI”**  
**Commissioned by: IOM Mission in Iraq**

## **Terms of Reference**

Established in 1951, the UN Migration Agency (IOM) is the leading inter-governmental organization in the field of migration and works closely with governmental, intergovernmental and non-governmental partners. IOM works to help ensure the orderly and humane management of migration, to promote international cooperation on migration issues, to assist in the search for practical solutions to migration problems and to provide humanitarian assistance to migrants in need, including refugees and internally displaced people.

Since beginning operations in Iraq in 2003, IOM has built a strong network of staff, offices and logistics. Through coordination with the Iraqi government, donors, UN agencies and NGOs, IOM Iraq delivered life-saving aid to more than one million people across all of Iraq’s 18 governorates in 2014. The Mission provides a range of emergency response services; non-food item (NFI) kits, shelter solutions, livelihood assistance, primary health care and psychosocial assistance. IOM Iraq also provides technical cooperation, including government capacity building on migration issues. With presence on the ground in all governorates, IOM staff have been on the front lines of the humanitarian response to this unprecedented of crises in Iraq. IOM is also working towards progressive solutions with the enhancement of socio-economic inclusion for vulnerable populations through its transition and recovery portfolio, particularly the Mission’s Community Revitalization Program (CRP).

### **1. Program Scope**

CRP is a multi-sectorial program that focuses on the implementation of livelihood projects, the rehabilitation of shared economic and social infrastructure and the provision of capacity building for local stakeholders and governmental authorities. This program is a comprehensive, community-based initiative that empowers local communities to take the lead in their own development. The program has been implemented by IOM since 2012 as the continuation of an earlier iteration referred to as the Program for Human Security and Stabilization (PHSS). Three phases of PHSS were implemented between 2007 and 2011. CRP was designed to build upon the lessons learned and achievements made throughout the many years of prior experience gained through the implementation of a number of community stabilization projects in the country. The project goal is to contribute to stabilisation in Iraq by improving conditions for sustainable economic and social inclusion of vulnerable individuals in communities with significant populations of Internally Displaced Persons (IDPs) and returnees. Primary activities within the project include livelihood assistance, community assistance projects, social cohesion activities, community mobilization, the strengthening of community engagement and the provision of capacity building for community structures and government stakeholders.



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**CRP Phase VI (2016-2017)** includes six complementary and interrelated components:

- 1) Supporting local economies with the provision of assistance to Small and Medium Enterprises (SME) and employability support. This component primarily focused on key selected communities with high numbers of IDPs and returnees. Based on identified needs and existing skill-sets within the selected beneficiary population, livelihood assistance is provided inclusive of one or more of the following services; a) Business Support Packages (BSP) for entrepreneurs working towards the development or enhancement of a small business; b) Business Development Services (BDS); c) specialized skills training such as Vocational Training (VT), Farming Training (FT) or On-the-Job training (OJT), inclusive of a toolkit tailored to the needs of individual trainees; d) Job Placement (JP) which assigns beneficiaries with already developed skillsets to appropriate host employers (hotels, banks, private companies, private schools, factories, etc.). This allows them to gain professional experience; e) referral to other service providers;
- 2) Improving access to social services through light infrastructural rehabilitation, the provision of specialized equipment to selected facilities and the construction of community centers;
- 3) Strengthening social cohesion through community-based events and social cohesion-related activities implemented by selected partners;
- 4) Direct Support to Iraqi Returnees and IDPs through the provision of Non-Food-Items (NFI), transportation assistance and external referrals;
- 5) Humanitarian Information Coordination focused on the production of timely information for enhanced communication with program stakeholders;
- and 6) Increased human capital through the provision of capacity building and awareness raising for program stakeholders and staff.

CRP VI is being implemented in fifteen governorates and aims to provide 2,500 households with individual livelihood assistance.

## **2. Mid Term Review (MTR)**

Purpose of Mid Term Review (MTR)

The main purpose of the Mid Term Review (MTR) is to evaluate the performance of CRP Phase VI against desired results as articulated in its result framework. The Mid Term Review will also assess programme performance against the five OECD/DAC standard evaluation criteria, taking into consideration sustainability, relevance, efficiency and effectiveness, as well as programme design. Recommendations developed as a result of this review will be used to improve the programme's processes and to, if necessary, re-position its mechanisms in order to achieve desired results in the most sustainable, effective and efficient manner.

