

## Annex 2. Terms of Reference

### **Final internal evaluation of the programme “Engage the Albanian Diaspora to the Social and Economic Development of Albania”**

**Commissioned by:** IOM Mission in Albania

**Managed by:** Mr Genci Pjetri, Programme Coordinator

#### 1. Evaluation context

Established in 1951, the International Organization for Migration (IOM) – the UN Migration Agency, is the leading inter-governmental organization in the field of migration and works closely with governmental, intergovernmental and non-governmental partners. With 174 Member States, 8 states holding observer status and offices in over 100 countries, IOM is dedicated to promoting humane and orderly migration for the benefit of all.

IOM has been operationally present in Albania since 1992, while Albania became an IOM member state in 1993. Since then, IOM has become one of the main international partners of the Government of Albania, supporting its continuous progress and efforts in migration governance in line with Albania’s priorities of European Union integration. IOM is a member of the UN Country Team (UNCT) since 2007. IOM actively contributes to the implementation of the GoA-UN Programme of Cooperation for Sustainable Development 2017-2021. IOM Albania works in four broad areas: (1) Migration Policy, Research and Legislation; (2) Migration Management; (3) Operations and Emergencies; and (4) Prevention of Violent Extremism / Countering of Violent Extremism (PVE/CVE).

As part of Migration Management, IOM Albania has been involved since 2015 on diaspora engagement programming. The diaspora entails great potential for Albania’s development and the challenge for the stakeholders is to create an environment that encourages and supports diaspora engagement to the development of the home country. Nearly 1.7 million Albanians live outside the country, mostly in Europe, but also with significant presence in North America (USA and Canada) as well as other regions. The objective of this programme is to contribute to enhancing the engagement of Albanian diaspora to the development of Albania.

IOM is finalizing the implementation of the programme “Engage the Albanian Diaspora to the Social and Economic Development of Albania” (Oct 2017 – Dec 2021) funded by the Italian Agency for Development Cooperation (AICS), which aimed to contribute to enhancing the engagement of the Albanian Diaspora in the development of the country and was channeled through three parallel processes/pillars.

The first process supported the Government of Albania (GoA) to implement a comprehensive approach towards Diaspora engagement for development in line with the overall policy framework. Various capacity building activities allowed relevant officials to gain the knowledge, resources and tools to implement Diaspora engagement activities. This included:

- Capacity building and physical infrastructure support to institutions created by the State Minister for Diaspora, as well as equipment and technical assistance to partner institutions,
- Study visits to Italy and Ireland to understand and learn from policies and best practices of diaspora engagement,
- Online training courses on ToT Fundraising, Project Cycle Management, and Didactic part to 19 civil servants delivered to support the Albanian School of Public Administration (ASPA) and the engagement of international and local experts on diaspora policy,
- Experts (38) engaged and seconded in Italy and Albania giving their contribution in different institutions in Albania; Albanian Institutions in Italy; Focal Points of the programme; International and Local Technical Board members (TAB); International and Local experts.

The second process facilitated engagement of Diaspora into country development and know-how transfer through fellowship schemes designed and implemented through the programme. Specifically, one Team Leader and 38 highly-skilled Diaspora professionals were engaged by the Programme as Fellows to provide remote support to Albanian institutions in legislative review, harmonization and transposition of EU *acquis* into Albanian legislation. In addition, 6 highly skilled researchers and 13 students from Italy were part of the fellowship scheme research project “The Diaspora as a Resource for the Knowledge, Preservation and Enhancement of the Lesser Known Cultural sites in Albania” implemented with University of Florence.<sup>1</sup> Also, 6 fellows were engaged by the Programme and placed in Albanian institutions to provide support with the implementation of the National Diaspora Strategy 2021 – 2025, through activities like assessment of policies on remittances, recommendations on increasing the attraction of investment into the country, review of legal frameworks and developing a register of Albanian diaspora associations and professionals.

Furthermore, know-how transfer with a special focus in agricultural and territorial development was successfully achieved through the implementation of 4 grant projects. The main aim was to give the contribution to the territorial, tourism and agricultural development of Albania, through the engagement of 2 Albania Diaspora Associations in Italy partnered with Italian NGOs in Albania and with 2 entities in Italy partnered with 2 Diaspora Associations in Albania, in view of exchanging experiences and business practices. From these projects the main beneficiaries were individuals; business of different profiles; agricultural schools; and local institutions who gained by the support offered from the experts chosen by the associations in the field of agritourism, trekking, archeology, art, artisanal, agriculture. In addition, a mapping and profiling of Diaspora in Italy, France and Belgium was implemented to contribute to the creation of a repository of diaspora skills and knowledge. The skills and knowledge available in this repository will be used as a basis for orienting policy development and project implementation aimed at harnessing the skills and intellectual capital of the Albanian diaspora.

