



Ex-post Evaluation: Mapping Ethiopian Diaspora Residing in the United States of America

CE.0307

Final Report

June 2020

Evaluation consultant:
Sharon McClenaghan

Table of Contents

Executive Summary	3
Glossary of Terms.....	9
1. Introduction	10
2. Context of the evaluation	10
3. Evaluation purpose and objectives.....	13
3.1. Purpose and objectives.....	13
3.2. Evaluation scope	14
3.3. Evaluation criteria.....	14
4. Evaluation methodology.....	14
4.1. Data sources and collection	15
4.2. Data sampling	15
4.3. Data Analysis	15
4.4. Limitations and proposed mitigation strategies	16
5. Findings	17
6. Conclusions and recommendations	42
Annex One: Terms of reference	46
Annex Two: Inception Report.....	52
Annex Three: List of persons interviewed	65
Annex Four: List of documents / publications consulted	66

Executive Summary

The following report is an ex-post evaluation of the project CE.0307: *Mapping Ethiopian Diaspora Residing in the United States of America*, managed by the Ethiopian office of the International Organization of Migration (IOM) and funded by the IOM Development Fund (“the Fund” or IDF).

This ex-post evaluation was commissioned by the Fund and was carried out by Owl RE, research and evaluation consultancy, Geneva, from February to April 2020. 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 primarily through a desk review of available data and documents and key informant interviews with 14 project stakeholders.

Findings

The project was found to be relevant, focusing on engagement with the knowledge-based diaspora to support the economic development efforts in the country, which is an ongoing priority of the Government of Ethiopia (GoE). The project was also found to be moderately effective, mostly or partially achieving all its outcomes and outputs through stakeholder meetings and the production of evidence-based research. A significant factor influencing project effectiveness was the timing, as the project took place during considerable political change. The project faced major obstacles to the implementation of activities including a volatile political context and the diaspora’s loss of trust in the GoE. As a result a one year no-cost extension, (NCE), was granted.

The mapping survey was initiated 25 months after the project commenced and reduced in scope in line with the available budget and time remaining, which in turn reduced the overall scope and delayed the project as a whole. However, the project was able to provide the GoE with a mapping survey, a skills/knowledge gap report of local institutions and a road map for future action. It also produced a database of 400 diaspora organisations in the United States (US) for consultation, which is currently in use by the GoE. Further, a strengthened commitment towards diaspora engagement by the GoE was witnessed during the project’s timeframe although this could not be wholly attributed to the project results.

Within these very difficult circumstances the project was managed efficiently with regular reporting every six months although the significant reduction in financial scope for some activities was not mentioned in the reporting. Regarding impact, the short-term results of

the project were strong although limited by the reduced scope of the project. The main shortcoming of the project was the sustainability of the results which were limited by the scope of the project and dependent upon future funding for the development of related proposals on diaspora engagement.

Relevance, (rating – 3 – Good)

The project was found to be relevant to the priorities of the GoE, complementing its effort to implement its Diaspora Policy and engage the Ethiopian diaspora to support the economic development of the country. The timeframe of the project occurred during a period of political unrest which limited the relevance of the project for the diaspora and resulted in a reduction of the scope of the mapping component and the scope of the project as a whole. The project activities and outputs were consistent with the intended results, as articulated in the Results Matrix (RM) but not all changes, such as the scope of the mapping component were fully documented.

Effectiveness, (rating – 3 – Good)

The project was found to be effective, partially or mostly achieving all its outcomes and outputs through stakeholder meetings and the production of evidence-based research. This included: a diaspora mapping report of three US states, a skills/knowledge gap and investment opportunities report of local health and education institutions, a correlation analysis, a roadmap and a diaspora database of 400 diaspora organisations in the US. The most significant factor influencing project effectiveness was the political climate in which the project took place. This manifested itself in two aspects: 1) the reluctance of the diaspora to engage with the project during the pre-election period, which delayed the mapping report and 2) the availability of GoE staff (and Embassy staff) during the change of administration. This significantly reduced the time available for activities, the scope of the mapping and related outputs. However, project participants agreed on the usefulness of the project results and demonstrated evidence of a strengthened commitment towards diaspora engagement.

Efficiency and Cost Effectiveness, (rating – 3 – Good)

The project was managed efficiently in challenging circumstances. The majority of project activities were delayed for a total of 25 months before commencement and were carried out within budget while adjusting for a one year NCE needed to complete the project. The challenges faced by the project were well documented but the significant reduction in financial scope for some activities was not mentioned in the reporting. The results achieved were found to be proportionate to the costs expended. The budget had a 16% underspend, a result of the reduced scope of project activities namely less participants attending workshop-related activities in the US, and the reduced frequency of travel by participants.

Impact, (rating- 3 - Good) There is evidence of the GoE's increased interest in engagement with the Ethiopian diaspora, although it is not possible to tell the degree of

influence the project had as a number of external changes were occurring to support this. The short-term results of the project were strong although limited by the reduced scope of the project. The new database produced from the mapping exercise has already been used by the GoE for diaspora engagement purposes, and the project as a whole has formed the basis for a joint GoE and IOM proposal. The longer-term impact of the project is difficult to assess. If the research project outputs (the reports) are considered as a pilot from which a larger mapping and needs assessment can be developed, this has the potential for longer-term impact, but will depend upon the next stage of the project being developed.

Sustainability, (rating – 3 - Good)

The project was assessed as having a sustainability score of 3 based on its dependence upon funding for related proposals on diaspora engagement be developed. The research outputs have produced valuable information which can be used to support diaspora engagement projects using data collected from three US states and the health and education sectors sampled within the country, but this is limited. However, changes in the external environment such as the establishment of the Diaspora Agency and Diaspora Trust Fund indicate a prioritization from the GoE in engagement with the diaspora and could support the sustainability of the project results such as the roadmap if further attention is given to it.

Conclusion

The project was found to be relevant and relatively effective, adapting to a very difficult political context to partially or mostly achieve its outcomes, outputs and activities.

The timeframe in which the project was implemented, including the additional NCE of one year, was characterized by political unrest which had a negative effect on the involvement of many of the diaspora with the project and impacted the scope of the project as a whole. The election of the new Prime Minister was followed by a period of reform and positive change and the attitudes of the diaspora changed dramatically. The mapping was not able to capture this major shift in attitude and this was regarded by a number of interviewees as a significant lost opportunity.

However, overall the project results were considered as very useful by the majority of stakeholders, particularly within the current context in which the GoE has prioritized its interest in diaspora engagement. The production of evidence-based research supported an improved understanding of the relevance of diaspora mapping to designing diaspora engagement strategies and produced a roadmap, which if adopted can contribute towards feeding into knowledge and skill transfer programmes to be designed in the future. The project also produced a database of diaspora organisations which is currently being used for engagement purposes and a springboard for two other proposals currently being developed with the GoE aimed at diaspora engagement.

Recommendations

A. Project Design:

The project was about mapping the diaspora as well as capacitating the government to develop further diaspora engagements in the future. This is implicit to the logic of the RM and the activities support it but not enough attention was given to the risk factor of the change in political environment which impacted both the willingness of the diaspora to become involved and the speed at which the project was able to progress.

Recommendation :

For all IOM units implementing IDF projects:

- Attention should be paid to politically related risk factors to allow for a fuller understanding of the potential negative impact on the project and contingency plans should be factored into the timeline and methodology. In this case, extending the survey to include an additional sample of the diaspora when the political mood changed would have allowed for greater representation of the diaspora as a whole.

B. Project Documentation

Project documentation was revised in line with the security situation in parts of the country and a NCE was granted for 12 months to complete project implementation. At the same time, the budget was re-submitted but kept at the same total and the project concluded with a 16% underspend. While it was not possible at this stage to forecast exact reductions to outputs, another budget revision should have been made when it was clear that underspending would occur. Likewise, the GoE requested a change in one of the activities (2.3.1) which changed the related Output. Both these changes should have been noted in a project revision submitted to PRIMA.

Recommendation:

For the Project Officer, IOM Ethiopia:

- All changes to activities and outputs should be discussed and agreed with the Fund beforehand and made via a Project Revision on PRIMA.

For the Project Officer and the Resource Mobilisation Officer, IOM Ethiopia:

- Adjustments should be made to the budget, where possible, ahead of forthcoming activities when changes can be forecast. They should be discussed and agreed with the Fund beforehand and submitted via a Budget Revision to PRIMA

C. For Diaspora mapping or related projects:

Diaspora mapping is an area where IOM has a lot of experience in, having completed some 150 mapping exercises over the last 10 years. This project and other similar projects would have benefited from guidance and experience from other countries carrying out similar projects and the sharing and exchange of best practices. There was an initial agreement with the GoE to carry out a micro-based mapping which would have required a substantially higher budget. As a result the terms of reference (TOR) had to be renegotiated which took up a lot of time and energy and could have been avoided with a more realistic and informed proposal agreed from the beginning.

It would seem essential that some degree of engagement with the diaspora should be maintained as, in the words of one stakeholder, “expectations have been created”. Further, if the roadmap is adopted (or indeed any further project engaging the diaspora), then those relationships are key to maintain.

Recommendation:

For all IOM units implementing diaspora mapping projects:

- Co-ordinate with the respective Regional Thematic Specialist to get more information about the IOM Mapping toolkit and other global tools and initiatives.
- Project proposals featuring mapping components should be carefully budgeted to match their intended scope and checked by the relevant regional office to ensure accurate scoping.
- Allow time for all publications to be edited if deadlines are extended.
- Continue to maintain a relationship with the diaspora through communication of project follow up.
- In mapping projects with a `correlation analysis` between the resources of the diaspora and the gaps identified, ensure a collaborative approach from the beginning with joint outcomes agreed.
- Where sample size or accessibility to the diaspora has been compromised by events such as political unrest, and where opportunities exist to later address this, consider exploring the viability of re- interviewing a sample (for a change in opinion), or find an additional sample to interview.

D. Sustainability

For the continued success of the project a follow-up was suggested by a number of the stakeholders. They were all in agreement that many good lessons can be drawn from the project in order to expand to other areas abroad to map the potential of the knowledge-based diaspora to support the development efforts undergoing in the country, which was much needed.

Recommendation:

For IOM Ethiopia:

- IOM Ethiopia should continue to work with the Diaspora Agency and other relevant government entities to encourage the further usage of the project's results and commitment to the roadmap.
- IOM Ethiopia should continue its support for the sustainability of project results by exploring the opportunity for the development of new projects based on the results, for example: an extended mapping to cover the US and other destination countries and to group individuals sampled by their professions.
- IOM Ethiopia should continue to work closely with the Diaspora Agency and other partners such as the United Nations Development Programme (UNDP) to ensure funding is secured for further diaspora engagement projects.

Glossary of Terms

DAC	Development Assistance Committee
GoE	Government of Ethiopia
IDF	IOM Development Fund
IOM	International Organization for Migration
MoFA	Ministry of Foreign Affairs
NCE	No-costed extension
NGO	Non-Governmental Organisation
OECD	Organisation for Economic Co-operation and Development
RM	Results Matrix
SG	Steering Group
TOR	Terms of reference

1. Introduction

Project for Ex-Post Evaluation	CE.0307
Duration of the Project	36 months
Budget (USD)	\$200,000
Donor	IOM Development Fund (IDF)
Relevant National and Regional Offices	IOM Ethiopia
Countries covered	Ethiopia and the United States of America
Evaluation	External Independent Ex-post Evaluation
Evaluation Team	Owl RE Research and Evaluation
Project Period	01 December 2015 – 30 November 2018

The following report is an ex-post evaluation of the project, CE 0307, *Mapping Ethiopian Diaspora Residing in the United States of America*, managed by the Ethiopian office of the International Organization for Migration (IOM) and funded by the IOM Development Fund (“the Fund” or IDF).

