Ex-post Evaluation:
Migration Profile for the Republic of Maldives

PR.0176

Final Report

February 2021

Evaluation consultant:
Sharon McClenaghan

Wise research & evaluation

Table of Contents

Executive Summary 3
Glossary of Terms 8

1. Introduction 9
2. Context of the evaluation 9
3. Evaluation purpose and objectives 11
3.1. Purpose and objectives 11
3.2. Evaluation scope 12
3.3. Evaluation criteria 12
4. Evaluation methodology 12
4.1. Data sources and collection 12
4.2. Data sampling 13
4.3. Data Analysis 13
4.4. Limitations and proposed mitigation strategies 14
5. Findings 15
6. Conclusions and recommendations 35

Annex One: Terms of Reference 39
Annex Two: Evaluation Inception Report 45
Annex Three: List of persons interviewed 63
Annex Four: List of documents / publications consulted 64

Executive Summary

The following report is an ex-post evaluation of the project PR. 0176: "*Migration Profile for the Republic of Maldives",* managed by the Maldives office of the International Organization of Migration (IOM) and funded by the IOM Development Fund ("the Fund").

This ex-post evaluation was commissioned by the Fund and was carried out by Owl RE, research and evaluation consultancy, Geneva, from November 2020 to February 2021. The purpose of this evaluation was to assess the relevance of the project for the stakeholders and beneficiaries, the effectiveness and efficiency of project management and implementation, the expected impact, how well cross-cutting themes of human rights and gender were mainstreamed in the project, and how sustainable the desired effects were or could be.

The evaluation was carried out remotely, using a desk review of available data and documents and key informant interviews with 22 project stakeholders.

Findings

The project was found to be highly relevant. It addressed a significant data gap relating to the migration situation in the Maldives and produced a comprehensive MP developed with key migration stakeholders and aimed to support the development of evidence-based policies and planning. The impact of the project was mixed: government ownership was strong at the beginning of the project but as a result of the 2018 presidential election, commitment waned, and some planned activities were terminated. The MP was published after the project ended and there was no evidence of a dissemination plan for the MP nor engagement with new government stakeholders. Usage of the MP was limited and many interviewees were not familiar with its recommendations as they had not received a copy of the MP. Since publication, there has been a change in a number of policies and programmes implemented and the MP would need updating.

The MP is particularly pertinent in the current context of the COVID-19 pandemic which has accelerated the policy process with regard to migrants, and sustainability will depend on the extent to which the IOM office can ensure the MP is a `living` up- to- date document. It is recommended that the office takes advantage of the opportunities afforded by the new Government's open position to migration and willingness to work on sensitive subjects such as trafficking, to re-engage with them through this report and its recommendations.

Relevance – 4 – Very Good

The project was assessed as very relevant responding to request by the GoM (Maldives Immigration) and addressing a gap in data relating to migration. This was particularly significant in a country where approximately a third of the population are migrants and with a high percentage of undocumented migrants. The MP gathered migration data in

one document for the first time. It was developed in collaboration with a high number of government and migration stakeholders and provided a comprehensive overview of the migrant situation within a context in which migration is a sensitive subject. However, the timeframe of the project occurred during an election period in which government officials and mandates changed. This limited the relevance of the final product as the document is now somewhat dated.

Effectiveness – 3 - Good

The aim of the project was to provide a useful tool (i.e. the MP) and training for the relevant authorities to support strategic policy making and programme development and the project was effective in achieving this, although there was little evidence found of the MP being utilised. The MP was produced in collaboration with a wide range of government, civil society and academic stakeholders. Capacity-building activities in collecting and interpreting data were well received, although not all were implemented. As one government interviewee noted, “The success of the project was taking the entire government through the process, busting the myth that data is scary and showing data can be used to strengthen policy. This is a very valuable process.” Project effectiveness was limited by the election process and change of government which has meant that many of the current government staff, were not part of capacity-building activities nor familiar with the recommendations for further action in the MP.

Efficiency & Cost Effectiveness – 3- Good

The project was managed fairly efficiently given the challenges of the 2018 presidential election, subsequent change of government and a high turnover of project staff and consultants. 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 as some activities had to be cancelled which resulted in a 14% underspend in the budget and the publication of the MP outside the project timeframe.

Impact – 3- good

The project had a mixed impact and was difficult to assess accurately as a number of changes introduced by the new government could also have influenced policy making. In the short term the project produced a high-quality practical document generating important useful data collated for the first time in one place, and has helped contribute to a change in positive attitudes to migrants. The project also produced translations of legislation into English increasing their accessibility and with the Maldives Human Rights Commission, produced Migrant Information Cards. There was some evidence of the MP being used directly to inform policy although it was used mainly as a reference document and importantly, supported continuing work between IOM and GoM on migration governance policy. In the longer term, project impact was compromised by lack of dissemination of the MP and low awareness about it especially within ministries. For maximum impact, the MP would need to be a `living document` with up- to-date information and recommendations, addressing the policy changes of the last 24 months.

Sustainability - 3 - Good

The project included a number of sustainability measures supporting the outcome of the project, namely the MP which was produced in collaboration with key government stakeholders and through workshops and training which aimed to introduce and consolidate new knowledge. However, the election of the new government officials who had not been involved with the project, had a knock-on impact on the sustainability of the project results. The evaluation found evidence of some of the recommendations being followed up, but the final MP was not fully disseminated and most of the interviewees had not received a final copy or were not aware of it before being contacted. There was little evidence of contact made by IOM Maldives with the new government stakeholders to follow up on the recommendations, some of which are now dated as a result of changes in policies and in the mandate of the different ministries involved. As such, the sustainability of the MP depends upon whether or not a re-engagement with the current government is possible, in order to revise the recommendations and consolidate commitment to them, thereby capitalizing on the MP and capacity- building workshops and training the project provided.

Conclusions and Recommendations

The project was successful in creating a comprehensive and useful MP which provided the basis for evidence-based policy making and through detailed recommendations, support for a more efficient migration governance system.

However, the political context of the election and change in government was a limitation to the project fully achieving its outcome as mandates changed, many government officials were replaced and in the last 24 months, new policies were introduced, dating the MP. As a result many of the government officials interviewees had not received a copy of the report when it was completed. An opportunity was lost in not having an event using the remaining project funds in order to update the recommendations in light of policy changes and also ensure commitment to the recommendations of the new Government stakeholders. The strong support for the MP by migration stakeholders overall, the ongoing engagement of IOM with the GoM on other projects and the open attitude of the new government towards migration governance provides opportunities for IOM to further develop / address this.

A. Project planning

The project did not sufficiently account for changes resulting from the election and no contingency plans were put in place to address the loss of project momentum caused by the election, subsequent change of government and the publication of the MP after the project ended.

Recommendation:
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 or stakeholders change, such as in the case of an election.

For IDF**:**

- Assess project proposals against the project planning criteria, namely an assessment of country conditions, including forthcoming elections, before project approval.
-

B. Programme management and follow up

The project was managed in difficult circumstances with a relatively high number of staff involved and a cancellation of some activities. As a result, the project (which was not finalized for some interviewees) concluded without closure and without a plan to engage the new stakeholders with the MP and recommendations. A brief assessment should have been undertaken to assess the situation and support the momentum of the project and develop project commitment from new stakeholders. IOM can still take advantage of the current favourable environment and the ongoing work of IOM and GoM. The MP is currently viewed as a high-value, useful document but is not well known and the recommendations are out of date in light of governmental changes, COVID-19 and new policies introduced. Without further follow-up many of the benefits of the project may be lost.

Recommendation

For IOM Maldives**:**

- For future projects, ensure that a revised project plan identifies what activities are necessary to be completed, especially the final closing activities and commitments to take the recommendations forward, 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 are also included in project reporting as well as budget revision. Interim and final project reports should be submitted regularly every 6 months.
- 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**

Changes resulting from the election of the new government meant that more would have been needed to ensure the relevance and sustainability of the MP. The MP developed strong well-crafted recommendations which had the buy-in of the main stakeholders but many of these stakeholders have now changed and those now in place are not familiar

with the recommendations, as dissemination of the final report was poor. Further, policy briefs have changed. For the MP to continue to be relevant it needs to be informed by regular assessments and updates.

Recommendation:

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 to update them in line with policy changes and to ensure that new stakeholders have ownership of them. Ensure the MP is regularly updated.
- 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 – the MP, to 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

- Develop a dissemination plan for the MP, accounting for potential change of stakeholders in case of an election and ensuring that the MP can be regularly updated. Where possible ensure that it is not just individuals who are made aware of the MP but the department as a whole.

Lessons Learnt

- A high number of project officers and consultants involved with the project led to inefficiencies which could have been avoided if roles and responsibilities had been clearly delineated.
- The MP was mainly developed from secondary data as empirical data was difficult to obtain. This may have been avoided if a local organization with migrant access was included in the research design.
- The forthcoming election disrupted planned project activities quite significantly. A mid-term evaluation or project performance review could have been used to guide the remaining activities and direction when a potential disruption became apparent.
- Follow up is essential, especially after an election when new people take up positions and stakeholders change. The longer time goes by without project follow up, the less impact the project results have.

Glossary of Terms

DAC	Development Assistance Committee
DoIE	Department of Immigration and Emigration
GoM	Government of Maldives
HR	Human rights
IBM	Immigration and Border Management
ILO	International Labour Organization
IOM	International Organization for Migration
LRA	Labour Relations Authority
MIPPS	Maldives Immigration Pre-Departure Security Screening
MED	Ministry of Economic Development
MS	Member State
NBA	National Bureau of Statistics
NCE	No-cost extension
NDP	National Development Plan
NDS	National Development Strategy
PAC	Project Advisory Committee (PAC)
PO	Project officer
RM	Results matrix
SDGs	Sustainable Development Goals

1. Introduction

The following report is an ex-post evaluation of the project, "Migration Profile for the Republic of Maldives", managed by the Maldives Country Office of the International Organization of Migration (IOM) and funded by the IOM Development Fund ("the Fund").

This ex-post evaluation was commissioned by the Fund and was carried out by Sharon McClenaghan, Owl RE, research and evaluation consultancy, Geneva, from October 2020 to January 2021. The evaluation focused on five main OECD-DAC[1] evaluation criteria: relevance, effectiveness, efficiency, impact and sustainability. Human rights and gender equality were integrated into the evaluation criteria, where relevant.

The evaluation was carried out remotely, primarily through a desk review of available data and documents and key informant interviews with 22 project stakeholders.

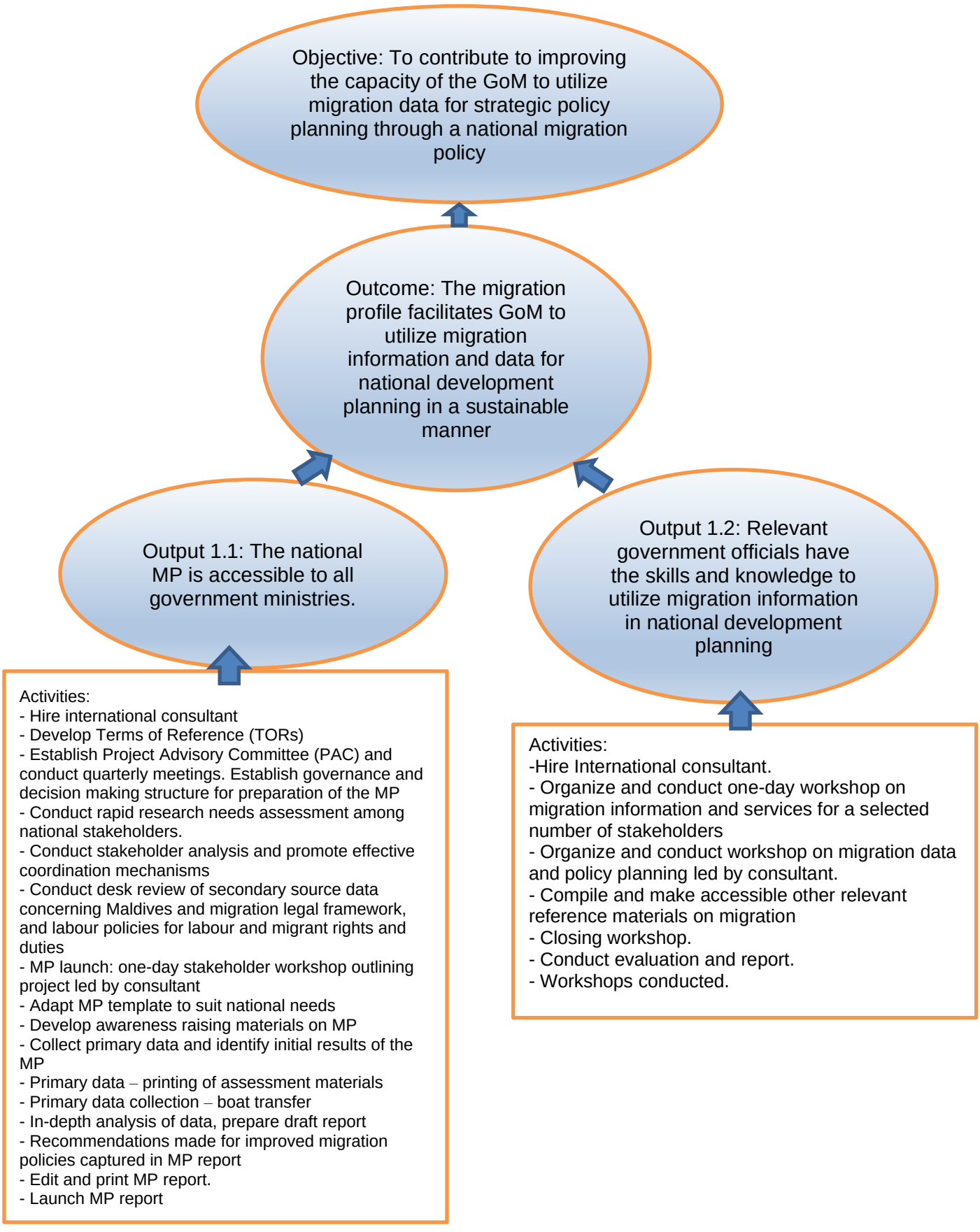
2. Context of the evaluation

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, 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, 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 after arrival, including non-payment of wages as well as becoming victims of trafficking.

