Ex-post Evaluation Report

Climate Change and Disaster related Migration in Mongolia - DTM (NC.0009)

Funded by IOM Development Fund

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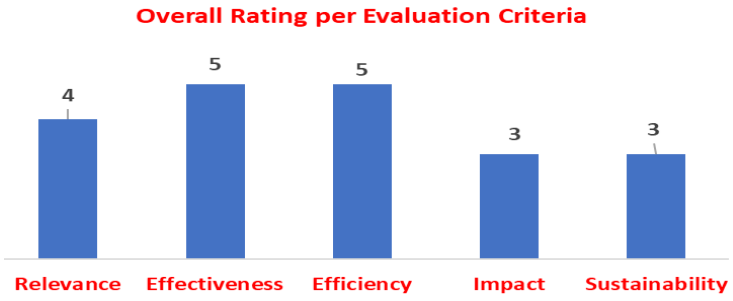
I. Executive Summary

Key Findings

The project's effectiveness and efficiency were "excellent", while its relevance was "very good"; however, its impacts and sustainability were lower "good" compared to the other evaluation criteria. The rating was supported by evidence described below.



The project responded to the needs and priorities of the Government of Mongolia regarding improving the government's capacity to collect, analyse and use climate change and natural disaster-related internal migration data for policymaking. These needs are reflected in the 2017 Disaster Protection Law, 2011 National Action Plan on Climate Change (NAPCC), and the Mongolia Sustainable Development Vision 2030. In addition, the project also aligned to international frameworks, such as Migration Governance Framework (MiGOF), IOM's 12 Point Strategy, and SDGs. However, to increase better coordination among key government stakeholders in Displacement Tracking Matrix (DTM) data collection and usage, multi-stakeholder processes during the project design and implementation could had been improved.

All planned activities were successfully completed, and the three outputs were successfully and 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 action plan had been integrated into the existing NEMA's operations.

Also, the project synergized very well in term of project management and data sharing with another project that is complementary to each other and 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.

However, 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.

Finally, besides the strengthened capacity in DTM data collection among NEMA's officials, the Government of Mongolia, particularly NEMA had embedded the recommendations provided in the proposed DTM Action Plan into NEMA's operations. Nevertheless, it is still very questionable that the Government of Mongolia would be able to do DTM data collection by themselves without external supports, and this already evidenced by the recent DTM data collection to prepare COVID-19 preparedness and response plan, where technical support was still requested to IOM. Furthermore, there was no clear commitment from the government on financing future DTM data collection activities after closure of the project.

Conclusions and recommendations

Conclusions	Recommendations
Relevance	
The project's responded to the needs and priorities of the Government of Mongolia, as well as aligned very well to national and international policies, including 2017 Disaster Protection Law, 2011 NAPCC, and the Mongolia Sustainable Development Vision 2030, IOM's MiGOF, IOM's 12 Point Strategy and SDGs. However, the it lacked adequate involvement of other stakeholders in the design and implementation for the project to achieve its intended outcome.	IOM Project Team: 1. For future projects that intend for institutional changes of multi-stakeholders, a stakeholder analysis should precisely carried out during the project design, adequate consultations should be made with relevant stakeholders during the design and implementation of the project, and clarity on expected changes and their roles and responsibilities in the project should also be made and agreed upon from the outset.
Effectiveness	
The project achieved very satisfactory of all three outputs and relatively achieved its intended outcome which was about development of policies with reference to DTM data to respond to climate change and/or natural disaster induced internal migration. In addition, gender equity was very well attained in term of officials benefiting the capacity development intervention (50%-50%). However, similar to relevance, besides inadequate consultation with relevant stakeholders during the design and implementation of the project, there was no specific explanation on value of indicators' baselines and targets. Knowing these clearly from the beginning, the project stakeholders would had	IOM Project Team and IDF colleagues: 2. For future projects, besides involvement of stakeholders in consultation during the design and implementation, all indicators should have precise explanation on the value of baseline and target of every indicator, and all stakeholders should be aware of them.

known better what they are required to develop or contribute from the early stage.	
The project increased the capacity of NEMA's officials who were the primary beneficiaries of the project in DTM data collection and administration, however, the project did not assess to what extent the skills and knowledge of these officials have been changed in data collection, instead referring to the ability in using the DTM tools as an indication of increase in knowledge and skills.	IOM Project Team and IDF colleagues: 3. 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 on [subject] disaggregated by sex; and 2. Percentage of trained [target group] scored at least [70%] on the [subject]. Without these two indicators, it is hard to assess the changed in knowledge and skills, except using assumption methods as experienced by this project.
Even though the project completed all the planned activities and achieved all the three outputs, however, the project experienced a 2-month day due to changes in project focal points at the NEMA's national level, as well as other factors.	IOM Project Team: 4. 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.
Efficiency	
The project managed to benefit from both a complementary project funded by SDC that shared similar outcome and objective, and a contribution of the Government of Mongolia through NEMA in term of in-kinds, such as personnel, training venues and costs for travel and accommodation for training participants.	IOM Project Team: 5. For future project, to attain such a high level of synergy and contribution, particularly of the stakeholders, clear responsibilities, expectations and contributions should be discussed and agreed from the outset.
Impact	
The project contributed to changes in the government system to some extents regarding the internal migration management. However, any effects to be observed among migrants and prospective migrants on their livelihoods and preparedness to climate change and/or natural disasters could not be seen yet at least for a short-term until the government develops and implements policies aiming at addressing the	IOM Project Team: 6. For future project, to achieve longer term impacts in term of changing in livelihoods and preparedness to climate change and/or natural disasters among migrants and prospective migrants, refer to recommendation #1, #2 and #4.

climate change and/or natural disaster induced migration with referencing to the DTM data.	
Sustainability	
Even though the DTM action plan had not been approved by NEMA, the action plan had been integrated into NEMA's operations from the national to local level for future internal migration data collection and management, strengthened capacity in using the DTM tools among NEMA's officials, however, it was uncertain if the Government of Mongolia would be able to do DTM data collection by themselves without external supports, and this clearly evidenced by the recent DTM data collection to prepare COVID-19 preparedness and response plan, where technical support was still requested to IOM. Furthermore, there was no clear commitment from the government, particularly NEMA that the government would financially fund future DTM data collection activities after closure of the project.	IOM Project Team: 7. 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.

Project Background

Climate Change and Disaster Related Migration in Mongolia project aimed to contribute to strengthened migration management in Mongolia, in the context of climate change and natural hazards. The project supported government officials to improve their skills and knowledge to track climate change and disaster related migration and coordinate responses. Specifically, the project aimed to focus on improving the coordination of onsite responses to disaster events in rural locations to improve the efficiency and accuracy of the GoM's provision of shelter, water, food, fodder and other necessities to rural households to minimize instances of forced migration.

This support included training sessions for government officials, specifically from the Mongolian National NEMA and the municipal authorities in the use of IOM's DTM to design assessments and conduct data collection to build evidence to inform governmental responses. The project further aimed to support the collection and dissemination of evidence and data on current migration flows and needs of the population; and to support better coordination between key stakeholders when responding to migration caused by climate change and disasters, through the development of an agreed upon Plan of Action.

To achieve this objective, the project aimed to deliver one expected outcome and three outputs:

Outcome 1: The Mongolian National Emergency Management Agency (NEMA), the Ministry of Environment and Tourism, the Ministry of Labor and Social Welfare and the Ulaanbaatar municipality demonstrate effective evidence-based management of and active coordination in response to climate change and disaster related migration.

Output 1.1: NEMA, the Ministry of Environment and Tourism, the Ministry of Labor and Social Welfare and the Ulaanbaatar municipality have improved skills and knowledge to track climate change and disaster related migration and coordinate responses.

Output 1.2: Evidence and data on current migration flows and needs in selected "*soums*" (districts) is developed and made accessible to key stakeholders including NEMA and local city authorities.

Output 1.3: A draft plan of action for improved coordination to address climate change and disaster related migration is developed and made accessible to key stakeholders.

This project was also executed concurrently with another project that shared similar outcome and objective, as well as the government stakeholders (steering committee) funded by the Swiss Development Cooperation Agency (SDC) from 2019 to 2023. The SDC-funded project seeks to better understand the overall causes of migration flows into Ulaanbaatar and assessing level of vulnerability among migrant communities in urban centres, while the IDF-funded project assessed all types of rural to urban migration including economic, cultural and family-related reasons, and focused on areas of origin – rural.

II. List of Acronyms

BAG	Administration Level in Mongolia, equivalent to "Subdistrict"
CSO	Civil Society Organizations
DTM	Displace Tracking Matrix
ECPAT	ECPAT International is a global network of civil society organisations that works to end the sexual exploitation of children
FAO	Food and Agriculture Organization of the United Nations
GCM	Global Compact for Migration
GoM	Government of Mongolia
IAMAG	Administration Level in Mongolia, equivalent to "Province"
IDF	IOM Development Fund
ILO	International Labour Organization
MECC	Migration, Environment and Climate Change
MiGOF	IOM's Migration Governance Framework
NAPCC	National Action Plan on Climate Change
NEMA	National Emergency Management Agency
ROAP	IOM Regional Office for Asia and the Pacific
RTS	Regional Thematic Specialist
SDC	Swiss Development Cooperation Agency
SDG	Sustainable Development Goals
SOUM	Administration Level in Mongolia, equivalent to "District"

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International Organization for Migration (IOM)
The UN Migration Agency

III. Introduction

Project	Climate Change and Disaster related Migration in Mongolia - DTM (NC.0009)
Duration of the Project	20 months (01 December 2017 – 31 July 2019)
Total fund received	USD150,000.00
Total expenditure	USD133,737.00
Donor	IOM Development Fund (IDF)
Country covered	Mongolia
Evaluation Type	Internal Independent Evaluation
Evaluation Team(s)	Sokleang KIM - Regional Monitoring and Evaluation Officer
Field data collection	26 January 2020 – 30 January 2020

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).

The influx of migrants has outpaced the Government of Mongolia's (GoM) ability to provide basic services such as running water, sanitation and sewerage, healthcare and education to new migrants. Limited capacity to cope with this increasing demand in Ulaanbaatar has led many newly arrived migrants to settle on the city's fringe in ger districts where almost 60 per cent of the city's population now live, and further other externalities such as poor air quality and traffic congestion. This has been believed as a strong linkage to relatively poor city planning due to lack of more real time and reliable data on human mobility induced by key climate change and natural disasters.

The objective of this project will contribute to strengthened migration management in Mongolia, in the context of climate change and natural hazards. The project will support government officials to have improved skills and knowledge to track climate change and disaster related migration and coordinate their responses. Specifically, this project will focus on 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. This will include a training session for government officials, specifically from the NEMA and the municipal authorities in the use of IOM's Disaster Tracking Matrix to design assessments and conduct data collection to build evidence to inform governmental responses. The project will also support the collection and dissemination of evidence and data on current migration flows and needs; and finally, support better coordination between key stakeholders when responding to migration caused by climate change and disasters, including the development of an agreed upon Plan of Action.

This evaluation was commissioned and managed by the IOM Mongolia between 26th January to 30th May 2020. The evaluation was conducted by the IOM Regional Monitoring and Evaluation Officer for Asia and the Pacific, as part of the Internal Independent Evaluation in full compliance with instructions provided within the IOM Project Handbook and the IDF evaluation guideline. It involved document review, and data collection with relevant stakeholders in the country, including NEMA's senior officials, and officials at the aimag and soum level of the NEMA, plus representatives of related UN Agencies, CSOs and IOM staffs who managed the project.

