

EX - POST EVALUATION REPORT
of
“SUPPORTING CHINA’S ENGAGEMENT IN THE GLOBAL MIGRATION DEBATE” Project

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Acronyms

AVRR	Assisted Voluntary Return and Reintegration
CICETE	China International Center for Economics & Technical Exchanges
CSO	Civil Society Organization
DAC	Development Assistance Criteria
GCM	Global Compact for Migration
IOM	International Organization for Migration
IDF	IOM Development Fund
MFA	Ministry of Foreign Affairs
M&E	Monitoring and Evaluation
MPS	Ministry of Public Security
MGI	Migration Governance Indicators
NIA	National Immigration Administration
KII	Key Informant Interviews
SDGs	Sustainable Development Goals
SMART	Specific, Measurable, Relevant and Time bound
SSCAF	South-South Cooperation Assistance Fund
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organization

Executive Summary:

China joined IOM and became a Member State on 30 June 2016. While historically China has been a country of origin, over the past decade it has also become a transit and destination country for international migration. China fully recognizes that migration has become a key issue in the international agenda at the global, regional and national levels and intends to strengthen its new role in the global migration debate.

Accordingly, the IOM project, “Supporting China’s Engagement in the Global Migration Debate”, supported and strengthened China’s engagement in the general global dialogue on migration. Through a multi-ministerial approach, under the leadership of the Ministry of Foreign Affairs (MFA), key policy instruments and frameworks were introduced under the project to relevant Chinese ministries, based on which China can develop its own views and policy decisions.

The project was funded by the IOM Development Fund and implemented from 13 October 2017 to 31 December 2019. IOM China implemented the project in partnership with the Ministry of Foreign Affairs (MFA). The objective of the project was to support relevant Chinese government agencies in developing a coordinated approach to migration, including by identifying country-specific priorities, opportunities, and challenges associated with migration and articulating issues which are reflected and addressed in the Global Compact for Safe, Orderly and Regular Migration (GCM).

Evaluation purpose and Objective:

At the request of the Fund, this ex-post evaluation was conducted to assess the overall performance of the project, including the extent to which planned activities and outputs were achieved and the level with which the outputs are likely to contribute to the expected long-term outcomes.

The evaluation is meant to document lessons learned and best practices for use by the project management to improve the implementation of future projects as well as for the donor to assess the relevance of the intervention, and impact of the action according to the criteria set out below.

Evaluation Criteria

The ex-post evaluation used OECD/DAC criteria of relevance, coherence, effectiveness, efficiency, impact and sustainability, and assessed integration of gender issues, where relevant. The human right was not part of the evaluation ToR it was not appropriate with the context.

Evaluation Methods

A desk review of relevant project documents and Key Informant Interviews (KIIs) were conducted to answer the questions per evaluation criteria.

Key Findings:

The project contributed to the Chinese Government’s efforts to develop a coordinated approach to achieve migration focused SDG goals. The table below summarizes the findings and provides a rating for each evaluation criteria.

Table 1: Summary of evaluation findings and conclusions per criteria:

Evaluation Criteria	Rating	Supporting Evidence
Relevance	Very good	The project was found relevant to the national priorities and strategies. The project was designed and implemented in collaboration with the MFA. Most importantly the project addressed the needs and priorities of the government to support its capacity towards achieving the SDGs and implement the GCM. However, the result statements of the project could have been better defined and aligned with the project activities. The indicators of the result matrix could have been SMART. As they were formulated, it was difficult to measure the progress made against indicators. Furthermore, gender was not integrated in the project design.
Effectiveness	Good	The project moderately achieved its outputs, outcome and objective. The project was able to facilitate knowledge gain for key stakeholders on international norms and best practices related to migration. The government officials are now interested to apply the knowledge gained through seminars and workshops to formulate policies in line with GCM principles. However, there was insufficient evidence to measure how the knowledge gained translated into practice. In addition to that, the project could have organized a separate workshop or consultation with foreign counterparts on GCM and workshop on SDGs agenda to get diversified and comprehensive opinion.
Efficiency	Good	The project maintained a strong liaison and communication with different stakeholders for their participation in the global migration sensitization seminars and workshops. The project went through frequent revisions and modifications including a 9 months no-cost extension. However, the project was unable to complete the organization of the workshop on Migration Governance Framework (MiGoF) and Migrants in Crisis Initiative (MCIC) (output 1.3) and the burn rate was low even after getting approval of a 9-month extension. The project did not develop an internal monitoring mechanism to track achievements, progress and challenges of the project. The documentation of the project was not kept properly.

Evaluation Criteria	Rating	Supporting Evidence
		For instance, important decisions to revise the project activities at the request of MFA were not available.
Coherence	Good	<p>The project was coherent with similar interventions from IOM China. The project also added value in the sense that it increased the collaboration with the government during the implementation. The project utilized existing networks and platforms of previous and ongoing projects to invite the government officials in seminars and workshops.</p> <p>However, the evaluation could not find evidence on how the project utilized similar past project experiences, and knowledge in the design and the implementation of this project.</p>
Sustainability	Good	<p>The government entities were motivated to adopt the GCM and the 2030 agenda related to migration. The government entities did not demonstrate any commitments to sustain the result of the project activities beyond the project period. A follow up consultation on GCM was hosted in June 2021 where it was decided that IOM would be the coordinator of the UN migration network. This opportunity will support IOM in wider context to maintain the sustainability of the project outcomes beyond the project period.</p>
Impact	Good	<p>The project achieved short-term impact such as sensitizing the government on international frameworks in line with migration governance. The duration of the project was too short to achieve the long-term impacts. Hence, follow up interventions on GCM and migration related SDGs is required to keep the momentum and maintain government's interest on the global issue of migration. Along with other IOM China projects, this project influenced the Government of China to adopt the Assisted Voluntary Return/Reintegration (AVR/R) approach.</p>

Key Recommendations:

1. IOM China and IOM Development Fund should support clear formulation of result matrices in the development phase of project proposal, and ensure they are sound before projects are approved, for clear understanding of intended results by all stakeholders and better measurement of results.
2. Relevant cross cutting issues, including gender should be integrated and mainstreamed during the project design and project implementation phase.
3. As a part of future project design, foreign counterpart's participation has to be taken into consideration and reflected in the project implementation stage specially the promotion and sensitization of global norms, standards, and best practices related to migration.
4. The project should have an exit plan in its programme design and a follow-up mechanism to ensure the sustainability of the project beyond the project period. For future programming, IOM China should take into consideration to develop an exit strategy during the project implementation phase.
5. For future programming, IOM China in collaboration MFA should work on best practices to manage migration governance and address immigration issues.
6. Proper documentation of the project should be archived in a regular and systematic way.
7. Formal communication channels should be established in order to share project updates and record all the meeting minutes with the line ministry. To ensure the formal communication channel, it is suggested to have a budget for the coordination with the line ministry.
8. Any change/revision of activities should always be coordinated and agreed with the line ministry prior actual implementation, and agreed by the donor.

Lesson Learned:

1. The materials of the workshops and seminars have to be user friendly and easily communicable across all the participants and all the contents of the events has to be shared with the key stakeholders in advance for their understanding and fruitful inputs in the event. Pre-consultation sessions were required ahead in any events which was co-hosted by the government.
2. It is important to look at when the ex-post evaluation should take place as it can be difficult to reach out to the project's beneficiaries and stakeholders.
3. IOM China successfully advocated for the MFA to play a leading role in organizing events which allowed for large and diverse stakeholders' participation.

1. Introduction

Project for Ex-Post Evaluation	PO.0105
Budget (USD)	USD 100,000
Donor	IOM Development Fund (IDF)
Countries covered	China
Project Partner (s)	Ministry of Foreign Affairs (MFA)
Evaluation	Internal Independent Evaluation
Evaluator Name	Shuburna Chodhuary, IOM Bangladesh
Project Period	13-10-2017 - 31-12-2019
Evaluation Period	1-11-2021-28-02-2022

The ex-post evaluation of the project: “Supporting China’s Engagement in the Global Migration Debate” was managed by IOM China and was funded by the IOM Development Fund (IDF). This ex-post evaluation was commissioned by IOM China and carried out by an internal evaluator. The evaluation focused on six main OECD-DAC evaluation criteria: relevance, effectiveness, efficiency, coherence, impact, and sustainability; and gender as the main cross-cutting issue.

