



International Organization for Migration (IOM)
The UN Migration Agency

CALL FOR APPLICATIONS FOR CONSULTANCY SERVICES: REAL-TIME EVALUATION OF THE IOM EAST AND HORN OF AFRICA COVID-19 RESPONSE

Commissioned by: *IOM Regional Office for East and Horn of Africa, Nairobi*

Evaluation context

The International Organization for Migration (IOM) initiated operations in the East and Horn of Africa in 1984 and established its first office in Kenya in 1993. IOM Regional Office in Nairobi, Kenya, coordinates activities in 10 countries of the East and Horn of Africa (EHOA), namely Burundi, Djibouti, Eritrea, Ethiopia, Kenya, Rwanda, Somalia, South Sudan, Uganda, and the United Republic of Tanzania.

Since the World Health Organization declared the 2019 Novel Coronavirus (COVID-19) a Public Health Emergency of International Concern on 20 January 2020, the EHOA region has experienced an upward trend in COVID-19 cases since the beginning of the outbreak. Currently, most cases are through community transmission, most being asymptomatic. As of 9th October 2020, the region had 151,349 cases. Ethiopia has the highest number of confirmed cases in the region at 82,662 (54.6% of total case), followed by Kenya with 40,620 cases (26.8%) and Uganda with 9,701 cases (6.4%). As of 9th September 2020, 84,455 cases (55.8%) of the confirmed cases in the region had recovered from COVID-19. The total number of deaths in the region has remained low at 2,386 (fatality rate 1.6%) and ranging between zero in Eritrea to 1,171 in Ethiopia.

The pandemic has affected migrants and host communities, particularly communities in cross-border areas, truckers, returnees, among others in several ways. An increasing number of COVID-19 cases continue to be reported among truck drivers in the region, creating a major concern for the spread of the virus among border communities and along transport corridors. At the same time, migrants – both regular and irregular – in transit and destination locations continue to face increased risk of infection because of limited access to information for prevention and access to quality health care. There is a continued risk of xenophobic attacks with migrants being perceived as carriers of the virus.

In March 2020, under the leadership of the WHO, a UN COVID-19 Preparedness and Response Plan was developed to support countries in East and Southern Africa and was endorsed by Regional Directors of all UN agencies engaged in the COVID-19 response. The plan defined the role and responsibility of each agency and assigned IOM as the lead agency for Points of Entry (PoE) to help ensure that health screening, infection prevention and control (IPC) and risk mitigation measurements are functioning in PoEs. As a result, IOM set-up an internal multidisciplinary task force made up of experts from health, border management, protection, and its regional data hub. In April 2020 IOM launched its East and Horn of Africa Regional Strategic Preparedness and Response Plan COVID-19¹, which is in line with IOM's Global COVID-19 Strategic Preparedness and Response plan. The plan was launched with a funding appeal of \$ 71,600,000 of which over 70% funding has been mobilized (as of 9th October 2020). This funding consists of both new and re-programmed funds.

IOM response in the region is aligned to the 12 pillars outlined in the IOM Global COVID-19 Strategic Preparedness and Response Plan, April 2020 (GSPRP), namely: Coordination and Partnership; Tracking

¹ <https://ronairobi.iom.int/sites/default/files/document/publications/EHPA%20COVID%20Appeal%20Final.pdf>

Mobility Impacts of COVID-19; Risk Communication and Community Engagement (RCCE); Disease Surveillance; Points of Entry (PoE); National Laboratory System; Infection Prevention and Control (IPC); Logistics, Procurement and Supply Management; Camp Coordination and Camp Management (CCCM); Case Management and Continuity of Essential Services; Protection; and Addressing Socio-Economic Impact.

