

**TITLE: Final Evaluation for the success of CONTRIBUTE TO THE ECONOMIC RECOVERY OF IRAQ THROUGH EMPLOYMENT  
CREATION AND REVITALISATION OF LOCAL ECONOMIES – PHASE IV**

Commissioned by: IOM IRAQ COUNTRY OFFICE

July 2025

IOM Iraq

## 1. Introduction

### 1.1. Evaluation Context

IOM works on migration and development, facilitating migration, regulating migration and solutions for forced migration. IOM activities that cut across these areas include the promotion of international migration law, policy debate and guidance, protection of migrants' rights, migration health and the gender dimension of migration.

Iraq continues to face complex political, environmental, and socio-economic challenges that directly affect the effectiveness and sustainability of recovery efforts in conflict-affected areas. The country remains politically fragile following the defeat of the Islamic State of Iraq and the Levant (ISIL), grappling with governance challenges, political fragmentation, and tensions between federal and regional authorities. These factors contribute to inconsistent policy implementation, limited institutional capacity, and delays in economic reforms, all of which hamper efforts to rebuild communities and establish sustainable livelihoods.

From an environmental standpoint, Iraq is highly vulnerable to the impacts of climate change, including increasing desertification, water scarcity, and extreme weather events. These challenges severely affect agriculture and rural employment. Additionally, the environmental legacy of years of conflict — including damaged infrastructure and contaminated lands — further restricts economic opportunities and slows the pace of recovery.

Socio-economically, Iraq continues to struggle with high unemployment rates, particularly among youth and women. The private sector remains underdeveloped, characterized by limited access to financial resources and heavy dependence on oil revenues. Despite some progress in economic recovery, internally displaced persons (IDPs), returnees, and host communities still face significant barriers to securing stable employment, accessing basic services, and rebuilding sustainable livelihoods. Women, in particular, confront deep-rooted structural barriers to labor market participation, driven by restrictive social norms, limited access to capital, and inadequate support systems, which further constrain inclusive economic growth.

Displacement remains a persistent challenge, with approximately 973,000 Iraqis still displaced in various settings, including camps and informal settlements. The barriers to durable solutions are multifaceted, including destroyed or inadequate housing, ongoing security concerns, lack of basic services, and scarce employment opportunities. Returnees also face numerous obstacles that hinder successful reintegration, with limited access to livelihoods being a major constraint. This not only undermines their ability to meet basic needs but also weakens social cohesion within communities. Collectively, these challenges threaten the stability of return and reintegration efforts across Iraq.

### Summary of the project:

Donor	Project Title	Start date	End date	Total Budget
Germany - KfW – Frankfurt am Main	Contribute to the economic recovery of Iraq through employment creation and revitalisation of local economics- Phase IV	08-Dec-2021	07-Dec-2025	29,702,970.00 Euro

The project aimed to contribute to the economic recovery of Iraq through employment creation and the revitalization of local economies, with a particular focus on supporting internally displaced persons (IDPs), returnees, and host communities. Implemented over 48 months across nine governorates, the project built upon the achievements of previous phases by delivering a combination of short-term and long-term livelihood interventions. This included the provision of individual livelihoods assistance to 2,920 beneficiaries by means of vocational trainings (VT), on-the-job trainings (OJT), and assistance in beginning or expanding micro-enterprises, support to 425 small and medium enterprises (SMEs) through the Enterprise Development Fund (EDF), the creation or improvement of 2,000 jobs, cash-for-work opportunities for 1,625 vulnerable individuals, and the rehabilitation of 21 market-related infrastructures. The project worked closely with government entities, local partners, and private sector actors to enhance employability, stimulate business growth, and improve community resilience. Through these interventions, the project sought to address key barriers to economic recovery, promote durable solutions for displacement-affected populations, and contribute to strengthening value chains within targeted communities.