The report is organized in five main chapters: 1. Introduction; 2. context and purpose of the evaluation; 3. evaluation framework and methodology; 4. findings; and finally, 5. conclusions and recommendations.

2. Context and purpose of the evaluation:

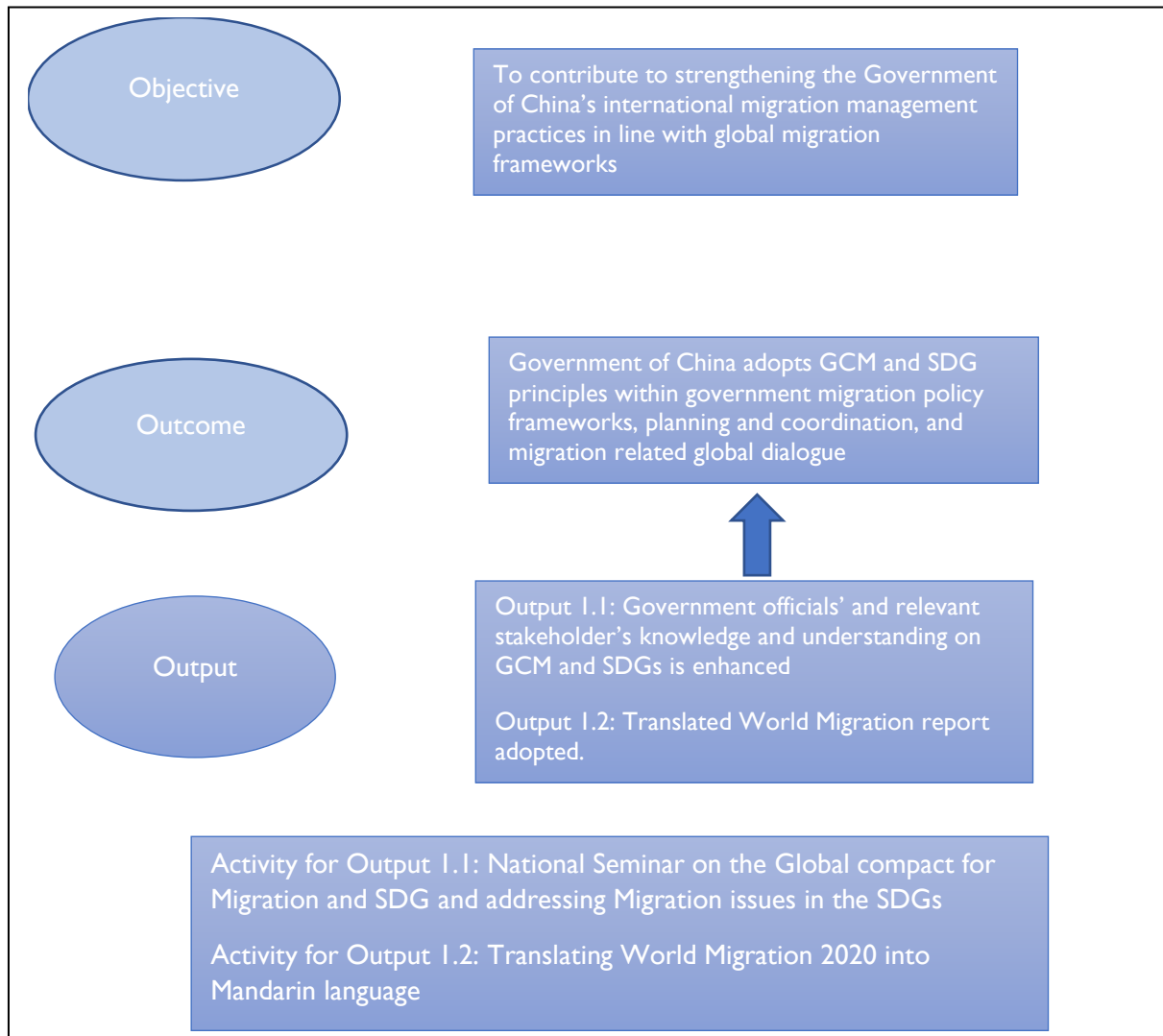
China is both a source and a destination country for migrants across the world. According to the World Migration Report 2020¹, approximately 10.7 million Chinese nationals are living abroad ranking in the top three remittances recipient countries. Simultaneously, China is the destination of a million international migrants ([World Migration Report 2020](#)). The migration issue in China is dynamic and complex because of its large geographical territory and rising economic growth. Migration is a cross-cutting issue across the 2030 Agenda for Sustainable Development with a dedicated target - 10.7 - Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well- managed migration policies.

IOM China began its operation in 2007 as a liaison office and officially joined as IOM member state on 30 June 2016. The objective of this project was to support and strengthen China’s engagement in the general global dialogue on migration. Through a multi-ministerial approach, under the leadership of the Ministry of Foreign Affairs (MFA), key policy instruments and frameworks were introduced to relevant policy makers within Chinese ministries, based on which China can develop its own views and policy decisions. This project is the first pilot-based project for IOM China, which was funded by the Fund and jointly implemented with the Government of China. The project was implemented from 13 October 2017 to 31 December 2019.

¹ <https://publications.iom.int/books/world-migration-report-2022>

In consultation with the project staff, the evaluator reconstructed in consultation with the project staff. The project logic to clarify the intended overall objective and outcomes as illustrated below:

Figure :1 Project logic²:



2.1 Evaluation Purpose:

At the request of the donor, this ex-post evaluation was conducted to assess the overall performance of the project, including the extent to which planned activities and outputs of the project were achieved and the level with which the outputs are likely to contribute to the expected long-term outcomes.

² Note the Results Matrix displayed here is the RM that was re-built by the evaluator in order to analyze it.

The evaluation is meant to document lessons learned and best practices for use by the project management to improve the implementation of future projects as well as for the donor to assess the relevance of the intervention, and the impact of the action according to the evaluation criteria.

2.2 Evaluation scope:

Given the limited scope of the project activities comprising of a one-day workshop, seminars and the translation of the 2020 World Migration Report in Chinese, along with the associated virtual launch event, the evaluation focused on interviewing the project team members, key government counterparts and reviewing the project activity documentation. The evaluation covered the entire project period from 13 October to 31 December 2019. The evaluation was expected to present recommendations, good practices and lessons learnt that could be derived from the analysis. The evaluation also assessed the extent to which this project has incorporated cross-cutting elements.

2.2 Evaluation criteria:

The evaluation focused on the following six criteria: relevance, coherence, effectiveness, efficiency, impact and sustainability according to the OECD/Development Assistance Criteria (DAC) guideline. Gender was integrated into findings, where pertinent. See the criteria below with the following evaluation questions:

3. Evaluation framework and methodology

3.1. Data sources and collection

The evaluator used participatory and qualitative approach to collect data in consultation with project staff. Due to COVID-19 travel restrictions to China, the evaluation was conducted remotely.

Primary and secondary data collection was used as follows:

- Desk reviews of relevant project documents, project reports, and other materials (Annex 1);
- Key Informant Interviews (KIIs): Interviews were conducted remotely with IOM staff and key stakeholders. A total of five stakeholders who participated in the SDGs workshop and GCM seminars as well as closely involved with the project activities were interviewed through written questionnaires (Table 2).

Table 2: List of Stakeholders for KIIs

Name of Organization	Number
IOM	3
Academician	1
China International Center for Economics & Technical Exchanges (CICETE)	1
Ministry of Foreign Affairs (MFA)	1
National Immigration Administration (NIA)	2

3.2 Data analysis:

The following approaches were used to analyze the data:

Qualitative data analysis was done to draw the conclusions based on the Development Assistance Criteria (DAC) criteria. This approach was used to analyze data from the interviews and the documents. Data triangulation was used to validate the findings from different sources, where pertinent. For each criterion, a rating was determined based on the following scale:

Table 3: Evaluation Criteria and scaling

Evaluation Criteria Scaling		Explanation	Supporting Evidences
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	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	

3.3. Sampling

Purposive sampling was used to select the samples for the KIIs, and written questionnaires were collected from the stakeholders who were involved with the project and participated in the GCM seminars and SDG workshop. The selection criteria with regard to the interviews to be conducted were determined according to the level of engagement. Written interviews questionnaires were shared with the government officials of China including representatives from the MFA and other stakeholders, who participated in the national multi-stakeholder workshop on migration and the 2030 Agenda for Sustainable Development, and the national seminars on the Global Compact for Safe Orderly and Regular Migration (GCM). Interviews were conducted with IOM staff who were responsible for the implementation of the project in China.