This evaluation report covers eight sections as follows: (1) Executive Summary; (2) List of Acronyms/Abbreviations; (3) Introduction; (4) Context and Purpose of the Evaluation (5) Evaluation Methodology; (6) Findings; (7) Conclusions and Recommendations; and (8) Annexes.

IV. Context and purpose of the evaluation

4.1. Context

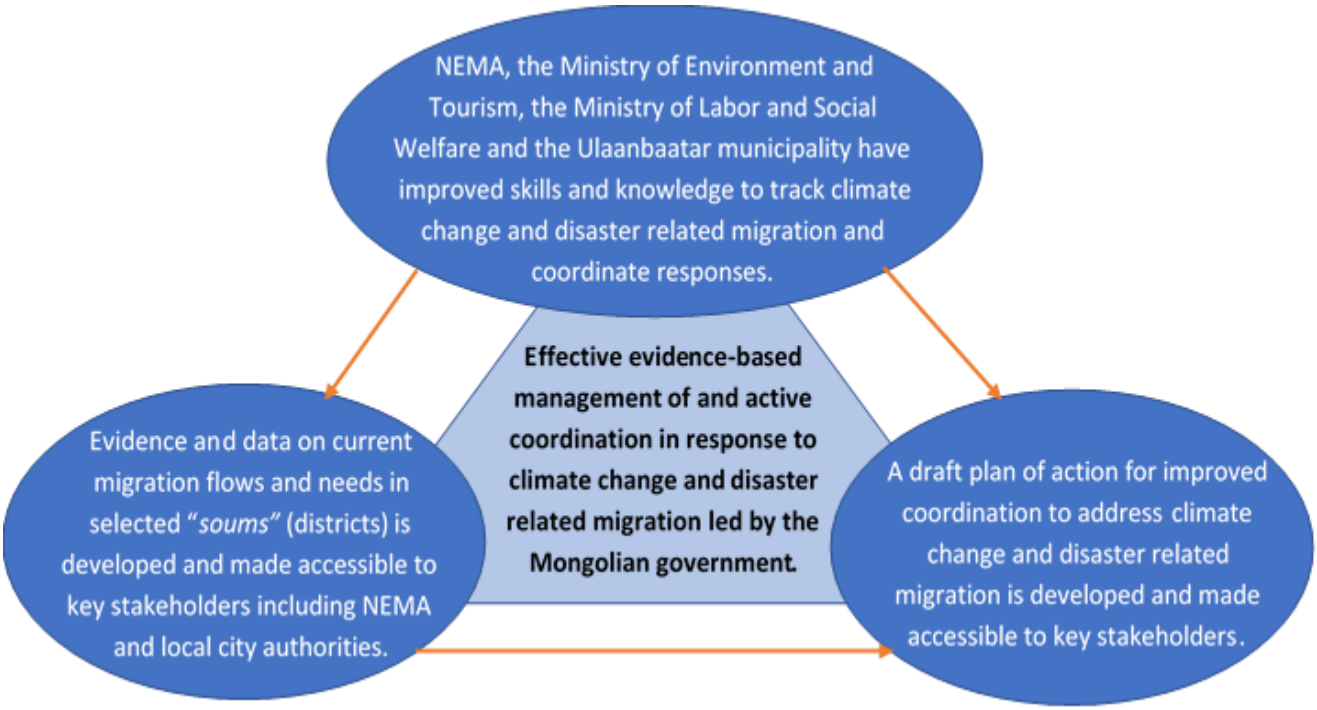
Ulaanbaatar, the capital city of Mongolia has been considered as the main destination of internal migration, mainly rural-urban flow of human mobility. Such a mobility has been well linked to many factors, such as economic, health, education and particularly climate change and natural disasters are among the most frequent ones[1]. Such a volume and speed of internal migration into the capital city has outpaced the Government of Mongolia's (GoM) ability to provide basic services such as running water, sanitation and sewerage, healthcare and education to new migrants. Limited capacity in Ulaanbaatar has led many newly arrived migrants to settle on the city's fringe in ger districts where almost 60 per cent of the city's population now live. However, despite their significant population size, recent migrants in these districts have not been adequately integrated into city development planning. This lack of planning has led to strains on the city's capacity to manage new migrants, increasing their vulnerability levels as well as contributing to negative externalities such as poorer air quality and traffic congestion.

Climate Change and Disaster Related Migration in Mongolia project aimed to contribute to strengthened migration management in Mongolia, in the context of climate change and natural hazards. The project supported government officials to improve their skills and knowledge to track climate change and disaster related migration and coordinate their responses. Specifically, the project aimed to focus on improving the coordination of onsite responses to disaster events in rural locations to improve the efficiency and accuracy of the GoM's provision of shelter, water, food, fodder and other necessities to rural households to minimize instances of forced migration. This support included training for government officials, specifically from the NEMA and the municipal authorities to use the well-designed DTM of IOM to design and conduct migration data collection to build evidence to inform governmental responses.

The project further aimed at supporting collection and dissemination of evidence and data on current migration flows and needs of the population; and supporting better coordination between key stakeholders when responding to migration caused by climate change and disasters, through the development of an agreed upon Plan of Action. To explain the means-end relationship, the graph below shows how each project's output relates to each other, and how these triangulated outputs will contribute to the project's intended change at the outcome level.

[1] MONGOLIA: Urban Migrant Vulnerability Assessment by GER Community Mapping Center (2018)

Figure 01: Project's Means-end relationship



4.2. Evaluation purpose

The overall objective of the project's final evaluation is to assess to what extent the project has contributed to its overall objective and achieved its results, and to evaluate if the project's approach (design and implementation) was the right strategy. 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. More specifically, the evaluation will:

- Evaluate the relevance and validity of the choice of strategies and activities for achieving the project objective including the choice of stakeholders;
- Evaluate the project's effectiveness in contributing towards its objective and project purposes including assessing level of quality the project has achieved;
- Analyze the efficiency in contributing towards the project objective, measuring how economically resources/inputs (fund, expertise, time) are converted into results;
- Analyse the project outcome and impact looking at primary and secondary long-term effects produced by the project intervention, directly or indirectly, intended or unintended;
- Analyze the sustainability of the project by looking at the lesson learned and best practices;
- Assess compliance with IDF/IOM contractual requirements and guidelines, including as relates to project revisions, reporting, and visibility.

4.3. Evaluation scope

This overall project evaluation will focus solely on the activities conducted and the results achieved by IOM and its implementing partner; NEMA under the project "Climate Change and Disaster Related Migration in Mongolia". This project began on 01 December 2017 and completed on 31 July 2019 with a 2-month no cost extension.

The evaluator was expected to evaluate the project at strategy, outcome and output level. The target audience of the evaluation was NEMA at the national, provincial (iamag) and district (soum) levels. The evaluation will be carried out in Ulaanbaatar city and a nearby province; Tuv province.

4.4. Evaluation Criteria

To respond to the purposes and specific objectives, this ex-post evaluation will focus on the following OECD/DAC evaluation criteria of relevance, effectiveness, efficiency, impact and sustainability. Each evaluation was defined as follows:

- **Relevance:** assessed to what extent the project's intended changes aligned to the priorities and policies of the Government of Mongolia in regard to internal migration management, as well as to the regional and international frameworks such as SDGs and GCM, etc.
- **Effectiveness:** assessed to what extent the project's intended changes had been achieved.
- **Efficiency:** assessed to what extent the allocated resources had been used and converted into the results/change.
- **Impact:** assessed to what extent the project had contributed to any specific and long-term changes that potentially affect the lives of vulnerable population, particularly the migrants.
- **Sustainability:** assessed to what extent the project had been prepared for the Government of Mongolia to continue using the project's immediate results after the project ended.

V. Evaluation methodology

5.1. Data source and collection methods

A mix of both qualitative and quantitative data were collected throughout the evaluation processes starting from reviewing project's documents, other related publications and interviewing project's key informants including the IOM project implementation staffs, relevant government's officials at national, provincial and district levels, as well as those attended the DTM training and who directly collected and supervised the DTM data collection in the field.

5.3. Sampling

Purposive sampling was used to identify stakeholders for the primary data collection for this evaluation, mainly selected based on their involvement in the project as well as their availability during the field data collection. In total, 14 stakeholders (8 female) were interviewed.

Agency	Total	Female
NEMA at national level	4	0
NEMA at iamag level	3	2
UN Agencies (ILO & FAO)	2	2
NGO - ECPAT	1	1
IOM – Project team	4	3
TOTAL	**14**	**8**

5.2. Data Analysis

The findings from document review and interviews with the project stakeholders were analyzed quantitatively and qualitatively and were used to assess the achievement of results as articulated in the project's Results Matrix (both numeric and descriptive results). These findings were also used to assess evaluation criteria against the assessment scale below.

Table 1: Assessment Scale

Evaluation Criteria Scaling		Explanation
5	Excellent (Always)	There is an evidence of strong contributions and/or contributions exceeding the level expected by the intervention
4	Very good (Almost always)	There is an evidence of good contributions but with some areas for improvement remaining
3	Good (Mostly, with some exceptions)	There is an evidence of satisfactory contributions but requirement for continued improvement
2	Adequate (Sometimes, with many exceptions)	There is an evidence of some contributions, but significant improvement required
1	Poor (Never or occasionally with clear weaknesses)	There is low or no observable contribution

5.4. Limitations and proposed mitigation strategies

A number of limitations and challenges were identified during the inception and implementation of this evaluation. The evaluator, in consultation with the IOM project team responded to them as below:

Table 2: Limitations and mitigations

Nº	Limitations	How these limitations were addressed
1.	Data collection from all people involved in the project, particularly the migrants and bag's officials who collected the DTM data.	Alternatively, some questions related to the experiences of migrants and local officials who involved in the DTM data collection were asked with the DTM trainers and DTM data collection supervisors.
2.	Absence of knowledge assessment of those who attended the DTM training	Alternatively, the assessment of the knowledge based on the quality of the collected DTM data, plus asking type of re-call questions for those who attended the DTM training during the field data collection.

VI. Findings

6.1. RELEVANCE

The project's relevance was *Very good* (rated at 4 on the 5-point scale assessment). The project aligned to the needs and priorities of the Government of Mongolia regarding improving the government's capacity to collect, analyse and use climate change and natural disaster-related internal migration data for policymaking. It also linked to the priorities identified in the 2017 Disaster Protection Law, 2011 NAPCC, and the Mongolia Sustainable Development Vision 2030.

The project was also aligned to a number of international frameworks such as the Principle 2 and Objective 2 of the IOM Migration Framework (MiGOF), the Point 3 of IOM's 12 Point Strategy, and a number of targets of the Sustainable Development Goals, particularly the target such as 10.7, 11.5, 13.1, 13.2 and 13.3. Also, the strengthened capacity to design, collect, analyze, and use the DTM data has proved to be even more relevant to any unprecedented events, particularly the current context of COVID-19 pandemic. Moreover, the project implementation modality fitted very well to the national context of Mongolia by developing and customizing tools and protocols that seriously considered its stakeholders' implementation capacity and culture. However, multi-stakeholder processes during the project design and implementation could had been improved.

Question 1: To what extent the DTM and its capacity development focus responded to the needs of GoM, as well as of other partners to manage a better planning for and coordinate responses to climate-induced internal migration, and how the intervention remained relevant overtime?

