



EVALUATION TERMS OF REFERENCE

IOM Mozambique Country Strategy Evaluation

Commissioned by IOM Mozambique, Maputo CO

Managed by: NLABU Sascha, Deputy Chief of Mission supported by MEAL/ Reporting Officer (PSU).

I. Evaluation Context

This evaluation will assess the performance of the IOM Country Strategy in Mozambique 2021 – 2023 and provide considerations/recommendations to inform the development of the new IOM Country Strategy 2024-2028. The mission in Mozambique intends to include periodic evaluation of its strategy to enable consistent assessment of its efforts towards addressing the migration and displacement-related challenges in the country in support of the Government of Mozambique. This is the first evaluation conducted for the purpose of providing strategic insight into the operations and performance of the mission as detailed in the mission’s country strategy. The evaluation will be summative as it will consider IOM’s actions and interventions under the current strategy document and formative, as its finding and recommendations will form the basis for future actions and strategies and the development of future country strategies.

The IOM Country Strategy for Mozambique in Context

The strategic mission of the IOM Country Strategy in Mozambique is to support the establishment of a *“Well-managed migration that is a catalyst for Mozambique’s sustainable development that benefits migrants, communities, and society alike.”*

The Vision of the Country’s Strategy is to be the *“Government of Mozambique’s key partner in continuously improving migration management and governance and safeguarding the dignity and protection of migrants and migration-affected communities.”*

The Strategy describes how IOM in Mozambique will deliver key results under its 15 focus areas and the strategic objectives under its three strategic priorities.

It details the strategic activities and approaches it will employ; ensuring that it remains internally and externally coherent and relevant with and to the standards and the needs and priorities of the Government of Mozambique.

The strategic priorities of the Country strategy and corresponding strategic objectives are.

[Strategic Priority 1 \(SP1\)](#) – “Migration Governance with the Strategic objective to Contribute to the Government of Mozambique’s efforts to enable safe, orderly, humane, and regular migration.” SP1 has six focus areas around which IOM will support the Government of Mozambique to link migration and development policies, mainstream a whole-of-government and whole-of-society approach to manage



migration, and forge strong partnerships internally and internationally to capitalize on safe, orderly, humane, and regular migration for the benefit of all.

These focus areas are (1) Migration Data Research and Policy; (2) Migration and Health; (3) Immigration and Border Management; (4) Labour Migration and Human Development; (5) Migrant Protection and Assistance; and (6) Migration, Environment, and Climate Change.

[Strategic Priority 2 \(SP2\)](#) – Promoting Resilience and Durable Solutions with the strategic objective to “Empower communities in Mozambique to be safe and stable as well as prepared to withstand and quickly recover from natural and human-induced shocks.” Under SP2 IOM will support communities to become resilient, address the negative drivers of migration such as natural disasters, climate change and insecurity, prevent future losses, and strengthen self-recovery capacities by focusing on four key areas. These focus areas under SP2 are (1) Durable solutions for recovering communities; (2) Peacebuilding, community stabilization, disarmament, demobilization, and reintegration; (3) Community engagement and policing; and (4) Disaster risk reduction.

[Strategic Priority 3 \(SP3\)](#) – Humanitarian Preparedness and Response with the strategic objective to “Support migrants, displaced persons, and communities affected by crisis in accordance with humanitarian principles”. The country strategy has defined five focus areas that will help the mission support the Government of Mozambique and other partners to prepare for and swiftly respond to the most immediate humanitarian needs of persons affected by crises, ensuring responses are conducive to early recovery. These five focus areas under SP3 are (1) Camp Coordination and Camp Management; (2) Shelter and NFIs in Emergencies (3) Protection and MHPSS in Emergencies; (4) Health in Emergencies; and (5) Displacement Tracking Matrix.

The key results expected from the implementation of this strategy from each of the 15 focus areas are captured in the Country Strategy’s logical framework in Annex 1.