***Objective: Contribute to the economic recovery of Iraq through employment creation and revitalisation of local economies***

- **Outcome 1: Improve access in targeted communities to short- and long-term employment and income-generation opportunities through livelihoods assistance.**
  - Output 1.1: Communities are identified in a conflict-sensitive manner and engaged in the prioritisation of community needs.
  - Output 1.2: Individuals receive short-term livelihoods assistance through Cash-for-Work.
  - Output 1.3: Community members have increased income generation capacity through individual livelihoods assistance (ILA)
- **Outcome 2: Contribute to enabling environment for economic revitalization through rehabilitation of relevant damaged infrastructure in targeted communities.**
  - Output 2.1: Community-based infrastructure connected to the business environment is rehabilitated.
- **Outcome 3: Support and strengthen Private Sector Enterprise (PSE) in Iraq to enable their successful expansion of operations, creation of employment opportunities, and improved access to financial services.**
  - Output 3.1: Value chains are strengthened and job creation is supported through Enterprise Development Fund (EDF) grants for SMEs.
  - Output 3.2: SMEs have access to resources for business expansion and job creation through Enterprise Development Fund (EDF) capacity-building services

## 1.2. EVALUATION PURPOSE AND OBJECTIVE

The purpose of the evaluations is to evaluate the results that have been brought to the project targets due to the implementation of the project and compare the achievements with the desired results initially articulated in the Programme's results framework. The evaluation will also identify lessons learned and suggest plausible recommendations that will inform future programme design in similar thematic areas. The intended users of the evaluation will be the donor, programme staff, IOM Iraq Mission, and partners. The external evaluation will be conducted over a three-month period from the signing of the agreement.

The specific objectives of the evaluation are outlined as follows.

- Evaluate the overall achievements and results of the project in contributing to economic recovery and the revitalization of local economies in targeted areas of Iraq, with a particular focus on the extent to which the project increased access to short- and long-term employment and income-generating opportunities for internally displaced persons, returnees, and host community members.
- To what extent has the intervention strengthened value chain linkages (e.g., vocational training (VT), on-the-job training (OJT), rehabilitation of economic- and market-related infrastructures, and financial assistance in beginning or expanding micro-enterprises), and what are the key factors enabling or hindering these improvements?
- Assess the extent to which cross-cutting themes, such as gender equality, protection, inclusion of persons with disabilities, environmental sustainability, and accountability to affected populations were mainstreamed across project activities, and identify key results and remaining gaps.
- Document lessons learned, best practices, and operational challenges encountered during implementation, especially in relation to targeting, coordination with government and private sector stakeholders, and promoting sustainability and scalability of interventions.
- Provide actionable recommendations for IOM, donors, government partners, and other stakeholders to inform the design and implementation of future economic recovery and durable solutions programming in Iraq.

## 1.3. Evaluation Scope

The primary geographical focus of the final evaluation will cover nine governorates where the activities have been implemented, namely Baghdad, Ninewa, Kirkuk, Diyala, Salah al-Din, Anbar, Dohuk, Erbil, and Sulaymaniyah. The evaluation will cover the entire project implementation period, from 08 December 2021 to 07 December 2025. In terms of content, the final evaluation will focus on assessing the project's overall objective and its three main outcomes related to improving access to sustainable livelihoods and enhancing the enabling environment for economic revitalization in targeted communities, as well as relevant cross-cutting themes such as gender equality, protection, inclusion of persons with disabilities, environmental sustainability, and accountability to affected populations

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#### 1.4. EVALUATION CRITERIA

Project's performance should be evaluated against the OECD/DAC evaluation criteria of relevance, coherence, effectiveness, efficiency, impact and sustainability. In addition, this evaluation will consider cross-cutting issues on gender, disability inclusion and the environmental sustainability and accountability to the affected population. In total, the evaluation criteria form the basis and guidance for the evaluation suggested questions as presented below.

#### 1.5. EVALUATION GUIDING QUESTIONS

##### Relevance

- a) To what extent does the project align with the needs, priorities and policies of the target population, local authorities, and other stakeholders?
- b) What additional needs or gaps have been identified during the course of the project that are linked to core project goals, in particular MSME's investment readiness and access to finance, promotion of the entrepreneurship ecosystem in Iraq, and related knowledge management? What are the key opportunities and recommendations for future programming?
- c) Are the project's interventions adaptable to changes in the context, and how have they adjusted to these changes through the project cycle management?
- d) Were the outputs / outcomes of the project consistent with the overall objective of the project and were critical, balanced and appropriate ?

