

MAM PHASE 2 EXTERNAL FINAL EVALUATION

January 2022

CALL FOR PROPOSALS

Background

The International Organization for Migration (IOM), with the support of the Netherlands Ministry for Foreign Trade and Development Cooperation (BZ), is implementing year three of Migrants as Messengers (MaM) phase 2. The project aims to empower young people to make informed migration-related decisions in seven countries in West Africa: Côte D'Ivoire, The Gambia, Guinea, Liberia, Nigeria, Senegal and Sierra Leone. The project does this by applying a peer-to-peer communication approach, which enables returnee migrants, called Volunteers, to share honest accounts of their irregular migration experiences online and through community engagement activities

MaM phase 2 follows phase 1, which started in November 2017 and ended in March 2019, covering three countries: Guinea, Senegal and Nigeria. Phase 1 was evaluated through a randomised control trial (RCT) in Dakar (Senegal). Results showed that – three months after the intervention – peer-to-peer information events increase potential migrants' information levels, raise risk awareness, and reduce intentions to migrate irregularly. Building on these findings, MaM phase 2 expanded to seven countries, adding Côte d'Ivoire, The Gambia, Liberia, and Sierra Leone. MaM phase 2 started in April 2019 and will be implemented until December 2022.

IOM is looking for a service provider to conduct a final evaluation of the Migrants as Messengers Phase 2 project's efficiency, relevance and sustainability.

Context

In 2021, an estimated 146,043 irregular migrants arrived in Europe, 112,747 by sea and 33,296 by land¹. The high number of deaths at sea, and the tragedies and abuse migrants face enroute, including detention, alarm the international community. Policymakers in migrants' countries of origin, transit and destination face the ambitious task of designing and implementing sustainable measures to address root causes of irregular migration, e.g., job creation, and to raise awareness, particularly among youth, of the risks of migrating irregularly.

The following dynamic trends characterize migration in West and Central Africa:

- a) The largest registered migrant populations in the region are currently living in Côte d'Ivoire and Nigeria (UNDESA). Most are migrants originating from neighbouring countries.
- b) Conflicts in the Central African Republic, Côte d'Ivoire, Liberia, Mali, Nigeria and Sierra Leone have hit the region over the last decade. These have contributed to increased pressure to migrate but are not the main reason for migration.
- c) In 2019, the Western Mediterranean Route (through Morocco and Algeria) was predominant over the Central Mediterranean route, and Libya remains an important transit country. In September 2021, 610,000 migrants were living in Libya².

¹ <https://migration.iom.int/europe/arrivals?type=arrivals#content-tab-anchor>

² <https://migration.iom.int/reports/libya-%E2%80%94-migrant-report-38-july-%E2%80%94-september-2021>

- d) In June 2021, IOM Displacement Tracking Matrix (DTM) teams identified more than 4,000 migrants living in detention centers in Libya³.
- e) IOM assists stranded migrants to return home voluntarily. Between 2017 and 2021, 52,190 migrants completed the reintegration assistance project of the EU-IOM Joint Initiative for Migrant Protection and Reintegration⁴.

Internet penetration in West Africa today is 39 per cent (Internet users to total population) which is lower than the global average of 53 per cent, but higher than in Central Africa (12%) and Eastern Africa (27%). The rise of the Internet goes hand in hand with the growth of social media, with 38 per cent of West Africans active on social media. WhatsApp is the most popular messaging application in the region, followed by Facebook messenger⁵. Digital connectivity offered by mobile phones influences every aspect of migration: mobile phones provide access to information pre-migration, during journeys and in destination countries; they facilitate remittances and help migrants stay connected to their families; smugglers use mobile phones to recruit clients, and migrants share information to aspirant migrants.

A growing body of research suggests that potential migrants are generally distrustful of information campaigns on irregular migration. They are more likely to believe the information obtained through trusted sources. MaM addresses this distrust and leverages the importance of social networks in the region. Returned migrants themselves share an authentic and honest account of their experiences with their communities and families online (via social media platforms), through community engagement activities, e.g., town-hall meetings, and in the media, e.g., participating in community radio shows.

The campaign's primary audience is youth and aspirant migrants aged between 17 and 25 years old, both male and female. The secondary audience (the formal and informal social networks and social support systems that can play a role in influencing the primary audience's behaviours) includes family members (mothers in particular), friends and peers. The tertiary audiences (those whose actions indirectly help or hinder the behaviours of others) reflects the broader social and cultural factors that create an enabling environment to sustain the desired behaviour change, including media, connected youth, the community and religious leaders.

The campaign's objective is that the target audiences are active participants in the campaign activities, online and on the ground, and are informed about the risks of irregular migration.