This ex-post evaluation was commissioned by the Fund and was carried out by Sharon McClenaghan, Owl RE research and evaluation consultancy, Geneva, from February 2020 - April 2020. The evaluation focused on five main OECD-DAC¹ 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 primarily through a desk review of available data and documents and key informant interviews with 14 project stakeholders.

2. Context of the evaluation

The project, *Mapping Ethiopian Diaspora Residing in the United States of America*, aimed to serve as a knowledge base and complement the Government of Ethiopia’s (GoE) efforts towards effective implementation of its Diaspora Policy to engage the Ethiopian diaspora to contribute to the economic development of the country.

It is estimated that between three and a half and five million Ethiopian diaspora members are residing in North America, Europe, the Middle East, and Australia and within Africa. This increased migration trend has drained the Ethiopian society of much-needed skills to support the country’s economic development. Recognizing that the diaspora can provide essential contributions to the development of the country, the GoE developed and

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>

launched the Diaspora Policy in 2013.² The introduction of the policy has created an opportunity to initiate and implement such diaspora engagement initiatives, which can enhance the contribution of the Ethiopian diaspora towards the envisioned development stage stipulated under the National Development Plan (the Growth and Transformation Plan GTP II 2016–2020)³, by engaging their skills and resources.

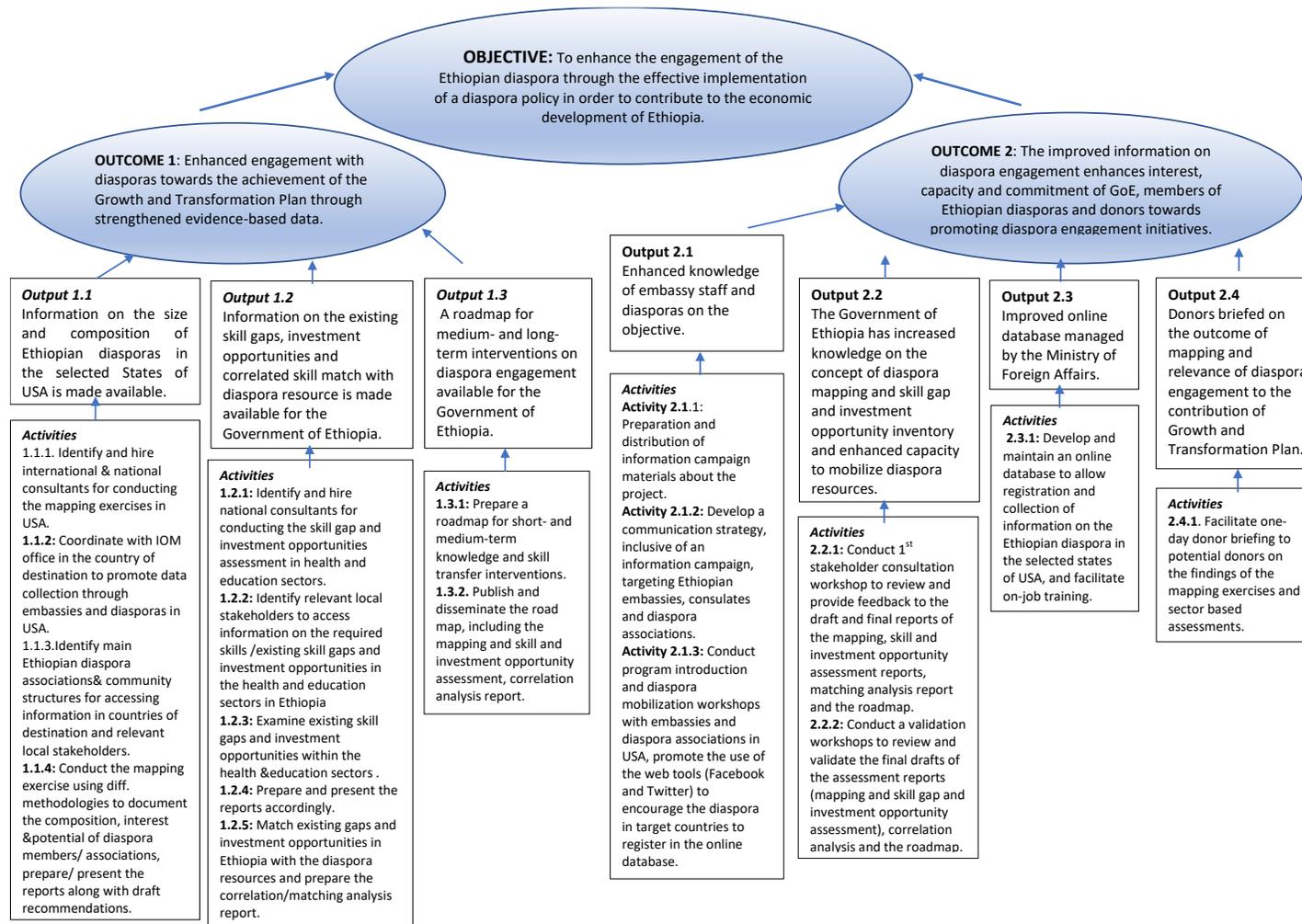
The project was developed around 4 main components: 1. Collecting information about the Ethiopian diaspora in selected states in the United States of America (US) by enhancing and using the already existing online database managed by Ministry of Foreign Affairs (MoFA), social media and diaspora mobilization campaigns; 2. Assessing the skills/resource needs and investment opportunities in the health and education sectors within the government structure, universities and private sector in Ethiopia, and matching them with the mapped diaspora resources, to help inform potential programming on knowledge and skill transfer; 3. Developing a roadmap for medium- and long-term interventions in coordination with the GoE; and 4. Organizing a briefing of the outcome of the mapping and the relevance of diaspora engagement to the contribution of the Growth and Transformation Plan for potential donors.

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

² Federal Democratic Republic of Ethiopia, Diaspora Policy, 2013, Addis Ababa, https://www.hebrezema.info/files/diaspora_policy.pdf

³ <https://ethiopia.un.org/sites/default/files/2019-08/GTPII%20%20English%20Translation%20%20Final%20%20June%2021%202016.pdf>

Figure 1: Results matrix



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;
- (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 Ethiopia, 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 Ethiopia IOM Washington DC	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - To improve efficiency and effectiveness of current and future IDF funded projects
IDF	<ul style="list-style-type: none"> - 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 December 2015 – 30 November 2018. Partners and stakeholders interviewed were chosen based on the extent of their involvement in the project and were identified in collaboration with the IOM project manager. 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 and 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 29 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 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 with IOM and stakeholders involved in the project in person and by email and skype, (see annex 3).

4.2. Data sampling

A sample of 14 stakeholders involved in the project were identified by the project manager, in consultation with the evaluator and available for interview. The stakeholders included:

- 5 IOM staff: 3 from the Ethiopia Office, 1 from the Washington DC office, 1 regional
- 2 consultants contracted by IOM to support the project
- 3 government officials: 1 representative of the former Diaspora Engagement Directorate, 1 from the Diaspora Agency, 1 from the MoFA
- 3 from diaspora-related organisations (government affiliated and non- affiliated)
- 1 diaspora member and non-profit organization.

It was not possible to interview anyone from the Ethiopian Embassy in Washington DC nor the Department of Health or Department of Education, mainly because of the shuffling of positions which occurred as a result of the new government restructuring process.

Of the 14 interviews conducted, 9 were conducted in person, 4 by skype and 1 by email.

Out of the 8 project partners interviewed (IOM and officials from the GoE), 4 had been involved throughout the whole of the project; 4 only partially.

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 and to 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.	<i>Supporting evidence will be detailed for each rating given.</i>
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.	

4.4. Limitations and proposed mitigation strategies

In total, four limitations and challenges were identified for the evaluation and detailed in the Inception Report. 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: IOM staff / stakeholders and beneficiaries might not be available at all times to provide inputs.	The decision was made to proceed with the evaluation with the knowledge that several stakeholders would be difficult to reach given the high degree of movement within the Government, some to new jobs outside the country. In addition, it was a busy pre-election period for the GoE. Email interviews were arranged where possible with the interviewees identified.
2	General problem of insufficient data or insufficient representative data collected, owing to poor response rate	Although not all identified interviewees were reached and the sample size was smaller than anticipated, all key

	from interviewees.	stakeholder groups were represented. The one significant omission was the Ethiopian Embassy in Washington DC, who was unavailable (over the 6 week period various attempts were made).
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; interviewees were transparent, objective open and generous in their responses. All external interviews except for one were conducted without the presence of IOM staff.
4	General bias in the application of causality analysis.	This did not pose a major limitation. There were no conflicting findings and where any differences were found triangulation with other sources and stakeholders was carried out.

5. Findings

The project was found to be relevant, focusing on engagement with the knowledge-based diaspora to support the economic development efforts in the country, which is an ongoing priority of the GoE. The project was also found to be moderately effective, partially or mostly achieving all of its outcomes and outputs through stakeholder meetings and the production of evidence-based research. However, a significant factor influencing project effectiveness was the timing, as the project took place during considerable political change. The project faced major obstacles including a volatile political context and the diaspora's willingness to co-operate with the GoE that improved only towards the end of the project due to the change in government and which the project could not fully take advantage of. As a result a one year no-cost extension (NCE) was granted.

Due to the political situation, the mapping survey was initiated 25 months after the project commenced. It was also reduced in scope with a revised Terms of Reference (TOR) discussed and agreed by the IOM Regional Office and MoFA as the initial scope was too ambitious for the timeframe and the budget. This in turn reduced the scope and delayed the project as a whole. Despite these setbacks, the project was able to provide the GoE with a mapping survey, a skills/knowledge gap report of local institutions and a road map for future action. It also produced a database of 400 diaspora organisations in the US for consultation, which is currently in use by the GoE. Further, a strengthened commitment towards diaspora engagement by the GoE was witnessed during the project's timeframe but this could not be wholly attributed to the project results.

Within these very difficult circumstances the project was managed efficiently with regular reporting every six months although the significant reduction in financial scope for some

activities was not mentioned in the reporting. Regarding impact, the short-term results of the project were strong although limited by the reduced scope of the project. The main shortcoming of the project was the sustainability of the results which are dependent upon future funding for the development of related proposals on diaspora engagement.