### **2.1. Mid Term Review (MTR) Specific objectives**

- Assess CRP VI progress to date against workplan targets for the realization of intermediate and long term results;
- Assess whether CRP VI is on track against the five OECD/DAC evaluation criteria (relevance, effectiveness, efficiency, sustainability, design);
- Analyze existing data collected through monitoring activities conducted by CRP staff;



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- Analyze CRP VI processes (planning & budgeting, implementation, M&E, resource mobilization and knowledge management), identifying strengths and weaknesses and making recommendations for the improvement of programme implementation;
- Assess the quality and effectiveness of CRP VI technical and implementation partnerships at national and local levels;
- Highlight the most significant achievements that the programme has made so far, and identify programme components and/or mechanisms that have led to the observed results;
- Identify key success stories, emerging good practices and lessons learnt through the implementation of CRP VI to date and develop recommendations for the further refinement of programme mechanisms, SOPs and internal structure.

### **3. Scope and Specific Duties of Mid Term Review (MTR)**

The appointed Mid Term Review (MTR) consultant/consultancy firm is expected to gather relevant information to ascertain whether the program is on track against its proposed contribution to community transition and recovery by improving the conditions for sustainable economic and social inclusion of vulnerable individuals in communities with significant populations of Internally Displaced Persons (IDP) and returnees.

Using an appropriate mix of evaluation methods, the appointed Mid Term Review (MTR) consultant/consultancy firm is expected to perform the following main duties amongst others:

1. Develop criteria for sampling communities and program stakeholders in consultation with IOM;
2. Produce an inception report comprising detailed evaluation protocol with a clear work plan for carrying out the assignment;
3. Design any additional required data collection instruments in line with CRP VI monitoring tools;
4. Conduct all necessary data collection exercises in the field using mixed data collection methods;
5. Conduct a desk review (at regional and country levels) of any relevant reports, studies, and any other relevant material that will enhance the MTR, including baseline reports and resource mobilization proposals;
6. Review existing program M&E data and reports at country level;
7. Analyze and synthesize data using appropriate statistical software packages and qualitative data analysis tools;
8. Compile a draft report of findings and recommendations in an agreed upon format using IOM in-house style guidelines on writing. The report will need to be analytical and respond to the specific objectives outlined above;
9. Organize a debriefing with the IOM management team on the MTR findings;
10. Update IOM on a regular basis (weekly) on the progress of the assignment;
11. Incorporate IOM's feedback/comments and prepare a final report.



#### 4. Proposed Methodology

The consultant/consultancy firm will need to articulate a detailed methodology and approach to undertaking this review in their proposal to IOM. This review will be a cross-sectional study, looking at all the different components of the programme with clear criteria for sampling communities, beneficiaries and stakeholders to be covered by the MTR. Field visits to collect primary data at the community level will be undertaken in selected communities. Primary data collection methods may involve focus group discussions, surveys and key informant interviews with key IOM staff, CRP program partners including government partners, technical partners such as UN Agencies, implementing partners and other relevant program stakeholders including, primarily, beneficiaries who are IDPs or returnees, and the communities that receive them. Government and community structures such as Technical Consultative Board (TCB) and Community Management Teams (CMT) are considered critical IOM partners and the MTR is expected to ensure that they are adequately represented in key informant interviews. Secondary data collection should involve a desk review and include documents such as IOM progress reports, M&E databases, baseline and other research reports, publications and briefs among others. A literature review of other documents relevant to IOM's work may also be undertaken.