A cluster RCT is currently evaluating the impact of the MaM phase 2 campaign on the primary audience migration's knowledge, attitude, perception, intention and behaviour. Data is continuously gathered and analyzed to monitor the implementation of the different activities and track the engagements generated online. A Mental Health and Psychosocial Support (MHPSS) study is analyzing the impact the campaign has on the mental health of Volunteers. To complement all this information, a final evaluation is needed to document the campaign's efficiency, relevance and sustainability.

Scope

The MaM phase 2 campaign will be evaluated in accordance with the IOM evaluation guidelines /UNEG evaluation standards. The evaluation will cover the seven countries where MaM phase 2 was implemented⁶, and the campaigns

³ <https://migration.iom.int/reports/libya-%E2%80%94-detention-centre-profile-generator-june-2021>

⁴ For more information, visit www.migrationjointinitiative.org

⁵ Digital in 2018 in Western Africa, Hootsuite and We Are Social

⁶ Côte d'Ivoire, The Gambia, Guinea, Liberia, Nigeria, Senegal, Sierra Leone

developed by the project on all dissemination platforms: social media platforms, media outlets (radio, TV, press) and on-the-ground activities.

Objectives

This evaluation will serve the dual purpose of accountability and learning. It looks to provide evidence-based information on the performance of MaM phase 2 and the results achieved (outputs, outcomes). It will also enhance strategic planning, decision-making, and implementation of peer-to-peer campaigns by providing valuable information on lessons learned, good practices, replicable innovations, and identification of areas for improvement. Findings will help guide future planning and implementation of similar campaigns both within IOM and externally.

The evaluation will focus on how the campaign worked with the Volunteers, the messengers stimulating debates around migration and helping youth making informed migration-related decisions, and the partner organizations, whether media organizations, civil society organizations (CSO) and governmental institutions. The objective of the evaluation is to assess whether MaM phase 2 strengthened/created structures, enabling the Volunteer network and partner organisations to work in future awareness-raising campaigns on irregular migration, safe migration and other safe alternatives.

Evaluation Criteria

The criteria to be used for this evaluation are: relevance, efficiency and sustainability as defined by OECD/DAC in 2019. The evaluation should answer the following questions:

- Relevance
 - Assess whether MaM phase 2 focused on the skills required by Volunteers to perform their roles as messengers, helping them generate messages and support the target audience to make informed migration-related decisions. Are the skills relevant for their futures? (e.g., professionally) Are the skills relevant for Female Volunteers?
 - Assess whether MaM phase 2 considered the situation of Volunteers (professional, social, familial) when implementing activities, generating messages and supporting the target audience in making informed migration-related decisions. Is the campaign respecting the situation of female Volunteers? Are coordination methods implemented by country offices tailored to the Volunteers?
 - Assess if MaM phase 2 reacted appropriately to the restrictions imposed by the COVID-19 pandemic and continued generating messages, stimulating debates around migration, and helping the target audience make informed migration-related decisions.
- Efficiency
 - Assess if Volunteers were recruited and trained with enough time to generate messages, implement activities, stimulate discussion about migration and support the target audience to make informed migration-related decisions.
 - Assess if MaM phase 2 used the appropriate channels (social media platforms, on-the-ground activities) to engage the target audience, particularly the young female audience, and generate debates around migration and support the target audience in making informed migration-related decisions.
 - Assess if the formats of MaM phase 2 digital content were adapted to youth and particularly the young female audience. Is the content created by Volunteers adapted to generate debates around migration and support the target audience to make informed migration-related decisions?

- Assess if the returnee migrants, with a focus on young female returnees, were empowered to share their testimonies and generate messages and stimulate debates around migration.
- Assess if training with media was relevant for the journalists and media outlets in the region. Are the partnerships supporting the broadcast of accurate information about migration and helping the target audience make informed migration-related decisions?
- Sustainability
 - Assess whether MaM strengthened Volunteers and partner organizations' future awareness-raising activities.
 - Assess whether Volunteer and returnee organizations have structures and processes strong enough to continue working autonomously in the future as a result of MaM phase 2.
 - Assess ownership by the Volunteers and partner organizations (including media). Are they ready to work with other organizations/campaigns on irregular migration and local opportunities?

Evaluation methodology

A specific and detailed assessment design fitting the evaluation's particular objectives and context should be presented to IOM by the service provider as part of the inception note, based on the following methods of information gathering:

- Desk review of programme documentation: analysis of key documents related to MaM phase 2, including, but not limited to, project proposal documents, monthly reports submitted by IOM to the donor, and annual reports.
- Interviews with IOM staff and other key informants.
- Structured and semi-structured interviews with relevant stakeholders, including Volunteers, media partners, CSO and public officials.
- Review of MaM case-studies, including 'Accompanying Volunteers to write articles'; 'Partnering up with stakeholders'; 'Engaging with female returnees in awareness raising', and more.

