



Ex-post internal evaluation of the project “Building the Capacity of the Mauritian Government to Strengthen Linkages with the Mauritian Diaspora”

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Evaluation field dates	1 – 4 August 2022

Project Title	Building the Capacity of the Mauritian Government to Strengthen Linkages with the Mauritian Diaspora
Project dates	1 November 2018 – 31 August 2021 (34 months)
IOM project codes	CD.0002
Executing Organization	International Organization for Migration (IOM)
IOM Managing Mission	Mauritius
IOM Project Manager	Celine Lemmel
Donor	IOM Development Fund (the Fund)
Total Funding	USD 200,000

Executive Summary

This ex-post evaluation was conducted on the project “Building the Capacity of the Mauritian Government to Strengthen Linkages with the Mauritian Diaspora” by the Mauritius country office of the International Organization for Migration (IOM) and funded by the IOM Development Fund (“the Fund”). This evaluation was conducted by Laura Smith, Regional Monitoring and Evaluation Officer with IOM’s Regional Office in Nairobi. It was an internal independent evaluation as the evaluator was not involved in the design or implementation of the project.

Evaluation Context

The Republic of Mauritius is both a source and destination country for international migration. Since independence, the country has experienced high levels of emigration with sizable diaspora communities in the United Kingdom, France, Australia, and Canada. However, data on the size of these populations and their skills, aspirations, and needs remained unclear. It is against this backdrop that the project was developed. The overall objective was to contribute to increased diaspora contribution to the social and economic development of Mauritius. The project aimed to work towards the realization of this objective, through the following outcomes:

- 1) Coordinated and structured diaspora engagement mechanism are created to promote increased Mauritian diaspora engagement.
- 2) The Government of Mauritius’ diaspora engagement is informed by accurate and up to date data and evidence.

Evaluation Methodology

Data collection for the evaluation included an unstructured document review of relevant project documents, semi-structured key informant interviews involving key project stakeholders and IOM staff, consultants, and one questionnaire submitted to members of the Mauritian Diaspora Mapping and Profiling Advisory Groups. The primary analysis method was content analysis of qualitative data. The evaluator also extracted, compiled, and analyzed quantitative monitoring data reported in various documents (donor reports, financial data, etc.). Data was triangulated using cross-analysis of data from multiple sources to ensure validity. The evaluator followed IOM’s Data Protection Principles and the United Nations Evaluation Group’s norms and standards as well as ethical principles.

Findings and Conclusions

This project was highly **relevant**. Before the ‘Building Capacity of the Mauritian Government to Strengthen Linkages with the Mauritian Diaspora’ project, diaspora engagement was part of the Mauritian Migration and Development Policy; however, there was little formal engagement with the diaspora aside from formal requests. This helped create new platforms for engagement with the Mauritian Diaspora and it has been well received by government stakeholders in particular. It is evident that the Mauritian diaspora also wanted to engage in the development of Mauritius through various mediums.

Overall, this project was **effective**. All but one outcome indicator and one output indicator were achieved during this project, as such the quantity of produced results mostly matched with the approved results matrix. The quality of the results was notably higher than anticipated largely due

to the above-and-beyond work of both members of the IOM project team and the consultants hired under this project.

The project was mostly *efficient*. Overall, the project results showed value for money in terms of the products produced. IOM project staff and the consultants produced more than expected under this project which in term produced higher quality outputs under a lower budget. Instead of the original 18 months envisioned, this project lasted 34 months, largely due to the COVID-19 pandemic and high turnover amongst staff in the government.

There is sound, early evidence of *impact* in which long-term outcome and objective level changes will occur. The objective level indicator was achieved, and two of the three outcome indicators achieved. Until the National Action Plan is validated, progress towards long-term changes will be stalled.

This project is moderately *sustainable*. There were two mechanisms and two products developed under this project. Out of these, one product and one mechanism are still utilized: the mapping and profiling report and the Technical Working Group. The key product, the National Action Plan, once approved will improve the project sustainability.

Recommendations

1. IOM Mauritius to prioritize the validation and ultimately implementation of the National Action Plan both in terms of advocacy with the various ministries but also in searching for external funding opportunities to support the implementation.
2. IOM Mauritius to continue to keep the feedback loops open via email, social media and other platforms with the Mauritian Diaspora. This could also include continuing to serve as the organizer for the Diaspora Dialogue series in order to not lose engagement.
3. IOM Mauritius, in future projects, to consider creating information/orientation packages for new focal points in technical working groups. This anticipation of turnover could help in onboarding new focal points.
4. IOM Mauritius, in future projects, to draft a theory of change to better communicate the project's pathways of change as well as help identify gaps in the results matrix.
5. RO Pretoria to organize a regional best practices session featuring IOM Mauritius engagement plan with diaspora to highlight their ability to reach members of the diaspora in distinct country contexts and link this with the Policy Exchange and Learning on Migration (POEM) platform.

List of Acronyms

COVID-19	2019 Novel Coronavirus Disease
EDB	Economic Development Board
GoM	Government of Mauritius
IOM	International Organization for Migration
MFA	Ministry of Foreign Affairs, Regional Integration and International Trade
OECD-DAC	Organization for Economic Co-operation-Development Assistance Committee
TOR	Terms of Reference
TWG	Technical Working Group
UNEG	United Nations Evaluation Group

Introduction

This ex-post evaluation of the project “Building the Capacity of the Mauritian Government to Strengthen Linkages with the Mauritian Diaspora”, funded by the IOM Development Fund, was commissioned by IOM Mauritius. The evaluation was conducted by Laura Smith, Regional Monitoring and Evaluation Officer from the Regional Office in Nairobi,

The field visit took place from 1-4 August 2022. Prior to data collection, the evaluator reviewed project documents which informed the data collection tools. Key informant interviews occurred with key project stakeholders and project staff and an online questionnaire sent to project stakeholders located outside of Mauritius.

Evaluation context and Purpose

Evaluation Context

The Republic of Mauritius is both a source and destination country for international migration. Since independence, the country has experienced high levels of emigration with sizable diaspora communities in the United Kingdom, France, Australia, and Canada. However, data on the size of these populations and their skills, aspirations, and needs remained unclear. This fact was emphasized in IOM’s *Migration in Mauritius: A Country Profile 2013* as well as in the Government of Mauritius’ *Migration and Development Policy*. There are great opportunities of leveraging diaspora communities for development in Mauritius.

It is in this context that the IOM Mauritius Country Office proposed the project “Building the Capacity of the Mauritian Government to Strengthen Linkages with the Mauritian Diaspora”. Receiving funds from the IOM Development Fund, the project sought to build the capacity of the Mauritius Government to strengthen ties with the Mauritius diaspora and to leverage diaspora contributions to the development of Mauritius through both social and economic pathways.

The project objective was to contribute to increased diaspora contribution to the social and economic development of Mauritius. The project aimed to work towards the realization of this objective, through the following outcomes:

- 1) Coordinated and structured diaspora engagement mechanism are created to promote increased Mauritian diaspora engagement
- 2) The Government of Mauritius’ diaspora engagement is informed by accurate and up to date data and evidence

Under these outcomes the project implemented the following activities:

- 1) Facilitate an inception workshop
- 2) Co-organize coordination meetings for the setting up and leading the implementation of the project
- 3) Development and endorsement by the Ministry of Foreign Affairs (MFA) and Technical Working Group (TWF) of the Diaspora Cell’s terms of reference

- 4) Baseline and end-line capacity assessment of the TWG and the MFA
- 5) Development of training material for government officials and capacity building of government officials
- 6) Facilitate a study tour from Mauritius to Ghana
- 7) Validation of the TWG's action plan for the implementation of the project activities: setting up a Diaspora Cell, conduct a pilot mapping & profiling of Mauritians abroad and build the capacities of the Cell.
- 8) Development of a national Action Plan for diaspora engagement

Evaluation purpose

The purpose of the evaluation was to assess achievement of short-term and long-term results as outlined in the project, document best practices and lessons learned, and identify how gender and human rights were embedded within the project. As the evaluation commenced one-year post-implementation, enough time had passed to better assess impact and sustainability of the project.

