



Call for External Consultant for EPIC-UP Project

Project Duration: 3 years

Role: Monitoring and Evaluation (M&E) Consultant

1. About EPIC-UP project

The EPIC-UP project aims to enhance migrant integration through a collaborative, multi-actor approach by leveraging existing knowledge within its consortium. It will develop **local integration strategies** that are:

1. Tailored to diverse community needs through coordinated stakeholder intervention.
2. Resilient to global migration challenges via emergency mechanisms and alliances.
3. Scalable and replicable as good practices in other regions.
4. Inclusive of beneficiaries' input in expressing needs and designing solutions.

EPIC-UP will establish **Six Communities of Practice (CoPs)** in Bulgaria, Germany, Greece, Italy, Poland, and Spain to improve local integration services and policies. After identifying CoP needs, the project will create a **Taxonomy** and database of good practices to guide future interventions and facilitate peer learning. A **Capacity-Building** process, including training on civic engagement, will support CoPs in overcoming communication barriers and fostering inclusive participation.

CoPs will design and implement **Transfer and Adaptation Plans (TAP)** and Local Communication Strategies (LCS), refining them through mid-term reviews and knowledge-sharing activities. The project will test new solutions, ensuring they are adaptable to both normal and crisis scenarios and inclusive of vulnerable groups. EPIC-UP will ultimately present six new benchmarked practices with sustainable TAPs.

General objective:

The past decade has shown that reception and integration services often fail under pressure, and good practices have not been mainstreamed. Despite EU support, many national strategies do not reflect the local level's importance in integration. National strategies typically assign integration responsibilities to various stakeholders but often exclude civil society, researchers, and local authorities from the strategy development process. Migrants' political participation is notably weak, with most foreign citizens not involved in the democratic process.

The project aims to create a **model for designing and implementing effective local integration strategies through inclusive and participatory processes. It will establish six Communities of Practice (CoPs) in urban and rural environments across the EU to test and refine these strategies.**



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Key Target Groups include public authorities, policymakers, migrants, refugees, diaspora communities, and civil society organizations.

Consortium Management and Decision-Making:

As the **lead partner**, ALDA ensures smooth project implementation through operational, administrative, and financial management, quality assurance, and risk mitigation. Each work package has a designated Work Package Leader (WPL).

A **steering committee**, including representatives from each partner, meets every three to four months to make major decisions. An **executive committee**, comprising WP leaders, holds monthly video conferences to ensure participatory governance, consistent project execution, and timely identification of challenges and opportunities.

The **advisory board (AB)**, consisting of around 10 experts from the associate partners, will provide guidance, validate ideas, ensure synergies, and help navigate complex challenges. AB members will also act as project ambassadors, promoting the project and its results.

The project's **Expected Impact** will include:

1. Testing and evaluating the CoP methodology in six EU Member States.
2. Enhancing cooperation between public authorities and stakeholders, particularly migrant associations.
3. Developing and embedding six new integration services through the TAP.
4. Benchmarking and disseminating successful practices.
5. Strengthening partner capacities to promote multi-stakeholder engagement.
6. Empowering migrants and refugees to participate in public life.
7. Achieving a multiplier effect through training replication and dissemination events.
8. Providing policy recommendations to improve future migration policies.

Ultimately, the project will ensure migrants' voices are heard and their integration needs are met, fostering a more inclusive society.

2. Work Packages:

The EPIC-UP project has 6 WPs with several outcomes with strong potential for sustainability and exploitation by partners, CoPs, and stakeholders in the EU, including new migrant integration solutions, good practices, policy recommendations, and a civic engagement toolkit. To ensure exploitation and sustainability, the project has defined a DECO strategy, organized thematic webinars and policy labs, and planned an international event. Additionally, a multiplier effect will be achieved through a centralised ToT, ongoing social experimentation workshops, and a transfer and



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adaptation plan (TAP) for each tested service. These efforts aim to institutionalize the CoP model and mainstream successful practices.

Work Package 1: Project Management, Coordination, and Evaluation

WP1 ensures the successful completion of project objectives within budget, resources, time, and quality standards. It oversees project implementation, ensuring synergy between WPs, and handles administrative and financial management, technical coordination, internal communication, project planning, and progress evaluation. WP1 aims to avoid overlaps and ensure ethics, gender, and data requirements are met. It evaluates project impact using predefined indicators, applying corrective measures if needed.