The above list is for reference only. The service provider will collect data with minimal IOM staff and partner involvement. However, IOM will facilitate the data collection required for this exercise, providing contact information and introductions to the service provider. The service provider is expected to carry out most, if not all, data collection exercises (e.g. interviews) remotely, via telephone calls or using online platforms (e.g. Skype, Zoom, Google Meet).

Expected deliverables and timeline

The deliverables expected from this evaluation are as follows:

- i. **Inception note (electronic and editable electronic version in English):** The service provider will produce a scoping document that presents its understanding of the mandate, the methodology to be followed and timeline.
- ii. **Draft final evaluation report (electronic and editable electronic version in English):** The draft report will follow the IOM's "House style manual" and visual identity⁷, and align with IOM evaluation guidelines/ UNEG evaluation report standards. It will contain an executive summary of no more than two pages, consisting of a brief description of the programme, its context and current situation, the purpose of the evaluation, its methodology, and main findings, conclusions and recommendations. The draft report will be shared with

⁷ These documents will be provided to the service provider by IOM.

IOM no later than 1 July 2022. The service provider will present its main findings and recommendations to IOM during an online meeting.

- iii. **Final evaluation report (electronic and editable electronic version in French and English):** The service provider will finalize the information, addressing IOM's comments and suggestions. The report will include an executive summary of no more than two pages, consisting of a brief description of the programme, its context and current situation, the purpose of the evaluation, its methodology, and main findings, conclusions and recommendations. The final report will be produced in English and French and be ready for publication.
- iv. **Two-page summary of the main findings (electronic and editable electronic version in French and English):** a two-pager will summarize the final report's main findings. It will be produced in French and English.

The reports should be kept clear, concise and consistent. The draft evaluation report should contain, among other things, the evaluation findings, conclusions and recommendations; the logic between those should be clear and based on evidence. The draft final evaluation report will be sent for a round of comments to IOM and presented to the IOM during a meeting. The final draft reports must include an abstract and summary (including the table on main findings, conclusions and recommendations) in English. The final report must include all the sections of the draft report. It must be of publishable quality and must be delivered in Word-format with all the tables and pictures also separately in their original formats. The final report should follow IOM's "House style manual" and visual identity. The service provider is responsible for the editing, proofreading, translation, design and quality control of the content and language. As part of the reporting process, the service provider will submit a methodological note explaining how quality control has been addressed during the evaluation.

The evaluation will be carried out in successive stages as follows:

- **Kick-off meeting with IOM:** to understand the context and ensure a common understanding of the evaluation's objectives, scope, and expected results.
- **Production and presentation of the inception note:** the service provider will produce a scoping document with a clear approach that will enable the presentation of the first draft of the final report by 1 July 2022. The service provider will present the inception note to IOM during an online meeting (e.g., Skype, Zoom, Google Meet).
- **Implementation of the evaluation:** following the methodology outlined in the inception note.
- **Production and presentation of the draft final report:** Presentation of the draft final report, its results, and provisional recommendations in a meeting online.
- **Production of the final report:** this final document will include IOM's observations to the draft version.

The different stages can take place from March to August 2022. The timetable proposed in the inception note will specify the distribution of the stages in the period indicated. The timetable should meet the following deadlines:

Stage	Deadline (all dates are in 2022)
Kick-off meeting	1 April
Inception-note	15 April
Implementation of the evaluation	15 June
Draft report	1 July
Final Report	31 August

IOM may contract recognized experts as external peer reviewers(s) for the whole evaluation process or some specific deliverables of the evaluation process, e.g. final and draft reports. In the case of peer review, the views of the peer reviewers will be made available to the service provider.

Service provider qualifications

IOM is looking for an experienced multi-disciplinary team of consultants/experts with experience in designing and conducting evaluations for peer-to-peer, communication for development (C4D) and social media-focused campaigns, as well as projects on social and development issues, such as migration. Both institutions and individuals are eligible to apply. However, in the case of a group of consultants not associated with an institution, IOM would only sign the agreement with the lead consultant. The team should have the following qualifications:

- a) All team members should have master's degrees in Sociology, Anthropology, Social Sciences, Statistics, Digital/Communication or a related field (CVs required).
- b) Each member should have previous experience in project/programme evaluation (7 to 10 years for team leader, 3-5 years for other members). Provision of sample work is required from the lead consultant/team leader (links acceptable).
- c) Extensive national and international experience in assessing communication for development and social media-focused campaigns/projects/programmes.
- d) Experience in the use of participatory appraisal techniques in data collection, sensitivity to gender issues.
- e) Strong familiarity with issues related to migration.
- f) Familiarity with the socio-cultural context of West Africa.
- g) Excellent writing and communication skills in English and French (references and sample work is required from the lead consultant/team leader - links acceptable).

