

## CALL FOR PROPOSALS

### Strengthening Institutions through Diaspora Assistance in Somalia (SIDA-MIDA) – Public Financial Management, Justice and Health Project Evaluation

**Date of issue:** 14<sup>th</sup> February, 2017

**Closing date:** 28<sup>th</sup> February, 2017

**Closing time:** 5:00 PM

#### **1. Background**

After decades of civil war, the Somali people are looking at a new horizon. In September 2012, with the assistance of the international community, they put a new government in place to change the narrative about Somalia. Some Somalis, including the diaspora, see themselves as pioneers and want to be part of the group to do away with Somalia's second name – "failed state." To that end, the new Somali administration crafted a plan to put them on a path to peace, stability and development. As such, the Federal Republic of Somalia and its international partners have prioritized Security, Justice, Public Financial Management (PFM) integrity and Health at the top of the country's development agenda.

A comprehensive institutional capacity- building intervention targeting the identified priority areas is absolutely necessary for Somalia to move forward and successfully achieve its reconstruction and development goals. The Socio-economic implications of the civil strife are difficult to surmount in a short time, but given the necessary support, Somalia can provide a better future for its people.

It is in that regard that in 2013 the Sweden International Development Agency (SIDA) provided funds to the International Organization for Migration (IOM) to implement a three year capacity building and transfer of skills and knowledge project dubbed Strengthening Institutions through Diaspora Assistance in Somalia - Public Financial Management, Justice and Health implemented by the Labour Mobility and Human Development Division's Migration for Development in Africa programme (SIDA-MIDA).

The aim of the project is to support the Somali government in its efforts towards state building and stabilization, including improved government service delivery and responsiveness, economic opportunity, institutional capacity building and broad-based local ownership of recovery and state building. Specifically the main objectives of the project are to:

- Increase confidence, credibility and transparency in all levels of governance through the delivery of targeted, strategic interventions that improve service delivery within the aforementioned key sectors;
- Facilitate long lasting and stable ties linking the Somali diaspora and their country of origin;

Over the last three years of operation, the project has implemented capacity building activities in selected areas of Somalia (Mogadishu, Garowe, Baidoa, Kismayo and Somaliland) in close collaboration with the host government institutions through the placement of 69 Somali diaspora experts to provide technical expertise where needed.

MIDA-Sweden, as well as all the MIDA Somalia projects, implementation strategy and principles are characterized by a demand driven approach, beneficiaries' ownership and flexibility, facilitating the best possible match between needs on the ground and available Somali diaspora resources. The project presumed that participatory prioritization, implementation and monitoring of activities will develop the link between the diaspora and their country of origin, the capacity of the government and better service delivery will increase public confidence in the government, and strengthen the sense of beneficiary ownership. All these factors combined are assumed to provide tangible evidence of state building and to result in increased stability in Somalia.

Activities implemented by the project include:

- Government recruitment of diaspora experts to provide expertise;
- Recruitment of local advisors and interns;
- Government institutional strengthening and capacity building.

In order to draw from and expand on the successes achieved under the SIDA MIDA Project, IOM seeks to engage in an evaluation exercise that will examine the project's contribution to strengthening capacities of key government institutions, and make recommendations that will inform future MIDA programming that focus on strengthening capacities in good governance and service delivery.

## **2. Purpose and Scope of Evaluation**

The purpose of the evaluation is to determine through qualitative and quantitative methods the role MIDA Sweden played in developing the capacities of selected key government institutions. It will evaluate results achieved against expected objective, outcomes and outputs set forth in the project documents and the respective phases of implementation. The evaluation will offer strategic and operational recommendations which will inform future MIDA programs on how to effectively align with current national and regional priorities.

Specifically the study will:

- ✓ Examine to what extent the project has contributed to developing the capacities of key government institutions;
- ✓ Evaluate the relevance of the project concept and design to Somali compact and sectoral plans;
- ✓ Examine the effectiveness, efficiency and sustainability of the project.
- ✓ Examine the gender parity in the level of participation
- ✓ Provide recommendations for future MIDA projects in Somalia

The context in Somalia has fundamentally changed over the last four years in terms of political and security developments. It would be useful to revisit SIDA MIDA's relevance to the changing context and assess how it might evolve in the future. Are the programmatic objectives and methodology still relevant? What gaps exist and how can we build upon the said changes.

