

Terms of Reference

Consultancy Vacancy - Morocco Country Portfolio Evaluation

Key Information at glance about the evaluation	
Title of the evaluation:	Country Portfolio Evaluation - UNHCR Morocco
Vacancy job title:	Evaluation Consultant
Timeframe covered:	March - August 2019
Evaluation commissioned by:	UNHCR Evaluation Service
Evaluation Service Contact:	hgevaser@unhcr.org
Date of publication:	22 February 2019
Deadline for application:	10 March 2019

1. Introduction

1. This country portfolio evaluation was commissioned by UNHCR's Evaluation Service and will encompass UNHCR activities in Morocco from 2016-2018¹, with specific focus on performance, results, and strategic positioning within broader policy frameworks, partnerships, programme design, and implementation. The evaluation seeks to provide evidence-based recommendations that will inform UNHCR's programming choices within the current operational and policy context, keeping in mind broader objectives under the Global Compact on Refugees (GCR), and Morocco's National Strategy for Immigration and Asylum (NSIA).
2. This Terms of Reference (ToR) lays out the purpose and scope of the evaluation. It will serve to guide the evaluation team and inform key stakeholders about the process, objectives, and intended results. The evaluation is scheduled to start in the first quarter of 2019, and is expected to last six months. A team of 2-3 externally recruited consultants will conduct the evaluation. The Consultant will report to the Evaluation Manager, located within UNHCR's Evaluation Service. In addition to reviews undertaken by UNHCR's Evaluation Service, deliverables from the evaluation will also be reviewed by relevant staff from the Middle East and North Africa (MENA) Bureaux, and the Morocco Country Office (inception report, preliminary findings, and end report).
3. The preliminary inception phase is anticipated to take approximately one month, culminating in a field mission, during which the methodology and Key Evaluation Questions (KEQs) are refined and finalised. Specific dates and timing of the field mission will be finalised during the inception phase, and in close consultation with the UNHCR Representative in Morocco and the Evaluation Manager.

¹ 2016 marks a crucial year in Morocco's UNHCR operation. By 2016 Morocco had ratified most of the relevant UN conventions, and approved the Finance Act, giving regions more devolution of powers and fiscal transfers, thereby altering the way UNHCR engages with Government. This was also the year in which the inter-ministerial ad-hoc Commission for the Regularization of Refugees (Bureau des Réfugiés et Apatrides - BRA) had made significant progress in processing UNHCR referred registration case-loads.