Table 4: Summary evaluation findings per criteria

Evaluation criteria and rating	Explanation	Supporting evidence
<p>Relevance 3 – Good</p>	<p>The project was found to be relevant to the priorities of the GoE, complementing its effort to implement the 2013 Diaspora Policy and engage the Ethiopian diaspora to support the economic development of the country. The timeframe of the project which occurred during a period of political unrest within the country, limited the relevance of the project for the diaspora. It also impacted upon the mapping component and the scope of the project as a whole, which had already been reduced.</p> <p>The project activities and outputs were consistent with the intended results, as articulated in the RM.</p>	<p>The project’s objective, outcomes and outputs responded to the priorities of the GoE.</p> <p>The logical articulation of RM was strong.</p> <p>All interviewees were in agreement about the continuing relevance of the project.</p>
<p>Effectiveness 3 - Good</p>	<p>The project was found to be effective, partially or mostly achieving all its outcomes and outputs and demonstrating evidence of a strengthened commitment towards diaspora engagement.</p> <p>A limiting factor to project effectiveness was the political climate in which the project took place. This significantly reduced the time available for activities, the scope of the mapping and related outputs.</p>	<p>Output 2.1, the scope of the mapping report was reduced in line with the available budget and timeframe which in turn reduced the scope of the related outputs.</p> <p>Interviewees testified to the usefulness of the project results.</p> <p>The database compiled from the mapping was being used by the GoE for further diaspora engagement.</p>
<p>Efficiency and cost effectiveness 3- Good</p>	<p>The project was managed efficiently in challenging circumstances. The majority of project activities were delayed for a total of 25 months before commencement and were carried out within budget while adjusting for a one year NCE needed to complete the project.</p> <p>The challenges faced by the project were well documented but the significant reduction in financial scope for some activities was not mentioned in the</p>	<p>The majority of interviewees testified to a high level of efficiency in how the project was managed.</p> <p>A one year NCE was granted to allow for the delay in the start of the project, resulting from the political situation. Within this timeframe, all outputs and project activities (except one) were delivered in line with the reduced scope of the mapping component.</p>

	reporting. The results achieved were found to be proportionate to the costs expended. The budget had a 16% underspend, a result of reduced project activities.	
Impact 3- Good	The short-term results of the project were strong and information from the mapping has already been used by the GoE for diaspora engagement purposes. There is clearly the potential for longer-term impact if the project is developed into a second stage.	Examples of short-term results provided by interviewees and reported in the progress reports.
Sustainability 3 - Good	The sustainability of project results rely primarily upon funding for the next stage of work to be developed. The Diaspora Agency has indicated its wish to work with IOM in the future to further develop the findings of the project and the Prime Minister's Office is working with IOM and others to develop a joint diaspora engagement project which incorporates components of the project results.	Interviews with the Diaspora Agency and other project stakeholders indicate ongoing support for the project results. Example of a funding proposal developed with the GoE building on the project results.

Relevance - 3 - Good

The project was found to be relevant to the priorities of the GoE, complementing its effort to implement the Diaspora Policy and the National Development Plan (the Growth and Transformation Plan GTP II 2016–2020) and engage the Ethiopian diaspora to support the economic development of the country. The timeframe of the project occurred during a period of political change which limited the relevance of the project for the diaspora and resulted in a reduction of the scope of the mapping component, and the scope of the project as a whole. The project activities and outputs were consistent with the intended results, as articulated in the RM.

1. To what extent is the project aligned with the needs and priorities of the GoE and diaspora and related stakeholders?

Finding: The project was designed in response to the request of the GoE to help them with an extensive mapping study initiative to support their work on diaspora engagement, which is reflected in the Diaspora Policy ratified in 2013 and also in the National Development Plan (the Growth and Transformation Plan GTP II 2016–2020). The project supported the needs and priorities of related stakeholders who were all in agreement about the broad relevance of the project objective and outcomes.

The project was closely aligned to the priorities of the GoE who requested IOM to provide technical and research support in diaspora mapping in order to support them in engagement strategies with the Ethiopian diaspora. Ethiopia is known for a large

diaspora (with estimates varying between 3.5 – 5 million), and the diaspora community is recognized as a key player in the economic development of the country, which is reflected in the National Diaspora Policy, ratified in 2013 and the Growth and Transformation Plan GTP II, 2016–2020.

The project was focused on knowledge exchange, and produced a skills gap and investment opportunities assessment which was applied specifically to the health and education sectors. The focus on health and education was in line with the government priorities and a reflection of the expansion of the government’s former approach on remittances and investment as the focus of engagement. All project stakeholders were in agreement about the broad relevance of the project and the importance of the skills/ gap analysis. As one interviewee noted, *“Ethiopia really needs this type of project, it is suffering from a brain drain and there is a very big gap now between the resources we have and the resources we need.”*

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

Finding: The GoE was closely involved in the project design and implementation together with the Embassy in Washington DC. As a result of the political period in which the project took place, the project was less relevant to the diaspora than anticipated, although attempts were made to adapt the methodology to address this and to take account of the needs of the diaspora.

A series of meetings, consultations and a validation workshop ensured that the key project stakeholders were involved in Ethiopia and the US throughout project implementation.

The GoE was closely involved in the project design through a number of project inception meetings with IOM Ethiopia and in the US with the Ethiopian Embassy and IOM Mission in Washington DC. The MoFA, and the Embassy appointed focal points for the project and joint decisions were made throughout project implementation regarding changes in the project (namely the delay in the commencement of activities and the TOR for the mapping report). The Diaspora Engagement Affairs Directorate (part of the MoFA) was mandated as the project lead. ⁴

Other key stakeholders such as the Ethiopian Diaspora Association, Regional Diaspora Coordinating Offices, academics, NGOs, donors and members of the diaspora were also involved in the project through participation in a series of meetings, consultations and validation workshops. These included an outreach event in Washington DC organised

⁴ The Diaspora Engagement Affairs Directorate was superseded by the Diaspora Agency in March 2019 (after completion of the project).

with the Ethiopian embassy, two stakeholder consultation and validation workshops, and a donor briefing session.

During most of the period in which the project was scheduled to be implemented (2016/7 – mid 2018) Ethiopia was characterized by political change, escalating to civil unrest and violence in 2018 and a change in the administration with the election of a new Prime Minister. This had a knock on effect on the diaspora in the US who were suspicious and distrustful of engaging with the GoE during this period and significantly reduced the relevance of the project for them (see also question 10). The methodology and in particular the timing of the survey attempted to adapt to this with a delay of almost two years before commencement. The attitude of the diaspora towards the GoE changed markedly with the new administration in mid-2018.

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

Finding: The project was well designed with a strong logical connection between the objective, outcomes and activities. The indicators were SMART⁵ and with one exception, (which was too ambitious to achieve within the project timeframe), the baseline and targets were relevant. A limitation of the project design was that not all risks and assumptions were adequately identified. The main risk which materialized was the risk of political disruption, the main factor which affected the results of the project. The project timeline was extended from an initial 24 months to 36 months in response to the election in April 2018 and the political context.

Relevance of results based matrix and vertical logic analysis

The RM was developed with 2 outcomes and 7 outputs to support the project objective (see Figure 1).

As demonstrated in the table below, which assesses the vertical logic of the RM, the project was well designed with a clear rationale and logical connection between the outcome and the objective and between the outcome and the 2 outputs, with 18 supporting activities. Suggestions are made as to how the outcomes could have been worded to make them clearer. A suggestion is also made for further consideration of the risks. The main risk which materialized was the risk of political disruption, the main factor which limited the timing and results of the project.

⁵ The acronym SMART refers to: Specific, Measurable, Available/Achievable/Attributable, Relevant/Realistic and Time-bound.

The activities overall supported well their relevant outputs and outcomes with one change suggested to the last activity in order to strengthen the potential sustainability of the project.

The indicators were SMART and with one exception, the baseline and targets were relevant. The second indicator for Outcome 2 which related to the obtainment of donor funding, was too ambitious for the project's duration and a new indicator suggested.

Table 5: Evaluation Assessment of the Project Results Matrix Vertical Logic

Vertical Logic and Suggestions	Analysis and suggested alternatives
<p>Objective: The project will enhance the engagement of the Ethiopian diaspora through the effective implementation of a diaspora policy in order to contribute to the economic development of Ethiopia.</p> <p>Indicator: Number of diaspora projects and programmes initiated in Ethiopia within two years of the project's cessation</p> <p>Baseline: 0, Target 2</p>	<p>The objective is broadly relevant but it is worded incorrectly as the focus is not on the effective implementation of the Diaspora Policy but rather in line with it. It is not possible to assess the extent of the influence of the project on the implementation of the Policy which has been operational since 2013.</p> <p>Suggested Objective: The project will create opportunities for the engagement of the Ethiopian diaspora, in line with the Diaspora Policy, to contribute to the economic development of Ethiopia.</p> <p>Suggested additional indicators could have been: <i>Evidence of uptake of recommendations in / adoption of the Roadmap by the GoE</i> <i>Use / uptake of database by GoE</i></p>
<p>Outcome 1: Enhanced engagement with diasporas towards the achievement of the Growth and Transformation Plan through strengthened evidence-based data.</p> <p>Indicator: Number of diaspora engagement initiatives taken by the GoE</p> <p>Baseline (TBD)</p> <p>Assumption: There will be full commitment from the side of GoE to propose initiatives making reference to outcomes of the instruments produced.</p>	<p>Outcome 1 is correct but it could be reworded to more strongly emphasize the proposed impact of the outputs.</p> <p>Suggested alternative: <i>The Government of Ethiopia has demonstrated increased engagement with diasporas towards the achievement of the Growth and Transformation Plan as a result of strengthened evidence-based data.</i></p> <p>The indicator and assumption are correct. The baseline was noted as TBD (to be determined) indicating that the information was not available when the RM was created.</p> <p>An additional assumption would have been needed on the political climate, for example: <i>The political climate is conducive to undertake a project on diaspora mapping.</i></p>
<p>Output 1.1. Information on the size and composition of Ethiopian diasporas in the</p>	<p>The output, indicator and assumption are all correct.</p>

<p>selected States of USA is made available</p> <p>Indicator: Number of Diaspora mapping reports</p> <p>Baseline 0, Target, 1</p> <p>Assumption: There will be full commitment of government officials, embassies and diaspora members to participate in the mapping exercises</p>	<p>A suggested rewording of the output would make a stronger link to the report: <i>Mapping report produced on Ethiopian diasporas in 3 selected States of USA to capture the potential to contribute to the economic development of Ethiopia, and is made available.</i></p>
<p>Activities 1.1.1. – 1.1.4</p>	<p>All activities are correct.</p>
<p>Output1.2.: Information on the existing skill gaps, investment opportunities and correlated skill match with diaspora resource is made available for the Government of Ethiopia.</p> <p>Indicator: Number of local skill and investment opportunity assessment and correlation/matching analysis report.</p> <p>Baseline 0, Target, 1 diaspora mapping, skill assessment and matching and roadmap.</p> <p>Assumption: There will be full cooperation from relevant sector ministries (such as MoFA, MoE and MoH) to support and provided relevant information to the skill gap and investment opportunity assessment.</p>	<p>The output is correct but re-wording is suggested to make reference to the report: <i>Report produced on the existing skill gaps, investment opportunities and correlated skill match with diaspora resource and made available for the Government of Ethiopia.</i></p> <p>The assumption is correct but re-wording is suggested to make it more relevant: <i>There is full cooperation from relevant sector ministries (such as MoFA, MoE and MoH) to support and from the identified sectors to provided relevant information to the skill gap and investment opportunity assessment.</i></p>
<p>Activities 1.2.1. – 1.2.5.</p>	<p>All activities are correct.</p>
<p>Output 1.3 A roadmap for medium- and long-term interventions on diaspora engagement available for the Government of Ethiopia.</p> <p>Indicator: Number of Roadmap</p> <p>Baseline 0, Target 1.</p> <p>Assumption: There will be full cooperation from GoE to develop the roadmap</p>	<p>The output , indicator and baseline are correct.</p>
<p>Activities 1.3.1. – 1.3.2</p>	<p>All activities are correct.</p>
<p>Outcome 2: The improved information on diaspora engagement enhances interest, capacity and commitment of GoE, members of Ethiopian diasporas and donors towards promoting diaspora engagement initiatives.</p> <p>Indicators:</p> <p>-Number of activities MOFA incorporates diaspora engagement into their government work plan.</p> <p>Baseline, 0, Target 3</p> <p>-Number of donors funding activities related to diaspora engagement.</p> <p>Baseline 3, Target 4</p> <p>Assumption: Commitment from GoE, diasporas and donors</p>	<p>Outcome 2 is correct, however it could have been articulated better, as seen in the suggested alternative: <i>The GoE, members of Ethiopian diasporas and donors promote diaspora engagement initiatives as a result of the improved information on diaspora engagement.</i></p> <p>The second indicator was too ambitious for the project's duration. A new indicator suggested is: <i>Number of donors funding, or interested in funding activities, related to diaspora engagement.</i></p> <p>A third indicator is needed to measure the interest of the diaspora, suggested as such: <i>The diaspora demonstrate interest in involvement in engagement initiatives.</i></p>
<p>Output 2.1</p> <p>Enhanced knowledge of embassy staff and</p>	<p>Output 2.1 is correct but a more clearly written alternative is suggested:</p>

