



Final Internal Evaluation for “Enhancing Knowledge on Remittances and Diaspora Engagement in South Sudan”

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Project Title	Enhancing Knowledge on Remittances and Diaspora Engagement in South Sudan
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Evaluation Manager	Fitriana Nur
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Executive Summary

This final evaluation was conducted on the project “Enhancing Knowledge on Remittances and Diaspora Engagement in South Sudan” by the South Sudan country office of the International Organization for Migration (IOM) and funded by IOM Development Fund (IDF). This evaluation was conducted by Laura Smith, Associate 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 and Purpose

It is estimated that 4.7 million South Sudanese live outside the country. Around 2.5 million of these are living as refugees. Money earned abroad by diaspora members are sometimes sent back to their country of origin through remittances. South Sudan also hosts individuals who are sending remittances back to their country of origin. As such, South Sudan is both a sending and receiving country of remittances. However, since 2013, the Bank of South Sudan has not issued disaggregated data on overseas development assistance. Likewise, there is no tracking mechanism to note how remittances are being used within South Sudan. It is in this context that IOM South Sudan commissioned a study of remittance flows in the country and created a policy draft on remittances and diaspora engagement.

The overall objective of this project is that the Government of South Sudan uses policy research to further develop instruments on remittances and diasporas engagement.

In order to contribute towards this objective, the project involves two outputs:

- Output 1.1 – Holistic survey undertaken, and report drafted and made available for relevant stakeholders on diaspora engagement and remittances in South Sudan, including policy recommendations to maximise the contribution of the diaspora to poverty reduction in communities of origin, especially female headed households.
- Output 1.2 – gender relevant policies on remittances and diasporas engagement are drafted, diasporas are mapped out for future engagement.

These two outputs together influence the one outcome of the project, technical advisory working group utilize findings from the research to draft gender sensitive policy proposals on diaspora engagement and remittances for submission to relevant ministers.

The purpose for this final evaluation was to assess the progress of the project towards achieving results, consider validity of the project in the current reality in South Sudan, document best practices and lessons learned, and identify any indicators of project sustainability and impact.

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, one focus group discussion with key project participants and one questionnaire submitted to key project partners.

The primary analysis method was content analysis of qualitative data. The evaluator also extracted, compiled, and analysed 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

Overall, the project activities and outputs are in line with the intended outcomes and overall objective of the project and **relevant**. These are also in line with internal IOM guidance and the East and Horn of Africa regional Strategy. There are some suggestions of additional activities that this project could have included or should include in future projects. Furthermore, the activities were adjusted with a project amendment to be more in line with South Sudanese realities. The topic of remittances and diaspora engagement was a topic of importance during project conceptualization and is still relevant for the future. Gender and conflict sensitivity were embedded within the project.

As the project closed on 31 December 2021, it is too early to assess the long-term changes measured by the objective indicators. However, the project was largely **effective**. The project has successfully achieved most of its output indicators and has made promising strides in achieving the outcome indicators. These results have reached more target stakeholders than originally planned. While the project embedded gender in the design, men and women did not equally benefit at all stages of the project. In some areas, there were more women impacted and in others more men were impacted. Additionally, there were some barriers to participation recorded, mainly in the diaspora research study. Some members of the South Sudanese Diaspora in Australia were distrustful of research that was associated, however minimally, with the government of South Sudan. There were further questions amongst stakeholders as to why Australia was selected as the country of focus for the remittances survey even though the rationale was clear to the IOM project team.

Regarding **efficiency**, the project required two no-cost extensions to realize all the activities fully. These no-cost extensions can be explained by the COVID-19 pandemic and by the changes in key stakeholders and government counterparts which delayed implementation of certain activities. These extensions were also accompanied by changes in the budget such as the addition of the consultancy for the policy proposal. Overall, stakeholders involved in the evaluation believe that IOM is a trusted partner and has the capacity to implement projects on diaspora engagement and remittances.

The **impact** occurred through this project documented changes in attitude, availability of resources, and IOM-supported behavior change. The attitude changes, related to how the diaspora are viewed in South Sudan, are likely a combination of factors between this project and external factors. The availability of resources, the remittances study and the policy draft, are directly due to IOM's actions. The behaviour change is currently supported by IOM. Additionally, there have been a few unexpected changes such as the implementation of a transactional system to be able to systematically capture inflows and outflows of all remittances being sent in and out of the country within the Bank of South Sudan and Ministry of Finance. This is being done in collaboration with the

International Monetary Fund and the World Bank and reportedly inspired by the results of the remittance study. Impact could be hampered by the fragility of the South Sudanese context and the lack of resources to continue work related to diaspora engagement and remittances. Impact could be maximised through the creation of a diaspora working group, improving the relationship between the diaspora and the South Sudanese government and creating a communication plan to accompany the remittances study.

While project stakeholders were overall satisfied with their level of engagement in project design and implementation, many still look to IOM to continue moving the actions forward, noting limited *sustainability*. Furthermore, while stakeholders agree with the next steps in moving towards implementing the study recommendations and working towards implementing the policy draft, there is no clear leader to take up these tasks.

Lessons learned:

1. Assess the feasibility/appropriateness of conducting surveys at project design. The survey did not reach as many participants as initially anticipated.
2. The need for a communication plan to accompany important research publications.

Good practice:

1. Engagement of various ministries in the technical advisory working group. This was recorded to be a success amongst members of the TAWG who reported that such collaboration is rare.
2. Engagement of the right people for specific tasks. Members of the second TAWG were specifically individuals who had policy experience and so they were able to meaningfully provide inputs and feedback.

Recommendations

- IOM South Sudan migration management unit has shared the findings of the remittances study both internally and externally. The unit should continue sharing these findings to further leverage these topics of remittances and diaspora engagement through other projects
- IOM South Sudan migration management unit and senior management team to continue encouraging various ministries to take up the recommendations in the remittances survey
- IOM South Sudan migration management unit to create a list of what minimum circumstances would need to occur for additional project phases to be successful
- IOM South Sudan to consider communication/dissemination plans for any studies, especially those which involved communities of special interest
- IOM South Sudan to conduct research feasibility assessments before commissioning large research projects
- IOM South Sudan to continue conversations with the Bank of South Sudan regarding tracking of remittance inflows and outcomes

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List of Acronyms

COVID-19	2019 Novel Coronavirus Disease
IDF	IOM Development Fund
IOM	International Organization for Migration
OECD-DAC	Organisation for Economic Co-operation-Development Assistance Committee
TAWG	Technical Advisory Working Group

Introduction

This final evaluation of the project Enhancing Knowledge on Remittances and Diaspora Engagement in South Sudan funded by the IOM Development fund (IDF), was commissioned by IOM South Sudan. The evaluation was conducted by an IOM internal evaluator from the Regional Office in Nairobi (Laura Smith).

A field visit occurred from 13 to 15 December and was complimented by virtual interviews in January. Prior to data collection, the evaluator reviewed project documents which informed the data collection tools. Interviews, a focus group discussion, and written questionnaire occurred with key project stakeholders and project staff

Evaluation context and purpose

Evaluation Context

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The overall objective of this project is that the Government of South Sudan uses policy research to further develop instruments on remittances and diasporas engagement.

In order to contribute towards this objective, the project involves two outputs:

- Output 1.1 – Holistic survey undertaken, and report drafted and made available for relevant stakeholders on diaspora engagement and remittances in South Sudan, including policy recommendations to maximise the contribution of the diaspora to poverty reduction in communities of origin, especially female headed households.
- Output 1.2 – gender relevant policies on remittances and diasporas engagement are drafted, diasporas are mapped out for future engagement.

These two outputs together influence the one outcome of the project, technical advisory working group utilize findings from the research to draft gender sensitive policy proposals on diaspora engagement and remittances for submission to relevant ministers.

Evaluation Purpose

The purpose for this final evaluation was to assess the progress of the project towards achieving results, consider validity of the project in the current reality in South Sudan, document best practices and lessons learned, and identify any indicators of project sustainability and impact.

The evaluation will be used by the project management team to inform design of future projects. Additionally, this evaluation will be shared with the donor of the project, IDF, to assess value for money.