The evaluation will be used by IOM Mauritius to further strengthen future projects related to diaspora engagement. The evaluation will be shared with the donor to add to global synthesis of lessons learned and good practices to replicate. Further, the evaluation will be shared with the Regional Office in Pretoria for regional learning on diaspora engagement.

Evaluation Scope

The evaluation focused on the entire duration of the project, from November 2018 through August 2021. The evaluation included all activities which occurred during this timeframe as well as continued benefits of project activities after the project formally closed.

The geographical coverage of the project is national due to the engagement with central government bodies and agencies as well as international through the engagement of Mauritian diaspora communities.

Evaluation Criteria

The evaluation included all six revised OECD/DAC evaluation criteria of relevance, coherence, effectiveness, efficiency, impact and sustainability. The evaluation questions, sub-questions, indicators, sources of data and data collection methods are articulated in detail in the evaluation matrix in Annex A.

1. Relevance: the extent to which the objectives/goals of a project/programme remain valid and pertinent either as planned or as subsequently modified.
2. Coherence: the extent to which the interventions was compatible with other interventions.
3. Effectiveness: the extent to which the intervention achieves or is expected to achieve its objectives and its results.
4. Efficiency: helps analyze how well human, physical, and financial resources are used to undertake activities, and how well these resources are converted into outputs.
5. Impact: helps assess the positive or negative, and primary or secondary long-term effects produced by an intervention, directly or indirectly, and intentionally or unintentionally.

6. Sustainability: the durability of the project results or the continuation of the project's benefits once external support ceases.

This evaluation also looked at lessons learned, indications of best practices as well as the cross-cutting themes of gender and human rights.

Methodology

Data collection and analysis methods

This evaluation utilized a largely qualitative research design complemented by quantitative data. The primary analysis method was content analysis of qualitative data. The evaluator noted the presence and absence of different themes that emerged from the data and used this to answer the evaluation questions. The evaluator extracted, compiled, and analyzed quantitative data reported in various documents (donor reports, financial data, diaspora survey, etc.). Data was triangulated using cross-analysis of data from multiple sources to ensure validity. The evaluator followed IOM's Data Protection Principles and the United Nations Evaluation Group's norms and standards as well as ethical guidelines.

Data collection for the evaluation involved:

- An unstructured **document review** of relevant project documents including project proposal, donor reports, background documents, meeting notes, and other relevant documents.
- Semi-structured **key informant interviews** with 11 participants in the technical working group, two consultants, and two IOM staff
- Online **questionnaire** created via MS forms shared with all members of the Mauritian Mapping and Profiling Advisory Groups which reach 8 participants.

A schedule of persons interviewed can be found in Annex B

Sampling

The sample used purposeful selection of participants based on inclusion and exclusion criteria listed below coupled with availability of the participants for interviews during the field visit. The population of interest included direct stakeholders in the project such as members of various ministries of the Government of Mauritius, civil society members, members of the Mauritian Diaspora Mapping and Profiling Advisory Groups, consultants, and IOM staff.

Inclusion criteria:

- Direct stakeholder in the project (study tour participant, technical working group member, consultant, IOM staff, Diaspora Advisory Group member)
- Representative(s) from each entity in the technical working group
- Variation of completion rates amongst participants in the online training

Exclusion criteria

- Those who are now retired
- Those who were not active members of the technical working group
- Those who were not available during the field visit

Limitations and proposed mitigation strategies

As this is an ex-post evaluation taking place a year after project closure, there was a possibility that details regarding project implementation would be hazy or forgotten. As such the evaluator focused more time on the impact and sustainability questions to capitalize on the timing of this evaluation and phrase questions regarding implementation to allow for broad answers.

This project took place during the COVID-19 pandemic and brought a host of unforeseen challenges to project implementation. As such, other challenges and implementation successes may be overshadowed by the pandemic. The evaluator kept this in mind during interviews and aimed to tease out additional details from respondents.

Instead of the 80% response rate on the online questionnaire, which was originally planned, only 8 out of 28 responses were recorded: a 29% response rate. As such, responses to this questionnaire should be viewed as illustrative.

Findings

Relevance

To what extent did governments find Diaspora Engagement a priority and was the project design responsive to the needs and priorities of the project's key stakeholders?

In June 2018, Mauritius approved its first Migration and Development Policy. As part of this policy, diaspora engagement was featured, specifically underscoring how diaspora can contribute to the development of Mauritius. This project began on 01 November of 2018 and immediately addressed diaspora engagement-related policy measures of the Migration and Development Policy.

Furthermore, stakeholders interviewed noted that previously the contact the government of Mauritius had with its diaspora was decentralized through its embassies and consulates abroad. Several stakeholders mentioned that their agency would interact with the diaspora on topics related to visas, passports, official records or other official purposes. It was noted that these were often situations where the diaspora member had a problem to be solved. As such, routine engagement with the diaspora did not previously occur before this project.

Interviews with stakeholders living in Mauritius noted how the Mauritian diaspora could contribute to the development of Mauritius and highlighted the importance of this. Most of these stakeholders noted a one-way benefit, in which the Mauritian diaspora could contribute to the development of Mauritius. However, a few stakeholders noted that engagement with the diaspora could also be beneficial to the diaspora members themselves denoting a two-way benefit. Experts in diaspora engagement underscore the importance of formulating diaspora engagement that is beneficial to both the country of origin and the diaspora member.

The evaluator also noted that several of the stakeholders living in Mauritius had immediate family members living abroad.

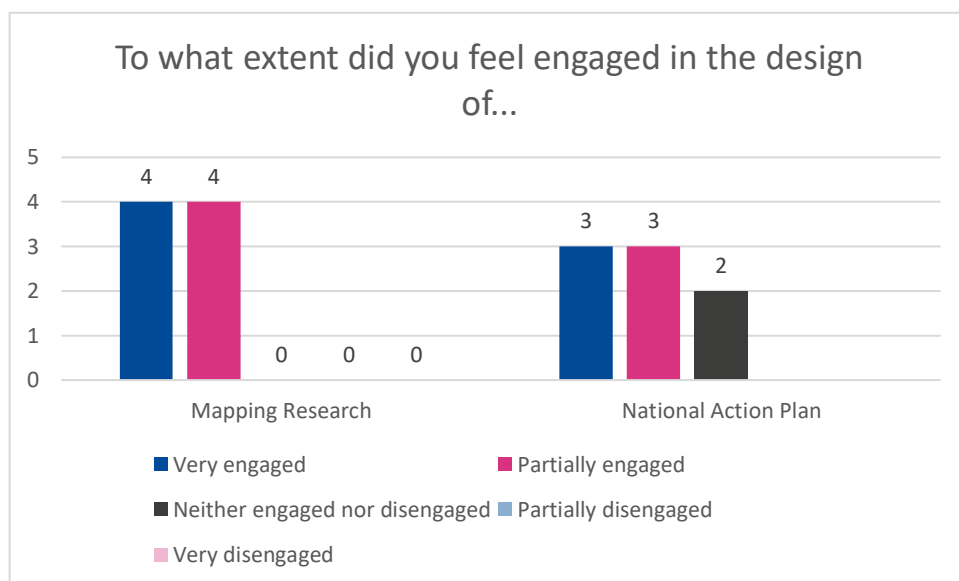
Were stakeholders involved in the formulation of project focus, scope and implementation modality?

As part of project design, key stakeholders in diaspora engagement, including the Ministry of Foreign Affairs, Regional Integration and International Trade, the Prime Minister’s Office, the Ministry of Education Tertiary Education, Science and Technology, the Ministry of Labour Human Resource Development and Training, the Ministry of Tourism, the Economic Development Board, Statistics Mauritius, the Passport and Immigration Office, the University of Mauritius, Air Mauritius, the Mauritius Revenue Authority, the Human Resource Development Council, the Ministry of Defense and Rodrigues, NouDiaspora, and Academia formed a technical working group (TWG) to provide inputs and feedback on the different products of this project.

Members of the TWG contributed to the mapping exercise by reviewing the questionnaire used in the mapping report and adapting it to the Mauritian context. The TWG also worked on developing the terms of reference for the Diaspora Cell and provided feedback on the mapping report and its recommendations.