<p>diasporas on the objective Indicator: Number of diasporas and Embassy staff reached through outreach campaigns using various communication channel (both disaggregated by sex) Baseline 0, Target, 5 embassy staff and 60 diaspora per state Assumption: Embassies and diasporas participate in program introduction workshops</p>	<p><i>Enhanced knowledge of embassy staff and diasporas of how the project results (the mapping, skills report and roadmap) can support effective engagement with the diaspora to contribute to the economic development of the country.</i> The baseline and assumption are correct for the original scope of the project. The indicator could have been more ambitious in measuring not only the number of staff reached but also any change in their level of knowledge. The target was correct for the original scope of the project.</p>
<p>Activities 2.1.1. – 2.1.3</p>	<p>All activities are correct.</p>
<p>Output 2.2 The Government of Ethiopia has increased knowledge on the concept of diaspora mapping and skill gap and investment opportunity inventory and enhanced capacity to mobilize diaspora resources. Indicator: Number of government officials provided with updated information on the concept of diaspora mapping and skill assessment (disaggregated by sex) Baseline 0, Target 30 officials, Number of stakeholder consultations conducted. Baseline 0, Target 1 stakeholder consultation Assumption: Continued government commitment to implement discussions and recommendations beyond the lifespan of the project.</p>	<p>The output, indicators baseline and targets are correct. The assumption is focused on government commitment beyond the lifespan of the project whereas the output focuses on increasing knowledge of GoE staff during the project Suggested alternatives for the assumptions are: <i>Stakeholder consultations are of a high quality and sufficient to provide information needed to enhance capacity.</i> <i>Government officials participate in the stakeholder trainings.</i></p>
<p>Activities 2.2.1. – 2.2.2</p>	<p>All activities are correct.</p>
<p>Output 2.3 Improved online database managed by the Ministry of Foreign Affairs. Indicator: Number of capacity-building trainings on database management. Baseline 0, target 1 Assumption: The experts will make use of the trainings and experiences shared.</p>	<p>Output 2.3 should have been changed and a project revision submitted to PRIMA in line with the request by the GoE for a different supporting activity, (see below). Suggested Output: Support with data input to online data base. Suggested baseline: Existing database, Target, 15, 000 diaspora profiles.</p>
<p>Activity 2.3.1. Develop and maintain an online database to allow registration and collection of information on the Ethiopian diaspora in the selected states of USA, and facilitate on-job training</p>	<p>This activity changed in response to a request by MoFA and was noted in project documentation, but was not revised in the final results matrix, nor recorded in a revision process in PRIMA. New Activity 2.3.1: Direct support in terms of data entry of 15,000 diaspora profiles into the currently existing database.</p>
<p>Output 2.4 Donors briefed on the outcome of mapping and relevance of diaspora engagement to the contribution of Growth and Transformation</p>	<p>Output 2.4 is worded as an activity. A suggested alternative output is: <i>Donors have increased knowledge on the concept and relevance of diaspora mapping, skill gaps</i></p>

<p>Plan. Indicator: Number of donors participating the donor briefing session. Baseline 0, Target 10. Assumption: Potential donors will participate in the donor briefing session</p>	<p><i>and investment and opportunities as they relate to the Growth and Transformation Plan.</i></p>
<p>Activity 2.4.1. Facilitate one-day donor briefing to potential donors on the findings of the mapping exercises and sector based assessments</p>	<p>The activity, (a donor presentation) is correct but could have gone further to ensure that the information from the reports, matching analysis and roadmap was not only presented but workshopped to ensure commitment to the recommendations and to furthering them.</p> <p>A suggested rewording of the activity is: <i>Facilitate one-day donor workshop to potential donors on the findings of the mapping exercises and sector based assessments.</i></p>

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 objective and related outcomes of the project as originally conceptualized remain valid and increasingly pertinent, particularly within a context in which the GoE's prioritization of diaspora engagement has increased. However, the mapping survey captured the views of the diaspora before the new administration. The roadmap will date with time and would need to be adopted as an action plan if the research is to be of continuing relevance.

As was noted by a number of interviewees (and all of the GoE), the project became increasingly relevant as the political climate changed positively with the election of the new Prime Minister in 2018. Progressive reforms were introduced and the new government increased its focus on the diaspora, ⁶ instigating an important change in the Government by replacing the Diaspora Engagement Affairs Directorate with the new Diaspora Agency in March 2019.

The main research outputs, the mapping report and the skills/gap analysis which includes the roadmap, remain relevant in relation to the populations sampled and to the education and health sectors. The methodology for mapping and data collection can be further replicated and developed. However, the mapping survey captured the views of the diaspora before the new administration and are not representative per se. Further,

⁶ One of the first overseas activities the new Prime Minister Abiy Ahmed did was visit the Ethiopian diaspora in Washington D.C. in July 2018.

the roadmap will date with time and needs to be adopted as an action plan if the research is to be of continuing relevance.

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

Finding: Management practices were appropriate for achieving the expected outcome and all stakeholders were in agreement that the project had been very well managed. The Diaspora Engagement Affairs Directorate of the MoFA was closely involved throughout the project implementation process helping inform changes occurring in the timetabled activities.

All interviewees were in agreement that the project was well managed, given the significant disruptions which the project faced and the prolonged timeframe. In close consultation with the GoE, project activities were delayed twice to account for the changing political climate and the project timeline was adapted accordingly.

All activities were carried out closely with the GoE, the relevant stakeholders and the diaspora in an inclusive process, appropriate for achieving the expected outcomes. One perceived shortcoming of the project, noted by the consultants was the management of each research output separately. It was suggested that had there been more sharing from the onset and working together towards a shared goal then there would have been more cohesive recommendations in the final roadmap (which is incorporated into the report, `Assessment of skills/knowledge gap and investment opportunities in the Health and Education sectors in Ethiopia`). However, this would have been very difficult to achieve given the reduced timeframe.

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

Finding: Gender and human rights were integrated into components of project design and implementation but greater consideration of gender would have strengthened the relevance of the project to the needs of the beneficiaries.

Gender and human rights were well integrated into project design and are demonstrated in components of the project implemented. For example, the mapping report integrates a gender-based analysis to consider how diasporas' skills, education and interest vary by gender. However, gender is given little consideration in the skills/knowledge gap report ⁷ and does not feature in the conclusions/recommendations or roadmap of the research.

⁷ The original aim of the project was to have an `in-depth gender sensitive skills needs and investment opportunities assessment,` Project Proposal, page 2.

As women dominate men among Ethiopian migrants,⁸ capturing the full gendered potential and opportunities for the diaspora is particularly important.

According to project documentation and interviews, data protection principles were very clearly applied and confidentiality was secured.

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 a key priority of IOM's current strategic foci, IOM's Migration Governance Framework (MiGOF), and IDF's eligibility criteria.

The project was found to support IOM's current strategic foci,⁹ notably:

- No. 4: To contribute to the economic and social development of States through research, dialogue, design and implementation of migration-related programmes aimed at maximizing migration's benefits.
- No. 8: To assist States to facilitate the integration of migrants in their new environment and to engage diasporas, including as development partners.

The project also supported IOM's Migration Governance Framework (MiGOF), notably through Objective 1: Advance the socioeconomic well-being of migrants and society. Concerning IDF's eligibility criteria,¹⁰ the project responded to the key criteria of capacity-building element through the production and dissemination of evidence-based research through meetings and workshops.

Effectiveness - 3 - Good

The project was found to be moderately effective, partially or mostly achieving its outcomes and outputs, the majority of which were reduced in scope due to the budget available and the political changes occurring. Achievements included: a diaspora mapping report based primarily on a survey from 3 US states, a skills/knowledge gap and investment opportunities report of local health and education institutions, a roadmap and a diaspora database of 400 diaspora organisations in the US.

The most significant factor influencing project effectiveness was the political climate in which the project took place. This manifested itself in two aspects: 1) the reluctance of

⁸ Changing patterns of migration and remittances,` in *Ethiopia 2014-2018*, Asmelash Haile Tsegay and Julie Litchfield, Working Paper 59 September 2019,page 4.

⁹ IOM mission and strategic focus: https://www.iom.int/sites/default/files/about-iom/iom_strategic_focus_en.pdf

¹⁰ IDF eligibility criteria: <https://developmentfund.iom.int/eligibility-criteria>

the diaspora to engage with the project during the pre-election period and 2) the availability of GoE staff (and Embassy staff) during the change of administration. These aspects significantly reduced the time available for activities, the scope of the mapping report and related outputs. However, project participants agreed on the usefulness of the project results and demonstrated evidence of a strengthened commitment towards diaspora engagement.

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

Finding: The project's outcomes and outputs were all partially or mostly achieved and the objective was partially achieved, with evidence of the strengthened commitment by the GoE towards promoting diaspora engagement initiatives as indicated in the Diaspora Policy and the Growth and Transformation plan. The project was however limited in its effectiveness primarily by the political climate during the project timeframe, an external factor which changed the timeline of project activities significantly and influenced the findings of the mapping exercise and related outputs.

The project's outcomes and outputs were all partially or mostly achieved, and the objective was partially achieved. The project was limited in its effectiveness primarily by the political changes during the implementation period, an external factor which changed the timeline of project activities significantly, influenced the findings of the mapping exercise and the scope of the project as a whole and caused challenges in coordination (see question 9).

In the first instance, the scope of the mapping study (output 1.1.) was changed on the advice of the international consultant and in line with the available budget. The initial conversations with the GoE had been to create an extensive `macro` individual mapping, but this was changed, in line with the budget, to a `micro` institutional based mapping, concentrated on mapping the diaspora institutions and sample populations of the Ethiopian Diaspora in three US districts based in Virginia, Maryland, and Washington DC. The methodology was further adapted because of time constraints as project activities were delayed as a result of the political unrest within Ethiopia. The adverse political climate dissuaded the diaspora from becoming involved in the study and as a result of this and the small sample size surveyed, the mapping study was limited.¹¹ It was however useful, as stakeholders agreed, and indicative but not necessarily representative. As one stakeholder noted, *"It is a reflection of the diaspora's relationship with the Government in the time before the reform, which would be very different now."*

¹¹ The methodology consisted of mapping the diaspora organisations in the 3 US states, interviewing 6 focus groups, conducting 30 one – to- one interviews and sending a survey to identified diaspora of which 250 completed the survey.

Following this, the correlation/matching analysis report (activity 1.2.5.) between the identified diaspora resources and the skill and knowledge gaps and investment opportunities identified was also reduced in scope.