2. Operational and Country Context

4. Morocco is a lower-middle income country with an estimated population of 36.4 million². Morocco is uniquely positioned as a hub between the European Union and North and West Africa, and forms a natural cross-roads between all these regions. The migration situation is complex, as it is a major country of origin for Moroccans migrating to Europe, as well as a crucial transit country for sub-Saharan Africans fleeing conflict, or searching for better economic opportunities in the EU. Many do not complete their intended journey, and are sent back to Morocco at the EU border. These migrants and asylum seekers are obliged to live in Morocco when they are unable to return to their home country. Without the necessary legal documents, migrants and asylum seekers are unable to access the local labour market, and frequently face exclusion from public services. The illegal status of these persons of concern leaves them vulnerable to a range of protection issues, particularly women and girls, who often fall victim to sexual exploitation, human trafficking, sexual and gender-based violence (SGBV).
5. Morocco has undergone a series of democratic transitions since the late 1990s. Since 2011, and in the wake of the Arab Spring, the Moroccan Government has set in motion large-scale constitutional reforms aimed at the devolution of power³. The new constitution sets in motion a range of reforms that uphold the separation of powers and recognize the primacy of international treaties over domestic law. These reforms seek to strengthen civil rights, promote cultural & ethnic diversity, recognize gender equality with the consecration of parity, and promote greater levels of local democracy through territorial governance and regionalization⁴. Five years after the revision of the new Constitution, Morocco signed and ratified most of the United Nations conventions⁵. 2015 also marked the year in which the first municipal and regional council elections were held. This gave way to the 2016 Finance Act, which has since redefined the regional landscape by giving regions more devolution of powers and fiscal transfers. These developments have redefined the way UNHCR engages with Government, in particular the establishment of a new National Strategy for Immigration and Asylum (NSIA), in September 2013.
6. The launch of the new National Policy for Migration and Asylum (NPMA) through the Ministry of Foreign Affairs and Cooperation, has laid emphasis on humanitarian considerations, promoting the integration and access of migrants and refugees to social services. The new immigration and asylum policy considers migration as an opportunity rather than a social, economic or political threat⁶. In particular, the policy seeks to improve access for regularised migrants and refugees to healthcare, education, and employment. Under this policy, the Government re-activated the Office of refugees and stateless persons (Bureau des Réfugiés et Apatrides – BRA), which had been inactive since 2003. Under this office, an inter-ministerial ad-hoc Commission for the Regularization of Refugees was established. All UNHCR registered persons of concern are referred to this Commission for regularisation. The registration of asylum-seekers is undertaken by UNHCR in Rabat. The authorities have firmly rejected UNHCR's proposal to undertake registration in the Oujda border area. UNHCR undertakes RSD and cases found by UNHCR to qualify for refugee status are referred to the ad hoc Commission of Regularisation, for audition and issuance of official refugee cards.
7. UNHCR's overall objective remains to support the Government's National Strategy on Immigration and Asylum, in particular the submission of the asylum law to Parliament. UNHCR will continue pursuing the registration of asylum-seekers in close coordination with the Moroccan authorities, in an attempt gradually transfer responsibility whilst reducing reliance on UNHCR assistance. As a second priority, UNHCR will continue to ensure protection and assistance to all persons of concern, with particular emphasis on Refugee Status Determination (RSD) in the urban context where the majority of refugee settle. This endeavour will be pursued in close consultation with national and regional authorities, accompanying the implementation of the NSIA, as well as in reinforcing coordination mechanisms among civil society actors providing different services in the field. As a third priority - pending the submission of the asylum bill to Parliament - UNHCR will continue building the capacity of institutions and civil society. As a fourth priority, UNHCR will explore durable solutions within the broader policy framework of the GCR⁷ and GCM, with a

² The last population census held in 2014 estimated Morocco's population at 33.8 million. More recently, the *2017 Revision of World Population Prospects* by the UN Secretariat, Economic and Social Affairs, Population Division, estimates this figure closer to 36.4 million.

³ UNDP 2016 Country Programme Document for the Kingdom Morocco (DP/DCP/MAR/3).

⁴ UNDG 2015 Common Country Assessment (CCA), & UNDAF 2017-2021.

⁵ OHCHR http://tbinternet.ohchr.org/_layouts/TreatyBodyExternal/Treaty.aspx?CountryID=117&Lang=FR

⁶ UNDG 2015 Common Country Assessment (CCA).

⁷ The four strategic objectives of the Global Compact on Refugees aims to: i) ease pressure on countries that host refugees, build self-reliance of refugees, expand access to resettlement in third countries, and foster an enabling environment for voluntary returns.

focus on pursuing opportunities for local integration of regularised refugees⁸. Resettlement will continue to be used strategically, as responsibility-sharing between the Government and the international community. UNHCR will continue to support refugee associations through the Protection Working Groups (PWGs), particularly outreach activities that target the most vulnerable with cash, education, socio-professional integration and resettlement, irrespective of their place of residence. Two key areas for the evaluation will be to determine how to a) enhance resource mobilization for the PWGs, and b) improve outreach to refugees to ensure sustainability.

8. Refugees in Morocco are predominantly from Syria (58%), other Middle-East countries (17%). Sub-Saharan refugees compose 25% of the refugee population – their number increased by 22%. The number of cities hosting refugees increases steadily to now reach 52 cities/localities as of October 2018. Asylum seekers represent 24% of the persons of concern. In consideration of trends over the past months as well as reinforced controls over the Central Mediterranean route and the implementation of the National Strategy for Asylum and Migration, it is expected that the mixed migration pressure on Morocco will continue and that the population of concern registered with UNHCR will increase in 2019, to reach 8,500 including 7,000 refugees and 1,500 asylum-seekers by December 2019⁹.