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. The project was based around two components: 1) the development of a national MP, accessible to all Government ministries, in response to national needs with recommendations for improved migration policies and 2) training Government officials to have the skills and knowledge to utilise migration information in national development planning through training on migration statistics and in specific migration sectors identified by the MP.

The Results Matrix (RM) is reproduced below to illustrate the intervention logic foreseen for the project.

[1] Organisation for Economic Co-operation and Development - Development Assistance Committee; 'DAC Criteria for Evaluating Development Assistance': http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm


Objective: To contribute to improving the capacity of the GoM to utilize migration data for strategic policy planning through a national migration policy
Outcome: The migration profile facilitates GoM to utilize migration information and data for national development planning in a sustainable manner
Output 1.1: The national MP is accessible to all government ministries.
Output 1.2: Relevant government officials have the skills and knowledge to utilize migration information in national development planning
Activities:
- Hire international consultant
- Develop Terms of Reference (TORs)
- Establish Project Advisory Committee (PAC) and conduct quarterly meetings. Establish governance and decision making structure for preparation of the MP
- Conduct rapid research needs assessment among national stakeholders.
- Conduct stakeholder analysis and promote effective coordination mechanisms
- Conduct desk review of secondary source data concerning Maldives and migration legal framework, and labour policies for labour and migrant rights and duties
- MP launch: one-day stakeholder workshop outlining project led by consultant
- Adapt MP template to suit national needs
- Develop awareness raising materials on MP
- Collect primary data and identify initial results of the MP
- Primary data – printing of assessment materials
- Primary data collection – boat transfer
- In-depth analysis of data, prepare draft report
- Recommendations made for improved migration policies captured in MP report
- Edit and print MP report.
- Launch MP report
Activities:
-Hire International consultant.
- Organize and conduct one-day workshop on migration information and services for a selected number of stakeholders
- Organize and conduct workshop on migration data and policy planning led by consultant.
- Compile and make accessible other relevant reference materials on migration
- Closing workshop.
- Conduct evaluation and report.
- Workshops conducted.

3. Evaluation purpose and objectives

3.1. Purpose and objectives

The purpose of this evaluation was to assess the relevance of the project for the stakeholders and beneficiaries, the effectiveness and efficiency of project management and implementation, the expected impact, how well cross-cutting themes of human rights and gender were mainstreamed in the project, and how sustainable the desired effects were or could be.

The evaluation aimed to 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. The primary objectives of the evaluation were to:

(a) Assess the relevance of the project's intended results;
(b) Assess the Theory of Change if developed:
(c) Assess the effectiveness of the project in reaching their stated objectives and results, as well as in addressing cross-cutting issues such as gender, human-rights based approach, etc.;
(d) Assess the efficiency and cost-effectiveness of project implementation;
(e) Assess the impact prospects and outcomes to determine the entire range of effects of the project (or potential effects) and assess the extent to which the project has been successful in producing expected change;
(f) Assess the sustainability of the project's results and benefits (or measures taken to guarantee it) or prospects for sustainability;
(g) Assess how effectively issues of gender equality and human rights protection were mainstreamed in the process of project design and during project implementation;
(h) Identify lessons learned and best practices in order to make recommendations for future similar projects and help the Fund in its decision-making about future project funding.

These objectives are operationalised in a series of evaluation questions and indicators (see section 3.3 below).

The findings, recommendations and lessons learned from this evaluation are to be used by IOM Maldives and IOM Sri Lanka, all IOM units implementing IDF projects and the Fund, as described in the following table:

Table 1: Evaluation Intended Uses and Users

Intended Users	Intended Uses
IOM Maldives IOM Sri Lanka	- To improve identification of country's needs and alignment of IOM's interventions with national, regional and global development agenda; - To improve identification of and alignment of IOM's

	interventions with national, regional and global development and migration agenda. - To improve efficiency and effectiveness of future project implementation. - To demonstrate accountability of project implementation and use of resources. - To identify specific follow-up actions/initiatives and project development ideas. - To document lessons learned and best practices.
All IOM units implementing IDF projects	- To improve efficiency and effectiveness of current and future IDF funded projects
IDF	- To assess value for money. - To use the findings and conclusions in consideration of future project funding approval.

3.2. Evaluation scope

The evaluation covered the full project period from 01.01.2016 to 30.09.2018. Partners and stakeholders interviewed were chosen based on the extent of their involvement in the project and availability and were identified in collaboration with the current IOM project officer in the Maldives. The terms of reference for the evaluation can be found at annex 1. The Inception Report can be found at annex 2. The list of interviewees can be found in annex 3. The main documents consulted are listed in annex 4.

3.3. Evaluation criteria

The evaluation focused on the following five main evaluation criteria, based on the OECD/DAC guidelines: relevance, effectiveness, efficiency, impact and sustainability. Gender and human rights were also mainstreamed where pertinent. In response to the evaluation purpose and scope, the evaluation focused on 23 out of the 30 evaluation questions found in the evaluation matrix (as outlined in the Inception Report found in annex 2). Responses to cross-cutting questions were integrated across the findings.

4. Evaluation methodology

The evaluation was conducted remotely. The evaluator used a participatory and mixed methods approach, involving and consulting with the relevant stakeholders as much as possible, integrating this approach into the methodology as feasible. Data was collected from a number of different sources in order to cross validate evaluation findings.

4.1. Data sources and collection

Two data collection methods were employed to ensure reliability of data:

1) Desk review of available data and documents (see annex 4);

2) Key informant interviews; interviews were conducted remotely with IOM and stakeholders involved in the project.

4.2. Data sampling

A sample of 22 stakeholders involved in the project were interviewed, 5 of whom had been on the project advisory committee: The stakeholders included:

- 5 IOM staff: 3 from the Country Office and 2 from the regional office
- 2 consultants contracted by IOM to support the project
- 11 government and government affiliated representatives
- 4 from civil society, (academia, Maldivian Red Crescent).

(See annex 3 for the complete list of persons interviewed).

4.3. Data Analysis

Quantitative and qualitative approaches were used to analyse findings from the document review and interviews. This approach was also used to assess the achievements of the results matrix and accompanying project documentation. Triangulation (reviewing two or more sources of data) was used to corroborate findings, substantiate findings and to underline any weaknesses in the evidence. For each evaluation criteria a rating was determined based on the following scale:

Table 2: Evaluation criteria and scaling

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

	weaknesses)		

4.4. Limitations and proposed mitigation strategies

In total, five limitations and challenges were identified, four of which are detailed in the Inception Report and the fifth was identified during the evaluation. The following table describes these limitations and how they were addressed.

Table 3: Limitations and challenges

No.	Limitation	How these limitations were addressed
1	**Timing: The timing of the evaluation during the COVID-19 pandemic response will likely impact the availability of IOM staff and project stakeholders/ beneficiaries, and/or extend the time that it will take to respond to the evaluation request and provide inputs.**	Early involvement of the project manager helped coordinate meetings and ensure availability of key stakeholders. An extended interview period took place remotely over a period of 12 weeks compensating for the disruptions caused by COVID-19 and the holiday period.
2	**General problem of insufficient data or insufficient representative data collected, owing to poor response rate from interviewees.**	Sufficient data was collected for the evaluation. All representative groups were interviewed and triangulation with other data gathering tools from different sources and detailed project reporting submitted helped address data gaps. Where insufficient data existed, it is noted accordingly throughout the report.
3	**Objective feedback from interviewees – they may be reticent to reveal the factors that motivate them or any problems they are experiencing or being transparent about their motivation or about internal processes.**	This did not materialize as a major obstacle and all discussions were transparent and open. All interviews were conducted by the evaluator alone and anonymity was guaranteed. The quality of the interviews was less than if conducted in person but did not affect the quality of the data collected significantly.
4	**General bias in the application of causality analysis.**	This did not pose a major limitation as a general consensus was found on the majority of findings.
5	**High turnover of project related staff and government stakeholders.**	A total of 5 IOM staff were involved in the project (2 Chief of Missions and 3 project officers). Further, as a result of the presidential election of September 2018, many government officials have changed and the involvement of those interviewed with the project was limited. The evaluation partially addressed this by extending the number of interviewees to include as many of the original participants

		as possible.

5. Findings

The project was found to be highly relevant. It addressed a significant data gap relating to the migration situation in the Maldives and produced a comprehensive MP developed with key migration stakeholders and aimed to support the development of evidence-based policies and planning. The impact of the project was mixed: government ownership was strong at the beginning of the project but as a result of the 2018 presidential election, commitment waned, and some planned activities were terminated. The MP was published after the project ended and there was no evidence of a dissemination plan for the MP nor engagement with new government stakeholders. Usage of the MP was limited and many interviewees were not familiar with its recommendations as they had not received a copy of the MP. Since publication, there has been a change in a number of policies and programmes implemented and the MP would need updating.

The MP is particularly pertinent in the current context of the COVID-19 pandemic which has accelerated the policy process with regard to migrants, and sustainability will depend on the extent to which the IOM office can ensure the MP is a `living` up- to- date document. It is recommended that the office take advantage of the opportunities afforded by the new Government's open position to migration and willingness to work on sensitive subjects such as anti-trafficking, to re-engage with them through this report and its recommendations.

The below table summarizes the findings and provides a rating for each evaluation criteria:

Table 4: Summary evaluation findings per criteria

Evaluation criteria and rating	Explanation	Supporting evidence
Relevance **4 - Very Good**	The project and the production of the MP was found to be very relevant to the Maldives, addressing a significant data gap in a country where migrants constitute approximately a third of its total population. An election during project implementation led to a change in the policy context of migration, and many government officials. Additional project activities were not added to address this, and as a result the MP is somewhat dated and is now less relevant to the institutional needs of the main government beneficiaries than intended.	Migration policies and programmes introduced by the new government such as the regularization programme. Interviews. External publications.
Effectiveness	The project was effective in producing a very	

3	high-quality document, the MP, which the majority of interviewees found very useful. Technical expertise in the form of the workshops was also noted as very useful training in evidence-based policy making. There were some examples seen where the MP was believed to have influenced current migration policies and practices. At the time of the evaluation the MP was available on the IOM Maldives web page but difficult to locate [2] nor on any of the government department websites which is an indication of its visibility and potential limited use.	The Migration Profile report (MP). Interviews.
Efficiency and cost effectiveness 3	The project was managed fairly efficiently given the challenges of the election, subsequent change of government and a high turnover of project staff and consultants. Not all activities were completed at the request of GoM and the project required a no-cost extension of 6 months owing to the election. The publication of the MP was outside the project timeframe. The project was found to be cost effective despite having a 16% budget underspend.	Project documentation and available activity reports. Budget reporting and documentation. Interviews.
Impact 3	In the short term the project produced a high-quality document generating important useful data "helping to create a shift in understanding of the migrant situation." There was also evidence of continuing work between IOM and GoM on migration governance policy areas. In the longer term, project impact was compromised by lack of dissemination of the MP and low awareness about it especially within ministries.	Project documentation. Interviews. The promotional video.
Sustainability 3	Measures were taken to address the sustainability of the project such as strong partner collaboration and forward-looking report recommendations. However, as a result of the change in government, new stakeholders and new policies have been introduced, which has dated the MP. In addition, many interviewees were not aware of the MP. As such, the sustainability of the MP depends upon a re-engagement with the government	Interviews. Project documentation.

[2] The MP can be found on the sub-page of Resources and Publications: https://publications.iom.int/books/migration-maldives-country-profile-2018

	and a revision of the recommendations to capitalize on the document, and provision of capacity- building workshops and training.	

Relevance – 4 – Very Good

The project was assessed as very relevant responding to request by the GoM (Maldives Immigration) and addressing a gap in data relating to migration. This was particularly significant in a country where approximately a third of the population are migrants and with a high percentage of undocumented migrants. The MP gathered migration data in one document for the first time. It was developed in collaboration with a high number of government and migration stakeholders and provided a comprehensive overview of the migrant situation within a context in which migration is a sensitive subject. However, the timeframe of the project occurred during an election period in which government officials and mandates changed. This limited the relevance of the final product as the document is now somewhat dated.