##### Coherence

- e) How compatible is the intervention with other interventions in a country, sector or institution?

- f) To what extent the programme is coherent with donor and the local gov't policy towards economic recovery and resilience of conflict-affected people in Iraq?
- g) To what extent is the project aligned with IOM's regional strategies for the MENA region and country-level strategies in the targeted areas?
- h) How well does the project align with global policy frameworks such as the Global Compact for Migration (GCM) and the Sustainable Development Goals (SDGs)?

**Effectiveness**

- i) To what extent were the project's objective and outcome-level indicators achieved, as per the results framework, and what internal or external challenges hindered progress toward these expected results?
- j) How effective was the integration of MHPSS referrals in supporting beneficiaries' ability to participate in and sustain livelihood activities, particularly for those facing psychosocial barriers?
- k) How did internal project management structures, staffing, coordination mechanisms, and resource availability impact implementation?
- l) What role did partnerships with government entities, private sector actors, and other stakeholders play in facilitating or constraining implementation?

**Efficiency**

- m) Were the project activities and output delivered on time?
- n) How efficiently were the resources used to achieve the intended results in line with the implementation context?

**Impact**

- o) What were the broader effects of the project on individuals, institutions, community groups, gender, and age groups?
- p) What were the unintended positive/negative results at the macro (sector) and micro (household) levels?
- q) What were the broader effects of addressing psychosocial wellbeing through MHPSS referrals on the economic stability, resilience, and social reintegration of beneficiaries?

**Sustainability**

- r) Are structures, resources, and processes in place to ensure that benefits generated by the project continue once external support ceases?
- s) To what extent were relevant target groups Taking ownership of the project?
- t) How far was the project embedded in institutional structures that are likely to survive beyond the life of the project?

**Cross-cutting issues**

- q. To what extent does the project incorporate a gender-responsive approach, promoting gender equality and addressing the specific needs and experiences of both women and men throughout its design, implementation, and outcomes?
- r. How effectively does the project integrate and address the needs of individuals with disabilities, ensuring their meaningful participation, equal access to services, and overall inclusion in all project activities and outcomes?
- s. What actual or expectable positive and negative effects are foreseeable on the environment?
- t. Were relevant and timely information provided to beneficiaries about the programme objectives, time-frame, how to participate in the decision-making process, and how to provide feedback and raise concerns? Did

beneficiaries raise concerns related to possible violations of rights? Was there a functional feedback and complaint response mechanism in place?

## 2. EVALUATION METHODOLOGY

The selected firm will be responsible for designing a strong methodological framework and leading the evaluation process. The consultancy firm is expected to employ a summative programme evaluation approach with both quantitative and qualitative methods to answer both the outcome indicators and evaluation questions. The quantitative method will employ a descriptive household survey while the qualitative method will employ a participatory community consultation with thematic content analysis methods. The qualitative study (community consultation) should represent the views of all target groups. The methodologies utilized must emphasize inclusivity, ensuring representation of all relevant stakeholders, while aligning effectively with the project's objectives and scope. The outlined project components and targets in the evaluation scope section should guide the sampling strategy and the determination of appropriate sample sizes for each evaluation tool.

To ensure a comprehensive and contextually appropriate evaluation, the process should focus on engaging a diverse range of stakeholders involved in the implementation and impact of the project. This includes government counterparts such as the Ministry of Labour and Social Affairs (MoLSA), Ministry of Migration and Displacement (MoMD), Ministry of Planning (MoP), KRG's Ministry of Interior and Joint Crisis Coordination Centre (JCC), as well as provincial and local authorities. In addition, the evaluation should engage private sector actors, chambers of commerce, civil society organizations (CSOs), community representatives, SMEs supported through the Enterprise Development Fund (EDF), and individual livelihoods and cash-for-work beneficiaries. Engagement with relevant UN partners and other actors involved in economic recovery and durable solutions will also be essential to capture the broader impact and coordination dynamics of the project.

