

Terms of reference



GENERAL INFORMATION

Title: Final Evaluation Involuntary Returned Migrants

Type of Consultancy: Individual Consultancy

Project Name: Reintegration and Rehabilitation of Involuntary Returned Migrants in Jamaica

Reports to: UNDP Resident Representative

Duty Station: Jamaica

Expected Places of Travel (if applicable): Not Applicable

Duration of Assignment: 24 days

REQUIRED DOCUMENTATION FROM CONTRACTOR

X	Letter of presentation highlighting main qualifications and experience relevant to this TOR
X	Detailed CV or P11 form
X	Technical Proposal
X	Completed financial proposal

I. BACKGROUND

The project's overall goal was to strengthen the policy, legislative and institutional framework that guides the management and treatment of IRMs to the island. Specifically, the project sought to (1) fill gaps in the governance framework by ensuring that the revised draft Deportation Policy included a strengthened rehabilitation and reintegration (migration) component; (2) strengthen the institutional arrangements to manage and provide services to IRMs by establishing a coordinating mechanism comprised of national and local stakeholders.

The project sought to achieve the above through the following outcomes and outputs:

Outcome 1: Improved policy and legislative framework governing issues related to Involuntary Returned Migrants (IRMs)

- Output 1: Regulatory framework for IRM reintegration and rehabilitation strengthened
- Output 2: National coordination for the operationalization of the policy and legal framework established

Outcome 2: Enhanced access to services for IRMs

- Output 3: Capacity of service providers to network and address long term needs of involuntary returned migrants improved

- Output 4: Framework for monitoring and tracking of reintegration of returned migrants strengthened
Enhanced capacity of local authorities, to mainstream migration in planning and service provision

Outcome 3: Enhanced capacity of local authorities to mainstream migration in planning and service provisions

- Output 5: Capacity of local authorities to mainstream migration in planning and service provision enhanced

The project is expected to contribute to Jamaica Country Programme Document (CPD) Outcome # 1 which seeks to improve access to equitable social protection systems, quality services and sustainable economic opportunities. Specifically, the project aligns with Output of the CPD 1.1: Options enabled and facilitated for inclusive and sustainable social protection. At the global level, it is aligned with UNDP Strategic Plan Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded. This project evaluation complements the previously completed Baseline Study on Involuntary Migrants in Jamaica.

Partnerships and Beneficiaries

The project was implemented in collaboration with the Ministry of National Security (MNS) as the implementing partner and the Ministry of Local Government and Rural Development acting as the responsible party. Locally, the MNS spearheads the rehabilitation and reintegration of local offenders and the Deported Persons Programme while the Ministry of Local Government and Rural Development acts as the agent of local development in the area of development planning. Notably, the project reactivated the National Technical Working Group which comprised a diversity of stakeholders including Non-Government Organizations (NGOs), Civil Society Organizations (CSOs), academia and the representatives of the IRM community. The TWG provided a forum for the exchange of ideas, sharing of experiences, data, information and the building and strengthening of partnerships between relevant agencies in order to address issues related to IRMs.

Project beneficiaries included four NGOs i.e. National Organization of Deported Migrants NODM, the Salvation Army, Open Heart Charitable Mission and the Open Arms Drop-in Centre.

IRMs in Jamaica

In 2018 there were approximately 46,601 Involuntary Returned Migrants in Jamaica¹. The number of IRMs received each year has declined steadily, moving from 3234 in 2008 to 1215 in 2018, a decline of 62 per cent. The vast majority of IRMs are men. In 2018, approximately 85 percent of IRMs were males, consistent with the situation in the period 2011-2016, in which men accounted for 82.5 per cent of IRMs². The Reintegration & Rehabilitation of Involuntary Returned Migrants Project complemented and built on existing initiatives at the national and local levels to strengthen systems to address issues associated with the treatment of involuntary returned migrants (IRMs) in Jamaica especially in urban centres.

¹ Ministry of National Security Deportation Statistics 2019.

² Draft National Deportation Policy 2019

Project resources

The project was funded by Cities Alliance. UNDP and the Government of Jamaica through the Ministry of National Security provided additional resources which promoted cost efficiency and effectiveness.

Table 1: Funding

Donor	Funding allocation
Cities Alliance	160,000.00
Ministry of National Security	57,535.00
UNDP	50,000.00
Total	USD 267,535.00

Achievement:

To date, the outputs of the project provided the opportunity to strengthen the policy, legislative and institutional framework that guides the management and treatment of IRMs to the island. This included finalization of the National Deportation Policy and development of a strategy and standard operating procedures (SOPs) and the measurement framework for managing returned migrants. The project also contributed to increasing the capacity of entities including non-government organizations, and the Ministry of Local Government and Rural Development to provide more efficient and effective services to IRMs. In addition, the project facilitated the integration of migration issues in the local sustainable development planning process undertaken by local authorities (municipal corporations) which will enable attention being paid to the needs of migrants at the local level in terms of the provision of services, capacity development among others.

The project facilitated the enhancement of the institutional capacity including the Ministries of National Security (MNS) and Local Government and Community Development (MLGCD) with a national coordination mechanism. This output of the project was designated to enhance the capacity of local authorities to better assess and address the needs of IRMs at the strategic and operational levels, through targeted training sessions.

COVID-19 and Evaluations:

The world is currently facing the COVID-19 pandemic, which is affecting people everywhere and impacting global and local economic activity and transport systems, as well as causing unprecedented disruptions to daily life that undercut the societal fabric of opportunities for human interaction³. The Government has implemented several measures geared at containment such as closure of schools, restrictions on social gatherings, social distancing, reduction of commercial activity to essential services, island-wide curfews and lockdown of selected areas with increasing coronavirus cases. In order to ensure the well-being and safety of UNDP's staff and contractors, as well as to ensure no harm is done to partners, communities and interlocutors, the implementation of this evaluation shall be undertaken virtually.

³ Guidance Note: Good practices during COVID-19. OECD/DAC and IEO/UNDP, April 2020.

