



International Organization for Migration (IOM)  
The UN Migration Agency

## Terms of Reference for the Mid-Term Evaluation of the Western Hemisphere Regional Migration Capacity Building Program

*Commissioned by: Regional Office for Central America, North America and the Caribbean*  
*Managed by: WHP Regional Monitoring and Evaluation Officer*

### Project Data Table

Project Title:	Western Hemisphere Regional Migration Capacity Building Program
Geographical Coverage:	Belize, The Bahamas, Costa Rica, Dominica, the Dominican Republic, El Salvador, Guatemala, Guyana, Honduras, Haiti, Mexico, Panama and the Caribbean
Executing agency:	International Organization for Migration (IOM)
Beneficiaries:	Migration officials and practitioners from: ministries of migration governance (directorates /institutes of migration); labor; foreign affairs (consular sections); planning; public security (national civil police); defense; national disaster risk management systems, civil protection and national emergency commissions; education; child welfare and youth; public health; women affairs; national assemblies. Regional Conference on Migration; local authorities: community and youth leaders; private sector; civil society organizations; diasporas; the media, academia and research institutions; labor migrants; migrants vulnerable to violence, exploitation and abuse.
Stakeholders:	Governments; Regional Conference on Migration; Regional Network of Civil Society Organizations for Migration; Central American Integration System and its related institutions; regional and national counter-trafficking coalitions. International organizations: United Nations High Commissioner for Refugees; International Labour Organization; United Nations Office on Drugs and Crime; United Nations Children's Fund; Caribbean Community, Organization of Eastern Caribbean States.
Management site:	San José, Costa Rica; Regional Office for Central America, North America and the Caribbean (RO).
Duration:	36 Months

### 1. Context

The International Organization for Migration (IOM) is implementing a three-year program titled Western Hemisphere Regional Migration Capacity Building Program (WHP). The program is funded by the United States Department of State Bureau of Population, Refugees and Migration (PRM). The **overall objective** is to strengthen governments' capacities to manage migration in a sustainable and humane manner. The



WHP advocates for the adoption of well-managed, regular forms of migration to concurrently reduce flows of irregular migration and vulnerabilities of migrants. The expected results of the Program are comprised of six outcomes, which contribute to PRM's four priority pillars, as described below:

Pillars	Outcomes
1) Migration Management	1.1 Countries adopt migration management practices to promote well-managed, legal forms of migration and respect of the human rights of migrants.
	1.2 Countries adopt effective whole of government migration policies using evidence-based protocols, processes and procedures.
	1.3 Countries adopt policies that advance the social and economic well-being of both migrants and society.
2) Partnership	2.1 Migration management stakeholders in the region improve understanding of migration management priorities of different actors to avoid duplication and synergies.
3) Crisis Response	3.1: Government improved capacities allow them to anticipate, better prepare for, and respond to migration flows relating to emergencies and crises.
4) Communication	4.1: Migrants and potential migrants improve behaviors by increasing the selection of alternatives to irregular migration.

To this effect, the IOM Regional Office (RO) for Central America, North America and the Caribbean intends to conduct a comprehensive Mid Term Evaluation (MTE) of the WHP. This MTE is designed as a decentralized process, coordinated by the WHP RO, more specifically, the Senior Program Coordinator and the regional monitoring and evaluation unit of the WHP. It will be led by a team of independent external evaluators, and the evaluation team will report to the Senior Program Coordinator of the WHP. The WHP regional team will ensure that necessary support is provided to the external team in terms of planning processes and the coordination with the various country teams and external stakeholders.

## 2. Mid Term Evaluation (MTE) Objective and Purposes

The general objective is to evaluate the implementation progress of the WHP intervention at the regional level and to assess how these have contributed and/or will contribute to the achievement of Program outputs, outcomes and the overall objective established for a three-year strategic framework (2019 – 2022). Additionally, the MTE will assess what external factors and changing environments have influenced the implementation of the Program and to what extent.

Furthermore, the MTE has the following specific purposes:

- To provide the regional coordination of the WHP with real-time data on performance, conclusions and recommendations that can be used for future planning, programming, budgeting, and reporting.
- To inform an internal dialogue on how to improve the implementation of future activities under the WHP portfolio.
- To strengthen institutional accountability towards the donor, towards IOM Member States and towards direct and indirect program beneficiaries.