The methodology will include Key Informant Interviews (KIIs) with project staff, government authorities, local partners, private sector actors, community leaders, and international partners. Additionally, Focus Group Discussions (FGDs) and semi-structured interviews will be conducted with selected project beneficiaries, including individuals who received livelihoods assistance, cash-for-work, and EDF support, as well as members of the wider host communities. These consultations will assess the project's responsiveness to the needs, priorities, and expectations of the target populations, with particular attention to economic recovery, employment opportunities, and barriers to sustainable livelihoods.

Technical support and oversight will be provided by the IOM Iraq MEAL team and the Evaluation Reference Group (ERG), with additional consultation from the PMR Officer at IOM's Regional Office in Cairo as needed. Evaluation findings will contribute to organizational learning, accountability, and the design of future transitional justice and resilience-building interventions in Iraq.

To enhance access, context sensitivity, and local engagement, the evaluation team is encouraged to collaborate with qualified local consultants or field researchers based in Iraq. Data collection will be conducted through in-person interviews and direct engagements.

## 3. ETHICS, NORMS AND STANDARDS FOR EVALUATION

The evaluation process must adhere to IOM's Data Protection Principles, Code of Conduct, the "Do No Harm" principle, and the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluations. Special care will be taken to ensure that the evaluation applies conflict-sensitive, protection-sensitive, and inclusive approaches, particularly when engaging with vulnerable groups such as internally displaced persons (IDPs), returnees, and persons with disabilities. The process

will prioritize the safety, dignity, confidentiality, and voluntary participation of all respondents, ensuring that the evaluation does not cause harm or exacerbate existing vulnerabilities.

## Summary of the Evaluation Methodology and Data Collection Tools

Table 01: Evaluation Methodology and Data Collection Tools

Method	Tasks	Tools required	Products
Desk study	Review project reports, mid-term evaluation, assessments, selection criteria, work plans and other documents.	Evaluation rubric <sup>1</sup>	<ul style="list-style-type: none"> <li>• Implementation strategies identification.</li> <li>• Identification of progress and challenges</li> <li>• Key project components implemented, and result achieved</li> </ul>
Key Informant Interviews	The evaluation will involve conducting Key Informant Interviews with a range of stakeholders, including IOM programme staff, representatives from MoLSA, MoMD, MoP, the KRG JCC, provincial and local authorities, private sector actors, chambers of commerce, civil society partners, community leaders, and UN agencies involved in livelihoods and durable solutions programming. A minimum of 30 KIIs will be conducted across the project locations.	Key informant interview guide	<ul style="list-style-type: none"> <li>• Qualitative data on project processes and performance about target results</li> <li>• Insight on the view of problems and recommended solutions.</li> <li>• Different perspectives on issues</li> </ul>
On-site observation	Conduct field visits, observation of project activities and sites. Sample size is identified under the Beneficiary Interviews and surveys	Observation Checklist	Qualitative data/cues about Project contexts/challenges as well as risks
Focus group discussion	Focus Group Discussions (FGDs) will be conducted to explore beneficiary and community stakeholder perceptions on the project's engagement processes, implementation, and responsiveness to their needs and expectations. FGDs will collect in-depth qualitative information on participants' experiences with livelihoods support, cash-for-work, enterprise development, and the rehabilitation of community infrastructure. Participants will include ILA beneficiaries, CfW participants, EDF-supported business owners, and host community members. Approximately 12 to 15 FGDs will be conducted across project locations, ensuring participation is gender- and age-sensitive and inclusive of vulnerable groups such as women, youth, and persons with disabilities.	Focus group discussion guide	An in-depth qualitative information

<sup>1</sup> Evaluative rubric is a qualitative data assessment tool which involves articulating things that matter in the initiative being evaluated in line with the performance quality standard in project activities, their delivery strategies and resultant products or services predefined according to the evaluation purpose. See also: [http://carla.umn.edu/assessment/vac/improvement/p\\_4.html](http://carla.umn.edu/assessment/vac/improvement/p_4.html).