Work Package 2: Conceptualising the Community of Practices on Integration

WP2 focuses on developing a framework for multi-actor Communities of Practice (CoP) to enhance migrant integration at local levels. It emphasizes the essential roles of local authorities, NGOs, and CSOs in delivering effective migration management practices, highlighting their complementary capabilities.

Work Package 3: Capacity Building

WP3 aims to transform abstract debates on migrant integration into tangible solutions by enhancing the collaboration skills of local authorities (LAs) and stakeholders. It focuses on guiding LAs to involve migrants in policy design and implementation inclusively. This involves hands-on peer-to-peer knowledge transfer to understand and adapt successful practices. Additionally, it will facilitate effective knowledge-sharing and peer mentoring through transnational and local sessions, including study visits, to benchmark urban and rural integration models.

Work Package 4: Community of Practice Experimentation

WP4 aims to apply social experimentation to test innovative responses to social needs on a small scale. This involves implementing accumulated knowledge from capacity building, training, and good practices analysis through local social experiments led by communities. Guided by a predefined TAP and using social innovation methodology, WP4 will develop and test new ideas for products, services, and models that meet social needs and foster collaboration among public, civil society, and private organizations.

Work Package 5: Future-proofing Migration Policies

WP5 focuses on structuring meaningful policy debates to address global issues impacting local migration policies. This will be achieved through policy labs that create recommendations on crucial topics such as emergency mechanisms in crises, urban-rural alliances for integration, and public debates sensitive to diverse realities. The



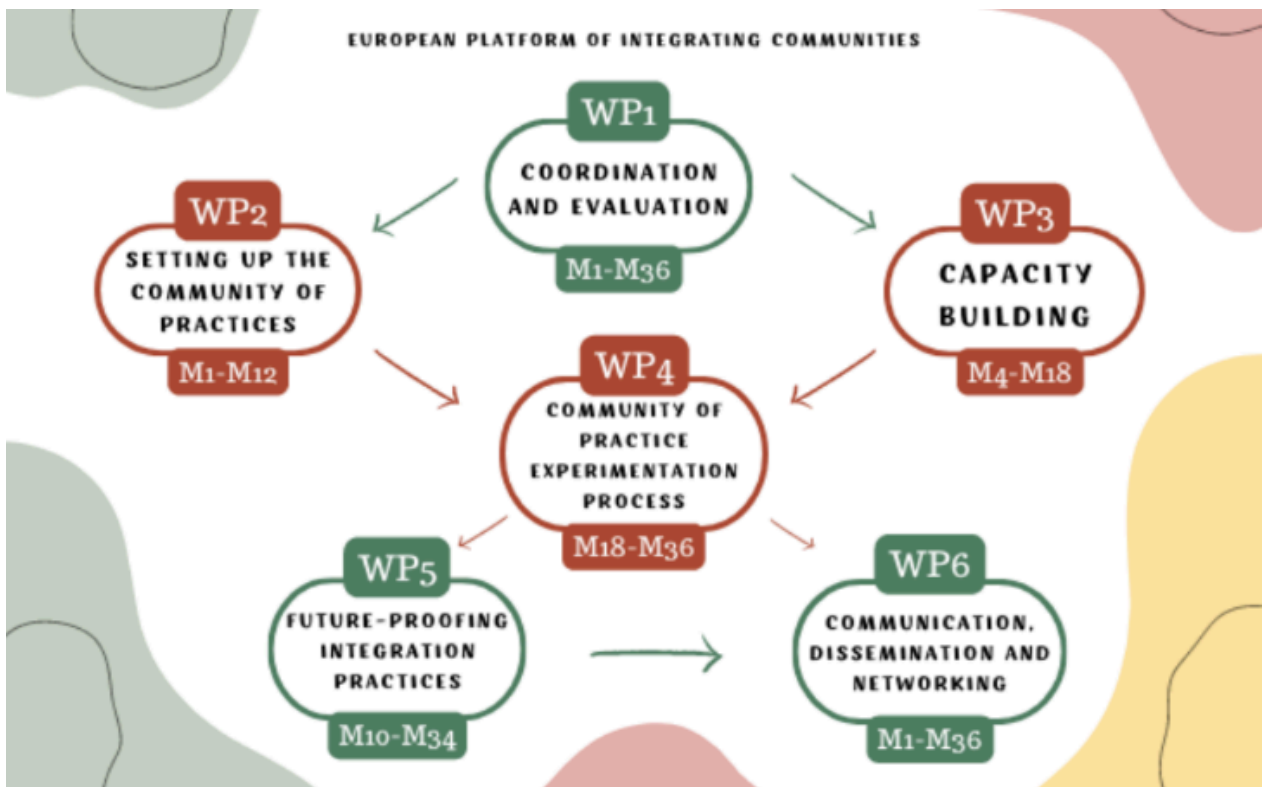
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labs aim to transform ad hoc responses into structural approaches and foster cohesive migration narratives and multilevel governance.