Finding 1: The project was directly responding to the real needs and priorities of the Government of Mongolia in addressing problems brought about by internal migration, which mainly driven by climate change and natural disasters, as well as other regional and international frameworks that aims at improving sustainable development such as SDGs, IOM Migration Governance Framework and IOM twelve-point strategy. In addition, the project's achievements, particularly the improved capacity to collect, analyze and use the migration related data still remains very relevant and being used by the Government of Mongolia to monitor and tackle migration flow which then fitted into improved decision-making to prevent and responses to onset climate change and disasters.

Within the Global Climate Risk Index 2014, Mongolia was ranked 8th out of 100 countries with warming already occurring at twice the global average. In addition, four years later, in 2018, its rank was rated at 17th out of 183 countries listed in the Global Climate Risk Index 2018, and this does not necessary explain that Mongolia is more or less frequent disaster events, but these events had negatively impacted the livelihoods of many vulnerable population, particularly the herds. Every year, thousands more herders abandon their way of life and head for Mongolia's crowded capital, Ulaanbaatar, which holds half the nation's population, which contributing to a lot of issues for the city management in term of supplies of basic services such as education, healthcare, clean water, security., etc.

This project strategically responded to the needs of the Government of Mongolia to understand better the dynamics of such internal migration by building the capacity of the government's officials to design, collect, analyze and use the migration related data through employing the Displace Tracking Matrix (DTM). With a better and more reliable data, the government could effectively coordinate responses and develop relevant policies.

In addition, the building the government capacity in migration related data management was very well linked to various policies and strategies of the Government of Mongolia. First of all, it related very well to the 2017 Disaster Protection Law, which adopts a new "proactive" approach to risk management, moving from a response driven model to one with higher priority on risk reduction and preparedness. Secondly, it also responded to the 2011 NAPCC, which seeks to safeguard environmental sustainability, development of socio-economic sectors adapted to climate change, decreased vulnerabilities and risks, and mitigation of greenhouse gas emissions, as well as encouraging economic effectiveness and the application of green growth policies. Finally, the project also directly responded to the Mongolia Sustainable Development Vision – 2030 which includes an objective to "establish national capacity to cope with climate change and strengthen the system to prevent from meteorological hazard and natural disaster risks".

The project's intended changes as well as its implementation strategies aligned with at least three international frameworks. First of all, it aligned with the IOM Migration Governance Framework[2], particularly the Principles 2 - Migration and related policies are best formulated using evidence and whole of government approach and Objective 2 - Effectively address the mobility dimensions of crises. Secondly, the project aligned to IOM's 12 Point Strategy[3], particularly, Point 3 - To offer expert advice, research, technical cooperation and operational assistance to States, intergovernmental and non-governmental organizations and other stakeholders, in order to build national capacities and facilitate international, regional and bilateral cooperation on migration matters. Thirdly, the project also aligned to at least five targets of the Sustainable Development Goals, such as 10.7[4], 11.5[5], 13.1[6], 13.2[7] and 13.3[8].

Since the IOM Development Fund is just a seed funding, the recognition of the magnitude of the climate change and disaster related migration in Mongolia brought about by the project through the DTM tool in the field of slow onset disasters and climate change, and with the strengthened IOM's existing partnerships with key government actors, the project could potentially lead to opening up additional

[2] *Project Performance Review Report, April 2019*
[3] *Project Performance Review Report, April 2019*
[4] *Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies.*
[5] *By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations.*
[6] *Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.*
[7] *Integrate climate change measures into national policies, strategies and planning.*
[8] *Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.*

sources of funding (such as United Nation Framework Convention on Climate Change funds– Green Climate Fund, Global Environmental Facility and Adaptation Fund; Climate Vulnerable Forum Trust Fund; Asia Development Bank – Climate Change Fund).

Finally, the strengthened capacity to design, collect, analyze, and use the DTM data has proved to be even more relevant to any unprecedented events, particularly the current context of COVID-19 pandemic. During the earlier outbreak of the pandemic, the Government of Mongolia requested to work with IOM to design and collect another round of DTM data collection nationwide to understand the human mobility nature as a result of the pandemic, and based on which, the government could decide a more responsive approach to prevent the spread of the virus and to respond to the needs for socio-economic recovery of those effected.

Question 2: To what extent the project's theory of change held true?

Finding 2: The project's means-end relationship or intervention logic was assessed as logically designed in a way that enabled the project to achieve its intended outputs and outcome, and with a reasonable contribution to the materialization of the project's objective given all assumptions presented in the results matrix held true.

The project's intervention logic was appropriately designed in a way that provides reasonable causal effects from activities to outputs, from outputs to outcome, and from outcome to objective level with some areas for improvements.

The Objective description "*The project will contribute to the Government of Mongolia effectively managing internal migration from the rural to urban areas due to climate change and natural disasters*" seems significant, feasible and within a longer-term. In addition, the objective statement indicated that the project would have only a contributing role to achieving this highest result. Achieving this goal, it requires contributions from many other interventions that potentially share similar goal. However, it is not possible to assess if this goal would be achieved in a longer term as there was no adequate analysis of other contributions by other stakeholders or projects. Moreover, the project presented an occasion for NEMA to advocate for improving the overall coordination of relevant stakeholders on addressing the challenges derived from internal migration, more specifically to improve the national database on internal migration.

However, the outcome description "*the Mongolian National Emergency Management Agency (NEMA), the Ministry of Environment and Tourism, the Ministry of Labor and Social Welfare and the Ulaanbaatar municipality use the DTM assessments to collect data at rural locations (soum-level) and use the data from DTM assessments to inform responses to climate change and disaster events*" was formulated at the right level of change. The intended change was about the institutional performance in regard to using the DTM assessments tools at rural locations (soum-level) and using the DTM data for policymaking. Nevertheless, during the evaluation, it was reported that the level of engagement of those stakeholders who were intended to make the changes was limited, which constrained the full achievement of the outcome result.

There were a number of reasons to this that should be noted. First of all, through the Project Performance Review, it was informed by the Project Management Team that the law enforcement nature of NEMA tends to allow themselves to fulfil its mandate independently and does not cooperate or share information with other government agencies. Secondly, during the evaluation, some respondents explained NEMA should had had a better coordination with other institutions, not just only those listed in the outcome, but also the national statistics office whose responsibility is to collect, analyze and share data for policymaking.

> *I think that the DTM data collection and analysis should be the core responsibility of the National Statistics Office*, not NEMA, said one Key Informant.

The issue of collaboration should had be flagged out and discussed during the project design to find out a better way how to involve those relevant stakeholders in the project, and especially, those identified stakeholders should had been consulted during the project design.

Furthermore, besides the fact that the three outputs were designed in a way that the project had full control, the causal effect between outputs and outcome was feasible. In addition, according to the PPR, it was reported that the DTM related workload to deliver the outputs defined in the results matrix was much higher than they initially expected and this was due to insufficient coordination/consultation with the DTM Team during the project design. The proposal was reviewed mainly by the Regional Thematic Specialist in Migration, Environment and Climate Change based at the Regional Office for Asia and the Pacific (ROAP MECC RTS) and not sufficiently consulted with the DTM Team (which should have been raised by the ROAP and the IOM Development Fund during the proposal development phase).

Question 3: To what extent the project implementation modality fit well to the country's context (socially, politically, and economically)?

Finding 3: The project implementation modality fit very well to the local context of Mongolia in accordance with cultural dimensions and identified capacity of the project implementing partners.

The project implementation strategy followed very well the vertical structure of the NEMA, which was the main implementing partner at national, provincial, district and village levels. Each of these levels has their own different roles and responsibilities. Policy discussions were made at the national level with the senior officials of the NEMA, while the actual project execution was carried out at aimag, soum and bag levels. NEMA officials at aimag and soum level were identified and trained as core trainers and they were asked to train NEMA officials at bag level to do and supervise DTM data collection respectively.

The DTM data collection tools, data management, assessment reporting, training materials and protocol were developed and customized to meet the local context, the assessment tools (B2 = location assessment template and B3 = site assessment template) and translated into Mongolian language. In addition, to help effective data collection, an instruction video was developed and delivered to both the DTM data collection and supervisors.

6.2. EFFECTIVENESS

The project's effectiveness was *Excellent* (rated at 5 on the 5-point scale assessment). All planned activities were successfully completed, and the three outputs, including improved NEMA's officials' capacity 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 (with additional 2 months of extension). Moreover, even though the Government of Mongolia, particularly NEMA had not developed any policies and guidelines using the evidence generated by DTM tools, but the operational contents of the recommended action plan had been incorporated into the existing NEMA's vertical management structure.

Question 4: To what extent the project contributed to improved emergency preparedness and coordination of emergency response?

Finding 4: It was observed that with the new round of DTM data collection by using the strengthened capacity of the NEMA's officials that was attributable to the project's results, relevant stakeholders, including NEMA, Ministry of Health, local authorities and private sector collaborated and coordinated effective prevention and response measures to contain the spread of the COVID-19, and resulting low rate of infection even though Mongolia is bordered to China, the origin country of the virus.

It should be noted that no extreme climate change and natural disaster events occurred by the end of the project implementation for the government to coordinate responses. However by end of 2020, when the COVID-19 pandemic was announced by the World Health Organisation as the Global epidemic which required global intervention to contain the widespread of the virus, NEMA officials were able to conduct a real-time DTM data collection, so that the government can use the data for designing timely and responsive measure to prevent and response to the potential outbreak of the virus.

To effectively prevent and respond to this pandemic, it was required multi-sectoral coordination among various stakeholders including the government institutions, CSOs, media, private sectors, NGOs, UN Agencies, and population through a newly created National Management of Emergency Agency's COVID-19 task force. As quoted in the IOM – Mongolia website, Amarsaikhan Sainbuyan, Mayor of Ulaanbaatar and Governor of the capital said that, the municipality very much appreciated the data offered by DTM which was helping them to better outline risk groups, regions with more intensive population movements, improve targeting of prevention activities, and strengthen overall preparedness and response,".

Question 5: To what extent the project contributed to improved government's policies, programmes and/or responses to the climate change-induced internal migration (Outcome)?

Finding 5: Even though the recommended plan of action had not been officially adopted or approved by the higher level of NEMA, but the operationalization of the DTM had been already incorporated into existing vertical structure of NEMA from the national down to local level, and some elements of it had been complementing existing national data on disasters.

The Government of Mongolia, particularly NEMA, the Ministry of Environment and Tourism, the Ministry of Labor and Social Welfare and the Ulaanbaatar municipality had not been initiating any policies or guidelines to prevent and respond to any climate change and natural disaster related internal migration with reference to DTM data yet. However, the NEMA's senior management said that, even though the draft action plan had not been officially approved, DTM operation aspects had been already integrated into the existing vertical structure of NEMA from the national down to the local levels, and complemented existing national data on disasters, such as type of disaster, affected areas, damage/losses in terms of human lives, livestock, property and land.

In addition, it was not clear what the target as "3" for the outcome's indicator "number of government policies, programmes and/or responses that incorporate evidence from initial or future DTM assessments" actually referred to, since there was no explanation about the targets.

Several factors had been observed and supported by key informant interviews among UN Agencies. Firstly, the indicator's target should had been precisely identified, discussed, and agreed with relevant stakeholders who were expected to deliver at least during the early stage of the project implementation, if not at the project design stage. Doing so, the project implementation would had had a more specific focus, and the stakeholders would had understood what were the necessary initiatives or policies/guidelines were required to be developed based on evidence generated by the collect DTM data. Secondly, it was the issue of working collaboratively and horizontally with different government institutions. Even though more actors were listed in the outcome statement, but operationally, they were very limited involved. These two factors should had been sufficiently considered and incorporated into the project design at the earlier state to ensure high possibility to achieve the project's outcome.