### **3. Evaluation design and methodology**

The evaluation will be carried out through a combination of desk study and field work methods examining both quantitative and qualitative data. The evaluation will include desk review and analysis of key documents, consultations/interviews/focus group discussions with key stakeholders (governmental and host institution representatives, participating experts, direct and indirect beneficiaries), as well as direct observation and data collection during the field visits. The final evaluation report needs to be strongly evidence-based. However, the evaluation team is expected to review and refine the design and methodology proposed in this call for proposal and, if appropriate, suggest alternative design and methodology of better quality.

The evaluation should also be both retrospective and prospective. On the one hand, it will look back to the state building gains achieved since the project's inception and the contribution of the project's interventions to these and on the other hand, it will look forward to allow learning for future capacity building and service delivery interventions in Somalia.

The evaluation will interrogate the different sectors of MIDA Sweden support and their respective contributions to each objective. This will collectively produce a measure of impact and individually provide a comparative analysis between the different sectoral areas of support. The evaluation will also look at the vertical linkages between different types of support; compare interventions that focus on individuals/groups vs. those that improve the environment in which people exist and, perhaps the institutional environment (that links those who govern with those who are governed).

The evaluation will also consider analyzing the gender balance in the project. Few female experts have participated in the programme. Gender Inequality Index for Somalia is 0.776 (with a maximum of 1 denoting complete inequality), placing Somalia at the fourth highest position globally. All eligible female applications received were reviewed and given first priority before reviewing the other applications. In regard to the shortlisting, the female applicants were shortlisted and given a chance to be interviewed before proceeding with the more experienced male applicants. The role of women in politics and decision-making spheres in Somalia is extremely limited, perpetuating gender based roles and inequalities. With this in mind, IOM continues to look for ways to encourage female participants to apply to the project.

The evaluation shall be implemented in accordance with the key evaluation criteria of relevance, effectiveness, efficiency impact and sustainability. These will be assessed against the overall objective and

specific goals set within the project's log frame. Specific evaluation questions include, but are not limited to, the following:

### ***Relevance***

- Are the project objectives well in alignment with the national development plan and key sectoral strategies (Somali Compact, Health Sector Strategic Plan etc.)?
- Is the selection of targeted institutions receiving assistance relevant to the needs and gaps identified by the project?
- Is the project modality relevant and contributing to the comprehensive development of the targeted sectors?

### ***Gender***

- Which are the major factors that limit female participation in the project?
- What additional support needs to be given to increase female participation?
- Is there any other unexpected positive or negative impact brought through the low female participation in the project?

### ***Effectiveness***

- Which have been the major factors affecting the achievement and non-achievement of the objectives set for the project? Did the achieved results reach the beneficiaries as planned?
- To what extent have the central government, federal and host institutions been involved and engaged to plan and achieve the objectives and interventions of the project?
- In which areas has the project been successful in identifying and addressing key gaps in the targeted institutions? What are the areas needing further development and review, and how?
- How the sectoral cooperation has worked and how it could have been improved with other relevant donor programmes (MIDA programmes in Somalia) and specifically with the UN Joint Programmes?
- Are the monitoring and evaluation measures for the project effective and if needed, how could they be improved? Is there sufficient information, data or material available to regularly monitor and verify the achieved results?

### ***Efficiency***

- Are the project activities planned and implemented in cost-efficient manner?
- Were the resources used efficiently and was reporting done in line with donor and IOM requirements?
- Has the management and decision making structures and processes been effective and adequate to ensure efficient project implementation?
- Are the results of the project coherent with the investments made i.e. has the SIDA-MIDA project brought value for money?

### ***Outcome and Impact***

- What immediate and longer-term changes did the project bring, as measured by the objective, outcomes and indicators listed in the log frame?
- Is there any other unexpected positive or negative impact brought through the implementation of the project?
- Would the results have been achieved even without the implementation of the project?
- What key changes has the project brought in the targeted institutions? What difference has it made to the service users?

### ***Sustainability***

- What mechanisms did the project put in place to guarantee sustainability in terms of the institutional capacity building?
- In what ways the project has been able to contribute to the building of individual competences as well as the institutional ones?
- Were the designed activities, implementation and other resources in terms of time, finance and expertise adequate to achieve sustainable project objectives and results?
- Has the project/diaspora professionals been successful in developing, together with the partner institutions, training material, teaching practises, and policies and structures supporting the transfer of skills that can also be replicated without project assistance?
- Do partners have the financial and technical capacity to maintain the benefits of the project to guarantee sense of ownership and interest in the sustainability? If not what continued programme support is needed to ensure sustainability, as well as replicability, at the local level (e.g. financial, coordination, technical, human resources)?
- How could this evaluation inform and support the upcoming project, particularly in terms of ensuring theory of change and the sustainability factors to the extent possible?