##### 4.1. MTR Questions

The MTR is expected to provide answers to the following questions, in addition to other questions the team considers relevant for this MTR:

- I. What overall progress is CRP VI making towards the realization of stipulated targets? What are the major challenges that have hindered the realization of these targets?
- II. What are the CRP VI components and delivery approaches that are most effective and which are least effective? What needs to be done to sufficiently improve performance such that targets are achieved?
- III. Is the selection of beneficiaries consistent with the stipulated selection parameters (i.e. % IDPs, % returnees, % Female-Headed Households (FHH) etc.), Does the selection criteria adequately target the most vulnerable populations deemed most in need of stabilization and revitalization assistance?
- IV. Is the program adequately and effectively applying 'Do No Harm' principles?
- V. Are there synergies between different components of the program and would the program benefit from further integration?
- VI. Does program design effectively meet the needs of target populations and, if so, in what ways?
- VII. Are there specific factors within particular governorates that either support programme implementation or present a barrier to effective programming? If so, which factors and in which governorates? (e.g. political will, level of government engagement, information management, etc.)
- VIII. Is coordination (or lack thereof) among IOM departments positively or negatively affecting the program? Is the delivery of support services positively or negatively affecting program implementation?



- IX. To what extent is the program promoting gender equality in selected communities?
- X. Does program implementation meet stipulated budgetary targets? If not, what are the factors in programme design and implementation that prevent this?

### 5. Timeline and deliverables

The MTR is provisionally planned to commence **by the 6<sup>th</sup> of April and is expected to be completed 45 days after this date.** Interested service providers are required to submit detailed technical and budgetary proposals, including a detailed work plan and itemized budget (please refer to Annex A). A provisional timeline is provided below. However, adjustments will be made after the date the service agreement is signed, when mutually agreed upon amendments to the comprehensive work plan and delivery schedule are deemed necessary.

*MTR tentative schedule*

Item #	Key activity	Deadline
1	IOM call for proposals sent out for interested consultant/consultancy firm to submit their expression of interests (technical and budgetary proposals)	16 March 2017
2	Expressions of interest submitted to IOM. Applicants also submit any questions they might have regarding the assignment	22 March 2017
3	IOM addresses submitted questions	26 March 2017
4	Submission of detailed technical and all-inclusive budget proposals from interested consultant/consultancy firm to IOM	2 April 2017
5	Contract signed by both parties and assignment commences	6 April 2017
6	Final MTR data collection instruments approved by IOM	13 April 2017
7	Data collection and analysis processes	16-30 April 2017
8	Presentation to IOM (date to be determined depending on when the analysis is completed)	
9	Submission of the draft MTR report to IOM by MTR team	8 May 2017
10	IOM provide feedback to the evaluation team on the draft report	11 May 2017
11	The MTR team submits the final MTR reports to IOM	18 May 2017



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After receiving the call for proposals, the consultant/consultancy firm must send an expression of interest by **22<sup>nd</sup> of March, 2017**. Candidates must submit any questions regarding the MTR assignment with the expression of interest. IOM will address submitted questions by **26<sup>th</sup> of March**.

Technical and budgetary proposals must be submitted no later than **5 p.m. on the 2<sup>nd</sup> of April 2017** (Erbil standard time). **The MTR should not take more than 45 days and should be conducted in accordance with the proposed technical approach.**

The final report should be submitted no later than **5 p.m. on the 18<sup>th</sup> of May 2017** (Erbil Standard Time).

## **6. Submission of application**

Detailed technical proposals should be submitted no later than the **2<sup>nd</sup> of April, 2017**, and should include the following documents:

- CVs and biographies of the independent consultant/consultancy firm and key evaluation team members;
- A company profile, including history of similar projects implemented (if applicable);
- MTR methodology, including an outline of the work plan. The MTR methodology should mention a proposed sampling framework, survey instruments, data analysis techniques, quality control measures, and timelines(as per annex B);
- Letters of reference for the lead evaluator;
- A summary of track record and experience in the implementation of MTRs of the team leader;
- A budget proposal (as per annex A).

## **7. The Budget**

MTR fees must be submitted with the technical proposal. This should include the professional fee of the consultant/s, per diems (excluding accommodation costs), and any necessary equipment and associated costs.

Domestic travel arrangements, including airfares, land transportation, accommodation and the costs associated with such logistics will be borne by IOM and therefore do not need to be included in cost proposals.

