

CALL FOR APPLICATIONS



International Organization for Migration (IOM)
The UN Migration Agency

The International Organization for Migration is seeking qualified Turkish Nationals and non-Turkish nationals holding a valid residence permit for the following position based in Türkiye.

Vacancy Notice Number:	CON#TR/2023/295
Position Title:	Consultant
Classification:	Consultancy Contract
Duty Station:	Türkiye
Deadline of Applications:	9 August 2023
Number of People to be hired	3
Eligibility	Internal & External Candidates

Established in 1951, IOM is the leading inter-governmental organization in the field of migration and works closely with governmental, intergovernmental and non-governmental partners. IOM is dedicated to promoting humane and orderly migration for the benefit of all. It does so by providing services and advice to governments and migrants.

IOM is committed to a diverse and inclusive work environment. Read more about diversity and inclusion at IOM at www.iom.int/diversity.

Applications are welcome from first- and second-tier candidates, particularly qualified female candidates as well as applications from the non-represented member countries of IOM. For all IOM vacancies, applications from qualified and eligible first-tier candidates are considered before those of qualified and eligible second-tier candidates in the selection process.

General Functions:

Commissioned by: Monitoring, Evaluation, Accountability, and Learning (MEAL) Unit, IOM Türkiye

Managed by: MEAL Unit and Project Team

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 175 Member States, eight states holding observer status and more than 18,000 staff working in over 150 countries worldwide., IOM is dedicated to promoting humane and orderly migration for the benefit of all.

The IOM established its operations in Türkiye in 1991. IOM's partnership with the Government of Türkiye (GoT) was formalized in November 2004, when Türkiye became an IOM Member State. IOM Türkiye now has eight offices and nearly 1,225 staff, the largest UN agency in the country. IOM Türkiye closely works with the government of the Republic of Türkiye, regional authorities, the UN, donors, and civil society organizations to address migration challenges in Türkiye by implementing programmes through three pillars: Resilience, Mobility, and Governance. Across the country, IOM Türkiye provides a comprehensive response to the humanitarian needs of migrants, internally displaced persons, returnees and host communities through direct humanitarian assistance, recreational activities, and a variety of other efforts. Alongside IOM's role in addressing the needs of migrants during crises, the mission works in close collaboration with the Government of Türkiye to address the longer-term impact of migration, including

migrant assistance programmes, labour integration and migration management, immigration and border management and research and data collection on migrant movement.

The EU-funded Enhancing Capacities of Turkish National Police and Other Law Enforcement Agencies in Detection of Forgery in Travel Documents and Risk Analysis project contributes to Türkiye's efforts to strengthen identity management in relation to checking travel documents during border controls to maximize security and facilitation benefits. It also contributes to Türkiye's efforts to uniquely identify individuals by providing authorities with tools and guidance on how to establish and verify the identity of travelers. This is achieved by supporting the Government of Türkiye's ongoing efforts to address irregular migration in compliance with international migration law, the EU acquis and protection of migrants' rights. In line with the objectives, the action draws on the added value of IOM's global experience in Immigration and Border Management, which is directed at helping governments develop policy, legislation, administrative structures, operational systems, human resources, and the capacity necessary to respond effectively to diverse migration and border management challenges and to institute appropriate governance. The project is built on other interventions by, firstly, complementing other projects implemented in the field of migration management by IOM and other actors. IOM has supported the TNP through previous projects funded by the UK Foreign Commonwealth Office, which included the procurement of forgery detection equipment for BCPs and the translation of IOM's Passport Examination Procedure Manual (PEPM) to Turkish for the TNP. IOM's Migration Governance Operational Framework also acts as a basis to build the capacities of the TNP to further strengthen the operationalization of human rights-based migration management system in the country. Within this scope, effective responses to the mobility dimensions of crises as well as safe, orderly, and dignified pathways of migration are the core objectives of this framework.