1. **To what extent is the project aligned with the needs and priorities of the GoM project partners and related stakeholders?**

Finding: The MP was requested by Maldives Immigration, GoM, to be used as a tool for strategic policy and programme development. The project responded to a data gap: migration information had never been collated in one place. The MP was well-aligned to the context of migration of the Maldives in which approximately one third of the country's population are migrants, an estimated 63,000 of whom are believed to be undocumented. As a result of the presidential election in 2018, some of the government stakeholders changed and the project became less relevant to the institutional needs of the main Government beneficiaries than was originally intended; some Government mandates changed and no activities were added to address this.

The project was closely aligned to the needs and priorities of the GoM, in particular the MI who specifically requested IOM to assist in providing technical assistance in migration management and all interviewees noted the relevance of the project in creating a Migration Profile which for the first time gathered data together. As noted by one government stakeholder, "It was definitely relevant, as it collected information on migration flows in the Maldives and provided recommendations to the authorities on how to better manage them. At that time, in Maldives, there was a huge influx of migrants compared to the population, and this influx was not managed very efficiently, with many instances of violation of human rights of migrants (such as forced labour and debt bondage)." As a result of the presidential election in 2018, some of the government officials changed, as did the mandates of some government departments and in that context the project became less relevant to the institutional needs of the main Government beneficiaries than was originally intended.

2. **To what extent were the needs of beneficiaries (GoM and stakeholders) and taken into account during project design and implementation?**

Finding: The needs of beneficiaries were well integrated into project design and implementation for the most part. Individual consultations as well as a large stakeholder meeting initiated the project which was attended by over 45 cross-sectoral representatives. A Project Advisory Committee (PAC) was established, made up of all major stakeholders, and acted as a governance structure for the implementation of the project.

The needs of beneficiaries (the GoM and migration stakeholders) were well integrated into project design and implementation. An initial workshop launched the project with representatives from government, civil society, service providers, diplomatic representatives and independent experts and follow up interviews established 5 key national contacts for the development of the MP. At the same time the project was informed by a rapid-needs assessment and desk review of policies and legislation pertaining to migration. A governance structure for the implementation of the project was established, the Project Advisory Committee (PAC) co-chaired by IOM and Maldives Immigration and a road map for implementation was developed. According to project documentation it met approximately four times and was made up of all major stakeholders.

3. **Was the project well designed according to IOM project development guidelines?**

Finding: The project was well designed with one objective, two outcomes and seven outputs. One of the outcomes was phrased as an output and an alternative was suggested to strengthen the vertical logic of the results framework. The indicators and targets were well developed and accurate, all supporting activities were found to be relevant. However, given the disruption of the election, which impacted on government support, additional activities should have been added to ensure continued engagement with the government as it changed.

The RM was developed with one outcome (see Table 5), two outputs and activities to support the objective: *To contribute to improving the capacity of the Government of Maldives to utilize migration data for strategic policy planning through a national MP*. The design of the project is overall logical with a clear outcome and outputs.

Table 5: Assessment of the Project Results Matrix Vertical Logic

Vertical Logic and suggestions	Analysis
Objective: To contribute to improving the capacity of the Government of Maldives to utilize migration data for strategic policy planning through a national MP. **Indicator:** Extent to which the National	The objective is correct, but the indicator does not address the specific impact of the Migration profile to reach the target. Suggested indicators could be: -*The MP findings and recommendations are*

Development Strategy (NDS) has included migration. **Target**: The development of a comprehensive migration management policy and incorporation of migration into the NDS. **Baseline:** none existing	*reflected in national development and migration policies and guidance.* *-The use of migration data is evident in strategic planning.*
Outcome: The migration profile facilitates Government to utilise migration information and data for national development planning in a sustainable manner. Indicator: 1) Number of new policies that have been adopted to protect migrants. 2) Extent to which the NDS has incorporated migration, 3) Number of instruments developed to ensure sustainability. *Baseline:* None *Target:* One new policy as per the recommendations in the MP *Baseline:* Migration data unavailable. *Target*: NDS has specific programme/s incorporating migration into development. *Baseline:* No instruments. *Target:* One report on recommendations for the sustainability of the national MP *Assumption*: Sustained Government commitment to protect migrants and to utilise the benefits of migration into NDS.	A stronger outcome is suggested*: The Government includes migration information and data within national development planning, thanks to the Migration Profile.* The indicators and assumption are correct.
Output 1.1: The national MP is accessible to all government ministries. Indicator: Existence of the National Migration Profile. *Baseline: No* *Target: Yes* Assumption: Local and international staff/consultants can be identified with requisite skills for conducting research.	The input, indicator, baseline and target are correct. An additional indicator should have added ensuring distribution. A suggested additional indicator is: *The MP is disseminated to all government ministries and relevant stakeholders, and have been familiarized with it.*
Activities	The activities were all correct.
Output 1.2: Relevant Government officials have the skills and knowledge to utilise migration information in national development planning. **Indicators:** 1) Completed report on recommendations for capacity building needs and priorities to improve management of policy-relevant data. 2) Development of training curriculum and materials on migration management in the Maldives Baseline: 1) No existing baseline. 1) Target: One report on recommendations for capacity building 2) Baseline: No curriculum and workshop. 2) Target: One training workshop conducted on managing migration with the participation of 25 senior Government officials, (disaggregated by	The output is correct. It is suggested that Indicator 2) is changed and an additional indicator is added to measure the increase in skills and knowledge developed. Suggested amendments include: Indicator 2: Number of stakeholders trained in migration management in the Maldives Indicator 3: Number of stakeholders reporting increased knowledge and skills in migration management in the Maldives. Baseline 2: 0 Target 2: 25 Baseline 3: 0 Target 3: 25 – Government officials have increased knowledge and skills.

sex). Assumption: Relevant Government officials apply their new knowledge and skills in integrating migration into national development planning.	
Activities	The activities were all correct but as some were cancelled additional activities should have been introduced to ensure that the benefits of the MP continued.
Assumptions for the activities	Correct.

4. **To what extent do the expected outcomes and outputs remain valid and pertinent as originally intended in terms of direct beneficiary needs**?

Finding: The relevance of the expected outcome and outputs is increasingly valid given the change in government and the new ensuing policies and programmes being developed to address migration, as well as the context of the current COVID-19 pandemic. The MP provides an overview of migration data and underscores the problems relating to the lack of data and problems in data sharing between organisations. Through jointly developed recommendations it highlights solutions endorsed by key migration stakeholders. While the MP needs updating, it remains the correct tool to provide a basis for evidence - based policy making.

The relevance of the expected outcome and outputs is increasingly valid for a number of reasons. The migrant community in the Maldives represents a particularly vulnerable group in the current COVID-19 pandemic, as noted by UNDP[3] and the demand for expatriate labourers in construction and hospitality and the tourism industry has historically been very high. Migrant data is changing as a result of new policies and programs implemented by the new Government for example the increase in the number of documented migrants due to the regularization of approximately 40,000 migrants as result of the regularization programme,[4] and it is key that the GoM has accurate up to date data. Provided the MP can be updated, and new Government stakeholders who were not involved in the project and in the formulation of the recommendations engaged by IOM, it remains the correct tool to provide a basis for evidence-based policy making. As one stakeholder noted, “The profiling (of the MP) gave us the actual figures and numbers- we see every day in our work but we didn’t have the numbers before. We work on the investigative area and the report is key for reference.”

5. **Were the management practices appropriate for achieving the expected outcome?**

[3] Addressing the Socio-Economic Impact of COVID-19 on the Maldives Reducing the impact of the health crisis on the most vulnerable and sustaining progress towards the 2030 Agenda, UN Maldives, April 2020: https://www.undp.org/content/dam/undp/library/covid19/Maldives%20Socio-Economic-Impact-Analysis.pdf

[4] `Government to issue employment approval to regularised expats after deposit`, The Edition, 25.09.2020, https://edition.mv/news/19360

Finding: The project was managed and implemented by a high number of IOM staff during a change of Government, all of which presented some challenges for the effective management of the project. The project successfully established a PAC for governance of the project and collaborated closely with Maldives Immigration (MI), the main Government partner. This functioned well for the majority of the project and both Government and non-Government interviewees indicated strong cooperation and collaboration working with IOM towards the project's outcome, although this waned towards the end of the project. The project adapted to support the outcome e.g. by translating laws and policies into English (where there had been none previously) but no additional project activities were put in place to address the cancelled activities and as a result the MP was not well disseminated, nor new Government officials engaged.

The project was managed and implemented by 3 project officers (POs) and 2 consultants under 2 Chiefs of Mission during a change of Government, which presented some challenges for the effective management of the project. From the IOM side, the POs and consultants shared this role between them, and this was not always undertaken efficiently, with long delays in receiving necessary data and confusion as to whose responsibility it was to liaise with Government. A high turnover of staff may also have contributed to some issues of the project being overlooked such as a strategy for the implementation of the recommendations, (see Sustainability section). However, the PAC governance structure for the MP for the large part of the project functioned well and stakeholders noted strong cooperation and collaboration working with IOM, although this changed as the election approached and the Government representatives were less available. The project also adapted well in response to the problem of policies and legislation being written only in the Maldivian language, Dhivehi, by translating them into English, something which was very much appreciated by project stakeholders.

6. **How adequately were human rights and gender equality taken into consideration during the project design and implementation?**

Finding: Gender and human rights (HR) were integrated into the project design with specific reference made to female migrants. The extent to which both are considered in the final MP is limited and somewhat reflective of the wider ongoing problems of collecting data on documented and undocumented migrants and the sensitivities connected with that.

The context of HR and gender is pertinent to the project given the huge influx of migrants compared to the population, the particular vulnerability of the female migrant population who make up approximately 12% of the migrant population[5] and the problems

[5] https://tradingeconomics.com/maldives/female-migrants-percent-of-international-migrant-stock-wb-data.html accessed 25.11.20. According to Hope for Women (HFW) female migrant workers were one of the most vulnerable groups in the Maldives, due to their large numbers (documented and undocumented), https://undocs.org/en/A/HRC/WG.6/36/MDV/3 page 9.

of human rights violations related to migrants as a whole (such as forced labour and debt bondage).[6] Both HR and gender were integrated into the project design through the inclusion of organisations concerned with HR such as the Maldives Human Rights Commission and through specific attention given to the position of female migrants in the project proposal.[7] While the extent to which the final MP reflects those issues is limited, (for example there is little information on irregular migration, human trafficking or female migrants), the general consensus from interviewees was that HR and gender had been taken into consideration by the project as much as it could be and is reflective of the unavailability of data and the constraints in collecting new data. As such, there is no discussion of issues such as HR violations nor female migrants specifically, but the recommendations note and address them in relation to protection rights of migrants. It is suggested, however, that a stronger gender analysis could have been incorporated into the MP using available data, such as female migrants' access to healthcare.

7. Is the project in line with IOM/IOM Development Fund priorities and criteria?

Finding: The project was found to be well aligned to IOM and the Fund's priorities and criteria. It supported key priorities of IOM's current strategic foci, and IDF's eligibility criteria.

In the production of the MP, the project was aligned to IOM's strategic foci particularly commitments five and six:

- No. 5: To support States, migrants and communities in addressing the challenges of irregular migration, including through research and analysis into root causes, sharing information and spreading best practices, as well as facilitating development-focused solutions.
- No. 6: To be a primary reference point for migration information, research, best practices, data collection, compatibility and sharing.

Concerning IDF's eligibility criteria,[8] the project responded to the key criteria of capacity-building through the production and dissemination of evidence-based research and through workshops.

---

[6] In June 2020, the United States 'Trafficking in Persons Report' placed Maldives in its 'Tier 2 Watch List' for failing to prevent forced labour, fraudulent recruitment, confiscation of identity and travel documents, debt-based coercion and human trafficking. Maldives has remained on Tier 2 for the past two years. https://edition.mv/news/19360

[7] `Conduct desk review of secondary source data concerning Maldives and migration legal framework, and labour policies for labour and migrant rights and duties (pre-departure, in country of destination and support upon return) and other data sources. Specifically look into how the legal framework applies to female migrant's rights`, project proposal.

[8] IDF eligibility criteria: https://developmentfund.iom.int/eligibility-criteria

Effectiveness – 3 - Good

The aim of the project was to provide a useful tool (i.e. the MP) and training for the relevant authorities to support strategic policy making and programme development and the project was effective in achieving this, although there was little evidence found of the MP being utilised. The MP was produced in collaboration with a wide range of government, civil society and academic stakeholders. Capacity building activities in collecting and interpreting data were well received, although not all were implemented. As one Government interviewee noted, "The success of the project was taking the entire government through the process, busting the myth that data is scary and showing data can be used to strengthen policy. This is a very valuable process." Project effectiveness was limited by the election process and change of Government which has meant that many of the current Government staff, were not part of capacity building activities nor familiar with the recommendations for further action in the MP.

8. **Have the project's outputs and outcomes been achieved in accordance with the stated plans and results matrix?**

Finding: The project's outcome and outputs were mostly achieved in accordance with the stated results matrix, producing a comprehensive MP and providing capacity building and training. However, a number of activities were not completed at the request of the Government, including the closing workshop and the MP was not fully disseminated. A video was produced as the main awareness raising tool which outlines the MP but does not include the recommendations.

