

PROJECT EVALUATION LEARNING BRIEF

04 Jan 2021

This learning brief is a summary of the key findings, conclusions, and recommendations prepared by the evaluator for use by IOM colleagues in Mongolia, as well as IOM Development Fund (donor). Details on all of the findings, conclusions, and recommendations can be found in the full evaluation report.

Evaluation type:	Internal independent final evaluation
Evaluator:	Sokleang KIM, Regional M&E Officer, IOM Regional Office in Bangkok
Evaluation visit:	26-30 January 2020
Final report:	30 June 2020

Commissioned by: IOM Mission in Mongolia

Managed by: LUTENCO Victor

Evaluation purpose: The evaluation will present a learning opportunity for IOM Mongolia in view of the implementation of a next phase of the Understanding and Managing Internal Migration project supported by SDC (which has a strong DTM component) and planning of other similar projects.

Evaluation criteria: Relevance, effectiveness, efficiency, impact, and sustainability.

Evaluation methodology: Mixed of document review and semi-structured interviews.

PROJECT SUMMARY

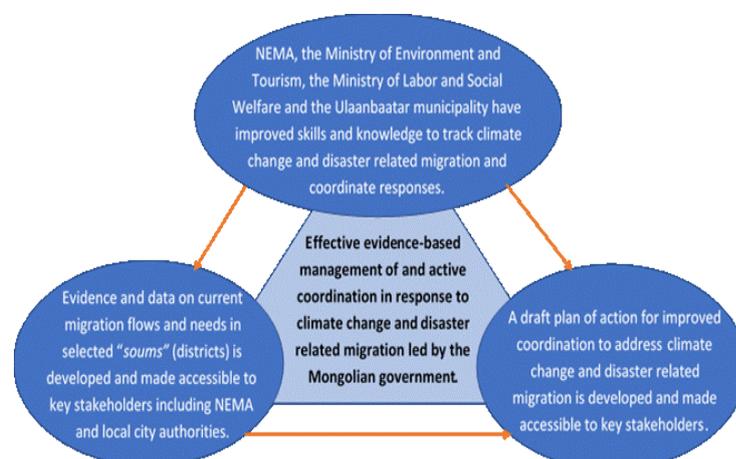
Due to the uniqueness of its geographical location and dependence of the nation's rural population on animal husbandry, Mongolia has been particularly vulnerable to environmental changes and severe weather events. The increasing trend of rural to urban migration in Mongolia has been linked to many factors, among which, some of them were resulting from climate change that leads to declining livelihood opportunities in rural areas, as well as increasing incidences of severe droughts and winter storms (dzuds). Furthermore, the increasing internal migration, particularly to urban areas have put more pressures on the social and economic structure, particularly the supply of basic services, and nature resources.

This project aimed at improving the coordination of onsite responses to events in rural locations and will aim to improve the efficiency and accuracy of the GoM's provision of shelter, water, food, fodder and other necessities to rural households to minimise instances of forced migration. Key project's activities included training to the officials of NEMA and relevant government officials at different levels on how to operationalize the IOM's Disaster Tracking Matrix (DTM), and use its results for decision-making, as well as the development of an agreed upon Plan of Action.

Climate Change and Disaster Related Migration in Mongolia

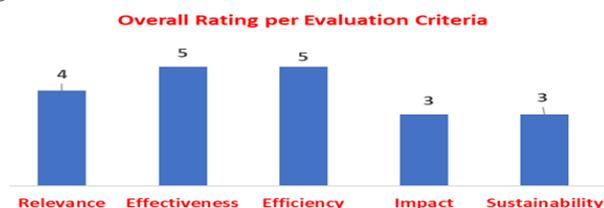
Geographical coverage:	Mongolia
Project type:	NC - Migration, Environment and Climate Change
Project code:	NC.0009
Project period:	01 Dec 2017 - 21 Jul 2019
Donor:	IOM Development Fund

Below is the brief re-structured theory of change of the project subjected to this evaluation.



KEY FINDINGS/CONCLUSIONS

The assessment results were a bit of mixed across different evaluation criteria. Effectiveness and Efficiency were rated as “excellent”, while its relevance was “very good”; and its impacts and sustainability were lower “good”.



All three outputs were very satisfactorily achieved including improved capacity of the National Emergency Management Agency (NEMA)’s officials in using the DTM tools, availability of internal migration data collected through the DTM, and availability of the action plan were successfully and very satisfactorily achieved within the project’s timeline. Moreover, even though the Government of Mongolia, particularly NEMA had not developed any policies and guidelines with reference to the DTM data, but the operational contents of the recommended Plan of Action had been integrated into the existing NEMA’s operations.

For efficiency, the project synergized very well in term of project management and data sharing with another complementary project funded by the Swiss Development Cooperation Agency (SDC). Furthermore, the government contributed not only human resources for the administration of the DTM data, but also other in-kind contributions including training venues and costs for travel and accommodation for training participants.

For relevance, the project contributed to priorities and needs of the Government of Mongolia reflected in various government’s policies and strategies, however, more inclusion of relevant stakeholders should had been properly considered and included during the project design and implementation.

For impacts, it is too premature to assess the extent to which migrants particularly those impacted by climate change and/or natural disasters benefited from this project in term of their improved livelihoods and preparedness, given the fact that the government had not initiated any policies aiming at addressing the root causes and consequences of climate change and natural disaster induced migration yet. However, even though it was not related to climate change and/or natural disaster response, the Government of Mongolia referred to DTM data to coordinate responses to

COVID-19 pandemic. This illustrated that the project had an indirect contribution by strengthening recognition and acknowledgement of the importance of DTM data in decision making among policymakers.

For sustainability, even though the NEMA had integrated recommendations in the Plan of Action into its operational plan, to what extent NEMA and the Government of Mongolia would be able to do DTM data collection by themselves without external supports was still very questionable. During the DTM rounds to assess and prepare for COVID-19 responses, the Government of Mongolia still required technical supports from IOM. Furthermore, there was no clear commitment from the government to finance DTM data collection activities after closure of the project.

KEY RECOMMENDATIONS

Recommendations for IOM Project Team:

1. The stakeholder analysis should precisely carried out during the project design, and roles and expectations from each type of stakeholders should be more specific and agreed from the beginning.
2. For future projects that their successes heavily depend on strong collaboration of the stakeholders, an agreement should be attained from the beginning that any assigned officials should not be reassigned to other duties at least for the duration of the project.
3. For future project, to achieve longer-term sustainability particularly for capacity development intervention, the project should assess capacity of project’s beneficiaries, and identify potential areas for improvement at mid-point of the project, and deliver further interventions based on the assessment’s findings.

Recommendations for IOM Project Team and IOM Development Fund:

1. All indicators should have precise explanation on the value of baseline and target of every indicator, and all stakeholders should be aware of them.
2. For future projects that involve capacity building interventions, it is imperative to include at least two output indicators, such as 1. Number of [target group] trained; and 2. Percentage of trained [target group] scored at least [70%].