II. Evaluation Purpose

The primary purpose of the evaluation is to provide insight into the progress in the implementation of the “IOM Country Strategy for Mozambique.” The evaluation will assess the effectiveness of approaches employed to meet the key results of each of the focus areas of the three strategic priorities of the country’s strategy. The evaluation will attempt to create a cause-and-effect relationship between the strategic activities employed for each of the fifteen focus areas and the strategic objectives of each of their corresponding strategic priorities leading to the achievement of well-managed migration policies and systems that catalysed sustainable development and contribute to fulfilling the rights of migrants for the benefits migrants, communities, and society.

The evaluation will assess the extent to which each key result has been achieved and provide insight into all contributory actions that have contributed to their achievement or their non-achievement.

It will assess the implementation of policies for migration governance, the promotion of resilience and durable solutions, and humanitarian preparedness and response in a bid to provide insight into their



implementation status and provide detailed recommendations for incorporation into present and future projects' review and planning.

The evaluation will measure the mission's performance in meeting the migration management needs of Mozambique through the assessment of the relevance of key results, strategic objective, and activities to the priorities and needs of Mozambique. It will look at the internal and external coherence of the mission's approaches and actions with the country and mission-wide standards and how efficiently resources are managed toward achieving the country's strategic priorities. The effectiveness of the mission's approach and the likelihood of these approaches achieving its strategic mission will also be a focus of the evaluation.

III. Evaluation Scope

This evaluation will cover the length and breadth of the country's strategy as contained in the *"IOM Country Strategy for Mozambique 2021 – 2023"* and provide considerations to inform the development of the IOM country strategy 2024-2028. It will cover all programs and their associated provinces where they are being implemented. All areas where IOM works with the Government of Mozambique will be a priority for this evaluation. This includes Migration Health, Migrant Protection and Assistance, Assisted Voluntary Return and Reintegration, Peacebuilding and Community Resilience, Immigration and Border Management, Migration Research, and multi-sectoral emergency and recovery programming related to cyclones Idai and Kenneth. The evaluation will also cover the displacement in northern Mozambique due to the situation of insecurity in Cabo Delgado province and all other technical support and assistance provided to the Government of IOM.

Representatives of direct project beneficiary institutions, project implementation collaborators and counterpart partners, and other relevant stakeholder institutions directly or indirectly benefiting from or involved in project implementation will be identified to participate in the evaluation as either respondents or members of the evaluation team in the spirit of participatory evaluation.

The evaluation will also seek to derive recommendations for areas where support may be needed and can be provided by IOM or other donors and implementing agencies in the future.

IV. Evaluation Criteria

In response to the evaluation purpose as stated above, the evaluation will investigate four of the six OECD/DAC evaluation criteria. They are relevance, coherence, effectiveness, and efficiency. The evaluation will also investigate the likelihood of achieving impact attributed to the mission activities in Mozambique. In addition to these, the integration of the following cross-cutting themes in IOM's project planning and implementation will be investigated: gender, youth, AAP, disability, PSEA, HDPN.



The IOM Country Strategy for Mozambique provides some standard approaches for achieving its mission to oversee well-managed migration that is a catalyst for Mozambique’s sustainable development that benefits migrants, communities, and society alike, and its vision to be the Government of Mozambique’s key partner in continuously improving migration management and governance and safeguarding the dignity and protection of migrants and migration-affected communities. These approaches will be assessed for their coherence and effectiveness. Approaches that will be included in the evaluation’s lens will include: Whole-of-government and Whole-of-society Approaches, Evidence-based Programming, Humanitarian–Development–Peace Nexus (HDPN), and Integrated Multisectoral Programming.

Bearing the understanding that the faster and more efficiently humanitarian aid providers are able to identify, collect, distill, analyze, and manage the vast corpus of what they need to know, the more effectively they can plan for and respond to disasters and complex emergencies and the more lives are potentially saved, the evaluation will also assess the capacity of the mission in Mozambique’s knowledge management system.