The project mostly achieved its objective, "*To contribute to improving the capacity of the Government of Maldives to utilize migration data for strategic policy planning through a national MP"*, mainly through the MP and training and capacity building workshops, the two main modalities of project.

The final MP produced is a high-quality comprehensive document, providing a comprehensive overview of migrant related data. It has solid well-developed recommendations for future action and was well received and assessed as very relevant by the majority of project stakeholders interviewed. The PAC was well attended and for the large part of the project, functioned very well governing and guiding the profile. The research framework was designed in conjunction with academics from the University of the Maldives and utilised mainly secondary data, as access to migrants is often difficult. (A point was made by an interviewee that this could have been improved by involving organisations in the research methodology which already have such migrant access, such as the Red Crescent).

The project faced a major barrier in the form of 2018 presidential election which hindered its effectiveness. The main Government stakeholders involved in the PAC began to demonstrate caution in addressing many of the issues relating to migrants which were regarded as sensitive. This resulted in an increasing lack of commitment to the project

and, at the request of the government, a cancellation of project activities.[9] The closing workshop did not occur, and the project was not finalized in the opinion of some of the interviewees. The MP was not fully disseminated, apart from by the university and the majority of government interviewees, former and current, did not have a copy of the report before the interview nor had seen the video produced. [10]

Significant changes in policies, government mandates and staff in the almost 30 months since the new government came to power has resulted in some of the recommendations of the MP becoming outdated. For example, Maldives Immigration (the main project partner) was formerly under Ministry of Economic Development and is now under the Ministry of Defence and it was not possible to assess the extent to which it was being used to support policy. As one government interviewee noted, "If we put it into use it will be useful as a policy guidance document. Compiled data assessment is very useful as are the specific recommendations- but we have not been able to use it mainly because one of the issues is change of policy. When it was released it was a time of shifts in the Government and mandates and a lot of changes and the MP was overlooked somehow… there was no official launch."

It is not clear how much the disruptions caused by the election could have been better managed as the election occurred towards the end of the project, but the suggested mid -term evaluation which was not undertaken could potentially have highlighted the problems and solutions needed for effective re-engagement with the stakeholders, new and old, as national needs changed.

Despite these limitations, the project produced a solid report which was effective in sensitizing the government on the importance of collecting good data as the basis for evidence-based decision making, as well as widening the understanding of the issues involved in migration, and specifically as they related to undocumented labour migration.[11] Further, as was noted by an IOM staff member, "this was not just a research project, research was a starting point. The most important thing was to begin a discussion with the government to create a national roadmap on broader migration management and look at this comprehensively, linking migration and development."

---

[9] Two project activities were cancelled- the final workshop and a workshop on capacity building trainings which had been requested by the GoM as an adiditonal activity, for training for government officials, ("with the aim of further boosting data management knowledge of officials in Maldives Immigration and Labour Relations Authority." Final report).

[10] In the production of the promotional video, interviews scheduled with government officials had to be cancelled at the last minute and the MP is not mentioned.

[11] As one stakeholder noted, "The project has opened everyone`s eyes how big the problem is. For example I thought the problem was only with the agents in the Maldives but I found that there are agents in Bangladesh where the migrant workers have to pay them before they come to the Maldives and to get this amount they get money from friends and relatives and arrive indebted. If they don't find jobs here they can`t go back as they have a debt. If they go back they can be murdered."

Table 6: Evaluation Assessment of the Project Results Matrix Vertical Logic

Results Matrix Element	Level of Achievement	Analysis
Objective: To contribute to improving the capacity of the Government of Maldives to utilize migration data for strategic policy planning through a national migration profile, (MP).	Mainly achieved	There was some evidence of the MP informing ongoing policy development. For example, the development of the *Maldives Immigration Pre-Departure Security Screening (MIPPS),* is in direct response to one of the MP recommendations[12] as is the decision made by the National Bureau of Statistics to form a Data Focal Points Working Group, which directly responds to a recommendation of the MP.
Outcome: The MP facilitates Government to utilise migration information and data for national development planning in a sustainable manner.	Partially achieved	The migration profile was assessed as very relevant and useful by the majority of interviewees but was not used often and requires updating to address the current changes in policy and staff since the election.
Output 1.1: The national MP is accessible to all government ministries.	Partially achieved	The project produced the MP - a very high-quality document which is clearly useful to the Government stakeholders who are aware of it. However, it was not fully disseminated and is not easily accessible on the IOM website.
Activities:	Mostly achieved	At the request of the Government, not all activities were completed and some were interrupted by the 2018 election, namely the PAC, the governance and decision making structure for the MP. There was no mid - term evaluation which had been planned, no official launch of the MP and limited dissemination of the final report. A video was made for general awareness- raising materials but does not mention the MP. The initial workshop held was inclusive and well received by stakeholders, noted as "dynamic, interactive and informative."
Output 1.2: Relevant Government officials have the skills and knowledge to utilise migration information in national development planning.	Partially Achieved	The project was successful in producing a MP report with strong recommendations to improve the management of policy-relevant data, as planned. This was supported by a training and a capacity building workshop, which reached senior Government officials and where the preliminary findings and

[12] Migration in Maldives: A Country Profile 2018, page 176. Through the introduction of the *MIPPS,* Bangladeshi migrant workers are now required to complete a health screening before arrival in Maldives, which according to project documentation will be extended to other neighbouring countries.

		recommendations of the MP were discussed with stakeholders. However, the change of Government and a change in mandate for different departments and officials has meant that the recommendations while still relevant, need updating. It was not clear how many Government officials targeted for training remained in their jobs and were able to apply the new knowledge and skills learnt, as was assumed.
Activities	Mostly achieved	As noted above, not all activities were completed, following the Government's request. As a result, there was no closing workshop which led to a feeling that the project did not `finish`. Nor was there a dissemination strategy for the project resulting in many interviewees not having seen a final copy of the MP.

9. **Was the collaboration and coordination with partners (including project implementing partners) and stakeholders effective, and to what extent have the target beneficiaries been involved in the processes? (see also: question 2.)**

Finding: Collaboration and coordination with partners and stakeholders was particularly effective at the beginning of the project and `buy in` for the project was strong. A PAC was formed, made up of all major stakeholders, as a governance structure for the implementation of the project and the MP was produced in collaboration with a wider range of stakeholders - governmental agencies, civil society, international organisations and the research community. As previously noted, as a result of the election, collaboration between stakeholders and commitment to the project waned.

As noted by one of the interviewees, "A MP is a coordinated effort and IOM played the key role in facilitating this." Initially, collaboration was very successful and the project reached a total of 61 beneficiaries through two supported trainings and a stakeholder meeting to launch the project. A wide range of stakeholders were present including key ministries, civil society organisations, academia and recruitment agencies. Co-ordination and governance mechanisms were established through the PAC, (made up primarily of high-level government officials) which, before the election, met once a month. As a result of the election, commitment to the project waned and PAC meetings stopped altogether.

10. **What major internal and external factors have influenced (positively or negatively) the achievement of the project's objectives and how have they been managed?**

Finding: The enthusiasm of IOM staff was a positive factor which helped support the results of the project. The most significant negative factor which influenced the project was the timing as a presidential election was held during the project. This led to a change in project stakeholders and some activities were cancelled which threatened the sustainability of the project results.

The following positive factors which influenced the results of the project were identified:

Internal :

- The enthusiasm and commitment of the IOM staff were noted by a number of Government stakeholders.

External:

- The PAC was an efficient and inclusive mechanism vehicle to govern and guide the project. Everything was shared, including a project roadmap and discussed together regularly. [13]

The following negative factors which influenced the results of the project were identified:

Internal :

- Staff related problems were noted by a number of interviewees, (internal and external). These ranged from: a high number of IOM staff and representatives turnover which disrupted the continuity in relationships forged with project partners and stakeholders; a lack of clarity as to the remit of the consultant/s needed (national versus international consultant) and an overall lack of managerial support to those managing the relationships with the Government was also noted.
- Failure to fully disseminate the finalized MP meant that many stakeholders did not have a copy or only had an earlier draft copy resulting in one interviewee noting that `Not a lot of Government staff are aware of the MP` (see Sustainability section).

External:

- The timing of the project during a presidential election period had a negative impact on the project, causing delays and cancellations of project activities, waning commitment of Government PAC members, changing priorities and eventual disengagement.[14] After the election, the change in Government led to a change in staff and for some ministries, a change in mandate which resulted in

[13] As elections approached the situation became tense and the Government representatives on PAC pulled back from the project and stopped attending the meetings.

[14] As noted by one interviewee: “The election saw a coalition of opposition parties.. which defeated the previous president. Certain topics covered by the project became very sensitive subjects… the last thing the government wanted was to bring these gaps or problems into the spotlight and make their deficiencies public- because if they emerged then they could be used by the opposition.”

the recommendations of the MP having less relevance for its intended beneficiaries. [15]

- Limitations in data collection and the ongoing problems relating to sharing of existing data between organisations was noted by many as one of the weakest areas of the project, which resulted in gaps in the MP and contributed to the delay in completion. As one government interviewee noted, "there are no accurate data sets, they are at best 70-80% reliable. The data is in the system – the trouble is to get it out of it. We have not designed the systems to generate certain reports." The MP was restricted in accessing new qualitative data by both political and logistical factors which increased its reliance on existing secondary data. As result, data was missing from the report, for example on living conditions, protection challenges about wages and human trafficking and female migrants, (see also question 6).

11. Are there any factors that prevent(ed) beneficiaries and project partners from accessing the results/services/products?

Finding: In response to the Government's request the concluding training meeting did not take place nor was there a full dissemination of the report which prevented full access of beneficiaries to the MP. A video was produced to publicise the MP but does not reference the recommendations of the MP and is not widely available.

As previously noted, the project was delayed and the MP was finalized outside of the project timeframe, six months later in March 2019. Dissemination of the final report was limited. The University of the Maldives disseminated the report amongst its students, which was confirmed by other stakeholders. But according to the majority of interviewees, they did not receive a final copy of the report. The final workshop, which was planned to include training around the recommendations of the report was not conducted owing to the request of the Government. A general awareness-raising video was made to publicize the findings of the MP but the majority of interviewees were not aware of this, nor is MP present on the Government website. As one government interviewee questioned: "Was there any project dissemination? I don't know any Government staff who know about the project outside the people involved. Does my Ministry know about this, or just myself?"

Efficiency & Cost Effectiveness – 3- Good

The project was managed fairly efficiently given the challenges of the 2018 presidential election, subsequent change of government and a high turnover of project staff and

[15] Changes since the new government included new programmes such as the regularization programme, an amendment to the Employment Act, which limits the number of migrant workers arriving in the Maldives and a change in the mandate of the Ministry of Economic Development and the Ministry of Defense, the latter which now covers human trafficking and smuggling.

consultants. 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 as some activities had to be cancelled which resulted in a 14% underspend in the budget and the publication of the MP outside the project timeframe.

12. **How cost-effective was the project? Could the activities have been implemented with fewer resources without reducing the quality and quantity of the results?**

Finding: The project was found to be cost-effective with appropriate use of financial resources for project activities. The budget was under-utilised by 16% as some of the activities could not be undertaken because of the election. One possible solution to address the change of project stakeholders resulting from the election would have been to use these funds to organize a later launch of the report and re-engagement of new Government stakeholders with the recommendations.

The project was found to be cost-effective with appropriate use of financial resources for project activities. Additional resources were found to translate the policies and laws from Dhivehi to English, which was an unplanned activity. The budget was under-utilised by 16% as some of the activities were not undertaken in response to a government request. One possible solution would have been to use these remaining funds to organize a later launch of the report and re-engagement of new Government stakeholders.

13. **How efficient was the overall management of the project?**

Finding: The project faced a number of challenges which impacted on its efficiency. It was managed independently from Maldives with oversight from Sri Lanka and had a high turnover of project staff and consultants. A no-cost extension (NCE) was granted for 9 months to cover the delay in the start of project activities because of problems relating to recruitment in obtaining accurate data. The project ran into difficulties within the last 6 months as some activities were delayed or cancelled. The workplan was adjusted for the remaining four months of the project in line with Government wishes but those activities then were not able to be completed and there was no evidence of engagement with the new Government officials regarding the MP.

A high number of staff were involved in project management, as a result of staff turnover, (3 project officers, 2 CoMs and 2 consultants) and staffing related issues caused delays. Relationships with government were sensitive, especially during the run up to the election and according to interviewees (both IOM employees and government stakeholders), having different people representing IOM, including consultants, was not effective in producing the best results and may have added to the delays experienced in receiving information needed for the MP. It may also have contributed to the incomplete dissemination of the final report. In addition, the project had problems within the last 6 months as it struggled with externalities such as the election. The GoM requested to

delay activities and the workplan was adjusted for the remaining four months of the project so those activities were not completed. The PAC was a very efficient vehicle to manage the MP although it was not clear what decisions were made by the IOM team and at what time. The launch of the MP was delayed first because of the election (and then because of incidents occurring in Sri Lanka) and the project was handed over to the new GoM on 18th June 2019, 8 months after the project had ended. While most PAC members interviewed were largely happy with the management of the project, it was also noted that they had not received a final copy of the MP after their comments had been given on a draft. According to stakeholders interviewed, communication from IOM `stopped suddenly` in the run up to the election.