Programmatic challenges and key areas of interest:

9. The number of registered refugees is expected to increase in 2019. Although persons in need of international protection are able to find refuge in Morocco, UNHCR is limited in resources. The roll-out of the NPIA has been gradual, and reliance on UNHCR's assistance to refugees remains critical. The transitional institution (ad-hoc Commission and BRA) have not taken over direct functions of registration despite the multi-year Plan of Action for the handover of RSD established in 2014. UNHCR is by default still responsible for registration of new asylum seekers and conducting RSD in Morocco. The anticipated funding level for 2019 has prompted UNHCR to consider revisions to its operational plan in order to maximize potential impact through prioritization. Cash intensive programmes such as medical assistance, and cash-based assistance are increasingly viewed as unsustainable to the operation, and are in need of further strategic alignment to national, and private sector systems. With this in mind, UNHCR seeks to identify possible solutions for strengthening Government capacity and capacity of civil society organizations to better cater to the basic needs and essential services of refugees (protection, education, employment, and health care).
10. Given the high level of unemployment and widespread poverty in the suburban and rural areas, access to livelihood and public services remains problematic¹⁰. Potential for facilitating refugee self-reliance lies mostly with the non-governmental sector. The present political environment does not allow refugees to exercise their rights to the full and leaves refugees in extremely difficult socio-economic conditions. While the new National Strategy for Immigration and Asylum encourages the economic insertion of refugees, there is still a need to sensitize the local employers to engage refugees. Furthermore, the Moroccan labour market is predominantly informal, and as a result most refugees work informally, with difficulties in finding suitable employment, exposing many of them to vulnerabilities and exploitation. The UNHCR operation in Morocco would benefit from strategic recommendations that would strengthening its advocacy work with Moroccan authorities, civil society, donors, and UN agencies. These recommendations should seek to build on existing evidence to support strategic priorities in programming, planning, allocation and request of funds, as well as alignment to national and private sector systems.
11. The current operational context presents a challenge since refugees reside in predominantly scattered urban locations (52 locations). As result a weak community cohesion or solidarity exists among them. This feature makes it fairly challenging to develop sufficient refugee community structures, and accountability systems that ensure constant participation in the decision making process, and mutual supports for self-reliance. In this light, the evaluation should identify areas for strengthening the Protection Working Groups (PWGs) established by UNHCR in 2014 and 2017 through its implementing partner OMDH. Through these working groups, UNHCR together with other partners seek to disseminate information on asylum procedures, while developing a comprehensive registration database. Specific needs are identified and relevant referrals to other functional units or partners are made with the help of this database. Data captured at registration is also used for case management purposes and to enhance and improve accuracy of targeting for assistance and service provision. Data is also used to monitor trends within mixed movements in Morocco and in the North African region, to establish a basic profile of

⁸ UNHCR Country Operation Plan 2018.

⁹ Ibid.

¹⁰ Ibid.

persons arriving within mixed movements, to identify routes and means of transportation, and to design, implement and evaluate programmatic interventions accordingly.

3. Purpose and Objectives of the Evaluation

12. The purpose of this evaluation is to contribute strategic and timely evidence that will inform UNHCR's operational strategy and practice in Morocco. Ultimately the evaluation should provide recommendations that will strengthen programme design and implementation, and assist the organization in developing a clear strategy for sustainability in the context of promoting durable solutions for persons of concern.
13. Recommendations that evolve from the evaluation will take into consideration how the UNHCR country operation can better align its programming within the broader GCR and GCM policy frameworks. By triangulating evidence through various methods, the evaluation will ensure a broad range of stakeholder perspectives are considered, and will build evidence to suggest ways in which UNHCR can strengthen its partnerships, resource mobilisation, and monitoring of results against performance targets.
14. The primary audience for this evaluation is UNHCR's Morocco Country Office and Regional Bureaux for MENA, UNHCR's Senior Executive Team, Division of Resilience and Solutions, and The Division of International Protection. UNHCR's partners – including government and humanitarian and development actors will serve as a secondary audience.