3.4 Limitations and proposed mitigation strategies:

The evaluation was faced with several limitations and challenges including the evaluability of the project. The following table describes these limitations and strategies to mitigate the limitations.

Table 4: Limitation and mitigating strategies

Limitations	Mitigating strategies
The outcome and the objective level statements of the project were not clear, thereby it became difficult to measure the project intended result and achievements. In addition to that, the indicators were not well formulated in a Specific, Measurable, Relevant and Time bound (SMART) way to measure the intended changes or result of the project.	Considering the challenges of the result matrix, the evaluator used the reconstructed logic as the frame of reference for the evaluation to assess changes associated with the project.
Important project documents were not available, including detailed implementation plan, project staff meeting notes and external stakeholders meeting notes, which was requested by the evaluator.	During the interviews with the project staff, the evaluator tried to collect the project information as much as possible to understand the project modality, scope of work and deliverables. Triangulation of data was used as much as possible to cover for the lack of data.
Since the project was phased out in 2019 and the evaluation was started in late 2021, the evaluator had difficulties reaching stakeholders for KIIs. During the interviews, it was revealed that in most of the cases, the government officials and the relevant stakeholders who were closely involved in the project had transferred and were not available for the interviews. The evaluator was only able to reach 5 stakeholders out of the 80 participants who participated in the SDGs and GCM workshop and seminars. The sample size was too small to understand the perception of the participants on SDGs and GCM and the utilization of knowledge after the participation in the events. Concurrently, it is also difficult for the stakeholders to recall all the facts and information related to the project. The evaluator was not able to meet the thematic specialist and the previous Chief of Mission remotely who were involved in developing this project as the Chief of Mission was transferred to IOM Australia.	A total of 5 KIIs were conducted through written questionnaires to understand the effectiveness of the activities. The evaluator was able to interview the IOM staff who was involved with the implementation of the project activities including the manager who was dedicatedly involved with the implementation of the project from beginning to closing end. The evaluator also utilized desk review including review of government documents to assess the extent to which the knowledge gained from the sensitization activities had been applied or had influenced migration management, coordination and global dialogue on migration.
Owing to COVID-19 pandemic travel restrictions, the evaluator was unable to visit the project site and reach out to the participants for interviews in person.	The evaluation was conducted remotely to reach out to the participants for interviews.
Due to language barriers and the country context of China, the government officials and the other key stakeholders were not comfortable to be interviewed by foreigners. As a result, the evaluator could not interview key stakeholders remotely.	To minimize this challenge, the evaluator collected written questionnaires from the stakeholders with the support of the project staff.

4. Findings:

Relevance (Very Good -4):

Key Questions:

To what extent was this project informed by the **needs** and **interests** of the stakeholders?

How well does the project align with IOM's national, sub-regional, and regional **strategies**?

Were **gender** considerations included in design and implementation of the project?

This project was found to be highly relevant to strengthen the capacity of the Government of China to participate in the global migration debate. This project is a joint initiative of IOM China and the MFA to sensitize government officials, academicians, and UN agencies on the 2030 Agenda for Sustainable Development in relation to migration and the GCM. MFA also issued a support letter towards IOM China to implement this project.

IOM China has developed a close relationship with the MFA and the relevant government officials. As such, IOM China and the MFA had continuous discussions in wider context to develop the project with special focus to implement the GCM objectives. The discussion led to pre-assessments on the needs and interest of the government which then supported the design of this project. During the KIIs, it was revealed that this project was the first ever IOM Development Fund project in China Mission. In China, political consideration is important to implement such project, therefore, stakeholders were involved in the design phase of this project. Technically, as an inter-governmental agency, it is the responsibility of IOM China to introduce global practices, norms, standards into Chinese migration management, and the GCM was a starting point. The underlying reasons are that globally GCM is a critical issue and it's a non-binding law for each country. Concurrently, the Chinese Government was interested in aligning with the global community in relation to migration management.

"The project was actually a starting point for the Chinese officials to get interested in the field of migration and get familiar with the concept of mainstreaming migration at the policy level. Structurally, the situation of China is quite complex, thereby, political consensus is required to implement such an initiative. In line with the interest of the government, IOM China launched this project to sensitize stakeholders on the issue of GCM and SDGs. -" – Project staff, IOM China

This project is

and the 2030 Agenda for Sustainable Development. Both strategies aim to contribute to the 2030 Agenda. One of the key objectives of the IOM Asia Pacific regional strategy, is to strengthen IOM support for migration dialogues and collaborative actions in the region. IOM China strategy also aligned with United Nations Sustainable Development Cooperation Framework (UNSDCF) priority - 3 which mentioned partnerships: Realizing the full potential of China's international engagement to promote its open development and partnerships to accelerate achievement of the SDGs across the world. IOM China's country strategy also emphasized close collaboration with the government to manage the emerging migration issue as an upper middle-income country. Hence this project established the groundwork to familiarize the government and key stakeholders about the concept of SDGs and GCM. The project also satisfies the objective of migration governance framework (MiGOF) in line with principal 3, which is focused on the engagement with partners to address migration and its related issues.

The project was considered significant since it supported the government in its migration management strategy and commitment to achieve the SDGs. The project aimed to introduce international norms and best practices in relation to migration governance in China.

The project was designed in line with China's National Plan on Implementation of the 2030 Agenda for Sustainable Development which was linked with China's 13th Five-year plan. According to China's National plan, an interagency mechanism was assigned to implement 169 targets of the 2030 Agenda to specific government agencies. This project reflected the willingness of the Government of China to implement the National Implementation Plan through the introduction of migration related policy instruments and frameworks to the relevant policy makers among Chinese ministries.

The objective of the project is relevant to the National Immigration Administration (NIA), which is responsible for the development of the following: immigration law system, exit and entry laws, regulations as well as the coordination and facilitation of safe and orderly migration. The newly established agency in China in 2018 is in charge of border control and immigration affairs. Ahead of 2018, the border of China was managed by the Ministry of Public Security (MPS).

KII with the stakeholder from NIA also stated that-

“The overall objective of the project is to support and strengthen China's engagement in the global dialogue on migration by sharing best practices and tools that would help China form its own views and enhance its policy framework in the migration domain”- Stakeholder from NIA

Gender was not fully mainstreamed during the design of the project. However, although the project was relatively small, it had put in extra efforts to reach out to women participants to participate in SDGs workshop and GCMs seminars. The project result matrix did not include any indicators, outcome and output statements related to gender issues. In addition to that, gender issues were not addressed during the need assessment of project. However, the project kept the records of gender disaggregated data of participants who participated in the national seminars on GCM and workshop on SDGs. Of the 84 participants in the National Seminar on GCM and SDGs workshop, 38 were women. In the SDG workshop, some issues on gender related to migration were discussed, but only to a certain extent.

Review of Result Matrix:

The project started in 2017 in collaboration with the MFA. It aimed at strengthening the capacity of the Chinese officials to mainstream migration in policy discourse. The review of the result matrix revealed some major short falls to measure the project achievements in output, outcome and objective levels. The detailed assessment of the result matrix is presented in Annex-6.4

After interviewing the project staff, it was revealed that the project did not go through rigorous project development exercise, hence, the IOM project handbook was not followed rigorously. KIs with the project staff also revealed that the objective level and the outcome level indicators were too ambitious to achieve within the duration of the project period. The review of the result matrix revealed some major short falls to measure the project achievements in output, outcome and objective levels. Overall, the statements across all the levels were not consistent and had no casual explanation from output to objective levels. A detail analysis is presented in Table 5.