Table 6: Assessment and Analysis of the Project Results Matrix

Objective, Outcomes and Outputs	Achieved	Evidence
Objective: The project will enhance the engagement of the Ethiopian diaspora through the effective implementation of a diaspora policy in order to contribute to the economic development of Ethiopia.	Partially achieved	No additional diaspora projects and programmes have been funded within the post-project period, (16 months). There was however evidence that the project through its research, database and direct engagement with the diaspora has created opportunities to support the contribution of the diaspora to the country's economic development.
Outcome 1: Enhanced engagement with diasporas towards the achievement of the Growth and Transformation Plan through strengthened evidence-based data.	Partially achieved	New evidence-based data was produced in the form of the mapping report and the skills/knowledge gap and investment opportunities report but the reduction in scope of both outputs meant that Outcome 1 was only partially achieved. However, the evaluation found that engagement with the diaspora was improved as a result of the database produced from the mapping research which was being used by GoE directly for engagement purposes. There was agreement from stakeholders as to the usefulness of the tools and their potential to improve diaspora engagement if developed further.
Output 1.1. Information on the size and composition of Ethiopian diasporas in the selected States of US is made available.	Partially Achieved	The main component of this output, the mapping report, <i>Mapping of Ethiopian Diasporas residing in the United states of America</i> , was published, with a revised and reduced scope and concentrated on sample populations of institutions in three US districts: of the Ethiopian Diaspora based in Virginia, Maryland, and Washington DC. There was general agreement by all stakeholders that the mapping was indicative and useful but limited in its scope.
Activities 1.1.1- 1.1.4	Partially Achieved	The activities were carried out as planned for this output but revised and reduced as per the output. A consultant was hired and the project was promoted in the three identified areas and Ethiopian diaspora associations and community organisations were engaged. The report was prepared with short and long term recommendations.
Output 1.2.: Information on the existing skill gaps, investment	Mostly Achieved	The main component of this output, the <i>Assessment of skills/knowledge gap and</i>

opportunities and correlated skill match with diaspora resource is made available for the Government of Ethiopia.		<p><i>investment opportunities in Health and Education sectors in Ethiopia</i> report was published and made available to the GoE.</p> <p>The `skills match correlation` component of the project was based on matching the gaps and opportunities identified with data from the mapping report and qualitative interviews. As the scope of the mapping report had been reduced this in turn reduced the scope of the correlated skills/ resource match and to a lesser degree the roadmap.</p>
Activities 1.2.1. – 1.2.5	Mostly Achieved	The activities for this outcome were all carried out. The correlation analysis report was produced in accordance with the data gathered by the mapping report but was reduced in scope.
Output 1.3 A roadmap for medium- and long- term interventions on diaspora engagement available for the Government of Ethiopia.	Mostly achieved	A roadmap to inform knowledge/skills transfer programmes in Ethiopia was produced as part of the skills / knowledge gap report with short term, medium and long term recommendations.
Activities: 1.3.1- 1.3.2.		Activities were undertaken to support Output 1.3 with the publication of the roadmap as part of the skills/knowledge gap report and adapted to the information generated by the mapping report.
Outcome 2: The improved information on diaspora engagement enhances interest, capacity and commitment of GoE, members of Ethiopian diasporas and donors towards promoting diaspora engagement initiatives.	Mostly Achieved	<p>Government commitment to diaspora engagement was found to be high and according to stakeholder interviews, support for the project outputs was strong. Consultations with Ethiopian diaspora communities and with project stakeholders in Ethiopia, although limited, were positive, based around the research outputs of the project. Therefore it is likely this will help in informing and promoting future diaspora engagement strategies.</p> <p>IOM was also approached by the Diaspora Engagement Affairs Directorate during the project to assist with visits to regional diaspora coordinating offices and has held a high level meeting on how to enhance the diaspora engagement.</p>
Output 2.1 Enhanced knowledge of embassy staff and diasporas on the objective	Partially Achieved	<p>This output was reduced in scope in line with the reduced scope of the project and as such the target, which was set for a macro mapping exercise was not reached.</p> <p>The diaspora mobilization workshop was attended by members of the US embassy and 28 members of the diaspora and according to information available was well received.</p>
Activity 2.1.1	Achieved	
Output 2.2 The Government of Ethiopia has increased knowledge on the concept of diaspora mapping	Mostly Achieved	Interviews with stakeholders indicated a high level of satisfaction with the 2 stakeholders and validation meetings held. A total of 76 participants

and skill gap and investment opportunity inventory and enhanced capacity to mobilize diaspora resources.		attended which included government official, a regional diaspora coordinating office, regional diaspora associations, NGOs and other relevant stakeholders.
Activity 2.2.1. – 2.2.2		All activities were undertaken to support Outcome 2.2.
Output 2.3 Improved online database managed by the Ministry of Foreign Affairs.	Mostly Achieved	Output 2.3 was achieved in line with the revised supporting activity (requiring data entry of 15,000 diaspora profiles into the currently existing database) which improved the database.
Activity 2.3.1.	Achieved, (adapted).	This adapted activity was achieved and the change noted in project reporting but the results matrix was not revised.
Output 2.4 Donors briefed on the outcome of mapping and relevance of diaspora engagement to the contribution of Growth and Transformation Plan.	Mostly Achieved	This output was also reduced in scope as a result of the reduced scope of the project as a whole. Eleven donor representatives were briefed in a donor meeting which took place on December 19 th 2018, after the project formally ended.
Activity 2.4.1.		This activity was achieved but adapted as per the output The change was not noted in the project documentation.

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?

Finding: Collaboration with target beneficiaries and stakeholders was effective although co-ordination was at times challenging, characterised by delays which occurred as a result of the change of government personnel. All stakeholder outreach workshops were well attended both in the Ethiopia and in the US, in line with the reduced scope of the project.

According to those interviewed, and supported by project documentation, target beneficiaries and stakeholders such as the GoE and government counterpart organisations, diaspora organisations and relevant sector organisations in Ethiopia were involved and collaborated well in the project.¹² The project was implemented in close collaboration with the key partner, the Diaspora Engagement Affairs Directorate at MoFA, who assigned a project focal team both within the Directorate, the MoFA and the Ethiopian Embassy in Washington DC. The Information and Technology Directorate at MoFA also worked closely on the project to enhance database management and online registration of members of the Ethiopian diaspora.

However, coordination between project partners and beneficiaries was characterised by delays which occurred as a result of the change of government. This came with a long

¹² It was not possible to interview anyone from the Ethiopian Embassy in Washington DC.

period of transition in which the dynamics of the relationships changed, which in the words of one stakeholder, “*caused the project to start all over again.*” As such, while GoE commitment to the project remained strong, the level of engagement throughout the project was not able to be operationalized in the form which had been envisaged.

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: Positive factors which influenced the results of the project included: a strong relationship of trust developed between IOM and the GoE and the high prioritization of diaspora engagement by the GoE throughout the project. The most significant negative factor which influenced the results of the project was the timing of the project which occurred during a period of political volatility and had a negative impact on the mapping study and reduced the scope of the project as a whole.

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

Internal

- Close contact and a strong relationship of trust was developed between IOM and the Government project focal points in the MoFA and the Diaspora Engagement Affairs Directorate which helped overcome obstacles and sustain the momentum of the project during the first 24 months before the majority of project activities began.

External:

- The high prioritization of diaspora engagement by the GoE helped ensure the success of the project despite the delay in the start of activities and the change in the administration in 2018. One such example was the establishment of the Diaspora Trust Fund in October 2018 and the participation of a member of the Fund’s Advisory Council in a number of project activities.

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

External:

- The biggest single factor influencing project results was the timing of the project which occurred during a period of political changes and had a negative impact on the mapping study and reduced the scope of the project as a whole. The adverse political climate dissuaded the diaspora from becoming involved in the study. The mapping activity was delayed twice, eventually starting in February 2018 as a second state of emergency was declared in Ethiopia by the government in response to the security situation pre-election within the country (the first state of emergency was in October 2016.) The methodology was adapted and the survey captured those diaspora willing to be asked about their personal details within the pre-election period, meaning it was indicative more so than representative.

Following the election of the new Prime Minister Abiy Ahmed on 2nd April 2018, and change of administration the attitude of the diaspora changed dramatically, particularly after he visited Washington DC on 28th July 2018. Efforts were made on the side of the mapping consultant to extend the project to take advantage of the change of attitude and harness the momentum of the newly energized diaspora but this was not accepted (see question 12 for more discussion of this point). This was regarded as a major lost opportunity for the project by some interviewees. As noted by one stakeholder, *‘by that stage 90% of the work was finished, it was very bad timing.’*

The difficulties resulting from the political context within Ethiopia had other knock on negative effects on the project:

- The delay in starting activities meant that the original consultant selected for the mapping was not available thereby causing a further delay of five months until the new consultant was found and the contract was negotiated.¹³
- The change in Government was followed by a transitional stage as new took office and the move to establish the new Diaspora Agency took place during which time it was difficult to engage with them for project purposes. This was exacerbated by further delays resulting from difficulties with the Ethiopian embassy in Washington DC facilitating contacts needed by the project.¹⁴ As a result, the period remaining for the project activities was very short, essentially beginning in February 2018 and concluding 11 months later which limited the time all activities, leading one stakeholder to note that the skills/knowledge gap study in particular was *‘unduly rushed’* as a result.

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

Finding: The two reports including the roadmap were shared via a stakeholder meeting and also a validation meeting, and were well received. A validation meeting was also held in Washington DC for the diaspora, which shared the results of the project. The reports have been uploaded on IOM Ethiopia’s website and shared with the MoFA for further distribution.

¹³ According to project documentation the consultancy agreement was signed by the beginning of January 2018 after a long recruitment and coordination period. It was not possible to get any more information in order to evaluate whether or not this process could have been accelerated.

¹⁴ It was not possible to interview anyone from the embassy but information was corroborated from interim reports and other documentation.

The two reports including the roadmap were shared via a stakeholder meeting and also a validation meeting and were well received. A validation meeting was also held in Washington DC for the diaspora, which shared the results of the project. In addition, the soft copy of the reports have been uploaded on IOM Ethiopia's website for wider distribution and additional copies have been shared with MoFA for further distribution to relevant stakeholders.

The reduced scope of some of the project activities implied that the potential beneficiaries and partners of the project, in particular the diaspora, was reduced from what was initially envisaged.

Efficiency & Cost Effectiveness - 3 - Good

The project was managed efficiently and carried out all of its activities within budget while adjusting for a one year NCE needed to complete the project. However, the management of the project was challenging, requiring the coordination of stakeholders in both Ethiopia and the US during a period of political change. In addition, project activities had to be implemented within a considerably reduced timeframe with all main activities commenced 25 months after the project began, effectively reducing the main time for project implementation to 11 months. The challenges faced by the project were well documented but the reduction in financial scope for some activities was not mentioned in the reporting. The results achieved were found to be proportionate to the costs expended. The budget had a 16% underspend, a result of reduced project activities.

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 and activities were implemented economically. Given the change in the political climate as the mapping was nearing completion, a number of interviewees noted that the decision not to extend the project to cover the subsequent change of view of the diaspora and of the Government was a significant opportunity cost.

The project was found to be cost effective with the use of financial resources fully maximized. Extra costs incurred with the recruitment of the international consultant were paid with savings made. The project was also able to benefit from an unpaid external adviser for the mapping report.

A number of interviewees noted that the decision by IOM Ethiopia not to request a second extension of the project to take advantage of the positive political change and consequent attitudes of the diaspora was a significant opportunity cost for the project. As

one interviewee noted, following a visit to Washington DC by the new Prime Minister in July 2018, it was *'like a 360 degree turn in the attitude of the diaspora.'* However, by this stage, the mapping was nearing completion and the subsequent change of view of the diaspora was not captured in the exercise. The point was made that had the project been able to extend its timeframe it could have included a more representative and larger sample of the diaspora, as well as capitalize on the development of the roadmap with input by new government actors on where they saw their role and their commitment on taking it forward. However, it was not possible to say whether this would have been possible or not to facilitate.¹⁵

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

Finding: The project was efficiently managed but coordination was a challenge. The project was implemented in two countries with two sets of partners and beneficiaries with a significant delay before project activities could be initiated. By this stage many of the stakeholders had changed position and the project had to continue

The project was efficiently managed, despite the considerable obstacles encountered. Coordination was a challenge as the project was implemented in two countries and involved two IOM missions and from the government side, MoFA and the Diaspora Engagement Affairs Directorate (which began transitioning to the Diaspora Agency in the latter months of the project), in Addis Ababa, and the Ethiopian Embassy in Washington DC.