II. SCOPE OF WORK, ACTIVITIES, AND DELIVERABLES

The evaluation is being conducted as agreed in the project document and in accordance with the UNDP's Evaluation Plan, Strategic Plan, and Evaluation Policy which sets out several guiding principles, norms and criteria for evaluation within the organization. Amongst the norms that the UNDP Evaluation Policy seeks to uphold, are that the evaluation exercise should be independent, impartial and of appropriate quality, but also that it should be intentional and designed with utility in mind. The evaluation should generate relevant and useful information to support evidence-based decision making. Consequently, this evaluation has been designed with dual purposes: 1) to allow national counterparts Ministry of National Security, Ministry of Local Government and Rural Development, Cities Alliance and UNDP to meet their accountability objectives, and 2) to capture good practices and lessons learned.

The evaluation will assess both the results to date (direct and indirect, whether intended or not) from its implementation as well as the likelihood of the project in meeting its end goals on the basis of current design, human resource structure, broad implementation strategy, etc. It is expected that the evaluation will follow a forward-looking approach and provide useful and actionable recommendations. In line with standard evaluation practice, the scope of the evaluation goes beyond assessing whether UNDP is currently "doing things right" in programme execution and management, to a broader assessment of whether on the basis of evidence available, the approach -- as implemented and in comparison with similar approaches implemented by others-- is likely to be the "right approach" to achieve the higher-level results agreed in the start of the project.

The evaluation will cover the entire project duration from November 2016 to December 2019. The Final Evaluation will examine the results, achievements and constraints in the *Involuntary Returned Migrants* project. The evaluation is intended to identify weaknesses and strengths of the project design and implementation, and evaluate the adequacy, efficiency, and effectiveness of implementation, as well as assess the achievement of project outputs and outcomes.

The findings, lessons learned and recommendations generated by the evaluation will be used by UNDP and its national counterparts to improve this and future projects and programmes and to identify strategies that contribute to achieving the main objective of the project. The results and recommendations of the evaluation will help the UNDP to document lessons learned and best practices as the organization prepares for the next programme cycle covering 2022 – 2026.

The main objectives of the final evaluation are the following:

- Assess the project design in terms of its relevance to the overall development situation at the national level, and to beneficiaries.
- Assess relevance and effectiveness of the project's strategy and approaches for the achievement of the project objectives.
- Assess performance of the project in terms of effectiveness, efficiency, and timeliness of producing the expected outputs.
- Identify the underlying causes and issues of non-achievement of some targets.
- Review and assess the project's partnerships with stakeholders - governments, civil society, other international organizations and provide recommendations for how these partnerships can be ensure sustainability.
- Document lessons learnt.

- Make recommendations for the design of future programmes.

The project should be assessed on the following evaluation criteria:

- Relevance: extent to which the projects outputs and outcomes are consistent with national policies, priorities and the needs of beneficiaries
- Effectiveness: extent to which the project results have been achieved
- Efficiency: measures how economically resources or inputs are converted to results
- Sustainability: extent to which benefits of initiatives continue after external development assistance has ended
- Impact: changes in human development and people's well-being that are brought about by development initiatives, directly or indirectly, intended or unintended

Evaluation Questions

More specifically, the final evaluation aims at addressing, although not limited to, the following questions for each evaluation criteria:

Relevance

- To what extent was the project in line with the national development strategy (Vision 2030), the national development priorities, the CPD outputs, CPD outcomes, UNDP Strategic Plan and the SDGs?
- To what extent does the project contribute to the Theory of Change for the relevant CPD outcome?
- To what extent were lessons learned from other relevant projects considered in the project's design?
- To what extent were perspectives of those who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during the project design processes?
- To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?
- To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?
- What was the focus of the project implementation? Who were the main beneficiaries? How were they selected?
- The extent to which the programme activities were suited to the priorities and policies of the target group, recipient and donor.
- To what extent did the objectives remain valid throughout the project duration?
- Were the activities and outputs of the project consistent with the overall goal and the attainment of its objectives?
- Were the activities and outputs of the project consistent with the intended impacts and effects?

Effectiveness

- To what extent were the objectives achieved?
- To what extent did the project contribute to the CPD outcomes and outputs, the SDGs, UNDP Strategic Plan and national development priorities?

- What were the major factors influencing the achievement or non-achievement of the objectives?
- What progress has been made towards the achievement of the outcomes? Did the activities contribute to the achievement of the planned outputs? Have the different outputs been achieved?
- In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?
- In which areas does the project have the least achievements? What have been the constraining factors and why? How can they or could they be overcome?
- Were the projects objectives and outputs clear, practical, and feasible within its frame?
- To what extent did the design, implementation and results of the project incorporate a gender equality perspective and human rights-based approach?
- To what extent have stakeholders been involved in project implementation?
- To what extent did the project contribute to gender equality, the empowerment of women and the realization of human rights?
- What has been the result of the capacity building/trainings interventions?
- How did UNDP support the achievement of project outcome and outputs?
- How was the partnership strategy implemented by UNDP? Has UNDP partnership strategy been appropriate and effective? What factors contributed to effectiveness or ineffectiveness? What were the synergies with other projects?
- What, if any, alternative strategies would have been more effective in achieving the project's objectives?
- To what extent is project management and implementation participatory and is this participation contributing towards achievement of the project objectives?
- To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?

Efficiency

- To what extent was the project management structure as outlined in the Project Document efficient in generating the expected results?
- Were activities cost-efficient?
- Were objectives achieved on time?
- Was the project implemented in the most efficient way compared to alternatives?
- What was the original budget for the project? How have the project funds been spent? Were the funds spent as originally budgeted?
- To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
- Were there any management challenges affecting efficient implementation of the project? What are they and how are they being addressed?
- To what extent have project funds and activities been delivered in a timely manner?
- To what extent do the monitoring and evaluation systems utilized by UNDP ensure effective and efficient project management?

Sustainability

- To what extent will the benefits of the programme or project continue after donor funding stops?
- What were the major factors which influenced the achievement or non-achievement of sustainability of the programme or project?

- Does the project have a clear exit strategy?
- Are there any financial risks that may jeopardize the sustainability of project outputs?
- To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
- Are there any social or political risks that may jeopardize sustainability of project outputs and the project's contributions to CPD outputs and CPD outcomes?
- Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?
- What is the risk that the level of stakeholder's ownership will be sufficient to allow for the project benefits to be sustained?
- To what extent do mechanisms, procedures, and policies exist to carry forward the results attained on gender equality, empowerment of women, human rights and human development by primary stakeholders?
- To what extent do stakeholders support the project's long-term objectives?
- To what extent are lessons learned being documented by the Project Team on a continual basis and shared with appropriate parties who could learn from the project?
- To what extent do UNDP interventions have well designed and well-planned exit strategies?
- What could be done to strengthen exit strategies and sustainability?