Diaspora Advisory Groups were formed in the three study countries comprising members of the Mauritian Diaspora. In addition to providing feedback on the mapping study, they also mobilized Mauritian Diaspora members abroad to complete this study. Several stakeholders specifically underscored the importance of this role that the diaspora advisory group played without prompting by the evaluator.

Eight of the 28 members of the Diaspora Advisory Groups participated in the online questionnaire. Below denotes the perceptions of these members on the various project products.



Additionally, when asked to what extent their opinion was heard during the mapping research, four respondents reported very heard, three reported partially heard, and one reported very unheard.

Do stakeholders feel that the Theory of Change of the project was suited for the context, responsive to the identified challenge(s), and logically linked?

According to project documents there was not a documented theory of change for this project. However, the implicit theory of change was that if decision makers engaged in a technical working group, and if this TWG was able to create structures to support diaspora engagement, then this engagement would contribute to leveraging the Mauritian Diaspora to contribute to the development of Mauritius. Additionally, the results matrix also articulated the pathways of change

for this project. Some of the statements in the results matrix, notably the outcome level changes, were more suited to be at output level.

As stated above, almost all stakeholders interviewed noted the importance of leveraging the diaspora for development. Additionally, many noted that there was a clear information gap on the diaspora. Before this project, reportedly those in Mauritius often spoke of the diaspora as a monolith. there was a lack of understanding of who they were, what they were doing, where they were, if this was a temporary or permanent decision. It is worth noting that still many stakeholders speak of the diaspora as one rather than the many Mauritian diasporas that exist globally.

Did the project design sufficiently take cross-cutting issues such as gender and human rights into account?

Within the results matrix, there was a clear disaggregation of participants by gender as well as the creation of a gender-sensitive TWG and gender-sensitive action plan. Additionally, the research survey ensured a representative gender sample as well as age sample. The Diaspora Advisory Groups also focused on having a gender and age balance.

The below are questions from IOM's project handbook related to embedding human rights and gender at the project design phase.

Human Rights	
Does the scope of the project further the realization of certain rights?	The project aims to increase diaspora participation in the social and economic development of Mauritius which furthers the realization of human rights.
if the objective is not explicitly rights-based can it be linked to a right?	The objective is implicitly rights based. As stated above, the scope of the project does further realize the rights of diaspora members
Gender	
Have consultations been undertaken with a representative sample of stakeholders to solicit diverse perspectives and understand specific needs, capacities, priorities, challenges and experiences?	Both in the construction of the Diaspora Advisory Groups and in the mapping and profile report, gender along with age were sampling criterion. Additionally, the TWG aimed to have as much of a gender balance as possible.
Have potential beneficiaries been involved in project design?	Both government partners and diaspora members were engaged in the design of project products, the mapping report and in the national action plan but not in the project design itself at early design phases.

Coherence

To what extent does the design and implementation approach demonstrate synergies with other IOM projects as well those of other partners?

There are three main diaspora-related initiatives in Mauritius. The national diaspora initiative is the Mauritius Diaspora Scheme managed by the Economic Development Board (EDB), which aims to attract members of the Mauritian Diaspora back to Mauritius to participate in the economic development of the country. It is a tax incentive scheme for Mauritians in the diaspora to return to Mauritius and receive tax benefits for 10 years amongst other perks. The two other diaspora initiatives are IOM projects. One is the current project being evaluated and the other is the “Pilot Youth Diaspora Volunteering Project, which started in April 2021, shortly before the “Building the Capacity of the Mauritian Government to Strengthen the Linkages with the Mauritian Diaspora” project concluded (August 2021).

Stakeholders noted that all three of these initiatives tackled different elements of diaspora engagement. The diaspora scheme managed by EDB attracts many members of the Mauritian Diaspora; however, the selection criteria is very strict. The individuals who qualify for this scheme are typically highly skilled individuals, late career professionals and does not reach mid-career or early-career diaspora members.

One of the recommendations in the Diaspora Mapping Report was to seek opportunities to engage younger members of the Mauritian Diaspora. It is from this recommendation that the project funded by Fund “Pilot youth diaspora volunteering project” was conceived.

To what extent was the project in alignment with and affected/was affected by relevant national, regional and international norms, standards related to diaspora engagement?

The consultants brought on board to conduct the mapping exercise, draft the National Action Plan and create the diaspora engagement training were well experienced in diaspora engagement. As such, the products of this project were informed based on this vast experience. It was noted that the consultants were able to anticipate challenges related to diaspora engagement based on past experience and this influenced both the design of the products and project implementation. For example, the creation and execution of the communication strategy to better reach diaspora members to participate in the survey.

In addition, the study tour to Ghana, a leader in diaspora engagement, yielded recommendations of best practices from the Ghanaian context that could apply to the Mauritian context. Furthermore, stakeholders noted that many of the recommendations in the mapping report came from best practices of global diaspora engagement.

Effectiveness

Are the quality and quantity of the produced results and outputs in accordance with the approved results matrix?

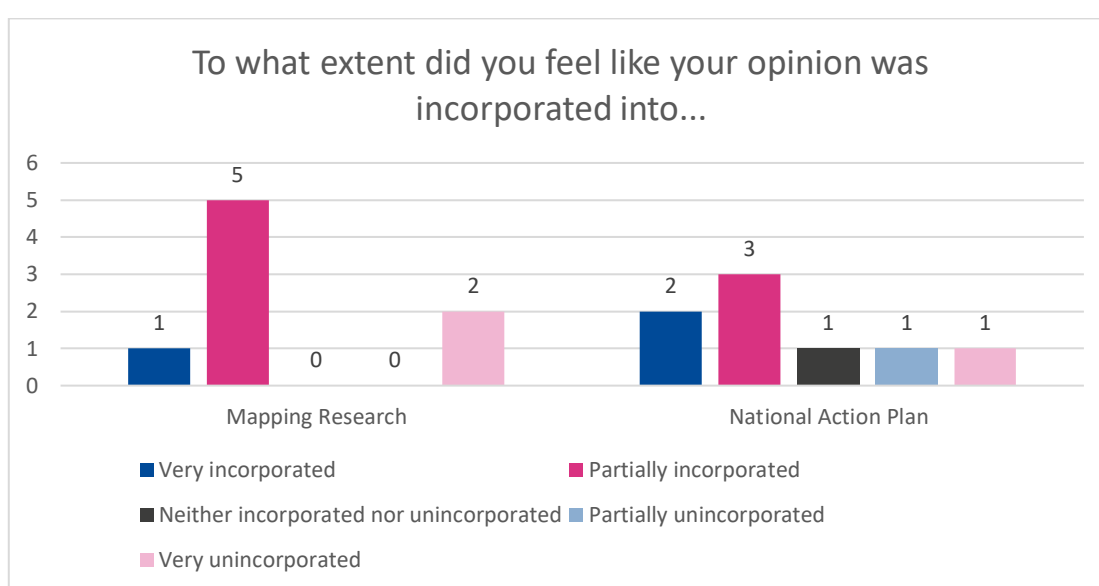
A full breakdown of quantity of produced results and outputs compared to the results matrix is detailed below. In sum, all but one outcome indicator and one output indicator were achieved. The Diaspora Cell has not yet been established due to shifting budget lines and it is not clear whether the information from the mapping and profiling report has been used to form policies and/or new programmes.

Regarding the quality of results, it was noted by several stakeholders who participated in the Ghana study tour, that this activity was a fruitful endeavor. These stakeholders commented on how successful Ghana is in engaging its diaspora and the political importance that diaspora engagement

receives in the Ghanaian context. Additionally, stakeholders noted that several of the activities that Ghana implemented, could be applicable in the Mauritian context.

The mapping and profiling study received a lot of praise. Stakeholders commented that it was remarkable that the study was successful in reaching so many members of the diaspora abroad. It was suggested that the formal dissemination of the mapping and profiling study included individuals who create policy and allocate budgets.