4. Evaluation Approach

4.1 Scope

15. The evaluation scope – relating to population, timeframe and locations– is as follows:
 - **Timeframe** to be covered in the evaluation: 2016-2018
 - Population location and details: Primary data collection will involve qualitative fieldwork in selected urban sites in Morocco. Although it is not expected to cover all 52 locations where refugees and other PoCs reside, the evaluation is expected to include possible case-study sites, to draw broader lessons for the evaluation on private sector outreach, outreach to urban refugees, and effectiveness of UNHCR supported interventions. The exact number of case-studies, and locations will be determined during inception.

4.2 Key Evaluation Questions (KEQs)

16. The evaluation will address the following key questions. The analysis needed to answer them is likely to touch on other possible sub-questions and may be further refined or narrowed down during the evaluation inception phase.

KEQ 1: How effective has UNHCR been in supporting Morocco's National Strategy for Immigration and Asylum (NSIA), and most notably access to asylum, and what are the main challenges and opportunities for improving the current approach?

This KEQ will also seek to answer the following Sub-questions:

- Under which conditions have UNHCR support to and collaboration with the Government been effective in improving refugee access to asylum (i.e. the joint RSD procedure) and what were the main driving factors behind these achievements?
- What are the main lessons when looking at strengths, weaknesses, opportunities, and risks of the current joint RSD process, as well as UNHCR's support to this process (capacity building, advocacy, and transfer of responsibility)?
- How can UNHCR better support the Government in accurate monitoring of performance and results of the joint RSD procedure, and which Key Performance Indicators can be used to track this progress over time?
- What recommendations can be made to improve outreach, access to asylum, and documentation services (including referrals, profiling in border areas, joint RSD, and data management), and what steps should UNHCR take to ensure more Government ownership of this process?

KEQ 2: To what extent has UNHCR advanced its target objectives in protection and assistance to persons of concern in the NSIA over the last two years, and what key areas of the operation need to be strengthened to ensure optimal results?

This KEQ will also seek to answer the following Sub-questions:

- What results (intended and unintended) have been achieved by UNHCR through its assistance and protection interventions (education, health, protection) in support to the NSIA in the current transitory period over the last two years?
- What are the main challenges, strengths, weaknesses, opportunities, and risks UNHCR faces in achieving intended objectives within each intervention strategy (keeping in mind different Rights Groups and Planning Population Groups)?
- How can UNHCR better measure the impact of their Cash-Based Interventions (CBIs), with particular emphasis on unconditional cash transfers to the most vulnerable, and conditional cash transfers for education?
- Which partnership/coordination modalities have been most effective in achieving results, and which key lessons can be drawn from these partnerships?
- What opportunities can UNHCR explore to mobilize external (non-UNHCR) resources towards its Protection Working Groups, and network of partners at the national and international level?

KEQ 3: To what extent can the Global Compact on Refugees be used in Morocco's context, as a vehicle to advance durable solutions for refugees, and in particular how can the country operation ensure improved local integration and employability, including through outreach to the private sector?

This KEQ will also seek to answer the following Sub-questions:

- What areas of the global compact should the UNHCR country operation in Morocco prioritize or capitalize on given the complexity of the country context (mixed flows)?
- How does the UNHCR approach to durable solutions in Morocco align itself with the new global compact, and how can results better reflect progress achieved under this frameworks?
- Which UNHCR's livelihood interventions have been most successful, and least successful at promoting local integration and employability of refugees?
- What are the different roles UNHCR has played in interventions that target local integration of refugees, and what were the major constraints and lessons that can inform future programming?
- How can UNHCR improve outreach to refugees, and capacity development to partners, particularly where these have been less effective in achieving results?
- How can UNHCR enhance outreach to the private sector and promote local integration of refugees moving forward?

4.3 Approach and methodology

17. This is a retrospective outcomes evaluation, involving an in-depth investigation of the factors, processes and mechanisms that contributed to the desired outcomes of interest, particularly assistance, protection, and local integration. This involves evaluating the extent to which programming adheres to the GCR, as well as UNHCR's role and partnerships and other internal/external factors or conditions that affected the outcomes of interest. Last, the evaluation will provide impetus for strategic decision-making, planning, and design of its interventions in the future.