Impact of interventions

- What are the stated goals of the Project? To what extent are these goals shared by stakeholders? What are the primary activities of the programme and expected outputs? To what extent have the activities progressed? How did the project contribute to the achievement of the Jamaica Country Programme Document 2017-2021 outcomes and outputs?
- What has happened as a result of the project?
- How many people have been affected?
- Has the project contributed or is likely to contribute to long-term social, economic, changes for individuals, communities, and institutions related to the project?
- What difference has the project made to beneficiaries?

Methodology for the evaluation

The evaluation will be carried out by an external evaluator and will engage a wide array of stakeholders and beneficiaries, including national and local government officials, donors, civil society organizations, academics and subject experts, private sector representatives and community members.

The evaluation is expected to take a "theory of change" (TOC) approach to determine causal links between the interventions that UNDP has supported and observed progress in the achievement of expected results at national and local levels. The evaluator(s) will develop a logic model of how UNDP interventions are expected to lead to the expected changes.

Evidence obtained and used to assess the results of UNDP support should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, evaluations and technical papers, stakeholder interviews, focus groups and surveys.

The evaluation should also adopt other approaches and methods likely to yield most reliable and valid feedback to the evaluation questions and scope. In consultation with the program units, evaluation managers and key

stakeholders, the evaluator(s) should develop the most appropriate, objective and feasible methods to address objectives and purpose of the evaluation. It is expected that the evaluation will take into consideration both the qualitative and quantitative approaches, and will therefore encompass a number of methods including:

- Desk review of relevant documents such as the studies relating to the country context and situation, project documents, progress reports, and other evaluation reports.
- Discussions with senior management and programme staff.
- Interviews and focus group discussions with partners and stakeholders.
- Questionnaires and participatory techniques for gathering and analysis of data.
- Consultation and debriefing meetings.

Evaluation ethics

This evaluation will be conducted in accordance with the principles outlined in the United Nations Evaluation Group's "Ethical Guidelines for Evaluation". The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on it. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

Expected Outputs and deliverables

Deliverables/ Outputs	Estimated number of working days	Proposed Completion timeline	Percentage payment
Deliverable 1: Inception Report outlining workplan, methodology ⁴ , draft instruments	3	3 days after contract signing	10%
Deliverable 2: Draft final report ⁵ and presentation	15	3 weeks after approval of inception report	30 %
Deliverable 3: Final report	5	1 week after approval of draft final report	50%
Presentation of final report	1	1 week after approval of final report	10%
Total	24		100%

⁴ Must include limitations resulting from the Covid-19 pandemic. The safety of staff, consultants, stakeholders and communities is paramount and the primary concern of the UNDP when planning and implementing evaluations during the COVID-19 crisis

⁵ Various iterations may be required

III. IMPLEMENTATION ARRANGEMENTS
<p>Institutional Arrangement</p> <ul style="list-style-type: none"> a) The principal responsibility for managing this evaluation resides with the UNDP Resident Representative, in Jamaica. b) The evaluator will work closely with the Programme Coordinator who will be responsible for liaising with the Evaluator/consultant to set up stakeholder interviews, arrange field visits (to the extent allowed by COVID-19 restrictions), coordinate with the Governments, etc. <p>Duration of the Work</p> <ul style="list-style-type: none"> a) Evaluator/Consultant is expected to be engaged for 24 working days over 2.5 months period. b) The anticipated start date for the consultancy is June 2021. c) UNDP and relevant partners will review and provide comments on deliverables within 5-7 business days of receipt of the deliverable. d) Payment for deliverables can only be made upon submission and approval of deliverables. Payment usually take 5-7 consecutive working days to be processed <p>Duty Station</p> <ul style="list-style-type: none"> a) Jamaica

IV. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS FOR THE EVALUATOR
<p>The evaluator must be independent of any organization that has been involved in designing, executing or advising any aspect of the project that is the subject of the evaluation.</p> <p>The evaluator should have the following skills/competencies:</p> <p><u>Academic Qualifications and years of experience:</u></p> <ul style="list-style-type: none"> • At least a master's degree in research methods, sociology or related social sciences discipline • At least 7years accumulated experience in project/programme evaluation. • At least 3 years accumulated experience in sustainable development, programme/project formulation, monitoring and evaluation and RBM implementation. • At least 3 years' experience working in human rights.

- At least 3 years' experience engaging with diverse stakeholders and multiple levels (grassroots/community, national, regional)

III. Competencies and special skills requirement:

- Strong interpersonal and communication skills both oral and written in English.
- Experience using participatory learning and action methods.

V. METHOD AND CRITERIA FOR THE SELECTION OF THE EVALUATOR

In order to ensure the well-being and safety of UNDP's staff and contractors, as well as to ensure no harm is done to partners, communities and relevant stakeholders, the implementation of final evaluation will be undertaken virtually. Virtual evaluations come with numerous challenges such as limiting the evaluation scope and access to stakeholders and communities. Impacts and limitations of the virtual evaluation due to COVID-19 must be addressed in the inception report and clearly detailed in the final evaluation report. The evaluator will review all relevant sources of information, such as project document, project and donor reports, baseline study, national strategic and legal documents and any other material deemed relevant for this evidence-based assessment. The evaluation must provide evidence-based information that is credible, useful and reliable. The evaluator is expected to follow a participatory and consultative approach ensuring engagement with government counterparts, especially the Ministry of National Security.