14. Were project resources monitored regularly and managed in a transparent and accountable manner to guarantee efficient implementation of activities? Did the project require a no-cost or costed extension?

Finding: The project demonstrated regular monitoring of project progress. Documentation of the project's progress was on the whole comprehensive but only 2 PAC meetings were minuted (or available). The project required a 9- month NCE and the budget was revised to include new activities.

The project demonstrated regular monitoring of project progress throughout the timeframe, with interim and final reports, both narrative and financial, submitted every six months, with the exception of one, and upon project completion. As a result of delays and disruptions, a 9-month NCE was granted and the budget and results matrix was revised to include new activities on capacity building as requested by the Government.

Budget analysis: The project was allocated USD $200,000, and according to the final financial report, the total budget used was $168,661.00. As a result of activities being cancelled the project had a 16% underspend of its $200,000 budget, (or 14% if subtracting the money set aside for the evaluation), which was not reallocated and used.

Table 7: Comparison between the Proposed budget and the actual budget spent

Expenditure item	Budget	Actual expenditure (and underspend)	Change indicated in documentation
Staff	49,863	50, 030	n/a
Office	10,137	9, 372	n/a
Output 1.1:	76, 2011	60,405 (20.7%)	The change in expenditure was not mentioned in the Interim reports but included in the budget revision.
Output 1.2:	58, 799	48,854 (16.9%)	The change in expenditure was not mentioned in the Interim reports but included in

			the budget revision.
Evaluation	5,000		n/a
TOTAL	**200,000**	**168,661 (16%)**	

15. Were the costs proportionate to the results achieved?

Finding: The results achieved by the project were found to be proportionate to the costs expended by the USD $200,000 funding. The extra funds left over could have been used to convene the final workshop planned after the MP had been published.

The results achieved were found to be proportionate to the costs expended. Given that the final activity of the project was cancelled and the MP seems to have been poorly disseminated, the extra funds left over could have been used to convene the final workshop planned, after the MP had been published. This would have ensured the buy - in from the new Government stakeholders who could have fed into an updated version of the MP ensuring its relevance and use and would have been an excellent example of seed funding, (see Conclusion and recommendations for further details).

Impact – 3- good

The project had a mixed impact and was difficult to assess accurately as a number of changes introduced by the new Government could also have influenced policy making. In the short term the project produced a high-quality practical document generating important useful data collated for the first time in one place, and has helped contribute to a change in positive attitudes to migrants. The project also produced translations of legislation into English increasing their accessibility and with the Maldives Human Rights Commission, produced Migrant Information Cards. There was some evidence of the MP being used directly to inform policy although it was used mainly as a reference document and importantly, supported continuing work between IOM and GoM on migration governance policy. In the longer term, project impact was compromised by lack of dissemination of the MP and low awareness about it especially within ministries. For maximum impact, the MP would need to be a `living document` with up- to-date information and recommendations, addressing the policy changes of the last 24 months.

16. Which positive/negative and intended/unintended effects/changes are visible (short and long-term) as a result of the project?

Finding:

The following positive short to medium term changes were identified:

- Production of a comprehensive migration report, the MP, which provided an overview of the migration situation and acted as an important resource and reference document.

- Development of a cross-thematic approach to migration with interagency linkages, and through the PAC, a multi-stakeholder platform to work on migration, which as one interviewee noted was, “a significant move away from working on immigration issues in silos.”
- Although now somewhat dated, the MP produced a strong set of policy and programme recommendations for all main migration stakeholders, one of which has already been acted upon by the NBS.
- The project provided IOM with a gateway or starting point to raise other issues with the GoM, which have subsequently been successful in supporting new areas of joint work.
- Translation into English of relevant legislation, regulations and policies related to migration which were previously only available to Dhivehi speakers.
- Introduction of the *Maldives Immigration Pre-Departure Security Screening (MIPPS)* to minimise recruitment fraud and victimisation of migrant workers by Maldives Immigration.

An unintended negative effect was that as a result of different factors, including the election and change of Government, project momentum was lost and with it the opportunity for consolidating commitment to the recommendations by the new stakeholders. For some interviewees the project did not have `closure` as they had not received a final copy of the MP nor been informed of the results of the project.

17. **Can those changes /outcomes/ expected impact be attributed to the project’s activities? Are there any contribution from external factors?**

Finding:. A mandate shift within the new government and the resultant greater focus on migration issues makes it difficult to assess the impact attributed to the project activities and the migration profile in particular within policy making.

It was difficult to assess the impact attributed to the project’s activities and the contribution from external factors, owing to the number of changes which have occurred over the last 24 months since the project ended. The former Government endorsed the project and while new Government stakeholders are open and supportive of the project’s work they were not involved in its implementation and did not benefit from activities such as capacity building on data, etc. Nevertheless, they have been active in introducing new migration policies and programmes demonstrating their interest in the area.

Sustainability - 3 - Good

The project included a number of sustainability measures supporting the outcome of the project, namely the MP which was produced in collaboration with key government stakeholders and through workshops and training which aimed to introduce and consolidate new knowledge. However, the election of the new government officials who had not been involved with the project, had a knock-on impact on the sustainability of the project results. The evaluation found evidence of some of the recommendations being

followed up, but the final MP was not fully disseminated and most of the interviewees had not received a final copy or were not aware of it before being contacted. There was little evidence of contact made by IOM Maldives with the new government stakeholders to follow up on the recommendations, some of which are now dated as a result of changes in policies and in the mandate of the different ministries involved. As such, the sustainability of the MP depends upon whether or not a re-engagement with the current government is possible, in order to revise the recommendations and consolidate commitment to them, thereby capitalizing on the MP and capacity- building workshops and training the project provided.

18. Did the project take specific measures to guarantee sustainability?

Finding: The project was designed to include various measures to guarantee sustainability such as the PAC which oversaw the production of the MP and recommendations. Training and capacity-building workshops targeted a wide number of government officials. However, the stakeholders changed as did the policy context and as such the MP is in need of updating. Further, the finalised MP had not been disseminated to all project stakeholders (old and new) and so not all were aware of the MP before the evaluation.

The project took various measures to guarantee sustainability. The development of the MP was an inclusive process which jointly formulated forward- looking recommendations and was from its inception “an open-ended multi-stakeholder collaboration process”, (Process roadmap written by the consultant, October 2016). The MP was supported by a workshop to discuss preliminary results and training and capacity building workshops on data collection. However, the project was not able to fully address the disruption the election caused to project activities nor to include the stakeholders of the new government. The MP was not fully disseminated and there was little follow up to the recommendations by IOM Maldives.

19. Have the benefits generated by the project deliverables continued once external support ceased?

Finding: The main project deliverable, the MP is a comprehensive overview of migrant data which is being used primarily as a reference document. To ensure it remains relevant and effective to current Government officials amongst others, steps would need to be taken to update it [16] and some of the recommendations in the context of the policy and mandates change which have occurred since it was finalized. Although many of the

[16] This is noted in the MP, “This Migration Profile is not intended to be a definitive snapshot of the migratory situation in Maldives. Instead, it has been released to spark a dynamic process of long-term, multi-stakeholder collaboration on migration data and governance, if complemented by regularly updated information, and awareness- raising and capacity-building activities in line with the identified key gaps and recommendations as a way to ensure national stakeholders’ ownership of the Migration Profile process in the future and its long-term sustainability,” Migration profile, A country profile, IOM, 2018, page xviii.

recommendations are yet to be implemented, one of the project deliverables which has remained is the intention to address the gaps in migration data by the relevant stakeholders. In response to the recommendation to continue to collaborate around this, the National Bureau of Statistics agreed to lead on this although the process has stalled since the COVID-19 pandemic hit.[17]

The MP is a comprehensive overview of migrant data which remains a valuable resource and reference document with strong recommendations for future action, although most of these have not been implemented. This is in part a result of the change in Government and change in the mandate of certain Government ministries. As one interviewee noted, "some commitments made earlier cannot now be acted upon." The MP was also successful in highlighting the problem of poor data collection and the lack of a national data focal point sharing between and within institutions. The recommendations address this and clarify the need for migration stakeholders to collaborate to address this and to some extent this has been acted upon. For example, in response to one of the recommendations the National Bureau of Statistics committed to take on the role as the responsible agency for migration data and formed a migration data working group, although meetings have halted since the COVID-19 pandemic hit.

20. **Was the project supported by national/local institutions and well-integrated into national/local social and cultural structures?**
21. **How far has the project been embedded in institutional structures and thus sustained beyond the life of the project?**
22. **Did the project's partners have financial capacity, and continued to maintain the benefits of the project in the long run?**
23. **Have adequate levels of suitable qualified human resources been available to continue to deliver the project' stream of benefits?**

Finding: The project was well supported by national institutions but the extent to which the results have been embedded into policy and institutional structures is somewhat unknown. Following the election of the new government, changes in the remits of different ministries and most recently, in government priorities resulting from the COVID-19 pandemic with regard to migrants and migrant data have meant that a re-assessment of the MP would be required. The will of the new government is favourable towards migrants and there are indications that additional human resources have been deployed to address and prioritise migrant governance, all of which can help support the project objective. As IOM continues to work with the GoM in other migration- related areas, this provides opportunities to further support the MP and ensure its ongoing relevance and use with the relevant high-level stakeholders.

[17] One of the recommendations emerging from the MP is to 'Select Focal Points for each data collecting institution and one migration data Focal Point for the Maldives. Establish a Data Focal Points Working Group to initiate regular multi-stakeholder collaboration.' Already the National Bureau of Statistics has agreed to lead the initiative to form this committee.

The project was well supported by national institutions but significant changes occuring post-election has meant that the opportunities for sustaining the benefits of the project with the relevant stakeholders needs to be re-assessed. A number of changes in the mandates of departments and in policies, (which one Government interviewee noted were being `accelerated` within the context of COVID-19), indicate that the Government is prioritizing migrant issues. There are also indications that additional human resources have been deployed to address and prioritise migrant governance and it was noted that the GoM has requested additional capacity-building and technical support on migration policy and strategy development in the country.

As IOM continues to work with the GoM in other migration-related areas, such as development of the Migration Policy and the Integrated Border Management Strategy, this provides opportunities to further support the MP and ensure its ongoing relevance and effectiveness with the relevant high-level stakeholders within the context of ongoing migration related policy development.[18]

6. Conclusions and recommendations

The project was successful in creating a comprehensive and useful MP which provided the basis for evidence-based policy making and through detailed recommendations, support for a more efficient migration governance system.

However, the political context of the election and change in government was a limitation to the project fully achieving its outcome as mandates changed, many government officials were replaced and in the last 24 months, new policies were introduced, dating the MP. As a result, many of the government officials interviewees had not received a copy of the report when it was completed. An opportunity was lost in not having an event using the remaining project funds in order to update the recommendations in light of policy changes and also ensure commitment to the recommendations of the new Government stakeholders. The strong support for the MP by migration stakeholders overall, the ongoing engagement of IOM with the GoM on other projects and the open attitude of the new government towards migration governance provides opportunities for IOM to further develop / address this. [19]

D. Project planning

[18] When asked about sustainability government and other external stakeholders were vocal in underscoring the importance of IOM`s ongoing role in supporting the project objective with them. Most frequently stressed was the importance of an implementation strategy for the recommendations in which IOM would be, “going forward hand -in- hand with the government”.
[19] As noted in the project proposal: The acceptance and adoption of these recommendation and willingness of the Government to pursue these recommendations will serve as a second parameter for evaluating the success of this project.

The project did not sufficiently account for changes resulting from the election and no contingency plans were put in place to address the loss of project momentum caused by the election, subsequent change of government and the publication of the MP after the project ended.

Recommendation:
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 or stakeholders change, such as in the case of an election.

For IDF**:**

- Assess project proposals against the project planning criteria, namely an assessment of country conditions, including forthcoming elections, before project approval. [20]

-

E. Programme management and follow up

The project was managed in difficult circumstances with a relatively high number of staff involved and a cancellation of some activities. As a result, the project (which was not finalized for some interviewees) concluded without closure and without a plan to engage the new stakeholders with the MP and recommendations.[21] A brief assessment should have been undertaken to assess the situation and support the momentum of the project and develop project commitment from new stakeholders. IOM can still take advantage of the current favourable environment and the ongoing work of IOM and GoM.[22] The MP is currently viewed as a high-value, useful document but is not well known and the recommendations are out of date in light of governmental changes, COVID-19 and new policies introduced. Without further follow-up many of the benefits of the project may be lost.

Recommendation
For IOM Maldives**:**

[20] As noted in the internal MP document regarding IDF funding approval guidance: "Although it may be difficult to predict the political climate of a country before project commencement, it would be beneficial for the IDF to consider country conditions (e.g. upcoming contentious elections, expected changes in government, etc) at the time the project proposal is submitted in order to avoid having political roadblocks during project implementation, and therefore non-cost extensions requests."
[21] Most project stakeholders believed that IOM should "go back to the Government and work on the recommendations with them."
[22] It was suggested by one IOM staff that a Review could take advantage of Government commitments made in current Council meetings `to create a positive pressure` and commitments made regarding migrants and human trafficking in the HR overview of the Universal periodic review (November 2020)

- For future projects, ensure that a revised project plan identifies what activities are necessary to be completed, especially the final closing activities and commitments to take the recommendations forward, 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 are also included in project reporting as well as budget revision. Interim and final project reports should be submitted regularly every 6 months.
- 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.