V. Evaluation Questions

The evaluation will provide insights that respond to evaluation questions relating to the four selected OECD/DAC evaluation criteria, the cross-cutting themes, and the project management approaches adopted by the mission. A summary of evaluation questions that will be considered in the design, planning, and implementation of the evaluation is shown in Table 1 below.

Table 1: Key Evaluation Questions

Evaluation Criteria	Key Evaluation Questions
Relevance	<ol style="list-style-type: none"> 1. To what extent are IOM Mozambique’s strategic priorities, focus areas, and strategic activities based on the country’s priorities and its people’s needs? <ol style="list-style-type: none"> 1.1. How is this reflected in the planning and execution of projects? 1.2. To what extent is the IOM Mozambique’s country strategy relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals? 1.3. To what extent did the IOM Mozambique’s country strategy address the needs of the most vulnerable people in the country to ensure that no one is left behind? 1.4. To what extent have IOM Mozambique’s strategic priorities remained relevant throughout the implementation of the Country Strategy in light of changing context, national capacities, and needs? 2. Are there properly defined and detailed outcomes and indicators that help guide and measure the performance of the Country Strategy? <ol style="list-style-type: none"> 2.1. Are projects designed with SMART outcomes and indicators? 2.2. Are baselines set and updated for each indicator? If not, what are the reasons why they are not? 3. To what extent are the management practices appropriate for achieving the Country Strategy’s strategic objectives and key results?

Coherence	<ol style="list-style-type: none"> 4. To what extent is the Country Strategy coherent with the wider IOM strategy, including IOM's Regional Strategy for Southern Africa? 5. To what extent is the Country strategy coherent with the strategies of other partners providing similar services with the IOM in Mozambique? 6. To what extent do the Objectives, key results, and key activities of the Country Strategy align with those of other implementing bodies working to strengthen migration systems? 7. To what extent does the Country's strategy align with international standards and policies? (National policy, international standards, Global Compact on Migration, Employer Pays Principle, Sustainable Development Goals, SENDAI Framework, Measurement to international frameworks etc.) 8. To what extent does the country's strategy provide for collaboration and coordination with partners? How effective is this coordination mechanism? 9. To what extent the Country Strategy has been relevant to and frame the evolving mission's programmes throughout the period 2021-2023? 10. To what extent has the strategy aligned to the SRF? 11. How did the strategy influence policy decisions, and in turn, how did the prevailing policy environment shape the strategy
Effectiveness	<ol style="list-style-type: none"> 12. What is the extent and quality of the missions Country Strategy's contribution to the country's priorities and needs? 13. How effectively does the current Country Strategy facilitate partnerships in alignment with Sustainable Development Goal 17, and how can this be evaluated using our multi-stakeholder evaluation methodology?" 14. To what extent have IOM efforts delivered the Country Strategy's strategic objectives and key results? <ol style="list-style-type: none"> 14.1. What major internal and external factors have influenced (positively or negatively) the progress towards achieving the Country Strategy's strategic objective and key results? 15. To what extent has IOM's efforts in Mozambique supported the achievement of its migration management objective and aspirations? 16. To what extent the Country Strategy has been instrumental for the Mission's funding mobilization throughout the implementation period? <ol style="list-style-type: none"> 13.1 What have been the limitations of the CS in supporting and directing the mission's funding mobilization? 13.2 Which donors have been more/less responsive to the CS and why?
Efficiency	<ol style="list-style-type: none"> 17. To what extent were outputs delivered within the intended timeframe under the Country Strategy implementation? 18. To what extent was coverage and targeting of interventions appropriate under the Country Strategy implementation? 19. To what extent were the Country Strategy's activities cost-efficient in the delivery of its assistance? 20. Are there systems in place to track project resources employed for the implementation of the Country Strategy? <ol style="list-style-type: none"> 12.1. Are these systems capacity for deriving country-wide resource utilization?