### ***Additional questions:***

- Asses the key reasons why some members of the diaspora participated and which were their main expectations for the participation?
- Propose relevant recommendations for the development and implementation of any further interventions and activities based on the performance and achievements of the projects.
- Provide recommendations on how women can be encouraged to participate in the project

#### **4. Scope and deliverables of the evaluation**

##### ***Deliverables required for the evaluation team***

The Consultants will be assisted by IOM support office in Nairobi/Kenya, IOM Somalia field offices in Garowe and Bosasso (Puntland State of Somalia), Hargeisa (Somaliland) and Mogadishu as well as with the line ministries and institutions in these regions

- a) Debrief
- b) Inception Meeting
- c) Draft methodology and Work plan
- d) Evaluation questions.
- e) Proposed Data collection and analysis tools
- f) Pretest of tools
- g) Draft presentation of the data
- h) Debriefing for the key stakeholders towards the end of the field visit.
- i) Final report

The Consultants are expected to propose a detailed work plan and timeframe, which should include at least the following activities:

##### ***Work plan and timeframe***

The entire evaluation should be conducted in the course of one month including any required travels. The target date for the commencement of the assignment is two weeks after close of the bid. Before the field visits and within 10 working days of initiating the assignment, the consultant shall present an Inception Report with above listed requirements. Approval of the Inception Report is a pre-condition for the field visit.

The Final Draft Report will be prepared within 10 days after completing the field missions. It will be sent to the relevant authorities for their comments and correction of the possible factual mistakes. Comments shall be received within 10 days after sharing the Final Draft Report.

The Final Report shall be submitted to the IOM support office in Nairobi/Kenya latest one week after receiving the comments to the draft report.

#### **5. Call for proposal requirements**

The applicant(s) **must** be able to work in all regions of Somalia, demonstrate the ability and capacity to carry out all the above mentioned tasks.

In addition preference for selection will be given to those individuals and or organizations that have experience evaluating capacity building and service delivery programing in post conflict and fragile states including Somalia.

The criterion for selection will also put emphasis on the experiences of the consultants leading the evaluation. While the minimum qualification for the consultants will generally be qualified, preference will be given to consultants with higher qualifications than just the minimum as per the below table:

<b>1. Key professional staff qualifications and competence for the assignment: [Max 50 points]</b>		
1) Qualifications and Number of years of experiences of the <b>Assessment Team leader</b>	Master's Degree and experience of =>10 Years	<b>20</b>
	Master's Degree and experience of >8-10 Years	15
	Bachelor's Degree and experience of =>8 Years	7
2) Qualifications and Number of years of experiences of <b>Assessment Coordinator 1</b>	Master's Degree and experience of =>10 Years	<b>10</b>
	Bachelor's Degree and experience of > 6 - 10 Years	7
	Bachelor's Degree and experience of => 6 Years	3
3) Qualifications and Number of years of experiences of <b>Assessment Coordinator 2</b>	Master's Degree and experience of =>10 Years	<b>10</b>
	Bachelor's Degree and experience of > 6 - 10 Years	8
	Bachelor's Degree and experience of => 6 Years	5
4) Qualifications and Number of years of experiences of <b>Research Assistants /Field staff</b>	Bachelor's Degree and experience of =>4 years: At least 2 Assistants with a maximum of 5 points each	<b>10</b>
	Diploma and experience of =>4 years: At least 2 Assistants with a maximum of 4 points each	8
	Diploma and experience of >4 years: At least 2 Assistants with a maximum of 2 points each	4

All documents mentioned below are **mandatory**. Applications without all requirements **will not** be considered. The proposal should include the following:

- Technical Proposal
- Financial Proposal (Budget Template) All budgets submitted should be duly signed stamped and with the organizations letter head.
- Curriculum Vitae for professional staff mentioned in the Request for proposal
- Work Plan
- Organizational profile
- Certificate of registration
- Recommendation/Reference letters
- Audited Financial statements for the last 3 years

## **6. Instructions to the Applicant**

- a) All interested parties should submit both Technical and Financial Proposals by **5:00pm** Nairobi, Kenya time on 28<sup>th</sup> February, 2017. Proposals should be sent via email to [procurement@rmsomalia.org](mailto:procurement@rmsomalia.org). Hard copy proposals should be sent to the following physical address:

**International Organization for Migration (IOM) Somalia**

**Nairobi Support Office**

**Gitanga Groove-Off Gitanga Road**

**PO Box1810-00606, Nairobi, Kenya**

- b) All Inquiries should be addressed to the IOM Procurement email address: [procurement@rmsomalia.org](mailto:procurement@rmsomalia.org)