Work Package 6: Dissemination, Exploitation, Communication, and Outreach Activities

WP6 aims to ensure that the project's activities and results effectively reach target audiences at local, regional, national, and international levels. The goal is to disseminate lessons learned and outcomes to benefit other actors in migrant and refugee integration by replicating tested solutions and applying policy recommendations. An integrated DECO strategy will connect research, policy, and communication efforts, engaging stakeholders in CoPs, policy labs, and webinars. The strategy includes identifying platforms and channels, such as the European Website on Integration and the European Migration Forum, to amplify project results and support networking and knowledge exchange.



3. Specific objectives and Work Package tasks

Specific objective	Description	Main tasks
<p>SO1: Develop a multi-stakeholder methodology to improve collaboration among public authorities (PAs), NGOs, CSOs, and migrant associations for user-centered local integration strategies.</p> <ul style="list-style-type: none"> ● Indicators: Establish six Communities of Practice (CoPs) involving at least 30 participants each, host events, workshops, and capacity-building sessions, and create six Memoranda of Cooperation. ● Baseline: Existing cooperation is ad hoc and lacks a multi-stakeholder model. ● Target: Six new CoPs with balanced representation. 	<p>Monitor the action with the twofold objective:</p> <p>1) ensuring its quality, avoiding risks and fulfilling the needed ethics, gender and data requirements;</p> <p>2) evaluating the impact of the project activities against a set of indicators established at the beginning of the project implementation to assess the social impact of the action and to define and apply corrective measures, if needed, towards the achievement of the objectives against the KPIs.</p>	<p>T1.1 Project Management:</p> <ul style="list-style-type: none"> ● Create consortium agreements. ● Hold monthly WP leader meetings. ● Monitor budget and expenses. ● Develop annual work plans and ensure communication. ● Submit deliverables. <p>T1.2 Quality Assurance & Risk Management:</p> <ul style="list-style-type: none"> ● Implement risk management and problem-solving. ● Ensure data management and ethical compliance. ● Develop a gender mainstreaming plan. <p>T1.3 Monitoring & Evaluation:</p> <ul style="list-style-type: none"> ● Design and present evaluation methodology and KPIs at KoM. ● Finalize data collection framework. ● Submit final evaluation report.