Table 5: Assessment of Result Matrix

Vertical Logic	Indicators	Baseline	Target	Analysis and Suggestions
Objective: China strengthens its role in global migration debate and aligns its policies with the on-going initiatives including the Global Compact on Migration.	The government of China's enhanced engagement in the international community migration processes and agenda and mainstreaming of migration in its local policies.	China's current engagement on global migration issues is limited and there is almost no mainstreaming of migration in its local policies.	China is an active member in the international migration debates, especially the Global Compact for Migration.	<p>The objective is quite unclear and difficult to measure. Alternative suggested:</p> <p>To contribute to strengthening Government of China's international migration management practices in line with global migration frameworks.</p> <p>According to the IOM's handbook the objective level indicator should give a clear picture of the longer-term contribution to strengthening the Chinese Government's migration management practices in line with global migration practices.</p>
The institutional performance of the government of China will adapt to effectively address	The government of China's policies and interventions in the international migration system	The government of China currently makes limited interventions in the	The government of China will enhance its capacity to further its involvement in the international	According to the IOM's project handbook outcome should reflect either the institutional

Vertical Logic	Indicators	Baseline	Target	Analysis and Suggestions
international migration through enhanced capacity.	will: reflect adherence to international standards, be evidence-based, take a whole-of-government approach, foster strong partnerships, and fulfil migrants' rights.	international migration system.	migration system and improve its adherence to international standards, fulfil migrants' rights, enact more evidence-based policies and improve its international partnerships on migration issues.	performance or changes of behaviour or attitudes, which is not the case here. The outcome indicator is not smart. A suggested outcome statement: "Government of China adopts GCM and SDG principles within government migration policy frameworks, planning and coordination, and migration related global dialogue "
Knowledge and understanding of the Chinese government officials on the Global Compact for Migration is enhanced.	A multi-ministerial seminar/consultation on the Global Migration Compact and on addressing migration issues.	No multi-government coordination has yet taken place on GCM.	A multi-ministerial seminar/consultation takes place.	As per the IOM Project Handbook, the Output statements include the intended changes in the skills or abilities of the beneficiaries, or the availability of new products or services as a result of project activities. The project output statements do not link with the outcome statement. . Considering the shortfalls and based on the project activities, see below two suggested outputs: Output 1.1: Government officials' and stakeholder's knowledge and

Vertical Logic	Indicators	Baseline	Target	Analysis and Suggestions
				understanding on GCM and SDGs is enhanced Output 1.2: Translated World Migration report adopted.

Effectiveness (Good -3.5):

Key Question:

- To what extent did the intervention achieve its objective/outcome/outputs?

The result matrix was assessed against the level of achievements of the project to address the evaluation question. outputs, outcomes and objectives' level of achievement were assessed based on indicators and the targets in the result matrix. The results were assessed and rated against a four-level rating scale: Fully Achieved, Achieved, Partially Achieved and Not Achieved. Overall, as presented in the table below, the project can be rated as moderately successful.

Table 6: Level of progress against the achievements:

Project Result	Indicators	Explanation	Supporting Evidence
Objective: To contribute to strengthening the Government of China's international migration governance practices in line with global migration frameworks.	The engagement of the Government of China as far as the 2030 Agenda for Sustainable Development is confirmed and migration is mainstreamed at the local level	Partially Achieved	The project was able to support government stakeholders with the preliminary concept and idea about the best practices and global standards of migration frameworks. But in the long term, the extent to which the capacity of the government was strengthened to manage migration in line with global migration framework is not clear nor evident.
Outcome: The Government of China adopts GCM and SDG principles within government migration policy frameworks, planning and coordination, and	The Government of China adopts the GCM and SDG principles within its migration policy frameworks and dialogue".	Partially Achieved	A significant number of institutions including ministries, different departments from the government, UN agencies and academic institutions participated in the national seminar on GCM and the workshop on SDGs. During the KIIs with the government stakeholders, it was revealed that the government embraced the concept of SDGs and

Project Result	Indicators	Explanation	Supporting Evidence
migration related global dialogue			GCM. However, it is not clear how the government actually implemented the SDGs and the GCM, and acted differently in managing migration in China after getting familiarized with the concept of SDGs and GCM.
Output1: Government officials' and stakeholder's knowledge and understanding on GCM and SDGs is enhanced	A multi-ministerial seminar/consultation on the Global Migration Compact and on addressing migration issues is organized. Number of government officials participating in the seminar/consultation.	Achieved	A total of 84 participants (38 female, 46 male) participated in the national seminar on GCM and workshop on SDGs. The evaluator was not able to measure the increase of Knowledge of government staff on GCM and SDGs due to their unavailability and language barrier. However, the evaluator collected written answers from the participants who participated in those events. Qualitative data analysis demonstrated that the workshop and seminar promoted international collaboration on GCM and SDGs issues, and provided the overarching framework for progress towards more effective international governance of migration.
Output 2: Translated World Migration report adopted.	Availability of translated World Migration Report	Partially Achieved	The World Migration Report 2020 was translated at the request from the MFA. This report was translated as a reference document for the government. However, no concrete evidence was found to show how the government was utilizing this report.

The project worked with a wider range of government and non-government stakeholders to ensure that all the stakeholders had a good understanding of migration. The project organized nationwide seminars on GCM and workshop on SDGs. In both events, the project made a significant effort to ensure the participation of high-level Chinese government officials, to influence the mainstreaming of migration at policy level and actively contribute to the 2030 Agenda Sustainable Development. One of the stakeholders who participated in those events stated that:

“The workshop is good for us to open our minds and get new ideas from researching in globalization background. The inclusion of migration in the SDGs sets an important precedent for how migration governance can progress in upcoming years. But the biggest challenge is translating this knowledge precise, simple and user-friendly for communication.” Academician from Center for International Migration Studies, Guangdong University

KIIs with the stakeholders revealed that the project has become an important platform for the stakeholders to exchange views and experiences in the field of migration and to enhance cooperation on the implementation of the GCM. It is beneficial for the government authorities to formulate and implement migration policy in line with the GCM.

These global frameworks on migration inspired government officials to collect and collate data on irregular migrants and produce reports on a regular basis. A research center in China is supporting the Chinese Government to map out data on irregular migrants in China. The government is using this report internally. Due to data sensitivity issues, the report is not publicly available.

The sensitization on GCM and SDGs went beyond the agencies or institutions that work on migration issues. During the interview, an organization named South-South Cooperation Assistance Fund (SSCAF) revealed that the knowledge on SDGs and GCM can be utilized in relation to SSCAF. Key stakeholders from SSCAF stated that:

The content of the SDG sensitization workshops mainly focused on how SDGs could be incorporated into migration practices with special focus on gender issues including counter trafficking, and the prevalence of irregular migration.

‘While SSCAF is not directly related to migration issues, it is meaningful to help recipient countries to deal with migration and internal displacement issues through SSCAF’- KIIs with the SSCAF.

In the workshops, the project also provided an overview of IOM’s Migration Governance Indicators (MGI). On another note, stakeholders made suggestions to improve the modality of conducting the events. Before any events took place, the project should have a pre-consultation session with the main stakeholders about the selected topics that are going to be discussed in the seminars and workshops. Hence, the stakeholders can prepare themselves for those events and be able to provide meaningful inputs. To get diversified and comprehensive opinions about the migration situation in China, the project should involve foreign counterparts.

The project conducted a post assessment of the event among the participants who participated in the in SDGs workshop. Overall, the majority of the participants (15 out of 26, equal to 58%) rated the workshop as “excellent” across the 5 questions that were asked in different categories to assess the effectiveness of the workshop. For future events, the participants singled out that the materials of the workshop should be shared in advance for the better understanding of the event.

Table 7: Post Assessment report of GCM

Question #	Question	Excellent	Very good	Good	Fair	Poor
#1	Was the workshop relevant to your area of work?	15	5	3	3	0
#2	Was the content of the workshop helpful in increasing your knowledge on migration and sustainable development?	18	6	1	1	0
#3	Did the workshop meet your expectations?	16	7	2	1	0
#4	Were the activities helpful to better understand the workshop topics?	20	6	0	0	0
#5	How do you evaluate the facilitator of this workshop?	24	2	0	0	0
		“This kind of workshop should be organized more often. It is useful.” “Hopefully IOM will organise such workshops more often.”				