Individual consultants will be evaluated based on the following methodology:

Cumulative analysis

Using this weighted scoring method, the award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

a) responsive/compliant/acceptable, and

b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

** Technical Criteria weight; 70%*

** Financial Criteria weight; 30%*

<i>Only candidates obtaining a minimum of 50 points during the technical evaluation would be considered for the Financial Evaluation Criteria</i>	Weight	Maximum Point
--	---------------	----------------------

<u>Technical</u>	70	70
<ul style="list-style-type: none"> At least a master's degree in research methods, sociology or related social sciences discipline 	Pass/Fail	Candidates will be given a 'Pass' mark provided they have met the requirement as it pertains to the relevant educational qualifications in addition to the relevant years of experience.
<ul style="list-style-type: none"> At least 7 years accumulated experience in project/programme evaluation; 	15	10 points will be allocated at least 7 years accumulated experience in project/programme evaluation. One point will be given for each additional year up to a maximum of 15 points.
<ul style="list-style-type: none"> At least 3 years accumulated experience in sustainable development, programme/project formulation, monitoring and evaluation and RBM implementation; 	15	10 points will be allocated for at least 3 years sustainable development, programme/project formulation, monitoring and evaluation and RBM implementation. One point will be given for each additional year up to a maximum of 15 points.
<ul style="list-style-type: none"> Sample work submitted by consultant. Please note the sample work should be a programme/project evaluation completed by the consultant. 	5	5 points will be allocated for the submission of sample work in the form of project evaluation (in which the consultant was team lead/sole evaluator).
<ul style="list-style-type: none"> At least 3 years' experience engaging with diverse stakeholders and multiple levels (grassroots/community, national, regional) 	5	5 points will be allocated for experience engaging with diverse stakeholders and multiple levels (grassroots/community, national, regional).

<ul style="list-style-type: none"> • <i>At least 3 years' experience working in human rights</i> 	5	<i>5 points will be allocated for experience working in human rights.</i>
<p>Assessment of Technical Proposal</p> <p>Technical Proposal should detail the consultant's approach to work based on the TOR, also identifying any risks undertaking the consultancy. Points will be awarded based on:</p> <ul style="list-style-type: none"> • <i>Clarity (5 points)</i> • <i>Soundness of approach (10 points)</i> • <i>Proposed Methodology (10 points)</i> 	25	<i>Candidates will be allotted a maximum of 25 points based on the fluidity of their technical proposal.</i>

Application Procedure:


Qualified and interested candidates are requested to submit the following to demonstrate your interest and qualifications by explaining why you are the most suitable for the post:

- **Cover Letter** explaining why you are the most suitable candidate for the advertised position.
- **Completed P11 form** (Personal History Form) (available on UNDP website) **and/or CV** including past experiences in similar projects and contact details of referees.
- **Technical Proposal**-should include (a) detailed proposed strategy/methodology, work plan timeline; risks/limitations; (b) detailed profile of the expertise of the consultant, especially as it relates to scope of work.
- **Financial Proposal (using template provided)**-specifying a total lump sum amount for the tasks specified in this announcement. The financial proposal shall include a breakdown of this lump sum amount for the specified tasks (e.g., costs related to data collection, capacity building events, public information session/launch, travel, and any other costs, including the number of anticipated work days). Overall, the financial proposal should include costs to deliver the work plan.

Incomplete applications will not be considered. Please make sure you have provided all requested documents. UNDP retains the right to contact references directly. Due to the large number of applications we receive, we are able to inform only the successful candidates about the outcome or status of the selection process.

UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest of confidence.

Approval

Signature 

Name Denise Antonio, Resident Representative

Date 09-Apr-2021

ANNEXES

• Annex 1: Intervention Results Framework

Intended Outcome as stated in the MSDF/Country [or Global/Regional] Programme Results and Resource Framework:						
Access to equitable social protection systems, quality services improved and sustainable economic opportunities improved						
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:						
Indicator 1.1.2: Number of parishes that integrate migration into local sustainable development plan <ul style="list-style-type: none">• Baseline: 0• Target: 5• Data source: Ministry of Local Government and Community Development (MLGCD)/PIOJ				Indicator 1.1.3: Extent to which migration framework is strengthened to facilitate coordination of migration services <ul style="list-style-type: none">• Baseline: Very partially• Target: Largely• Data source: MLGCD/STATIN		
Applicable Output(s) from the UNDP Strategic Plan:						
Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded						
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	Baseline Value	Year 1	Year 2	DATA COLLECTION METHODS & RISKS
Output 1 Regulatory framework for IRM reintegration and rehabilitation strengthened	1.1 Extent of completion of Baseline Study and spatial mapping on deported persons(not started, partially completed, completed)	Report on Study Spatial Map	Not started	Baseline study completed Spatial map completed	N/A	Data collection: Surveys, focus groups Risks: lack of participation, sampling errors, selection bias, sample size insufficient
	1.2 Revision of draft Deportation Policy for submission to	Policy Document	Not revised	Revision partially completed	Revision completed	Data Collection: Document review and

	Parliament for approval (not started, partially completed, completed)					stakeholder consultations.
	1.3 Extent to which Minimum Standard Operating Procedures (SOPs) on Reintegration and Rehabilitation of returned migrants revised(not started, partially revised, revised)	Operating Standards document	Not started	SOPs fully revised	SOPs fully revised	Risks: lack of participation by stakeholders; availability of relevant documents; lack of representative stakeholders There may be delays in securing approval from the GOJ. This activity will require focused leadership from the implementing partner to ensure that it is achieved
	1.4 Development of Reintegration and Rehabilitation Strategy(not started, partially completed, completed)	Strategy Document	Not started		Strategy Submitted to Cabinet for Approval	
Output 2 National coordination for the operationalisation of the policy and legal framework established	2.1 Extent to which the Terms of Reference is revised(not started, partially revised, revised)	Terms of Reference	No TOR developed	Terms of Reference developed	Not applicable	Data Collection: document review Risk: Agreement on terms of reference may be delayed due to stakeholders' interest which would impact the completion of the TOR.
	2.2 (a) # of workshops/meeting convened NTWG disaggregated by meeting type (planning, quarterly)	Minutes of Meetings	0	3 meetings (2 quarterly meetings, 1 workshops)	4 quarterly meetings, 1 workshop) Roadmap and Action	Data Collection: Attendance register, meeting minutes, agenda, workshop report Risk: incomplete attendance sheets,