	<p>21. To what extent are the achievements of the Country Strategy likely to be sustained?</p> <p>22. To what extent were alternative, more cost-effective measures considered under the Country Strategy implementation?</p> <p>23. To what extent does the current mission structure and staffing support (or hinder) delivery of the strategy and what lessons can be learned?</p> <p>24. How can integrated multisectoral programming and evidence-based programming be examined while maintaining standard criteria categories?</p>
Cross Cutting Issues	<p>25. To what extent did the strategy integrate the six core IOM cross cutting themes and how could a future strategy better integrate them?</p> <p>25.1. Are projects planned and implemented with due consideration of the IOM cross cutting themes?</p>
Evidence-based Programming	<p>26. To what extent did IOM analyse or use existing evidence on the migration management challenges in the country for project planning and implementation?</p>
Integrated Multisectoral Programming	<p>27. To what extent did the Country Strategy lead to partnerships and collaborations with other actors that positively influenced performance and results?</p>
Knowledge Management	<p>28. Does the IOM mission in Mozambique maintain mechanisms for knowledge exchange?</p> <p>29. Does the IOM mission in Mozambique maintain knowledge repositories for both tacit and explicit knowledge?</p>

The incumbent will develop an evaluation matrix that comprises the final evaluation questions, indicators, and data sources as part of the inception report, which will constitute part of his deliverables.

VI. Evaluation Methodology

The evaluation will employ a theory-driven systems methodology underpinning a bespoke Theory of Change (ToC) developed specifically for this process. This ToC will take into account the key results, strategic objectives, and assumptions of the country. This framework will facilitate a comprehensive analysis of the degree to which IOM's collaborators and partners have actualized the vision of the 2021-2023 Country Strategy and will also provide robust recommendations for the 2024-2028 strategy.

Mixed methods of data collection that will include qualitative and quantitative techniques will be employed through surveys and interviews with key stakeholders. This will be enhanced by a desk review of relevant program documents, project evaluations, and assessments conducted from 2021 to date. Evaluations, assessments, audits, and surveys prior to 2021 will be used as baselines to compare IOM's efforts prior to the development of the Country Strategy 2021 – 2023.



The desk review will also include IOM Mozambique's programme and financial reporting systems. This will cover programmes implemented by Results, and trends emerging from the desk review will be validated and complemented with qualitative and quantitative data.

The evaluation will adopt a multi-stakeholder approach to gather the views and perspectives of relevant stakeholders through semi-structured interviews and group discussions. Stakeholders that will be engaged in this evaluation will include key staff of IOM's mission in Mozambique (including programme and finance, Human Resources (HR), and Procurement admin staff members), representatives and key informants of stakeholder institutions, partners, and collaborators working with IOM in Mozambique, direct beneficiaries of IOM's actions by the focus areas of the interventions that they received. Evaluation participants will also include consultants and representatives of consulting firms that worked with IOM over the years.

The evaluation will be designed to triangulate, for testing assumptions, accelerators, and inhibitors identified in the evaluations ToC, the experiences and opinions of different categories of stakeholders, as well as supporting narratives. Primary and secondary data collected and synthesized through surveys, interviews, and desk reviews will be coded, and pieces of evidence will be triangulated to test accuracy and consistency to ensure that the findings therein are credible.

VII. Ethics, Norms, and Standards

IOM abides by the Norms and Standards of the UNEG and expects all stakeholders to be familiar with the Ethical guidelines for the evaluation of UNEG and the consultant with the UNEG code of conduct for evaluation in the UN System. UNEG documents are available under IOM's Evaluation Webpage, www.iom.int/evaluation. The UNEG Norms and Standards will also be a key component of the quality management system.

VIII. Evaluation Deliverables in Phases

The evaluation will go through four phases.

Phase 1: Preparatory and inception phase - This phase will involve consultation with relevant stakeholders, inception meeting(s), and identification of and provision of relevant documents for desk review.

Phase 2: Desk review and development of inception report - This phase will involve a desk review that includes an analysis of the financial flow and programmatic trend analysis. Labeling of data for the synthesis of past evaluations, audits, and programme documents to establish the direction of the Country Strategy's implementation logic will also take place in this phase. The ToC at evaluation that will inform the evaluation's data analysis will also be produced at this phase. The desk review will provide an assessment of the quality of the secondary data available for use during the evaluation. It will also help identify data gaps that can be addressed with primary data to be collected during data collection.