Overall objective: *To contribute to the ongoing efforts of the Government of Türkiye to address irregular migration in line with the EU standards and best practices.*

Specific objective: *To increase the capacity of the TNP and related institutions in detecting forged documents, profiling passengers, and conducting risk assessments related to irregular migration in Türkiye.*

Result 1: *TNP has access to a sustainable and gender-inclusive training mechanism on forgery-detection and passenger profiling.*

Result 2: *A risk analysis system under the Counter Migrant Smuggling and Border Gates Department of the TNP is enhanced.*

Result 3: *National cooperation mechanism and communication channels for forgery-detection and risk analysis are established.*

Result 4: *International cooperation mechanisms and communication channels on countering irregular migration and forgery detection are strengthened.*

The initial project implementation period was 22 December 2020 to 21 December 2022. The project received no cost extension until 21 June 2023. The evaluation will assess the entire implementation period of the project from 22 December 2020 to 21 June 2023.

Major Duties and Responsibilities

Evaluation purpose and objective

The purpose of the final evaluation is to provide a comprehensive assessment of the EU-funded “Enhancing Capacities of Turkish National Police and Other Law Enforcement Agencies in Detection of Forgery in Travel Documents and Risk Analysis” project to assess the performance and results of the project through the lens of the OECD-DAC evaluation criteria (relevance, coherence, efficiency, effectiveness, impact, and sustainability).

In addition, the evaluation aims to examine project performance, achievements of the activities, identify challenges and best practices to inform the project team and stakeholders for future programming. The evaluation will also give IOM Türkiye, the donor, and stakeholders an opportunity to assess the accountability of the project to the different stakeholders.

Based on the collection and analysis of relevant data and information, the evaluation will generate evidence, key lessons, and provide recommendations concerning IOM Türkiye's future IBG programme. To this end, the evaluation process will include a review of project documents and is expected to provide recommendations on strengthening the program. The results of this evaluation are mainly intended to be used by IOM Türkiye management to review its current and future projects and assess organizational effectiveness.

Evaluation scope

The evaluation will cover the project period from 22 December 2020 to 21 June 2023. The geographic coverage of the evaluation will align with the implementation of the project and will include Headquarters of project beneficiary of stakeholder institutions in Ankara, Istanbul Airport, Antalya Airport, İzmir Adnan Menderes Airport, and Kapikule Land BCP with Bulgaria. Through a participatory approach, the evaluator will engage relevant stakeholders, that includes IOM Türkiye staff, TNP focal points in Türkiye and beneficiaries from different activities such as General Command of Gendarmerie and Turkish Coast Guard Command (TCG). The evaluation will also provide recommendations, good practices and lessons learned for future or similar programs. It will also include an analysis of the integration of IOM cross-cutting themes of gender in project activities and implementation.

The project is in line with the objectives of the Strategy Document and National Action Plan in relation to Irregular Migration under Strategic Priority 1. The evaluator will assess the project's adherence to the objectives outlined in the documents and its overall success in achieving them.

The evaluation process of this project has certain limitations. Some of the limitations of the evaluation process are:

- The evaluation relies on data and information collected during and after the project implementation. However, data related to reporting progress in accordance with the National Action Plan may not be readily available.
- The evaluator may need to account for contextual factors that can affect the project outcomes.
- The long-term impact of the project may be difficult to assess due to various factors such as changing circumstances, external influences, and time constraints.

The evaluator needs to be cognizant of these limitations. By careful planning, use of appropriate evaluation methods, and being mindful of potential biases and contextual factors, steps can be taken to mitigate their impact.

Evaluation criteria

The final project evaluation will use the six OECD-DAC criteria: relevance, coherence, efficiency, effectiveness, impact, and sustainability, and cross-cutting issues such as gender. The following section will provide information about each criterion and evaluation question to be covered.

Evaluation questions

During the inception phase, the evaluator will collaborate with IOM to develop and refine the evaluation questions. Additional questions to provide detailed and specific information should also be incorporated. The evaluator will be responsible to create the evaluation matrix, which will be shared with IOM for review.

