

This learning brief is a summary of the key findings, conclusions, and recommendations prepared by the Owl RE consultancy for use by IOM project staff and management and the Fund. Details on all of the findings, conclusions, and recommendations can be found in the full evaluation report.

**Evaluation type:** External independent ex-post evaluation

**Evaluator(s):** Sharon McClenaghan, Owl RE

**Final report:** 10 March 2021

**Commissioned by:** IOM Development Fund ("The Fund")

**Managed by:** Ihma Shareef, Project Assistant, Shahida Abdul Rahman, Project Assistant and Shareen Tuladhar, Project Officer, IOM Maldives

**Evaluation purpose:** To assess the relevance of the project for the stakeholders and beneficiaries, to determine whether the project has achieved its intended objective; the effectiveness and efficiency of project management and implementation; promote transparency and accountability, assist the Fund in its decision-making, better equip staff to make judgments about the project and to improve the effectiveness for potential future project funding.

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

**Evaluation methodology:** Document review and semi-structured interviews (conducted remotely).

## PROJECT SUMMARY

The project was developed to support the Government of Maldives (GoM) in the development of a Migration Profile (MP), aimed at harnessing the benefits of migration. For the last three decades, the Republic of Maldives has been largely an economic success story, doubling its population at the same time as transforming its status from one of the world's 20 poorest countries, to a middle-income country. Nevertheless, GoM has faced a number of challenges related to migration. For example, the number of economic migrants has increased at the same time as Maldivian unemployment increased. Further, the Maldives' economic growth is driven by demand for unskilled labour in the construction industry. Many of these workers, both documented and undocumented, experience poor working conditions.

In response to this, and the lack of comprehensive and reliable evidence to support a migration mainstreaming approach by the GoM, the project's aim was to develop a MP as a tool for strategic policy and programme development. This was complemented by training Government officials to utilise migration information in national development planning and in specific migration sectors identified by the MP.

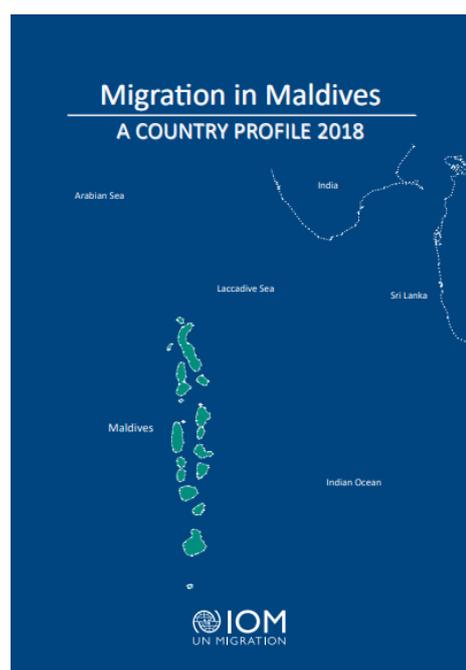
Project title: Migration Profile for the Republic of Maldives

Geographical coverage: The Maldives

Project type: Migration and development

Project code: PR.0176

Project period: 1 December 2016 to 30 September 2018



Migration Profile Report

### KEY FINDINGS

The project was effective in producing a very high-quality document, the MP which the majority of interviewees found very useful. However, it was produced within an election period in which some planned activities could not be held. A re-engagement with the current government is suggested, in order to update and revise the recommendations and consolidate commitment to them.

**Relevance (rating: Very Good - 4):** The production of the MP was found to be very relevant to the Maldives, addressing a significant data gap. An election during project implementation led to a change in the policy context of migration and in many government officials, resulting in the MP becoming somewhat dated and less relevant.

**Effectiveness (rating: Good- 3):** The production of the MP was found to be very relevant to the Maldives, addressing a significant data gap. An election during project implementation led to a change in the policy context of migration and in many government officials, resulting in the MP becoming somewhat dated and less relevant to the institutional needs of the main government beneficiaries.

**Efficiency and Cost Effectiveness (rating: Good - 3):** The project was found to be cost effective and the overall management of the project was assessed as efficient. A no-cost extension (NCE) was granted for 9 months to cover the delay in the start of project activities because of recruitment problems and the problems of obtaining accurate data for the MP. The election further disrupted the project and led to the publication of the MP outside the project timeframe.

**Impact (rating: Good - 3):** In the short term the project produced a high-quality practical document generating important useful data collated for the first time and has helped contribute to a change in positive attitudes to migrants. In the longer term, project impact was compromised by lack of dissemination of the MP leading to a low awareness of it.

**Sustainability (rating: Good - 3):** The election of a new Government has provided a change of context and the sustainability of the MP depends upon a re-engagement with government officials, old and new to update and to revise the recommendations of the report to ensure the MP continues to be a useful and used document.

### Conclusions

The project was successful in creating a comprehensive MP which provided the basis for evidence-based policy making and through detailed recommendations, support for a more efficient migration governance system. If updated with input from new Government officials this will ensure its continued use.

### KEY RECOMMENDATIONS

#### A. Project planning

For IOM Maldives:

- For future projects, ensure country conditions are considered at the time of writing the project proposal, developing contingency plans if activities have to be cancelled.

For IDF:

- Assess project proposals against the project planning criteria, namely an assessment of country conditions.

#### B. Programme management and follow up

For IOM Maldives:

- For future projects, ensure that a revised project plan identifies what activities are necessary to be completed, even if these fall outside the project timeframe.
- For future projects: Ensure that project reporting is comprehensive and uploaded onto Prima. This includes the documentation of all meetings relevant to the activities of the project and also that any changes in activities or expenditure
- For this project: Consider how IOM staff resources can be integrated into ongoing work to follow up and map the changes which have occurred in government and new policies introduced, to update the recommendations and engage all new stakeholders.

#### C. Sustainability

For IOM Maldives:

- Consider how resources can be found to ensure that the MP is a 'living document' by having periodic reviews, updating and supplementing the data with more qualitative research where possible as well as revisiting the project recommendations.
- Consider developing a new project on migration data management with the GoM to include a component on training in order for the benefits of the project remain.

For all IOM offices implementing IDF projects:

- Consider designing government training which is department-targeted (rather than asking for individuals from departments to sign up), to ensure the benefits from training remain within departments despite turnover of staff.

For all future MPs:

- Development of a dissemination plan for the MP, accounting for potential change of stakeholders and ensuring the MP can be regularly updated.