Question 6: To what extent the project's outputs (1. improved skills and knowledge of relevant stakeholders to track climate-induced migration and coordinated responses; 2. generation of evidence; and 3. development of draft plan of action for improved coordination) have been achieved?

Findings 6: The project implementation had fully or even overachieved its three intended outputs with full satisfaction from stakeholders. The trained NEMA's officials are able to carry out DTM data collection and know how to use the DTM data, operationalization of the DTM data collection had been incorporated into the existing NEMA's vertical structure, DTM data had been produced and shared with relevant stakeholders, and the action plan to operationalize the DTM data collection management had been submitted to NEMA as expected.

Output 1. NEMA, the Ministry of Environment and Tourism, the Ministry of Labor and Social Welfare and the Ulaanbaatar municipality have improved skills and knowledge to track climate change and disaster related migration and coordinate responses.

The project overachieved in term of number of officials trained on the DTM tools, and these officials had better capacity to use the tools to collect and use the data (see table below). However, it was also noted that even though the pre-test and post-test were not administered to assess the knowledge and skills of the government officials in general concepts and DTM tools, but they were involved in three simulation exercises to practice their acquired knowledge and skills, and they performed very well under the supervision of IOM DTM experts. More than 30,000 people (50% were women) involved in the simulation exercises, including the NEMA officials from national, aimag and soums level, community people and children.

Indicators	Baseline	Target	Achieved	Percentage
Availability of DTM tools tailored to the Mongolian context	No	Yes	Yes	100%
Number of NEMA and local city authority officers trained on DTM and how to conduct assessments and interpret data.	0	382	1714	449%
Percentage of NEMA and local city authorities that exhibit increased knowledge in a post training assessment	0%	80%		N/A

Clear roles and responsibilities of different stakeholders, especially NEMA officials at different level, as well as the Master Training proved to be effective given large coverage of the project, as well as tremendous requirement for data collection. This was also supported by three NEMA officials including one senior official at the national level.

All key NEMA officials expressed appreciation to have their capacity improved in using the DTM tools to collect internal migration related data. "*Without this project, we cannot develop such a great capacity to collect internal migration data in such a real-time*", said some NEMA's officials at sub-national level. However, two of the senor NEMA officials interviewed mentioned that it was not enough, but they should had been trained how to analyze the data so that they can have full use of the tools without too much dependent on IOM DTM experts in the future.

DTM methodologies and tools were adapted and conceptualized into Mongolian context. Those include location and site assessment methodology, location assessment form (B2), site assessment form (B3), KOBO platform for data entry, a detailed guideline on the use of the forms. These tools adapted into Mongolia language and made available to NEMA. In addition, an instruction video on how to collect data and fill the form B2 was produced and presented.

Besides strengthened capacity in using the DTM tools, the project managed to get decree issued by Director General of NEMA to establish a working group to support the project implementation. The decree assigned four senior NEMA officials as focal points, however some focal points were later assigned to different positions which the project found a bit of challenge in coordinating project's activities.

Output 2: Evidence and data on current migration flows and needs in selected 'soums' is collected and made accessible to key stakeholders including NEMA and local city authorities.

Based on the results indicators, output 2 of the project had been overachieved compared to their targets available in Results Matrix. Eight assessments were conducted by the trained NEMA officials under supervision of the NEMA DTM master trainers or supervisors whom were also trained by the project with five assessment related to location assessments in 330 soums, one round of site assessments and two rounds of site assessments through simulation exercises were conducted. Based on these assessment, ten DTM reports were produced, and shared with 35 participants (25 women) represented 13 institutions/ organisations that work on emergencies in a workshop organized on the 04 July 2019.

Indicators	Baseline	Target	Achieved	Percentage
Number of DTM assessments conducted	0	8	8	100%
Number of dissemination meetings	0	1	1	100%
Number of participants at the dissemination meeting	0	30	35	117%
Number of summary reports produced	0	1	10	1000%
Number of copies of the DTM summary report disseminated	0	50	100	200%
Number of migration-focused communication packages created	0	2	2	100%

The objective of the workshop was to: i) present DTM to relevant stakeholders working on emergency preparedness and response; ii) present DTM implementation in the Mongolian context; iii) present the results of DTM assessments carried out for the country wide and presentation of thematic summary reports for 4 aimags; and iv) discuss the use of DTM assessments for emergency preparedness, responses and overall management of climate change-induced internal migration.

Moreover, to share what had been collected through the DTM, a brochure and video revealing the reality of lives of rural families migrating in the context of climate change and natural hazards were produced, shared and disseminated through national, regional and global targeting policy change. Proudly enough, in addition to broadcasting through the local TV channels, the video materials were used by the IOM's environmental team and communications team for global advocacy on climate change. In addition, both the brochure and documentary were published on NEMA's official news webpage, as well as on IOM Mongolia Facebook page and shared on the IOM Migration Environment and Climate Change (MECC), and other channels listed below:

- Twitter: https://twitter.com/IOM_MECC/status/1118792341760958465
- Facebook: https://www.facebook.com/environmentalmigration/posts/1061287964073860
- LinkedIn: https://www.linkedin.com/feed/update/urn:li:activity:6524559137597198336
- IOM Environmental Migration Portal: https://environmentalmigration.iom.int/impact-disaster-driven-migration-lives-mongolian-herders
- SDG platform: Let's Talk About Climate Migrants, Not Climate Refugees: https://www.un.org/sustainabledevelopment/blog/2019/06/lets-talk-about-climate-migrants-not-climate-refugees/
- IOM shared the story on the Facebook: https://bit.ly/2oKmRG1.

Output 3: A draft plan of action for improved coordination to address climate change and disaster related migration is developed and made accessible to key stakeholders.

The output 3 was fully achieved based on the two results indicators below. The final draft Action Plan was presented to the High level NEMA officials on 02 February 2019 and finally submitted to NEMA on the 14 February 2020 with well received by NEMA as part preparedness plan. The Action plan was made solely for NEMA's use, based on NEMA's structure and legal duties. This was reasoned not to present the document for coordination meeting of stakeholders, due to considering NEMA's specific mandate and confidentiality.

Indicators	Baseline	Target	Achieved	Percentage
Number of stakeholders that receive the draft plan of action	0	1	1	100%
Draft action plan drafted	No	Yes	Yes	100%

The development of the action plan was led by IOM consultant in consultation with NEMA key officers. The Action Plan embedded DTM into NEMA's operations, and provided operational guides on data tabulation, reporting standards and steps to do DTM assessment, with proposed data collection templates. The operational steps of DTM implementation provided in the action plan aligned with existing operational structure and legal framework of NEMA's operation and its' operational three-stage structure: prior disaster management (disaster risk management), during disaster management (rescue operations) and post-disaster management (recovery). In addition, it also links very well to the 2017 Law on Disaster Protection.

Question 7: To what extent different benefits distributed between different gender groups of stakeholders and beneficiaries?

Findings 7: The project implementation provided equal opportunity for both women and men to join and benefit from the project implementation, in term of capacity development and sharing their perspectives. Based on the table below, the overall gender disaggregation reveals that women and men at 50% - 50% rate was involved and consulted in the project implementation.

The project considered different implications for women and men at each stage of its implementation and in all its activities. The project fully achieved a 50% - 50% participation rate of women and men in all types of its activities from the beginning to the closure.

Events	Participants	# women	%
Inception Meeting	10	3	30%
Training	1714	715	42%
Dissemination Workshop	35	25	71%
Community in simulation exercise	30,000	15,000	50%
TOTAL	**31,759**	**15,743**	**50%**

Gender differences and cultural dynamics were also considered when designing the DTM assessments including gender-specific questions as well as protections against gender-based violence. During assessments, a balance was also maintained between male and female informants, with equal consideration for both their perspectives in all meetings. All data was disaggregated by sex and age, and there was an attempt to understand differential impacts, responses and experiences based on gender. Finally, the project team noted that issues of gender-based violence and domestic violence were explored, and regarding to human rights, the assessment tools also included questions related to access to social services, healthcare, and protection services.

6.3. EFFICIENCY

The project's efficiency was *Excellent* at (rated at 5 on the 5-point scale assessment). The project managed to deliver all key activities and achieved all three outputs with high satisfaction among NEMA's officials at national and sub-national level even though it experienced some challenges resulting in a 2-month no cost extension. It very well synergized in term of project management and data sharing with another project that complementary to each other and funded by SDC. Furthermore, the government through NEMA has a very strong leadership of the project in directing the project implementation at national and sub-national level and contributing not only human resources for the administration of the DTM data, but also other in-kind contributions such as training venues and costs for travel and accommodation for training participants. Without such a credible leadership and contribution, the project would had costed higher and the level of achievement must had been in question.

Question 8: To what extent the project activities and outputs were completed and achieved or about to achieve within the allocated time and resources?

Findings 8: The project managed to deliver all key activities and achieved all three outputs with high satisfaction among NEMA's officials at national and sub-national level even though it experienced some challenges resulting in a 2-month no cost extension.

The project managed to complete all key activities proposed in the project proposal and achieved all three outputs with high satisfaction among NEMA's officials, even though it encountered some challenges resulting in a 2-month no cost extension. Those challenges included: reassigning the trained NEMA-DTM focal points to different position per the institution's priorities, delay in replacing new focal points, delay in signing the project implementation agreement which further cascaded down another delay in carrying out a number of key activities. However, the project finally managed to get these fixed by working very closely with NEMA's senior officials to identify focal points' replacement and speeding up the agreement, and get all activities run smoothly.

Question 9: To what extent the project has synergized with other resources and/or interventions to achieve its expected outputs?

Findings 9: The project benefited from a similar project that shared similar outcome and objective but funded by SDC, and concurrently implemented by the project team with similar supports from the IOM DTM team. These two projects have two-way advantages in term of shared data. This project used more updated data generated by the SDC-funded project to develop a clearer picture of migration trends and challenges faced by migrants in urban setting, while the SDC-funded project benefited from detailed migration data that focus on place of origin which was produced by the IDF-funded project.

IOM office in Mongolia implemented two projects that shared very similar outcome and objective with the same government stakeholders (Steering Committee) though they were being implemented

concurrently but independently. That complementing project is being implemented from 2019-2023 and funded by the SDC, seeks to better understand the overall causes of migration flows into Ulaanbaatar and assessing level of vulnerability among migrant communities in urban centres, while the IDF-funded project assessed all types of rural to urban migration including economic, cultural and family-related reasons, and focused on areas of origin - rural.

The information obtained from the two projects have generated evidences which were used to improve government's policies and coordination of various agencies, including those of the government at national and sub-national level, as well as other actors such as CSOs, community groups and private sectors, to address climate change related migration across the country. For instance, in responding to the COVIC-19, another round of DTM data collection was made using the strengthened capacity of NEMA's officials attributable to these two different, but complementary projects.

Question 10: To what extent the project implementation modality contributed to the most operational efficiency?

Findings 10: This project demonstrated high level of government's ownership in term of project execution at all administrative level through effective leadership available at the NEMA's national level in close coordination with IOM Project team, as well as human resources dedicated to manage, monitor and collect the DTM data, and other in-kind contribution for training venues and costs for travels and accommodations for training participants. Such an implementation modality contributed tremendously to the project's operational efficiency; without such supports, the project would had costed higher and the level of achievement must had been in question.