Given the turbulent political situation within Ethiopia, the decision was made with the GoE as well as in close consultation with the first international consultant identified, to delay the mapping activity until January 2017. This period was further extended until July 2017 when IOM received the go-ahead from MoFA, to re-start the project and an application for a 12 month NCE was made. A further delay occurred as a second international consultant had to be recruited following the inability of the first consultant (whose appointment had to be signed off by the GoE) to take up the position. This in turn led to a delay in the recruitment of the national consultants for the IT and skills/gap

¹⁵ It was the view of the project team that it would not have been possible to ask for another NCE (or Costed Extension), mainly due to the timing of such a request. The former Directorate for Diaspora Engagement Affairs was transitioning to become the Diaspora Agency and the agency was occupied with internal structuring and conducting various outreaches and consultations. The project team believed that even if they had been able to secure a further extension (despite the existing 1 year NCE) they would not have been able to secure the full engagement of the agency, which was the main counterpart of the project. In addition, another proposal for an IDF project had already been submitted to IDF which the team did not want to jeopardise. Also, although there were project funds of approximately 16% available which could have covered extra mapping, more funds would have been required for other project costs to cover the extended timeframe requested.

research. The mapping activity eventually started 25 months after the project commencement in February 2018. This was followed by a change in administration (April 2018), and changes in the project focal points, which caused further challenges in coordination.

In part as a result of the reduced timeframe and scope of the activities, the two research reports were managed separately, with limited interaction between the consultants until the reports were completed. The point was made by one interviewee that the research outputs (namely the roadmap), would have benefited from a greater collaborative approach being taken earlier on by project management.

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 throughout the timeframe. Interim and final reports, both narrative and financial were inclusive of all relevant and key annex documentation uploaded to PRIMA, submitted every six months and upon project completion, but the significant reduction in financial scope for some activities was not mentioned in the reporting. The workplan and timeline was adjusted once in line with the NCE of 12 months. Of the total budget of USD \$200,000 there was a budget underspend of approximately 16%, owing to the reduction in the scope of the project in particular to Outputs 2.1 and 2.4.

The project demonstrated regular monitoring of project progress throughout the timeframe. Interim and final reports, both narrative and financial were submitted every six months and upon project completion. Narrative reports included the new activities based on the revisions to outcome 2 and the changes taking place in the timing of the activities. The challenges encountered and subsequent actions taken were also well documented; however, the reduction in financial scope for all activities was not mentioned in the reporting. The workplan and timeline were adjusted once and a budget revision was made. The project required one NCE as a result of 12 months.

Budget analysis: The project was allocated USD \$200,000, and according to the final financial report, the total budget used was \$167,917, leaving an underspend of approximately 16% (including the unallocated evaluation costs), as shown in the table below. The underspend was primarily a result of the reduction in the scope of the project activities. The highest degree of underspend was related to output 2.1 (60% underspend) and output 2.4, (87% underspend) a result of the reduced number of participants attending workshop-related activities compared to what had been planned, and due to reduced frequency of travels by participants. The decision was made by the project team not to ask for a budget adjustment to absorb budget under-costs before project closure as there was no single identified activity which would have benefited from

this. A request for budget adjustment to better match expenditure was also not made at this point.

As described above, the budget allocation for the mapping activity (1.1.4) was not sufficient to carry out a ‘macro’ mapping as foreseen and the activity was adapted to a ‘micro’ mapping that reduced the overall scope of the project. This initial budget estimation for a ‘macro’ mapping did not seem to have drawn from IOM’s extensive experience in diaspora mapping (some 150 mapping exercises carried out in the past 10 years).

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

Expenditure item	Proposed budget \$	Actual expenditure \$ (% of proposed budget spent)	Change indicated in documentation	Comment
Staff	48,781	50,255	N/A	
Office	11,200	9,746	N/A	
Output 1.1	53,000	48,587	Yes	
Output 1.2	26,000	28,000	N/A	
Output 1.3	13,500	9,338 (69%)	Yes	
Output 2.1	20,802	8,421 (40%)	No	Output remained the same but change of scope not mentioned and budget was not revised.
Output 2.2	17,629	11,088 (63%)	No	Output remained the same but change of scope not mentioned and budget not revised.
Output 2.3	3,000	2,019	Yes	
Output 2.4	3,453	464 (13%)	No	Output remained the same but change of scope not mentioned and budget not revised.
Evaluation	2,635	0	N/A	N/A
TOTAL	\$200,000	\$167,917 (84%)		

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 of \$167,917.

Impact - 3 - Good

It is difficult to assess the exact impact of the project at the objective and outcome levels. While there is evidence of the Government’s increased interest in engagement with the Ethiopian diaspora, it is not possible to tell the degree of influence the project had as a

number of external changes were also occurring to support this (see below). The short-term results of the project were strong although limited by the reduced scope of the project. The new database produced from the mapping exercise has already been used by the GoE for diaspora engagement purposes, and the project as a whole has formed the basis for a joint GoE and IOM proposal. The longer-term impact of the project was more difficult to assess. If the research project outputs (the reports) are considered as a pilot from which a larger mapping and needs assessment can be developed, this has the potential for longer-term impact, but will depend upon the next stage of the project being developed.

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

Finding: It is difficult to assess the impact of the project at the objective and outcome levels and the changes it brought about as a number of external changes were also occurring to support the Government's increased interest in engagement with the Ethiopian diaspora. In the short term, the results of the project have been very positive, producing a mapping survey in three US states, a skills/knowledge gap report in the health and education sector and a greater awareness amongst partners, beneficiaries and stakeholders of the importance of mapping. It has also produced a database of 400 new diaspora organisations which is being used by the GoE. No negative effects were visible as a result of the project but concern was raised by stakeholders of the potential damage of undermining the trust and good relationships developed with the Ethiopian diaspora if further engagement was not continued.

The following positive short to medium term changes were identified:

- A mapping survey in three US States, a skills/knowledge gap report in the health and education sector and a greater awareness amongst partners, beneficiaries and stakeholders of the importance of mapping.
- A database of 400 diaspora organisations (associations and embassies) was created as a result of the mapping component of the project. This has facilitated the GoE with the means to engage the diaspora in the areas identified and already a number of them have been contacted to work in the health and education sectors along with other diaspora engagement groups.
- A relationship between IOM and the secretary of the Diaspora Trust Fund, set up by the Government, was developed, and through the international consultant, it was possible to engage and utilize the expertise and connection of the expert to support the mapping exercise process and establish networks with various diaspora groups in US .
- A joint proposal on diaspora engagement is being developed by the GoE and IOM.

Positive long- term changes:

- The potential for positive long-term change is substantial if the recommendations in the roadmap are adopted or a new proposal for a second stage of the research is developed.

Unintended negative effects

- It was noted by two interviewees the project risked undermining the trust and good relationships developed with the Ethiopian diaspora as a result of not being able to show the recommendations of the mapping report were being followed up.

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

Finding: Some aspects of the project outcomes can clearly be attributed to the project activities, such as new relationships developed with the diaspora through the representative organisations identified by the database. However, the increased interest by the GoE in the diaspora which began during project activities is due primarily to the election of the new Prime Minister in April 2018 and the changes which ensued.

It is difficult to attribute the extent to which the increased interest of the GoE to diaspora engagement has been influenced by the project activities. Just after the mapping survey had begun a new Prime Minister was elected and the government changed. Following this, a number of changes occurred which further enhanced engagement with the Ethiopian diaspora and occurred within the last 6-8 months of the project. For example, a number of institutional and administrative measures were adopted which were favourable to diaspora engagement. The Government also went through restructuring which led to the Diaspora Engagement Affairs Directorate being replaced by the Diaspora Agency, which has considerably more power and autonomy as a standalone organisation than the Directorate, according to interviewees.

Sustainability - 3 - Good

The project was assessed as having a sustainability score of “3-Good” based on its dependence upon funding for the next stage of work to be developed. The research outputs have produced valuable information which can be used to support diaspora engagement projects using data collected from three US states and the health and education sectors sampled within the country, but this is limited. Changes in the external environment such as the establishment of Diaspora Agency and Diaspora Trust Fund indicate a prioritization from the GoE in engagement with the diaspora and could support the sustainability of the project results such as the roadmap if further attention is given to it. The Diaspora Agency has indicated its wish to work with IOM in the future to further develop the findings of the project and the Prime Minister`s Office is working with IOM and others to develop a joint diaspora engagement project.

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

Finding: The project took various measures to guarantee sustainability such as the design of the roadmap with short, medium and long- term recommendations. The stakeholder workshops, diaspora outreach meeting in Washington DC and donor briefing meeting were also aimed at supporting the sustainability of project outcomes.

The project took various measures to guarantee sustainability including the design of the roadmap with short, medium and long- term recommendations. Although it was not possible to evaluate the extent of commitment to this being followed up by project stakeholders there was broad support for the roadmap as a general guide, and funding proposals were actively being promoted. The stakeholder workshops, diaspora outreach meeting in Washington DC and donor briefing meeting were also aimed at supporting the sustainability of project outcomes. As project documentation shows, the donor briefing presented the project results and the need for a streamlined approach towards diaspora engagement and strategic partnerships between the diaspora, international organisations, civil society and the private sector.¹⁶

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

Finding: It was not possible to accurately ascertain the degree to which the benefits of the project deliverables have continued since the cessation of external support. Diaspora engagement has a high profile within the new government, which the project activities supported such as the workshops which many government beneficiaries and stakeholders attended. Despite its limitations, the project can also be seen as a pilot, successful in establishing a methodology for mapping and skills/knowledge correlation analysis, with potential for expansion. Furthermore, the database produced by the project is currently being used by the government to develop new engagement relationships within the health and education sectors. As mentioned above, The Diaspora Agency has indicated its wish to work with IOM in the future to further develop the findings of the project.

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?

¹⁶ It was not possible to interview any donors who attended the donor's meeting.

Finding: The project enjoyed a high degree of support from the GoE from its development and throughout implementation, as well as other project stakeholders, (such as regional diaspora, NGOs, diaspora organisations etc). Strong relationships developed with organisations such as the newly established Diaspora Agency increases the likelihood of the sustainability of project results beyond the life of the project. Although there was no formal commitment by stakeholders interviewed to implement the recommendations of the project, further project proposals have been developed by IOM and the GoE, which the project has influenced.

Although the evaluation found no clear commitment by project stakeholders to implement the project roadmap (output 2.2), nor the requisite human resources and financial resources to support it, support for the project was strong. As interviews indicate, the project was successful in developing the commitment of the main stakeholders to the project outcomes in particular the Diaspora Engagement Affairs Directorate and later by the Diaspora Agency. The Diaspora Agency has a mission to create an enabling environment for the diaspora to maximize knowledge and skills transfer as well as promotion of trade and investment and this increases the likelihood of sustainability of the project results.

A strong partnership was also established with the Ethiopian Diaspora Trust Fund Advisory Council, (established in October 2018), a member of which participated in the final workshop and was active in the earlier mapping project. The project also supported the development of joint proposal between the Prime Minister`s Office, IOM and UNDP to develop a joint diaspora engagement project to facilitate the return of professionals from the diaspora, as well as a joint proposal with the Diaspora Agency.¹⁷ However, for the project outcomes to be fully sustained beyond the outputs produced, further financial resources would be needed to develop the next stage of such a proposal.

¹⁷ The project is entitled, `Enhancing the engagement of the Ethiopian diaspora in national development through investment, institutional development and awareness raising`.