#6	Do you have any suggestions for this workshop and IOM?	<p>"Some materials are difficult to understand in short time."</p> <p>"Please share more practical cases in the workshop."</p> <p>"Please provide channels for various agencies to participate in the SDGs."</p> <p>"It would be helpful to receive the workshop material and the PowerPoint slides in advance of the workshop."</p> <p>"The current Chinese situation should be discussed in the workshop as well."</p>
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In the national seminar on GCM, the stakeholders came up with some key recommendations which focused on labor migrants' issues, the Chinese policy for foreign workers who reside in China and the issues of border management. However, both events were wrapped up without any key action points. If the action points came up from those events, IOM would have used as a reference document for future programming and consultation with the government to move forward migration management practices in line with global frameworks. The post assessment survey modality could be used in GCM seminar as well to measure the effectiveness of the event.

Efficiency Good -3.8 :

Key Questions:

- Was the project implemented in the most efficient way compared to alternative means of implementation?
- What major factors influenced efficiency and timeliness of delivery?

The project went through some major changes including a revision of outputs (1.2 and 1.3) and a 9-month no cost extension (in one single revision). The project went through a revision at the request of the MFA during year of 2. Instead of hosting a seminar on Migration Governance Framework (MiGoF) and Migrants in Crisis Initiative (MICIC) under output 1.2 and 1.3, respectively, the project organized a workshop on the SDGs related to migration.

The project team adhered to the original workplan while making the necessary adjustments during the project's implementation. The government expressed interest to organize a multi-stakeholder consultation on migration and the Belt and Road Initiative (BRI) based on a confidential discussion paper prepared and submitted to MFA. However, MFA required additional time to review the BRI discussion paper, which went beyond the project period. IOM therefore proposed to incorporate the translation of the World Migration Report in Mandarin to replace the activity under output 1.3. related to Skills of Chinese officials on Migration Governance Framework (MiGoF) and Migrants in Crisis Initiative (MICIC) are enhanced.

During the implementation phase, the project faced a couple of challenges which were beyond the control of the project. These affected the timeline of the deliverables as such the project activities were not completed on time and the budget burn rate was low - 60 per cent. IOM China became a country office in 2016 thereby from the beginning of the project, internal human resources including project assistant, administration and finance colleagues were not available for providing assistance to the project. In 2019, the focal points from the MFA and the Chief of Mission of IOM China who were closely involved in the project development stage were transferred. The changes of focal point from the MFA hampered the original implementation plan, especially with regard to output 1.3 and new activities were included. The absence of a Chief of Mission and the guidance from IOM Headquarter to make a decision related to the activity under 1.3 took time to move forward. The most significant challenge that the project faced was the continuous change of priorities from the government, even though they agreed with the initial plan.

Table 8: This below table demonstrate the changes of results and activities with explanation:

Original Result statements/Activities	Revised result statements/ Activities	Explanation
Objective : China strengthens its role in global migration debate and aligns its policies with the on-going initiatives including the Global Compact on Migration.	Objective : To contribute to strengthening the Government of China's international migration management practices in line with global migration frameworks.	The original result statement was not clear, hence the statement was changed during the reconstruction of project logic
Outcome I: The institutional performance of the government of China will adapt to effectively address international migration through enhanced capacity.	Outcome I: Government of China adopts GCM and SDG principles within government migration policy frameworks, planning and coordination, and migration related global dialogue	The original result statement was not clear, hence the statement was changed during the reconstruction of project logic. Apart from this activities of project was changed.
Output I.1 : Knowledge and understanding of the Chinese government officials on the Global Compact for Migration is enhanced.	Output I.1 : Government officials and stakeholder knowledge and understanding on GCM and SDGs enhanced	Activities of GCM and SDGs introduced.
Output I.2: Knowledge on the Migration Governance Framework (MiGOF) with best practices and lessons learnt from other countries is strengthened.	Output I.2 : Knowledge on Migration and Sustainable Development Goals (SDGs) is strengthened.	The government expressed interest to organize a multi-stakeholder consultation on migration and the Belt and Road Initiative (BRI) instead of hosting workshop on MiGOF and MCIC
Output I.3: Skills of Chinese officials on Migration Crisis Operational Framework (MCOF) and Migrants in Crisis Initiative (MCIC) are enhanced.	Chinese Translation of the World Migration Report 2020 is available.	The government expressed interest to organize a multi-stakeholder consultation on migration and the Belt and Road Initiative (BRI) instead of hosting workshop on MiGOF and MICIC. Due to short duration of the project, IOM China proposed the activity to translate the world migration report in Mandarin language.
Activity I.1 National Seminar on the Global Migration Compact and Addressing Migration Issues in the SDG's	Remaining as it is	Done
Activity I.2 Seminar on MiGOF with best practices and lessons-learned from other countries	Translation of World Migration Report 2020 into Chinese is done in December 2019.	Government has less interest to organize the seminar on MiGOF and MCIC.
Activity I.3 Policy Seminar on MCOF and MICIC to exchange experiences on migrants in	Translation of World Migration Report 2020 into Chinese is done in December 2019.	The government expressed interest to organize a multi-stakeholder consultation on

countries experiencing conflict or natural disasters		migration and the Belt and Road Initiative (BRI) instead of hosting workshop on MiGOF and MICIC. Due to short duration of the project, IOM China proposed the activity to translate the world migration report in Mandarin language.
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The project produced and submitted both narrative and financial reports to the donor throughout the timeframe. Overall, the project coordinated well with the line ministry, other government agencies, academicians, and UN agencies to host the workshop and seminars professionally and efficiently. Project staff also highlighted that, in the budget line the cost allocated for staff were not sufficient to manage the project. It is important to highlight that only two staff including one finance /administration assistance and one national project officer costs were charged at 8% and 5% of total salary, respectively. The issues were affected the project implementation, and led to a delay. Due to Covid-19 outbreak in China, a follow-up national consultation on GCM was postponed in January 2021 in consultation with MFA and later the consultation was convened in June 2021. Stakeholders also appreciated IOM China's effort to organize a follow-up national consultation on GCM despite having such a difficult time during the pandemic outbreak.

The project did not develop any detail activity plan internally to manage the resources, project activities and identify the risk. There was an inadequate documentation, for instance the important decision to revise the project activities at the request of the MFA was not documented properly, as most of the ideas were exchanged verbally. During the interviews with the project staff, it was revealed that, according to the cultural context of China, it was not feasible to form a PSC to meet with the stakeholders and have a formal meeting to give updates on project achievements and challenges. The project staff also stated that, a formal communication is required to keep the record of all the communication for smooth project implementation with the line ministry. The best way to keep documentation of important decision can be a formal email communication and write a Note For File (NFF).

The project was allocated USD 100,000. The overall burn rate was 60% by the end of the project. It is important to note that the project didn't save any budget for the organization of formal meetings with the line ministry. This would have been important to ensure a good coordination/communication channels. Main headings budget, expenditure and burn rates are shown below:

Table 9: comparison between the proposed budget

Expenditure item	Proposed Budget	Actual Expenditure	Burn Rate (%)	Color Code ³
Staff Costs	24,264.09	24,228.29	100%	
Office	1,080.00	1,080.00	100%	
Operational: Output 1.1	5,213.97	5,213.48	100%	
Operational: Output 1.2	8,641.08	8,641.19	100%	
Operational: Output 1.3	59,281.74	20,746.45	35%	

³ Green=high burn rate, Red= Low burn rate

Expenditure item	Proposed Budget	Actual Expenditure	Burn Rate (%)	Color Code ³
Evaluation	1,519.02	-	100%	
Total cost	99,999.90	59,909.41	60%	

Due to incompleteness of activity 1.3, only 60 percent of the budget was burnt.

Coherence Good-3.9 :

Key Question:

- To what extent have the interventions made by the project supported, complemented, or added value to ongoing Government of China and IOM Mission in China initiatives

The project was found to be coherent with IOM activities in China and other interventions in the field of capacity building of government officials in migration management. For instance, two projects funded by the European Union (EU) namely: Capacity Building for Migration Management (CBMM) which was implemented from 2007 to 2010 and Migration Mobility Support Project (MMSP) from 2015 to 2018 and the second phase from 2019 to 2021. These two projects mainly focused on the capacity-building of government officials on labour migration, labour mobility, smuggling, counter-trafficking and border management. The counterparts are also the same stakeholders including MFA, NIA and Ministry of Public Security. This IOM Development Fund project utilized the existing networking and platforms of previous and ongoing projects to invite the government officials in seminars and workshops. In general, both of these projects complemented the Fund- funded project. CBMM project covered one of the activities of the Fund project which was to improve the capacity of stakeholders in relation to international migration management practices, frameworks, tools, including GCM. CBMM project is mostly working towards educating potential migrants on the risks of irregular migrants. The project reached 400 senior officials from Ministries of Foreign Affairs, Public Security, and Human Resources and Social Security to sensitize on irregular migration, migration management and migration governance.