The following key questions will guide the project evaluation:

Evaluation Criteria	Evaluation Questions
Relevance	<ol style="list-style-type: none"> 1. To what extent do the project’s objectives and targets remain relevant in the current national context, including the Government of Türkiye’s strategies and priorities related to migration and border management? 2. How well was the project aligned with and supportive of IOM national, regional, and/or global strategies, including the IOM Integrated Border Management (IBM) Guidance, Community Engagement & Policing (CEP) Document and Migration Governance Framework? 3. Did the project respond to the needs and priorities of all stakeholders, TNP staff and other key groups, as identified at the design stage? 4. How well did the intervention address the gaps in the capacity of the different stakeholders?
Coherence	<ol style="list-style-type: none"> 5. Did the project seek synergies with other IOM interventions and other organizations in the field of migration management? If so, how? 6. To what extent was the project design, delivery and results coherent with international and national laws and commitment to increase the capacity of the TNP and related institutions in detecting forged documents, profiling

	<p>passengers and conducting risk assessments related to irregular migration in Türkiye in line with EU standards and best practices?</p>
Effectiveness	<p>7. To what extent did the project achieve its objectives and results at various levels of the results chain?</p> <p>8. What were the major internal and external factors influencing the achievement or hindering the achievement of the project’s expected outcomes?</p> <p>9. To what extent did the project adapt to changing external conditions to ensure project outputs and outcomes were achieved? What worked well, and what did not work so well? Did existing practices effectively adapt to mitigate the impacts of the COVID-19 pandemic and 2023 Turkey earthquakes?</p> <p>10. Were there differential results for different people? If so, how, and why? What different approaches were used to reach people of different genders?</p>
Efficiency	<p>11. To what extent were the activities implemented as per the work plan of the project? Was the resource allocation appropriate considering the goal of the project?</p> <p>12. What were the reasons for possible delays in project implementation? How was the project affected by delays caused by external and internal factors, and how did the project respond to and address delays? Did the project have the necessary coordination mechanisms and communication flow to efficiently convert the allocated resources into the expected outputs?</p>
Impact	<p>13. To what extent did the project contribute to enhancing the travel document forgery detection and risk analysis systems for passenger checks in Türkiye in line with EU standards and best practices?</p> <p>14. To what extent did the project contribute to the positive, negative, and intended, unintended changes? Did the project take timely measures to mitigate unplanned negative impacts?</p>
Sustainability	<p>15. How well was the project embedded in institutional structures that were likely to survive beyond the life of the project? Were the government institutions well-integrated?</p> <p>16. What were the major challenges affecting sustainability? How should the project address these challenges to increase sustainability, considering design, implementation, and monitoring?</p> <p>17. Are the benefits generated likely to continue once external support ceases? If</p>

	so, how?
Cross-cutting themes:	<p>18. What were the steps taken to facilitate and ensure the participation and inclusion of TNP, Gendarmerie, TCG, DGMM, DGPA, MoFA during the implementation of the project?</p> <p>19. To what extent does the project design reflect the rights and participation of all genders and include feedback from a diverse range of stakeholders?</p> <p>20. Will the achievements in gender quality persist after the end of the project? Have processes contributed to sustaining these benefits?</p>

Evaluation methodology

The evaluation will employ a comprehensive approach, utilizing both qualitative and quantitative methods to collect and analyze data from various sources. This will establish robust and reliable evidence to assess and measure the project's results, including its outputs, outcomes, and objectives. By employing multiple methods, the data will be cross-validated and triangulated, enhancing accuracy. To evaluate the data effectively, it will be disaggregated based on gender, age, geographic location, and type of activity. The evaluation will involve the analysis of data from various sources, such as desk review, surveys, and interviews with beneficiaries, as well as key stakeholder such as TNP, Gendarmerie, TCG, DGMM, DGPA, MoFA and relevant staff from project implementation team of IOM Türkiye.

The evaluation will use a mixed methods approach, combining both quantitative and qualitative data through the following methods:

Formal desk review: The evaluator will conduct a systematic and detailed examination of various documents, including the project proposal, results matrix, work plans, donor/progress reports, monitoring reports, data, and budgetary documents. This review will provide valuable inputs for the evaluation.