The GSPRP has been further articulated and built upon in the region's specific strategic and preparedness response plan for COVID-19. IOM interventions within the 12 pillars respond to the four strategic objectives of the April 2020 GSPRP, namely;

- (1) Effective coordination and partnerships as well as mobility tracking,
- (2) Preparedness and response measures for reduced morbidity and mortality
- (3) Efforts to ensure that affected people have access to basic services, commodities and protection, and
- (4) To mitigate the socio-economic impacts of COVID-19.

While contributing to respective national COVID-19 response plans, in collaboration with WHO, other UN agencies and other partners, IOM country offices in the region, with technical support from the regional office, implement projects and interventions under the aforementioned COVID-19 appeal pillars.

Evaluation purpose

This real-time evaluation has been commissioned by the IOM Regional Office (RO) in Nairobi to analyze successes, gaps, and challenges in current implementation of programmes responding to COVID-19 in the region for learning. The findings and recommendations will show a wider picture on follow-up actions, adaptations required for the ongoing response, and will also enhance management capacities of the missions involved in the implementation of COVID-19 response. It is primarily intended for use by the RO and country offices and field staff implementing COVID-19 response activities for learning to improve implementation and consequently results. Specifically, it will guide in addressing or removing bottlenecks in the operations, improving coordination and coherence among stakeholders involved in the operations, overall accountability and learning, providing immediate solutions to the problems identified and described in the evaluation, make immediate recommendations on the coherence or lack thereof between operations and policies, and provide overall feedback to those receiving funding. The findings will additionally be used as a catalyst for further resource mobilization to support the response. In that regard, the specific objectives of the evaluation are to:

- (a) Assess the strengths and weaknesses of IOM's leadership in COVID-19 response at national/local levels.
- (b) Determine the effectiveness of current partnerships to address migrants' needs.
- (c) Assess the data collection and monitoring and reporting systems which will inform creation of a data collection and sharing platform(s) for the response and future initiatives in the region.
- (d) Analyze linkages between COVID-19 response and other on-going project interventions.
- (e) Assess the achievements of the response, document lessons learned, and recommend improvements.

Evaluation scope

This will not focus on an individual country/group of countries or project, but rather, it will assess the collective COVID-19 response implementation in the region focusing on the period from the launch of the regional appeal to date. It will prioritize a few pillars and countries. The final choice of pillars and countries will be done during the inception phase. However, the focus will be on regional/country

inter-agency **partnerships, case management and continuity of essential services, logistics, procurement and supply management, disease surveillance, points of entry, camp coordination and camp management** - including IDP camps, Migrant Resource Centers (MRCs) and quarantine centres- and **risk communication and community engagement and tracking mobility impacts of COVID-19** pillar initiatives in the region. Regarding priority countries, the evaluation will prioritize countries with the largest response, and/or largest infection rates such as Ethiopia, South Sudan, Somalia, Kenya and Djibouti. Considerations will however be made on capacity of countries to handle the evaluation amid ongoing response responsibilities.

Evaluation criteria

The evaluation will be based on the ALNAP criteria of ***Relevance/Appropriateness, Effectiveness/Coverage, Efficiency, Coherence and Coordination.***

Evaluation questions

1. Relevance/appropriateness
 - (a) Are interventions tailored to migrant needs (men, women, children, and other vulnerable population segments) settings and locations?
 - (b) To what extent are migrants or target communities providing input to selected initiatives?
 - (c) How suited are the selected interventions, technologies, etc. to migrant or local context?
 - (d) To what extent have gender, environment and human rights considerations been addressed in the design of the response?