F. Sustainability

Changes resulting from the election of the new government meant that more would have been needed to ensure the relevance and sustainability of the MP. The MP developed strong well-crafted recommendations which had the buy-in of the main stakeholders but many of these stakeholders have now changed and those now in place are not familiar with the recommendations, as dissemination of the final report was poor. Further, policy briefs have changed. For the MP to continue to be relevant it needs to be informed by regular assessments and updates.

Recommendation:
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 to update them in line with policy changes and to ensure that new stakeholders have ownership of them. Ensure the MP is regularly updated.
- 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 – the MP, to 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 in case of an election and ensuring the MP can be regularly updated. Where possible ensure that it is not just individuals who are made aware of the MP but the department as a whole.

Lessons Learnt

- A high number of project officers and consultants involved with the project led to inefficiencies which could have been avoided if roles and responsibilities had been clearly delineated.
- The MP was mainly developed from secondary data as empirical data was difficult to obtain. This may have been avoided if a local organization with migrant access was included in the research design.
- The forthcoming election disrupted planned project activities quite significantly. A mid-term evaluation or project performance review could have been used to guide the remaining activities and direction when a potential disruption became apparent.
- Follow up is essential, especially after an election when new people take up positions and stakeholders change. The longer time goes by without project follow up, the less impact the project results have.

Annex One: Terms of Reference

EVALUATION TERMS OF REFERENCE

EX - POST EVALUATION OF: Migration Profile for the Republic of Maldives, PR.0176

I. Evaluation context

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 twenty poorest countries, to a middle-income country. Nevertheless, the government of the Maldives (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. Further, the Maldives' economic growth is driven primarily by demand for unskilled labour in the construction industry. Many of these workers, both documented and undocumented, experience poor working conditions after arrival, including non-payment of wages as well as becoming victims of trafficking.

In 2016, GoM largely lacked a strategic migration management framework aimed at harnessing the benefits of migration. In response to this, and the lack of comprehensive and reliable evidence to support a migration mainstreaming approach by the GoM, the project aim was to develop a Migration Profile (MP) as a tool for strategic policy and programme development. The project was based around two components: 1) the development of a national MP, accessible to all Government ministries, in response to national needs with recommendations for improved migration policies and 2) training Government officials to have the skills and knowledge to utilise migration information in national development planning through training on migration statistics and in specific migration sectors identified by the MP.

Evaluation purpose

This evaluation will generate findings, conclusions and recommendations, which will serve as valuable inputs for the IOM Development Fund ("the Fund"), the IOM country office in the Maldives and for involved stakeholders to inform and improve their future programming and strengthen their ability to deliver high quality results. It will be carried out in line with the Fund's guidelines, which recommend an evaluation between 6 months to 12 months after the project completion.
This external independent evaluation will be conducted by Sharon McClenaghan of the evaluation consultancy, Owl RE, Geneva, Switzerland, with the help of Glenn O`Neil. Owl RE has not been involved in the project formulation, planning and implementation and will provide an independent analysis, findings and recommendations.

II. Evaluation Scope

The scope of this evaluation will encompass the outcome and objective level of the results and cover the whole project implementation until the time of the evaluation. Outputs will be assessed as a means towards the achievement of the project's outcomes and objectives to identify the project impact. The evaluation will also provide concrete recommendations for future / similar programming.

The evaluation will cover the country of the Maldives and the time period of the project's duration from 01/01/2016 to 30/09/2018. The evaluation will be carried out remotely.

III. Evaluation Criteria

In response to the evaluation purpose as stated above, the evaluation will look into the five OECD/DAC main evaluation criteria (relevance, effectiveness, efficiency, impacts/outcomes and sustainability), in addition to the cross-cutting themes of human rights and gender equality.

IV. Evaluation questions

Based on the evaluation criteria, a set of evaluation questions was proposed. Specific sub-questions relevant for this project may be added as needed. These questions will be matched to indicators, data collection tools and sources in an evaluation matrix that will be detailed in the Inception Report.

Criteria	Key Evaluation Questions	Sub-Questions
Relevance	1. To what extent were the needs of stakeholders and beneficiaries taken into account during project design? 2. Is the project aligned with national priorities and strategies, government policies and global commitments? 3. Was the project well designed according to IOM project development guidelines? And relevant to those needs and priorities? 4. To what extent do the expected outcomes and outputs remain valid and pertinent as originally intended, in terms of direct beneficiary needs? 5. Were the management practices appropriate for achieving the expected outcomes? 6. Were the project activities and outputs consistent with the intended outcomes and objective? 7. How adequately were human rights and gender equality taken into consideration during the project design and implementation? 8. Is the project in line with the IOM/IOM Development Fund priorities and criteria?	2.1. To what extent is the project relevant to current government priorities? 3.1. Was the results matrix used as a management tool? Was the results matrix clear and logical and did it show how activities would effectively lead to results and outcomes? If not, why not? 3.2. Were the outcomes and indicators Specific, Measurable, Achievable, Realistic and Time-bound (SMART)? Were indicators gender-disaggregated? Were baselines set and updated for each indicator? Were targets values set and were they realistic or did they need to be updated? 4.1. To what extent if any, was the project revised/ amended from the first to the second phase to be more relevant to stakeholder and beneficiary needs? 5.1. Were the indicators/targets used to measure progress in reporting? 5.2. Was a work plan and resource schedule available and used by the project management and other relevant parties? If not, why not? 5.3. Were the risks and/or assumptions holding true? Were risk management arrangements in place?
Effectiveness	9. Have the project's outputs and outcomes been achieved in accordance with the stated plans and results matrix? Was the collaboration and coordination with partners (including project implementing partners) and stakeholders effective, and to what extent have the target beneficiaries been involved in the processes? 10. What major internal and external factors have influenced (positively or negatively) the achievement of the project' s objectives and how have they been managed? 11. Are there any factors that prevent(ed) beneficiaries and project partners from accessing the results/services/products?	9.1. Have the projects deliverables and results (expected and unexpected) led to benefits for stakeholders and beneficiaries?

Efficiency and Cost effectiveness	12. How cost-effective was the project? Could the activities have been implemented with fewer resources without reducing the quality and quantity of the results? 13. How efficient was the overall management of the project? To what degree were inputs provided/available on time to/from all parties involved to implement activities? 14. Were project resources monitored regularly and managed in a transparent and accountable manner to guarantee efficient implementation of activities? Did the project require a no-cost extension? If so, why? 15. Were the costs proportionate to the results achieved?	12.1 Budget variance: actual budget versus projected budget. 13.1 If any of the outputs/ activities were delayed, what was the cause and what if any, were the negative effects on the project? 14.1 Were narrative reports submitted regularly and on time? Were budget reports submitted regularly and on time?
Outcome and Impacts	16. Which positive/negative and intended /unintended effects/changes are visible (short and long-term changes)? 17. Were results achieved in adherence to gender equality and other human rights? And how sustainable are these likely to be? 18. Can those changes/outcomes/expected impact be attributed to the project's activities? Are there any contribution from external factors?	16.1 Are there any possible longer-term impacts from the project, in terms of its implementation?
Sustainability	19. Did the project take specific measures to guarantee sustainability? 20. Have the benefits generated by the project continued once external support ceased? 21. Was the project supported by national/local institutions and well-integrated into national/local social and cultural structures? 22. How far was the project embedded in institutional structures and thus sustained beyond the life of the project? 23. Did the project's partners have financial capacity, and have continued to maintain the benefits of the project in the long run? 24. Have adequate levels of suitable qualified human resources been available to continue to deliver the project' stream of benefits?	

Cross-cutting themes	25. How were various stakeholders (including rights holders and duty bearers, local civil society groups or nongovernmental organizations) involved in designing and/or implementing the project?	

V. Evaluation methodology

For the purpose of this evaluation, it is expected that the evaluator will apply the following methods for data collection and analysis:

Data Collection:

- Desk review of relevant project documents, project reports, meeting minutes, publications, internal evaluations and other materials identified;
- Key informant interviews (KIIs), with the project stakeholders will be conducted remotely, to document both qualitative and quantitative information.

Data analysis:

The evaluator is expected to analyse the data with both qualitative and quantitative methods appropriate to the data collected.
The methodology will be further described in the Inception Report.

Selection of persons for key informant interviews and discussions

The following 19 stakeholders are proposed for KIIs and/or discussions:

Institution type	Stakeholder	Number	Location
IOM	Former Chief of Mission - Project manager and former PMs (3) - Regional Thematic Specialist	5	Maldives and regionally
Government, affiliated organisations, UN, civil society	- Maldives Immigration (MI) - Ministry of Economic Development (MED) - Labour Relations Authority (LRA) - National Bureau of Statistics (NBS) - Ministry of Tourism (MOT) - Ministry of Health (MoH) - Department of	10	Maldives

	Immigration and Emigration (DoIE) -Maldives National University - Civil Society Representative (NGO) -Ministry of foreign affairs		
Consultants	Project consultant	1	
UN and other stakeholders	Civil society organisations (2) UN (1)	3	Maldives

VI. Evaluation deliverables

Deliverables	Schedule of delivery
1. Inception Report shared with IOM	13.10.2020
2. Completed field data collection	27.11.2020
3. De-briefing session with project manager delivered	27.11.2020
4. Draft Evaluation Report	11.11.2020
5. Final Evaluation Report and Evaluation Learning Brief	18.12.2020

VII. Evaluation workplan

	October – December 2020					
Week beginning	05.10	12.10	19.10- 23.11	30.11	07.12	14.12
Key tasks	1	2	3 - 8	9	19	11
Kick off meeting with project manager; document review						
Drafting and delivery of inception report						
Data collection: remote interviews						
Data analysis and report writing						
Delivery of draft report						
Validation of the report by the project manager and Fund staff; finalisation of report and evaluation brief						

Annex two: Evaluation Inception Report

1. Introduction and Context

Project for Ex-Post Evaluation	PR.0176
Duration of the Project	33 months
Budget (USD)	USD 200,000
Donor	IOM Development Fund (IDF)
Countries covered	Maldives
Evaluation	External Ex-post Independent Evaluation
Evaluation Team	Owl RE Research and Evaluation
Evaluation Period	01 January 2016 – 30 September 2018

This document is an inception report produced for the IOM Development Fund (the Fund), the ex-post evaluation of the project, *Migration Profile for the Republic of Maldives.* This report outlines the purpose, objectives, methodology, questions, tools and workplan of the consultancy.

Financed by the Fund, this was a project which aimed 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 after arrival, including non-payment of wages as well as becoming victims of trafficking.

In response to this, and the lack of comprehensive and reliable evidence to support a migration mainstreaming approach by the GoM, the project aim was to develop a Migration Profile (MP) as a tool for strategic policy and programme development. The project was based around two components: 1) the development of a national MP, accessible to all Government ministries, in response to national needs with recommendations for improved migration policies and 2) training Government officials to have the skills and knowledge to utilise migration information in national development planning through training on migration statistics and in specific migration sectors identified by the MP.

2. Purpose and Objectives

The purpose of conducting this ex-post evaluation is to assess the relevance of the project to its stakeholders and beneficiaries, the effectiveness and efficiency of project management and implementation, the expected impact, how well were cross-cutting themes of human rights and gender mainstreamed in the project, and if the desired effects are sustainable, and/or have the prospects of sustainability, (following the DAC evaluation criteria[23]).

The evaluation aims to promote transparency and accountability which will, in turn, assist the Fund in its decision-making and to better equip staff to make judgments about the project and to improve effectiveness where possible and with regard to future project funding. Concerning the expected use of findings, the ex-post evaluation aims to also identify lessons learned, good practices, and provide a learning opportunity for the Fund and its implementing partners with regard to the project formulation process. The findings will also help make evidence-based strategic decisions in relation to specific projects, while also demonstrating the Fund's on-going commitment to results based management.

The primary objectives of the evaluation are to:

(a) Assess the relevance of the project's intended results;
(b) Assess the relevance of the Theory of Change and design of the results matrix and the extent to which the objective, outcomes and outputs are well formulated; the indicators were SMART and baseline and targets appropriate;
(c) Assess the extent to which the needs of stakeholders and beneficiaries were taken into account during project design and if the project is aligned with national priorities and strategies, government policies and global commitments
(d) Assess the effectiveness of the project in reaching their stated objectives and results, as well as in addressing cross-cutting issues such as gender, human-rights based approach, etc.;
(e) Assess the efficiency and cost-effectiveness of project implementation, along with regular progress monitoring of project resources and if the costs were proportional to the results achieved;
(f) Assess the impact prospects and outcomes to determine the entire range of effects of the project (or potential effects) and assess the extent to which the project have been successful in producing expected change;

[23] Organisation for Economic Co-operation and Development – Development Assistance Committee, 'Evaluation of development programmes, DAC Criteria for Evaluating Development Assistance', web page, OECD. See http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm.