This phase will also involve the inception report development. The inception report is one of the key deliverables of the evaluation and will include the desk review process, evaluation framework/matrix, and data collection tools and guidelines, along with the evaluation's methodology and resource requirements.

Phase 3: Data collection/field work - Data collectors will be identified and trained on the objective scope and process of data collection. This phase will include a field test to test the evaluation processes and further strengthen the data collectors' capacity for quality data collection and management.

Phase 4: Data analysis and report generation – This phase will include the triangulation of data, data analysis, and synthesis in line with the evaluation questions contained in the inception report. The phase will also include the generation of a preliminary analysis and the final report.

IX. Specification of Roles and Responsibilities

The responsibilities of the external consultant shall be categorized in four phases as follow:

Phase 1: Preparatory and Inception Phase

- Engage in consultations with relevant stakeholders to understand the scope and requirements of the evaluation.
- Participate in inception meeting(s) to align on objectives and deliverables.
- Assist in the identification and provision of key documents required for the desk review.

Phase 2: Desk Review and Development of Inception Report

- Conduct a comprehensive desk review, focusing on financial flow and programmatic trend analysis.
- Label and synthesize data from past evaluations, audits, and program documents to determine the Country Strategy's implementation logic.
- Collaborate in producing the Theory of Change (ToC) at evaluation, which will guide the data analysis.
- Assess the quality of secondary data and identify gaps that can be supplemented by primary data collection.
- Contribute to the inception report development, including refining the evaluation framework/matrix, designing data collection tools, detailing the evaluation's methodology, and outlining resource requirements.

Phase 3: Data Collection/Field Work

- Assist in identifying and training data collectors, ensuring clarity on the objective, scope, and process.
- Participate in a field test to validate the evaluation processes and to provide further training to data collectors if needed.

- Oversee and ensure quality data collection and management, providing guidance to data collectors when needed.

Phase 4: Data Analysis and Report Generation

- Engage in data triangulation to validate findings.
- Analyze and synthesize data in line with evaluation questions from the inception report.
- Collaborate in generating a preliminary analysis report.
- Contribute to the final evaluation report, ensuring that all findings, conclusions, and recommendations are clearly articulated and supported by evidence.

IOM Mozambique remains committed to upholding the highest standards of evaluation, ensuring that evaluations are relevant, credible, and foster organizational learning. In facilitating this evaluation, IOM Mozambique will ensure the evaluator is supported with:

Administrative Support & Facilitation

Evaluation Administrative Support Team (EAST): The MEAL officer will lead a team and will be the primary liaison between IOM and the external evaluation team, ensuring smooth communication and coordination.

Logistical Assistance: Facilitation of visas, travel, and accommodation for field visits, when necessary.

Information Sharing: Provision of critical program documentation, historical data, and access to pertinent databases, ensuring evaluators have all necessary resources at their disposal.

Quality Assurance & Oversight

Evaluation Management Team (EMT): Will ensure the evaluation is on track, aligns with IOM standards, and adheres to the UNEG Norms and Standards. It will provide methodological guidance, review interim deliverables, and assure the quality of the final outputs.

Stakeholder Engagement & Coordination

Facilitation of Interactions: IOM will facilitate interactions with key stakeholders, government counterparts, donors, and beneficiaries, to ensure a holistic understanding.

Feedback Mechanism: Establish a structured feedback mechanism, allowing stakeholders to provide inputs at various stages of the evaluation.

Provision of Technical Inputs

Drawing from its rich repository of experts, IOM will provide technical insights, clarifications, and context, ensuring that the evaluation remains grounded in the realities of the field.

Dissemination & Utilization of Findings



Internal Dissemination: Organizing internal workshops and presentations to ensure that key IOM staff understand and internalize the findings.

Public Dissemination: Leveraging its global presence, IOM will ensure wider dissemination through various platforms, maximizing the utility of the evaluation findings.