Budget

The evaluation will not cost more than EUR 40,000 (all-inclusive). All interested institutions or groups of consultants are requested to include in their submission detailed costs including:

- Daily rate, including hours per day.
- Expenses (field visits, interpretation, translation, etc.) to be agreed upon before commencing the project.

Any additional requirements needed to complete the project or that might impact the cost or delivery of products.

The service provider would be required to use their own computers, printers, photo copier etc.

Payment is contingent on approval by IOM, and will be made in four installments:

- 25% upon signature of the contract.
- 25% upon clearance by IOM of the inception report submitted by the service provider.
- 25% upon submission of the first draft of the evaluation report.
- 25% upon submission of the finalized evaluation report (in English and French) and a two-page summary of presenting the main findings (in English and French).

The service provider may propose different payment schedules. They will be considered during the assessment of the proposal.

Official travel involved

It is expected that the service provider will conduct all interviews remotely, using online platforms (e.g. Skype, Zoom, Google Meet). If the service provider considers that travel is required, all travel costs should be planned properly in the technical proposal and included in the financial proposal. Please note that if selected, the contract can be a supporting document to obtain entry visas (if necessary). IOM will be unable to secure travel visas.

Assessment and Weighting criteria of the proposals

The proposals will be weighted according to the technical (80%) and financial considerations (20%). IOM will assess submitted proposals using the Cumulative Analysis Method. Technical proposals should attain a minimum of 60 points to qualify and to be considered. Financial proposals will be opened only for those applications that attained 60 points or above. Below are the criteria and points for technical and financial proposals.

a) Technical proposals

1. Overall response (15 points)
 - General adherence to Terms of Reference (ToR) and tender requirements.
 - Understanding of scope, objectives and completeness, and coherence of response.
 - Company/Team is properly registered, has required certifications, memberships, etc.
2. Proposed methodology and approach (35 points)
 - Proposed approach/methodology/tools and management control system.
 - Proposed Implementation Plan, e.g., how the bidder will undertake each task, and maintenance of project schedules.
 - Deliverables are addressed as per the ToR; proposed timelines are met.
3. Technical capacity of the service provider (30 points)
 - Range and depth of experience with similar evaluation.
 - Meeting academic requirements.
 - Minimum years of experience.
 - Strong analytical skills and qualitative and/or quantitative statistical data processing applications.
 - Excellent report writing and language skills.

Technical score: 75% of 80 points = 60 points

b) Financial Proposal

Financial proposals will be assessed based on completeness, clarity and appropriateness. The maximum number of points shall be given to the lowest Financial Proposal opened /evaluated and compared among those technically qualified candidates which have attained a minimum of 60 points in the technical evaluation. Other Financial Proposals will receive points in inverse proportion to the lowest price.

Total Financial: 20

Only the financial proposals which have been technically accepted will be opened (technical score of at least 60).

Submission Guidelines

Applications are expected to contain the following required documentation:

- a) **Technical Proposal:** Applicants shall prepare a proposal against the ToR, addressing the purpose, objectives, scope, criteria and deliverables of the evaluation. The proposal shall include a detailed breakdown of the inception phase, data collection methodology, and the suggested approach for the evaluation. A brief explanation of data collection, analysis and report writing phases should also be included, along with a draft work plan and timeline for the evaluation.

The Technical Proposal shall also include updated CVs of the expert(s) to be part of the evaluation, and electronic copies/links of the most recent and relevant evaluations performed previously by the applicant(s). The Technical Proposal must not include financial information.

- b) **Financial Proposal:** Offer with a cost breakdown: Consultancy fees and other costs. The Financial Proposal shall be submitted separately, in a file named Financial Proposal.

All proposals should be sent to pbulens@iom.int and procurementdkr@iom.int. All submissions with the complete set of documents should reach IOM no later than midnight (UTC+0/GMT) **14 February 2022**. For any questions about the ToR, please contact Pablo Cordova Bulens at pbulens@iom.int.

Proposals shall be evaluated using a two-stage procedure. The technical proposal will be completed before the evaluation of the price proposal.

A selection committee will review all applications as they arrive. All proposals must meet the minimum requirements described above, and those unable to meet these requirements will not be considered.

The service provider is entitled and expected to discuss matters relevant to this evaluation with relevant people and organizations. However, it is not authorized to make any commitments on behalf of IOM, and the service provider does not represent IOM in any capacity.

All intellectual property rights to the result of the service referred to in the contract will be the exclusive property of IOM, including the right to make modifications and hand over material to a third party. IOM may publish the result under the creative commons license to promote openness and public use of evaluation results.