	<p>(b) Extent to which the Roadmap and Action Plan is developed</p> <p>c) Proportion NTWG members are men</p>				Plan developed	meeting minutes not completed
Output 3- Capacity of service providers to network and address long term needs of involuntary returned migrants improved	3.1 Status of conducting the Capacity Assessment of NGOs and targeted IRMs(not started, partially completed, completed)	Report on Capacity Assessment	Not started	Capacity Assessment completed	N/A	Primary and secondary data will be collected from NGOs using quantitative and qualitative data gathering techniques
	3.2 (a)# of participants provided with training	Register of participants	0	0	30 service providers (persons)	Data Collection: register, training report
	(b) Proportion of participants are women and other vulnerable groups	Training Reports			50 IRMs	RISK: incomplete attendance sheets, training report not completed
	3.3# of NGOs provided with equipment to strengthen income generation	Invoices	0	At least 1 NGO	At least 1 NGO	<p>Data Collection: quotations, purchase orders, invoices</p> <p>RISK: There may be delays in the procurement process</p>

						which may negatively impact the achievement of output
Output 4 Frameworks for monitoring and tracking of reintegration of returned migrants strengthened	4.1 (a) # of stakeholder consultations held to develop and validate framework and protocol (b) Proportion of participants are women and other vulnerable groups	Register of participant	0	2	2	Data Collection: Attendance register, meeting minutes, agenda, workshop report Risk: incomplete attendance sheets, meeting reports not completed
	4.2 Extent to which Framework and Protocol for tracking the reintegration of returned migrants is completed(not started, partially completed, completed)	Framework and Protocol	Not started	Framework and protocol partially complete	Framework and protocol fully complete	

• **Annex 2: Intervention Theory of Change**

Theory of Change

The goal of this project is to have an improved coordinating system for the rehabilitation and reintegration of involuntary returned migrants that is based on planning, policy and legal standards, participation of all needed stakeholders, capacity enhancement at the level of local authorities and specialized agencies as well as gender equality and the ‘no-one left behind’ principle. Presently, there is no coordinated and integrated policy and institutional framework at the national or local levels to address issues concerning involuntary returned migrants. This is further compounded by a significant increase in the number of IRMs sent to Jamaica annually; a limited understanding of the needs of IRMs; general lack of consideration of IRMs in the planning process by municipal authorities; and limited provision and access to services for and by IRMs.

This project therefore seeks to address the issues affecting IRMs at the national and local levels utilizing a collaborative and participatory approach to engage stakeholders. Importantly, the project will target both male and female IRMs ages 18 to 65 residing in major urban centres such as Kingston and St. Andrew, St. Catherine, St. James, Clarendon and St. Ann. The Project will also target IRMs residing in parishes such as Manchester, St. Elizabeth and Westmoreland. In keeping with the no one left behind principle’’ of the UN, through the baseline study an assessment of the needs of all sub-sets of the target population including men, women, PLHIV, the disabled and other vulnerable groups will be conducted. This will ensure that the government and NGOs can adequately address the needs of all IRMs effectively.

At the local level the project will develop the capacity of local government officials to fully take on their responsibilities in identifying and addressing the needs of IRMs at the strategic (planning), normative (rules, policy, legislation) and operational (service provision) levels. Importantly, the project will also support the expansion of the services provided by specific civil society organizations whose primary clientele are IRMs. This support will be in the form of human resource capacity development through the provision of business development training and capital investments through the purchase of required income generating equipment. In an effort to capitalize on the untapped expertise of IRMs and so as to directly support their reintegration into the Jamaican society, the project will also facilitate the development of the capacity of IRMs to establish sustainable businesses and thereby generate their own income.

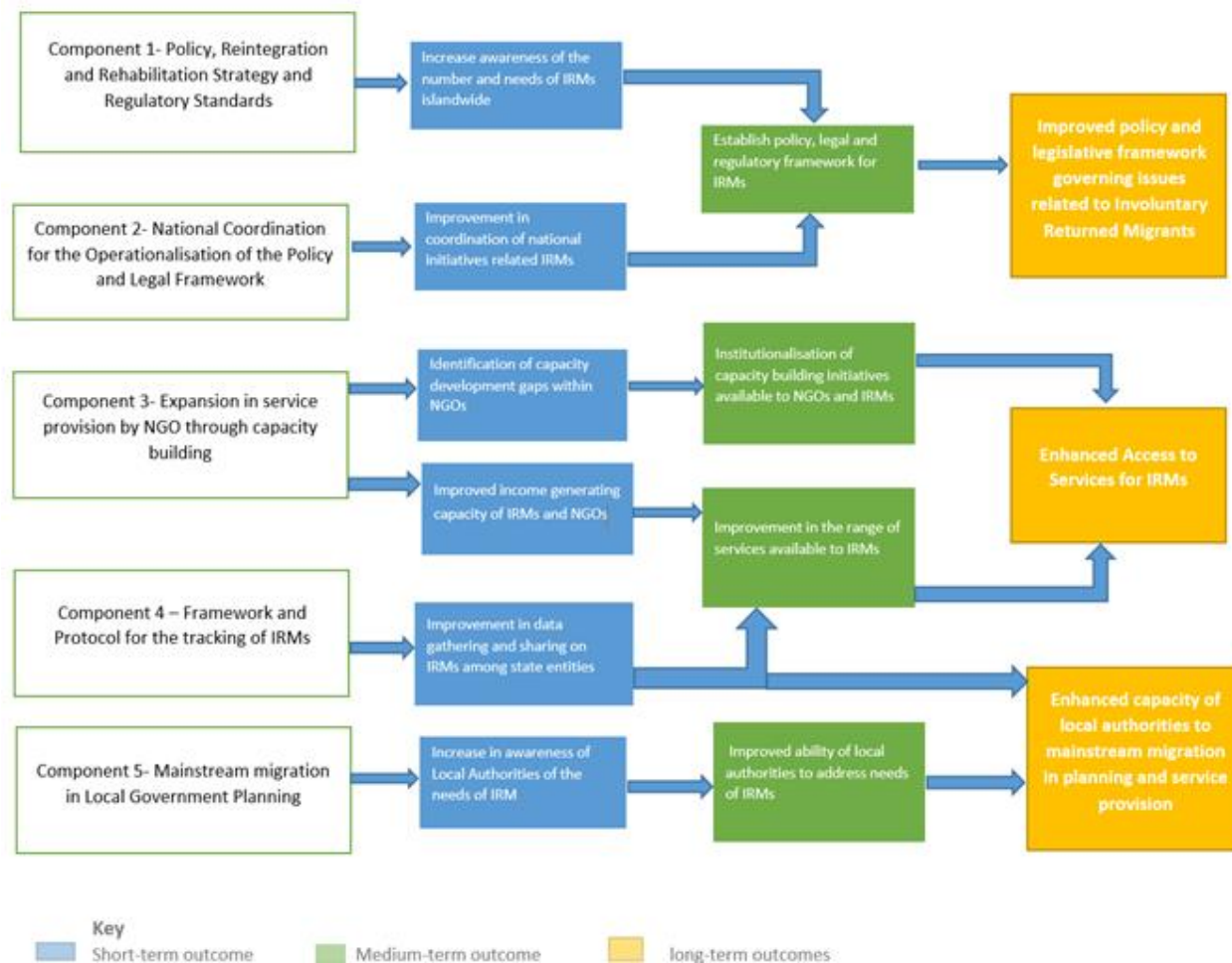
With one third of the deported population being women, and with 80% of the children of IRMs still residing in the deported country, there is a need to consider the family and gender dimensions of involuntary returned migrants. As such, consultations and data collection will be undertaken that will drive the development of a reintegration and rehabilitation strategy; this will provide an excellent opportunity to better understand these groups and to build capacity for relevant stakeholders to understand and address the special needs of subsets of the IRM population.