Evaluation Scope

The evaluation focused on activities conducted during the period September 2018 – December 2021. The scope of the project is national due to the engagement with central government bodies and the Bank of South Sudan.

Evaluation Criteria

The evaluation criteria considered in this evaluation are the OECD-DAC criteria of relevance, effectiveness, efficiency, impact, and sustainability. As this is a final evaluation, the evaluator assessed early indications of impact and sustainability with the understanding that findings according to these criteria may not be fully realized at the time of data collection.

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. Effectiveness: the extent to which the intervention achieves or is expected to achieve its objectives and its results.
3. Efficiency: helps analyse how well human, physical and financial resources are used to undertake activities, and how well these resources are converted into outputs.
4. 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.
5. 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 and early indications of best practices.

Evaluation Framework and Methodology

Data sources and collection

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. A full list of documents reviewed can be found in Annex B.
- Semi-structured key informant interviews
- One focus group discussion
- One written questionnaire

Data analysis methods

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 use this to answer the evaluation questions. The evaluator also extracted, compiled, and analysed 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 guidelines.

Sampling

This evaluation utilized purposeful sampling of stakeholders based on sampling characteristics coupled with availability.

Sampling frame: persons directly involved with the project either through collaboration with IOM on project outputs or key stakeholders of activities. Persons reached through data collection include.

- Interviews with consultants contracted by IOM for the mapping and for the policy proposal (2 female)
- Interviews with IOM South Sudan (1 male, 1 female)
- A focus group discussion with technical advisory working group members (1 female, 4 male)
- A questionnaire for technical advisory working group members (1 female, 3 male)

Limitations and proposed mitigation strategies

All members of the technical advisory working group were invited to participate in the focus group discussion. However, the invitation for this came with limited advance notice. As such, five of the nine TAWG members attended the focus group. An attempt was made to involve the TAWG members who did not participate in person to complete the questionnaire. However, only the participants who attended the focus group discussion completed the questionnaire.

Findings

Relevance

Are the project activities and outputs consistent with the intended outcomes and objective?

Overall, the project activities and outputs speak to the intended outcomes and overall objective of the project. However, there were different ideas in terms of what activities to conduct during this project.

While half (2) the surveyed technical advisory working group (TAWG) members would not have added additional activities, half (2) provided additional suggestions.

These suggestions included:

- Induction and training of the diaspora and home citizens on the importance of remittances and diaspora engagement
- Integration of financial systems from line ministries to help develop the remittance registry
- Additional study tours to places which have strong remittance and diaspora engagement policies, such as Australia
- Information exchange by diaspora on areas of technical expertise
- Mobilization exercise of the South Sudanese diaspora in Australia

The results matrix was revised in April 2020. The original outcome expected the diaspora working group to complete a strategy and action plan to strengthen diaspora remittances for investments as well as submit gender sensitive policy recommendations to the Council of Ministers. This was changed for the technical advisory group to draft gender sensitive policy proposals on diaspora engagement and remittances to submit to relevant ministers. Part of this change was due to the change in government structure in South Sudan, acknowledging the new procedures for policy proposals.

Originally the policy research on remittances and diaspora engagement was planned to be a holistic survey, but the scope of this research changed to a policy research report based on the availability of data on this subject. It was commented that this study is a way to introduce a survey in the future. Additionally, there were plans to hold a diaspora conference in Juba as part of this project which did not ultimately happen due to logistical challenges brought about by COVID-19. Due to reallocation of resources, the project team was able to hire a consultant to produce a policy draft along with recommendations.

Furthermore, the diaspora working group was changed to be a technical advisory working group and was expected to both draft policies related to diaspora engagement and undertake awareness raising and outreach activities this was changed to solely focusing on drafting evidence-based pro-gender policy proposals on remittances and diaspora engagement.

Does the project still respond to needs of the project final beneficiaries and other target groups?

All of the four technical advisory working group members who completed the questionnaire acknowledged that the subject of remittances is still relevant in 2022. It was also noted that this is a long-term development process. These beliefs are also supported by other stakeholders in the project who underscored the importance of diaspora engagement through 2022 and beyond.

Does the project align to IOM global, regional, and national strategies and policies on remittances and diaspora engagement?

The project aligns to IOM's internal guidance on remittances along with IOM's EHOA regional strategy.

To what extent was gender mainstreaming taken into account in design and implementation?

This project has a gender marker of 2a which means that the project does not primarily focus on gender inequality but has included gender in three aspects of the project: needs assessment, outputs, and activities. Gender mainstreaming is mentioned within the project proposal explicitly mentioning that high transfer costs of remittances disproportionately affect women who are more likely to send money regularly.

Within the results matrix, there are clear disaggregation of participants by gender and some indicators set a minimum participation standard for women. Additionally, the research survey ensured a minimum representation of female-identifying participants along with other demographic characteristics such as tribal group. There was a minimum requirement for 30% of survey respondents to be women but this was surpassed with 44% of respondents being women. The policy draft also took an engendered approach, ensuring that the document itself was gender-sensitive in addition to ensuring other demographics which need additional consideration, like youth, were fully considered.

To what extent was conflict sensitivity considered in the project design and implementation?

IOM South Sudan has a team of conflict analysts that can be engaged during all stages of a project. During the design phase of the research, the consultant and Disaporas Action Australia engaged with IOM’s conflict analyst to ensure that the research tools and processes were in line with standards. Likewise, the conflict analyst was a member of the key informant interviews in the research.

The partners engaged in this project, along with the project team, have extensive knowledge of South Sudan and/or the South Sudanese diaspora in Australia. Based on this contextual knowledge conflict sensitivity was implicitly ingrained throughout the process to ensure that this was a positive experience for all participants

Effectiveness

- Is the project effective in reaching planned results, in bringing planned changes?

Objective	Government of South Sudan uses policy research to further develop instruments on remittances and diasporas engagement
Indicator O1	# of Technical Advisory Working Group (TAWG) meetings held subsequent to the conclusion of the project
Baseline	0
Target	At least twice in six months subsequent to conclusion of the project
Progress: according to the TAWG members, there has not been independent meetings held after the launch of the remittances study report ¹ .	
Not yet achieved	

¹ According to the IOM project team, this is common in South Sudan as the government needs third party sponsorship to facilitate these sessions

Indicator O2	# of policy recommendations made after the project ends by the TAWG and endorsed by relevant government ministries
Baseline	0
Target	At least 1 within a year of the conclusion of the project
<p>Progress: while the TAWG members agree with the policy recommendations and expressed interest in moving forward with the recommendations, there have not been one officially endorsed by relevant government ministries².</p> <p>Not yet achieved</p>	
Outcome 1	Technical Advisory Work Group utilize findings from the research to draft gender-sensitive policy proposals on diaspora engagements and remittances for submission to relevant ministers
Indicator 1A	Draft policy proposals are endorsed
Baseline	No
Target	Yes
<p>Progress: members of the TAWG present in the focus group discussion for this evaluation agreed with the policy recommendations and noted that these were validated. Further discussions related to how these recommendations can be achieved also occurred.</p> <p>Achieved</p>	
Indicator 1B	# of policy recommendations submitted to relevant ministers for consideration based on the findings of the survey
Baseline	0
Target	At least 2
<p>Progress: it is unclear whether any of the policy recommendations have been submitted to relevant ministers by members of the TAWG or by the IOM project team. While the Bank of South Sudan is making changes in the National Payments system, this is noted in collaboration with International Monetary Fund and the World Bank³</p> <p>Partially achieved</p>	
Output 1.1	Policy research report on remittances and diaspora engagement is made available for relevant stakeholders in South Sudan, including policy recommendations to maximize the contribution of the diaspora to poverty reduction in communities of origin, especially female headed households
Indicator 1.1A	# of members of officials participating in meetings to discuss findings of survey and recommendations
Baseline	0
Target	At least 20 officials participate in meeting to discuss findings of assessment and recommendations

² It is noted from IOM project team that there has been high turnover amongst government officials since the policy proposal was finalized and validated in March 2021

³ It is also reported that the TAWG member from the Ministry of Investment presented the recommendations to his Undersecretary for consideration in their policy but documentation of this is pending