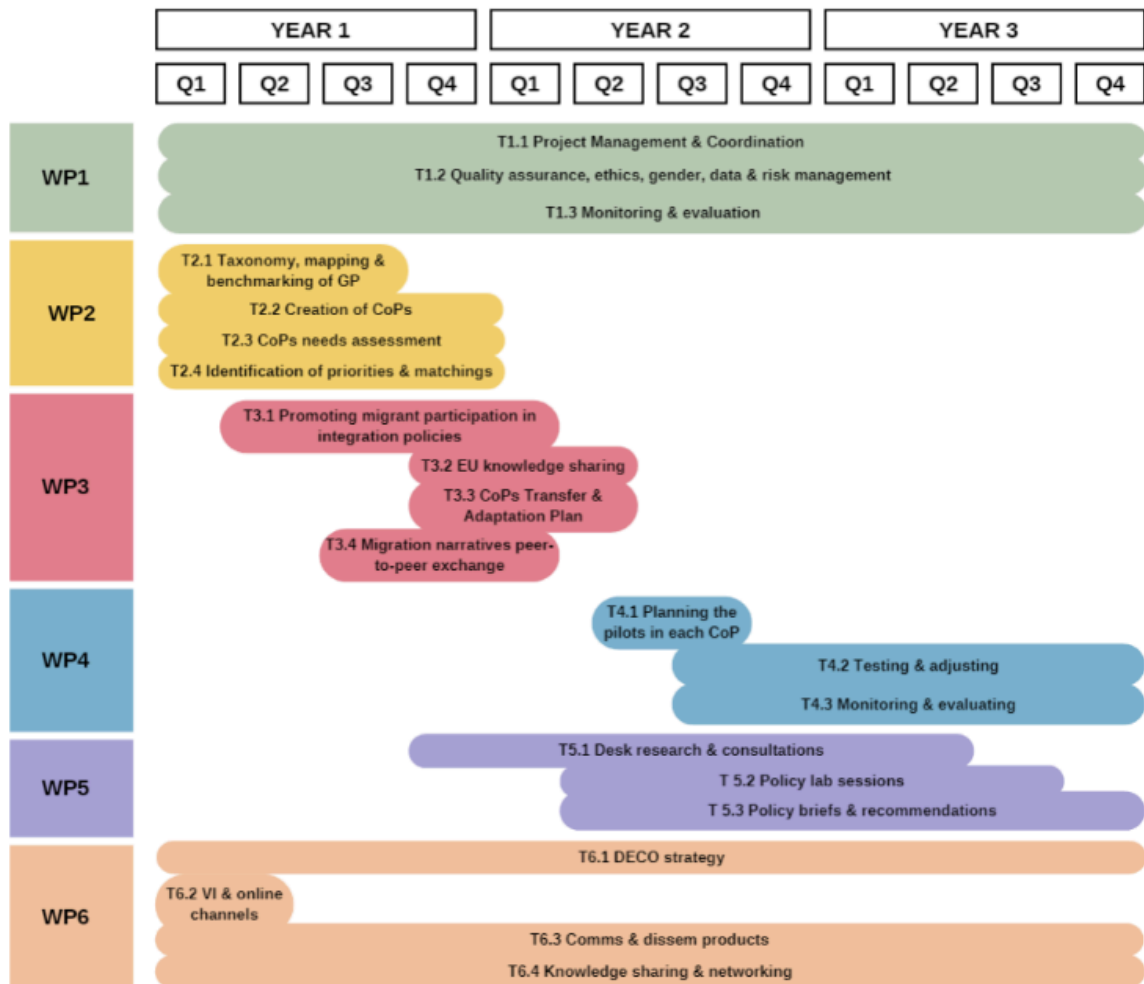


<p>SO2: Identify and benchmark existing integration good practices (GP) to scale or replicate them.</p> <ul style="list-style-type: none"> ● Indicators: Share at least six GPs, engage 12 external GPs in project activities, and conduct communication campaigns and webinars. ● Baseline: GPs exist but are not benchmarked or scaled. ● Target: At least two GPs per dimension benchmarked and 20 GPs included in the taxonomy. 	<p>WP2: Enable partners and local stakeholders to identify the community needs and assess the existing good practices, which have the potential to create effective responses to those needs.</p> <p>WP6: Good Practice Webinars: To capitalise on the work done of the taxonomy and analysis of existing good practice, engage practice holders with the CoPs participants and partners, explore more synergies and transfer of knowledge. Synergies with existing initiatives: Submission of policy briefs and good practices to other channels, website and repositories, participating in external events.</p>	<p>WP2: T2.1: Taxonomy, mapping, and benchmarking of good practice and integration T 2.2: Creation and start-up of the Communities of Practices (CoP) on integration</p> <p>WP6: T6.3: Communication and dissemination product creation T6.4: knowledge sharing and networking</p>
<p>SO3: Identify local needs and barriers, and support transnational knowledge exchange among CoPs through a mentor-mentee system.</p> <ul style="list-style-type: none"> ● Indicators: Hold six needs identification workshops and produce a report summarizing discussions. ● Baseline: Needs and priorities are not validated by all CoP actors. 	<p>Create a framework for setting up, at each urban and rural local level, a multi-actor Community of Practice (CoP) on migrants' integration.</p>	<p>T2.3: needs assessment at COP level</p> <p>T2.4: identification of priorities and mentor-mentee matching</p>