IOM China is the technical partner of NIA to enhance the capability of stakeholders on labour migration, international migration conventions, and border management. IOM China is relatively a small mission, so, usually the projects mutually support each other such and share staff resources and implementation joint activities. The above-mentioned EU funded projects significantly contributed to strengthen the relationship between IOM China and the government. Mostly EU funded projects were designed based on the mutual interest between the Government of China and EU's agendas. However, there was no concrete documentation of how the Fund project utilized the lesson learned and knowledge from these projects during its designing and implementation phase.

Besides, IOM China successfully advocated for the MFA to play a lead role in organizing events, which allowed for large and diverse stakeholders' participation - a well-established practice which was put to use in this project.

Sustainability Good-3

Key questions:

- To what extent was the capacity of government stakeholders involved in this project strengthened to manage international migration issues and coordination amongst ministries on the issue of international migration trends and topics ?
- Are structures, resources and processes in place to ensure that benefits generated by the project continue?

In terms of sustainability, the project successfully created awareness and motivated the government officials to be a part of the global migration debate. The Chinese officials also started to consider mainstreaming migration to develop new policy and improve existing policy to align with international frameworks. The project was able to keep the momentum to sensitize the government on the international frameworks beyond the project period. Indeed, IOM and MFA co-hosted the follow up consultation on GCM in June 2021 after the first consultation on GCM in 2017. The sustainability of the project is notably linked with the General Assembly resolution 73/195, where member states agreed to follow up and review the establishment of the United Nations Network on Migration as a means of ensuring effective and coherent system-wide UN support for implementation as well as following up and reviewing migration issues.

A regional review meeting for the Asia-Pacific region took place in Bangkok in March 2021 under the Economic and Social Commission for Asia and the Pacific and the Regional United Nations Network on Migration for Asia and the Pacific. The regional review meeting represented an opportunity for China and other Member States to undertake a first assessment of the overall progress made in implementing the GCM according to their respective national priorities.

Through the continuous dialogues and workshops, the government of China realized the importance of GCM to manage migration in a systematic way. The action points from the second consultation on GCM had provided a clear guidance for IOM China which recommended a strategic support to the Government of China to implement the GCM. The stakeholders from MFA also suggested that IOM should work on the issue of border management and immigration since it is a global issue.

The project did not develop any exit strategy in consultation with stakeholders that would contribute to ensuring that the program outcomes are maintained well after the end of the project and encourage commitment of stakeholders to program sustainability.

Even though, the project did not develop any exit strategy, the outcomes of the project will continue as GCM is included in the mandate of the Government China. In addition to that, IOM China was nominated as a coordinator for the UN migration network and the platform will give an opportunity to IOM China to keep the momentum and follow-up on the project outcomes by providing technical support to MFA.

In the follow up consultation on GCM, it was decided that IOM would be the coordinator of the UN migration network. This opportunity will support IOM in wider context to maintain the sustainability of project outcomes beyond the project period. From a strategic point of view, IOM can jointly work with MFA to host workshops, consultation and capacity-building initiatives to strengthen the capacity of the Chinese Government officials on migration issues.

Impact Good-3

Key questions:

What change(s) did the intervention bring (whether positive or negative, unintended or intended)?

The project was able to reach short term impacts by mobilizing the key stakeholders and increasing the attention of Chinese Government officials to consider GCM, SDGs in relation to migration, and adapt international norms and practices to better manage migration. For instance, the government is supporting IOM to facilitate the Assisted Voluntary Return and Reintegration (AVRR) project in China. The AVRR project was piloted in collaboration with the Government from 2016 to 2017, promoting alternative policy options to immigration detention and deportation in line with China's strategic interests and priorities, and in coordination with all concerned parties. The AVR/R project was restricted to only one province up to 2017, but at the time of writing this report, it was being implemented in other provinces in China. During interviews, project staff mentioned:

"This single IDF project cannot directly change the government's interest to develop migration policies since it is a small project. But this project has played a vital role to influence the key stakeholders on the issue of migration governance as the project introduced international norms and practices to the government officials"- KIIs with IOM staff.

The KIIs with MFA also indicated that the short-term objective of the project had been well achieved. The project created an environment where stakeholders from different agencies participated in all the seminars and workshops and discussed the issue of migration, linked with international norms and practices".

5. Conclusion and Recommendations:

The project aimed to promote GCM and the SDGs in relation to migration, in collaboration with the government through workshops and seminars. The project created a cooperation space between IOM China and the Government of China providing strategic support to strengthen the capacity of Chinese officials to align with international frameworks and practices in relation to migration.

Most of the OECD-DAC criteria rated good, except for the relevance component of the project which rated very good as the project objectives and activities were highly relevant and aligned with national priorities and strategies of the Government of China and IOM.

Regarding the effectiveness, the project was able to largely achieve short-term results, except for the outcome and objective of the project which were too ambitious and difficult to achieve within the project duration. Under Efficiency, the project was found to be managed efficiently and cost-effectively with the use of financial resources appropriate and all activities carried out within budget. However, due to some challenges a significant portion of the budget was underspent, and the left-over funds returned to IDF.

The project was designed in collaboration with the line ministry which in line with government mandate. The project was found to be coherent with IOM activities in China and with other interventions aimed at sensitizing and building the capacity of the government on migration governance. However, the project did not utilize the learnings and experiences from previous projects during the design phase of the project.

In terms of sustainability, the project did not develop a clear strategy on how the result of the project would be maintained, once the project ceases. However, considering the government mandate, IOM China has future scope of programming to support the government on the implementation of GCM and migration focused SDGs.

Impact?

5.1 Recommendations:

A. Project Design

During the proposal development phase, IOM China should focus on the importance of well formulating result statements while developing the result matrix. The indicators of the project should be SMART with correct baseline and targets and aligned to IOM project handbook for better monitoring and evaluation purposes.

B: Inclusion of Gender:

Gender issues have to be prioritized and considered while developing similar projects in future. During the project implementation phase especially on the seminar and workshop on GCM and SDGs related to migration some sessions on gender issues can be included, where dedicatedly gender focused issues can be discussed.

C. Participation of Foreign Counterparts. In future consultation on GCM and migration focused SDGs, the project can do a separate consultation with the participation of foreign counterparts such as with the countries China's has common interest and shares boarder with since most of the topics of seminars and the workshop were pre-dominantly focused on international cooperation, labour migration and border management. Inclusion of foreign counterparts would be helpful to get diversified opinions and multiple inputs on the issue of migration management.

D. Develop project exit strategy and follow up mechanism:

The project should prepare an exit strategy of the project in consultation with the MFA which could have indicated a clear guidance of the continuation of the project activities with follow up mechanism even after phasing out of the project. The exit strategy would also help to ensure government ownership of project results. In future, programming IOM China should develop an exit strategy, once the project ceases its intervention.

E. Future programming:

This project was the starting point to introduce international norms and best practices on migration to the government and other key stakeholders and follow up projects are needed to keep the key stakeholders' attention on the global issue on migration. IOM China should take into consideration the recommendations of the follow up seminar on GCM about the roll out of GCM. As GCM is government mandate and IOM was nominated as a coordinator of the UN migration network, IOM China should take advantage of its strategic position to provide technical support to MFA to implement this non-binding cooperative framework for international cooperation on migration. IOM in collaboration with MFA should work on the best practices to enhance dialogues and promote cooperation in certain areas to address the immigration problems and its crisis.

F. Proper Documentation:

IOM China needs to keep all the communication and meeting minutes with the line ministry has to be archived in a systematic way. It is recommended to keep budget for the coordination with the line ministry to ensure formal communication channel.

5.2 Lesson Learned:

The following lessons were identified and could be of use for future IOM Development Fund-funded and/or similar projects:

1. The project should focus on archiving its documentation such as keeping the record of meeting minutes and relevant communications of project revisions.