Progress: the meeting discussing the findings of the assessment and recommendations was well attended by stakeholders including officials from various ministries along with journalists. In sum, 41 officials attended this meeting (8 female, 33 male)	
Overachieved	
Indicator 1.1B	Report drafted
Baseline	No
Target	Yes
Progress: the report was finalised, and a launch meeting held on 14 October 2021	
Achieved	
Indicator 1.1C	# of gender-responsive recommendations included in the report
Baseline	0
Target	At least 2
Progress: of the 12 policy recommendations, four make explicit the different needs of South Sudanese women for both home citizens and in the diaspora.	
Overachieved	
Indicator 1.1D	# of officials attend presentation of the inception report
Baseline	0
Target	At least 12 mid- and senior level officials attend presentation
Progress: 21 participants attended the presentation of the inception report as part of a validation workshop held on 20 August 2020. Of these, six (5 male, 1 female) attended in person and four (1 male, 3 female) attended virtually. In order to address the limited in-person participation, 11 members of the TAWG independently reviewed the report (9 male, 2 female).	
Achieved	
Indicator 1.1E	# of target policy makers and other stakeholders receiving the full report
Baseline	0
Target	At least 100
Progress: it is unclear how many policy makers received a physical copy of the report; however, there were 39 individuals in attendance at the report launch which were presented a physical copy of the report. Invitees included ministers from various government ministries, journalists, and members of the private sector. Additionally, this report was presented to 27 members of the United Nations' Program Management Team as well as to an undetermined number of members of the Juba Economist Monthly meeting. The report was also shared via distribution lists of these two groups, reaching 100 (42 male, 58 female) individuals.	
Overachieved	
Output 1.2	Technical advisory group is established and supported in drafting pro gender policy proposals on remittances and diasporas engagement
Indicator 1.2A	# of working group meetings held under the project
Baseline	0
Target	2

Progress: a total of 10 working group meetings were held under this project according to project documents	
Overachieved	
Indicator 1.2B	# of governmental bodies represented in the working group
Baseline	0
Target	At least 4
Progress: Six governmental bodies were represented in the working group: Ministry of Foreign Affairs; Ministry of Trade; Ministry of Finance; Bank of South Sudan; Ministry of Gender; Ministry of Investment and Investment Services	
Overachieved	
Indicator 1.2C	# of policy proposals drafted by technical advisory group based upon policy research
Baseline	0
Target	At least 4
Progress: the consultant engaged to draft the policy proposal liaised with members of the TAWG to ensure that their recommendations, experiences and opinions were captured within the full proposal and in the recommendations. From this, the author of the report conducted additional research and drafted the policy proposal which were then submitted for feedback and validation by the TAWG	
Partially achieved due to the nature of the consultancy	
Indicator 1.2D	# of government officials participating at study tour and recommendations incorporated into the policy draft
Baseline	0
Target	At least 11
Progress: There were six (5 male, 1 female) government officials who took part in the study tour to Rwanda representing the following governmental bodies: Ministry of Foreign Affairs; Ministry of Trade; Ministry of Finance; Ministry of Investment; Ministry of Gender	
Partially achieved	

Does a major gap exist between the planned and achieved results (indicators listed and verified data)? How can it be interpreted? How can gaps be explained?

There are gaps between the planned and achieved results. The objective level indicators have not yet been achieved; however, the project ended on 31 December 2021 and so not enough time has passed to realize these indicators

At the outcome level, one indicator was achieved, and one was partially achieved. Part of the reason why this has not yet been achieved is due to the process now established in South Sudan on how to appropriately submit policy recommendations to relevant ministries. As iterated by almost all

stakeholders, there has been a lot of turnover in the various ministries in South Sudan. In September 2018, the Revitalized Agreement on the Resolution of Conflict in South Sudan was signed, and a transitional government was expected to be established in 2019; however, this did not happen until February 2020. And since this time, there has significant turnover amongst ministers and high-ranking government officials.

Some of the indicators in output 1.1 have been overachieved some have been partially achieved and some have not yet been achieved. For the indicators related to the report, all of those have been achieved and were within control of the project team. Attendance at the validation workshop was lower than targeted; however, this was partially due to COVID-19 protocols. Additionally, while the report was disseminated to over 100 stakeholders, it is unclear how many policymakers have received the report; however, invitees at the report launch included ministers from various government ministries, journalists, and members of the private sector.

Relating to output 1.2, indicators related to working group meetings were overachieved. The policy proposals did not appear to be drafted by members of the technical advisory working group, but rather by the consultant. As such, the scope of the work shifted, and the onus of responsibility changed. Nonetheless, the technical advisory working group members were determined by set criteria. These TAWG members were selected based on their policy experience. As such the policy proposal contains the input and feedback from these TAWG members which shaped the policy proposals and recommendations. Regarding the study tour, half the targeted number of participants from South Sudan participated. One absence was due to illness, and COVID-19 protocols accounted for the remaining gap.

Have the achieved results reached the stakeholders/beneficiaries as planned, including direct and indirect beneficiaries?

The direct beneficiaries/stakeholders for this project included various ministries of South Sudan, private sector organizations, and members of the South Sudanese diaspora in Australia. While the results did not reach beneficiaries/stakeholders in the time that was originally planned (more details in *effectiveness* section), the total number of beneficiaries reached exceeded original targets. Additionally, through dissemination of the remittances study, in meetings and in a radio talk show, the number of indirect beneficiaries of this project was higher than anticipated.

It is also worthwhile to mention that, due to the high turnover of ministers and ministry staff at the various institutions, more government stakeholders were involved and sensitized on the issue of diaspora engagement and how remittances can influence South Sudan's development.

On the other hand, the reach of the project to the South Sudanese diaspora in Australia was limited. Further details answered in the question on barriers to participation.

Did girls, boys, women and men equally benefit from the project?

It is unclear how many girls and boys participated in the project⁴. The technical advisory working group members were all adults.

Men and women did not equally benefit in all stages of the project. The different beneficiary/stakeholder groups were gender skewed. The technical advisory working group comprises more male government officials than female government officials. This may be due to unequal gender representation in government.

- There were 5 male and 1 female government officials who participated in the Rwanda study tour.
- Of the 10 participants who attended the inception report, 6 were male and 4 were female and the majority (3) of female participant attended virtually.

On the other hand, the remittances study was shared via email distribution lists which have a gender imbalance, reaching more potential female readers than potential male readers

In terms of participation in the remittances study, more male (24) South Sudanese diaspora members participated than female (19). It is worth noting that the minimum participation level (30%) was surpassed by 14 percentage points. Stemming from this research, the policy draft and the policy recommendations following the remittances study consider gender and some (4) recommendations are explicitly gender sensitive.

Was the planning and design process for the project participatory and non-discriminatory? Were any barriers to participation (including equal gender participation) identified in the design or implementation? If so, what has been or should be done to address these barriers?

According to early project documents, the project was developed in collaboration with the Bank of South Sudan and also building on the good relationship that IOM South Sudan has with the Government of South Sudan.

While not necessarily a barrier to participation, several stakeholders questioned why Australia was the case study for this project. The reason why Australia was selected is due to the fact that the South Sudanese diaspora in Australia is both more concentrated in terms of locality and more organizationally mature. Other countries with large South Sudanese diaspora, such as the United States of America and the United Kingdom, the diaspora groups are more widespread and less organized. Additionally, more data exist on the South Sudanese diaspora in Australia and there are well established diaspora organizations. While the rationale was clear to IOM program staff and consultants, key stakeholders still wondered why Australia was chosen and not other locations with a large South Sudanese diaspora; even locations closer to South Sudan, such as those in East Africa.

However, there were barriers to participation in the implementation stage. Two main barriers to participation regarding implementation were identified. The first amongst members of the technical advisory working group and second within the remittances study itself.

Regarding participation of members of the technical advisory working group, the initial group was based on nominations of the ministries without specification. As such, some of the nominees we

⁴ IOM project team note that youth participated in the survey conducted by Diasporas Action Australia; however, the remittances study does not denote demographic characteristics of surveyed or interviewed South Sudanese Australians due to anonymity

were not able to engage as much as other participants because they were not technical specialists. This first working group was dissolved once the scope of this study and the terms of reference was agreed upon. A second technical advisory working group was formed after to focus on policy. In order for all members to participate equally, the second round of nominations was conducted but this time including a specific request for technical, policy specialists.