<ul style="list-style-type: none"> ● Target: Clear agreement on needs and priorities among CoP members. 		
<p>SO4: Strengthen partners' and CoPs' capabilities for effective participation and knowledge-sharing.</p> <ul style="list-style-type: none"> ● Indicators: Conduct Training of Trainers (ToT) sessions, peer learning exchanges, and migration narrative exchanges. ● Baseline: Zero. ● Target: 80 participants trained in civic engagement, 20 participants trained in communication campaigns, and over 90 people benefit from mentor-mentee knowledge. 	<p>1) Provide project partners, especially LAs, with the necessary tools to better understand and forge an enabling environment for the participation of migrants in the public life of the community. 2) Ensure effective knowledge-sharing and peer mentoring among the partners of the project.</p>	<p>T3.1: Promoting migrants' participation in integration policies</p> <p>T 3.2: EU Knowledge sharing Peer mentoring sessions and field visits</p> <p>T3.3: CoPs TAPs</p> <p>T3.4: Migration Narratives peer to peer exchange</p>
<p>SO5: Test, monitor, evaluate, and consolidate six new integration services through social experimentation.</p> <ul style="list-style-type: none"> ● Indicators: Hold multi-stakeholder workshops and present a final Transfer and Adaptation Plan (TAP). ● Baseline: Zero. 	<p>This experimentation process will be guided by the TAP predefined in the previous WP and will be based on a social innovation methodology whereby it relates to the development and implementation of new ideas regarding products, services, practices and models, which simultaneously meet social needs and create new social relations or collaborations.</p>	<p>T4.1: Planning the pilots in each CoP</p> <p>T4.2: Testing and adjusting</p> <p>T4.3: Monitoring and evaluating: * set of KPIs aligned with the M&E plan in WP1 for each pilot and finalized before the TAP design and other supported documents.</p>

<ul style="list-style-type: none"> ● Target: Six new services addressing CoP needs co-designed and tested. 		
<p>SO6: Conduct advocacy and networking activities to influence policy-making at various levels.</p> <ul style="list-style-type: none"> ● Indicators: Host policy labs, webinars, and a final conference with over 300 participants. ● Baseline: Zero. ● Target: Eight advocacy and networking activities. 	<p>Structure and enable meaningful policy debates to find understandings and recommendations on global issues that in turn, have a major impact on current and future local migration policies.</p>	<p>T5.1: Desk research and consultations</p> <p>T5.2: Policy lab sessions</p> <p>T5.3: Policy briefs and recommendations</p>
<p>SO7: Institutionalize gender mainstreaming in integration services and Monitor and evaluate the project to ensure quality and sustainability.</p> <ul style="list-style-type: none"> ● Indicators: Develop gender mainstreaming guidelines, ensure balanced gender representation, and analyze integration actions through a gender lens. ● Baseline: Zero. ● Target: Reflect gender mainstreaming in all good practices, activities, and communications. 	<p>The primary objective of this task is to embed gender mainstreaming within all integration services, ensuring that gender perspectives and considerations are consistently and effectively incorporated into policies, programs, and practices. This objective aims to promote gender equality and ensure that both women and men benefit equally from integration services.</p> <p>AEIDL, the WP6 Leader, will develop the DECO strategy to ensure participatory equity, transparency, use of right channels and engaged partners enabling the relevant capacity, knowledge and</p>	<p>T6.1: DECO Strategy</p> <p>T6.2: Visual identity</p> <p>WP1:</p> <p>Develop Gender Mainstreaming Guidelines</p> <p>Ensure Balanced Gender Representation</p> <p>Analyze Integration Actions Through a Gender Lens</p>

<p>Indicators: Develop an evaluation framework and report assessing impact through quantitative and qualitative analysis.</p> <ul style="list-style-type: none"> ● Baseline: Zero. ● Target: Meet a set of quantitative and qualitative indicators. 	<p>experience, together with the desired commitment to foster local strategies for the integration of migrants.</p>	
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4. Aim of the Monitoring and Evaluation Process

1. Ensure that project activities are implemented in accordance with defined goals and objectives.
2. Integrate gender mainstreaming throughout all project activities.
3. Anticipate challenges and obstacles, facilitating timely and accurate reporting to improve project outcomes.

Actors of the Monitoring and Evaluation Process

- Project Management Team: Responsible for overall project execution and alignment with project goals.
- Steering Committee: Provides strategic guidance and oversight, ensuring that the project stays on track.
- Local Communities and Stakeholders: Engage in the project activities and provide valuable feedback for continuous improvement.