Ethical Oversight

Ethical Review Board: If necessary, IOM's internal ethical board will review the evaluation tools and methodology, ensuring that they adhere to global best practices and respect the rights and dignity of all participants.

Feedback Loop

Iterative Feedback: Ensuring that there's a continuous feedback loop, where interim findings are shared, discussed, and refined, to arrive at a more nuanced and actionable final report.

Safety and Security

In regions where security might be a concern, IOM will provide guidelines, briefings, and, if necessary, security personnel, to ensure the safety of the evaluation team during field visits.

Post-Evaluation Action Plan

Based on the findings and recommendations, IOM will draft an action plan, setting the stage for the implementation of the recommendations, ensuring that the evaluation translates into actionable change.

Knowledge Management

IOM will ensure that the findings from the evaluation are integrated into its knowledge management systems, fostering organizational learning, and informing future strategies and interventions.

This comprehensive involvement of IOM ensures not just the operational success of the evaluation but also its strategic alignment with the broader goals and aspirations of the organization.

X. Time Schedule

Evaluation Process	Timeline	Milestone
Design/ Team Composition	Until 4th Sep 2023	Review of the ToR and team composition
Secondary data synthesis	5th September - 8th September 2023	Desk review, case studies, and development of inception report.

Primary data collection and analysis	11th September - 22nd September 2023	Training of data collectors, field testing of data collection tools and processes, qualitative and quantitative data collection, stakeholders, and partner interviews. Preliminary analysis and debriefing session on preliminary findings with the IOM evaluation team.
Synthesis and report writing	25th September - 30th September 2023	The draft report is developed and presented to a select advisory team for quality assurance.
Quality assurance and validation	1st October - 4th October 2023	Reviewed zero draft report by an internal advisory panel.
Report review by the IOM Mozambique team. Feedback and incorporation of relevant findings	10th October - 16th October 2023	1 st draft is submitted for IOM evaluation/management review
		Comments and inputs from IOM evaluation/management team are incorporated.
		Final report submitted
Dissemination of evaluation findings.	20 October onward	Social media, journal, website, PowerPoint, and physical dissemination.

XI. Evaluation Deliverables

SN	Deliverables	Schedule of delivery
1	Inception Report finalized	8th September 2023
2	Completed Data collection and report of data collection	22nd September 2023
3	A de-briefing session with SMT on preliminary findings	23rd September 2023
4	Draft Evaluation Report	5th October 2023

5	Final Evaluation Report and Evaluation Brief	19th October 2023
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XII. Consultant(s) Qualification

- Extensive experience, knowledge, and experience in the field of evaluation of development programs.
- Experience with IOM data management standards, evaluation processes, and guidelines.
- 5+ years of experience in strategy evaluations with an educational background in social sciences (masters or PhD)
- Experience in program formulation, monitoring, and evaluation.
- Fluency in English. Working knowledge of Portuguese is highly advantageous.
- Excellent written and verbal communication skills in English and Portuguese as an added advantage.

XIII. Evaluation Budget

The budget for this evaluation will be determined based on the detailed proposal provided by the consultant(s). It should be noted that while the IOM office will cover the expenses for air travel, potential travel destinations include Beira and Pemba, with the consultant(s) primarily based in Maputo.

XIV. Payment Methodology/Duration

Payment will be made according to milestones delivery. See the “Evaluation Timeframe” section above for the milestones as they are captured for the evaluation project.

XV. Application

- Please send your application (technical and financial proposal) not exceeding 10 pages to sndanusa@iom.int cc SNLABU@iom.int, rmutie@iom.int, and SARYAN@iom.int by 25th of August 2023.
- When submitting your application, please ensure documents are in the preferred formats, either PDF or Word. Along with your technical and financial proposal, please include your updated CV, relevant past reports, and references.
- Ensure all attachments and details are complete before submission to facilitate the review process.
- Email subject: IOM Mozambique Country Strategy Evaluation – Application.
- Applications will be reviewed on a rolling basis until the evaluator is confirmed.