Key informant interviews and focus group discussions: Primary data will be gathered through interviews and focus group discussions with senior staff from and IOM. This interaction will be based on semi-structured questions to gather their perspectives and deeper insight on the project.

Surveys: The structured surveys will be conducted with TNP, Gendarmerie and TCG staff who have participated in project activities. The specific approach for implementing the survey will be determined during the inception period discussions.

The evaluation approach and methods of data collection and analysis will consider the gender and rights-based approach aspects, ensuring a comprehensive and inclusive evaluation process.

Ethics, norms, and standards for evaluation

The evaluator must follow the IOM Data Protection Principles, UNEG norms and standards for evaluations, and relevant ethical conduct guidelines while carrying out the evaluation.

Evaluation deliverables

The evaluator will prepare an **Inception Report** and share with the MEAL and project team. It will serve to demonstrate the evaluator's understanding of the assignment, methodology, and approach based on a review of ToR and initial discussions. The report will include an evaluation matrix, methodology, work plan, and data collection tools (focus group discussion guides, survey questionnaire, interview guides, and other data collection instruments for the evaluation). The inception report will include the data collection schedule, and areas of the assignment that requires IOM's support. The **Evaluation Matrix** will outline data collection and analysis plans for each evaluation question posed in the ToR. The Inception Report and Evaluation Matrix will be reviewed and approved by the IOM team prior to the data collection phase. IOM can provide templates for an Inception Report and for an Evaluation Matrix.

After data collection, the evaluator will prepare a **short MS PowerPoint presentation** of the initial findings, conclusions, recommendations, and lessons learned. This will be used to debrief the IOM team, address any misinterpretations or gaps and provide feedback.

A **draft evaluation report** will be submitted to the IOM team, incorporating the debrief and initial feedback. The IOM team will review the report and provide feedback on the technical aspects. The evaluator will only make factual corrections to the report.

Once finalized, the evaluator will submit a **final evaluation report** to the IOM team. IOM will provide a template for an evaluation report. The evaluator may also use their own format but the report should include all the elements of the IOM template: an 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, list of documents reviewed, list of persons interviewed or consulted, and data collection instruments. The report should include appropriate graphic design for visual appeal.

Additionally, the evaluator will prepare a two-page **evaluation brief** using the IOM template to share the key findings, conclusions, and recommendations. Lastly, the evaluator will draft a **management follow-up response matrix**, using the IOM template that includes the recommendations as well as an indicative timeframe or implementation. This matrix will be finalized by the IOM team.

All deliverables must be written in English and adhere to good language standards. The final report should meet the standards laid out in the UNEG Quality Checklist for Evaluation Reports.

Once the deliverables receive final approval, the IOM Türkiye MEAL team will take the necessary steps to make the final evaluation findings accessible to all relevant stakeholders.

Specifications of roles

The role of the IOM project team, evaluator, and stakeholders are identified below:

Evaluator:

- Carry out the evaluation in accordance with the Terms of Reference (ToR).
- Implement data collection, analysis, and reporting tasks for the final evaluation
- Conduct bilateral meetings with IOM to discuss progress, challenges and emerging issues.
- Provide regular updates to IOM team about the progress of the evaluation .
- Prepare and submit the inception report, final evaluation report, two-page evaluation brief, and a draft management follow-up response matrix.

MEAL Unit of IOM:

- Initiate a kick-off meeting with the evaluator and establish a work plan.
- Provide the evaluator with general information and documents related to monitoring of the project.
- Review the deliverables submitted by the evaluator.
- Coordinate the review of the evaluation deliverables with relevant individuals, IOM staff, and key stakeholders
- Review, and ensure that factual corrections provided are incorporated and accepted in the final report.
- Facilitate the finalization of the management response matrix.

Project team of IOM:

- Provide the evaluator with general information, project documents, donor reports and budget information relevant to the project
- Review the deliverables submitted by the evaluator
- Assist in scheduling in-person and virtual meetings and send meeting requests to identified key stakeholders
- Provide support in logistical and travel arrangements as needed
- Coordinate with relevant stakeholders, including government counterparts throughout the evaluation process

Time schedule

The final evaluation is projected to span 36 working days, encompassing preparation, data collection, analysis, and reporting. Including the review process by IOM, the total duration is estimated to be 46 days. The assignment is scheduled to commence on 22 June 2023, with a final report expected to be submitted by 31 August 2023.