5. Scope and Tasks

The project starting date (Month 1) is May the 1st 2024, and the scope of the M&E is categorized into 3 Phase. Here's the points to be addressed for the Tasks and deliverables that the consultant would contribute and support to finalize and the expected outcome for each phase:

Phase 1: Set up the M&E Component - (Month 1 “May 2024 - Month 7 November 2024”)

Participate in and support the development of:

D1.1 Quality Assurance, Ethics, Gender, Data and Risk Management Guidelines (M4 - August 2024)

User-friendly guidelines that will guide partners on how to take into account different ethics, gender and risk considerations when planning the project activities, including templates & checklists.

1. Outline risk management, anticipation, and problem-solving procedures.
2. Specify project data management and ethical requirements.
3. Develop a gender mainstreaming plan, ensuring gender-responsive assessments before designing any activity or planning outcomes.

D1.2 Project monitoring and evaluation framework (M6 - October 2024)

A document presenting the evaluation methodology of the project, including the KPIs to be achieved, data collection schedule, tools and means of verification.

1. Revise the existing Logical Framework (LogFrame) and WorkPlan.
2. Provide standardized indicators and KPIs.
3. Develop a detailed data collection and baseline framework.



4. Create M&E reporting templates to ensure consistency and clarity.
5. Present a comprehensive project M&E handbook, including:
 - Evaluation methodology and KPIs to be achieved.
 - Methodology for data collection.

Expected Outputs

M&E Framework:

- Revise and enhance the existing LogFrame and WorkPlan.
- Standardize indicators and KPIs for consistent performance measurement: A set of qualitative and quantitative key performance indicators (KPIs) breakdown by gender, nationality and age group. An internal workshop to co-define the objectives, KPIs and means of verification will be hosted during the kick-off meeting. KPIs will be assessed against data collected by the CoP leaders throughout the experimentation through closed-answer surveys, feedback forms and semi-structured interviews with stakeholders assessing factors, such as availability and efficiency of services, quality of implementation and impact on the local migrant population.
- Develop a comprehensive data collection and baseline framework: Methods to collect data for evaluation include: 1) Feedback from surveys, focus groups and pilot projects – to evaluate the impact of activities in the short term and medium term; 2) Facebook insights, Twitter Analytics – to monitor the project impact on social media; 3) Web visibility mapping – to map references about the project on the internet; and 4) Evaluation questionnaires drawn from the internal evaluation developed by the consortium (mid-term and final).
- Data will also be collected through storytelling, testimonials, interviews, surveys and statistics and the progress will be checked through indicators such as project reports, budget spent, actions implemented, number of people involved, deliverables produced and followers on media, among others defined by the project partners. Evaluation will be reviewed at each face-to-face project meeting and the regular online meetings. Throughout the project, all partners will collect the data defined in the methodology.

Ex-ante and ex-post analyses against the baseline framework defined by the partners will be performed to obtain relevant results.

- Create user-friendly M&E reporting templates: User-friendly guidelines will guide partners on how to take into account different ethics, gender and risk considerations when planning the project activities, including templates & checklists.

Quality Assurance and Reporting:

- Ensure adherence to high-quality standards and ethical guidelines in project management: the risk plan must look at the ethical requirements that need to be followed when working with migrants and refugees, paying particular



attention to any gender and ethnic issues. This task will also develop and implement a gender mainstreaming plan in which a gender-responsive assessment will be carried out before the design of any activity or planning outcome.

- Provide detailed guidelines for risk management and gender mainstreaming: Ensuring the quality of project deliverables, while identifying and mitigating potential risks in a timely manner. Anticipation and problem-solving procedures will be monitored and executed through the governance structure. The guidelines and activities will also include information on how to correctly manage the project data, and the risk plan will look at the ethical requirements that need to be followed when working with migrants and refugees, paying particular attention to any gender and ethnic issues. This task will also develop and implement a gender mainstreaming plan in which a gender-responsive assessment will be carried out before the design of any activity or planning outcome.
- Develop a thorough M&E handbook for the project team and stakeholders.

Phase 2: Community of Practice (CoP) Creation & Evaluation - (Month 8 “December 2024 - Month 19 November 2025”)

Participate in and support the development of:

D3.1 Migrants’ Participation Policy Toolkit (Month 9 “January 2025”):

Create guidelines and tools to enhance migrant participation in project activities. A toolkit for migrant civic engagement in local policy-making will be prepared in EN and translated to BG, DE, HE, ES, IT, PL.

Toolkit and Guidelines Development:

- Provide templates and guidelines to facilitate feedback analysis and mapping of community needs.

