



International Organization for Migration (IOM)
The UN Migration Agency

Terms of Reference:
Final External Evaluation of the project
“Enhancement of National Capacities to Combat Human Trafficking in Azerbaijan (ENCT)”

Commissioned by: IOM Country Office in Azerbaijan

1. Evaluation Context:

The International Organization for Migration (IOM), now the UN Migration Agency, was established in 1951 and is the leading inter-governmental organization in the field of migration working closely with governmental, intergovernmental and non-governmental partners. With 173 Member States, 8 states holding observer status and offices in over 100 countries, IOM is dedicated to promoting humane and orderly migration for the benefit of all.

IOM presence in Azerbaijan dates back to 1996. IOM has been implementing a variety of projects in line with its mission to assist the Government of Azerbaijan in meeting the operational challenges of migration, advance understanding of migration issues, encourage social and economic development, and uphold the human dignity and well-being of migrants.

In the field of countering trafficking in human beings, IOM Azerbaijan has been implementing projects in support of the Government of Azerbaijan related to legislative, policy and operational efforts. IOM has provided support through several projects with actions ranging from support in development of draft recommendations to the Fourth National Action Plan on Combating Trafficking in Human Beings 2019-2023; support to Victims of Trafficking through provision of reintegration assistance and support to three Shelters providing comprehensive assistance to identified and potential victims of trafficking; raising awareness through organization of community dialogues, celebrations of the World Day of trafficking and European Human Trafficking day; and development of specialized training curriculums to support capacity building of relevant government Ministries and State Committees.

IOM started implementation of the project “Enhancement of National Capacities to Combat Human Trafficking in Azerbaijan (ENCT)” funded by European Union and co funded by the IOM Development Fund in November 2016. The main objective of the project is to strengthen the capacity of the Government of Azerbaijan in effectively combating human trafficking and protecting the rights of victims of trafficking.

The objectives of the project are the following:

1. To assist in enhancement of judicial capacity to better prosecute Trafficking in Human Beings (THB) cases and protect the rights of victims and potential victims of human trafficking;
2. To strengthen the National Referral Mechanism (NRM) through interagency coordination at central and local level and building capacity of relevant stakeholders;
3. To enhance regional and international cooperation and partnerships to fight against human trafficking and protection of VoTs.

The **target groups** and **final beneficiaries** of this action will be the following entities and individuals:

Target groups	<ol style="list-style-type: none">1. Ministry of Foreign Affairs (MFA)2. Justice Academy of the Ministry of Justice (JA)3. Training Center of the Prosecutor’s Office (TCPO)4. Ministry of Justice (MoJ)5. Ombudsman’s Office (OO)6. Ministry of Internal Affairs (MIA)7. State Migration Service (SMS)
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Mission in Azerbaijan:

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	8. State Border Service (SBS) 9. Ministry of Labour and Social Protection of the Population (MLSPP) 10. State Committee for Family, Women and Children (SCFWC) 11. Victims and potential victims of trafficking (VoTs)
Final beneficiaries	1. Relevant authorities of Azerbaijan 2. Victims and potential victims of trafficking in Azerbaijan and members of their families and victims of human trafficking returning to Azerbaijan 3. The population at large of Azerbaijan 4. EU Member States

The ENCT project is co-funded by the IOM Development Fund (IDF) through a separate project, “Supporting the Enhancement of National Capacities to Combat Human Trafficking in Azerbaijan.” The intended results of the IDF-funded SNCT project align with those for the ENCT project, and with all activities funded by both donors. This evaluation will therefore focus on the EU-funded ENCT project’s results and activities, but with consideration also of the cofunding support from IDF.

This is the first evaluation of both the ENCT and SNCT projects.

A separate evaluation is planned for another project funded by the U.S. Bureau of International Narcotics and Law Enforcement Affairs (INL), “Enhancing Cooperation Measures to Effectively Combat Trafficking in Persons through Capacity Building and Technical Assistance in Azerbaijan (ECMCT)” which is currently at the end of its Phase VI of implementation (ending on 20 June 2019). The ECMCT project builds on several previous phases from Phase I starting in September 2009 to the Phase VI ending in June 2019.

The evaluations of this ENCT project and that ECMCT project will be carried out as separate evaluations. However, it should be noted that both projects share a common objective: to contribute to strengthening capacity of the Government of Azerbaijan in effectively combating human trafficking and protecting rights of victims of trafficking. Though each chooses a specific approach to contribute to that long-term goal, there are areas of common ground in terms of the intended results and also a large degree of overlap in terms of the key stakeholders of each project. Therefore, the evaluators selected for each exercise should plan to coordinate respective agendas and interviews to reduce burden on stakeholders.

Finally, note that findings from this evaluation will inform the evaluation of a third ongoing counter-trafficking project funded by USAID, “Counter-trafficking in Persons (C-TiP) Activity” (IOM project code CT.0913). That project focuses on building capacities of civil society, as opposed to the governmental capacity building approach of the ENCT and ECMCT projects.