2. Effectiveness/coverage
 - (a) To what extent is the response achieving IOM's COVID -19 response strategic objectives? Is IOM's response influencing change in behaviors to prevent new infections among target populations, access to protection, health and other services, and strengthened partnerships?
 - (b) How adequate are intervention packages, reach and approaches?
 - (c) To what extent has IOM been successful in delivering results against its programmatic and operational commitments on CCCM in the emergency response phase?
 - (d) Are migrants being identified and assisted in a timely manner?
 - (e) What factors are contributing to achievement/ non-achievement of planned results? What are the main operational bottlenecks, what is causing them and how can they be addressed?
 - (f) What are the key lessons learned?
 - (g) Is there equitable access to services by target groups considering gender, migration status and population segments?
 - (h) To what extent are the most vulnerable beneficiaries being reached by IOM and partner interventions? How successful has IOM been in reaching the most vulnerable groups in the most affected geographic areas?
 - (i) To what extent has the affected population been properly targeted and reached by IOM and its partners?

3. Efficiency
 - (a) To what extent do actors synergize operations to optimize resources and impact?
 - (b) To what extent is the region maximizing use of resources (human, financial and material) to achieve results?

- (c) To what extent are the project expenditures in line with the agreed upon budget, and the costs incurred consistent with the regional appeal strategy?
- (d) How effective is the response's monitoring and reporting?
- (e) What are the implementation challenges and how are they being addressed?
- 4. Coherence and Coordination
 - (a) To what extent are current partnerships increasing or compromising synergy?
 - (b) To what extent are partners strategic mandates being leveraged effectively?
 - (c) What is IOM's added value to the COVID-19 response activities?
- 5. Connectedness (links with Sustainability criteria)
 - a) To what extent are interventions linking with longer-term recovery initiatives?
 - b) Does the intervention design have clear linkage between emergency, transition/recovery to development?

Evaluation methodology

An external consultant will be enlisted to conduct the evaluation. In view of COVID-19 restrictions, the evaluator will conduct limited field visits to key locations including PoEs, quarantine centres and IDP camps, in observance of all protocols to minimize risk of COVID-19 transmission. They will observe service provision, identify weaknesses, gather feedback from recipients directly and share recommendations for improvement in real time. Virtual means will be utilized where physical presence is impossible. Data collection will use a mixed methods approach, involving desk review; key informant interviews with country offices, chiefs of missions, project managers, staff on the ground; and, where feasible, field visits/observations to quarantine centres (including a migrant response centre), while observing relevant COVID-19 prevention guidelines and protocols as stated above

The consultant will develop a detailed methodology in consultation with the RO Nairobi M&E team. This should include at a minimum an evaluation matrix with additional sub-questions, data collection tools, and a reasonable workplan. The consultant will in addition consolidate quantitative data on key indicators to monitor the response from the existing data collected by country offices. This exercise undertaken in order to assess adequacy of intervention packages, reach, and approaches to meet the regional appeal strategic objectives. The methodology must include assessment of the extent to which cross-cutting issues of gender and human rights are incorporated in the design and response to COVID-19 response activities. The consultant will also consult with IOM HQ focal points coordinating the global COVID-19 Strategic Response Plan (SRP) for their input.

The RO Nairobi M&E team will be responsible for overseeing and coordinating the entire evaluation process. In liaison with country focal points, it will coordinate interviews with country office staff and stakeholders and provide relevant COVID-19 response documents.

The evaluation must follow the IOM Data Protection Principles, United Nations Evaluation Group (UNEG) norms and standards for evaluations, and relevant ethical guidelines.

Evaluation deliverables

- **Inception Report** outlining the key scope of the work, intended evaluation questions, detailed methodology and tools, and suggested work-plan shall be submitted to RO Nairobi after 5 days of commencing the consultancy.
- **Draft evaluation report** shall be submitted to RO Nairobi for revision by 30 November 2020.
- **Final evaluation report** which incorporates all comments and feedback will be submitted to IOM Regional Office by 15 December 2020. The final report should include the following contents.
 - Executive Summary