D1.3 Mid-term Progress Report (M18 “October 2025”):

Evaluate progress, identify any issues, and propose adjustments.

Need Assessment at CoPs Level (by Month 10 - February 2025):

1. Attend 6 Kick-off Meetings (KOMs) at the CoPs level to address needs and priorities.
2. Revise the existing pre-assessment of needs conducted during the project writing phase.
3. Facilitate workshops to define local needs and provide continuous feedback for validation.

Expected Outputs:

Community of Practice CoPs Engagement:

- Support the data collection methods aspect of conducting effective needs assessments and facilitate the creation of Communities of Practice (CoPs): The



project will plan the setting and kick off the six CoPs in Bulgaria, Germany, Greece, Italy, Poland, and Spain, while the first round of stocktaking and assessment of existing good practices takes place. Based on local needs and barriers to the development of certain integrating services, match the CoPs to support transnational knowledge exchange among peers through a mentor-mentee system.

- Support the implementation of the Migrants' Participation Policy Toolkit to enhance community engagement and participation: A toolkit for civil engagement in local policy-making will be handed to participants (in English and national languages), including the main strategies and results that emerged from the training. The CoPs members will use the learning and toolkit for migrant civic engagement in local policy-making and will organise a workshop with at least 10 members of the CoP to further transfer the knowledge and encourage them to use that know-how in the way they work.

Phase 3: Follow-up & Final Evaluation - (Month 20 “December 2025” - Month 36 “April 2027”) Participate in and support the development of:

D4.2 CoPs experimentation process final report (M35 “October 2027”):

1. Support the WP Leader “Cepaim” and the Lead “ALDA” to evaluate and contribute the mid-term report of the TAP’s that they will provide and provide updates and evaluation for the Final version of the TAPs that will present new integrating services benchmarked.
2. Follow-up with the in-charge partner organization to build a more standardized and trackable process for the different CoPs in the various cities.

D1.4 Final Project Report (M36 “November 2027”):

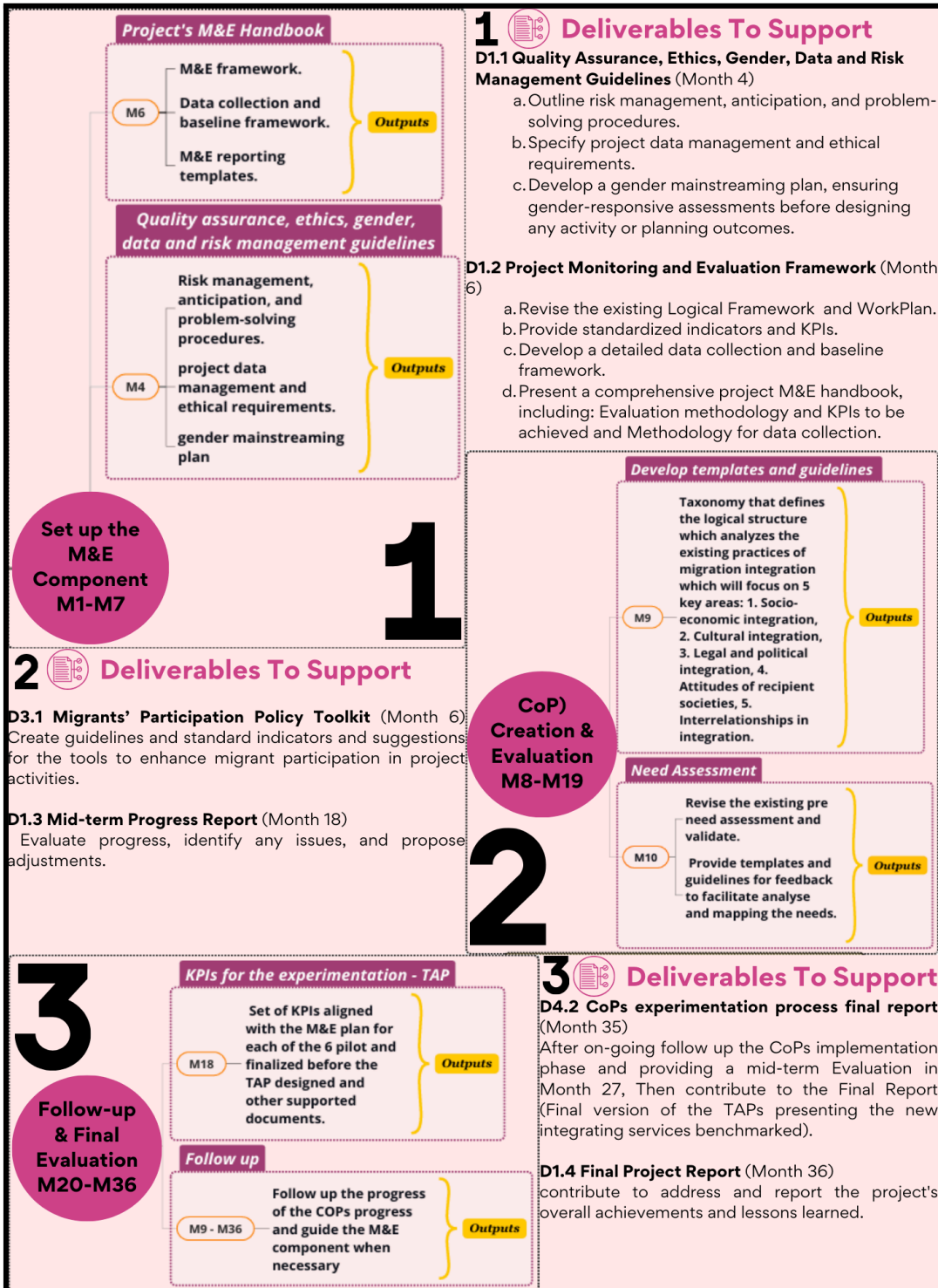
1. Summarize the project's overall achievements in line with the M&E tools and deliverables that were established throughout the project's lifetime and lessons learned.