(g) Assess the sustainability of the project's results and benefits (or measures taken to guarantee it) or prospects for sustainability, and if these benefits generated by the project still continued once external support ceased;
(h) Assess how effectively issues of gender equality and human rights protection were mainstreamed in the process of project design and during project implementation;
(i) Identify lessons learned and best practices in order to make recommendations for future similar projects and help the Fund in its decision-making about future project funding.

These objectives are operationalised in a series of evaluation questions and indicators (see annex 1: Evaluation matrix). The Results Matrix (RM) is reproduced in annex 5 to illustrate the intervention logic foreseen for the project.

3. Methodology

The evaluation framework will focus on the standard DAC criteria and cross-cutting themes criteria, supported by standard tools (i.e. interview guide and evaluation checklist – see annexes 3 and 4) and will take place over a period of 10 weeks. The evaluation will take a participatory approach involving and consulting with the relevant stakeholders in the different steps of the evaluation and integrating this approach into the methodology as far as is feasible. It will use a mixed methods approach and cross validate evaluation findings through the triangulation process, where possible.

3.1. Research methods/tools

Research tools will be both quantitative and qualitative and will be used across the different themes and questions. The following table provides further information on these tools and how they will be deployed.

Tool	**Description**	**Information Source**
Document review	Review of main documentation	IOM documentation on PRIMA, including internal/external reports, surveys, mid-term evaluation, relevant publications, country reviews etc.
Interviews internal	Some 4-6 semi-structured interviews using an interview guide	In skype or by telephone IOM country office program staff, past and present IOM Regional staff.
Interviews external	Some 10-14 semi-structured interviews using an interview guide, virtually or by email.	Government of Maldives (GoM) officials involved in the project and affiliates. Other stakeholders including: UN, NGOs Project Consultant

3.2. Sampling

Overall sampling will be purposeful in that the stakeholders will be selected for the evaluation, based on their involvement as staff, consultants, experts, partners or beneficiaries of the project. The selection of participating stakeholders will be led by the project co-ordinator and will aim to be representative, to ensure that a balance is found in terms of gender, race/ethnicity, age range and other project-specific criteria.

3.3. Analysis

The findings from the desk review, key informant interviews will be collated and analysed using appropriate quantitative and qualitative techniques and the evaluation criteria used will be rated by the evaluator based on the scale in the table below, with supporting evidence described. Where the evidence is weak or limited, it will be stated.

Findings will be used to assess the achievements of results as articulated in the Results Matrix, (see Annex 1) both numeric and descriptive results and used to rate the project as a whole according to the assessing evaluation criteria, see table below for further explanation.

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

3.4. Limitations and proposed mitigation strategies

The following limitations have been identified with accompanying mitigation strategies to minimise the impact described, where possible. If it is not possible to fully rectify the limitations identified, findings will have to be reached based on partial information. Where this occurs the evaluation will seek to be transparent about the limitations of the evaluation and to describe how these may have affected the overall findings, conclusions and recommendations.

(a) The context of COVID-19: The timing of the evaluation during the COVID-19 pandemic response will likely impact on the availability of IOM staff and project stakeholders/ beneficiaries, and/or extend the time it will take to respond to the evaluation request and provide inputs.

Mitigation strategy: Early and close involvement of the project manager and former project managers to help coordinate meetings and ensure availability of key stakeholders. Interviews will take place remotely over a period of 5 weeks and will allow for an extended interview period to compensate for the disruptions caused by COVID19.

(b) General problem of insufficient data or insufficient representative data collected, owing to poor response rate from interviewees.

Mitigation strategy: Triangulation with other data gathering tools from different sources will help address data gaps.

(c) Objective feedback– interviewees may be reticent to reveal the factors that motivate them or any problems they are experiencing or being transparent about their motivation or about internal processes.

Mitigation strategy: Anonymizing sources and ensuring interviews are conducted on a one to one basis in confidentiality can help address issues of reticence.

(d) General bias in the application of causality analysis

Mitigation strategy: Judgements will be informed by the team and all findings will be reviewed jointly, as well as by the project manager and the main evidence for ratings will be described.

4. Workplan

The workplan is divided into three phases, covering an 11-week period:

Phase 1 – Inception: An initial meeting with the project manager to discuss the evaluation framework, identify stakeholders and to ensure involvement and ownership from the start. From this, a methodology, timeline, standard tools and evaluation approach has been developed and detailed in the inception report (this document).

Phase 2 – Data collection: During the second phase of the evaluation field work will be undertaken remotely. Interviews will be conducted by Skype or email, and all relevant project data will be collected and reviewed.

Phase 3 - Report writing: During the final phase collected data will be analysed and a report drafted for validation. The results of the evaluation will be disseminated by means of the report.

The key tasks and timing are described in the following table:

	October – December 2020					
Week beginning	05.010.	12.10	19.10- 23.11	30.11	07.12	14.12.
Key tasks	1	2	3 - 8	9	19	11
Kick off meeting with project manager; document review						
Drafting and delivery of inception report						
Data collection: remote interviews						
Data analysis and report writing						
Delivery of draft report						
Validation of the report by the project manager and Fund staff; finalisation of report and evaluation brief						

4.1. Team management

The evaluation will be carried out by Sharon McClenaghan with Glenn O'Neil as a support and for quality control.

5. Deliverables

The following deliverables (draft and final), are foreseen for the consultancy: Inception report (this document), Executive summary, (2 pages), Evaluation report and Evaluation learning brief.

Deliverables	Schedule of delivery
Inception Report shared with IOM	13.10.2020
Completed field data collection	27.11.2020
De-briefing session with project manager delivered	27.11.2020
Draft Evaluation Report	11.11.2020
Final Evaluation Report, Evaluation Learning Brief and Management Response Matrix	18.12.2020

Annex One: Evaluation Matrix

Key Evaluation Questions and sub questions	**Indicators**	**Data Collection Tools**	**Sources of Information**
RELEVANCE : Extent to which the project`s objective and intended results remain valid as originally planned or modified			
1.1 To what extent were the needs of beneficiaries and stakeholders taken into account during project design?	Needs of beneficiaries and stakeholder groups reflected in project design. Evidence of consultation during project development and of project activities and outputs tailored to their needs.	Document review Interviews	Project documentation KIIs
1.2 Is the project aligned with the needs and priorities of the Governments?	Alignment of project with relevant national policies, strategies and programs.	Document review Interviews	KIIs Project Documentation
1.3 Was the project well designed according to IOM project development guidelines? 1.3.1 Was the results matrix used as a management tool? Was the results matrix clear and logical and did it show how activities and outputs would effectively lead to results and intended outcomes and objective? Are the project activities and outputs consistent with the intended outcomes and objective? 1.3.2.Were the outcomes and indicators Specific, Measurable, Achievable, Realistic and Time-bound (SMART)? Were indicators gender-disaggregated? Were baselines set and updated for each indicator? Were targets values set and were they realistic or did they need to be updated?	Relevance of the RM, theory of change and vertical logic to the identified needs and priorities of the project overall.	Document review	Project documentation

1.4. To what extent do the expected outcomes and outputs remain valid and pertinent as originally intended in terms of direct beneficiary needs? 1.4.1. To what extent if any, was the project revised/ amended from the first to the second phase to be more relevant to stakeholder and beneficiary	Current relevance of project outputs and outcomes to current national priorities.	Document review Interviews	KIIs Project Documentation
1.5. Were the management practices appropriate for achieving the expected outcomes? 1.5.1. Were the indicators/targets used to measure progress in reporting? 1.5.2. Was a work plan and resource schedule available and used by the project management and other relevant parties? If not, why not? 1.5.3Were the risks and/or assumptions holding true? Were risk management arrangements in place?	Extent to which project management practices are appropriate for achieving expected outcomes.	Document review Interviews	KIIs Project Documentation
1.6. Are the project activities and outputs consistent with the intended outcomes and objective?	Extent to which project activities and outputs are consistent with the intended outcomes and objective	Document review Interviews	
1.7 How adequately were human rights and gender equality taken into consideration during the project design and implementation?	Reference to human rights and gender equality concerns in key project documents and deliverables. Informed opinion/perceptions of PM, and key informants.	Document review Interviews	KIIs Project Documentation
1.8. Is the project in line with IOM/IOM Development Fund priorities and criteria?	Adherence to IOM's/ IOM Development fund mandates and strategic goals as demonstrated by the IDF`s objectives and MIGOF	Document review Interviews	IDF eligibility criteria, MIGOF KIIs Project Documentation
EFFECTIVENESS : The extent to which the project achieves its intended results			
2.1. Have the project's outputs and	Extent to which project outputs and	Document review	KIIs

outcomes been achieved in accordance with the stated plans and results matrix? 2.1.1. Have the projects deliverables and results (expected and unexpected) led to benefits for stakeholders and beneficiaries?	outcomes have been achieved and the projects deliverables and results (expected and unexpected) led to benefits for stakeholders and beneficiaries. Effectiveness of project monitoring tools.	Interviews	Project Documentation
2.2 Was the collaboration and coordination with partners (including project implementing partners) and stakeholders effective, and to what extent have the target beneficiaries been involved in the processes?	Level of Involvement and extent of effectiveness of target beneficiaries, partners and stakeholders in collaboration and coordination processes.	Interviews Document review	KIIs Project Documentation
2.3 What major internal and external factors have influenced (positively or negatively) the achievement of the project's objectives and how have they been managed?	Identification of influential a) internal factors (positive and negative) and b) external factors (positive and negative). Effectiveness of project management of internal and external factors.	Interviews	KIIs
2.4. Are there any factors that prevent(ed) beneficiaries and project partners from accessing the results/services/products? 2.4.1How do the project`s beneficiaries and stakeholders perceive the project implementation and results?	Identification of factors which prevented/impacted beneficiaries and partners from accessing results/services/ products.	Interviews	KIIs
EFFICIENCY & COST EFFECTIVENESS: How resources (human, financial) are used to undertake activities and how well these are converted to outputs			
3.1.How cost-effective was the project? Could the activities have been implemented with fewer resources without reducing the quality and quantity of the results?	Adherence to original budget- Level of budget variance. Extent to which the resources required for project activities could have achieved the same results with less	Document review Interviews	KIIs Project Documentation

	inputs/funds, on a sustainable basis.		
3.2. How efficient was the overall management of the project? 3.2.1. Were project activities implemented as scheduled? To what degree were inputs provided/available on time to/from all parties involved to implement activities? 3.2.2.If any of the outputs/ activities were delayed, what was the cause and what if any, were the negative effects on the project?	Degree of timeliness of project inputs provided by stakeholders /beneficiaries needed to implement activities. Level of efficiency of project management rated by the stakeholders and beneficiaries. Adherence to original workplan.	Document review Interviews	KIIs Project Documentation
3.3. Were project resources monitored regularly and managed in a transparent and accountable manner to guarantee efficient implementation of activities? Did the project require a no-cost extension? If so, why?	Level and quality of monitoring of project resources. Incidence of no cost/ costed extension allocated	Document review	Project Documentation
3.4. Were the costs proportionate to the results achieved?	Comparison of costs with identified results.	Document review Interviews	KIIs Project Documentation
IMPACT: How the project intervention affects outcome and whether these effects are intended or unintended.			
4.1 Which positive/negative and intended /unintended effects/changes are visible (short and long-term) as a result of the project?	Incidence of positive and negative effects /changes (short and long-term, intended and unintended) to which the project contributes.	Document review Interviews	KIIs Project Documentation
4.2 Were results achieved in adherence to gender equality and other human rights? And how sustainable are these likely to be?	Extent to results achieved adherence to gender equality and other human rights and their sustainability.	Document review Interviews	KIIs Project Documentation
4.3 Can those changes /outcomes/ expected impact be attributed to the project's activities? Are there any contribution from external factors?	Estimation of contribution of project and identified external factors.	Interviews Document review	KIIs Project Documentation

SUSTAINABILITY : If the project`s benefits will be maintained after the project ends			
5.1 Did the project take specific measures to guarantee sustainability?	Number of documented specific measures taken to ensure sustainability.	Document review Interviews	KIIs Project Documentation
5.2.Have the benefits generated by the project deliverables continued once external support ceased?	Extent to which the benefits generated by the project have continued post external support.	Interviews	KIIs
5.3 Was the project supported by national/local institutions and well-integrated into national/local social and cultural structures?	Extent of sustainability measures taken by national /local institutions to support the project. Level of commitment by key stakeholders to sustain project result.	Interviews	KIIs
5.4 How far was the project embedded in institutional structures and thus sustained beyond the life of the project? 5.4.1To what extent does the government already, or plans to, take ownership of the project results?	Degree of embeddedness of project into institutional structures and likelihood of sustainability.	Interviews	KIIs
5.5 Did the project's partners have financial capacity, and continued to maintain the benefits of the project in the long run?	Extent of level of financial capacity of partners and ability to maintain project in the future.	Interviews Document review	KIIs Project Documentation
5.6 Have adequate levels of suitable qualified human resources been available to continue to deliver the project' stream of benefits?	Extent of qualified human resources sufficient to continue delivering project benefits.	Interviews	Project Documentation
Cross Cutting Criteria			
6.1 How were the various stakeholders involved in designing and/or implementing the project?	Level and quality of involvement of stakeholders in designing and/or implementing the project.	Interviews	KIIs Project Documentation
6.2. Data Collection: were the persons interviewed or surveyed diverse and representative of all concerned project's partners and beneficiaries?	Extent to which data collected is representative of the diversity of the project`s patners and beneficiairies.  Application of IOM`s Data Proetction	Data analysis Interviews	KIIs Project Documentation

6.3.If personal data was collected or otherwise processed during implementation of the projects, has this been done in accordance with IOM's Data Protection Principles? 6.4.Has the data collected (during implementation) been appropriately disaggregated (e.g. by age, disability, displacement, ethnicity, gender, nationality, migration status)?	Principles Disaggregation of data collected e.g. by age, disability, displacement, ethnicity, gender, nationality, migration status.		