6. Conclusions and recommendations

The project was found to be relevant and moderately successful, adapting to a difficult political context mostly or partially achieving its objective, outcomes, and outputs.

The timeframe in which the project was implemented, including the additional NCE of one year, was characterized by political unrest which had a negative effect on the involvement of many of the diaspora with the project. The result was that considerably less of the diaspora became involved from what initially imagined which in turn impacted the scope of the project as a whole. The election of the new Prime Minister was followed by a period of reform and positive change and the mood of the diaspora changed dramatically. The mapping was not able to capture this major shift in attitude and this was regarded by a number interviewees as a significant lost opportunity.

However, overall the project results were considered as very useful by the majority of stakeholders, particularly within the current context in which the GoE has prioritized its interest in diaspora engagement. The production of evidence-based research supported an improved understanding of the relevance of diaspora mapping and of designing diaspora engagement strategies to the project partners and beneficiaries. It also produced a roadmap, which had broad support and which if adopted can contribute towards feeding into knowledge and skill transfer programs to be designed in the future. The project also produced a database of diaspora organisations which is currently being used for engagement purposes and a springboard for two other proposals currently being developed with the GoE aimed at diaspora engagement.

Recommendations

A. Project Design:

The project was about mapping the diaspora as well as capacitating the government to develop further diaspora engagements in the future. This is implicit to the logic of the RM and the activities support it but not enough attention was given to the risk factor of the change in political environment which impacted both the willingness of the diaspora to become involved and the speed at which the project was able to progress.

Recommendation :

For all IOM units implementing IDF projects:

- Attention should be paid to politically related risk factors to allow for a fuller understanding of the potential negative impact on the project and contingency plans should be factored into the timeline and methodology. In this case, extending the survey to include an additional sample of the diaspora when the

political mood changed would have allowed for greater representation of the diaspora as a whole.

B. Project Documentation

Project documentation was revised in line with the security situation in parts of the country and a NCE was granted for 12 months to complete project implementation. At the same time, the budget was re-submitted but kept at the same total and the project concluded with a 16% underspend. While it was not possible at this stage to forecast reductions to outputs, another budget revision should have been made when it was clear that underspending would occur. Likewise, the GoE requested a change in one of the activities (2.3.1) which changed the related Output. Both these changes should have been noted in a project revision submitted to PRIMA.

Recommendation:

For the Project Officer, IOM Ethiopia:

- All changes to activities and outputs should be discussed and agreed with the Fund beforehand and made via a Project Revision on PRIMA.

For the Project Officer and the Resource Mobilisation Officer, IOM Ethiopia:

- Adjustments should be made to the budget, where possible, ahead of forthcoming activities when changes can be forecast. They should be discussed and agreed with the Fund beforehand and submitted via a Budget Revision to PRIMA.

C. For Diaspora mapping or related projects:

Diaspora mapping is an area where IOM has a lot of experience in, having completed some 150 mapping exercises over the last 10 years. This project and other similar projects would have benefited from guidance and experience from other countries carrying out similar projects and the sharing and exchange of best practices. There was an initial agreement with the GoE to carry out a micro-based mapping which would have required a substantially higher budget. As a result the TOR had to be renegotiated which took up a lot of time and energy and could have been avoided with a more realistic and informed proposal agreed from the beginning.

It would seem essential that some degree of engagement with the diaspora should be maintained as, in the words of one stakeholder, “expectations have been created”. Further, if the roadmap is adopted (or indeed any further project engaging the diaspora) then those relationships are key to maintain.

Recommendation:

For all IOM units implementing diaspora mapping projects:

- Co-ordinate with the respective Regional Thematic Specialist to get more information about the IOM Mapping toolkit and other global tools and initiatives.
- Project proposals featuring mapping components should be carefully budgeted to match their intended scope and checked by the relevant regional office to ensure accurate scoping.
- Allow time for all publications to be edited if deadlines are extended.
- Continue to maintain a relationship with the diaspora through communication of project follow up
- In mapping projects with a `correlation analysis` between the resources of the diaspora and the gaps identified, ensure a collaborative approach from the beginning with joint outcomes agreed.
- Where sample size or accessibility to the diaspora has been compromised by events such as political unrest, and where opportunities exist to later address this, consider exploring the viability of re- interviewing a sample of the population (for a change in opinion), or find an additional sample to interview.

D. Sustainability

For the continued success of the project a follow-up was suggested by a number of the stakeholders. They all were in agreement that many good lessons can be drawn from the project in order to expand to other areas abroad to map the potential of the knowledge-based diaspora to support the development efforts undergoing in the country, which was much needed. ¹⁸

Recommendation:

For IOM Ethiopia:

- IOM Ethiopia should continue to work with the Diaspora Agency and other relevant government entities to encourage the further usage of the project's results and commitment to the roadmap.
- IOM Ethiopia should continue its support for the sustainability of project results by exploring the opportunity for the development of new projects based on the results, for example: an extended mapping to cover the US and other destination countries and to group individuals sampled by their professions.

¹⁸ Sentiment around this conclusion (i.e. of the need to develop further project aspects) was very strong and can be understood in the words of one stakeholder, `there is a need to make the mapping in the US more representative and to bring it and the knowledge gap report together in a new funding. To leave it as it is, is to throw up our hands and say it was a good exercise but it bears no fruit`.

- IOM Ethiopia should continue to work closely with the Diaspora Agency and other partners such as the United Nations Development Programme (UNDP) to ensure funding is secured for further diaspora engagement projects.

Best practice and lessons learnt

- The methodology employed for the mapping report was crucial for its success as it was undertaken in difficult circumstances given the lack of willingness of the diaspora to cooperate.¹⁹ Building trust was essential and this was done through the identification and use of `ambassadors and influencers` to gain access to the diaspora and promote the project. This in turn encouraged highly influential people to become involved to endorse and support the project. Building allies in the community (influencers) saved time to conduct the study and produced high quality results within the political context.

¹⁹ The methodology employed was described as `ground breaking` by one high level influencer.

Annex One: Terms of reference

EXTERNAL EX-POST EVALUATION OF: *Mapping Ethiopian Diaspora Residing in the United States of America, CE 0307*

I. Evaluation context: Background to the project

It is estimated that more than two million Ethiopian diaspora members are residing in North America, Europe, the Middle East, Australia and within Africa. This increased migration trend has drained the Ethiopian society of much-needed skills to support the country's economic development. Recognizing that the diasporas can provide essential contributions to the development of the country, the Government of Ethiopia, (GoE), developed and launched the diaspora policy in 2013.²⁰ The introduction of the policy has created an opportunity to initiate and implement such diaspora engagement initiatives, which can enhance the contribution of the Ethiopian diaspora towards the envisioned development stage stipulated under the Growth and Transformation Plan, the national development plan by engaging their skills and resources.

Mapping Ethiopian Diaspora Residing in the United States of America, (CE 0307) is a project which aimed to serve as a knowledge base and complement the Government of Ethiopia's effort towards effective implementation of the diaspora policy to engage the Ethiopian diasporas to contribute to the economic development of Ethiopia. It was developed around four main components: 1. Collecting information about the Ethiopian diaspora in selected states in the United States, by enhancing and using the already existing online database managed by Ministry of Foreign Affairs (MoFA), social media and diaspora mobilization campaigns; 2. Assessing the skills/resource needs and investment opportunities in the health and education sectors within the government structure, universities and private sector in Ethiopia, and matching them with the mapped diaspora resources, to help inform potential programming on knowledge and skill transfer; 3. Developing a roadmap for medium- and long-term interventions in coordination with the Government of Ethiopia; and 4. Organizing a briefing of the outcome of the mapping and the relevance of diaspora engagement to the contribution of the Growth and Transformation Plan for potential donors.

II. Evaluation purpose

This evaluation will generate findings, conclusions and recommendations, which will serve as valuable inputs for the IOM Development Fund ("the Fund"), and the IOM

²⁰ Federal Democratic Republic of Ethiopia, Diaspora Policy, December 2012, Addis Ababa

country office in Ethiopia and for other 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 Dr. Sharon McClenaghan of the evaluation consultancy, Owl RE, Geneva, Switzerland. Owl RE has not been involved in the project formulation, planning and implementation and will provide an independent analysis, findings and recommendations.

III. 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 management site, Addis Ababa, Ethiopia and the time period of the project's duration from 01/12/2015 – 30/11/2018.

IV. 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.

V. Evaluation questions

Based on the evaluation criteria, a set of 29 evaluation questions were 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	1.1 To what extent were the needs of stakeholders and beneficiaries taken into account during project design? 1.2. Is the project aligned with national priorities and strategies, government policies and global commitments? 1.3. Was the project well designed according to IOM project development	1.2.1 To what extent is mapping the Ethiopian diaspora population in the US relevant to current government priorities and the current migration context? 1.3.1 Was the results matrix used as a management tool? Was it clear and logical and did it show how activities would

	<p>guidelines? And relevant to those needs and priorities?</p> <p>1.4. To what extent do the expected outcomes and outputs remain valid and pertinent as originally intended, in terms of direct beneficiary needs?</p> <p>1.5. Were the management practices appropriate for achieving the expected outcomes?</p> <p>1.6. Are the project activities and outputs consistent with the intended outcomes and objective?</p> <p>1.7. How adequately were human rights and gender equality taken into consideration during the project design and implementation?</p> <p>1.8. Is the project in line with the IOM/IOM Development Fund priorities and criteria?</p>	<p>effectively lead to results and outcomes? If not, why not?</p> <p>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?</p> <p>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 needs?</p> <p>1.5.1. Were the indicators/targets used to measure progress in reporting?</p> <p>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?</p> <p>1.5.3 Were the risks and/or assumptions holding true? Were risk management arrangements in place?</p>
<p>Effectiveness</p>	<p>2.1. Have the project's outputs and outcomes been achieved in accordance with the stated plans and results matrix?</p> <p>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?</p> <p>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?</p> <p>2.4. Are there any factors that prevent(ed) beneficiaries and project partners from accessing the results/services/products?</p>	<p>2.1.1. Have the projects deliverables and results (expected and unexpected) led to benefits for stakeholders and beneficiaries?</p> <p>2.4.1. How do the project's beneficiaries and stakeholders perceive the project implementation and results?</p>

<p>Efficiency and Cost effectiveness</p>	<p>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?</p> <p>3.2. 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?</p> <p>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?</p> <p>3.4. Were the costs proportionate to the results achieved?</p>	<p>3.1.1 Budget variance: actual budget versus projected budget</p> <p>3.2.1. If any of the outputs/ activities were delayed, what was the cause and what if any, were the negative effects on the project?</p> <p>3.3.1. Were narrative reports submitted regularly and on time? Were budget reports submitted regularly and on time?</p>
<p>Outcome and Impacts</p>	<p>4.1. Which positive/negative and intended /unintended effects/changes are visible (short and long-term changes)?</p> <p>4.2. Were results achieved in adherence to gender equality and other human rights? And how sustainable are these likely to be?</p> <p>4.3. Can those changes/outcomes/expected impact be attributed to the project's activities? Are there any contribution from external factors?</p>	<p>4.1.1. Are there any possible longer-term impacts from the project in terms of its implementation?</p>
<p>Sustainability</p>	<p>5.1. Did the project take specific measures to guarantee sustainability?</p> <p>5.2. Have the benefits generated by the project continued once external support ceased?</p> <p>5.3. Was the project supported by national/local institutions and well-integrated into national/local social and cultural structures?</p> <p>5.4. How far was the project embedded in institutional structures and thus sustained beyond the life of the project?</p> <p>5.5. Did the project's partners have financial capacity, and continue to maintain the benefits of the project in the long run?</p> <p>5.6. Have adequate levels of suitable</p>	<p>5.4.1 To what extent does the government already, or plans to, take ownership of the project results?</p>

	qualified human resources been available to continue to deliver the project' stream of benefits?	
Cross-cutting themes	<p>6.1 How were the various stakeholders involved in designing and/or implementing the project?</p> <p>6.2. Data Collection: were the persons interviewed or surveyed diverse and representative of all concerned project's partners and beneficiaries?</p> <p>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?</p> <p>6.4. Has the data collected (during implementation) been appropriately disaggregated (e.g. by age, disability, displacement, ethnicity, gender, nationality, migration status)?</p>	

VI. 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 and other materials identified;
- Questionnaire/s where necessary
- Key informant interviews with the project stakeholders conducted within Ethiopia and 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 (KIIs) and discussions

At this stage, the following stakeholders are proposed for KIIs.