18. The evaluation will utilise primary and secondary data sources to answer the three key evaluation questions and sub-questions. The evaluation should at the least comprise the following: 1) desk review and content analysis of relevant background as well as programmatic data and documents; 2) focus group discussions and/or in-depth interviews with UNHCR staff, implementing and operational partners, key interagency stakeholders (e.g., IOM, UNICEF, etc.), national, regional, and local government institutions; and 3) field-based qualitative and/or quantitative data collection methods aimed at targeted persons of concern: these can consist of (rapid) surveys, Key informant Interviews, Paired Interviews, Focus Group Discussions, Participatory Appraisals, Outcome Mapping, etc). The chosen methods will be determined during the inception phase, following discussions on feasibility and data needs.

19. The evaluation should consider the use of case studies, either geographical or programmatic, in order to add emphasis to results and showcase examples of good practice. The evaluation is expected to take

into consideration the breadth and depth of UNHCR programming in Morocco, while strategically placing these under the international (GCR, and or GCM) and national policy lens (NSIA and NPJA).

20. UNHCR welcomes the use of diverse, participatory, and innovative evaluation methods. The methodology – including details on data collection and analytical approach – will be designed by the evaluation team during the inception phase, and presented in an evaluation matrix.

21. The evaluation methodology is expected to:

- a) Reflect an Age, Gender and Diversity (AGD) perspective in all primary data collection activities carried out as part of the evaluation – particularly with refugees.
- b) Employ a mixed-method approach incorporating qualitative (and/or) quantitative data collection and provide an overview of data monitoring methods, and quality assurance.
- c) Refer to and make use of relevant internationally agreed evaluation criteria such as those proposed by OECD-DAC and adapted by ALNAP for use in humanitarian evaluations¹¹.
- d) Refer to and make use of relevant policy frameworks at the international and national level.
- e) Be based on an analysis of **(i)** the strategy and operational guidelines underpinning UNHCR's country operation, and **(ii)** the main actors and stakeholders concerned.
- f) Gather and make use of a wide range of data sources (e.g. Country Operation Plans, Annual Reports, mission reports, country-level monitoring reports, coordination groups meetings, strategy narrative, budget and indicator reports) in order to demonstrate impartiality of the analysis, minimize bias, and ensure the credibility of evaluation findings and conclusions.
- g) Be explicitly designed to address the key evaluation questions – taking into account evaluability, budget and timing constraints.

22. The evaluation team is responsible for gathering, analysing and triangulating data (e.g. across types, sources and analysis modality) to demonstrate impartiality of the analysis, minimise bias, and ensure the credibility of evaluation findings and conclusions.

4.4 Evaluation Quality Assurance

23. The evaluation consultants are required to sign the UNHCR Code of Conduct, complete UNHCR's introductory protection training module, and respect UNHCR's confidentiality requirements.

24. In line with established standards for evaluation in the UN system, and the UN Ethical Guidelines for evaluations, evaluation in UNHCR is founded on the inter-connected principles of independence, impartiality, credibility and utility, which in practice, call for: protecting sources and data; systematically seeking informed consent; respecting dignity and diversity; minimising risk, harm and burden upon those who are the subject of, or participating in the evaluation, while at the same time not compromising the integrity of the exercise.

25. The evaluation is also expected to adhere with pilot 'Evaluation Quality Assurance' (EQA) guidance, which clarifies the quality requirements expected for UNHCR evaluation processes and products.

26. The Evaluation Manager will share and provide an orientation to the EQA at the start of the evaluation. Adherence to the EQA will be overseen by the Evaluation Manager with support from the UNHCR Evaluation Service as needed.

5. Organisation, Management and Conduct of the Evaluation

27. UNHCR's Evaluation Service will serve as the Evaluation Manager. They will be responsible for: (i) managing the day to day aspects of the evaluation process; (ii) acting as the main interlocutor with the evaluation team; (iii) providing the evaluators with required secondary data and facilitating communication with the Country Office; (iv) reviewing the interim deliverables and final reports to ensure quality – with the support of UNHCR Country Office and Regional Bureaux at the headquarters in Geneva.