- Project Background and Context
 - Evaluation Scope and Objective
 - Methodology
 - Key findings, including best practices and lessons learned
 - Conclusion
 - Recommendations
 - Annexes
- **Two-page evaluation brief** (submitted with final report) to summarize key findings, conclusions and recommendations. IOM will provide a template as guidance, which can be adapted by the evaluator, but should be no longer than two pages.
 - Page one should include
 - Identification of audience
 - Project information (project title, countries covered, project type and code, project duration, project period, donor(s), and budget)
 - Evaluation background (purpose, team, timeframe, type of evaluation, and methodology)
 - Brief description of the project
 - Page two should summarize the most important evaluation results:
 - Key findings and/or conclusions
 - best practices and lessons learned (optional)
 - key recommendations
 - **Draft management response matrix** (submitted with final report) to be filled in by the evaluator by inserting the recommendations as well as an indicative timeframe or deadline for implementation into the IOM template for management response (to be provided by IOM). Ideally, the management response will be addressed in the field in discussion with key stakeholders.

Evaluation workplan and time frame

The consultant/evaluation team is expected to hold a preliminary meeting with the regional team at the end of October 2020, to discuss and agree on the evaluation methodology, approaches, and timelines. The evaluation is expected to start in early November for an estimated duration of 30 working days. This will include desk reviews; field works and report writing. The first draft of the evaluation report is expected by 30 November 2020 and final report by 15 December,2020.

QUALITY ASSURANCE

The following will be undertaken to ensure adherence on evaluation standards:

- (a) Inception meeting between the consultant and IOM RO Nairobi team/evaluation manager (as mentioned above) to agree on the final terms of reference between the evaluation manager the evaluator/evaluation team;
- (b) Management meeting between consultant/evaluation team, the evaluation manager, and

relevant other regional and country staff to ensure that all share a common understanding of the evaluation process and various roles and responsibilities;

- (c) Review, revision, and acceptance of the inception report;
- (d) During data collection, the evaluation manager will periodically check in with the evaluator to monitor how well data collection is going and discuss both methodological and practical solutions to any challenges to data collection as they arise;
- (e) Debrief and presentation of initial findings to field staff and stakeholders;
- (f) Review, revision and acceptance of the final report and evaluation brief.

Requirements

Interested consultants/ should meet the following requirements:

- *Master's degree in public health, policy, development studies, international relations, development economics, or any other relevant field.*
- *At least 10 years of professional experience in project/programme evaluation.*
- *Experience in conducting participatory evaluations, gender and/or rights responsive evaluations, with practical experience in remote evaluation methods.*
- *Experience in conducting evaluations (RTE experience preferred) in the region, in humanitarian settings and/or in a multiplicity of migration topics or sectors such migration health, border management, migration and development, etc.*
- *Technical competencies in real-time evaluation design, data collection, data analysis (qualitative and/or quantitative), drafting and editing, computer skills (including, if necessary, software like SPSS, STATA, etc.), communication skills, time management skills and cultural sensitivity.*
- *Familiarity with development contexts of Horn of Africa a distinct advantage*
- *Abilities to work under pressure and meet deadlines*
- *Strong analytical and report writing skills and abilities to clearly present findings and practical recommendations*
- *Excellent written and verbal communication skills in English*

Other requirements

The evaluator must adhere to the IOM Data Protection Principles (IN/138). They should be familiar with the EHOA development and emergency context and demonstrate knowledge on migration, health, and COVID- 19 situation in the region.

Payment

- 40 % upon approval of the Inception Report
- 60 % upon approval of the final evaluation report and submission of all relevant documents

Apart from consultancy fees, IOM shall cover the travel costs to conduct field work as appropriate.

Submission of application/expression of interest

Interested applicants/firms are invited to submit the following documents:

- A technical proposal which summarizes proposed evaluation methodology, including evaluation matrix, approaches, data collection tools, and work-plan (not more than 10 pages)
- Proposed budget proposal in USD (exclusive of costs related to field travel)

- A sample of the most recent similar evaluation report (written by the applicant)
- Updated curriculum vitae

The application should be delivered to RONairobihrd@iom.int

*Specify the application deadline: **27 October 2020***