2. Evaluation purpose and scope:

The evaluation is being conducted for use by IOM senior management to demonstrate to donors and participating institutions the overall performance, results and sustainability of results, so that they can assess relevance and accountability of IOM programming to the intended beneficiaries. The evaluation is also being conducted for use by the donors to assess value for money for the set of activities funded. IOM will share the evaluation report with the donors and participating institutions. Additionally, the evaluation is being conducted for use by IOM senior management to assess alignment of the project to strategies, priorities and needs and to assess lessons learned and good practices to be kept in mind when carrying out ongoing and future projects.

The evaluation will cover the entire implementation period. The evaluation field visit will be carried out in Baku, Azerbaijan, and other regions deemed pertinent by the evaluator such as the Nakhchivan Autonomous Region. The evaluation will cover the entire implementation period of the ENCT project from November 2016 to June 2019, and the activities completed to date for the SNCT project, and the evaluation field visit will be carried out in Baku, Azerbaijan, and other regions deemed pertinent by the evaluator.

3. Evaluation criteria

The evaluation will cover the criteria of relevance, effectiveness, and efficiency of the project, and to the possible extent, will address the likely impact and sustainability of the project. A specific section will be developed to include an analysis of the cross-cutting themes of gender and human rights. Finally, given that other ongoing similar projects implemented by IOM, the criteria of coordination will also be used.

4. Evaluation questions

More specifically, the evaluation shall focus on the following questions:

Relevance

1. To what extent were stakeholders consulted and involved in designing the projects?
2. Do the projects' expected outcomes and outputs remain valid and pertinent either as originally planned or as subsequently modified?
3. Are the projects' activities and outputs consistent with the intended outcomes and objective?
4. Do the projects' still respond to needs of the project final beneficiaries and other target groups?
5. Are the projects' aligned with and supportive of national strategies?
6. Are the projects' in line with the donor priorities?

Effectiveness

7. To what extent were target groups consulted and involved in the implementation of activities, thereby improving ownership, accountability and effectiveness?
8. Have the projects' outputs and outcomes been achieved in accordance with the stated plans?
9. What were the results of the trainings on professional development of the national institutions, and how has it contributed to the institutional capacity building programme of the beneficiaries?
10. Have local stakeholders increased their capacities to address the challenges in combating human trafficking?
11. Are the target beneficiaries being reached as expected?
12. Are the training beneficiaries satisfied with the services provided?
13. Are there any factors that prevent beneficiaries and project partners from accessing the results/services/products?

Efficiency and cost effectiveness

14. Were the projects' implemented in a most efficient way, in line with budget and expected expenditures?
15. Are/were there any possible alternative means for a more cost-effective implementation?
16. Were the projects' activities undertaken and were outputs delivered on time?
17. To what degree are inputs provided or available in time to implement activities from all parties involved?
18. How well were the resources (funds, expertise, time, etc.) converted into the results?

Impact

19. What is the impact or expected impact of the projects in strengthening institutional capacity of the national institutions in the Republic of Azerbaijan?
20. What is the likely long-term impact of the projects in countering human trafficking and protecting victims of human trafficking?
21. If any, which unintended effects can be observed, whether positive or negative?

Sustainability

22. Are benefits generated by the project likely to continue once the external support ceases?
23. Do the project partners have the technical and financial capacity and are they committed to maintaining the benefits of the project in the long run?

Cross-cutting themes

24. To what extent is the project helping to ensure respect of relevant human rights of VoTs assisted by the project?
25. To what extent was a gender sensitive approach used in the design and implementation of the project, and to what extent does it contribute to an improved impact of the project?

Coordination

26. How did the stakeholders harmonise and coordinate their interventions with other partners including but not limited only to other donors, other UN agencies and or international organizations implementing similar projects?
27. Did the coordination lead to better effectiveness and impact of activities that were carried out?

The focus should be on summative assessment of the performance and results to date, as well as document any lessons learned and good practices to be used by IOM staff and partners to inform design and implementation of similar projects, whether in the country or globally. Finally, recommendations should highlight in particular any actions that could be taken to strengthen performance and achievement of results in ongoing or future similar projects.

5. Evaluation methodology

The following combination of data collection methods is proposed be used in the evaluation, pending discussion with and the inception report of the selected evaluator(s):

- Review of existing documentation (project documents, reports, manuals and handbooks, photos, information presented in the media);
- Semi-structured interviews with IOM staff responsible for the project implementation, government agencies and other stakeholders during a field visit;

The evaluation must be conducted considering IOM Data Protection Principles, UNEG norms and standards for evaluation and other relevant ethical guidelines for conducting evaluation.

6. Evaluation deliverables

The selected evaluator should develop an **inception report** including an evaluation matrix and related data collection tools to describe their understanding of the TOR and how they will conduct the evaluation including any revisions to the methodology as required. This should be submitted to the project manager following the document review phase, for comments and discussion with the evaluators to finalize plans prior to the field visit. Following the field visit, the evaluator should prepare a short **presentation** of the initial findings and tentative conclusions and recommendations. This will be used by the evaluator to debrief the Evaluation Manager, to identify and address any misinterpretations or gaps. Comments will also be solicited from other relevant parties, including IOM's Regional Office in Vienna and Brussels, either through participation in the briefing (pending availability) or by sharing the presentation afterwards.