Method	Tasks	Tools required	Products
Household Survey	Surveys will be conducted with direct project beneficiaries, including recipients of Individual Livelihood Assistance (ILA), Cash-for-Work (CfW), and Enterprise Development Fund (EDF) support, to assess their satisfaction with the services received, perceived improvements in livelihoods, and overall perceptions of the project's relevance, effectiveness, and responsiveness to their needs. A statistically representative sample will be selected using a 95% confidence level, 50% population proportion, a 5% margin of error, with a 1.5 design effect and a 5% non-response rate. <u>Approximately 605 surveys will be conducted with direct beneficiaries across the nine governorates targeted by the project.</u>	Structured questionnaire	Quantitative information

#### 4. EVALUATION DELIVERABLES

The evaluator is expected produce:

- (1) Inception report as per the IOM template including a detailed workplan, data collection plan, data collection tools and/materials/templates.
- (2) Sharing all the data collected from the different sources in a clean, well-formatted standard.
- (3) Briefing and debriefing meetings on the evaluation results in addition to the routine meetings and discussions with IOM.
- (4) A first draft final evaluation report (strictly based on IOM template, incorporating comments and technical inputs from the IOM reference group) along with datasets from data collected in a clean, well-formatted standard. with a two-pager summary evaluation brief, and a management response matrix (MRM) as per (IOM template followed.
- (5) A final meeting with IOM Team to present the key findings.) as per (IOM template followed
- (6) Updates Results Framework that clearly shows the status/value of Project indicators visa-vis the targets.

#### 5. SPECIFICATIONS OF ROLES

The Evaluator(s) or Evaluation Team will be responsible for leading the evaluation process, including designing the methodology, developing the inception report, and conducting data collection and analysis in line with the agreed approach. They will ensure strict adherence to ethical and quality standards, particularly IOM's Data Protection Principles and the UNEG Norms and Standards for Evaluation. The team will deliver all required outputs such as the inception report, draft and final evaluation reports, and presentations and actively participate in meetings with IOM and relevant stakeholders. All reporting must strictly adhere to IOM's official reporting templates and formats. Regular communication and coordination with IOM focal points will be maintained throughout the evaluation to ensure alignment and responsiveness.

The Evaluation Manager, will oversee the entire evaluation process on behalf of IOM, ensuring that all activities align with organizational procedures and quality expectations. The Evaluation Manager will manage the recruitment and contracting of the evaluator(s), and serve as the primary liaison between the evaluators, and program teams, They will facilitate access to necessary project documents, coordinate the internal review of key deliverables such as the inception and final reports, and ensure the implementation of quality assurance mechanisms at all critical stages of the evaluation.



## 6. EVALUATION PROPOSED WORKPLAN

Table 02: The Evaluation proposed work plan

Activity	Responsible	Estimated Timeframes	Data Analysis	Aug 2025	Sep 2025	Oct 2025	Nov 2025
Kick-off meeting	IOM	To be completed by 17th Aug 2025	Remote	X			
Desk review of project documents, partners documents, reports, and others	Evaluation firm	Starting from Aug 17 <sup>th</sup>	Remote	X			
Inception process: Development/submission of inception report/work plan and data collection tools	Evaluation firm & (IOM for Review)	1 <sup>st</sup> version of inception report is sent to IOM on 28 <sup>th</sup> August.	Remote	X			
Inception report review	IOM (Co &Ro)	31 <sup>st</sup> August to 07 <sup>th</sup> September	Remote	X	X		
Inception report finalized incorporating IOM feedback, and final inception report package inclusive of data collection plans shared with IOM	Evaluation firm	14 <sup>th</sup> September	Remote		X		
Data collection tools translation and training of enumerators	Evaluation firm	September 14 <sup>th</sup> -16 <sup>th</sup>	Iraq- on-site		X		
Fieldwork – data collection	Evaluation firm	16 <sup>th</sup> of September- to 1 <sup>st</sup> October	Iraq – on site.		X	X	
Submission of the first draft evaluation report together with the Management Response Matrix and a two-pager evaluation brief	Evaluation firm	First complete draft of the report to be shared on October 12 <sup>th</sup>	Remote				
Initial review of the first draft by IOM MEAL	IOM MEAL	October 13 <sup>nd</sup> – to October 15 <sup>th</sup>	Remote				
Reflection of MEAL's initial feedback if needed	Evaluation firm	October 16 <sup>th</sup>	Remote				
IOM program team, and RO MEAL review.	IOM	October 19 <sup>th</sup> to October 28 <sup>th</sup>					