Throughout the project, NEMA has demonstrated its strong leadership at the central, provincial and local levels by making strategic decisions related to the project implementation including establishing a project steering committee, assigning project focal points in the capital, training DTM data collectors and administrators, and ensuring accuracy of the DTM data collected by local officials.

The participating officials were adequately supported with capacity building to perform their assigned function in the DTM management. For instance, those at the NEMA's national level were trained on DTM overall management, officials at aimag were trained in the Training of Trainers (ToT) who will then train officials at Soum/Bag to be DTM data collectors with technical and financial support from the project. With the strengthened capacity, representatives from the soum administration were responsible for compiling data collected from the bags and then submitting it to the aimag administration according to the DTM Data Processing Protocol developed through the project.

Besides the significant human resources mobilized by the NEMA authorities, the government counterparts also contributed tremendous in-kind supports such as venues for all the trainings and costs for travel and accommodation for all training participants.

6.4. IMPACT

The project's impact was *good* (rated at 3 on the 5-point scale assessment). 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, in responding to the COVID-19 pandemic, the government put in place the internal and international travel restrictions on the 10th of March as part of the COVID-19 preparedness and response plan following the DTM data collection on people movements requested by the governor of Ulaanbaatar and supported by the SDC funded project. Even though this specific DTM data collection was supported by the SDC funded project, but the IDF-funded project contributed to the improved acknowledgement and recognition of the importance of the DTM data among senior officials including the governor of Ulaanbaatar.

Furthermore, the project had yielded other four key effects on the government systems in relation to the management of migration induced by climate change and/or natural disasters, such as the presence of the strong recognition and acknowledgement on the importance of DTM data in policy development among policy makers, availability of the evidence on rural population's vulnerability to climate change and disaster events for policy development, the operationalization of the DTM data collection and management processes within the existing vertical management structure of NEMA, and the project's complementation to the existing national data on disasters that made the national database more inclusive and comprehensive.

Question 11: What are positive and negative effects had this project made on the government-wide system in relation to the management of migration induced by climate change and/or natural hazards?

Findings 11: The project had yielded four key effects on the government systems in relation to the management of migration induced by climate change and/or natural disasters, such as the presence of the strong recognition and acknowledgement on the importance of DTM data in policy development among policy makers, availability of the evidence on rural population's vulnerability to climate change and disaster events for policy development, the operationalization of the DTM data collection and management processes within the existing vertical management structure of NEMA, and the project's complementation to the existing national data on disasters that made the national database more inclusive and comprehensive.

Even though no specific policies have been developed with reference to DTM data, four key positive impacts contributed by the project had been observed during the evaluation. Firstly, the presence of a strong recognition and acknowledgement on the importance of DTM data in policy development among key government policy makers. Responding to COVID-19 pandemic, the Ulaanbaatar Governor requested IOM – Mission in Mongolia to conduct DTM data collection to track all the incoming and outgoing vehicles at six major checkpoints9 in the city from 27 February to 24 March with funding supports from the SDC-

[9] *Emeelt, Baruunturuun, Gunt, Ulziit, Morin and Nalaikh*

funded project. With the evidence generated, plus information from other sources, the Mongolia COVID-19 preparedness and response plan was developed, which led to the issuance of internal and international travel restrictions to prevent the spread of COVID-19 on the 10 March 2020 following the first COVID-19 case detected in the country.

Secondly, availability of the evidence on rural population's vulnerability to climate change and disaster events for policy development. It is the very first time in history that policy makers in the country have access to such a reliable evidence on internal migration as well as people's vulnerability to climate change and natural disasters as basis for advocacy and policy development aiming at addressing the root causes of internal migration, and responding to issues experienced and/or caused by the climate change and natural disaster induced migrants.

Thirdly, the operationalization of the DTM data collection and management processes within the existing vertical management structure of NEMA. Even though the draft action plan was not officially endorsed or approved by the higher level of NEMA per se, by core elements of it, including personnel, DTM tools as well as capacity had been institutionalized within the management structure of NEMA from national to local level. With this arrangement, NEMA can initiate DTM data collection at any time, though a certain level of technical support from IOM is still envisaged. Finally, the project had complemented existing national data on disasters, such as type of disaster, affected areas, damage/losses in terms of human lives, livestock, property and land, that made the national database more inclusive and comprehensive. So far, no unexpected negative impacts had been observed on the government system that is attributable to the project's intervention or effects.

Question 12: To what extent migrants vulnerable to or experiencing climate change and natural hazard events have improved their preparedness and livelihoods? Question 13: To what extent the social, environmental, and economic conditions of migrants vulnerable to or experiencing climate change and/or natural hazard events have been changed? Question 14: What would be negative effects on the livelihoods and lives of vulnerable migrants produced by this project?

Findings 12+13+14: 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 due to government's policies which based on improved access to evidence and data on human mobility generated by the project. As already described in the effectiveness section, the government has yet developed any particular policies with reference to the DTM data generated by the project yet; except the internal and international travel restrictions to contain the spread of COVID-19 were put in place on the 10 March 2020 following, when the first COVID-19 case in Mongolia was confirmed following the DTM data collection in response to the request of the Ulaanbaatar Governor, funded by the SDC project.

The project implementation intentionally targeted changes at policy level through strengthening the government's capacity in collecting and using evidence in internal migration to design policies that would eventually benefit those impacted by climate change and/or natural hazards. However, by the time the project was evaluated, and as already described in the effectiveness section, no specific policies or

initiatives referencing to DTM data and evidences had been developed or drafted yet, except the operationalization of the DTM approach into existing vertical management structure of NEMA. As such, any effects to be observed among migrants and prospective migrants on their livelihoods and preparedness to climate change and/or natural disasters could not be seen yet at least for a short-term. "*There are some positive changes within NEMA's management in term of operationalization of the DTM data collection and management, but how these will indirectly benefit migrants and prospective migrants in some ways is yet to be seen at least for a short term*"; said one senior official of NEMA during the key informant interview.

Nevertheless, with strong acknowledgement of the DTM data generated through this project among senior government officials and Capital City Officials, new round of DTM data was collected with funding supports of the SDC – funded project, based on the request of the Ulaanbaatar Governor for COVID-19 preparedness and response plan, which potentially led to the issuance of internal and international travel restrictions to prevent the spread of COVID-19. "*The municipality very much appreciates the data that DTM is offering to the City Emergency Commission which is helping us to better outline risk groups, regions with more intensive population movements, improve targeting of prevention activities, and strengthen overall preparedness and response,*" said Amarsaikhan Sainbuyan, Mayor of Ulaanbaatar and Governor of the capital.

6.5. SUSTAINABILITY

The project's sustainability was *good* (rated at 3 on the 5-point scale assessment). Besides the strengthened capacity in DTM data collection among officials of NEMA at national and sub-national level, the Government of Mongolia, particularly NEMA had embedded the recommendations provided in the proposed DTM Action Plan into their operations even though the action plan itself had not been formally endorsed or approved by the high level of NEMA yet. However, it is still very questionable that the Government of Mongolia would be able to do DTM data collection by themselves without external supports, and this already evidenced by the recent DTM data collection to prepare COVID-19 preparedness and response plan, where technical support was still requested to IOM. Furthermore, there was no clear commitment from the government, particularly NEMA that the government would financially fund future DTM data collection activities after closure of the project.

Question 15: To what extent the net benefits of the project continue or are likely to continue?

Findings 15: The Government of Mongolia, particularly the NEMA had embedded the recommendations provided in the proposed DTM Action Plan into their operations, including human personnel, tools and processes for data collection, data analysis and reporting writing on human mobility. However, it is still very questionable that the Government of Mongolia would be able to do DTM data collection by themselves without external supports, and this already evidenced by the recent DTM data collection to prepare COVID-19 preparedness and response plan, where technical support was still requested to IOM.

Furthermore, there was no clear commitment from the government, particularly NEMA that the government would financially fund future DTM data collection activities after closure of the project.

The project's sustainability is defined as extent to what the project's results would be used or maintained by the project's stakeholders and beneficiaries after the completion of the intervention in question. In this regard, it was revealed that the results that produced by the projects had been used or integrated into their current systems by the Government of Mongolia, particularly, NEMA and other key national stakeholders from other relevant ministries, and this will be continued until an unspecific time. For instance, the strengthened capacity of NEMA's officials at different levels would still be there and can be utilized at any time needed to collect migration data. This claim was also well supported by a statement by local government representatives attended the data collection training in Orkhon Province who said that it would not be so difficult operationally for them to continue complying to collect this data after the project ended using their existing community networks.

In addition, NEMA had embedded DTM into NEMA's operations including operational guides on data collection, data tabulation, reporting standards and steps to do DTM assessment, as well as data collection templates, even though the action plan had not been formally endorsed by NEMA. Also, the DTM had complemented the existing national data on disasters, such as type of disaster, affected areas, damage/losses in terms of human lives, livestock, property, and land.

However, it is still uncertain to claim that the government would be able to collect the DTM data and produce needed information by themselves independent of external technical supports even their capacity had been strengthened by the project, which was clearly evidenced by the DTM data collection to prepare COVID-19 preparedness and response plan, where technical support was still requested to IOM. Besides, by the project ended, there was no clear commitment from the government, particularly NEMA that the government would financially fund future DTM data collection activities after closure of the project.

VII. Conclusions and Recommendations

7.1. CONCLUSION

7.1.1. The project's responded to the needs and priorities of the Government of Mongolia, as well as aligned very well to national and international policies, including 2017 Disaster Protection Law, 2011 NAPCC, and the Mongolia Sustainable Development Vision 2030, IOM's MiGOF, IOM's 12 Point Strategy and SDGs. However, the it lacked adequate involvement of other stakeholders in the design and implementation for the project to achieve its intended outcome.

7.1.2. The project achieved very satisfactory of all three outputs and relatively achieved its intended outcome which was about development of policies with reference to DTM data to respond to climate change and/or natural disaster induced internal migration. In addition, gender equity was very well attained in term of officials benefiting the capacity development intervention (50%-50%). However, like relevance, besides inadequate consultation with relevant stakeholders during the design and implementation of the project, there was no specific explanation on value of indicators' baselines and targets. Knowing these clearly from the beginning, the project stakeholders would had known better what they are required to develop or contribute from the early stage.

7.1.3. The project increased the capacity of NEMA's officials who were the primary beneficiaries of the project in DTM data collection and administration, however, the project did not assess to what extent the skills and knowledge of these officials have been changed in data collection, instead referring to the ability in using the DTM tools as an indication of increase in knowledge and skills.

7.1.4. Even though the project completed all the planned activities and achieved all the three outputs, however, the project experienced a 2-month day due to changes in project focal points at the NEMA's national level, as well as other factors.

7.1.5. The project managed to benefit from both a complementary project funded by SDC that shared similar outcome and objective, and a contribution of the Government of Mongolia through NEMA in term of in-kinds, such as personnel, training venues and costs for travel and accommodation for training participants.

7.1.6. The project contributed to changes in the government system to some extents regarding the internal migration management. However, any effects to be observed among migrants and prospective migrants on their livelihoods and preparedness to climate change and/or natural disasters could not be seen yet at least for a short-term until the government develops and implements policies aiming at addressing the climate change and/or natural disaster induced migration with referencing to the DTM data.