- To strengthen organizational learning processes by sharing evidence of performance, lessons learned and best practices. This applies to learning processes both within the WHP, but also to IOM staff working in similar projects and programs.
- To enhance WHP capacity to respond effectively to external factors and changing environments.

Primary audiences:

- WHP Senior Program Coordinator
- WHP regional monitoring and evaluation unit
- WHP support officers
- WHP country offices and regional team
- United States Department of State Bureau of Population, Refugees and Migration

Secondary audiences:

- IOM missions in the WHP region and in the United States
- Other IOM programs implemented in the WHP region
- Direct and indirect beneficiaries of the WHP program
- Other United Nations and international institutions that have supported activities under the program
- Regional coordination mechanisms such as the Regional Conference on Migration, the Central American Integration Organization, the Organization of Eastern Caribbean States

### 3. Scope of the Mid-term Evaluation

The MTE will cover the period **October 2019 to July 2021**.

The WHP started in 2010 and is traditionally implemented in one-year phases, from October to September. Currently, the WHP is in its eleventh phase, and the evaluation period refers to Phase X and XI of the program. In addition, Phase X and XI represent years one and two of a three-year programmatic strategy; therefore, program outcomes were established for a three-year period (October 2019 – September 2022).

The WHP results matrix gives an overview of the WHP three-year strategy, including the general objective, outcomes, outputs, indicators and targets. While outcome-level indicators remain the same during the three-year strategy, output-level indicators are updated at the beginning of each year. Therefore, the evaluation of the outcomes will be conducted at the end of the three-year strategy, while this MTE will cover all four program pillars by focusing on the following selected outputs: 1.1.a, 1.1.c, 1.2.a, 1.2.b, 1.2.c, 1.3.a, 1.3.c, 1.3.e, 2.1.a, 2.1.b, 3.1.a, 3.1.b, 4.1.a, 4.1.c.

1.1.a	National and local legislation are developed or strengthened to support the implementation of good migration management
1.1.c	Tools and instruments to facilitate the implementation of laws are developed.
1.2.a	Information and data on migration trends and the composition of migration flows is shared with governments and other stakeholders.



1.2.b	Coordination mechanisms to facilitate the implementation of whole of government migration policies are in place.
1.2.c	Tools to facilitate the implementation of whole of government policies are established.
1.3.a	Information and data on labor migration trends and labor markets is shared with governments and other stakeholders.
1.3.c	Labor Migration Programs are established or strengthened in the region.
1.3.e	Tools to facilitate the implementation of labor migration management are established.
2.1.a	Governments regularly share information and engage in Regional Consultative Processes.
2.1.b	Capacities to coordinate in the region are strengthened on specific topics.
3.1.a	Migrants are included in contingency plans, protocols, SOPs, coordination mechanisms and other tools to respond to emergencies and migration crisis.
3.1.b	The capacities of government officers and other stakeholders to respond to migration crisis and the needs of migrants in emergencies are strengthened.
4.1.a	Communication for development campaigns are effective and targeted.
4.1.c	Information Hubs in the region are strengthened through capacity building.

The evaluation team will use inclusive and participatory approaches to cover relevant stakeholders in all countries where the WHP is being implemented. Costa Rica, Guatemala, Honduras and Mexico are prioritized countries for data collection. This selection was based on both programmatic priorities and budget-related factors, given that these are the four countries with the highest budgets within the WHP. Additionally, both Costa Rica and Mexico are important destination countries for migrants, whereas the countries of origin Honduras and Guatemala face specific challenges, such as a high percentage of underage migrants, that shall be evaluated in the context of the MTE. However, due to COVID-19 related travel and health restriction, all data collection will be conducted through remote and virtual channels. The MTE does not contemplate field visits.

Relevant stakeholders shall include IOM staff in country offices and the Regional Office, governmental focal points in implementing countries, as well as implementing partners and beneficiaries from different sectors at the national, sub-national and community level. Representatives of the private sector and international agencies, such as the International Labour Organization (ILO), United Nations Children's Fund (UNICEF), and others, will also be included in the evaluation.

The evaluation team will be responsible for preparing and carrying out data collection and analysis and producing the deliverables outlined below. Considering the ongoing travel restrictions due to COVID-19 and the above-mentioned programmatic and budget-related priorities, data collection will only be conducted through remote and virtual channels. Due to COVID-19 travel and health restrictions, data collection shall focus on data gathering with preselected participants. The WHP steering team will prepare a list of preselected participants, and the evaluation team can suggest adding new or substituting preselected candidates.