Annex Two: Draft structure for evaluation report

1. Executive summary

2. List of acronyms

3. Introduction

4. Context and purpose of the evaluation
   - context
   - evaluation purpose
   - evaluation scope
   - evaluation criteria

5. Evaluation framework and methodology
   - Data sources and collection
   - Data analysis
   - Sampling
   - Limitations and proposed mitigation strategies

6. Findings

7. Conclusions and recommendations

8. Annexes:

- Evaluation terms of reference;
- Evaluation inception report;
- Evaluation matrix;
- Timeline,
- List of persons interviewed or consulted;
- List of documents/publications consulted;
- Research instruments used (interview guidelines, survey, etc).

Annex Three: Interview guide

This guide is intended for interviews with internal and external stakeholders. The questions will be adapted on the basis of the persons being interviewed.

Interview Questions		**Informants**
General		
	Please briefly explain your work at IOM/external organisation (and how long have you been in this position?).	All
	What has been your role and involvement in the project being evaluated? At what stage did you become involved in the project?	All
Relevance		
1.1.	How relevant was the project to the needs and priorities of stakeholders and beneficiaries? - Were stakeholders and beneficiaries consulted during the development of the project? If so, were the project activities/outputs tailored to their needs? Did they change at different stages of the project? - To what extent were their needs reflected in project design?	IOM COM IOM PO Consultant Stakeholders
1.2.	How well aligned is the project with relevant national/regional policies, organisational mandates and global commitments? - What were the national / regional policies the project aligned to? - How well aligned is the project to the IOM mandate and relevant country and regional strategies/ MIGOF?	IOM COM IOM PO Consultant Government
1.3.	Were the project activities and outputs consistent with the intended outcomes and objective? -Is the original project logic still relevant? Did the assumptions hold true? If not, how were the results affected and how did the project respond? - To what extent, if any, was the project revised/amended from the first to the second phase, to be more relevant to stakeholders' needs?	IOM COM IOM PO
1.4.	How did the project consider human rights and gender equality during the project design and development (and implementation?)	IOM COM IOM PO Consultant
1.5.	How relevant is the project currently to government priorities?	IOM COM IOM PO Consultant Partners/ Beneficiaries
Effectiveness		
2.1.	Did the project produce the intended results, compared to its plan and target outputs? What were the quality of results? - -Does this include gender and HR considerations?	IOM COM IOM PO Consultants Partners/ Beneficiaries

2.2.	What role did collaboration and coordination play in the project's achievements? [With the different government departments, consultants and other stakeholders].	IOM PO Consultant Partners/ Beneficiaries
2.3.	What would you describe as the factors [Classify by internal or external] in the achievement of the output, outcome and objective results? And, how did the project respond / adapt to those factors?	IOM COM IOM PO Consultant Partners/ Beneficiaries
2.4.	What would you describe as the factors [Classify by internal or external] that hindered the output, outcome and objective results? And, how did the project respond/ adapt to those hindering factors.	IOM COM IOM PO Consultant Partners/ Beneficiaries
2.5.	How adequate were consideration of the human rights and gender equality made during project implementation?	IOM COM IOM PO Consultant Partners/ Beneficiaries
Efficiency and Cost Efficiency		
12.	To what extent did the project represent the best possible use of available resources to achieve results of the greatest possible value to stakeholders and beneficiaries involved?	IOM CO IOM RMO IOM PO Consultants
13.	How well was the project implemented; were all inputs delivered on time? -Were the project activities undertaken and were the project outputs delivered on time / within budget, as planned? -Were all reports submitted in time? And updated with changes? Was the budget spent according to the workplan/was the budget updated? -If any of the activities/outputs were delayed, what was the cause, and what, if any, were the negative effects on the project? How did the project cope/manage the delays and/or negative effects?	IOM CO IOM RMO IOM PO
14.	Are the costs proportionate to the results achieved?	IOM CO IOM RMO IOM PO
Outcomes and Impacts		
15.	What would you describe as the positive changes resulting from the project in the short term and longer term? [Classify by intended or unintended] (what factors contributed to them?)	IOM CO IOM PO Partners/ Beneficiaries
16.	What would you describe as the negative impacts of the project in the short term and longer term? [Classify by intended or unintended]	IOM CO IOM PO Partners/ Beneficiaries

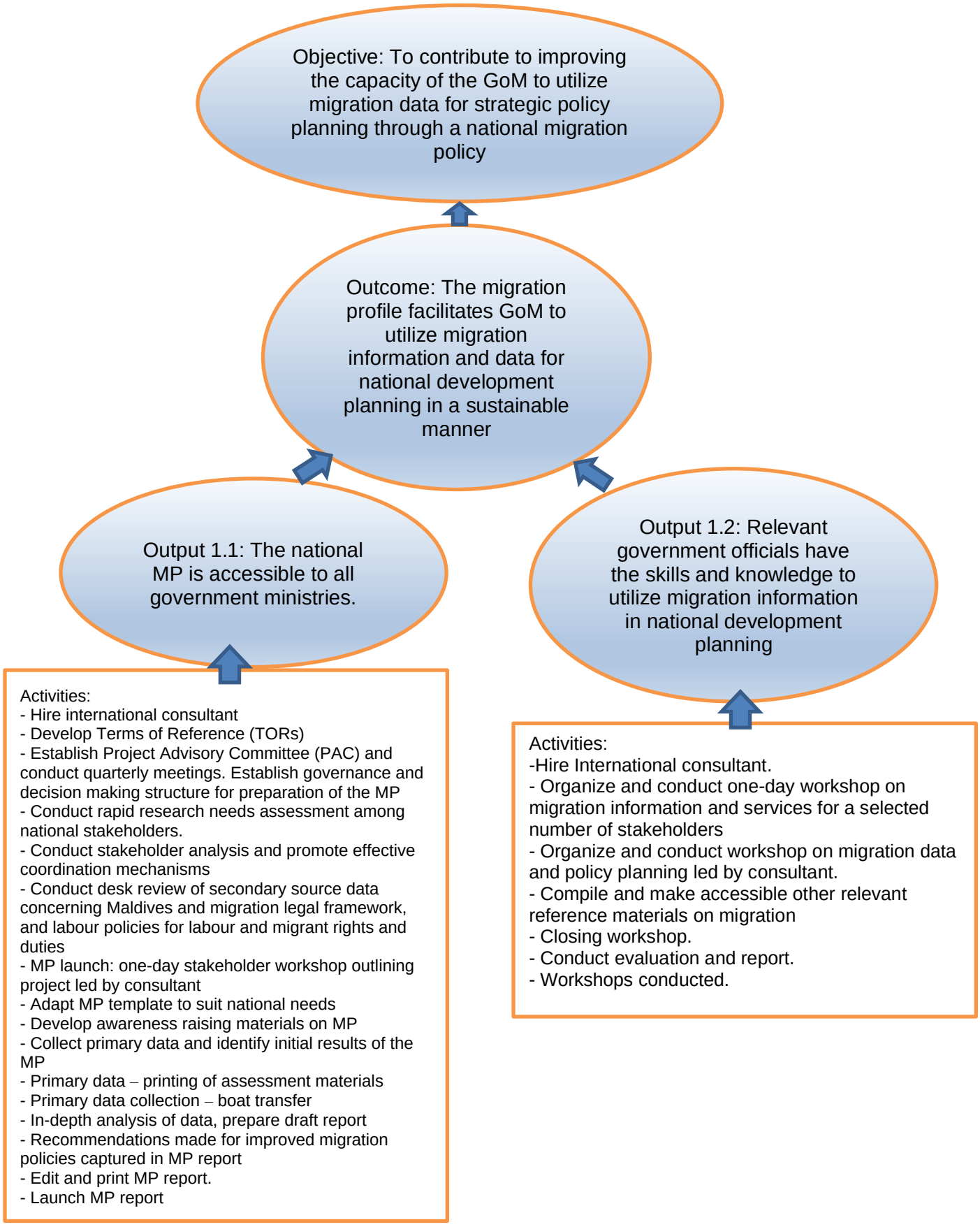
		Consultant
Sustainability		
17.	How likely are the benefits of the project to continue and what are the main factors that influence the achievement or non-achievement of project sustainability?	IOM CO IOM PO Partners/ Beneficiaries Consultant
18.	How well has the project been supported by national/local institutions and how well is it integrated? -What sustainability mechanisms/options were put in place by the Government and/or partners to ensure that project results are sustained? -Are there sufficient resources in place to ensure sustainability of the project`s financial and human resources?	IOM CO IOM PO Partners/ Beneficiaries
19.	To what extent have the partners and beneficiaries been able to 'own' the outcomes of the project post funding?	IOM CO IOM PO Partners/ Beneficiaries
Other		
20.	What would you recommend for the continued success for this project's results (and other similar)?	All
21.	What would you say are the main lessons learnt from this project? 1) for the management of the project and 2) the results achieved?	All
Any other comments		

Annex Four: Checklist for evaluation

Following is a checklist that will be followed by the evaluation team for the evaluation.

#	Step	Yes / No Partially (specify date)	Explanation / comment
	Inception and preparatory phase		
1.	Initial briefing from Fund team		
2.	Document review by Owl RE team		
3.	Kick-off meeting with project manager		
4.	Creation of inception report		
5.	Validation of inception report by project manager		
6.	Validation of inception report by Fund team		
7.	Creation of interview schedule by project manager		
8.	Reception and comment on interview schedule by the evaluation team		
	Data collection phase		
9.	Initial briefing with IOM manager/staff		
10.	Data collection conducted with main stakeholder groups		
11.	Feedback presentation/discussion with IOM manager/staff at conclusion of data collection		
	Analysis and reporting phase		
12.	Compilation and analysis of data /information		
13.	Quality control check of evidence by evaluation team leader		
14.	Submission of draft report to project manager and Fund team		
15.	Reception of comments from project manager and Fund team		
16.	Consideration of comments received and evaluation report adjusted		
17.	Validation of final report by project manager		
18.	Validation of final report by Fund team Production of learning brief		

Annex Five: Results Matrix



Annex three: List of persons interviewed

IOM (5)

1. Giuseppe Crocetti, (previous Chief of Mission of IOM Sri Lanka and Maldives)
2. Sarat Dash (current Chief of Mission of IOM Sri Lanka and Maldives)
3. Ihma Shareef, former Project Assistant (now with IOM Regional Office for Asia and the Pacific)
4. Shareen Tuladhar, former Project Officer, (now Chief of Mission, IOM Lao People's Democratic Republic)
5. Shahida Abdul Rahman, former Project Assistant (no longer with IOM).

Consultants (2)

6. Dr. Piotr Plewa, consultant (non- IOM)
7. Tommaso Casati, consultant.

Stakeholder and partner organisations (10)

8. Dr Raheema Abdul Raheem, Dean of Research, Maldives National University
9. Aminath Shani Mohamed, Director, Labor & Employment Section and Fathimath Shifna Adbulla, Ministry of Economic Development (MED).
10. Mohamed Ahzam Assistant Director Labour Relations Authority (LRA) and Shirda Mariyam former- employee,
11. Ikrisha Abdul Wahid and Riyaza Fathimath, National Bureau of Statistics (NBS)
12. Adam Hamid, Senior Desk Officer at Ministry of Foreign Affairs of Maldives, Ministry of Foreign Affairs, (MoFA).
13. Aishath Shifana, Director of Advocacy, Maldives Human Rights Commission (MHRC)
14. Mohamed Shifan, Deputy Chief Immigration Officer, Maldives Immigration
15. Aishath Noora Mohamed, former Secretary General, Fathimath Himya, and Maeed Zahir, Maldivian Red Crescent.
16. Abdul Hameed, Senior Public Health Programme Officer, Ministry of Health (MoH)
17. Ali Shinan, Ministry of Tourism (MoT).

Annex four: List of documents / publications consulted

Project documentation:

- IOM project document, including proposal and budget.
- Budget monitoring and Revision: Project budget pipeline analysis and revised budget
- Interim project reports and Final report

IOM Migration Governance Framework
IOM Fund eligibility criteria (undated)
IOM mission and strategic focus (undated)
internal MP document regarding IDF funding approval guidance

External documentation:

Addressing the Socio-Economic Impact of COVID-19 on the Maldives Reducing the impact of the health crisis on the most vulnerable and sustaining progress towards the 2030 Agenda, UN Maldives, April 2020: https://www.undp.org/content/dam/undp/library/covid19/Maldives%20Socio-Economic-Impact-Analysis.pdf
`Government to issue employment approval to regularised expats after deposit`, The Edition, 25.09.2020, https://edition.mv/news/19360