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<sup>1</sup> As part of this research project it was developed the “Five Albanian Villages” and Guidelines for 5 cultural monuments in: Përmet (Bënja, Leusë, Kosinë); Shkodra (Razëm) and Vlore (Zvërnec). The study is available online and delivered to local and central government: <https://albania.iom.int/sites/albania/files/publication/Five%20Albanian%20Villages.pdf>

The third process created the tools to facilitate the engagement of Diaspora in economic development by facilitating foreign investment. This was achieved mainly by establishing “Connect Albania”, an investment-boosting platform. Through this platform, the Diaspora will have the means to engage as development agents and facilitate investments that will generate economic activity and employment opportunities in local communities in Albania.

Sustainability of programme outcomes will be through continual engagement and design of activities alongside programme partners: the Ministry of Foreign Affairs Embassies/Consulates in the destination countries of the Albanian Diaspora, the State Minister for Diaspora, the Ministry of Finance and Economy, and its in-house agency AIDA. Other programme stakeholders and beneficiaries include: Albanian Diaspora Agency, Albanian Development Fund for Diaspora, Albanian Diaspora Business Chamber, Diaspora Newspaper, Bank of Albania, Ministry of Education and Sports, Ministry of Culture, Ministry of Tourism and Environment, Ministry of Justice, Ministry of Interior, Ministry of Agriculture and Rural Development, Ministry of Health and Social Protection, State Minister for Entrepreneurship Protection, members of Albanian Parliament, Albanian associations in Italy and members, entrepreneurs from local communities in Albania, Albanian diaspora members in Italy, France and Belgium and Development Agents (DAs), as well as media focused on Diaspora programs, with which we had built strategic relationship in terms of visibility (RTSH 3, Diaspora Newsletter, Albanian News and Top Channel).

The objective of the programme is to enhance the engagement of the Albanian diaspora in the development of the country, and includes three outcomes with related outputs:

**Outcome 1:** Government of Albania (GoA) implements a comprehensive approach toward Diaspora engagement for development in line with the overall policy framework.

- Output 1.1: Officials from relevant GoA authorities have the structures, knowledge, resources, tools and information to implement diaspora engagement activities.

**Outcome 2:** GoA facilitates the engagement of Diaspora into institutional strengthening and territorial development through skills and know-how transfer.

- Output 2.1: A repository of available skills and knowledge of Diaspora in Italy (five selected regions), France and Belgium is available to be used as a basis for orienting policy development and implementation.
- Output 2.2: Fellowship schemes are implemented in order to directly contribute to strengthening institutional capacities on Diaspora engagement, in Albania and Italy, to support territorial development in Albania and to exchange know how.

**Outcome 3:** GoA facilitates the engagement of Diaspora into country development through investments.

- Output 3.1: The Diaspora has the means to engage as development agents for investment and employment generation in local communities.

The political context in Albania shifted considerably between the programme’s inception and implementation, most notably with the creation of the State Ministry for Diaspora (SMD) resulting in a new principal focal point with whom the programme had to engage and cooperate. As a result, programme activities were shifted more towards developing capacity of the SMD which caused initial delays in programme implementation. On 8 September 2021, after the last parliamentary elections, SMD, as institution, was deleted.

There are two points of contact where the Diaspora programme aligns with other programmes by IOM Albania:

- The first refers to cross-cutting with the Migration Policy programme whereby IOM provides support and guidance on migration policy. This links specifically with assistance provided by EU fellows, highly-skilled diaspora professionals, in terms of expert advice to Albanian institutions such as Ministry of Interior and Ministry of Justice on the implementation of the Global Compact on Migration as well as the National Strategy on Migration 2019-2022.
- The second cross-cutting point has a wider scope on all IOM Albania programmes and refers to the Mapping and Profiling of the Albanian Diaspora in 5 Italian regions, and overview in France and Belgium. As mentioned above, the result of this activity is a tool which will be used to orient policy development and implementation as well as contributing to creating a map of Albanian skills and knowledge in different EU countries.

In addition, the third cross-cutting point is the recent programme of the Government of Albania “Ready for Albania”. This initiative is spearheaded by the Albanian Prime Minister, Edi Rama, under the direct coordination of the current State Minister for Youth and Children, Bora Muzhaqi. This initiative aimed at attracting and engaging to assist in public institutions a group of highly-skilled Albanian diaspora professionals from various fields of work living mostly in the EU, United States and Canada.

A mid-term Programme Performance Review was carried out by IOM’s Regional Office in Vienna covering October 2017 to November 2019 (report finalized in 30 November 2019).

## 2. Evaluation purpose and objective

The overall objective of the evaluation is to analyze how effectively and efficiently intended results (outcomes and outputs) were achieved and if so, how impactful and sustainable these achievements were in engaging Diaspora into the development of the country, and which were the main obstacles in achieving these objectives and lessons learned for future potential similar projects. Additionally, the evaluation will assess the design of the intervention in terms of logical coherence and alignment to IOM strategies, as well as the coherence to other projects implemented by IOM.