#### 4. Criteria for the MTE

In response to the evaluation purpose, the evaluation will address four of the OECD/DAC main evaluation criteria: relevance, effectiveness, coherence, and sustainability, as well as cross-cutting issues such as human rights, gender equality and the capacities of the program to adapt to the context of COVID-19.

#### 5. Examples of questions

This section gives an overview of guiding questions proposed for each evaluation criteria. These may be supplemented by additional, detailed and specific, sub-questions as appropriate and needed in consultation with the WHP steering team before commissioning the evaluation. While IOM is interested in all conclusions that can be reached by the evaluation team on the questions below, the conclusions (including lessons learned) and recommendations should focus, if possible, on assessing the extent to which the program is on course to achieve the set objective and outcomes and suggest recommendations to modify the program in order to best respond to changing contexts and needs of WHP counterparts.

Criteria	Questions
<b>1. Relevance:</b> To assess to what extent the initially planned program's objective and intended outcomes and outputs remain valid and pertinent.	<ol style="list-style-type: none"><li>1. To what extent is the intervention still relevant?</li><li>2. How do the intended results align with and support government policies and national strategies?</li><li>3. Are the program activities and outputs consistent with the intended outcomes and objective?</li><li>4. To what extent has the program responded to the needs of both direct and indirect target beneficiaries?</li></ol>
<b>2. Effectiveness:</b> To assess the extent to which the program has achieved its intended results.	<ol style="list-style-type: none"><li>1. To what extent have the activities, program outputs and outcomes been implemented and achieved in accordance with the established workplans, or are they on track to being achieved?</li><li>2. To what extent can these changes/effects be credited to the intervention?</li><li>3. What are internal factors that contributed to progress or delays in the achievement of the outputs, outcomes and objective?</li><li>4. What are external factors that contributed to progress or delays in the achievement of the outputs, outcomes and objective, including both contextual factors and other related interventions?</li><li>5. To what extent has the program adapted or is able to adapt to changing external conditions in order to ensure project outcomes?</li><li>6. How could the program strengthen its ability to achieve the intended results more effectively?</li><li>7. How effective is the WHP monitoring and evaluation system? What challenges have been experienced with regard to the WHP monitoring system, and what improvements could be made?</li></ol>
<b>3. Coherence:</b> To assess how well or not different actions	<ol style="list-style-type: none"><li>1. To what extent is the intervention coherent internally, with regard to coherence between program pillars, as well as coherence between program interventions in the different WHP countries?</li></ol>



and interventions work together.	<ol style="list-style-type: none"> <li>2. To what extent is the WHP coherent with other interventions in the region which have similar objectives, implemented both by IOM and other implementing agencies?</li> <li>3. Have WHP efforts towards complementarity, harmonization and coordination with other stakeholders managed to add value to the program, contributed to joint results, and avoided duplication of efforts?</li> <li>4. Are the program activities and outputs coherent with the Principles and Objectives of the Migration Governance Framework and other relevant international norms and standards to which governments and institutions adhere?</li> <li>5. Is relevant and timely information being provided to beneficiaries about the program objectives, progress, achievements, and other relevant information?</li> <li>6. Do beneficiaries have the opportunity to give feedback and participate actively in program planning processes?</li> </ol>
<p><b>4. Sustainability:</b> to assess to what extent the program's results will be maintained for a certain period of time after the current program phases out.</p>	<ol style="list-style-type: none"> <li>1. What is the likelihood of the achieved results to continue once external support ceases?</li> <li>2. Are the program beneficiaries adequately capacitated (technically, financially and regarding internal and inter-agency coordination) to continue to deliver results in accordance with the Objectives and Principles of the Migration Governance Framework?</li> <li>3. What are the major factors and changes affecting sustainability? These may include expected and unexpected, intended and unintended, positive and negative factors. How should the program address these challenges to increase its sustainability?</li> <li>4. What are the main lessons learned and good practices, as well as corresponding recommendations to strengthen future interventions?</li> <li>5. Has the program identified the outcomes, the necessary services and prerequisites required to sustain the intended and changed outcomes? What organizations, services or relationships are required to sustain the outcome changes observed?</li> <li>6. How can the program improve the program design, implementation, monitoring and sustainability of future interventions?</li> <li>7. Do the necessary preconditions exist at this moment, both in terms of installed capacities and regarding external factors, for the development of a phase-out strategy or exit strategy?</li> </ol>
<p><b>5. Cross-cutting issues</b></p>	<ol style="list-style-type: none"> <li>1. Has a gender perspective been incorporated in the program, in line with the IOM Gender Equality Policy/IOM Project handbook? Are there ways to better integrate gender considerations that could lead to improved outcomes of the project?</li> <li>2. How has the program address issues related to human rights and the specific needs of migrant children and adolescents?</li> <li>3. To what extent have gender and human rights aspects been considered</li> </ol>