28. The evaluation will also receive guidance from UNHCR thematic experts and programme staff familiar with the local context, strategy, and/or technical areas. They will advise on practical issues associated with the evaluation, and may comment on draft deliverables. This includes advising on refining the scope,

¹¹ See for example: Cosgrave and Buchanan-Smith (2017) [Guide de l'Evaluation de l'Action Humanitaire](#) (London: ALNAP) and Beck, T. (2006) [Evaluating Humanitarian Action using the OECD-DAC Criteria](#) (London: ALNAP)

questions or methodology during the inception phase, validating emerging findings and conclusions, reviewing the draft evaluation report and commenting on the feasibility of the resulting recommendations.

29. At the minimum, the Evaluation Team will comprise a senior team leader for quality assurance purposes, and one or two team members. The team is expected to produce written products of high standards, informed by evidence and triangulated data and analysis, copy-edited, and free from errors. The Evaluation Team will be recruited externally.

30. The working language for this evaluation and its deliverables is English¹², however the consultant will be expected to speak French, particularly during data collection, and while in-country.

Expected Deliverables and Evaluation Timeline

31. The evaluation will be implemented between March and August 2019. The evaluation will be managed following the deliverable schedule in table 1 below, and will produce the following key deliverables:

- **Inception report (May-June 2019)** - including refined KEQs, methodology, work plan, evaluation matrix, and data collection toolkit – questionnaires, data collection guides, method of analysis
- **Presentation of preliminary findings (June 2019)** - including stakeholder workshop in Morocco to validate findings and receive feedback
- **1st draft report (July 2019)** – Including feedback from stakeholder workshop, and submitted for review and feedback from UNHCR staff)
- **Final evaluation report (August 2019)** - including feedback from 1st draft & recommendations (30-40 pages excluding annexes)¹³, as well as Executive summary.

Table 1: Indicative Deliverable and Activity Schedule

Activity	Deliverables and payment schedule	Indicative timeline
Evaluation ToR finalised and call for proposals issued	ToR and call for Expression of Interest	February 2019
Selection process (bids evaluated, tender awarded)	Contract signed	March 2019
Inception phase including: - Initial desk review and key informant interviews - Finalisation of the interview questions, work plan, and accompanying methodology. - EQA review on the draft Inception Report - Circulation for comments and finalisation	Final inception report – including methodology, refined evaluation questions (as needed) and evaluation matrix, work plan, and data collection toolkit. Payment 20%	April/May 2019
Data collection and presentation of preliminary findings including: - Stakeholder feedback on preliminary findings and conclusions	Presentation of preliminary findings and conclusions at stakeholder workshop in-country and/or presentation at UNHCR HQ ¹⁴ Payment 30%	June 2019
Reporting phase including: - Stakeholder feedback and validation of evaluation findings, conclusions and proposed recommendations.	Draft report and recommendations (for circulation and comments) Payment 30%	July 2019
EQA review of draft report, circulation for comments	Consolidated comments	August 2019
Finalisation of Evaluation Report and executive summary.	Final Evaluation Report (including recommendations and executive summary) Payment 20%	August 2019

¹² The working language in Morocco is French, however the consultant will be expected to hand-in deliverables in English. These will be translated internally at UNHCR prior to publication.

¹³ The evaluation ToR, final report with annexes, and formal management response will be made public and posted on the evaluation section of the [UNHCR website](#). All other evaluation products (e.g. Inception Report) will be kept internal.

¹⁴ An in-country stakeholder workshop for dissemination of preliminary results is expected, as this presents an important opportunity for triangulation, validation, and feedback. The feasibility for a presentation at HQ is to be discussed, and may be conducted through video conferencing if travel is not possible.