IOM will share the evaluation with the donors of the programme and programme stakeholders to demonstrate the value of the programme, and the results and impact of its activities. IOM, the donor, and partners will also use the evaluation findings to inform the design and implementation of other similar programmes.

## 3. Evaluation scope

This evaluation will be completed at the end of the programme implementation which began in October 2017 and will conclude in December 2021. The evaluation will cover the entire period of implementation and will assess all of the programme’s components. The evaluation should include meetings in Tirana or remotely with the most relevant stakeholders located in Tirana, in the south of Albania: Permet (Leuse, Benje and Kosine), Gjirokastra, Vlora, in the north of Shkodra (Razem, Malesi e Madhe and Zadrime) as well as the relevant diaspora groups located in Italy, Belgium, UK, France, Portugal, Switzerland, USA, Germany, Turkey, Canada, Netherlands, Austria and Luxembourg .

The evaluation should gather good practices and lesson learned that may be applicable to other similar programmes and should also address cross-cutting issues of gender and environment.

#### 4. Evaluation criteria

This evaluation will be assessed according to all six OECD-DAC evaluation criteria: relevance, coherence, effectiveness, efficiency, impact, and sustainability.

#### 5. Evaluation questions

The evaluation will respond to the following questions, according to each criteria:

**Relevance:** *to what extent the programme is valid and pertinent to needs, policies and priorities*

1. Is the intervention well-designed (results matrix, Theory of Change, and risk analysis in particular) to address the needs and priorities identified in the project document?
2. Has the programme been implemented taking into account the IOM Migration Governance Framework and IOM twelve-point strategy, the IOM Strategic Vision for 2019-2023, and the regional and country strategic priorities related to diaspora engagement?

**Effectiveness:** *to what extent the programme produced the desired results*

3. Did the programme effectively reach its planned results (outputs and outcomes)?
4. Did the programme respond to the needs of the target groups?
5. Did the programme work effectively with all relevant stakeholders?
6. Were there any barriers which constrained and delayed achievement of planned outputs? What were the external and internal factors/constraints?
7. Were there any unexpected external developments that affected the implementation, and if so, how were these mitigated?

**Coherence:** *compatibility of the intervention with other interventions*

8. Do synergies exist with other interventions carried out by IOM as well as partners?
9. Have the activities of this programme positively or negatively affected the achievement of the desired outcomes of another programme?

**Efficiency:** *how well resources were used to undertake activities and converted to results*

10. How well is the availability/usage of means/inputs managed?
11. How well is the partner(s) contribution/involvement working and how did this cooperation impact programme objectives
12. Are the programme expenditures in line with the agreed upon budget, and the cost incurred consistent with the strategy of the programmes?
13. Could the activities have been implemented with fewer resources without reducing the quality and quantity of the results?

**Impact:** *how the programme contributed to change in a situation and what the programme was expected to bring*

14. To what extent has progress been made towards enhancing the engagement of the Albanian diaspora in the development of the country?

15. Is there evidence of any other unplanned/unintended changes (whether positive or negative)?

**Sustainability:** *to what extent benefits continue or are expected to continue without external support*

16. What elements were included in the design and implementation to promote sustainability?

17. Were the activities appropriately designed to ensure sustainability of programme benefits?

18. What should be done in order to guarantee the sustainability, if necessary?

**Cross-Cutting Issues:** *with relevance to other IOM strategic interests*

19. Have practical gender needs, strategic gender interests and other gender-related issues been adequately considered in the programme design and implementation?

20. Is the programme respecting/addressing environmental needs/problems?

21. Have the communication and visibility actions been implemented in an appropriate manner?

## 6. Evaluation methodology

A detailed methodology will be established and agreed during the inception phase. The methodology for data collection should include, but is not limited to, the following:

- Document/Desk review
- Semi-structured interviews: Development of interview guides with questions adapted to relevant context, to guide open and semi-structured discussions during meetings with the programme staff, beneficiaries and partners.

An evaluation field visit may be carried out, otherwise replaced by remote data collection, depending on the development of COVID-19 and its related travel restrictions.

## 7. Ethics, norms and standards for evaluation

IOM abides by the [norms and standards](#) of UNEG and expects the evaluator as well as all evaluation stakeholders to be familiar with the [ethical conduct guidelines](#) of UNEG and the consultant(s) with the [UNEG codes of conduct](#) as well.