The final evaluation of the project will be conducted in three phases:

Phase 1 – Inception Phase	
Proposed timing:	Week 1 and 2
Outputs:	<ul style="list-style-type: none">• Workplan and schedule of meetings• Inception report and presentation (understanding of assignment, work plan, methodology and approach)• Interview guidelines/questionnaire developed
Areas to be covered	<ul style="list-style-type: none">• Kick-off meeting• Project document review

The inception report, including evaluation matrix, should be submitted within two weeks of the start of the assignment. This report will showcase the evaluator's understanding of the assignment, methodology, approaches to be used, and a proposed work plan aligned with the identified outputs of the evaluation. Prior to the inception phase, IOM Türkiye IBG Unit and MEAL Unit will collaborate to compile all the necessary documentation for the desk review and create a stakeholder list with the contact information of all relevant stakeholders for timely organization of the meetings and interviews. The evaluator and IOM team will have a kick-off meeting in the first week. In the first and second weeks of the evaluation, the evaluator will thoroughly review all project documents and reports provided by IOM, as well as the monitoring reports provided by the MEAL team. The evaluator will prepare a detailed inception report during this phase, incorporating the evaluation matrix and the data collection tools.

Phase 2 –Analysis	
Proposed timing:	Week 3, 4 and 5
Outputs:	<ul style="list-style-type: none">• Results of documentation review/consultations/interviews• Draft Evaluation Report
Areas to be covered:	<ul style="list-style-type: none">• Interviews, surveys and focus groups discussions• Draft evaluation report

Location:	IOM Türkiye or online
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In this phase the evaluator will conduct interviews, surveys, and focus group discussions with the project stakeholders.

Phase 3 – Finalization and Sharing of Final Report	
Proposed timing:	Week 6, 7, 8 and 9
Outputs:	<ul style="list-style-type: none"> • Final Evaluation Report • Evaluation Brief and Management Response Follow-up Matrix
Areas to be covered:	<ul style="list-style-type: none"> • Evaluation Report finalized in coordination with relevant colleagues • Evaluation findings and recommendations presented to IOM IBG Unit, Senior Management, and other key stakeholders.
Location:	IOM Türkiye or online

Based on feedback received during Phase 2, the evaluator will finalize the evaluation report. By following these three phases, the final evaluation process will be comprehensive and provide valuable insights into the project’s outcomes and effectiveness. The following table gives an overview of the estimated timeline and distribution of responsibilities for a total of **36 working days** for the evaluator:

Activity	Responsible party	Number of days	Timing
Kick-off meeting and sharing relevant project documents. Review documents and preparation of a detailed inception report including the evaluation matrix, workplan and the data collection tools	Evaluator	5 days	Week 1 and 2
Finalize the inception report and the field visit plan	Evaluator	2 days	Week 2
Planning and facilitation of the data collection activities, logistical arrangements, and schedule	Evaluator, in coordination with the IOM Team.	2 days	Week 3
Data collection	Evaluator, in	10 days	Week 3,4 and 5

	coordination with the IOM Team.		
Data analysis, preparation of the presentation, and delivery of the presentation (MS PowerPoint) to the IOM team	Evaluator	6 days	Week 5 and 6
A draft evaluation report	Evaluator	5 days	Week 6 and 7
Prepare the final report	Evaluator	5 days	Week 8 and 9
Development and finalization of the evaluation brief and management response matrix	Evaluator	1 day	Week 9

Evaluation budget

The evaluator will be responsible for covering all expenses associated with the external evaluation, including travel expenses and accommodation. These expenses will be borne by the evaluator as part of their role and responsibilities in conducting the evaluation.

