



# EVALUATION BRIEF

[March 2020]

## INTERNAL EX POST EVALUATION OF THE TECHNICAL ASSISTANCE FOR THE DEVELOPMENT OF A NATIONAL MIGRATION POLICY IN ANGOLA”

This evaluation brief presents a summary of the key findings, conclusions, and recommendations, as identified by the evaluator(s) for use by key stakeholders, including internally by IOM staff and externally by project partners. More details can be found in the full evaluation report.

<b>Evaluation type:</b>	Internal independent Expost
<b>Evaluator(s):</b>	Rangarirayi TIGERE. National Project Officer Policy, Liaison and Monitoring & Evaluation , IOM Zimbabwe
<b>Field visit dates:</b>	3-8 November 2019
<b>Final report date:</b>	16 April 2020
<b>Commissioned by:</b>	IOM Mission in Angola
<b>Managed by:</b>	Jeremias MENDES, Project Manager

**Evaluation purpose:** The evaluation was informed by the need for both internal accountability from IOM administration and external accountability to IOM Member States and other key stakeholders. Internally, accountability is required as IOM Evaluation guidelines require ex post evaluations for each IDF funded projects to assess the extent to which IOM delivers on its promises among other reasons. This evaluation also sought to draw key lessons for IOM and partners on the project design, implementation approach, results achieved and critical lessons that can be used to improve similar projects in the future’

**Evaluation criteria:** “Relevance, effectiveness, efficiency, impact, and sustainability”.

**Evaluation methodology:** “Document review, key informant interviews semi-structured interviews, and direct observations.

### PROJECT SUMMARY

Angola is a country that is facing a multiplicity of migration related challenges related to regular and irregular migration. These include the influx of different categories of migrants from neighbouring countries at certain periods of time, foreign migrant traders coming into Angola for trading purposes, involvement of migrants in illegal diamond mining activities as well as front line officials who are often overwhelmed and unsure of how to deal with the migrants in a manner that is consistent with international best practice and avoids abuse of human rights.

It became necessary to have a policy framework that guides the government’s response in addressing a variety of migration issues in Angola. The objective of the Technical Assistance for the Development of the National Migration Policy for Angola project was to contribute to the development of an improved policy document that facilitates and supports migration management in Angola and enhances the benefits of migration for national development in line with regional and international standards.

Initially designed to be implemented in one year, the project experienced significant delays that resulted in the project eventually being completed within a period of four years.

### Project information:

Geographical coverage: Angola  
 Project type: Technical Cooperation  
 Project code: TC.0758  
 Gender marker: [Not specified at the time]  
 Project period: [15-06-2014 to 30-11-2018]  
 Donor: [IOM Development Fund]  
 Budget: [USD 200,000]

The main project partner was the Government of Angola’s Inter-ministerial Commission on Migration Policy which brought together key ministries and other stakeholders. It is to be noted the government of Angola made a decision to lead in the drafting of the policy, thus IOM did not have much control over the pace of drafting and the content of the policy. These among other factors such as significant change in government due elections, and arrival of new officials not originally involved in the project negatively impacted the timely delivery of the project.

### KEY FINDINGS & CONCLUSIONS

The evaluation established that a whole of **government approach**, **government leadership** and **political commitment** is critical in the development of national policies. In the case of Angola the policy was **demand driven**, based on a strong desire by the Government to address a multiplicity of migration related challenges that the country was facing

In order to complete the process, once started, there is need for **sustained political commitment**. The project suffered enormous delay as a result of limited political commitment to the process within the previous government. However there was renewed commitment and engagement by the new government in 2017 leading to the successful completion of the process of developing the National Migration Policy.

The project also suffered as a result of internal staff changes within IOM which affected effective follow up on the project with the government. Notwithstanding the reasons for the delay, the impact of such delays were dire in terms of project management and financial fidelity as additional administrative and staff costs were incurred.

The project directly contributed towards the achievement of the development of the National Migration Policy in Angola through provision of capacity building training, secondment of a technical expert to work with the Government and facilitating exposure of government officials to other countries migration management experiences.

key lessons learnt are that role of **government leadership and ownership** of the process is very important and that while led by the Government the process has to be inclusive from the outset and throughout the process. Multi-stakeholder participation including the migrants and civil society is key for success. Furthermore governments should be open to receiving external technical support which would enhance the quality of the end product in keeping with international best practices and set out policy development frameworks and guidelines.

### CROSS-CUTTING ISSUES

Gender considerations were taken on board to some extent, though the policy could have benefitted from including a dedicated chapter on migration and gender as recommended by the African Union Migration Policy Framework. This would have ensured that critical gender issues were clearly identified and addressed within the policy. The same applies for other cross cutting issues such as environment.

### KEY RECOMMENDATIONS

1. The Government of Angola is encouraged to be more open to inclusive stakeholder engagement and involvement throughout similar processes to maximize on the expertise and inputs of critical stakeholders.
2. IOM should integrate mechanism for continuous accountability from both the government and IOM to ensure timely implementation of agreed project activities.
3. IOM should integrate a strong Monitoring and Evaluation component, specifically, a Mid Term Review component within the project design to enable early identification of challenges and corrective actions to be taken.
4. IOM should integrate a visibility strategy within the project design to ensure adequate visibility of the project achievements and products among critical stakeholders and the general population.
5. The Government of Angola should ensure that the National Migration Policy is made more accessible to other stakeholders outside government such as civil society, academia and NGOs.
6. It is imperative for the policy to have an implementation structure (such as the Migration Observatory) and an implementation strategy to operationalize.
7. The Government of Angola is recommended to develop a clear resourcing mechanism to support the implementation of the policy be developed.
8. Beyond the support provided by technical partners there is need for the Government of Angola to dedicate adequate financial resources for the implementation and roll out of the policy to ensure effective dissemination of the policy in order for the policy outcomes to be sustainable.