



IOM International Organization for Migration
OIM Organisation Internationale pour les Migrations
OIM Organización Internacional para las Migraciones

Zimbabwe Migration and Development Strategies Project

Final Evaluation

Terms of Reference

1. Introduction

The poor economic situation prevailing in Zimbabwe has led to multiple and complex migration issues characterized by high levels of brain drain, cross border mobility and irregular migration. Breadwinners and in many cases entire families have migrated to other centers or across borders in search of better employment opportunities. Skill areas affected include, but are not limited to medicine, education, engineering, surveying, architecture, audiology, veterinary medicine and forensic science. The loss of skills is of growing concern as it has negatively impacted on service delivery. While the foregoing illustrates the magnitude of the migration challenges that Zimbabwe has been facing, the capacity of the Government of Zimbabwe to manage these multi-faceted migration issues so as to reduce the negative aspects of migration and enhance its positive impact were constrained by lack of a comprehensive and coherent legal, institutional and policy framework for implementing migration practices in an integrated manner. Up until March 2008 there was no institutional framework that spearheaded the day to day migration and development issues within the Government of Zimbabwe (GoZ). Migration issues were dealt with by officials in several stakeholder Ministries, with no or limited coordination and without following a common strategy. The core responsibilities of these officials were not related to migration and development. Consequently, migration and development tasks tended to lag behind. The lack of adequate data and analysis of the nature and extent of factors driving migration further limited the ability of the government to devise appropriate policies and programmes focusing on the management of migration for national benefit.

In response to the lack of a coherent migration and development framework, the GoZ in collaboration with the International Organization for Migration (IOM) and with financial support from the European Union (EU) have been implementing a project entitled "Zimbabwe Migration and Development Strategies" since November 2007 to address the above issues thereby enhancing the development impact of migration in Zimbabwe.

The project has the following objectives:

Overall Objective

To contribute to the management of migration and enhance the development impact of migration in Zimbabwe

Specific objectives

Specific Objective 1: *To support the establishment of an institutional and legal framework for the development and implementation of a national strategy for migration and development.*

Specific Objective 2: *To support the formulation and application of a Zimbabwe Migration Profile, including research on selected indicators.*

Specific Objective 3: *To pilot test one migration management strategy within Zimbabwe to support health institutions in Zimbabwe through sequenced short-term returns of health professionals of the Zimbabwean diaspora.*

The expected results of the project include:

- A Migration and Development Unit established within the GoZ;
- A report with recommendations on the establishment of cohesive migration management legislation;
- A Migration Profile 2009 developed and published for Zimbabwe;
- A template and a sustainable data collection system developed for ensuring continuous updating of the migration profile;
- Report on migrant remittances to Zimbabwe produced, published and disseminated;
- Report on the profile of Zimbabwean health workers in the diaspora produced and published;
- 50 diaspora health professionals' temporary/short-term returns facilitated to transfer their skills and expertise;
- Approximately 5 health institutions in Zimbabwe supported through temporary return of 50 diaspora health professionals.

The main activities under the project included:

- Establishing a national migration and development institutional framework;
- Reviewing current pieces of legislation regulating migration management, identify gaps and provide guidelines and recommendations for the establishment of cohesive migration management legislation;
- Developing a template, collect and consolidate data for a Migration Profile 2009 for Zimbabwe;
- Conducting a Zimbabwe Health Workers' Profile Survey;
- Conducting a Migrant Remittances Study;
- Developing guidelines for mainstreaming migration in national development;
- Supporting health institutions in Zimbabwe through sequenced short-term returns of health professionals of the Zimbabwean diaspora;
- Recommendations for the expansion and scaling up of migration management interventions.

The project kicked off in November 2007 and initially ran up to April 2010, and then received an eight months extension approval by the donor (May to December 2010). As part of the implementation process, the project requires an end of project evaluation to assess the effectiveness and the level of success in terms of achieving the intended

objectives and outputs. The terms of reference of the evaluation exercise for the project is outlined in below sections of this document.

2. Objectives of the Final Evaluation

The purpose of the evaluation is to review the progress made by the programme in fulfilling its agreed programme objectives, to evaluate the process of programme preparation and design, its relevance to the developmental needs of Zimbabwe, and to assess the efficiency and effectiveness with which resources have been used to generate results and achieve the programme purpose with a special emphasis on sustainability.

The conclusions and recommendations of the evaluation will be used to help reorient programme activities and to identify what further action is required at both the government and project level to strengthen the capacities of government, organizations and agencies involved in migration issues in Zimbabwe. In particular, the evaluation will help to assess how government coordinated actions in the area of migration and development can make a continued contribution to migration policy goals in migration and development, given the changing political, economic and institutional environment in Zimbabwe. The study will identify gaps in migration policy/ migration development in Zimbabwe that must be addressed to enhance the contribution of migration in the economic development of the country.

More generally, the findings of the evaluation will help the EU and the Government to learn lessons for future EU support to migration and development in Zimbabwe.

The evaluation will focus on the following:

- 1) Evaluation of the relevance, efficiency, effectiveness, pertinence and achieved results of the project, the sustainability of the results; and the degree of satisfaction of the beneficiaries as given in the project document.
 - **Relevance:** The key issue here is the extent to which the objectives and/or project purposes of a project/programme remain valid and pertinent either as originally planned or as subsequently modified. The relevance of projects could be analyzed at different levels, for instance the relevance to the country's development strategy, to the target groups or beneficiaries' needs, to the IOM global mandate or to partners and donors policies.
 - **Effectiveness:** The extent to which the results achieved so far are contributing to the stated project purpose. The key issue here is the extent to which project activities and the outputs achieved to date have been effective in strengthening the capacity of and stakeholders in managing migration and maximizing its contribution to economic development. The issue of concern is not only whether there has been an impact, but whether this impact could have been achieved more effectively in another way.
 - **Efficiency:** This analyzes how well resources in general (funds, expertise, time, etc.), or inputs, were used to undertake activities, and were converted to results. The analyses should consider the notion of **cost-effectiveness** which assesses whether the objectives were achieved at minimal cost (or at the lowest possible cost), or whether the results or benefits justify the cost. The evaluation should also review the balance between the different activities and

whether the resources allocated reflect their relative importance in achieving outputs.