## 8. Evaluation deliverables

The following deliverables are expected within the timeframes designated in the Work Plan section:

- **Inception report.** The evaluator is expected to prepare a draft inception report including data collection tools to be used based on requirements mentioned above and the Project Documents and share it with the Evaluation Manager within the designated timeframe. The inception report should include an evaluation matrix corresponding to all evaluation criteria and may lead to agreed-upon changes in work plan and required resources. Once the methodology and approach have been approved and the evaluation started, a monthly status report is to be shared with the Evaluation Manager, indicating progress of evaluation and any challenges encountered. The draft evaluation report is to be shared with IOM and finalized after comments/feedback within the designated timeframe. The inception report will follow the template in the IOM M&E Guidelines.

- **Monthly status reports.** Once the inception report has been approved and the evaluation started, a monthly status report is to be shared with the Evaluation Manager, indicating progress of evaluation and any challenges encountered.
- **Presentation or brief of the initial findings.** Following the data collection, the evaluator should deliver a short presentation on initial findings
- **Draft evaluation report submitted for comment.** The evaluator should prepare a draft report to be shared with the Evaluation Manager, who will be responsible for compiling comments and feedback, including if needed from IOM's Regional Office in Vienna. The evaluator will finalize the report based on the comments/feedback received.
- **Final evaluation report.** The final report shall be written in English and meet good language standards, be grammatically correct, proofread and laid out well, and consist of between 10 and 20 pages of main text (without annexes). The evaluation report will follow the template in the IOM M&E Guidelines.
- **Evaluation brief.** The evaluator will also develop a two-page evaluation brief to summarize key findings, conclusions and recommendations for the main intended evaluation users. The brief will follow the template in the IOM M&E Guidelines.
- **PowerPoint presentation.** The internal evaluator should develop a presentation (max. 15-20 slides) summarizing the main findings for presentation to the donor.
- **Draft management response matrix.** Finally, the evaluator should produce a draft management response matrix, partially filled in with the recommendations and any specific suggested actions. The matrix will then be completed by the Evaluation Manager within one month of finalization of the evaluation report by the evaluator. This will follow the template in the IOM M&E Guidelines.

## 9. Specifications of roles

The internal evaluator will develop the detailed methodology of the evaluation. The internal evaluator will take the lead role in identifying appropriate data collection mechanisms, and is responsible for submitting results as outlined in the below timeline. The evaluator will carry out the data collection, and timely inform the Evaluation Manager of any emerging issues.

The Evaluation Manager will be responsible for reaching agreement with the evaluator on the final Terms of Reference (through an initial meeting prior to the start of the inception phase), and for review, revision and acceptance of the deliverables (coordinating and compiling inputs from other relevant colleagues as needed). The Evaluation Manager will also be responsible for ensuring management by IOM Albania of the logistics and coordination of field visits to Albania possibly before mid-December 2021, if the COVID pandemic will allow it, including assistance in local transportation. The Evaluation Manager will also help to address issues or challenges flagged by the evaluator.

## 10. Time schedule

This evaluation is scheduled to start in November/December 2021 and the final report should be submitted by the end of February 2022. All expenditures (DSA, etc.) should be done before 31.12.2021 which is the end date of the programme. In case in-person data collection will take place, the travel should therefore be completed by mid-December. Alternately, if the data collection will be remote, then it may be scheduled for January. However, interviews with programme staff should start already in December if possible, and arranging of interviews to also start in December when programme staff are still available to support. Exact timeframe will be agreed with the evaluator.

Prior to the start of the inception phase, the Evaluation Manager will arrange an initial meeting to discuss and agree on the ToR. The Evaluation Manager will also provide all relevant project documents and a list of relevant stakeholders.

TASKS	Responsible party	WORKING DAYS	TIMEFRAME
<b>Inception phase:</b> Conduct desk research: gather and analyze reliable, relevant, and up-to-date information from all available sources (including programme reports and information from non-governmental agencies and international organizations).	Evaluator	3 days	Nov/Dec 2021
<b>Data collection:</b> Conduct interviews and focus groups with stakeholders and IOM staff responsible for programme implementation	Evaluator	4 days	Dec 2021/Jan 2022
<b>Analysis and drafting report:</b> Draft report and submit for feedback and further inputs	Evaluator	10 days	Jan 2022
<b>Finalize the report:</b> Submit final report along with two-page brief and draft management response matrix	Evaluator	2 days	Feb 2022

Within one month of finalization of the evaluation report, the Evaluation Manager will complete the management response matrix in line with the instructions provided in the IOM guidance, Management Response and Follow-Up on IOM Evaluation Recommendations, referenced in the IOM M&E Guidelines.

Once approved by the Evaluation Manager, the report, brief, and management response will be shared with the donor (by Evaluation Manager), with IOM's M&E Office in HQ (facilitated by the Regional M&E Officer) and with other LHD specialists as needed (facilitated by the LHD Regional Thematic Specialist).

The two-page evaluation brief will be translated into Albanian and shared, together with the full report and management response, to all relevant partners and stakeholders in the country.