The initial plan was to have 120 South Sudanese diaspora members participate in the survey which formed the basis of the remittance study. To reach 120 individuals, 209 members of the South Sudanese diaspora community in Australia were invited to complete the survey. A well-known diaspora organization, Diaspora Action Australia, was tasked with communicating with previous programme/event participants to complete this survey. Even though the request came from a trusted local organization, the majority of survey invitees declined to participate. In the end, only 43 diaspora members participated in the survey. The main reason invitees did not complete this survey was due to distrust. Steps were made to ensure invitees that their data would be completely anonymous; however, this was not sufficient to ease their distrust and complete the survey. This was compounded by COVID-19 lockdown measures in Australia which limited the engagement of Diaspora Action Australia with members of the South Sudanese community in Australia as they could not call town halls nor community events to explain the purpose of the survey.

The remittance survey is very clear regarding the less than anticipated participation of survey invitees and findings of this study should be understood with that caveat in mind.

Efficiency

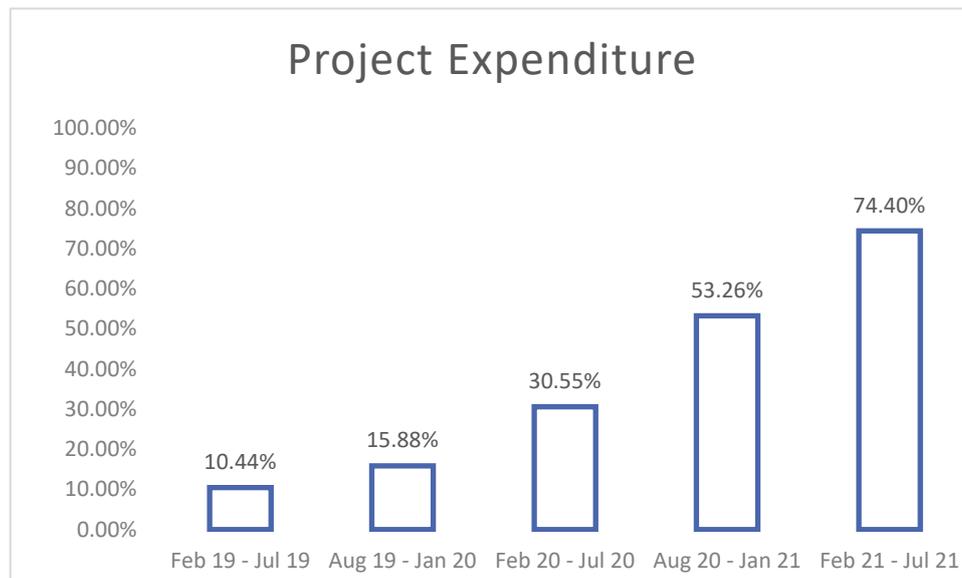
Was the project implemented in a most cost-effective way, in line with budget and expected expenditures?

This project had two no-cost extensions. Originally planned to be an 18-month project, it became a 30-month project. The reasons behind these no-cost extensions were twofold. One, as described above, the changes in key stakeholders and government counterparts delayed implementation of several activities. Notably, the formation of the technical advisory working group which was essential for creating the scope for the terms of reference for the remittances study. Second, was the COVID-19 pandemic. In addition to delaying in person activities such as the Rwanda study tour, the COVID-19 restrictions meant that key partners in South Sudan were not working from office. Due to the fact that internet connectivity in South Sudan is not always the strongest to facilitate work from home, some meetings of the technical advisory working group had to wait until in-person meetings were once again permissible

There were also two budget revisions during the course of this project. Some activities were replaced and in other activities the actual cost differed from the budgeted cost. The in-person diaspora conference in Juba did not take place. The cost savings from this in addition to other under expenditures freed up budget to add a second consultancy. This second consultant was recruited to draft the policy proposal itself.

The below chart highlights the project expenditure as a portion of the total budget (USD 100,000) over the course of the project. This graph only includes data through 31 July 2021 as the final

financial report is not yet due. Until 2020, the vast majority of project expenditure was on staff and office costs. In other words, there was one year when very little operational costs were incurred.



Were the project activities undertaken and were outputs delivered on time? Are there any additional (unexpected) results achieved without additional costs?

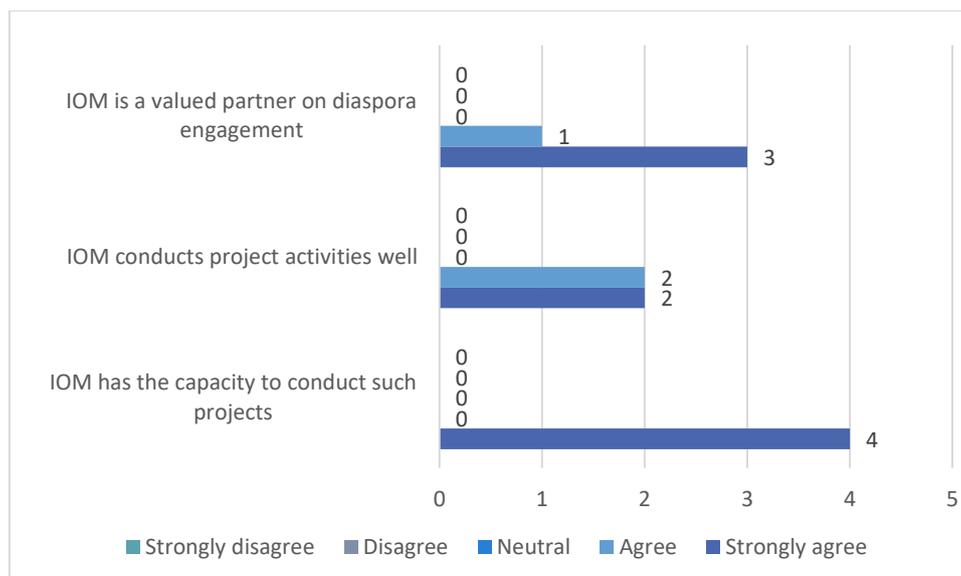
As highlighted above, there were two no-cost extensions for this project. The project was delayed at the beginning largely due to high turnover of key counterparts in the South Sudanese government. In late 2019, the formation of the technical advisory working group was formed and in early 2020, the remittances study consultant was contracted. According to original plans, the remittances study consultant was due to travel to South Sudan for data collection. However, travel restrictions were put in place due to the COVID-19 pandemic during this time.

There were also additional activities that were not part of the original project proposal. For example, the previously mentioned policy draft as well as highlighting the importance of diaspora engagement on a radio talk show.

More details on unexpected results can be found in the impact section of this report.

What are the stakeholders' views of IOM's activities and capacity? Do you think IOM is well placed to implement such projects also in the future?

Stakeholders and project partners agree that IOM is a good partner for matters on diaspora engagement and remittances. Project partners particularly noted the strength of IOM South Sudan staff's technical capacity as well as institutional knowledge. This helps ensure engagement with the South Sudanese government is done according to proper channels. There were different responses related to IOM's communication. Some stated that there were no problems and that everything was very efficient; however, other reported lack of communication and impromptu requests for meetings and inputs.



Impact: What changes can be observed in the target population/key stakeholders?

What long-term changes can already be observed or are likely to be achieved in terms of; strengthening capacity of the national institutions in South Sudan on managing diasporas engagement? raising awareness on the importance of drafting evidence-based policy on remittances and diasporas engagement?

Outcome: Technical Advisory Work Group utilize findings from the research to draft gender-sensitive policy proposals on diaspora engagements and remittances for submission to relevant ministers

- As mentioned above, the draft policy document has been produced along with a study on remittances and diaspora engagement using Australia as a case study. It is unclear at this time to what extent the policy recommendations have been submitted for endorsement to relevant government ministers. Additionally, as highlighted in the section on effectiveness, the TAWG provided input and feedback on the gender-sensitive policy proposals to an external consultant who drafted this document and then the TAWG validated the proposals and recommendations.