	<p>during the project design and monitoring?</p> <p>4. Did the program adapt to the changing context due to COVID-19 in an effective and efficient manner, with regard to the implementation of activities and the coordination with focal points and counterparts, and concerning the program monitoring and evaluation system? How effective and sustainable was the switch to alternative, mainly virtual, delivery methods?</p>
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## 6. Proposed MTE Methodology

The evaluation team is expected to conduct key informant interviews and focus groups with stakeholders at the national, sub-national and community level. It is optional for the evaluation team to subcontract research agencies for the data collection. The data should be disaggregated by sex and geographic location, and the specific needs and vulnerabilities of migrant women, youth and other vulnerable groups shall always be considered during data analysis.

All collected data will be property of IOM and shall be handed over to IOM at the end of the MTE. Finally, the evaluation team must follow the IOM Data Protection Principles, UNEG Norms and Standards for Evaluation, IOM Standards of Conduct, and the IOM Evaluation Policy, as well as other relevant IOM and international guidelines norms and standards for evaluations.

The proposed methodologies will involve a combination of desk review, individual interviews and focus groups. Collected quantitative and qualitative data from beneficiaries and partners shall be compared and triangulated with data collected by the WHP (secondary quantitative and qualitative data). Both WHP staff and the evaluation team can make suggestions regarding the selection of participants in data collection processes, and the final list of participants will be established together. WHP country offices will facilitate the contacts and help coordinate virtual and in-person sessions.

Specifically, the following methodologies are proposed and to be revised by the evaluation team as needed during the inception phase (proposed modifications need to be approved by the WHP steering team):

- Review of project documents (WHP proposal and annexes, interim and final reports, workplans, monitoring data and monitoring tools, data from pre- and post-surveys, financial reports, evaluation reports of specific program components etc);
- Review of relevant reports such as MGI reports, World Migration Reports and others; migration-related normative frameworks, national and regional policies, strategies and action plans adopted by the WHP countries (home-based, desk study);
- Individual semi-structured interviews, as well as focus group discussions, with direct and indirect beneficiaries (through remote and virtual channels). These may include: migration practitioners and public officials from different institutions, representatives of regional coordination mechanisms, representatives of the private sector, local authorities, youth and community leaders, civil society organizations, academia and research organizations. The content of the questionnaires shall be discussed and pre-tested prior to the actual data collection.





- Focus group discussions with governmental focal points and IOM staff at the country and regional level (through remote and virtual channels). The guiding focus group questions shall be discussed and piloted prior to the actual data collection.
- Individual semi-structured interviews with the donor (PRM), representatives of other relevant projects and programs in the WHP region, representatives of implementing agencies (through remote and virtual channels). The content of the questionnaires shall be discussed and piloted prior to the actual data collection.
- Review of pre-recorded videos, produced by the WHP, that present field-based activities and corresponding testimonials. The purpose of including pre-recorded videos is to substitute, to the extent possible, on-site observations of field-based activities that will not be possible due to COVID-related travel restrictions (home-based).

The evaluation team will execute the work with the support and oversight of the regional monitoring and evaluation officer of the WHP, and in coordination with WHP staff at the country level. A kick-off meeting will help clarify responsibilities, pending questions and expectations on both sides, and establish regular communication channels during the MTE process.

The evaluation team has the responsibility to implement the evaluation plan as discussed with the WHP steering team and to communicate any events that may influence the established schedule, in a timely manner. The evaluation team should provide periodic feedback as needed on progress and any challenges faced. Periodic meetings and communication channels will be established at the beginning of the MTE process.