Though there are other issues related to IRM reintegration such as housing, education and skills training and healthcare *inter alia*, which need to be addressed, this project will focus only on those outlined above. The other issues are currently being addressed by other organisations. The project will therefore complement and bolster existing initiatives being undertaken by partners and key stakeholders so as to ensure a more coordinated and comprehensive approach to addressing the needs of IRMs. This in turn will cause the Government of Jamaica (GoJ) to be more targeted in its approach to providing the requisite support and services to IRMs and capitalize on synergies among initiatives ensuring broad participation and consultation when it comes to policy and legislative regulatory frameworks.

This approach to policy development and capacity building provides an excellent opportunity to strengthen the relationship between the government and NGOs. It is also an excellent medium for sharing of knowledge and

experiences among stakeholders nationally and regionally. Figure 1 below outlines the key elements of the theory of change.

Figure 1: Key Elements of Theory of Change



- **Annex 2: Key stakeholders and partners**

In addition to the partners stated above, other stakeholders include:

NO	ORGANIZATION	NAME & POSITION	CONTACT DETAILS
1.	Department of Government, UWI	Prof. Lloyd Waller, Head of the Department of Government	Email: lloyd.waller@gmail.com Telephone: (876) 445-2897
2.	Jamaica Business Development Corporation, JBDC	Melissa Barrette, Manager Business Advisory Services	Email: mбенette@jfdc.net Telephone: 928-5161-5
3.	National Organisation of Deported Migrants NODM	Anjuline Green, President	nodmjamaica@gmail.com 876-592-1301
4.	Portland Rehabilitation Management, PRM	Ms. Thompson, Administrator	prmjamaica@gmail.com (876) 993-9166
5.	Open Arms Drop-in Centre	Yvonne Grant, Administrator	openarmscentre@gmail.com 876 806 3070
6.	Vocational Training Development Institute, VTDI	Delize Williams, Principal Director	Delize_Williams@heart-nta.org (876) 550-1442
7.	Ministry of Agriculture and Fisheries	Hugh Smith, Chief Plant Protection Officer	hasbeesja@yahoo.com (876) 464-4268
8.	Rethink Social Development	Carol Watson Williams, Consultant	cwwilliams@rethinksocialdev.com (876) 997-2980
9.	Open Heart Charitable Mission	Robert Claire/Sandra Henry	openheartcharitablemission@live.com (876) 971-9097 979-9097 / 876-448-7508

Annex 3: List of Documents to be consulted

- Relevant national strategy documents
- Strategic and other planning documents (e.g., programme and project documents)
- Monitoring plans and indicators
- Partnership arrangements (e.g., agreements of cooperation with governments or partners)
- Previous evaluations and assessments
- UNDP evaluation policy, UNEG norms and standards, and other policy documents

Annex 4: Inception Report Template

The inception report should include:

Background and context—illustrate understanding of the project, outcome, or programme to be evaluated.

Evaluation objective, purpose and scope—A clear statement of the objectives of the evaluation and the main aspects or elements of the initiative to be examined.

Evaluation criteria and questions—The criteria and questions which the evaluation will use to assess performance and rationale. The stakeholders to be met and interview questions should be included and agreed as well as a proposed schedule for field visits.

Evaluability analysis—illustrate the evaluability based on formal (clear outputs, indicators, baselines, data) and substantive (identification of problem addressed, theory of change, results framework) as well as the implication for the proposed methodology.

Cross-cutting issues—provide a detail of how cross-cutting issues will be evaluated, considered, and analyzed throughout the evaluation. The description should specify how methods for data collection and analysis will integrate gender considerations, ensure that data collected is disaggregated by sex and other relevant categories and employ a diverse range of data sources and processes to ensure inclusion of diverse stakeholders, including the most vulnerable where appropriate.

Evaluation approach and methodology—A description of data collection methods and data sources to be employed, including the rationale for their selection (how they will inform the evaluation) and their limitations; data collection tools, instruments and protocols and discussion of reliability and validity for the evaluation; and the sampling plan.

Evaluation matrix— The evaluation matrix is a tool to map, reference, planning and conducting the evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology for discussions with stakeholders. It details evaluation questions that the evaluation will answer, data sources, data collection, analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated (see Table A).

Table A. Sample evaluation matrix						
Relevant evaluation criteria	Key Questions	Specific Sub-questions	Data Sources	Data collection methods/tools	Indicators / Success Standard	Methods for Data Analysis

Revised schedule of key milestones, deliverables and responsibilities including the evaluation phases (data collection, data analysis and reporting).

Detailed resource requirements tied to evaluation activities and deliverables detailed in the workplan, which can include specific assistance required from UNDP such as providing arrangements for visiting particular field offices or sites.

Outline of the draft/final report—as detailed in the guidelines and ensuring quality and usability. The agreed report outline should meet the quality goals outline in these guidelines and also meet the quality assessment requirements.