The surveyed members of the Diaspora Advisory Groups noted to what extent they felt their opinion was incorporated in the final mapping report and in the final National Action Plan. It is worth noting that the majority (seven of eight) of diaspora members surveyed in this research felt that their opinion was well incorporated into both of these products. The consultants offered to receive feedback after the presentations via mail or online meetings. As noted below, several members of the Diaspora Advisory Groups did engage through these channels.



Did project activities lead to production of outputs as originally envisaged?

Objective	Contribute to increased diaspora contribution to social and economic development of Mauritius.
Indicator O1	# of functional diaspora-oriented initiatives established
Baseline	0
Target	2 initiatives
<p>Progress: (1) the TOR of the technical working group for this project changed to become a more permanent working group for all national diaspora engagement efforts. According to interviews, this working group still meets on occasion. The National Action Plan on diaspora engagement is not yet approved partially due to the lack of a legal definition for diaspora. This definition is currently, as of early August 2022, in the process of being approved. Once this is approved, the National Action Plan can be presented to Cabinet (2)* Another project funded by The Fund, “the Youth Diaspora Volunteering Project” is currently ongoing.</p>	

Achieved, once the NAP is approved it will be overachieved	
*As the indicator does not denote the owner of these initiatives, an IOM spearheaded project does fit	
Outcome 1	Coordinated and structured diaspora engagement mechanisms are created to promote increased Mauritian diaspora engagement
Indicator 1A	# of engagement initiatives or outreaches undertaken by the coordination initiatives mechanisms
Baseline	0
Target	3
<p>Progress: through this project, diaspora members contributed in the (1) set up of the Mauritian Diaspora Advisory Groups which informed the design and methodology of the profiling exercise (2) mapping and profiling of the Mauritian Diaspora through surveys and participating in interviews, (3) participation in sessions presenting the results of the profiling and the recommendations of which seven of the eight surveyed respondents said they attended. Of these, five spoke one-on-one with the consultants after the presentation of the research and (4) set up of the technical working group under this project.</p> <p>Overachieved</p>	
Output 1.1	A coordination mechanism is established to lead the Diaspora Cell process
Indicator 1.1A	# of meetings during study tour
Baseline	0
Target	1
<p>Progress: 12 meetings organized during the Ghana study tour</p> <p>Overachieved</p>	
Indicator 1.1B	# of gender-sensitive TWG established
Baseline	0
Target	1
<p>Progress: TWG established with participation of 9 women and 21 men over the course of the project period noting 12 of these participants were from the MFA and served as members of the TWG at different times</p> <p>Achieved</p>	
Indicator 1.1C	# of meetings held
Baseline	0

Target	6
<p>Progress: 7 meetings held under this project. The TWG TOR was adapted and continues to meet after project closure</p> <p>Overachieved</p>	
Output 1.2	A diaspora cell is established to reach Mauritian diaspora community
Indicator 1.2A	# of gender-sensitive Diaspora Cells established
Baseline	0
Target	1
<p>Progress: The Diaspora Cell is not yet established. Due to the COVID-19 pandemic, budget allocations shifted. Additionally, the inclusion of a Diaspora Cell was not approved for the 2021 fiscal year nor the 2022 fiscal year. However, an approved terms of reference exists for this cell once there is budget to form it.</p> <p>Not achieved</p>	
Output 1.3	Government officials and relevant stakeholders have increased knowledge and skills on coordination of the Diaspora Cell to engage diaspora
Indicator 1.3A	# of trainings held on coordination of the Diaspora Cell to engage diaspora
Baseline	0
Target	1
<p>Progress: In total, 3 virtual training sessions occurred.</p> <p>Overachieved</p>	
Indicator 1.3B	# of participants who attended the training
Baseline	0
Target	15
<p>Progress: In total 28 participants joined, 13 women and 15 men</p> <p>Participants also participated in a self-paced online training</p> <p>Overachieved</p>	
Indicator 1.3C	% of participants who score 70% or higher on pre and post training questionnaires
Baseline	0
Target	50%

<p>Progress: Among the 28 participants, 11 completed the course.</p> <p>Unknown as the only data available to the IOM Mauritius team is the completion rate</p>	
Outcome 2	The Government of Mauritius' diaspora engagement is informed by accurate and up to date data and evidence
Indicator 2A	# of diaspora profile reports
Baseline	0
Target	3
<p>Progress: one mapping and profiling report exists which covered the Mauritian Diaspora in three countries; Australia, Canada, and the United Kingdom</p> <p>Achieved</p>	
Indicator 2B	# of existing policies or programmes which use information from the diaspora profile
Baseline	0
Target	1
<p>Progress: it is unclear which policies/programmes have used the information from the diaspora mapping and profiling report. This report however has been circulated amongst the TWG and amongst the ministries that the TWG represent</p> <p>Not yet achieved</p>	
Output 2.1	A shared understanding and consensus building on the way forward for diaspora engagement in Mauritius is developed and informed by first-hand peer's experience and best practices on diaspora engagement in Ghana
Indicator 2.1A	# of detailed roadmap for setting up a Diaspora Cell and conducting pilot mapping and profiling of Mauritians abroad is validated by the TWG
Baseline	0
Target	1
<p>Progress: National Action Plan draft developed and approved by the TWG members; however, it is not yet validated by Cabinet.</p> <p>Achieved</p>	
Output 2.2	Up to date data on mapping and profiling of diaspora individuals and networks in selected countries is available
Indicator 2.2A	# of pilot mappings and profiling in selected countries

Baseline	0
Target	3
Progress: one mapping and profiling report exists which covered the Mauritian Diaspora in three countries	
Achieved	
Indicator 2.2B	# of reports from the mapping and profiling with actionable recommendations
Baseline	0
Target	3
Progress: one mapping and profiling report exists which covered the Mauritian diaspora in three countries and one set of recommendations covering 4 strands with a total of 12 recommendations	
Achieved	
Output 2.3	A diaspora action plan for medium and long-term interventions on diaspora engagement is available for the Government of Mauritius
Indicator 2.3A	# of gender sensitive action plans
Baseline	0
Target	1
Progress: National Action Plan draft developed and approved by the TWG members; however, it is not yet validated	
Achieved	

What factors enabled or hindered the effectiveness of the project to deliver envisaged activities and outputs?

Factors that hindered:

- The MFA is a highly mobile team and there were many staffing changes in the duration of the project which necessitated sensitizing news focal points onto this project and the MFA's role in leading the TWG. These mobility realities also underscored the importance of having more permanent staff in the Diaspora Cell once active.
- The COVID-19 pandemic affected the project in clear ways such as suspension of TWG meetings and the reallocation of the Diaspora Cell budget. However, it was noted that through online modalities, diaspora members were able to engage directly in this project. It was, according to some stakeholders, the first time that the diaspora and government bodies were able to have a meaningful, purposeful discussion on the needs of the diaspora and their expectations.

Factors that enabled:

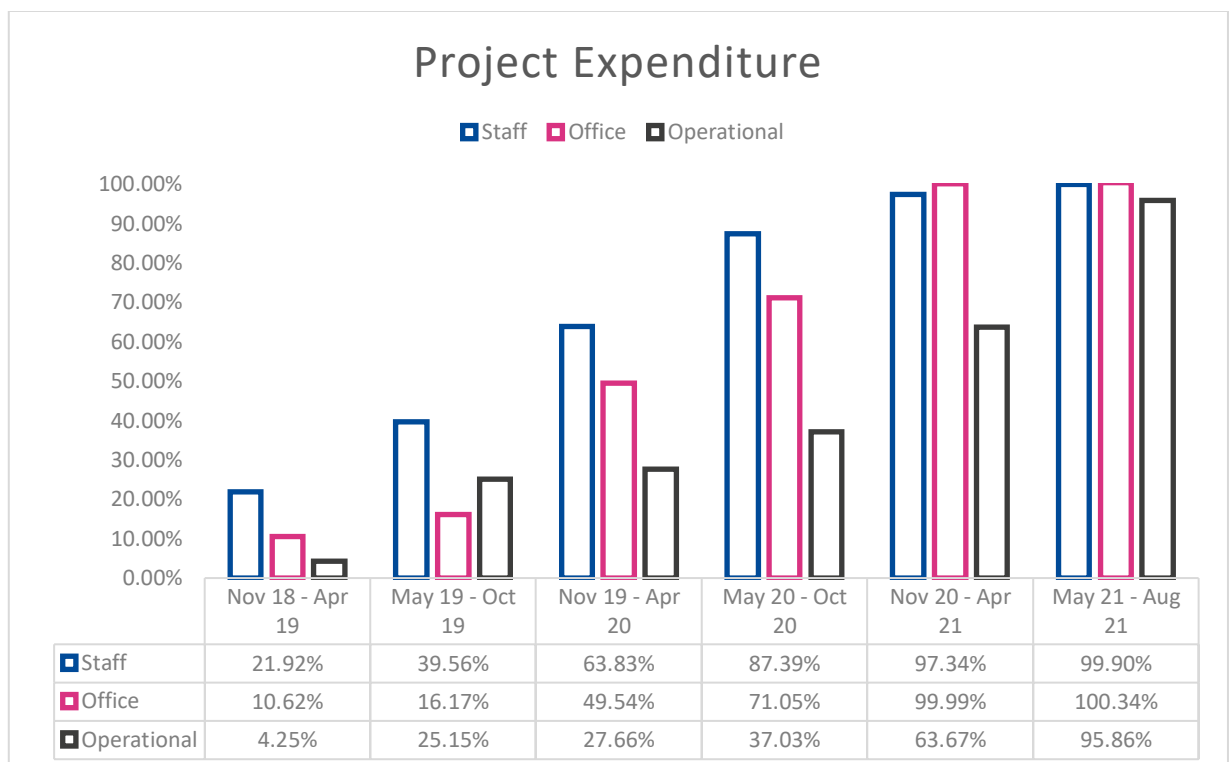
- The TWG was also sighted as a strong element which enabled the project to deliver on its activities and outputs and the fact that it was a diverse group of stakeholders with representation from various ministries.
- Additionally, the training course seemed to help participants place Mauritius in the broader global context of diaspora engagement. For example, stakeholders noted that engaging the Mauritian Diaspora would not be as difficult as compared to other countries such as countries with political instability or conflicts.

Efficiency

Does an assessment of the project results against the human, financial and time investment to the project show value for money? Was human and financial resource allocation and management optimal for the nature and scope of the project?

Stakeholders commented on the responsiveness and effort of the IOM project team. It was noted that the IOM team went above-and-beyond to ensure the project’s success. Additionally, it was noted the consultants offered more than what was in their original TORs.

Due to the COVID-19 pandemic, the project requested from the Fund two no-cost extensions and was granted one no-cost extension for six months and another for four months to complete project activities. Below represents the project expenditure over the duration of the project, noting that operational costs did not surpass 50% until two years after project start date. According to the original project plan, most of the activities should have occurred within the first year of the project, before the COVID-19 pandemic. However, due to the delays in appointing new focal points in the MFA, there was delay in the first year of project implementation. The project was then further delayed due to the onset of the COVID-19 pandemic.



How well did the partnerships with the research consortiums/consultants work?

Stakeholders only shared positive comments related to the partnership with the consultants. Stakeholders recognized that these consultants were experts in the field and were able to leverage that knowledge and apply it to the Mauritian context. It was commented that it was helpful that one of the consultants who was part of the research team conducting the mapping and profiling also was part of the team to co-design the training course; this grounded the final product more in the Mauritian context.

Were challenges in project implementation addressed swiftly and appropriately?

As noted, challenges related to rotation of staff in MFA required efforts from the IOM team to bring the new focal points fully onboard. Additionally, the COVID-19 pandemic paused implementation for a time while work paused and resumed under remote working modalities. Due to these, IOM Mauritius requested two no-cost extensions.

Impact

Does any evidence exist that significant contribution was made towards the long-term outcome and overall objective results? Do indicators show significant progress towards achieving the project's higher-level objectives?

The objective of this project was: "Contribute to increased diaspora contribution to social and economic development of Mauritius." The outcomes of this project were 1) Coordinated and structured diaspora engagement mechanisms are created to promote increased Mauritian diaspora engagement, and 2) The Government of Mauritius' diaspora engagement is informed by accurate and up to date data and evidence. As detailed above, contributions were made towards the realization of this objective and outcomes.

As noted, the National Action plan has not yet been validated by Cabinet. Many stakeholders mentioned that this is a critical step in order to continue building on this project. Furthermore, the future Diaspora Cell staff members will need to undergo the training that was developed under this project.

To what extent does/will the project have any indirect positive and/or negative impacts? (i.e. environmental, social, cultural, gender and economic)

One impact that was not detailed in the results matrix was the attitude shift towards engaging the Mauritian Diaspora amongst Mauritians in Mauritius. Before this project, diaspora engagement was not noted as a strong priority amongst the stakeholders, but now they report that this is a priority for the Mauritian Government. Additionally, one stakeholder noted that the Mauritian Diaspora members were also more engaged now after this project.

Additionally, a couple of stakeholders noted the "Diaspora Database" stemming from the mapping and profiling study was a significant impact of the project. Through this, there is more clear information regarding the diaspora, where they are located and what they do. Importantly, this list of contacts of the diaspora is managed by IOM only in order to comply with both data protection

standards and to continue to build the trust of the diaspora, ensuring that their personal data is not used without their consent. Although, some stakeholders think that this database is also held in the Ministry of Foreign Affairs; however, this may refer to other data that the MFA collects at their missions abroad. A couple of stakeholders noted how they wanted access to the IOM Database in order to better design programmes and strategic engagement initiatives; nonetheless, they understood why IOM could not share this data.

Additionally, it was reported through the online questionnaire targeting diaspora and through interviews that some members of the Mauritian Diaspora expected to see more tangible results from this project to date.

Sustainability

In the post project period, were outputs/products brought about by the project being utilized by the GoM and/or other partners to contribute to outcome or impact level results in the long run?

During the course of this project the following products/mechanisms were developed. The table below notes whether these products are still being utilized.

Product/Mechanism	Utilization Status: August 2022
Diaspora Cell	TOR developed including the necessity for future staff to undergo the training programme developed under this project. No budget allocated yet.
National Action Plan	Plan reviewed by members of the TWG. A definition of Diaspora is currently being elaborated. Once approved, this plan will be able to be presented to Cabinet.
Technical Working Group	The TOR for this group was adapted beyond the scope of this project. The Group now still meets to discuss projects related to the diaspora.
Mapping Report	Disseminated to members of the TWG and some of these members disseminated this report amongst their ministries and organizations. Stakeholders provided mix accounts on use of this report whereby some refer to it regularly and others have not looked at it since dissemination.
Diaspora Advisory Groups	The groups exist as distribution lists providing information and communication between IOM and the different diaspora communities in Australia, Canada and the United Kingdom. Four of the eight surveyed members note that they engage with other diaspora communities outside their local diaspora community within their same country. None reported engaging with diaspora communities across countries.

Are the conditions in place for the project products and results to continue after the intervention has finished (financial, institutional, legal, technical and political)?

In the absence of the Diaspora Cell, the mechanism to continue diaspora engagement initiatives is the Diaspora TWG. The TOR of the TWG was amended to continue work on diaspora initiatives after this project ended. There are still reported plans to create a focused Diaspora Cell but no budget has been allocated yet.

However, the National Action Plan has still yet to be endorsed and as such a budget has not been allocated towards the implementation of the national action plan. Additionally, the budget of the diaspora's cell is still pending.

As mentioned previously the definition of diaspora is currently being developed, in consultation with the state legal office to ensure that this definition is aligned to Mauritian law.

What efforts or mechanisms did the project put in place to boost sustainability of results in the long term?

The technical working group and the National Action Plan are the two key mechanisms that this project put in place in order to boost sustainability of the results. In addition, since the technical working group TOR was adapted, beyond the scope of this specific project, this helped keep diaspora engagement top of mind amongst working group members.

How was this project interlinked with other IOM continuing initiatives? To what extent do current IOM projects assist in enhancing sustainability of the results of this ended project?