Institution type	Stakeholder	Number	Location
IOM	<u>IOM Ethiopia:</u> Chief of Mission Project manager Program coordinator of the migration management unit		Ethiopia United States

	Resource Management Officer IOM Mission, Washington DC Project focal point		
Government	Ethiopian Diaspora Agency, Ministry of Foreign Affairs (MoFA), Project focal point, former Diaspora Engagement Affairs Directorate, MoFA. Ministry of Education, Ministry of Health.		Ethiopia
Other	Federal and regional investment bureaus Ethiopian Diaspora Association (EDA), Ethiopian Diaspora Agency Private sector The Ethiopian Embassy in Washington abroad. Donors Representative of the Federal and Regional Consultative Forum.		Ethiopia United States
Consultants	International consultant National consultant		

VII. Evaluation deliverables

Deliverables	Schedule of delivery
1. Inception Report finalized	14.02.2020
2. Completed field data collection	28.02.2020
3. De-briefing session with project manager delivered	28.02.2020
4. Draft Evaluation Report	11.03. 2020
5. Final Evaluation Report and Brief	18.03.2020

VIII. Evaluation workplan

Week beginning	February – March 2020					
	03.02.	10.02- 17.02	24.02	02.03	09.03	16.03
Key tasks	1	2-3	4	6	7	8
Kick off meeting with project manager; document review; briefing from Fund team						
Drafting and delivery of inception report						
Field data collection (and 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: Inception Report

Introduction and Context

Project for Ex-Post Evaluation	CE.0307
Duration of the Project	36 months
Budget (USD)	\$200,000
Donor	IOM Development Fund (IDF)
Country Office	IOM Ethiopia
Countries covered	Ethiopia and the United States of America
Evaluation	External Independent Evaluation
Evaluation Team	Owl RE Research and Evaluation
Project Period	01 December 2015 – 30 November 2018

This document is an inception report produced for the IOM Development Fund (the Fund), the ex-post evaluation of the project *Mapping Ethiopian Diaspora Residing in the United States of America*. This report outlines the purpose, objectives, methodology, questions, tools and workplan of the consultancy.

Financed by the Fund, *Mapping Ethiopian Diaspora Residing in the United States of America*, was a project which aimed to serve as a knowledge base and complement the Government of Ethiopia's (GoE) effort towards effective implementation of the diaspora policy to engage the Ethiopian diaspora to contribute to the economic development of the country.

It is estimated that more than two million Ethiopian diaspora members are residing in North America, Europe, the Middle East, and Australia and within Africa. This increased migration trend has drained the Ethiopian society of much-needed skills to support the country's economic development. Recognizing that the diaspora can provide essential contributions to the development of the country, the GoE developed and launched the diaspora policy in 2013.²¹ The introduction of the policy has created an opportunity to initiate and implement such diaspora engagement initiatives, which can enhance the contribution of the Ethiopian diaspora towards the envisioned development stage stipulated under the Growth and Transformation Plan, the national development plan by engaging their skills and resources.

It was developed around 4 main components: 1. Collecting information about the Ethiopian diaspora in selected states in the United States by enhancing and using the already existing online database managed by Ministry of Foreign Affairs (MoFA), social

²¹ Federal Democratic Republic of Ethiopia, Diaspora Policy, December 2012, Addis Ababa

media and diaspora mobilization campaigns; 2. Assessing the skills/resource needs and investment opportunities in the health and education sectors within the government structure, universities and private sector in Ethiopia, and matching them with the mapped diaspora resources, to help inform potential programming on knowledge and skill transfer; 3. Developing a roadmap for medium- and long-term interventions in coordination with the GoE; and 4. Organizing a briefing of the outcome of the mapping and the relevance of diaspora engagement to the contribution of the Growth and Transformation Plan for potential donors.

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 criteria²²).

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 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;

²² 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>.

- (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 have 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 annex 1: Evaluation matrix). The Results Matrix (RM) is reproduced in annex 5 to illustrate the intervention logic foreseen for the project.

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 6 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.

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
<i>Document review</i>	Review of main documentation	IOM documentation on PRIMA, including internal/external reports, surveys, feedback reports on workshops/focus groups, publications, guidelines, country reviews etc.
<i>Interviews internal</i>	Some 6 semi-structured interviews using an interview guide	In person or by telephone -IOM country office program staff Ethiopia (4), IOM Regional staff (1), IOM

		Washington (1)
<i>Interviews external</i>	Some 16 semi-structured interviews using an interview guide	In person or by telephone: -Government officials involved in the project (6) Donors (1) -The Ethiopian Embassy in Washington and Ethiopian Diaspora stakeholders (7) Consultants (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. If a survey is carried out, the approach will be to aim for a maximum number of responses (and not a random sampling) given the relatively small number of potential survey respondents. 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.

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, both numeric and descriptive results and used to rate the project as a whole according to the assessing evaluation criteria.

Evaluation Scaling	Criteria	Explanation	Supporting evidence
5	Excellent (Always)	There is an evidence of strong contribution and/or contributions exceeding the level expected by the intervention	<i>Supporting evidence will be detailed for each rating given.</i>
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	

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) Timing: IOM staff / stakeholders and beneficiaries might not be available at all times to provide inputs.

Mitigation strategy: Early and close involvement of the project manager to help coordinate meetings and ensure availability of key stakeholders. When timing prevents interviews taking place in person, interviews will be conducted at a later date by skype.

(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 if necessary and ensuring interviews are conducted on a one to one basis where possible can help address issues of confidentiality.

(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.

Workplan

The workplan is divided into three phases, covering a 7 week period:

Phase 1 – Inception: An initial meeting with the project manager and IOM Development Fund staff 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 in Ethiopia. Interviews will be conducted either in person or by Skype, including interviewees located in the United States of America, and all relevant project data will be collected and reviewed.

Phase 3 - Report writing and presentation: 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 and a presentation made to the evaluation users.

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

	February – March 2020					
Week beginning	03.02.	10.02- 17.02	24.02	02.03	09.03	16.03
Key tasks	1	2-3	4	5	6	7
Kick off meeting with project manager; document review; briefing from Fund team						
Drafting and delivery of inception report						
Field data collection (and 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						

Team management

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

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
1. Inception Report finalized	14.02.2020
2. Completed field data collection	18.02.2020
3. De-briefing session with project manager delivered	28.02.2020
4. Draft Evaluation Report	11.03.2020
5. Final Evaluation Report and Evaluation Brief	18.03.2020

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	Current relevance of project outputs and outcomes to current national priorities.	Document review Interviews	KIIs Project Documentation

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			
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? 1.5.3 Were 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?			
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 outcomes been achieved in accordance	Extent to which project outputs and outcomes have been achieved and the	Document review Interviews	KIIs Project Documentation

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?	projects deliverables and results (expected and unexpected) led to benefits for stakeholders and beneficiaries. Effectiveness of project monitoring tools.		
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 inputs/funds, on a sustainable basis.	Document review Interviews	KIIs Project Documentation

<p>3.2. How efficient was the overall management of the project?</p> <p>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?</p> <p>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?</p>	<p>Degree of timeliness of project inputs provided by stakeholders /beneficiaries needed to implement activities.</p> <p>Level of efficiency of project management rated by the stakeholders and beneficiaries. Adherence to original workplan.</p>	<p>Document review Interviews</p>	<p>KIIs Project Documentation</p>
<p>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?</p>	<p>Level and quality of monitoring of project resources.</p> <p>Incidence of no cost/ costed extension allocated</p>	<p>Document review</p>	<p>Project Documentation</p>
<p>3.4. Were the costs proportionate to the results achieved?</p>	<p>Comparison of costs with identified results.</p>	<p>Document review Interviews</p>	<p>KIIs Project Documentation</p>
<p>IMPACT: How the project intervention affects outcome and whether these effects are intended or unintended.</p>			
<p>4.1 Which positive/negative and intended /unintended effects/changes are visible (short and long-term) as a result of the project?</p>	<p>Incidence of positive and negative effects /changes (short and long-term, intended and unintended) to which the project contributes.</p>	<p>Document review Interviews S</p>	<p>KIIs Project Documentation</p>
<p>4.2 Were results achieved in adherence to gender equality and other human rights? And how sustainable are these likely to be?</p>	<p>Extent to results achieved adherence to gender equality and other human rights and their sustainability.</p>	<p>Document review Interviews</p>	<p>KIIs Project Documentation</p>
<p>4.3 Can those changes /outcomes/ expected impact be attributed to the project's activities? Are there any contribution from external factors?</p>	<p>Estimation of contribution of project and identified external factors.</p>	<p>Interviews Document review</p>	<p>KIIs Project Documentation</p>
<p>SUSTAINABILITY : If the project's benefits will be maintained after the project ends</p>			

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? 5.4.1 To 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, re. structures, processes and resources.	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? 6.3. If personal data was collected or otherwise processed during			KIIs Project Documentation

<p>implementation of the projects, has this been done in accordance with IOM's Data Protection Principles?</p> <p>6.4.Has the data collected (during implementation) been appropriately disaggregated (e.g. by age, disability, displacement, ethnicity, gender, nationality, migration status)?</p>			
--	--	--	--

Annex Three: List of persons interviewed

IOM Staff

1. Malambo Moonga, Migration Management Unit Coordinator
2. Frehiwot Tefera, Project manager, National Program Officer Labour Migration and Human Development Sub-unit, Migration Management Unit,
3. David Mavangere, Resource Management Officer
4. Jo Rispoli, former Regional Thematic Specialist
5. Roberta Romano, IOM Washington DC

Project stakeholders

6. Ephrem Beshah former Ministry of Foreign Affairs, (MoFA)
7. Ambassador Mulugeta Kelil, Former Director General of the Diaspora Engagement Directorate, MoFA
8. Mohammed Edris, Deputy Director, Ethiopian Diaspora Agency
9. Other person Wakuma Fita, Focal person, Oromia Diaspora Coordinating Office (Regional Diaspora Coordinating Office)
10. Dr Tewabech Bishaw, Founder and Managing Director, Alliance for Brain-Gain and Innovative Development (ABIDE),
11. Kidest Amha, Ethiopian Diaspora Association, in her capacity as former board member
12. Dr Menna Demessie, Trust Fund Advisory Council, former diaspora. Dr Yeraswork Admassie, CEO Forum for Social Studies (FSS), local consultant
13. Dr. Gillian Williams, international consultant.

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)

External documentation:

- The Growth and Transformation plan (GTP- II), (2015/16-2019/20), National Planning Commission July, 2016
- Diaspora policy 2013
- Draft finalized project proposal, *Enhancing the engagement of the Ethiopian diaspora in national development through investment, institutional development and awareness raising*, developed with the Diaspora Agency.
- `Changing patterns of migration and remittances,` in *Ethiopia 2014-2018*, Asmelash Haile Tsegay and Julie Litchfield, Working Paper 59 September 2019.