7.1.7. Even though the DTM action plan had not been approved by NEMA, the action plan had been integrated into NEMA's operations from the national to local level for future internal migration data collection and management, strengthened capacity in using the DTM tools among NEMA's officials, however, it was uncertain if the Government of Mongolia would be able to do DTM data collection by themselves without external supports, and this clearly evidenced by the recent DTM data collection to prepare COVID-19 preparedness and response plan, where technical support was still requested to IOM. Furthermore, there was no clear commitment from the government, particularly NEMA that the government would financially fund future DTM data collection activities after closure of the project.

7.2. RECOMMENDATIONS

7.2.1. IOM Project Team: For future projects that intend for institutional changes of multi-stakeholders, a stakeholder analysis should precisely carried out during the project design, adequate consultations should be made with relevant stakeholders during the design and implementation of the project, and clarity on expected changes and their roles and responsibilities in the project should also be made and agreed upon from the outset.

7.2.2. IOM Project Team and IDF colleagues: For future projects, besides involvement of stakeholders in consultation during the design and implementation, all indicators should have precise explanation on the value of baseline and target of every indicator, and all stakeholders should be aware of them.

7.2.3. IOM Project Team and IDF colleagues: 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 on [subject] disaggregated by sex; and 2. Percentage of trained [target group] scored at least [70%] on the [subject]. Without these two indicators, it is hard to assess the changed in knowledge and skills, except using assumption methods as experienced by this project.

7.2.4. IOM Project Team: 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.

7.2.5. IOM Project Team: For future project, to attain such a high level of synergy and contribution, particularly of the stakeholders, clear responsibilities, expectations, and contributions should be discussed and agreed from the outset.

7.2.6. IOM Project Team: For future project, to achieve longer term impacts in term of changing in livelihoods and preparedness to climate change and/or natural disasters among migrants and prospective migrants, refer to recommendation #1, #2 and #4.

7.2.7. IOM Project Team: 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.

VIII. Annexes

8.1. EVALUATION TERMS OF REFERENCE

Project number: MN10P0002/NC.0009 Mongolia-CO-Ulan Bator-MN10
Name of beneficiaries of grant contract: IOM (coordinator) and National Emergency Management Agency (NEMA) (implementing partner)
Title of the action: Climate Change and Disaster Related Migration in Mongolia
Project duration: 1.12.2017 – 31.07.2019 (18 months, including 2 months no cost extension)
Project Donor: IOM Development Fund
Start date and end date of the evaluation: 03.02.2020 – 31.03.2020 (field visit the week of 16 March 2020)
Target country: Mongolia

1. Evaluation context

Climate Change and Disaster Related Migration in Mongolia project aimed to contribute to strengthened migration management in Mongolia, in the context of climate change and natural hazards. The project supported government officials to improve their skills and knowledge to track climate change and disaster related migration and coordinate their responses. Specifically, the project aimed to focus on improving the coordination of onsite responses to disaster events in rural locations to improve the efficiency and accuracy of the GoM's provision of shelter, water, food, fodder and other necessities to rural households to minimize instances of forced migration. This support included training sessions for government officials, specifically from the Mongolian National Emergency Management Agency (NEMA) and the municipal authorities in the use of IOM's Displacement Tracking Matrix (DTM) to design assessments and conduct data collection to build evidence to inform governmental responses. The project further aimed to support the collection and dissemination of evidence and data on current migration flows and needs of the population; and to support better coordination between key stakeholders when responding to migration caused by climate change and disasters, through the development of an agreed upon Plan of Action.

To achieve this objective, the project aimed to deliver one expected outcome and three outputs:

Outcome 1: The Mongolian National Emergency Management Agency (NEMA), the Ministry of Environment and Tourism, the Ministry of Labor and Social Welfare and the Ulaanbaatar municipality demonstrate effective evidence-based management of and active coordination in response to climate change and disaster related migration.

Output 1.1: NEMA, the Ministry of Environment and Tourism, the Ministry of Labor and Social Welfare and the Ulaanbaatar municipality have improved skills and knowledge to track climate change and disaster related migration and coordinate responses.

Output 1.2: Evidence and data on current migration flows and needs in selected "*soums*" (districts) is developed and made accessible to key stakeholders including NEMA and local city authorities.

Output 1.3: A draft plan of action for improved coordination to address climate change and disaster related migration is developed and made accessible to key stakeholders.

2. Evaluation purposes and objectives

The overall objective of the project's final evaluation is to assess to what extent the project has contributed to its overall objective and achieved its results, and to evaluate if the project's approach (design and implementation) was the right strategy. 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.

Specific objectives of the evaluation include:

- Evaluate the relevance and validity of the choice of strategies and activities for achieving the project objective including the choice of stakeholders;
- Evaluate the project's effectiveness in contributing towards its objective and project purposes including assessing level of quality the project has achieved;
- Analyze the efficiency in contributing towards the project objective, measuring how economically resources/inputs (fund, expertise, time) are converted into results;
- Analyse the project outcome and impact looking at primary and secondary long-term effects produced by the project intervention, directly or indirectly, intended or unintended;
- Analyze the sustainability of the project by looking at the lesson learned and best practices;
- Assess compliance with IDF/IOM contractual requirements and guidelines, including as relates to project revisions, reporting, and visibility.

3. Evaluation scope

This overall project evaluation will focus solely on the activities conducted and the results achieved by IOM and its implementing partner National Emergency Management Agency (NEMA) under the project "Climate Change and Disaster Related Migration in Mongolia". This project began on 1.12. 2017 and was initially scheduled for completion on 31 May 2019, but a no cost extension of two months to 31 July 2019 was approved by the donor given delays encountered by the implementing partner NEMA due to conflicting priorities.

The evaluator is expected to evaluate the project at strategy, outcome and output level. The target audience of the evaluation is NEMA at the national and provincial level and provincial governments. The evaluation will be carried out at Ulaanbaatar city and budget permitting, in a neighboring province.

4. Evaluation criteria

To respond to the purposes and specific objectives, this ex-post evaluation will focus on the following OECD/DAC evaluation criteria of relevance, effectiveness, efficiency, impact and sustainability. Assessing these evaluation criteria will be supported by a set of key evaluation questions which will be discussed and refined in consultation with the selected evaluator.

5. Evaluation questions

The below questions are indicative of the key questions to be addressed in the evaluation:

Relevance

1 Are the project activities relevant to the project objective and expected results?
2 Are the project activities in line with the implementing partner's needs and strategies?
3 Is the implementing partner the right entity for project activities' implementation?
4 Has the project contributed to improved emergency preparedness and coordination of emergency response?

Effectiveness

1 Which have been the major factors affecting the achievement and/or non-achievement of the objective and project results?
2 To what extent have the implementing partner/government been involved and engaged to plan and achieve the objectives and interventions of the project? Were different stakeholders better suited to achieve the project objective?

Efficiency

1 What external socio-economic and political factors, if any, affected the implementation of the project?
2 How effective were adaptations to the project made to accommodate changes during implementation due to socio-economic and political factors?

Impact

1 Did the adaptations to the original design of the project have repercussions on its expected impact?
2 What do the beneficiaries and other stakeholders perceive to be the outcome and impact of the project?
3 Would the results have been achieved even without the implementation of the project?

Sustainability

1 To what extent are the projects' results likely to be sustained in the long-term?
2 What should have been done to better guarantee sustainability, if applicable?

Additional questions:

1 How and to what extent the cross-cutting objectives (gender mainstreaming, climate sustainability, human rights/migrant rights) have been integrated and implemented during the project? What are the lessons learned?

Propose relevant recommendations for the development and implementation of any further interventions and activities based on the performance and achievements of the project.

6. Evaluation Methodology

A mixed method approach will be used with qualitative and quantitative evaluation techniques. In particular, these will be comprised of:

- A documentation review: IOM Mongolia will be responsible for providing the necessary documentation, including activity and project reports, M&E tools, financial data, correspondence, specific agreements and/or sub-agreements, technical documentation reports, together with any other documentation that IOM Mongolia considers important for the evaluation exercise;
- A series of interviews with the implementing partner, IOM project staff and consultants, and/or other persons that IOM Mongolia or the evaluator deem necessary.

7. Evaluation deliverables

The evaluator is expected to deliver the following outputs with acceptable quality and satisfaction of the evaluation manager/project manager:

a) An evaluation matrix which includes the methodology to be used, indicators, evaluation questions and detailed work plan.
b) A maximum of 20-page long report in English without annexes (including an executive summary and outlining the methodology pursued, indicators, data sources and findings of the evaluation, good practices, lessons learnt, missed opportunities, strengths and failures, gaps and challenges on the design, management and implementation of the project). The draft of the report will be presented to IOM Mongolia for comments and inputs using the IOM's evaluation report template, after which the evaluator will finalize the report and submit the final evaluation report to IOM Mongolia.
c) An Evaluation Brief, which is a 2-pager summary of the evaluation, using the IOM's Evaluation brief template.

8. Evaluation Workplan

In order to achieve the above deliverables, the following activities will be implemented, though they can be modified through a consultation between the evaluator and the project manager:

Activity	Responsible	Location	Feb 2020				Mar 2020			
			1	2	3	4	1	2	3	4
Preparing the Evaluation Matrix (EM)	Evaluator	Home-base	X							
Reviewing the EM	National Project Officer	Skype call		X						
Finalizing the EM	Evaluator	Home-base		X						
Field data collection, including debriefing	Evaluator	Mongolia			X					
Drafting the evaluation report and evaluation brief	Evaluator	Home-base					X	X		
Reviewing the draft evaluation report and evaluation brief	National Project Officer	Mongolia							X	
Finalizing the evaluation report and evaluation brief	Evaluator	Home-base								X

8.2. EVALUATION MATRIX

Evaluation Matrix NC.0009				
	Evaluation Questions (Key & Sub Questions)	**Indicators**	**Data Source**	**Method**
Relevance: Was the intervention doing the right things?				
1	**To what extent the DTM and its capacity development focus responded to the needs of GoM, as well as of other partners to manage a better planning for and coordinate responses to climate-induced internal migration, and how the intervention remained relevant overtime?**			
1.1	What have been the key drivers of internal migration in Mongolia besides climate change and natural hazards?	Drivers of internal migration	Project proposal, government stakeholders, migrants, IOM project staff, RTS, UN Agencies and CSOs	Document review and Key Informant Interviews
1.2	What have been the existing tools, policies and initiatives/interventions in place to prevent and respond to the climate-induced internal migration?	Existing government's tools, policies and programmes on internal migration	Project proposal, government stakeholders, IOM project staff, RTS, UN Agencies and CSOs	Document review and Key Informant Interviews
1.4	What have been the critical challenges in planning and responding to the effects of climate-induced internal migration both at the origin and destination?	Challenges in planning and responding	Government stakeholders, IOM project staff, RTS, UN Agencies and CSOs	Key Informant Interview
1.5	How well this project accommodated and/or responded to socio-economic and political factors in order to respond to the needs of the Government of Mongolia for improved climate-induced and natural hazard migration management and responses?	Stakeholders' perception on project's ability to respond and to keep relevant	Government stakeholders and IOM project staff, RTS	Key Informant Interview