This project is directly linked to the “Pilot Youth Diaspora Volunteering Project” funded by the IOM Development Fund. One of the recommendations from the mapping and profiling report was to identify opportunities to engage youth diaspora. Additionally, IOM organized diaspora dialogues which helped keep communication lines open between diaspora and the Mauritian government.

Conclusions

Relevance

This project was highly relevant. Before the ‘Building Capacity of the Mauritian Government to Strengthen Linkages with the Mauritian Diaspora’ project, diaspora engagement was part of the Mauritian Migration and Development Policy; however, there was little formal engagement with the diaspora aside from formal requests. This helped create new platforms for engagement with the Mauritian Diaspora and it has been well received by government stakeholders in particular. Members of the Mauritian Government, Civil Society and Private Sector as well as members of the Mauritian Diaspora in the three target countries were involved in the project implementation and scope. The project did not have a formal theory of change, but the implicit theory of change was logical; however, the results matrix did have outcome level changes structured as output level changes and the pathways of change within the results matrix, notably the higher-level changes, had some gaps. The project design did take cross-cutting issues such as gender and human rights into account. The products of the project included a gender-sensitive technical working group and mapping report. Additionally, as migrant’s rights are human rights, this project brings to the forefront the issue of government’s duty of care for citizens abroad. Notably, this project also included diaspora voices to shape the project products; however, diaspora members and government stakeholders were not involved at the project design phase. It is evident that the Mauritian diaspora also want to engage in the development of Mauritius through various mediums.

Effectiveness

Overall, this project was effective. All but one outcome indicator and one output indicator were achieved during this project, as such the quantity of produced results mostly matched with the approved results matrix. As explained above, the Diaspora Cell has not yet been created and the National Action Plan has not yet been presented to Cabinet. The quality of the results was notably

higher than anticipated largely due to the above-and-beyond work of both members of the IOM project team and the consultants hired under this project. The activities largely led to outputs as originally planned. COVID-19 as well as the highly mobile MFA staff hindered the effectiveness of the project to deliver activities and/or outputs. On the other hand, the TWG and the training course were elements which enabled the effectiveness of the project.

Efficiency

The project was mostly efficient. Overall, the project results showed value for money in terms of the products produced. As noted under effectiveness, IOM project staff and the consultants produced more than expected under this project which in term produced higher quality outputs under a lower budget. Project expenditure lagged in part due to the COVID-19 pandemic and in part due to delays in appointing focal points in the MFA which necessitated the project team to request two no-cost extensions for this project. Instead of the original 18 months envisioned, this project lasted 34 months. There is a mutual respect amongst the project team and the consultants. The partnerships with the consultants were of high standard and well appreciated by stakeholders.

Impact

There is early evidence that long-term outcome and objective level changes will occur. As noted under effectiveness the objective level indicator was achieved and two of the three outcome indicators achieved. Until the National Action Plan is validated, progress towards long-term changes will be stalled. In this vein, one unexpected change was some dissatisfaction from diaspora members related to the pace of change under this theme of diaspora exchange. This is coupled with an attitude shift amongst Mauritians in Mauritius on the importance of engaging the diaspora signaling that change is happening but perhaps not at the speed desired. Additionally, the establishment of a diaspora database through the mapping and profiling survey was a reported change that was not in the results matrix. However, stakeholders want access to data related to the diaspora.

Sustainability

This project is moderately sustainable. There were three mechanisms and two products developed under this project. Out of these, one product and one mechanism are still utilized: mapping report and the technical working group. The key product, the National Action Plan, once approved will improve the project sustainability. As this is waiting to be approved, the conditions are not yet fully in place to continue the benefits of the project. However, it is important to note that the technical working group is still active and an important structure to maintain project benefits. This project is well-linked with an ongoing IOM diaspora-focused intervention, the “Youth Diaspora Volunteering Project” also funded by the Fund.

Recommendations

6. IOM Mauritius to prioritize the validation and ultimately implementation of the National Action Plan top of mind both in terms of advocacy with the various ministries but also in searching for external funding opportunities to support the implementation.
7. IOM Mauritius to continue to keep the feedback loops open via email, social media and other platforms with the Mauritian Diaspora. This could also include continuing to serve as the organizer for the Diaspora Dialogue series in order to not lose engagement.

8. IOM Mauritius, in future projects, to consider creating information/orientation packages for new focal points in technical working groups. This anticipation of turnover could help in onboarding new focal points.
9. IOM Mauritius, in future projects, to draft a theory of change to better communicate the project's pathways of change as well as help identify gaps in the results matrix.
10. RO Pretoria to organize a regional session on best practices featuring IOM Mauritius engagement plan with diaspora to highlight their ability to reach members of the diaspora in distinct country contexts and link this with the Policy Exchange and Learning on Migration (POEM) platform.

Good Practices & Lessons Learned

Good Practices

- The project had a strong linkage to the implementation of Mauritian Migration Policy.
- The TWG was cited as a success of this project. Part of the strength of this TWG was the engagement of various ministries.
- Strong communication plan for both survey completion and dissemination of results. The results were streamed on Facebook live, recordings shared through the iDiaspora platform and YouTube, invitations for diaspora members to present their experience in the survey and provide reflections.

Lessons Learned

- The endorsement of the National Action Plan has been delayed due to the absence of a legal definition for diaspora in Mauritius.
- There are some feelings of frustration on the pace of implementation of the National Action Plan and other future projects linked to diaspora Engagement by the Mauritian community abroad. Expectation management, especially when working with government bodies and structural changes, is key.

Annexes

Annex A – Evaluation Matrix

Annex B – List of Stakeholders Interviewed

Annex C – List of Document Reviewed

Annex D – Evaluation TOR

Annex A: Evaluation Matrix

Key Evaluation Questions	Sub-questions	Indicators/signs	Sources of Data	Data Collection Method
1. Relevance: Is the intervention doing the right things?				
1.1 To what extent did governments find Diaspora Engagement a priority and was the project design responsive to the needs and priorities of the project's key stakeholders?	What is the priority level of diaspora engagement at project design?	Descriptions of level of priority	Mauritius Government plans, Government stakeholders	Desk review, interviews
	What is the need for diaspora engagement in Mauritius?	Descriptions of need	Mauritius Government plans, Government stakeholders, diaspora groups	Desk review, interviews, survey
	What was the value of these project activities vis a vis other activities?	Opinions of value	Government stakeholders	Interviews
1.2 Were stakeholders involved in the formulation of project focus, scope and implementation modality?	Who was involved in project design?	Descriptions of involvement	Meeting minutes of TWG, early members of TWG, & diaspora	Desk review, interviews, survey
	Who was involved in project implementation?	Descriptions of involvement	Meeting minutes of TWG, members of TWG, study group participants, diaspora	Desk review, interviews, survey
	Did stakeholder feel like they were involved in project design?	Opinions of involvement	early members of TWG & diaspora	Interview, survey
	Did stakeholders feel like they were involved in project implementation?	Opinions of involvement	members of TWG, study group participants, & diaspora	Interviews, survey
1.3 Do stakeholders feel that the Theory of Change of the project was suited for the	What is the theory of change?	Documentation of theory of change	Project documents	Desk review

context, responsive to the identified challenge(s), and logically linked?	Did the theory of change match the results matrix/was there a logical flow?	Comparison between theory of change and results matrix	Project documents	Desk review
	Is the theory of change suited to the Mauritian context?	Opinions of relevance of theory of change	members of TWG & study group participants	interviews
1.4 Did the project design sufficiently take cross-cutting issues such as gender and human rights into account?	What are IOM's gender mainstreaming standards for project design and implementation?	Description of standards	IOM Project handbook	Desk review
	How well does this project align to these standards?	Alignment to standards	Project documents, IOM staff	Desk review & interviews
	What are IOM's human rights mainstreaming standards for project design and implementation?	Description of standards	IOM Project handbook	Desk review
	How well does this project align to these standards?	Alignment to standards	Project documents, IOM staff	Desk review & interviews
2. Coherence: how compatible was the intervention with other interventions?				
2.1 To what extent does the design and implementation approach demonstrate synergies with other IOM projects as well those of other partners?	What other IOM Mauritius projects exist on diaspora engagement?	Description of projects	PRIMA projects	Desk review
	What other interventions amongst partners exist on diaspora engagement?	Description of projects	Documents/communication with partners, IOM staff, TWG members	Desk review, interviews
	How well do internal IOM project and external partner projects compliment this project?	Existence of duplication or synergies Opinions of duplication or synergies	PRIMA projects, documents/communication with partners, IOM staff, TWG members	Desk review, interviews
2.2 To what extent was the project in alignment with and affected/was affected by	What national, regional and international norms on diaspora engagement exist?	Description of norms	Project documents	Desk review