2. IOM China should create a Results Monitoring Framework and have a detailed work plan with detailed activities along with the responsible person for each activity to track the project achievements and success. Important to record everything on PRIMA as well, and on a regular basis.
3. The project went through frequent changes in activities at the request of MFA, which made it difficult to manage during the implementation phase to complete the assigned tasks on time. The project should have made it clear to the MFA that the frequent changes of activities may not be possible during the project life. Hence, the project needs to develop a formal communication channel to keep the stakeholders updated on project activities and their challenges and keeping the records of important decision for project implementation.
4. It is recommended to coordinate and agree with the line ministry any changes/ revision of activities before actual implementation.
5. IOM China should share the events materials in advance and a pre-consultation session with the key stakeholders should be conducted ahead of any national events for the fruitful discussions and inputs. In addition to that, the materials on GCM and SDGs should be user friendly and easily communicable to wider level audience.
6. The Fund should facilitate the ex-post evaluation of a project after project closing otherwise it is difficult for an evaluator to reach the relevant stakeholders and the project staff as well. Otherwise, some important areas of information and overall findings of the project may be lost due to transfers of important government interlocutors to other departments, or in the case of IOM to other locations.
7. IOM China successfully sensitized MFA to play a leading role in hosting events which allowed for large and diverse stakeholders' participation.

6. Annexes

Annex 6.1: List of Documents reviewed by the evaluator

Category	Documents requested	Available		Notes
		Yes	No	
Project documents and donor agreement	Project proposal	X		
	Project budget	X		
	Project budget with WBS line	X		
	Government support letter	X		
	Letter of request	X		
Donor reports	1 st interim narrative report	X		
	1 st interim financial report (Excel, PDF)	X		
	2 nd interim narrative report	X		
	2 nd interim financial report (Excel, PDF)	X		
	3 rd interim narrative report	X		
	3 rd interim financial report (Excel, PDF)	X		
	Final narrative report	X		
	Final financial report (Excel, PDF)	X		
Project-related documents	Service agreement with the vendor to translate and print the Migration and 2030 agenda	X		
Activity monitoring	Basic workplan (with Project Proposal)	X		
	Detailed workplan		X	
	Project team meeting minutes		X	
	External Meeting Notes		X	
	Addendum of the Proposal		X	
Results monitoring Outcome 1	Agenda of the National seminar on GCM	X		
	List of the participants	X		
	GCM Consultation Summary Report	X		
	National Workshop on Migration in the SDGs	X		
	Agenda on the National Workshop on Migration in the SDGs	X		
	Discussion paper on Migration and China's Belt and Road Initiative	X		
	List of Participants	X		
	World Migration Report 2020 (English version)	X		
	World Migration Report 2020 (Chinese Version)	X		
Financial monitoring	Financial tracking tools		X	
Risk monitoring	Risk management plan		X	
IOM strategies	IOM Migration Governance Framework	X		
	IOM China Country Strategy		X	The country strategy was not developed ahead of the project.
	IOM Asia Pacific Strategy 2020-2024	X		

Category	Documents requested	Available		Notes
		Yes	No	
	IOM Strategic Vision 2019-2023	X		
National and international legal and policy frameworks	China's National Plan on Implementation Of the 2030 Agenda for Sustainable	X		
	United Nations Pacific Strategy 2018-2022	X		
	MoU between government of China and IOM in China Mission		X	

Annex 6.2 : List of Stakeholders to be interviewed for the KIIs:

SL	Types of Stake holders	Number
1	Senior Manager of the Evaluation, IOM Mission in China and Other staff	2
2	Other project staff of IOM China Mission	2
3	IOM Finance Staff	1
4	Stakeholders from MFA	2
5	National Immigration Administration (NIA)	2
6	Ministry of Public Security (MPS)	2
7	Chief of Mission, IOM China	1
8	PD	1
9	RO	1
10	RTS	1
11	National Immigration Administration (NIA)	2
12	Ministry of Public Security (MPS)	2
13	Ministry of Civil Affairs (MCA);	2
14	Ministry of Commerce (MOFCOM);	2
15	Ministry of Human Resources and Social Security (MOHRSS)	2
16	National Health and Family Planning Commission (NHFPCC);	2
17	National Development and Reform Commission (NDRC)	2
18	China's Permanent Mission to the UN and potential representatives from Hong Kong Special Administrative Region (SAR)	2
19	Macao Special Administrative Region (SAR)	2

Annex 6.3 : EVALUATION MATRIX

Criteria	Key Evaluation Question	Sub-questions	Indicators	Sources of data	Data Collection Tools	Target Respondents
Relevance	To what extent was this project informed by the needs and interests of the stakeholders?	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?	Evidence of beneficiary needs assessments, contextual analysis, gaps analysis, align with IOM strategy and other global strategy, National policy and strategy, Revision of the project activities, if any	Document review Interviews with project stakeholders ⁴	Interviews with project stakeholders Document review	IOM staff , MFA Government Stakeholders
		To what extent is the project aligned with the priorities of key stakeholders?	Evidence of alignment with local and national priorities. strategies and Policy	Interviews with project stakeholders	Interviews with project stakeholders Document review	IOM staff Government Stakeholders

⁴ Inclusive of: IOM project staff, representatives of the Government of China, and donor.

Criteria	Key Evaluation Question	Sub-questions	Indicators	Sources of data	Data Collection Tools	Target Respondents
				Document review, project proposal, donor reports		
		To what extent were stakeholders consulted and involved in the implementation of activities, thereby improving ownership, accountability, and effectiveness?	Perception of the stakeholders	Documents review: Donor reports, annexes , result matrix	Interviews with project stakeholders Documents review	IOM staff Government Stakeholders
		As designed, were interventions adequate to achieve the project objective?	Perceptions on extent of response to identified needs	Log frame, Donor Reports	Documents review, Interviews with project stakeholders	IOM staff and Government stakeholders

Criteria	Key Evaluation Question	Sub-questions	Indicators	Sources of data	Data Collection Tools	Target Respondents
	How well does the project align with IOM's national, sub-regional, and regional strategies ?	What are the relevant frameworks (national, regional, international)? How well does project align? Any gaps?	Evidence of alignment; IOM strategies,	IOM and other National, sub-regional and regional strategies Project stakeholders/IOM staff Project proposal , donor reports,	Interviews with project stakeholders Documents review	IOM staff Government Stakeholders
	Were gender considerations included in design and implementation of the project	To what extent was gender incorporated in project needs assessment, results matrix including indicators and data collection tools?	Inclusion of gender in project design, implementation phase , result matrix	Project proposal, Participation of the stakeholders Documents review: Donor reports, project proposal	Interviews with project stakeholders Documents review	IOM staff Government Stakeholders
		What are concrete examples of attention to gender during implementation?	Gender disaggregated data participation in project implementation, result matrix	Documents review: Donor reports, project proposal	Interviews with project stakeholders Documents review	IOM staff Government Stakeholders

Criteria	Key Evaluation Question	Sub-questions	Indicators	Sources of data	Data Collection Tools	Target Respondents
Effectiveness	To what extent did the intervention achieve its objective/outcome/outputs?	To what extent is migration management aligning to global frameworks??	Evidence of Government practices in international Migration Management and evidence of changes in the management	Documents review: Donor reports, project proposal	Interviews with project stakeholders Documents review	IOM staff Government Stakeholders
		To what extent has the project brought changes on Government's end after implementation all those activities?	Evidence for inclusion of migration related SDG, and GCM elements in policies; participation in global dialogue, coordination mechanisms for migration	Documents review: Donor reports, project proposal	Interviews with project stakeholders, Documents review	IOM staff Government Stakeholders

Criteria	Key Evaluation Question	Sub-questions	Indicators	Sources of data	Data Collection Tools	Target Respondents
		What are contributing and/or hindering factors for the project to achieve its planned outputs and outcomes within the allocated resources and time, and how does the project respond to those hindering factors?	Perception of the stakeholders and project staff	Documents review: Donor reports, project proposal	Interviews with project stakeholders, Documents review, SSI	IOM staff Government Stakeholders
		What are key lessons learned? How those lesson learned can be used for future programming?	Described and documented practices, roles, reporting lines and responsibilities	Donor reports, workshop reports	Interviews with project stakeholders Documents review	IOM staff Government Stakeholders
			Described and documented practices, roles, reporting lines and responsibilities, perception of the stakeholders?	Donor reports,	Document review Interviews with project stakeholders	IOM staff and Government stakeholders