6. Evaluation Team Qualifications

32. Functional requirements for individual consultants comprising two or more team members are outlined below. Consultants should be able and willing to travel to Morocco and Geneva and be able to work in English and French. Further qualifications are specified below:

Evaluation Team Leader

- A post-graduate University degree (preferred), a Master's degree (required) in social science, development studies, or economics plus a minimum of 10 years of relevant professional experience in humanitarian response settings and/or development interventions.
- Minimum of 5 years of evaluation experience with demonstrated ability in mixed research methodologies, and an excellent understanding of humanitarian/development country operations.
- Proven experience in successfully leading an evaluation team and managing fieldwork in complex environments.
- Technical expertise in refugee assistance, basic-needs, and protection work. With an emphasis on durable solutions and local integration, including relevant analytical frameworks and programming approaches and standards, particularly where this concerns employability, cash-based interventions, health-care, and education services.
- Proven track record in leading (preferable) or participating as a senior team member in previous large scale evaluations, preferably country portfolio evaluations, commissioned by a large development, donor, or humanitarian agency.
- Experience in evaluation in humanitarian or development settings preferred.
- Institutional knowledge of UNHCR's mandate and modus operandi.
- In-depth knowledge of and proven experience with various data collection and analytical methods and techniques used in evaluation and operational research.
- Experience in generating useful and action-oriented recommendations to management and programming staff.
- Experience working in Morocco (advantage)

Evaluation Team Member

- Master's degree (in the areas of social sciences, development studies, international relations, or economics) plus a minimum of 5 years of relevant professional experience, or a post-graduate degree with at least 3 years of relevant experience to humanitarian and/or development settings.
- Proven experience in project management, supporting quantitative and qualitative data collection and analysis for evaluation purposes (preferable) or studies and operational research around outcomes mapping, vulnerability/risk mapping, and protection and livelihoods issues.
- Good knowledge of humanitarian response programming and durable solutions, relevant analytical frameworks and programming approaches and standards.
- In depth knowledge with various data collection and analytical methods and techniques used in evaluation and operational research.
- Proven expertise in facilitating participatory workshops involving different groups and participants.
- Technical expertise in relevant sectoral areas including Employment, Entrepreneurship, Job placement, microfinance.
- Excellent communication and presentation skills.
- Experience working in Morocco (advantage)

7. Guidelines for Submitting Proposals

33. Individuals can submit applications for either position or jointly as a team (the Team Leader and Team Member(s) together). Even in case of joint applications, the contracting modality will be individual contracting.
34. In the application, the candidates must specify if they are applying as the Team Leader or Team Member; and in case of joint applications the Team Leader and Team Member roles must be clearly specified.
35. Interested applicants are also required to submit a motivation letter (maximum 2 pages), which includes:
 - Details of how they meet the 'Essential Skills and Experience' outlined in the TOR, including description of past professional experience and evidence of their capacity to lead this evaluation synthesis;
 - A summary of the envisioned approach to the evaluation.
36. Interested applicants should submit two copies of their CVs: one in P11 format, and one in a personalised format of their choice.
37. Interested applicants should submit a recent sample of relevant work, publications, or research with regards to evaluations, assessments, preferably in the context of refugee response, asylum seekers, displaced populations, migration, and/or other related topics
38. Interested applicants should submit contact details for three references.

8. Selection and Contracting

39. Proposals will be assessed by a review panel on the quality and relevance of consultant qualifications. Short-listed applicants may be requested to participate in a telephone interview, or supply additional references and/or samples of work.
40. Following agreement on fees and charges, the independent consultants will enter into a standard contract with the Evaluation Service stipulating terms and conditions regarding payment and travel.
41. The consultancy is expected to be completed within **6-months** from the date of signing the contract. UNHCR will pay an agreed lump-sum amount according to the deliverable schedule indicated in table 1.

9. How to Apply

42. Interested applicants should specify their last name and first name in the subject of their email, followed by the title of the evaluation "**Last Name, first Name – Morocco Country portfolio evaluation**". Applications should be submitted to hgevaser@unhcr.org. Deadline for the submission is **10 March 2019 (midnight CET)**. Only complete applications will be considered. Due to the amount of applications, only shortlisted candidates will be contacted.