relevant national, regional and international norms, standards related to diaspora engagement?	How well does this project compliment these norms?	Opinion of alignment	Consultants, RTS	interviews
3. Effectiveness: is the intervention achieving its objectives?				
3.1 Are the quality and quantity of the produced results and outputs in accordance with the approved results matrix?	What was supposed to happen according to the results matrix and workplan?	Existence of workplan, existence of results matrix	Project documents	Desk review
	What did happen?	Documentation of activities and outputs	Project documents, TWG members, consultants	Desk review, interviews
	What was the quality of these results?	Opinion of quality of activities and outputs	members of TWG, study group participants, consultants, diaspora members	Interviews, survey
3.2 Did project activities lead to production of outputs as originally envisaged?	See 3.1 questions			
	Did changes occur to the plan?	Documentation of changes	Project documents, members of TWG & study group participants, IOM staff	Desk review, interviews
	How did changes affect outputs? And quality questions from 3.1	Description of changes and their effect on outputs	Project documents, members of TWG, study group participants, consultants, IOM Staff	Desk review, interviews
3.3 What factors enabled or hindered the effectiveness of the project to deliver envisaged activities and outputs?	What factors enables the effectiveness (achieving results) of the project?	Description of factors enabling	Project documents, members of TWG, study group participants, consultants, IOM Staff, diaspora	Desk review, interviews, survey
	What factors hindered the effectiveness (achieving results) of the project?	Description of factors hindering	Project documents, members of TWG, study group participants, consultants, IOM Staff, diaspora	Desk review, interviews, survey

4. Efficiency: How well are resources being used?				
4.1 Does an assessment of the project results against the human, financial and time investment to the project show value for money? Was human and financial resource allocation and management optimal for the nature and scope of the project?	What adjustments to the budget were made?	Accounts of adjustments	Project documents	Desk review
	Were activities conducted on time?	Description of activities	Project documents, IOM staff, consultants	Desk review, Interview
	What other activities could have been done under this project?	Description of other activities	IOM Staff, consultants, members of TWG	interviews
	Are these other options more or less expensive than the project as designed?	Cost projections of additional activities	IOM staff	interview
	How did the inputs (human and financial) convert to results?	Opinion of resource allocation/management	IOM staff	interviews
4.2 How well did the Partnerships with the research consortiums/consultants work?	Which research consortiums/consultants were involved?	Documentation of partnerships	Project documents	Desk review
	What are their opinions on how well these partnerships worked?	Opinions of partnership modality	IOM staff, TWG members, Consultants, diaspora members	Interviews, survey
4.3 Were challenges in project implementation addressed swiftly and appropriately?	What challenges occurred in project implementation?	Description of challenges	Project documents, members of TWG, study group participants, consultants, IOM Staff,	Desk review, interviews
	How were these addressed?	Description of reaction of challenges	members of TWG, study group participants, consultants, IOM Staff	interviews

	In what timeframe were these challenges addressed?	Timeframe of reactions	Project documents, members of TWG, study group participants, consultants, IOM Staff	Desk review, interviews
5. Impact: What difference does the intervention make?				
5.1 Does any evidence exist that significant contribution was made towards the long-term outcome and overall objective results? Do indicators show significant progress towards achieving the project's higher-level objectives?	What were the projects outcomes and objectives?	Documentation of outcomes and objectives	Project documents	Desk review
	What evidence exists related to achieving indicators of outcomes and objectives	Documentation of indicator achievement, descriptions of change	Project documents, members of TWG, study group participants, consultants, IOM Staff, diaspora	Desk review, interviews, survey
	Did the project achieve or surpass its targets for outcomes and objectives?	Documentation of indicator achievement, descriptions of change	Project documents, members of TWG, study group participants, consultants, IOM Staff, diaspora	Desk review, interviews, survey
5.2 To what extent does/will the project have any indirect positive and/or negative impacts? (i.e. environmental, social, cultural, gender and economic)	What changes have occurred?	Accounts of change	Project documents, members of TWG, study group participants, consultants, IOM Staff, diaspora	Desk review, interviews, survey
	What has been the most significant change among target population/key stakeholders?	Accounts of change	Project documents, members of TWG, study group participants, consultants, IOM Staff, diaspora	Desk review, interviews, survey
	Through what mechanism did these changes occur? Are these through project mechanisms?	Accounts of change	Project documents, members of TWG, study group participants, consultants, IOM Staff, diaspora	Desk review, interviews, survey

	Are these changes in line with expected results?	Accounts of change & alignment with expectations	members of TWG, study group participants, consultants, IOM Staff, diaspora	interviews, survey
6. Sustainability: Will the benefits last?				
6.1 In the post project period, were outputs/products brought about by the project being utilized by the GoM and/or other partners to contribute to outcome or impact level results in the long run?	What products were generated through the project that were beneficial to the GoM? Other partners?	Description of product benefits	members of TWG, study group participants, diaspora	Interviews
	How long did GoM use these products? Why/why not?	Descriptions of use	members of TWG, study group participants, diaspora	Interviews, survey
6.2 Are the conditions in place for the project products and results to continue after the intervention has finished (financial, institutional, legal, technical and political)?	What structures are in place for continuation of project products? Financial Legal Technical Political	Descriptions of structures	members of TWG, study group participants, diaspora	Interviews, survey
6.3 What efforts or mechanisms did the project put in place to boost sustainability of results in the long term?	was there an exit strategy in the project?	Exitance of exit strategy	Project documents	Desk review
	How did the project aim to embed activities into existing partner structures?	Descriptions of embedding activities	IOM staff, members of TWG, study group participants, diaspora	Interviews, survey
6.4 How was this project interlinked with other IOM continuing initiatives? To what extent do current IOM projects assist in enhancing sustainability of the results of this ended project?	What other IOM Mauritius projects exist on diaspora engagement? (2.1)	Description of projects	PRIMA projects	Desk review
	How well do these projects build on the results of this project?	Comparison of activities/results	IOM staff, project descriptions	Desk review, interviews

Annex B: List of Stakeholders interviewed

Prime Minister's Office	Mr. Yashraj Seeruttun
	Mr Harrydass Nawoor
Ministry of Labour	Ms. Pratima. Bhungaroo
Economic Development Board	Mrs Trishilla Benyidin- Koolwont
Ministry of Education and Human Resources	M. David Philippe
Passport and Immigration Office	Mr. Devesh Sobrun
Mauritius Revenue Authority	Mr. Nemraj Dayal
Statistics Mauritius	Mr. Banysingh Unmar
Ministry of Foreign Affairs	Mrs. Brinda Trilok
	Mr. Rajkumar Sookun
Human Resource Development Council	Mr Pritam Singh Mattan

Annex C: List of Documents Reviewed

- CD.0002 Proposal
- CD.0002 Narrative Interim Report 1
- CD.0002 Narrative Interim Report 2
- CD.0002 Narrative Interim Report 3
- CD.0002 Narrative Interim Report 4
- CD.0002 Narrative Interim Report 5
- CD.0002 Financial Interim Report 1
- CD.0002 Financial Interim Report 2
- CD.0002 Financial Interim Report 3
- CD.0002 Financial Interim Report 4
- CD.0002 Financial Interim Report 5
- Launch and Inception meeting Report
- Diaspora Engagement TWG TOR
- Revised Diaspora Engagement TWG TOR
- Notes of Meeting of 7th TWG meeting
- Draft of Diaspora Cell TOR
- Needs Assessment Report Diaspora Engagement Training
- Capacity Building on Diaspora Engagement – Note
- Diaspora Engagement Capacity Building Report
- Diaspora Engagement Training Toolkit for the Government of Mauritius
- Ghana Study Visit Report
- Communication and Outreach Strategy to Engage the Mauritian Diaspora Workshop Report.
- Communication Campaign Presentation
- Cabinet Decisions 26 Feb 2021
- The Mauritian diaspora in Australia Canada and the United Kingdom Stories of belonging impact and opportunity - Executive Summary
- The Mauritian diaspora in Australia Canada and the United Kingdom Stories of belonging impact and opportunity - Full Report
- Notes of Meeting for the 5th TWG meeting
- Draft National Action Plan on Diaspora Engagement