- **Impact Assessment:** This looks at the outcome(s) of a project and its potential effect on the economic development of the country around the project (business environment, physical environment, financial environment, political environment, and so on). The analysis should highlight the differences in the migration and development environment between the status quo and the environment after the project has been implemented.
- **Sustainability:** The extent to which programme activities and impact are likely to be sustained when project funding ends in December 2010. It is recognized that training and capacity strengthening are continuous activities which will require sustained investment if returns are to be realized. The evaluation is required to address the question of whether programme activities at government level, as currently designed or appropriately modified, would continue beyond December 2010. If so, a related question is what is the technical and financial capacity of the Government to maintain these activities and what continued external support may be required. The consultant should make recommendations on how the Government and the stakeholders should take on an increasing responsibility and ownership for both management and financing of migration and development activities when the current project ends.

- 2) Identification of the aspects that contributed to facilitate the implementation or possible obstacles;
- 3) Based on the findings, formulate concrete and practical recommendations for future project replication/expansion, both at the activities and structural level;
- 4) Formulate recommendations for any possible expansion phase that will have to be aligned to government priorities and national strategies in the area of migration and development.

3. Methodology of the Final Evaluation

A consultant will carry out the evaluation taking into account both IOM and EU evaluation standards and guidelines. A set of working tools/mechanisms should be used including, but not limited to the following:

- 1) Documentation Review:
 - a. The latest project description and budget;
 - b. The logical framework submitted to the EU to be used as a tool to assess progress (indicators, means of verification, assumptions);
 - c. Visibility material, outreach campaign material, publications & other project output;
 - d. Evaluation forms submitted by participants in the various meetings/events;

- e. Other relevant documents deemed necessary by the Project Manager.
- 2) An interview with the Project Manager and project staff members in all project locations.
- 3) Interviews and focus group discussions with project partners and beneficiaries (participatory monitoring).
- 4) Consultation with the Delegation of the European Union in Harare.

4. Work Plan and Time Schedule

A briefing in Harare at the EU Delegation and Migration and Development Unit (MDU) of the Ministry of Economic Planning and Investment Promotion will mark the start of the assignment. It is foreseen that the briefing will take place at the beginning of the assignment, and the evaluation study is due to start immediately after the briefing session.

The assignment will be carried out in 3 phases as follows:

Phase 1 corresponds to the inception phase with collection of information, briefing with the European Union Delegation in Harare and meeting with IOM and MDU in Harare.

Phase 2 corresponds to the main phase of the assignment. During this phase, the consultant will carry out the detailed analysis of the major aspects of the evaluation, carry out stakeholder/beneficiaries consultations, and prepare and present a draft report.

During **Phase 3**, running until the end of the assignment, the consultant will revise the draft report, incorporating comments and feedback received by IOM and stakeholders. Upon endorsement of the final draft report, the consultant will prepare and present the final report.

The proposed timetable of the final evaluation is as follows:

Inception phase of the assignment (meeting EC and IOM):	1 Working Day
Detailed analysis of the major aspects of the evaluation	21 Working Days
Preparation of the draft evaluation report	5 Working Days
Finalization of the final evaluation report	4 Working Days

6. Deliverables of the Consultancy

It is expected that the consultant will deliver the following;

- i. A draft evaluation report

- ii. A final report that incorporates the comments of various stakeholders, in Arial font 11 and a maximum of 50 pages.

All reports (deliverables) will be submitted in both bound and electronic (MS Word/Excel/) forms.

7. Reporting

The service provider will report directly to IOM Migration and Development Programme Manager.

8. Qualifications and Experience

The criteria for selecting the service provider are:

Qualifications

- (a) A post-graduate degree in Social Sciences or related field.

Experience

- (a) At least five years experience in social research and evaluation of development projects. Experience in the evaluation/implementation of migration and development programming will be an added advantage.

Competencies

- a) Strong writing skills; all applicants are required to submit at least two copies of relevant recent evaluations/publications.
- b) Strong interpersonal and networking skills.
- c) Ability to interact with senior officials in government and multilateral agencies).

9. Application Process

In light of the above, IOM wishes to invite suitably qualified consultants/service providers to submit tenders as per the terms of reference indicated in (2) above. Tender proposals should include the following:

- (a) A capability statement; please attach a resume of the individual who will undertake the task.
- (b) The service provider's understanding of the assignment.
- (c) Methodology of how the assignment will be accomplished.

- (d) A work plan with detailed activities, milestones, timeframes and fees charged.
- (e) Proposed payment schedule of consultancy fees
- (f) Three contactable referees who must be former employers/clients.
- (g) The maximum allowable for this consultancy is USD 13 000. However bids will be selected based on their cost competitiveness.
- (h) All tender proposals should be sent to iomharare@iom.int or to the following physical address**

***The Human Resources Officer
International Organization for Migration (IOM)
142 King George Rd
Harare***

- (i) The Proposals should be clearly marked *Zimbabwe Migration and Development Strategies End of Project Evaluation* on the envelope or Subject Line.

For background documents, interested parties should contact:

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9. DEADLINE FOR SUBMISSION OF TENDERS

The deadline for the submission of tenders is 22 October 2010.