Activity	Responsible	Estimated Timeframes	Data Analysis	Aug 2025	Sep 2025	Oct 2025	Nov 2025
Meeting to present the main evaluation findings to IOM	Evaluation firm	October 27 <sup>th</sup>	Remote				
Submission of the final evaluation report with the MRM and a two-pager evaluation brief	Evaluation firm	Final report package shared with IOM on <b>November 4<sup>th</sup> COB Iraq time</b>	Remote				X

## 7. Terms of Payment

The payment terms shall be issued per the terms and conditions of the Purchase Order (PO) based on the disbursement schedule below;

- Satisfactory inception report submission inclusive of data collection tools and plans – 30%
- Submission of first draft of the evaluation report package (evaluation brief, MRM tool) together with raw data – 30%
- Satisfactory final report with relevant annexes – 40%

The final payment shall be issued not less than 30 days upon (1) the completion of the work, (2) receipt of the final original invoice and (3) receipt of the final evaluation report and summary of the evaluation brief following the incorporation of feedback from the IOM ERG and RO.

## 8. REQUIREMENTS

An international consultancy firm with valid registrations, and it is expected to have legal registration paperwork in Iraq, and formal access to the locations of the programme implementation. Applicants should submit the following documents separately and sealed.

Expression of interest: a cover letter with a maximum of one page introducing the consulting firm with an expression of interest to carry out the work as described in this ToR.

**Financial Proposal:** The financial proposal should include details of the evaluation cost breakdown per evaluation activities and should be submitted sealed. The financial proposal will be evaluated out of 30% and opened on successful technical evaluation result above 50%.

**Technical proposal:** This should include, but not limited to, understanding of the ToR with critical reflection on the consultancy assignment, methods (with extremely strong emphasis, should be detailed with clear presentation), tentative work plan, proposed team qualification and experience, others. The technical proposal will be evaluated out of 70%. Note that once the consultancy firm or consultant has been selected to undertake the study, IOM Iraq will not accept changes on the team composition.

The selected firm/ consultant is expected to possess the following minimum qualifications as follows:

## 9. Selection Criteria

Table 03: Rating Criteria

No	Rating Criteria	Result
1.1	It is clear from the application that the TOR and tasks are clearly understood by the applicant	Pass/Fail
2.1	Has done at least three similar consulting work (programme and project evaluations) with UN agencies or INGOs	Pass/Fail
2.2	Has expertise /excellence/ on Economic Growth & Market Systems Development thematic areas-such as SMEs, Livelihoods, and related areas.	Pass/Fail
3.1	Lead Evaluator/Team leader's or consultancy firm's experience in similar consultancy work/programme evaluation	Pass/Fail
3.2	CVs of Evaluation team submitted, and team has necessary skills, competencies and experience to conduct the evaluation	Pass/Fail
5.1	Proposed methods to conduct the programme evaluation	Pass/Fail
5.2	Proposed data collection methods and tools	Pass/Fail
6.1	Presents clear logical work plan that shows how proposed activities of the consultancy will meet the consultancy objectives	Pass/Fail

## 10. How to Apply

The interested firm/ consultant is expected to submit a technical proposal with a detailed evaluation methodology, indicative work plan, and the overall approach to the evaluation and an all-inclusive budget proposal no later than **July 24<sup>th</sup> 2025**. The submission of proposals (technical and financial) and/or related questions is expected to be directed via procurement email to: [iraqtenders@iom.int](mailto:iraqtenders@iom.int)

The submission is expected to include the following:

- Company/ Consultant profile including a history of similar projects;
- A cover letter;
- Financial proposal
- Technical
- CV and biographies of independent consultant/consulting firm and key assessment team members;
- References for each evaluation team member or the firm;
- An example of a recent evaluation report.

**Important Note:** When evaluating the competing applicants, IOM will consider the written qualifications/capability, financial offer, the information provided by the applicants, and any other information obtained by IOM through its research.

IOM reserves the right to change the calendar of events or revise any parts of the requirements of the evaluation at any time.