Expected Outputs:

Monitoring and Evaluation for CoPs Experimentation Process:

- The concrete monitoring and evaluation process for WP4 that will include, depending on the priority area of integration on which the project will focus, a set of KPIs, will be aligned with the existing monitoring and evaluation framework set up in WP1 but finalised before T4.2 starts to ensure that the KPIs are relevant for the TAP designed by each CoP. KPIs will be assessed against data collected by the CoP leaders throughout the experimentation through closed-answer surveys, feedback forms and semi-structured interviews with stakeholders assessing factors, such as availability and efficiency of services, quality of

implementation and impact on the local migrant population. Each CoP leader will also receive a report template and some short guidelines that they will submit at mid-term and at the end. Quarterly follow-up calls will be held among ALDA, AEIDL, the WPL and the respective CoP leader. External stakeholders may be invited ad hoc.





6. Mission-specific requirements:

- 1) A recognized University degree in any field related to development and cooperation (urban studies, migration studies, political sciences, social sciences, economic studies, geography, spatial planning, public policy, public administration, etc.).
- 2) Professional experience in the field of M&E, Migration studies, community engagement, urban development & policy (see above for the minimum number of years required).
- 3) Excellent track record (at least 7 years) in the field of monitoring and evaluation:
 - Experience in developing and implementing monitoring and evaluation frameworks for EU-funded projects, programmes or policies.
 - Experience in advising and providing recommendations to public bodies (experience with local authorities appreciated) on monitoring and evaluation; experience in quality control of existing monitoring and evaluation frameworks could be an asset,
 - Experience in providing trainings on monitoring and evaluation and developing tools and methods to facilitate collective learning.
- 4) Understanding the different dimensions of EU policies and Cohesion Policies in Migration, Integration and community inclusion particularly is desired.
- 5) Excellent communication skills (written and verbal).
- 6) Ability to work in a team, under pressure and on a tight timeline.

Fees installments:

The payments will be in terms of the weight of the work expected and received, for the 3 phases:

- Phase 1: 40%
- Phase 2: 30%
- Phase 3: 30%

Application Process and contact person to apply:

Qualified consultants are invited to submit their interest, including a proposal outlining their approach to the M&E tasks, relevant experience, and expected remuneration.

An **email** shall be sent to Mohammed Mustafa, Project Manager - mohammed@aldaintranet.org, mentioning "EPIC-UP evaluator" in the email subject, with the CV annexed and a methodology proposal for this evaluation (maximum of 5 pages).

Deadline: July 8th, 2024 - h.17.00.

We look forward to your applications and your contribution to the successful implementation of the EPIC UP Project.



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