The evaluation team will prepare an Inception Report that will provide more details on the methodologies to be used, to include an evaluation matrix, initial drafts of interview guides, an agenda for remote and virtual data collection. All activities related to data collection shall be coordinated with the IOM country offices and the Regional Monitoring and Evaluation Unit.

The evaluation team shall present the evidence, preliminary key findings, analysis-based conclusions including lessons learned, as well as the corresponding preliminary recommendations in a draft report, as well as during a virtual presentation for the WHP steering team. The draft report shall include an executive summary (no more than 10 pages) and present the information in a complete and balanced way, but to the point and easy to understand.

## **7. Steering Team**

The WHP steering team consists of the regional monitoring and evaluation officer and both regional support officers (one for Mexico and Central America, one for the Caribbean countries). The WHP steering team shall be supported periodically by other technical specialists from the WHP regional office.

The WHP steering team has the responsibility to provide the evaluation team with the information they will need to conduct the agreed-upon work, such as IOM guidelines, key dates, contact information of participants, and information on program activities and achieved results. The steering team shall also provide the evaluation team with additional context upon request, so it will better understand the specific challenges and circumstances of the program. The WHP steering team reserves the right to review the





draft report and request modifications in order to guarantee the quality of the commissioned products. The final report will be approved by the Senior Program Coordinator of the WHP.

## 8. Ethics, Norms and Standards for the MTE

IOM abides by the norms and standards of UNEG and expects all stakeholders to be familiar with the UNEG ethical conduct guidelines and the UNEG codes of conduct.

## 9. Deliverables

The deliverables expected from the evaluation team include the following:

- **Inception report**, to include a detailed methodology, evaluation matrix and workplan. The **MTE Matrix** will demonstrate the evaluation team's understanding of the ToR and outline data collection and analysis plans, to be completed and reviewed by the WHP steering team prior to the data collection phase.
- **Study Protocol**, to include all the data collection tools that will be used, the data collection schedule, and all areas of the assignment for which the evaluation team requires support from the WHP steering team.
- **MTE Draft Report**, using an agreed structure, summarizing all the findings of the primary and secondary data, as well as corresponding conclusions and recommendations. The WHP steering team will provide feedback to the report.
- **PowerPoint Presentation**, summarizing the preliminary key findings, conclusions and recommendations in a systematic way, to be presented to the WHP steering team during a validation workshop in order to solicit their feedback.
- **MTE Final Report** will be produced, incorporating feedback from the validation workshop and comments from the WHP steering team and the Senior Program Coordinator. The Final Report shall include an executive summary of a maximum of 10 pages.
- **Evaluation Brief** (two pager) to facilitate sharing of the key findings, conclusions and recommendations.

While all deliverables are to be written in **English** and meet good language standards, the evaluation team will also be responsible for a **professional translation of the MTE Final Report and the Evaluation Brief into Spanish**. The final report should meet the standards laid out in the UNEG Quality Checklist for Evaluation Reports and comply with IOM/WHP internal guidelines on housing and styling.

Upon final approval of the deliverables, the WHP team will coordinate the necessary steps to make the MTE findings accessible to stakeholders and the public.



## 10. Workplan

The MTE is expected to take 72 days including preparation, data collection, and analysis and reporting. **The assignment is expected to commence on 14 June 2021, with the final report expected by 31 August 2021.**

Based on the ToR, the evaluation team and WHP steering team will have a virtual kick-off meeting mid-June 2021. During the week after, the evaluation team will carry out a review of documents provided by the WHP steering team.

The preparation and implementation of data collection is planned to take place between the end of June and the third week of July 2021. A precise timeline will be established with the selected evaluation team and will consist of the following stages:

### A. Inception Phase

In the Inception Phase, the relevant project documents should be reviewed:

- WHP proposal and annexes, interim and final reports, workplans, monitoring data and monitoring tools, data from pre- and post-surveys, financial reports, evaluation reports of specific program components etc., as well as relevant IOM strategies and guidelines; relevant IOM national strategies;
- MGI reports; migration-related normative frameworks at the country level, national policies, strategies and action plans adopted by the governments in WHP countries.

**Deliverable 1:** The evaluation team will prepare an Inception Report with detailed methodology, MTE matrix, workplan, indicative list of people to be interviewed, and a Study Protocol, with the evaluation tools and timeline.