Strengthening National capacity institutions in South Sudan:

- Representatives from several ministries have been involved with the technical advisory working group and with the study tour to Rwanda. Additionally, the production of the remittances study provides new information to key stakeholders in South Sudan both within the government and in the private sector. Likewise, the study tour to Rwanda provided concrete examples of how to productively engage the diaspora. It is unclear to what extent all participants in the technical advisory working group and those who participated in the study tour feel empowered to create change within the South Sudan context but interest of engaging further on this topic was well noted amongst interviewed members of the TAWG. Additionally, during the timeline of this project the Minister of the Ministry of Foreign Affairs

had a meeting with IOM South Sudan Chief of Mission to further discuss collaboration and diaspora engagement was an area of possible collaboration.

Raising awareness on the importance of drafting evidence-based policies on remittances and diasporas engagement:

- There has reportedly been changes in how project participants converse about and relate to the diaspora. Key informants noted that previously the general conversation related to diaspora was unproductive. In addition to the distrust highlighted above, which prevented diaspora engagement in the study, there was likewise distrust by home citizens in South Sudan of the diaspora. After engagement in this project by the IOM project team, by the technical advisory working group, and through the study tour to Rwanda, key informants noted that there has been a shift in perceptions related to the diaspora. Now, there is a growing common understanding of the importance of the diaspora and how they are already positively contributing to development in the country.

To what extent has the project helped to ensure respect of relevant human rights of migrants in particular regarding “*participation*”?

Regarding ensuring respect of relevant human rights, especially participation, migrants have been able to participate in the implementation of this project. Notably, the remittances study centered migrants’ voices. Furthermore, the policy draft utilized the remittances study to draft relevant language in the policy draft itself.

What is the contribution of the project to the observed or expected changes, considering also other contributing factors?

Outcome: Technical Advisory Work Group utilize findings from the research to draft gender-sensitive policy proposals on diaspora engagements and remittances for submission to relevant ministers

- The change noted is the availability of a draft policy and remittance study

The availability of the draft policy and remittance of study is directly related to this project. However, as noted above, it is unclear to what extent policy proposals have been submitted to relevant ministers. The policy proposal is available and was disseminated to representatives across multiple ministries. As previously mentioned, the changes in personnel and structure of the government limit the realization of this outcome. The parliament members were sworn in September 2021 and are currently organizing into committees. Until these committees are fully operational, it is not possible to table recommendations in the cabinet. The changes realized under this are more at the output level than the outcome level.

Strengthening capacity of the national institutions in South Sudan on managing diasporas engagement

- The changes noted are participation in the implementation of the project and availability of new information products

There are other partners working on, or adjacent to, the subject of remittances in South Sudan. In this project, the changes revolve around participation of relevant stakeholders in implementation. This is

within the control of the project to the extent that invites were submitted, and nominations received for participation in the technical advisory working group. It is worthwhile to note that individuals representing different ministries were engaged in this project. As such, national institution strengthening would need to occur through these individuals and it is perhaps too soon to realize the effects.

Raising awareness on the importance of drafting evidence-based policy on remittances and diasporas engagement

- The change noted is the shift in perspective regarding members of the diaspora

First, the policy draft is available. Members of the technical advisory working group agreed with the recommendations in the remittances study as well as highlighted the importance of pursuing some of these recommendations. Furthermore, the shift in attitudes is likely due to conversations over time through this project along with other initiatives and dialogues.

What, if anything, has already or is likely to hamper impact? How could impact be maximised in the future?'

One of the most cited factors that could hamper impact was general fragility in the South Sudanese context. Accompanying this is the lack of human and financial resources to meaningfully take forward the recommendations in the remittance study as well as lobby to get the draft policy endorsed and approved by Ministers. Due to competing political priorities, the subject of diaspora engagement requires a lot of political will to move forward. Additional factors that will hamper impact include the lack of an action plan with timeline for implementing the recommendations of the remittances study.

There are also infrastructure needs that underscore the potential impact of the project. With a large portion of the country without easy access to banks, remittances will only be applicable to those within close proximity to a bank or in a geographic location which has regular electricity access for mobile money services.

The impact of this project could be maximized through the creation of a specific diaspora working group. The technical advisory working group was essential in providing influence and advice for policy creation. The diaspora working group could then be more focused on engagement of the diaspora. This could be accompanied by a specific diaspora desk. This desk is recommended to be under the Ministry of Foreign Affairs.

Many stakeholders emphasized the need of a better relationship between the diaspora and the South Sudanese government. This relationship building could occur through visiting regions with good diaspora policies, creating communication channels between the South Sudanese government and the diaspora in different communities, as well as engaging the diaspora in study visits or knowledge exchange visits to South Sudan. Other suggestions included organizing high impact low resource activities such as creating a South Sudan Diaspora Day or inviting lecturers from abroad to come to South Sudan two weeks to teach at South Sudanese universities.

It was also mentioned to have a clear communication plan to accompany the remittances study to further sensitize the diaspora community of what the South diaspora government is doing in regards to diaspora engagement. It was also noted that IOM can continue to share information learned through this project within the IOM South Sudan country team and proactively engage in this subject on different projects.

If any, which unintended effects are being produced by the project, whether positive or negative?

It reported that, due to this project, as well as in collaboration with the International Monetary Fund and the World Bank, that the Ministry of Finance and the Bank of South Sudan have included a transactional system to be able to systematically capture inflows and outflows of all remittances being sent in and out of the country. While the Bank of South Sudan collected data on inflows and outflows, the categorization of the inflow and outflows as well as the policies and regulations in regards to publish this data was not yet implemented. Stakeholders attributed this project, specifically the recommendations of the remittance study, to this change. With this data, the Ministry of Finance will have a more complete picture of the total amount of remittances that come into the country which has potential knock-on effects in terms of policy and engagement. Nonetheless it is too soon to note these potential knock-on effects.

Sustainability

Did stakeholders participate in the implementation of the project to guarantee sense of ownership and interest in the sustainability?

Of the four stakeholders surveyed, all were either satisfied (3) or very satisfied (1) in their engagement in project design. Overall, the project activities were done with key stakeholders. It was also commented by stakeholders that the number of institutions which participated for this project was a good practice.

All four stakeholders surveyed reported being satisfied in their engagement in project implementation. However, it was noted that there were several challenges to implementation, further explained in effectiveness section. As reported above, key stakeholders still believe that this theme of remittances and diaspora engagement is still relevant in 2022. However, it is unclear how much ownership there remains in the sustainability of the project. Many stakeholders continue to look to IOM to further engagement on this subject.

Are the results obtained sufficient to draw any conclusion on the sustainability before the actual end of the project? For instance, are some activities already on-going without any more support from the project? Or are benefits generated by the project likely to continue once the external support ceases?

Of the four stakeholders surveyed, three of the four were either satisfied or very satisfied regarding the next steps proposed in this project. However, there is no one clear leader to take up these themes.

Of note are the new systems in the Bank of South Sudan to track inflow and outflows of remittances. Stakeholders noted that there is a lot of potential use for this data in shaping both policy and decisions in the various ministries.

Additionally, the changes in attitudes would likely still continue. However, it is not a guarantee that these would translate into actions within the government.

What actual or expectable positive and negative effects are foreseeable in terms of environmental sensitivity and sustainability?

The project itself included travel as well as printing of materials. However, this was proportional to the planned activities. In the future, implementation of the diaspora policy may raise some conversations of environmental sensitivity and sustainability in the calls for building of infrastructure and leveraging the diaspora for development of businesses. These conversations will be part of a much broader, global, conversation related to the nexus of development and environmental sustainability.

Conclusions

Relevance

Overall, the project activities and outputs are in line with the intended outcomes and overall objective of the project. These are also in line with internal IOM guidance and the East and Horn of Africa Regional Strategy. There are some suggestions of additional activities that this project could have included or should include in future projects. Furthermore, the activities were adjusted with a project amendment to be more in line with South Sudanese realities. The topic of remittances and diaspora engagement was a topic of importance during project conceptualization and is still relevant for the future. Gender and conflict sensitivity were embedded within the project.