1.6	How well the different needs of male and female stakeholders been analysed and incorporated in the design and implementation of the project?	- Analysis of gender equality in the project doc - Gender responsive interventions	Primary data and government stakeholders and IOM project staff, RTS	Document review and Key Informant Interviews
2	**To what extent the project's theory of change held true?**			
2.1	Was the project ToC logical in terms of its means-end relationship and assumptions	- Flow of the project vertical logic - Relevance of assumption	Project proposal	Document review
3	**To what extent the project implementation modality fit well to the country's context (socially, politically and economically)?**			
3.1	Was the project designed in a way that adequately considered the conditions of its implementation ability/capacity, partner's existing capacity?	- Analysis of implementation constraints - Implementation modality that consider the implementation constraints	Project proposal, government stakeholders and IOM project staff, RTS, IDF	Document review and Key Informant Interviews
3.2	How the project implementing partners were identified and selected? Were there any other potential partners who were left out, and how that could happen, and were there any consequences?	- Partner selection criteria - List of potential partners but were left out, reasons to that and its consequences.	Project proposal, government stakeholders and IOM project staff, RTS.	Document review and Key Informant Interviews
Effectiveness: Is the intervention achieving its objectives/results?				
4	**To what extent the project contributed to improved emergency preparedness and coordination of emergency response?**			

4.1	Have there been any climate change events or natural hazards occurred that have driven internal migration since the launch of the project? How well the responses and coordination were, and how were they different compared to the prior presence of this project?	- List of the climate change and/or natural hazards - Differences on how the coordination and responses were undertaken.	Primary data and government stakeholders and IOM project staff	Document review and Key Informant Interviews
5	**To what extent the project contributed to improved government's policies, programmes and/or responses to the climate change-induced internal migration (outcome)?**			
5.1	What policies, programmes and/or responses to the climate change-induced internal migration have been incorporating evidence generated by DTM?	List of policies, programmes and/or responses that incorporated evidences generated by DTM	Project Reports, government stakeholders, IOM Project Staff, UN Agencies and CSOs	Document review and Key Informant Interviews
5.2	What are specific contributing/undermining factors for the government to incorporate evidence generated by DTM into their policies, programmes and/or responses? For the undermining factors, what should had been done by the project?	List of contributing factors and list of undermining factors For the undermining factors, a list of what should had been done.	Project reports, IOM project staff, government stakeholders, UN Agencies and CSOs	Document review and Key Informant Interviews
6	**To what extent the project's outputs (1. the improved skills and knowledge of relevant stakeholders to track climate-induced migration and coordinated responses; 2. generation of evidence; and 3. development of draft plan of action for improved coordination) have been achieved?**			
6.1	Have activities and outputs been completed and achieved or about to achieve?	Percentage of achievements compared to the target by each activity and result	Project reports	Document review
6.2	What is the perception of relevant stakeholders on the quality and effectiveness of the DTM training, DTM data, as well as the draft plan of actions?	Stakeholders' perception on DTM training, DTM data, and the draft plan of action	Government stakeholders	Key Informant Interview

6.3	What have been major contributing/undermining factors (internally and externally) to these project's output's achievements?	List of contributing factors and list of undermining factors For the undermining factors, a list of what should had been done.	Project reports, IOM project staff	Document review and Key Informant Interviews
7	**To what extent different benefits distributed between different gender groups of stakeholders and beneficiaries?**			
7.1	How well have the captured results been differentiated by different sex?	Sex disaggregation data	Project reports and proposal	Document review
7.2	How well different gender groups of stakeholders and beneficiaries been identified to benefit from the project delivery?	Gender analysis and gender integration into the project design and implementation	Project reports and proposal, and IOM project staff	Document review and Key Informant Interviews
Efficiency: How well are resources used?				
8	**To what extent the project activities and outputs were completed and achieved or about to achieve within the allocated time and resources?**			
8.1	Were activities and outputs been completed and achieved within the time and resources allocated?	Table summarizing the status of project activities and outputs against timelines and budget	Project reports, IOM project staff	Document review and Key Informant Interviews
9	**To what extent the project has synergized with other resources and/or interventions to achieve its expected outputs?**			
9.1	What specific projects, interventions and existing resources of other partners and institutions that the project have made use of, and in what amount, if it can be monetized?	List of synergized projects/interventions with different sources of funding	Project reports, IOM project staff	Document review and Key Informant Interviews
10	**To what extent the project implementation modality contributed to the most operational efficiency?**			

10.1	What do you think about the cost effectiveness in implementing this project? Are there other ways you think could be used instead that could spend less money, but produce more or similar outputs? Why?	- Total expenditure/cost - Perception of IDF and IOM on the value of money (by presenting a list of key achievements) - Recommendation on potential implementation modality that is more cost effective.	IOM project Staff, RTS and IDF	Key Informant Interview
Impact: What difference is the intervention making?				
11	**What are positive and negative effects had this project made on the government-wide system in relation to the management of migration induced by climate change and/or natural hazards?**			
11.1	What have been the critical changes in the government systems and governance in relation to the management of migration induced by climate change and/or natural hazards?	List of structural and systemic changes in the government in relation to the migration.	Project reports, Government stakeholders, IOM project staff, UN Agencies and CSOs	Document review and Key Informant Interviews
11.2	What are the key drivers for these changes?	List of key contributing factors to those structural and systemic changes.	Project reports, Government stakeholders, IOM project staff, UN Agencies and CSOs	Document review and Key Informant Interviews
12	**To what extent migrants vulnerable to or experiencing climate change and natural hazard events have improved their preparedness and livelihoods?**			
12.1	What are observable signs of improvement in term of self-preparedness among migrants vulnerable to or experiencing climate change and/or natural hazard? Can this improvement be visible without this project intervention?	- List of improved preparedness - List of better responses - List of contributing factors	Government stakeholders, IOM Project staff, UN Agencies and CSOs	Key Informant Interviews
13	**To what extent the social, environmental and economic conditions of migrants vulnerable to or experiencing climate change and/or natural hazard events have been changed?**			

13.1	Perception on the current social, mental and economic conditions of migrants who migrated due to climate change and/or natural hazard events, ***and who are still living in the new location.***	Perception on their current social, mental and economic conditions in the new place	Migrants who migrated in relation to the CC and ND and who are still living in the new location.	Key Informant Interviews
13.2	Perception on the current social, mental and economic conditions of migrants who migrated due to climate change and/or natural hazard events, ***and who had already returned to the origin***.	Perception on their current social, mental and economic conditions after they had returned to their place of origin	Migrants who migrated in relation to the CC and ND and who had returned to their place of origin.	Key Informant Interviews
14	**What would be negative effects on the livelihoods and lives of vulnerable migrants produced by this project?**			
14.1	What would be negative effects on the livelihoods and lives of vulnerable migrants produced by this project?	List of negative effects	Government stakeholders, Migrants, IOM Project staff, RTS and IDF, UN Agencies and CSOs	Key Informant Interviews
14.2	Why and how these negative effects were occurring? Also, to what extent had this project responded to the effects?	Reasons of these negative effects, and project's mitigation effort and its results.	Government stakeholders, Migrants, IOM Project staff, RTS and IDF, UN Agencies and CSOs	Key Informant Interviews
Sustainability: Will the benefits last?				
15	**To what extent the net benefits of the project continue or are likely to continue?**			
15.1	What changes have the government introduced or will introduce to continue benefiting from the improved knowledge on DTM and the draft Action Plan?	Sustainability measures set out by the government	Project reports, government stakeholders, IOM project Staff, RTS and IDF	Document review and Key Informant Interviews
15.2	If there is no change had been introduced by the Government of Mongolia to sustain the project's outputs, ask WHY is it the case?	Reasons of no sustainability measures	Project reports, government stakeholders, IOM project Staff, RTS and IDF	Document review and Key Informant Interviews
15.3	What should had been done to better guarantee sustainability, if applicable?	Ideal approaches to project sustainability	Project reports, government stakeholders, IOM project Staff, RTS and IDF	Document review and Key Informant Interviews

8.3. LIST OF DOCUMENTS REVIEWED

No	Title
1	Mongolia: Urban Migration Vulnerability Assessment Report (Link)
2	Mongolia: Internal Migration Study (Link)
3	Mongolia Sustainable Development Vision 2030 (Link)
4	Mongolia Disaster Reduction Report 2019 (Link)
5	Global Climate Risk Index 2020 (Link)
6	Project Performance Review Report
7	Interim Project Reports
8	Final Project Report
9	Training Reports

8.4. LIST OF PERSONS INTERVIEWED

No	Agencies	Total	Female
1	NEMA (National level)	4	0
2	NEMA (iamag level)	3	2
3	UN Agencies	2	2
4	NGO - ECAPT	1	1
5	IOM Project Team	4	3
	TOTAL	**14**	**8**

8.5. DATA COLLECTION INSTRUMENTS

A. Questions for UN Agencies and CSOs

Evaluation Matrix NC.0009			UN & CSOs
	Evaluation Questions (Key & Sub Questions)	**Indicators**	**Responses**
Relevance: Was the intervention doing the right things?			
1.1	**To what extent the DTM and its capacity development focus responded to the needs of GoM, as well as of other partners to manage a better planning for and coordinate responses to climate-induced internal migration, and how the intervention remained relevant overtime?**		
1.1	What have been the key drivers of internal migration in Mongolia besides climate change and natural hazards?	Drivers of internal migration	
1.2	What have been the existing tools, policies and initiatives/interventions in place to prevent and respond to the climate-induced internal migration?	Existing government's tools, policies and programmes on internal migration	
1.4	What have been the critical challenges in planning and responding to the effects of climate-induced internal migration both at the origin and destination?	Challenges in planning and responding	
Effectiveness: Is the intervention achieving its objectives/results?			
5	**To what extent the project contributed to improved government's policies, programmes and/or responses to the climate change-induced internal migration?**		
5.1	What policies, programmes and/or responses to the climate change-induced internal migration have been incorporating evidence generated by DTM?	List of policies, programmes and/or responses that incorporated evidences generated by DTM	
5.2	What are specific contributing/undermining factors for the government to incorporate evidence generated by DTM into their policies, programmes and/or responses? For the undermining factors, what should had been done by the project?	List of contributing factors and list of undermining factors For the undermining factors, a list of what should had been done.	

Impact: What difference is the intervention making?			
11	**What are positive and negative effects had this project made on the government-wide system in relation to the management of migration induced by climate change and/or natural hazards?**		
11.1	What have been the critical changes in the government systems and governance in relation to the management of migration induced by climate change and/or natural hazards?	List of structural and systemic changes in the government in relation to the migration.	
11.2	What are the key drivers for these changes?	List of key contributing factors to those structural and systemic changes.	
12	**To what extent migrants vulnerable to or experiencing climate change and natural hazard events have improved their preparedness and livelihoods?**		
12.1	What are observable signs of improvement in term of self-preparedness among migrants vulnerable to or experiencing climate change and/or natural hazard? Can this improvement be visible without this project intervention?	- List of improved preparedness - List of better responses - List of contributing factors	
14	**What would be negative effects on the livelihoods and lives of vulnerable migrants produced by this project?**		
14.1	What would be negative effects on the livelihoods and lives of vulnerable migrants produced by this project?	List of negative effects	
14.2	Why and how these negative effects were occurring? Also, to what extent had this project responded to the effects?	Reasons of these negative effects, and project's mitigation efforts and its results.	