Annex 5: Schedule of tasks, milestones and deliverables

Deliverables/ Outputs	Estimated number of working days	Proposed Completion timeline	Percentage payment
Deliverable 1: Inception Report outlining workplan, methodology ⁶ , draft instruments	3	3 days after contract signing	10%
Deliverable 2: Draft final report ⁷ and presentation	15	3 weeks after approval of inception report	30 %
Deliverable 3: Final report	5	1 week after approval of draft final report	50%
Presentation of final report	1	1 week after approval of final report	10%
Total	24		100%

⁶ Must include limitations resulting from the Covid-19 pandemic. The safety of staff, consultants, stakeholders and communities is paramount and the primary concern of the UNDP when planning and implementing evaluations during the COVID-19 crisis

⁷ Various iterations may be required

Annex 6: Evaluation Report Template

This evaluation report template is intended to serve as a guide for preparing meaningful, useful and credible evaluation reports that meet quality standards. It does not prescribe a definitive section-by-section format that all evaluation reports should follow. Rather, it suggests the content that should be included in a quality evaluation report. The descriptions that follow are derived from the UNEG 'Standards for Evaluation in the UN System' and 'Ethical Standards for Evaluations'.⁸

The evaluation report should be complete and logically organized. It should be written clearly and understandable to the intended audience. In a country context, the report should be translated into local languages whenever possible (see Chapter 8 of the Handbook for more information). The report should also include the following:

Title and opening pages—Should provide the following basic information:

- Name of the evaluation intervention
- Time frame of the evaluation and date of the report
- Countries of the evaluation intervention
- Names and organizations of evaluators
- Name of the organization commissioning the evaluation
- Acknowledgements

Table of contents—Should always include boxes, figures, tables and annexes with page references.

List of acronyms and abbreviations

Executive summary—A stand-alone section of two to three pages that should:

- Briefly describe the intervention (the project(s), programme(s), policies or other interventions) that was evaluated.
- Explain the purpose and objectives of the evaluation, including the audience for the evaluation and the intended uses.
- Describe key aspect of the evaluation approach and methods.
- Summarize principle findings, conclusions, and recommendations.

Introduction—Should:

- Explain why the evaluation was conducted (the purpose), why the intervention is being evaluated at this point in time, and why it addressed the questions it did.
- Identify the primary audience or users of the evaluation, what they wanted to learn from the evaluation and why, and how they are expected to use the evaluation results.
- Identify the intervention (the project(s) programme(s), policies or other interventions) that was evaluated—see upcoming section on intervention.

⁸ UNEG, 'Standards for Evaluation in the UN System', 2005, available at: <http://www.unevaluation.org/unevaluationstandards>; and UNEG, 'Ethical Guidelines for Evaluation', June 2008, available at <http://www.unevaluation.org/document/download/548>.

- Acquaint the reader with the structure and contents of the report and how the information contained in the report will meet the purposes of the evaluation and satisfy the information needs of the report's intended users.

Description of the intervention—Provides the basis for report users to understand the logic and assess the merits of the evaluation methodology and understand the applicability of the evaluation results. The description needs to provide sufficient detail for the report user to derive meaning from the evaluation. The description should:

- Describe what is being evaluated, who seeks to benefit, and the problem or issue it seeks to address.
- Explain the expected results map or results framework, implementation strategies, and the key assumptions underlying the strategy.
- Link the intervention to national priorities, UNSDCF priorities, corporate multiyear funding frameworks or strategic plan goals, or other programme or country specific plans and goals.
- Identify the phase in the implementation of the intervention and any significant changes (e.g., plans, strategies, logical frameworks) that have occurred over time, and explain the implications of those changes for the evaluation.
- Identify and describe the key partners involved in the implementation and their roles.
- Describe the scale of the intervention, such as the number of components (e.g., phases of a project) and the size of the target population for each component.
- Indicate the total resources, including human resources and budgets.
- Describe the context of the social, political, economic and institutional factors, and the geographical landscape within which the intervention operates and explain the effects (challenges and opportunities) those factors present for its implementation and outcomes.
- Point out design weaknesses (e.g., intervention logic) or other implementation constraints (e.g., resource limitations).

Evaluation scope and objectives—The report should provide a clear explanation of the evaluation's scope, primary objectives and main questions.

- **Evaluation scope**—The report should define the parameters of the evaluation, for example, the time period, the segments of the target population included, the geographic area included, and which components, outputs or outcomes were and were not assessed.
- **Evaluation objectives**—The report should spell out the types of decisions evaluation users will make, the issues they will need to consider in making those decisions, and what the evaluation will need to achieve to contribute to those decisions.
- **Evaluation criteria**—The report should define the evaluation criteria or performance standards used.⁹ The report should explain the rationale for selecting the particular criteria used in the evaluation.
- **Evaluation questions**—Evaluation questions define the information that the evaluation will generate. The report should detail the main evaluation questions addressed by the evaluation and explain how the answers to these questions address the information needs of users.

⁹ The evaluation criteria most commonly applied to UNDP evaluations are relevance, efficiency, effectiveness and sustainability.

Evaluation approach and methods¹⁰—The evaluation report should describe in detail the selected methodological approaches, methods and analysis; the rationale for their selection; and how, within the constraints of time and money, the approaches and methods employed yielded data that helped answer the evaluation questions and achieved the evaluation purposes. The description should help the report users judge the merits of the methods used in the evaluation and the credibility of the findings, conclusions and recommendations. The description on methodology should include discussion of each of the following:

- Data sources—The sources of information (documents reviewed and stakeholders), the rationale for their selection and how the information obtained addressed the evaluation questions.
- Sample and sampling frame—If a sample was used: the sample size and characteristics; the sample selection criteria (e.g., single women, under 45); the process for selecting the sample (e.g., random, purposive); if applicable, how comparison and treatment groups were assigned; and the extent to which the sample is representative of the entire target population, including discussion of the limitations of the sample for generalizing results.
- Data collection procedures and instruments—Methods or procedures used to collect data, including discussion of data collection instruments (e.g., interview protocols), their appropriateness for the data source and evidence of their reliability and validity.
- Performance standards¹¹—The standard or measure that will be used to evaluate performance relative to the evaluation questions (e.g., national or regional indicators, rating scales).
- Stakeholder engagement—Stakeholders’ engagement in the evaluation and how the level of involvement contributed to the credibility of the evaluation and the results.
- Ethical considerations—The measures taken to protect the rights and confidentiality of informants (see UNEG ‘Ethical Guidelines for Evaluators’ for more information).¹²
- Background information on evaluators—The composition of the evaluation team, the background and skills of team members and the appropriateness of the technical skill mix, gender balance and geographical representation for the evaluation.
- Major limitations of the methodology—Major limitations of the methodology should be identified and openly discussed as to their implications for evaluation, as well as steps taken to mitigate those limitations.

Data analysis—The report should describe the procedures used to analyse the data collected to answer the evaluation questions. It should detail the various steps and stages of analysis that were carried out, including the steps to confirm the accuracy of data and the results. The report also should discuss the appropriateness of the analysis to the evaluation questions. Potential weaknesses in the data analysis and gaps or limitations of the data should be discussed, including their possible influence on the way findings may be interpreted and conclusions drawn.