Effectiveness

As the project closed on 31 December 2021, it is too early to assess the long-term changes measured by the objective. The project has successfully achieved most of its output indicators and has made promising strides in achieving the outcome indicators. These results have reached more target stakeholders than originally planned. While the project embedded gender in the design, men and women did not equally benefit at all stages of the project. In some areas, there were more women impacted and in other areas, more men were impacted. Additionally, there were some barriers to participation recorded, mainly in the diaspora research study. Some members of the South Sudanese Diaspora in Australia were distrustful of research that was associated, however minimally, with the government of South Sudan. There were further questions amongst stakeholders as to why Australia was selected as the country of focus for the remittances survey even though the selection was clear to the IOM project team.

Efficiency

The project required two no-cost extensions to realize all the activities fully. These no-cost extensions can be explained by the COVID-19 pandemic and by the changes in key stakeholders and government counterparts which delayed implementation of certain activities. These extensions were also accompanied by changes in the budget such as the addition of the consultancy for the policy proposal. Overall, stakeholders involved in the evaluation believe that IOM is a trusted partner and has the capacity to implement projects on diaspora engagement.

Impact

The changes reported note changes in attitude, availability of resources, and IOM-supported behavior change. The attitude changes, related to how the diaspora are viewed in South Sudan, are likely a combination of factors between this project and external factors. The availability of resources, the remittances study and the policy draft, are directly due to IOM's actions. The behaviour change is currently supported by IOM.

Additionally, there have been a few unexpected changes such as the implementation of a transactional system to be able to systematically capture inflows and outflows of all remittances being sent in and out of the country within the Bank of South Sudan and Ministry of Finance. This is being done in collaboration with the International Monetary Fund and the World Bank and reportedly inspired by the results of the remittance study.

Impact could be hampered by the fragility of the South Sudanese context and the lack of resources to continue work related to diaspora engagement and remittances. Impact could be maximised through the creation of a diaspora working group, improving the relationship between the diaspora and the South Sudanese government and creating a communication plan to accompany the remittances study.

Sustainability

While project stakeholders were overall satisfied with their level of engagement in project design and implementation, many still look to IOM to continue moving the actions forward. Furthermore, while stakeholders agree with the next steps in moving towards implementing the study recommendations and working towards implementing the policy draft, there is no clear leader to take up these tasks.

Recommendations

1. IOM South Sudan migration management unit has shared the findings of the remittances study both internally and externally. The unit should continue sharing these findings to further leverage these topics of remittances and diaspora engagement through other projects
2. IOM South Sudan migration management unit and senior management team to continue encouraging various ministries to take up the recommendations in the remittances survey
3. IOM South Sudan migration management unit to create a list of what minimum circumstances would need to occur for additional project phases to be successful

4. IOM South Sudan to consider communication/dissemination plans for any studies, especially those which involved communities of special interest
5. IOM South Sudan to conduct research feasibility assessments before commissioning large research projects
6. IOM South Sudan to continue conversations with the Bank of South Sudan regarding tracking of remittance inflows and outcomes

Good practices and lessons learned

Lessons learned:

1. Assess the feasibility/appropriateness of conducting surveys at project design. The survey did not reach as many participants as initially anticipated.
2. The need for a communication plan to accompany important research publications.

Good practice:

1. Engagement of various ministries in the technical advisory working group. This was recorded to be a success amongst members of the TAWG who reported that such collaboration is rare.
2. Engagement of the right people for specific tasks. Members of the second TAWG were specifically individuals who had policy experience and so they were able to meaningfully provide inputs and feedback.

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 Are the project activities and outputs consistent with the intended outcomes and objective?	Is there a logical flow in the results matrix?	Sound vertical logic	Project proposal	Desk review
	Is there agreement amongst stakeholders that these activities and outputs lead to the intended outcome and objective?	Perception of IOM staff & stakeholders	Project documents, IOM staff, government partners, Donor, consultants	Desk review & interview
1.2 Does the project still respond to needs of the project final beneficiaries and other target groups?	What were the original needs of the project beneficiaries?	List of needs	Needs assessment, IOM staff, consultants	Desk review & interviews
	Are these needs the same today as they were during project design?	Perception of IOM staff and stakeholders	IOM staff, government partners consultants	Interviews
	How well does the project take these changes, if any, into account?	Perceptions of alignment	Government officials, NGOs, IOM staff	Interviews & Questionnaire
	What could be additional elements needed to strengthen the program?	Descriptions of how the project could be strengthened	Government officials, NGO partners, IOM Staff	Interview
1.3 Does the project align to IOM global, regional, and national strategies and policies on remittances and diaspora engagement?	What are IOM's strategies on remittances and diaspora engagement	Alignment of project to these strategies	Project documents + IOM documents	Desk review, interview
	How well do the project products match these standards?	Degree of alignment	Project documents, IOM staff	Desk review, interviews
1.4 To what extent was gender mainstreaming taken into account in design and implementation?	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
1.5 To what extent was conflict sensitivity considered in the project design and implementation?	What are IOM's gender mainstreaming standards for project design and implementation	Description of standards	IOM guidance documents	Desk review
	How well does this project align to these standards?	Alignment to standards	Project documents, IOM staff	Desk review & interviews
2. Effectiveness: is the intervention achieving its objectives?				
2.1 Is the project/programme effective in reaching planned results, in bringing planned changes?	What results have been achieved so far?	Description of results achieved	Project documents	Desk review
	What should have been achieved at this point in the project?	Alignment to workplan and results monitoring framework, assumptions in theory of change	Project documents (theory of change, RMF)	Desk review

2.2 Does a major gap exist between the planned and achieved results (indicators listed and verified data)? How can it be interpreted? How can gaps be explained?	Building on 2.1 If there is a gap between planned and achieved results, what has been the reason?	Alignment to workplan, descriptions of delays, assumptions in theory of change	Project documents, IOM staff,	Desk review & interview
	Were these reasons within the control of the project team?	Description of delays and perceived control	Project documents, IOM staff	Desk review & interview
2.3 Was the planning and design process for the project participatory and non-discriminatory? Were any barriers to participation (including equal gender participation) identified in the design or implementation? If so, what has been or should be done to address these barriers?	What was the planning and design process?	Documentation of planning and design process	Project documents, IOM staff	Desk review & interview
	Who was involved in the implementation process	Description of participation	Project documents, IOM staff, government partners, consultants	Desk review & interview &
	Were barriers to participation identified?	Existence of barriers	IOM staff, government partners, consultants	Interviews
	If so, what was done to address these barriers	Accounts of existence	IOM staff, government partners, consultants	interviews
2.4 Have the achieved results reached the stakeholders/beneficiaries as planned, including direct and indirect beneficiaries?	What should the target group have received at this point in the project?	Degree of alignment	Project documents	Desk review
	Did they receive this?	Accounts of existence	Project documents, stakeholders	Desk review, Interviews
	Who else has benefited from project activities?	Accounts of existence	Stakeholders	Interviews
2.5 Did girls, boys, women and men equally benefit from the project?	Who directly benefitted from the project?	Description of beneficiaries	Project documents	Desk review
	[2.4] Who indirectly benefited from the project?	Description of beneficiaries	Project documents, stakeholders	Desk review, interviews
	What is the disaggregation of beneficiaries both direct and indirect?	Accounts of beneficiaries	Project documents, stakeholders	Desk review, interviews
3. Efficiency: How well are resources being used?				
3.1 Was the project implemented in a most cost-effective way, in line with budget and expected expenditures?	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, government partners	interview
	Are these other options more or less expensive than the project as designed?	Cost projections of additional activities	IOM staff	interview