B. Government officials

Evaluation Matrix NC.0009			Gov't officials
	Evaluation Questions (Key & Sub Questions)	**Indicators**	**Responses**
Relevance: Was the intervention doing the right things?			
1	**To what extent the DTM and its capacity development focus responded to the needs of GoM, as well as of other partners to manage a better planning for and coordinate responses to climate-induced internal migration, and how the intervention remained relevant overtime?**		
1.1	What have been the key drivers of internal migration in Mongolia besides climate change and natural hazards?	Drivers of internal migration	
1.2	What have been the existing tools, policies and initiatives/interventions in place to prevent and respond to the climate-induced internal migration?	Existing government's tools, policies and programmes on internal migration	
1.3	What have been the critical challenges in planning and responding to the effects of climate-induced internal migration both at the origin and destination?	Challenges in planning and responding	
1.4	How well this project accommodated and/or responded to socio-economic and political factors in order to respond to the needs of the Government of Mongolia for improved climate-induced and natural hazard migration management and responses?	Stakeholders' perception on project's ability to respond and to keep relevant	
1.5	How well the different needs of male and female stakeholders been analysed and incorporated in the design and implementation of the project?	- Analysis of gender equality in the project doc - Gender responsive interventions	
3	**To what extent the project implementation modality fit well to the country's context (socially, politically and economically)?**		
3.1	Was the project designed in a way that adequately considered the conditions of its implementation ability/capacity, partner's existing capacity?	- Analysis of implementation constraints - Implementation modality that consider the implementation constraints	

3.2	How the project implementing partners were identified and selected? Were there any other potential partners who were left out, and how that could happen, and were there any consequences?	- Partner selection criteria - List of potential partners but were left out, reasons to that and its consequences.	
Effectiveness: Is the intervention achieving its objectives/results?			
4	**To what extent the project contributed to improved emergency preparedness and coordination of emergency response?**		
4.1	Have there been any climate change events or natural hazards occurred that have driven internal migration since the launch of the project? How well the responses and coordination were, and how were they different compared to the prior presence of this project?	- List of the climate change and/or natural hazards - Differences on how the coordination and responses were undertaken.	
5	**To what extent the project contributed to improved government's policies, programmes and/or responses to the climate change-induced internal migration?**		
5.1	What policies, programmes and/or responses to the climate change-induced internal migration have been incorporating evidence generated by DTM?	List of policies, programmes and/or responses that incorporated evidences generated by DTM	
5.2	What are specific contributing/undermining factors for the government to incorporate evidence generated by DTM into their policies, programmes and/or responses? For the undermining factors, what should had been done by the project?	List of contributing factors and list of undermining factors For the undermining factors, a list of what should had been done.	
6	**To what extent the project's outputs (1. the improved skills and knowledge of relevant stakeholders to track climate-induced migration and coordinated responses; 2. generation of evidence; and 3. development of draft plan of action for improved coordination) have been achieved?**		
6.1	What is the perception of relevant stakeholders on the quality and effectiveness of the DTM training, DTM data, as well as the draft plan of actions?	Stakeholders' perception on DTM training, DTM data, and the draft plan of action	
Impact: What difference is the intervention making?			

11	**What are positive and negative effects had this project made on the government-wide system in relation to the management of migration induced by climate change and/or natural hazards?**		
11.1	What have been the critical changes in the government systems and governance in relation to the management of migration induced by climate change and/or natural hazards?	List of structural and systemic changes in the government in relation to the migration.	
11.2	What are the key drivers for these changes?	List of key contributing factors to those structural and systemic changes.	
12	**To what extent migrants vulnerable to or experiencing climate change and natural hazard events have improved their preparedness and livelihoods?**		
12.1	What are observable signs of improvement in term of self-preparedness among migrants vulnerable to or experiencing climate change and/or natural hazard? Can this improvement be visible without this project intervention?	- List of improved preparedness - List of better responses - List of contributing factors	
14	**What would be negative effects on the livelihoods and lives of vulnerable migrants produced by this project?**		
14.1	What would be negative effects on the livelihoods and lives of vulnerable migrants produced by this project?	List of negative effects	
14.2	Why and how these negative effects were occurring? Also, to what extent had this project responded to the effects?	Reasons of these negative effects, and project's mitigation efforts and its results.	
Sustainability: Will the benefits last?			
15	**To what extent the net benefits of the project continue or are likely to continue?**		
15.1	What changes have the government introduced or will introduce to continue benefiting from the improved knowledge on DTM and the draft Action Plan?	Sustainability measures set out by the government	
15.2	If there is no change had been introduced by the Government of Mongolia to sustain the project's outputs, ask WHY is it the case?	Reasons of no sustainability measures	
15.3	What should had been done to better guarantee sustainability, if applicable?	Ideal approaches to project sustainability	

C. IOM Project Staffs

Evaluation Matrix NC.0009			IOM-ers
	Evaluation Questions (Key & Sub Questions)	**Indicators**	**Responses**
Relevance: Was the intervention doing the right things?			
1	**To what extent the DTM and its capacity development focus responded to the needs of GoM, as well as of other partners to manage a better planning for and coordinate responses to climate-induced internal migration, and how the intervention remained relevant overtime?**		
1.1	What have been the key drivers of internal migration in Mongolia besides climate change and natural hazards?	Drivers of internal migration	
1.2	What have been the existing tools, policies and initiatives/interventions in place to prevent and respond to the climate-induced internal migration?	Existing government's tools, policies and programmes on internal migration	
1.4	What have been the critical challenges in planning and responding to the effects of climate-induced internal migration both at the origin and destination?	Challenges in planning and responding	
1.5	How well this project accommodated and/or responded to socio-economic and political factors in order to respond to the needs of the Government of Mongolia for improved climate-induced and natural hazard migration management and responses?	Stakeholders' perception on project's ability to respond and to keep relevant	
1.6	How well the different needs of male and female stakeholders been analysed and incorporated in the design and implementation of the project?	- Analysis of gender equality in the project doc - Gender responsive interventions	
3	**To what extent the project implementation modality fit well to the country's context (socially, politically and economically)?**		
3.1	Was the project designed in a way that adequately considered the conditions of its implementation ability/capacity, partner's existing capacity?	- Analysis of implementation constraints - Implementation modality that consider the implementation constraints	

3.2	How the project implementing partners were identified and selected? Were there any other potential partners who were left out, and how that could happen, and were there any consequences?	- Partner selection criteria - List of potential partners but were left out, reasons to that and its consequences.	
Effectiveness: Is the intervention achieving its objectives/results?			
4	**To what extent the project contributed to improved emergency preparedness and coordination of emergency response?**		
4.1	Have there been any climate change events or natural hazards occurred that have driven internal migration since the launch of the project? How well the responses and coordination were, and how were they different compared to the prior presence of this project?	- List of the climate change and/or natural hazards - Differences on how the coordination and responses were undertaken.	
5	**To what extent the project contributed to improved government's policies, programmes and/or responses to the climate change-induced internal migration?**		
5.1	What policies, programmes and/or responses to the climate change-induced internal migration have been incorporating evidence generated by DTM?	List of policies, programmes and/or responses that incorporated evidences generated by DTM	
5.2	What are specific contributing/undermining factors for the government to incorporate evidence generated by DTM into their policies, programmes and/or responses? For the undermining factors, what should had been done by the project?	List of contributing factors and list of undermining factorsFor the undermining factors, a list of what should had been done.	
6	**To what extent the project's outputs (1. the improved skills and knowledge of relevant stakeholders to track climate-induced migration and coordinated responses; 2. generation of evidence; and 3. development of draft plan of action for improved coordination) have been achieved?**		
6.3	What have been major contributing/undermining factors (internally and externally) to these project's output's achievements?	List of contributing factors and list of undermining factors For the undermining factors, a list of what should had been done.	
7	**To what extent different benefits distributed between different gender groups of stakeholders and beneficiaries?**		

7.2	How well different gender groups of stakeholders and beneficiaries been identified to benefit from the project delivery?	Gender analysis and gender integration into the project design and implementation	
Efficiency: How well are resources used?			
8	**To what extent the project activities and outputs were completed and achieved or about to achieve within the allocated time and resources?**		
8.1	Were activities and outputs been completed and achieved within the time and resources allocated?	Table summarizing the status of project activities and outputs against timelines and budget	
9	**To what extent the project has synergized with other resources and/or interventions to achieve its expected outputs?**		
9.1	What specific projects, interventions and existing resources of other partners and institutions that the project have made use of, and in what amount, if it can be monetized?	List of synergized projects/interventions with different sources of funding	
10	**To what extent the project implementation modality contributed to the most operational efficiency?**		
10.1	What do you think about the cost effectiveness in implementing this project? Are there other ways you think could be used instead that could spend less money, but produce more or similar outputs? Why?	- Total expenditure/cost - Perception of IDF and IOM on the value of money (by presenting a list of key achievements) - Recommendation on potential implementation modality that is more cost effective.	
Impact: What difference is the intervention making?			
11	**What are positive and negative effects had this project made on the government-wide system in relation to the management of migration induced by climate change and/or natural hazards?**		
11.1	What have been the critical changes in the government systems and governance in relation to the management of migration induced by climate change and/or natural hazards?	List of structural and systemic changes in the government in relation to the migration.	
11.2	What are the key drivers for these changes?	List of key contributing factors to those structural and systemic changes.	

12	**To what extent migrants vulnerable to or experiencing climate change and natural hazard events have improved their preparedness and livelihoods?**		
12.1	What are observable signs of improvement in term of self-preparedness among migrants vulnerable to or experiencing climate change and/or natural hazard? Can this improvement be visible without this project intervention?	- List of improved preparedness - List of better responses - List of contributing factors	
14	**What would be negative effects on the livelihoods and lives of vulnerable migrants produced by this project?**		
14.1	What would be negative effects on the livelihoods and lives of vulnerable migrants produced by this project?	List of negative effects	
14.2	Why and how these negative effects were occurring? Also, to what extent had this project responded to the effects?	Reasons of these negative effects, and project's mitigation efforts and its results.	
Sustainability: Will the benefits last?			
15	**To what extent the net benefits of the project continue or are likely to continue?**		
15.1	What changes have the government introduced or will introduce to continue benefiting from the improved knowledge on DTM and the draft Action Plan?	Sustainability measures set out by the government	
15.2	If there is no change had been introduced by the Government of Mongolia to sustain the project's outputs, ask WHY is it the case?	Reasons of no sustainability measures	
15.3	What should had been done to better guarantee sustainability, if applicable?	Ideal approaches to project sustainability	

D. Migrants

Evaluation Matrix NC.0009			Migrants
	Evaluation Questions (Key & Sub Questions)	**Indicators**	**Responses**
Relevance: Was the intervention doing the right things?			
1	**To what extent the DTM and its capacity development focus responded to the needs of GoM, as well as of other partners to manage a better planning for and coordinate responses to climate-induced internal migration, and how the intervention remained relevant overtime?**		
1.1	What have been the key drivers of internal migration in Mongolia besides climate change and natural hazards?	Drivers of internal migration	
Impact: What difference is the intervention making?			
13	**To what extent the social, environmental and economic conditions of migrants vulnerable to or experiencing climate change and/or natural hazard events have been changed?**		
13.1	Perception on the current social, mental and economic conditions of migrants who migrated due to climate change and/or natural hazard events, ***and who are still living in the new location.***	Perception on their current social, mental and economic conditions in the new place	
13.2	Perception on the current social, mental and economic conditions of migrants who migrated due to climate change and/or natural hazard events, ***and who had already returned to the origin***.	Perception on their current social, mental and economic conditions after they had returned to their place of origin	
14	**What would be negative effects on the livelihoods and lives of vulnerable migrants produced by this project?**		
14.1	What would be negative effects on the livelihoods and lives of vulnerable migrants produced by this project?	List of negative effects	
14.2	Why and how these negative effects were occurring? Also, to what extent had this project responded to the effects?	Reasons of these negative effects, and project's mitigation efforts and its results.	