### B. Data Collection Phase

- The evaluation team will carry out **remote data collection** in coordination with the WHP country offices. The data will be collected according to the agreed methodology, and the evaluation team can subcontract research agencies for this assignment. Prioritized countries for data collection are Mexico, Guatemala, Honduras and Costa Rica. **Due to COVID-19 related travel and health restrictions, in-person data collection is not envisaged.**
- Additionally, the evaluation team will carry out remote data collection with representatives from the remaining WHP countries, as well as with the regional WHP team.

### C. Analysis and Report Writing Phase

This phase is devoted to the development and submission of the draft MTE report, and the two-page brief. Additionally, the evaluation team shall submit the complete dataset and transcripts, as these are property of IOM.

**Deliverable 2:** The evaluation team will submit a Draft MTE Report.

**Deliverable 3:** Based on comments to the draft report, the evaluation team will submit a PowerPoint Presentation and present the information during a validation workshop. It will also submit the Final report, along with the two-page brief, both in English and Spanish, as well as the complete dataset, and transcripts from the qualitative methods.



The following table gives an overview of the estimated timeline and distribution of responsibilities:

Activity	Responsible	Timeline	Deadline
Kick-off workshop, exchange of relevant documents: Monday, 14 June 2021 Review of documents and preparation of a detailed <u>inception report</u> , including the review matrix and the data collection tools. Prepare a <u>Study Protocol</u> with the schedule for data collection. <b>Deliverable 1.</b>	Evaluation team	7 days	Monday, 21 June 2021
Planning and facilitation of the data collection activities, including pre-testing, logistical arrangements and schedule.	Evaluation team, in coordination with the regional M&E officer and WHP country teams	7 days	Monday, 28 June 2021
Remote/virtual data collection.	Evaluation team, in coordination with the regional M&E officer and WHP country teams	22 days	Tuesday, 20 July 2021
Data analysis, preparation of the <u>draft MTE report</u> . <b>Deliverable 2</b>	Evaluation Team	13 days	Monday, 2 August 2021
Review and comments on the draft report.	WHP steering team	8 days	Tuesday, 10 August 2021
Validation meeting to present the results, using the PowerPoint Presentation.	Evaluation team / WHP steering team	1 day	Mid-August 2021
Submission of the <u>Final report and two-page MTE brief, both in English and Spanish, and complete dataset and transcripts</u> . <b>Deliverable 3.</b>	Evaluation team	14 days	Tuesday, 31 August 2021
Total		72 days	

## 11. Budget

All expenses for this external evaluation will be covered by the service provider. Due to COVID-19 related travel and health restrictions, neither field visits nor in-person data collection is envisaged. A detailed work plan will be prepared and agreed on between the evaluator and the WHP steering team.

## 12. Requirements

The WHP is seeking an independent, multidisciplinary external evaluation firm. The firm may be based in any country but should demonstrate prior experience in countries covered by WHP.

### Education and Experience

- At least 10 years of experience in conducting project and program evaluations.
- Sound experience with both quantitative and qualitative research methods and analytical tools.



- Multidisciplinary team, at least one candidate should have a master's degree or equivalent in evaluation. Other candidate(s) should have a master's degree or equivalent in law, social science, public policy, development studies, or related fields.
- Demonstrated sound understanding of migrant's thematic topics, e.g. migration governance, labor migration, trafficking in persons, crisis management, border management, etc.
- Experience with regional coordination mechanisms is an advantage.

#### Competencies

- Excellent analytical, oral, and written communication skills in English and Spanish.
- Experience with remote / virtual data collection.
- Ability to create graphic visuals on key findings.
- Experience in technical and analytical report writing.
- Experience in leading an international research project.
- Experience in working in complex institutional environments.
- Displays cultural, gender, religion, race nationality and age sensitivity and adaptability.
- Sound knowledge of the region Mexico Central America and the Caribbean.
- Ability to work with minimal supervision and to meet deadlines.

Languages: Excellent command of both English and Spanish is required. French is an advantage.

### **13. Submission of application**

- Candidates are expected to submit a technical offer and a proposed budget. The offer should include a cost estimation, including all necessary costs to carry out the evaluation. Documents should contain examples of similar work.
- The CV's of all experts involved should be attached to the offer.
- Candidates must submit their offer by **Monday, 7 June 2021**. No applications will be considered after this date. Shortlisted candidates will be invited to an interview.
- Please submit your offer to [iomsanjoseprocurement@iom.int](mailto:iomsanjoseprocurement@iom.int)