Payment Plan

Deliverable	Percentage of the Payment
Submission of the inception report	15%
Submission of the first draft of the report	30%
Submission of the final report	55%
Total	100%

Duration of the Contract

The overall evaluation process, including the IOM review, is projected to span 46 working days, with 36 working days allocated for the evaluator. This timeline includes various tasks involved in the evaluation, such as preparation, data collection, analysis, and reporting. It is essential that the evaluator can efficiently manage and carry out these tasks concurrently within the planned timeframe, ensuring the expected quality of the evaluation. The assignment is scheduled to take place between June 01, 2023, and August 10, 2023.

Required Qualifications and Experience:

IOM Türkiye is seeking an independent, multidisciplinary external evaluator. The evaluator will be based in any country but should be willing to travel to Türkiye to conduct the evaluation. The candidate should demonstrate prior experience in conducting similar types of evaluations.

Education & Experience:

- The evaluator should have at least ten years of experience in conducting project evaluations.
- Sound experience with both quantitative and qualitative research methods and analytical tools.
- The candidate should have a master's degree or equivalent in evaluation, law, social sciences, public policy, development studies, or related fields.
- Demonstrated sound understanding of thematic migration topics, for instance, migration governance, border management, labour migration, trafficking in persons, and crisis management.
- Experience in conducting evaluations on IOM Immigration and Border Management (IBM) projects is an advantage.

Skills:

- Excellent analytical, oral, and written communication skills in English.
- Experience with collecting qualitative and quantitative data in difficult circumstances and using inclusive and participatory approaches.
- Ability to create graphic visuals on key findings.
- Experience in technical and analytical report writing.
- Experience in working in complex institutional environments.
- Displays cultural, gender, religion, race, nationality, and age sensitivity and adaptability.
- Ability to work with minimal supervision and to meet deadlines.

Languages:

- Fluency in **English and Turkish** is required. The evaluator needs to consider that the data should be collected in Turkish.

Required Competencies

The incumbent is expected to demonstrate the following values and competencies:

Values - all IOM staff members must abide by and demonstrate these three values:

- **Inclusion and respect for diversity:** respects and promotes individual and cultural differences; encourages diversity and inclusion wherever possible.
- **Integrity and transparency:** maintains high ethical standards and acts in a manner consistent with organizational principles/rules and standards of conduct.
- **Professionalism:** demonstrates ability to work in a composed, competent and committed manner and exercises careful judgment in meeting day-to-day challenges.

Core Competencies – behavioural indicators level 3

- Teamwork: develops and promotes effective collaboration within and across units to achieve shared goals and optimize results.
- Delivering results: produces and delivers quality results in a service-oriented and timely manner; is action oriented and committed to achieving agreed outcomes.
- Managing and sharing knowledge: continuously seeks to learn, share knowledge and innovate.
- Accountability: takes ownership for achieving the Organization’s priorities and assumes responsibility for own action and delegated work.
- Communication: encourages and contributes to clear and open communication; explains complex matters in an informative, inspiring and motivational way.

Other:

Any offer made to the candidate in relation to this vacancy notice is subject to funding confirmation.

Appointment will be subject to certification that the candidate is medically fit for appointment, accreditation, any residency or visa requirements, and security clearances.

Only candidates residing in either the country of the duty station or from a location in a neighbouring country that is within commuting distance of the duty station will be considered. In all cases, a prerequisite for taking up the position is legal residency in the country of the duty station, or in the neighbouring country located within commuting distance, and work permit, as applicable.

Please be advised that this is a local position and as such only applications from candidates with a valid residence / working permit residing in Türkiye will be considered.

How to Apply:

Interested candidates are requested to submit their application, including the most recent CV with a cover letter in English, the proposed methodology for the evaluation, a detailed budget, a payment plan (if different from the proposed plan, along with justifications for the alternative plan), and at least two (2) samples of previous evaluation reports, with contact details (name, position, phone and e-mail details) of three references by indicating name of the position applied with its VN number in the subject line of e-mail to iomtrjobs@iom.int or to IOM Birlik Mahallesi Sehit Kurbanı Akboga Sokak No:24 Cankaya, Ankara by the end of **9 August 2023**.

Please note that only shortlisted candidates will be contacted.