## **8. Requirements**

IOM's preference is for a team of evaluators, i.e. researchers, consultancy firm etc. The consultant/consultancy firm should possess the following minimum qualifications and provide references as follows:



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- A lead consultant with a degree in economics, public administration, public policies, law, international development or a related discipline, and at least one data analyst to process data collection. The consultant/consultancy firm may propose a larger team, but not smaller;
- Technical competencies in evaluation design, data collection, data analysis (qualitative and quantitative analysis), experience using statistical programs e.g. Stata, SPSS, and experience in drafting, editing and reporting in English;
- Members of the team should have at least 15 years of combined experience in international development and community stabilization, including 6 years working internationally, five of which should be in areas of income generation and other livelihood activities;
- Individual evaluators should have a minimum of 5 years of work experience in M&E and/or project management. Previous experience in evaluation of income-generation and livelihood programs is an advantage;
- Experience conducting evaluations and conducting site visits to remote locations in hardship environments is beneficial;
- Knowledge of the Middle East and experience working in Iraq is advantageous;
- Communication skills, time management, and cultural sensitivity;
- Fluency in English is required. Knowledge of Arabic and Kurdish is advantageous. (IOM will provide skilled interpreters if required by the evaluators).

## **9. Governance Arrangement**

This MTR is to be coordinated by the IOM Project Management Office. The main function of IOM will be to support the overall objectives of the evaluation, request and provide information required by the evaluators, and approve their deliverables.

## **10. Terms of Payment**

The payment will be scheduled in the following terms:

50% upon receipt of data collection tools validated by IOM;

35% upon receipt of the final report;

15% upon submission of integrated annexes, including interviews and questionnaire transcripts.

## **11. Criteria for Selection of Consultant/Consultancy Firm**

Submitted technical information will be evaluated by a committee using the technical criteria below. When evaluating the competing applicants, IOM will consider written qualifications/capability, information provided by the applicants, and any other information obtained by IOM through its own research.



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The criteria listed below are presented by major category in descending order of importance, so that applicants will know which areas require emphasis in the preparation of information. All sub-factors are in descending order. Applicants should note that these criteria serve as the standard against which all technical information will be evaluated, and serve to identify the significant matters which applicants should address.

*1) Technical Approach (50 points)*

- a. Methodology: should be sound, comprehensive and appropriate;
- b. Appropriateness of the sample size, data collection and data analysis tools, etc.
- c. Demonstrated understanding of the country context and status of IOM in Iraq;
- d. Knowledge of community stabilization, transition and early recovery in the post conflict context;
- e. Understanding of relevant stakeholders for community initiatives in Iraq.

*2) Management, Key Personnel and Staffing Plan (30 points)*

- a. Appropriateness of management strategy for the proposed field activities; this is the degree to which the management strategy efficiently and effectively provides the resources needed to carry out the proposed activities;
- b. Appropriateness of the qualifications of local and foreign experts. IOM reserves the right to check references and/or interview proposed key evaluators.

*3) Evaluator Performance Information (20 points)*

- a. IOM may use performance information obtained from sources identified by the applicants. IOM will utilize existing databases of applicant performance information, and may request additional information from the references;
- b. Adverse past performance information to which the applicant previously has not had an opportunity to respond will be addressed in accordance with IOM procurement policies and procedures;
- c. IOM will initially determine the relevance of similar performance information as a predictor of probable performance under the subject requirement.

The expression of interest, submission of application, and questions should be delivered via email to [IOMIRAOBIDS@iom.int](mailto:IOMIRAOBIDS@iom.int) and copying [abaranska@iom.int](mailto:abaranska@iom.int). Please write *CRP VI Review offer* in the subject line.





#### ANNEX A – Budget

	<b>Estimated costs</b>
1. <b>MTR delivery fees</b>	
2. <b>Travel</b> (air tickets, visa permissions)	
3. <b>Printing and duplication</b> (The costs of preparation of data-collection instruments, reports, handouts and any other documents)	
4. <b>Supplies and equipment</b> - the costs of specific supplies and equipment (e.g., computers, software packages) that must be purchased or rented for the evaluation.	
5. <b>Management Fee</b> (indirect cost)	
<b>Total</b>	

#### ANNEX B – MTR framework

The proposal of MTR methodology should include:

1. Sampling framework
2. Survey methods
3. Survey tools
4. Data analysis techniques
5. Quality control measures
6. Timelines