Criteria	Key Evaluation Question	Sub-questions	Indicators	Sources of data	Data Collection Tools	Target Respondents
Efficiency	Was the project implemented in the most efficient way compared to alternative means of implementation?	To what extent did the project make the best use of available resources?	Average cost per unit Extent to which additional resources were leveraged during project implementation	PRISM financial records and monitoring data Interviews with project stakeholders Budget template . Activity Plan template 3 Logframe Indicators	PRISM financial records and monitoring data Interviews with project stakeholders	IOM staff and Government stakeholders
		Were there any synergies with other projects for cost-sharing identified during the project implementation?	Evidence of cost-sharing attempts	Donor reports, stakeholder, project proposal	Document review Interviews with project stakeholders	IOM staff and Government stakeholders
		How effective was the project implementation monitoring and reporting system, and what areas require additional attention?	Evidence of M&E plan, Detail Implementation plan	Donor reports, project proposal	Document review Interviews with project stakeholders	IOM staff and Government stakeholders
	What major factors influenced efficiency and timeliness of delivery?	Have the project management structures and processes contributed to the efficient management of the project?	Perceived strengths and weaknesses in project	Interviews with project stakeholders	Document review	IOM staff and Government stakeholders

Criteria	Key Evaluation Question	Sub-questions	Indicators	Sources of data	Data Collection Tools	Target Respondents
			management structures and processes		Interviews with project stakeholders	
		What were the challenges to deliver the project on time? What remedial action was taken?	Staff/stakeholder's perception on hindrance to project delivery, Timeliness and quality of activities Timeliness of implementation	Document review Interviews with project stakeholders Document review Interviews with project stakeholders	Document review Interviews with project stakeholders	IOM staff and Government stakeholders
Coherence	To what extent have the interventions made by the project supported, complemented, or added value to ongoing Government of China and IOM Mission in China initiatives	What steps did the project team take to coordinate interventions with other similar projects implemented in IOM China Mission?	Existence of coordination meetings or correspondence with other projects staff	Donor reports	Document review Interviews with project stakeholders	Project staff
		Did the project team assess the synergies/interlinkages between the project and other interventions to IOM China?	Assessment of wider stakeholder system and interventions	Donor reports	Document review Interviews with project stakeholders	Project staff

Criteria	Key Evaluation Question	Sub-questions	Indicators	Sources of data	Data Collection Tools	Target Respondents
		How did the project coordinate with multi-stakeholders to engage a wide range of government counterparts working in the field of migration?	perception of the stakeholders, donor report, Formation of Project Steering Committee (PSC) and Project implementation Committee (PIC), Meeting notes	Donor reports	Document review Interviews with project stakeholders	Project staff and Government stakeholders
Sustainability	To what extent was the capacity of government stakeholders involved in this project strengthened to manage international migration issues and coordination amongst ministries on the issue of international migration trends and topics ?	To what extent the project enhanced the capacity of the government to continue of the project activities once the project ceases its intervention ?	Evidence of the government capacity that to carry out own the project activities or ownership of the project activities	Donor reports	Document review Interviews with project stakeholders	IOM staff and Government stakeholders

Criteria	Key Evaluation Question	Sub-questions	Indicators	Sources of data	Data Collection Tools	Target Respondents
			Evidence of knowledge on the sensitization improve the coordination among the ministries to address migration related issues	Donor reports	Document review Interviews with project stakeholders	IOM staff and Government stakeholders
	Are structures, resources and processes in place to ensure that benefits generated by the project continue?	What is the current situation, now that the project has ended? Have any aspects been sustained without external support?	Examples of continued benefits	Donor reports	Document review Interviews with project stakeholders	IOM staff and Government stakeholders
		What were the key factors and challenges affecting sustainability of the project?	Stakeholder perceptions of key challenges and related factors	Donor reports	Document review Interviews with project stakeholders	IOM staff and Government stakeholders
		What would project stakeholders suggest for future projects – what appears to work, what should be done differently?	Good practices and lessons learned identified by stakeholders	Donor reports	Document review Interviews with project stakeholders	IOM staff and Government stakeholders

Criteria	Key Evaluation Question	Sub-questions	Indicators	Sources of data	Data Collection Tools	Target Respondents
		To what extent have the partners especially, MFA and beneficiaries been able to 'own' the outcomes of the project post funding?	Perception of the stakeholders	Donor reports	Document review Interviews with project stakeholders	IOM staff and Government stakeholders
		To what extent have target groups, and possibly other relevant interest groups and stakeholders, been involved in planning and implementation?	Perception of the stakeholders	Donor reports	Document review Interviews with project stakeholders	IOM staff and Government stakeholders
		To what extent have relevant target groups been actively involved in decision-making orientation and implementation of the intervention?	Perception of the stakeholders	Donor reports	Document review Interviews with project stakeholders	IOM staff and Government stakeholders

Criteria	Key Evaluation Question	Sub-questions	Indicators	Sources of data	Data Collection Tools	Target Respondents
Impact	What change(s) did the intervention bring (whether positive or negative, unintended or intended)?	Did the project's activities lead to changes, positive or negative, intended or unintended?	Perception of the stakeholders,	Donor reports, workshop reports	Document review Interviews with project stakeholders	IOM staff and Government stakeholders
		Are there any unplanned negative or positive effects in relation to gender/human rights and governance or any other issues?	Perception of the stakeholders,	Donor reports, workshop reports	Document review Interviews with project stakeholders	IOM staff and Government stakeholders
		To what extent did the project contribute to strengthening the practices of the Government of China's Migration Management in line with Global Migration Framework?	Perception of the stakeholders,	Donor reports, workshop reports	Document review Interviews with project stakeholders	Perception of the stakeholders, reports

Annex:6.4 : Assessment of Result Matrix

Vertical Logic	Indicators	Baseline	Target	Analysis and Suggestions
Objective: China strengthens its role in global migration debate and aligns its policies with the on-going initiatives including the Global Compact on Migration.	The government of China's enhanced engagement in the international community migration processes and agenda and mainstreaming of migration in its local policies.	China's current engagement on global migration issues is limited and there is almost no mainstreaming of migration in its local policies.	China is an active member in the international migration debates, especially the Global Compact for Migration.	<p>The objective is quite unclear and difficult to measure. Alternative suggested, objective can be proposed which makes the objective clearer and more measurable</p> <p>To contribute to strengthening government of China's international migration management practices in line with global migration frameworks.</p> <p>According to the IOM's handbook the objective level indicator should be give clear picture of longer-term contribution such as to strengthening the Chinese government's migration management practices in line with global</p>

Vertical Logic	Indicators	Baseline	Target	Analysis and Suggestions
				migration practices.
The institutional performance of the government of China will adapt to effectively address international migration through enhanced capacity.	The government of China's policies and interventions in the international migration system will: reflect adherence to international standards, be evidence-based, take a whole-of-government approach, foster strong partnerships, and fulfil migrants' rights.	The government of China currently makes limited interventions in the international migration system.	The government of China will enhance its capacity to further its involvement in the international migration system and improve its adherence to international standards, fulfil migrants' rights, enact more evidence-based policies and improve its international partnerships on migration issues.	According to IOM's project handbook outcome should reflect either the institutional performance or changes of behaviour or attitudes, which is not the case here. As usual, the outcome indicator is not smart. As suggested outcome statement "Government of China adopted GCM and SDG principles within government migration policy frameworks, planning and coordination, and migration related global dialogue "
Knowledge and understanding of the Chinese government officials on the Global Compact for Migration is enhanced.	A multi-ministerial seminar/consultation on the Global Migration Compact and on addressing migration issues.	No multi-government coordination has yet taken place on GCM.	A multi-ministerial seminar/consultation takes place.	Output level statements indicated the changes of skills, abilities, and completed of services through project. The project output statements are not linkage with immediate result. Considering the shortfalls and

Vertical Logic	Indicators	Baseline	Target	Analysis and Suggestions
				<p>based on the project activity : Two output statements are suggested:</p> <p>Output 1.1: Government officials and stakeholder knowledge and understanding on GCM and SDGs enhanced</p> <p>Output 1.2: Translated World Migration report adopted</p>