Findings and conclusions—The report should present the evaluation findings based on the analysis and conclusions drawn from the findings.

¹⁰ All aspects of the described methodology need to receive full treatment in the report. Some of the more detailed technical information may be contained in annexes to the report. See Chapter 8 of the Handbook for more guidance on methodology.

¹¹ A summary matrix displaying for each of evaluation questions, the data sources, the data collection tools or methods for each data source and the standard or measure by which each question was evaluated is a good illustrative tool to simplify the logic of the methodology for the report reader.

¹² UNEG, ‘Ethical Guidelines for Evaluation’, June 2008. Available at <http://www.unevaluation.org/document/download/548> .

- **Findings**—Should be presented as statements of fact that are based on analysis of the data. They should be structured around the evaluation criteria and questions so that report users can readily make the connection between what was asked and what was found. Variances between planned and actual results should be explained, as well as factors affecting the achievement of intended results. Assumptions or risks in the project or programme design that subsequently affected implementation should be discussed.
- **Conclusions**—Should be comprehensive and balanced, and highlight the strengths, weaknesses and outcomes of the intervention. They should be well substantiated by the evidence and logically connected to evaluation findings. They should respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to the decision making of intended users.

Recommendations—The report should provide practical, feasible recommendations directed to the intended users of the report about what actions to take or decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation. They should address sustainability of the initiative and comment on the adequacy of the project exit strategy, if applicable.

Lessons learned—As appropriate, the report should include discussion of lessons learned from the evaluation, that is, new knowledge gained from the particular circumstance (intervention, context outcomes, even about evaluation methods) that are applicable to a similar context. Lessons should be concise and based on specific evidence presented in the report.

Report annexes—Suggested annexes should include the following to provide the report user with supplemental background and methodological details that enhance the credibility of the report:

- ToR for the evaluation
- Additional methodology-related documentation, such as the evaluation matrix and data collection instruments (questionnaires, interview guides, observation protocols, etc.) as appropriate
- List of individuals or groups interviewed or consulted and sites visited
- List of supporting documents reviewed
- Project or programme results map or results framework
- Summary tables of findings, such as tables displaying progress towards outputs, targets, and goals relative to established indicators
- Short biographies of the evaluators and justification of team composition
- Code of conduct signed by evaluators

Annex 7: Code of Conduct for Evaluation in the United Nations System

1. The conduct of evaluators in the UN system should be beyond reproach at all times. Any deficiency in their professional conduct may undermine the integrity of the evaluation, and more broadly evaluation in the UN or the UN itself, and raise doubts about the quality and validity of their evaluation work.

2. The UNEG1 Code of Conduct applies to all evaluation staff and consultants in the UN system. The principles behind the Code of Conduct are fully consistent with the Standards of Conduct for the International Civil Service by which all UN staff are bound. UN staff are also subject to any UNEG member specific staff rules and procedures for the procurement of services.

3. The provisions of the UNEG Code of Conduct apply to all stages of the evaluation process from the conception to the completion of an evaluation and the release and use of the evaluation results.

4. To promote trust and confidence in evaluation in the UN, all UN staff engaged in evaluation and evaluation consultants working for the United Nations system are required to commit themselves in writing to the Code of Conduct for Evaluation, specifically to the following obligations:

Independence

5. Evaluators shall ensure that independence of judgement is maintained and that evaluation findings and recommendations are independently presented.

Impartiality

6. Evaluators shall operate in an impartial and unbiased manner and give a balanced presentation of strengths and weaknesses of the policy, program, project or organizational unit being evaluated.

Conflict of Interest

7. Evaluators are required to disclose in writing any past experience, of themselves or their immediate family, which may give rise to a potential conflict of interest, and to deal honestly in resolving any conflict of interest which may arise. Before undertaking evaluation work within the UN system, each evaluator will complete a declaration of interest form.

Honesty and Integrity

8. Evaluators shall show honesty and integrity in their own behavior, negotiating honestly the evaluation costs, tasks, limitations, scope of results likely to be obtained, while accurately presenting their procedures, data and findings and highlighting any limitations or uncertainties of interpretation within the evaluation.

Competence

9. Evaluators shall accurately represent their level of skills and knowledge and work only within the limits of their professional training and abilities in evaluation, declining assignments for which they do not have the skills and experience to complete successfully.

Accountability

10. Evaluators are accountable for the completion of the agreed evaluation deliverables within the timeframe and budget agreed, while operating in a cost effective manner.

Obligations to participants

11. Evaluators shall respect and protect the rights and welfare of human subjects and communities, in accordance with the UN Universal Declaration of Human Rights and other human rights conventions. Evaluators shall respect differences in culture, local customs, religious beliefs and practices, personal interaction, gender roles, disability, age and ethnicity, while using evaluation instruments appropriate to the cultural setting. Evaluators shall ensure prospective participants are treated as autonomous agents, free to choose whether to participate in the evaluation, while ensuring that the relatively powerless are represented. Evaluators shall make themselves aware of and comply with legal codes (whether international or national) governing, for example, interviewing children and young people.

Confidentiality

12. Evaluators shall respect people's right to provide information in confidence and make participants aware of the scope and limits of confidentiality, while ensuring that sensitive information cannot be traced to its source.

Avoidance of Harm

13. Evaluators shall act to minimise risks and harms to, and burdens on, those participating in the evaluation, without compromising the integrity of the evaluation findings.

Accuracy, Completeness and Reliability

14. Evaluators have an obligation to ensure that evaluation reports and presentations are accurate, complete and reliable. Evaluators shall explicitly justify judgements, findings and conclusions and show their underlying rationale, so that stakeholders are in a position to assess them.

Transparency

15. Evaluators shall clearly communicate to stakeholders the purpose of the evaluation, the criteria applied and the intended use of findings. Evaluators shall ensure that stakeholders have a say in shaping the evaluation and shall ensure that all documentation is readily available to and understood by stakeholders.

Omissions and wrongdoing

16. Where evaluators find evidence of wrong-doing or unethical conduct, they are obliged to report it to the proper oversight authority.

To be signed by all consultants as individuals (not by or on behalf of a consultancy company) before a contract can be issued.

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Place and date:

Signature: _____