3.2 Were the project activities undertaken and were outputs delivered on time? Are there any additional (unexpected) results achieved without additional costs?	What changes have occurred? (4.1)	Monitoring data, Accounts of change	Project documents, Stakeholders (government, project staff)	Desk review, Interviews & questionnaire
	Were these changes according to original timeline?	Alignment of changes to project plan	Project documents	Desk review
	Through what mechanism did these changes occur? Are these through project mechanisms? (4.2)	Description of source of change	Stakeholders (government, project staff)	Interviews & questionnaire
	Did these changes utilize project resources?	Description of source of change	Stakeholders (government project staff)	Interviews & questionnaire
3.3 What are the stakeholders' views of IOM's activities and capacity? Do you think IOM is well placed to implement such projects also in the future?	How well do stakeholders view IOM's capacity and implementation of activities?	Perception of stakeholders	Government partners	interview
	Do they believe IOM is a valued partner in such activities?	Perception of stakeholders	Government partners	Interview
4. Impact: What difference does the intervention make?				
4.1 What long-term changes can already be observed or are likely to be achieved in terms of strengthening capacity of the national institutions in South Sudan on managing diasporas engagement? raising awareness on the importance of drafting evidence-based policy on remittances and diasporas engagement?	What changes have occurred regarding national capacity strengthening?	Monitoring data, Accounts of change	Project documents IOM staff, government partners, consultants (?)	Desk review, Interview & questionnaire
	What changes are likely to be achieved based on this project?	Accounts of change	IOM staff, government partners, consultants (?)	Interview & questionnaire
	What changes have occurred regarding raising awareness?	Monitoring data, Accounts of change	Project documents IOM staff, government partners, consultants (?)	Desk review, Interview & questionnaire
	What changes are likely to be achieved based on this project?	Accounts of change	IOM staff, government partners, consultants (?)	Interview & questionnaire
4.2 To what extent has the project helped to ensure respect of relevant human rights of migrants in particular regarding "participation"?	What are IOM's standards regarding participation as a human right?	Description of standards	IOM documents	Desk review
	Building on 2.3 To what extent did migrants participant in this project?	Existence of migrant participation	Project documents, consultants, IOM staff	Desk review & interview
	4.1 What changes occurred	Accounts of change	IOM staff, government partners, consultants (?)	Interview & questionnaire

4.3 What is the contribution of the project to the observed or expected changes, considering also other contributing factors?	What are the possible factors leading to the outcome?	Description of factors	IOM staff, consultants (?)	Interview & questionnaire
	What influence did the project have over these factors?	Comparison of factors to project design	IOM staff, consultants (?)	Interview & questionnaire
4.4 What, if anything, has already or is likely to hamper impact? How could impact be maximised in the future?	What are factors that will hamper impact?	Descriptions of factors	IOM staff, government partners, consultants (?)	Interview & questionnaire
	What can be done to maximise impact?	Descriptions of factors	IOM staff, government partners, consultants (?)	Interview & questionnaire
4.5 If any, which unintended effects are being produced by the project, whether positive or negative?	What are unintended changes that have occurred?	Accounts of change	IOM staff, government partners, consultants (?)	Interview & questionnaire
5. Sustainability: Will the benefits last?				
5.1 Did stakeholders participate in the implementation of the project to guarantee sense of ownership and interest in the sustainability?	To what extent were stakeholders involved in implementation of this project?	Description of participation of implementation	Government partners, IOM staff, consultants (?), project documents	Desk review & interviews
	To what extent do stakeholders feel ownership of this project?	Perceptions of stakeholders	Government partners	interviews
5.2 Are the results obtained sufficient to draw any conclusion on the sustainability before the actual end of the project? For instance, are some activities already on-going without any more support from the project? Or are benefits generated by the project likely to continue once the external support ceases?	[4.1] What are the results achieved so far	Monitoring data, Accounts of change	Project documents IOM staff, government partners	Desk review, Interview & questionnaire
	What conclusions regarding sustainability can be drawn?	Perceptions of sustainability	IOM staff, government partners, consultants (?)	interview
5.3 What actual or expectable positive and negative effects are foreseeable in terms of environmental sensitivity and sustainability?	[4.1] What are the results achieved so far			
	What effects do these results have on the environment?	Descriptions of results and analysis of environmental impact	NGO partners, IOM staff,	Interviews

Annex B: List of Documents Reviewed

- CD.0011 Concept Note
- CD.0011 Proposal
- CD.0011 Proposal Revised
- CD.0011 Narrative Interim Report 1
- CD.0011 Narrative Interim Report 2
- CD.0011 Narrative Interim Report 3
- CD.0011 Narrative Interim Report 4
- CD.0011 Narrative Interim Report 5
- CD.0011 Financial Interim Report 1
- CD.0011 Financial Interim Report 2
- CD.0011 Financial Interim Report 3
- CD.0011 Financial Interim Report 4
- CD.0011 Financial Interim Report 5
- “Remittances and Diaspora Engagement in South Sudan”
- Terms of Reference for Study Visit
- Study Tour Report
- Remittance and Diaspora Engagement Policy Draft
- Terms of Reference: Policy Consultant
- Terms of Reference: Diaspora Mapping
- NFF meeting with bank of South Sudan
- PMT meeting minutes
- IOM Guidance Note on Remittances IN/235
- IOM project handbook

Annex C Terms of Reference

FINAL INTERNAL EVALUATION FOR “ENHANCING KNOWLEDGE ON REMITTANCES AND DIASPORA ENGAGEMENT IN SOUTH SUDAN”

(2018-2021)

Commissioned by: International Organization for Migration (IOM) Mission in South Sudan

Project Managed by: Fitriana Nur, Program Coordinator Migration Management Unit

1. Evaluation context

Estimates indicate that 4.7 million South Sudanese live outside of the country’s borders, with at least 2.5 million of those living as refugees. As a result, money earned abroad by diaspora that should be sent to support the communities and individuals in South Sudan in the form of remittances, is now being used to sustain foreign economies. A large proportion of the South Sudanese economy is being supported by migrants in both formal and informal employment, and there is an assumption that a sizeable percentage of their wealth is being channeled through remittance outflows to their countries of origin. Meanwhile, there are no formal mechanisms for remittances data collection, analysis and dissemination in the country with latest figures captured in 2013 and the Bank of South Sudan has not issued disaggregated data on overseas development assistance where remittances would be captured since 2013. There are also no tracking mechanisms in relation to how remittances are utilized to build the resilience of South Sudanese people, such as family upkeep, running enterprises, and so on. Due to these complexities, involving all stakeholders an assessment of the current landscape would ensure information-sharing and the ability to adequately inform policy.

As such, IOM South Sudan conducted a study on remittance flows in the country. The findings will be used to determine the feasibility of eventually establishing a diaspora investment fund that can be managed by the diaspora associations through an agreed framework supported by the government.

Overall Objective: Government of South Sudan uses and further develops instruments to actively connect, exchange, and engage with diaspora members and organizations. It is expected that the Diaspora Working Group utilize findings from survey to finalize a draft Strategy and Action Plan to strengthen diaspora remittances for investments and submit gender sensitive policy recommendations to the Council of Ministers (aligned to MIGOF principles 2 and 3). The project is intended to deliver two outputs:

Output 1: Holistic survey undertaken, and report drafted and made available for relevant stakeholders on diaspora engagement and remittances in South Sudan, including policy recommendations to maximise the contribution of the diaspora to poverty reduction in communities of origin, especially female headed households.

Output 2: gender relevant policies on remittances and diasporas engagement are drafted, diasporas are mapped out for future engagement.

2. Evaluation purpose and objective

The primary purpose of the final internal evaluation is to analyse the overall performance of the project, in terms of efficiency and the extent to which planned activities and results (outputs and outcomes) of the project were achieved, their impact and sustainability, and the alignment of the project to strategies, priorities and needs.

The evaluation should identify strengths and weaknesses in implementation, and generate related lessons learned and good practices that will be useful for ongoing and future projects implemented by the IOM Mission in South Sudan and for similar projects implemented globally by IOM.

The evaluation will assess the expected prospects for reaching the longer-term outcomes and impacts of the project, which are focused on capacity building and strengthening resilience of local communities. It is essential that the evaluation highlights lessons learned and best practices for future programming. IOM will share the evaluation report with the donor of the project and participating institutions to demonstrate the value of the project.

The evaluation will cover the entire implementation period from September 2018 to December 2021, and the evaluation data collection will be carried out in and outside Juba, South Sudan. An in-person field visit may be carried out, otherwise replaced by remote data collection, depending on development of COVID-19 and its related travel restrictions.