Building on the debrief and initial feedback received, the evaluator should prepare a **draft report** to be shared with IOM Azerbaijan. IOM Azerbaijan will be responsible for compiling comments/feedback, including if needed from IOM's Regional Office in Vienna and Brussels. The project manager and the project team will then finalize the report based on the comments/feedback received.

The **final report** shall be written in English and meet good language standards, being grammatically correct, proofread and laid out well, consisting of between 20 and 25 pages of the main text (without annexes). The report will follow the same presentation logic and include, at a minimum, the information described in the IOM Project Handbook template for evaluation reports: executive summary, list of acronyms, introduction, evaluation context and purpose, evaluation framework and methodology, findings, conclusions and recommendations. Annexes should include the TOR, inception report or evaluation matrix, list of documents reviewed, list of persons interviewed or consulted, data collection instruments, as well as any other relevant information.

Finally, the evaluator is requested to develop a **two-page evaluation brief** to summarize key findings, conclusions and recommendations for the main intended evaluation users. If deemed necessary or useful by the evaluation team, in consultation with IOM Azerbaijan, then separate versions could be developed: for example, one for IOM staff and the donor (to be shared with the donor along with full evaluation report), and one for participating institutions (to be translated and shared with each institution); alternately, for example, a separate brief could be created for each donors. This can be decided together by evaluator and IOM Azerbaijan. IOM Azerbaijan will provide a template as guidance, which can be adapted by the evaluators, but which should be no longer than two pages. Page one should include: Identification of audience at start of the brief; 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), and key recommendations.

7. Roles, responsibilities, and work plan:

The evaluation will be conducted by one external evaluator. The Evaluation Manager will be the current project coordinator for the ENCT and SNCT projects in IOM Azerbaijan.

The respective roles and responsibilities are outlined below:

External evaluator:

- Lead preparation, carrying out data collection and analysis, and drafting all of the products outlined above, with inputs and support from the internal evaluator.
- Provide periodic feedback as needed to the Project Manager on progress and any challenges.
- Provide a debrief at the end of the field visit to present initial findings and tentative conclusions, with inputs and support from internal evaluator. This will allow for any obvious oversights, misinterpretations, or information gaps to be identified and addressed before the external evaluator begins drafting the full report.

Evaluation manager:

- Arrange field visit logistics including meetings, in-country transportation, and interpretation services, as needed.
- Manage evaluation process including feedback and quality control to the inception phase, debrief, and provide comments to the draft evaluation report.
- Assist in addressing issues or challenges flagged by the evaluator.
- Ensure translation of the two-page evaluation brief, for sharing with participating institutions along with the full evaluation report in English.

Realistic delivery dates and details as to how the work must be delivered

Implementation period – 27 May 2019 – 28 June 2018

TASKS	TIMEFRAME
Conduct desk research : gather and analyze reliable, relevant, and up-to-date information from all available sources (including project reports and information from non-governmental agencies and international organizations). The evaluator(s) shall prepare an inception report to summarize the findings of the desk review and provide further details on methodologies to be used and/or any revisions to the methodology as required. This must be submitted to and approved by the project manager prior to the start of data collection.	5 days
Conduct interviews and focus groups with IOM staff and relevant stakeholders	5 days visit (including travel dates) to Baku
Draft the report and submit to IOM Azerbaijan for feedback and further inputs	10 days
Finalize the report and submit to IOM Azerbaijan	5 days

8. Call for applications for external evaluator

Qualifications and experience

The international consultant is expected to have the following competencies and qualifications:

- Advanced degree in a relevant field such as social sciences or statistics is required.
- Minimum of five years of experience conducting evaluations is required.
- Experience in the country or region and experience working on human trafficking issues is preferred.
- Skills in evaluation design, qualitative data collection and analysis, drafting and editing in English, communication, time management and cultural sensitivity are required.
- Experience conducting semi structured interviews at various levels required

Performance indicators for evaluation of results:

- The quality of and the timely completion of the evaluation materials,

- Balance of theory and practical information in developing materials;
- Quality, user friendly and topic oriented, comprehensive presentations;
- Compliance with IOM House Style Guidelines
- Compliance with IOM Data Protection Principles

Interested evaluators are invited to submit the following application materials to Marija NIKOLOVSKA, Project Manager (mnikolovska@iom.int) and to Sarah Harris, Regional M&E Officer (sharris@iom.int):

- CV of the evaluators;
- Proposal outlining the proposed methodology for the evaluation including data collection and analysis techniques, quality control measures, timelines and division of tasks (including the tasks for and coordination with the proposed internal evaluator);
- Proposed all-inclusive budget for the evaluation, to include expert fees and related costs such as subsistence, accommodation, travel, and all other expenses to be incurred. (Note: IOM will cover separately the costs related to participation of the internal evaluator).

Any questions should be addressed to the contact persons above.

The deadline for applications is 19 May 2019