**TERMS OF REFERENCE
FOR AN
INTERNAL EX POST EVALUATION
OF THE PROJECT**

**Building the Capacity of the Mauritian Government
to Strengthen the Linkages with the Mauritian Diaspora**

Project Identification:	Project Code CD.0002
Executing Organization:	International Organization for Migration (IOM)
Project Management Site and Relevant Regional Office	IOM Mauritius IOM Regional Office, Pretoria, South Africa
Project Period and Overall Duration:	November 2018 – August 2021 (34 months)
Geographical Coverage:	Mauritius
Project Beneficiaries:	Member State
Project Partner(s):	Ministry of Foreign, Affairs Regional Integration and International Trade (MFA)
Total Funding Received :	USD 200,000
Total Funding spent :	USD 194,129

1. BACKGROUND OF THE PROJECT/PROGRAMME

The overall objective of this project was to strengthen the capacity of the Mauritian Government to strengthen their relationship with the Mauritius diaspora to increase the diaspora contribution to the social and economic development of Mauritius.

The project sought to deliver within the following outcome areas:

1. A Coordinated and structured diaspora engagement mechanisms is created to promote increased Mauritian diaspora engagement.;
2. The Government of Mauritius' diaspora engagement is informed by accurate and up to date data and evidence.

The project implemented the following activities:

- I. Facilitate an inception workshop
- II. Co- organize coordination meeting for the setting up and leading the operationalization
- III. Development and endorsement by the MFA and TWG of the Diaspora Cell's terms of reference (TOR)
- IV. Baseline and end-line capacity assessment of the TWG and the MFA

- V. Development of training material for government officials and capacity building of government officials
- VI. Facilitate a study tour from Mauritius to Ghana
- VII. Validation of the TWG's action plan for setting up a Diaspora Cell and conduct a pilot mapping & profiling of Mauritians abroad
- VIII. Development of a national Action Plan for diaspora engagement

Realisation of the two project outcomes responded directly to some of the diaspora engagement challenges faced by Mauritius. As such, evaluation outcomes will offer valuable insights into the processes and structures needed for continued support to the MFA and other stakeholders, which will directly inform follow-up project development processes, contributing to the sustainability of project results and achievements.

2. OBJECTIVES OF THE EVALUATION

The overall objective of this evaluation is to determine whether the project achieved its intended objective and generate lessons/recommendations for future similar projects. The specific objectives of the evaluation will include the following:

- Assess whether the project has delivered the intended results as set out in the project results framework;
- Assess the immediate, intermediate and long-term impact (to the extent possible) of the project interventions;
- Assess the constraints, if any, which have affected successful project implementation and compile lessons learnt propose corrective actions for future programming;
- Assess in how far aspects of gender and human rights formed an integral part of project design and implementation processes;

3. EVALUATION CRITERIA AND QUESTIONS

This final evaluation will assess the completed project against the following criteria:

1. Relevance

- 1.1. *To what extent did governments find Diaspora Engagement a priority and was the project design responsive to the needs and priorities of the project's key stakeholders?*
- 1.2. *Were stakeholders involved in the formulation of project focus, scope and implementation modality?*
- 1.3. *Do stakeholders feel that the Theory of Change of the project was suited for the context, responsive to the identified challenge(s), and logically linked?*
- 1.4. *Did the project design sufficiently take cross-cutting issues such as gender and human rights into account?*

2. Coherence

- 2.1. *To what extent does the design and implementation approach demonstrate synergies with other IOM projects as well those of other partners?*
- 2.2. *To what extent was the project in alignment with and affected/was affected by relevant national, regional and international norms, standards related to diaspora engagement?*

3. Effectiveness

- 3.1. *Are the quality and quantity of the produced results and outputs in accordance with the approved results matrix?*
- 3.2. *Did project activities lead to production of outputs as originally envisaged?*
- 3.3. *What factors enabled or hindered the effectiveness of the project to deliver envisaged activities and outputs?*

4. Efficiency

- 4.1. *Does an assessment of the project results against the human, financial and time investment to the project show value for money? Was human and financial resource allocation and management optimal for the nature and scope of the project?*
- 4.2. *How well did the Partnerships with the research consortiums/consultants work?*
- 4.3. *Were challenges in project implementation addressed swiftly and appropriately?*

5. Impact

- 5.1. *Does any evidence exist that significant contribution was made towards the long-term outcome and overall objective results? Do indicators show significant progress towards achieving the project's higher-level objectives?*
- 5.2. *To what extent does/will the project have any indirect positive and/or negative impacts? (i.e. environmental, social, cultural, gender and economic)*

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6. Sustainability

- 6.1. *In the post project period, were outputs/products brought about by the project being utilized by the GoM and/or other partners to contribute to outcome or impact level results in the long run?*
- 6.2. *Are the conditions in place for the project products and results to continue after the intervention has finished (financial, institutional, legal, technical and political)?*
- 6.3. *What efforts or mechanisms did the project put in place to boost sustainability of results in the long term?*
- 6.4. *How was this project interlinked with other IOM continuing initiatives? To what extent do current IOM projects assist in enhancing sustainability of the results of this ended project?*

4. METHODOLOGY

This will be a qualitative research enquiry and it will draw on the following methods in gathering relevant data:

1. Document review

Relevant documentation will be reviewed, including the project document, periodic reports, midterm review reports (if available), specific meetings or training reports, published documentation etc.

2. Key informant interviews

Face-to-face interviews will be conducted with key stakeholders who will jointly be identified and agreed on by the evaluation team.

3. Online self-administered survey

Stakeholders participating in the process (diaspora members consulted) and former trainees Feedback will be collected through an online self-administered survey.

5. REPORTING

Following all desk and field research, a final report will be drafted and shared with colleagues and stakeholders internally for comments. The draft document will be submitted to IDF, the country mission, regional office and any other relevant stakeholders for inputs and comments. The final report will be submitted to IDF, the country mission and the regional office for filing with OIG Evaluation office.

6. EVALUATION TEAM & RESPONSIBILITIES

This internal evaluation will be carried out by the Regional M&E Officer based in the RO Pretoria or an internal independent evaluator from the internal evaluation roster). The respective RTS for labour Migration will also actively participate in the evaluation as a subject matter specialist to advise on technical thematic aspects and in data collection as may be feasible. He/she will provide technical inputs to the evaluation TOR, data collection plan and tools as well as the draft evaluation report. The IDF team will also be requested to provide input to the TORS and the draft report.

The in-country IOM team will provide logistical support including but not limited to arranging in country transport for the evaluator, arranging for and facilitating appointments for interviews or discussions with key respondents that the evaluator will identify as necessary for the evaluation as well as provide all required documentation and information for the successful execution of the evaluation. They will also review the key deliverables from the evaluator and develop a management response after the final report has been submitted.

7. RESOURCES AND TIMING

Expenses for this evaluation will be covered through the budgeted expenses in WBS number in the maximum amount of USD 5,871.35. Logistical and travel assistance will be provided through existing staff in the country office.

Though the evaluation team will prepare and discuss a detailed work plan for the evaluation it is envisaged that this evaluation will be carried out during the month of June 2022.

8. DELIVERABLES

The evaluation main deliverables will be:

- A tentative Evaluation Execution Plan/brief to guide project teams on the methodology, tools, and logistical preparations that will be required.
- A draft evaluation report utilizing the official IOM Evaluation template.
- A final report (in the same format above incorporating feedback and comments from RTS, IDF and IOM in country staff and any other comments.
- Evaluation brief