3. Evaluation criteria

The evaluation will cover the OECD-DAC criteria of relevance, effectiveness, and efficiency of the project, and to the possible extent, will address the likely impact and sustainability of the project.

4. Evaluation questions

The evaluation should focus on the following primary questions according to each evaluation criteria and including attention to gender, human rights, disabilities and environmental sensitivity and sustainability.

Relevance

- Are the project activities and outputs consistent with the intended outcomes and objective?
- Does the project still respond to needs of the project final beneficiaries and other target groups?
- Is the project in line with the donor priorities?
- Does the project align to IOM global, regional, and national strategies and priorities?
- To what extent was gender mainstreaming taken into account in design and implementation?

Effectiveness

- Is the project effective in reaching planned results, in bringing planned changes?
- Does a major gap exist between the planned and achieved results (indicators listed and verified data)? How can it be interpreted? How can gaps be explained?
- Have the achieved results reached the stakeholders/beneficiaries as planned, including direct and indirect beneficiaries?
- Did girls, boys, women and men equally benefit from the project?

- Was the planning and design process for the project participatory and non-discriminatory? Were any barriers to participation (including equal gender participation) identified in the design or implementation? If so, what has been or should be done to address these barriers?
- Does the intervention identify enablers that facilitate the participation of persons with disabilities? What appropriate measures were taken to remove barriers and promote enablers, to ensure that persons with disabilities can participate meaningfully? What more should be done, if anything, to ensure the participation of persons with disabilities?

Efficiency

- Was the project implemented in a most cost-effective way, in line with budget and expected expenditures?
- Were the project activities undertaken and were outputs delivered on time? Are there any additional (unexpected) results achieved without additional costs?
- What are the stakeholders' views of IOM's activities and capacity? Do you think IOM is well placed to implement such projects also in the future?

Impact

- What long-term changes can already be observed or are likely to be achieved in terms of:
 - strengthening capacity of the national institutions in the Republic of Azerbaijan to help prevent violent extremism and radicalization?
 - diminishing susceptibility of local communities to possible threats of violent extremism and radicalization?
- Did the project activities promote sustainable changes in terms of Gender Equality (GE)? How?
- To what extent has the project helped to ensure respect of relevant human rights of migrants?
- What is the contribution of the project to the observed or expected changes, considering also other contributing factors?
- What, if anything, has already or is likely to hamper impact? How could impact be maximised in the future?
- If any, which unintended effects are being produced by the project, whether positive or negative?

Sustainability

- Did local partners and stakeholders participate in the implementation of the project to guarantee sense of ownership and interest in the sustainability?
- Has exit planning been developed and promoted among the relevant stakeholders?
- Are the results obtained sufficient to draw any conclusion on the sustainability before the actual end of the project? For instance, are some activities already on-going without any more support from the project? Or are benefits generated by the project likely to continue once the external support ceases?
- What actual or expectable positive and negative effects are foreseeable in terms of environmental sensitivity and sustainability?

5. Evaluation methodology

IOM will select a trained internal evaluator (IOM staff member) from its global roster to carry out this evaluation. The final internal evaluation should be conducted in line with IOM evaluation guidance and policies as outlined in the IOM Monitoring and Evaluation Guidelines and the IOM Project Handbook.

The following combination of data collection methods is proposed be used in the evaluation, pending discussion with and the inception report of the selected evaluator(s):

- Review of existing documentation (project documents, monitoring data and reports, photos, information presented in the media);
- Semi-structured interviews with IOM staff responsible for the project implementation, government agencies, beneficiaries, and other stakeholders;

An evaluation field visit may be carried out, otherwise replaced by remote data collection, depending on the development of COVID-19 and its related travel restrictions.

6. Ethics, norms and standards for evaluation

The evaluation must be conducted considering IOM Data Protection Principles, UNEG Norms and Standards for evaluations and relevant ethical guidelines.

7. Evaluation deliverables

The deliverables expected from the Evaluator include the following:

The selected evaluator should develop an **inception report** including an evaluation matrix and related data collection tools to describe their understanding of the TOR and how they will conduct the evaluation used including any revisions to the methodology as required. This should be submitted to the project manager following the document review phase, for comments and discussion with the evaluators to finalize plans prior to the data collection.

The evaluator should prepare a **draft report** to be shared with the IOM South Sudan. IOM South Sudan will be responsible for compiling comments/feedback, including if needed from IOM's Regional Office Senior Thematic Specialist on Labor and Human Development. The evaluation team will then finalize the report based on the comments/feedback received.

The **final report** shall be written in English and meet good language standards, being grammatically correct, proofread and laid out well, consisting of between 10 and 20 pages of the main text (without annexes). The report will follow the same presentation logic and include, at a minimum, the information described in the IOM Project Handbook template for evaluation reports: executive summary, list of acronyms, introduction, evaluation context and purpose, evaluation framework and methodology, findings, conclusions and recommendations. Annexes should include the TOR, inception report or evaluation matrix, list of documents reviewed, list of persons interviewed or consulted, data collection instruments, as well as any other relevant information.

The evaluator are requested to develop a **two-page evaluation brief** to summarize key findings, conclusions and recommendations for the main intended evaluation users. Ideally, two separate versions will be developed: one for IOM staff and the donor (to be shared with the donor along with full evaluation report), and one for participating institutions (to be translated and shared with each institution), no longer than two pages. Page one should include: Identification of audience at start of the brief; Project information (project title, countries covered, project type and code, project duration, project period, donor(s), and budget); Evaluation background (purpose, team, timeframe, type of evaluation, and methodology); Brief description of the project. Page two should summarize the evaluation results: Key findings and/or conclusions, best practices and lessons learned (optional), and key recommendations.

Finally, the evaluator should produce a **draft management response matrix**, partially filled in with the recommendations and any specific suggested actions. The matrix will then be completed by the Evaluation Manager within one month of finalization of the evaluation report by the evaluator.

8. Specifications of roles

Based on the TOR, the Evaluator will carry out a review of documents provided by the Evaluation Manager and draft the Inception Report for review by the Evaluation Manager. The Evaluation Manager will arrange an initial management meeting (short phone/ MS Teams call) to ensure a common understanding of the evaluation process, to confirm final logistics, and review and give inputs into data collection plans as outlined in the Inception Report.

IOM Mission in South Sudan:

- Arranging data collection including any field visit logistics (if possible considering COVID-19), including meetings, in-country transportation, and interpretation services, as needed.
- Managing evaluation process including feedback and quality control to the inception phase, debrief, and draft evaluation report.
- Helping address issues or challenges flagged by the evaluator.
- Ensuring translation of the two-page evaluation brief, for sharing with participating institutions along with the full evaluation report in English.

Once approved by the Evaluation Manager, the report, brief, and management response will be shared with the donor (by Evaluation Manager), with IOM’s Office of the Inspector General (by the Regional M&E Officer for RO Nairobi), and with other specialists as needed

9. Time schedule

This evaluation is scheduled to start in 1st December 2021 and the final report should be submitted no later than 31 June 2022. All expenditures (DSA, interpretation, etc.) should be done before 31 December which is the end date of the project. Exact timeframe will be agreed with the evaluator.

TASKS	WORKING DAYS	TIMEFRAME
<p>Inception phase: Conduct desk research: gather and analyze reliable, relevant, and up-to-date information from all available sources (including project reports and information from non-governmental agencies and international organizations).</p> <p>The evaluator(s) shall prepare an inception report to summarize the findings of the desk review and provide further details on methodologies to be used and/or any revisions to the methodology as</p>	1 week	By early December 2021

required. This must be submitted to and approved by the project manager prior to the start of data collection.		
Data collection: Conduct interviews and focus groups with IOM staff responsible for project implementation	1 week (including travel dates, if needed, to South Sudan, when possible)	By early December 2021
Analysis and reporting writing: Draft the report and submit to IOM South Sudan for feedback and further inputs	2 weeks	Jan – February 2022
Finalize the report and submit to IOM Azerbaijan, along with the two-page brief and draft management response matrix	1 week	Early March 2022

10. Evaluation budget

A total budget of USD 3,000 has been allocated for the final internal evaluation of the PAR Project that should include the evaluator's travel fare, per diem, local transportation, professional interpretation, and any other associated costs as required.