

PROJECT EVALUATION LEARNING BRIEF

September 2019

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

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| Evaluation type: | External independent ex-post evaluation |
| Evaluator(s): | Patricia Goldschmid, Sharon McClenaghan & Glenn O'Neil, Owl RE |
| Evaluation visit: | 1 June– 30 August 2019 (remote) |
| Final report: | 25 September 2019 |

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

Managed by: Heather Komenda, Migrant Protection and Assistance Division (MPA)

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

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

Evaluation methodology: Document review and semi-structured interviews

PROJECT SUMMARY

The project is part of the larger 'Global Action to Prevent and Address Trafficking in Human Beings and the Smuggling of Migrants' project (GLO.ACT) of the European Union (EU) and the United Nations Office on Drugs and Crime (UNODC).

The objective of GLO.ACT was to prevent and address trafficking in human beings and the smuggling of migrants by assisting 12 strategically selected countries across Africa, Asia, Eastern Europe and Latin America.

GLO.ACT aimed to develop and implement comprehensive national counter-trafficking and smuggling responses and strengthen their capacities to efficiently address these issues and the inter-linkages, including at the transnational level and in cooperation with the civil society.

The project complemented the GLO.ACT intervention strategy through the implementation of one component: to assist beneficiary countries in developing assistance and support programmes for victims of trafficking and protect the rights of vulnerable migrants, such as smuggled migrants.

Setting Standards on Protection and Assistance to Vulnerable Migrants in Support of the Global Action to Prevent and Address Trafficking in Persons and the Smuggling of Migrants

Geographical coverage: Belarus, Brazil, Colombia, Egypt, Lao People's Democratic Republic, Mali, Morocco, Nepal, Niger, Pakistan, South Africa, Ukraine.

Project type: PX, Protection and Assistance to Vulnerable Migrants

Project code: CT.0985
Project period: 1 October 2016 to 30 September 2018

This has been realised through a new resource, the IOM 'Handbook on the Protection and Assistance of Migrants Vulnerable to Violence, Exploitation and Abuse' ('the Handbook'), related technical guidance and its accompanying Determinants of Migrant Vulnerability model (DoMV).



Flyer: soft launch of Handbook, December 2018

KEY FINDINGS

Overall, the project was found to be highly relevant and well aligned to IOM's and the Fund's goals and priorities. The scope of the Handbook was expanded during the project: in this expanded form it has the potential to be much more effective than what was initially planned.

Relevance (rating: Excellent - 5): The project was found to be highly relevant; interviewees viewed it as a response to a clear need for operational guidance and tools on protection and assistance for migrants in vulnerable situations. The objective and outcome of the Results Matrix (RM) were too challenging to achieve in the project timeframe.

Effectiveness (rating: Good - 3): As the Handbook has not yet been published or distributed, it is not possible to determine how effective it is. However, initial feedback indicated that the project could be potentially very effective, achieving more than was initially planned, already going beyond selected GLO.ACT countries, and with the possibility to deliver a high level of benefits to stakeholders and beneficiaries.

Efficiency and cost-effectiveness (rating: Excellent - 5): The project was found to have been overall very cost effective, benefitting from the larger GLO.ACT project with some costs covered by other funding streams. Although the output was not delivered on time, due to the increased scope of the project and other factors, it was shown to support the development of a significant workstream within the MPA of the IOM.

Outcome and impact (rating: not possible to rate but potentially very high): The outcomes and impact of the Handbook could not be fully measured as it has not yet been published or implemented. Initial findings on impact were very positive and potential impact and outcomes promising given the strength of interest and demand from beneficiaries and other stakeholders.

Sustainability (rating: Very good - 4): The general principals and *modus operandi* of the Handbook produced a dynamic universal model capable of being used for many years. While there were no explicit sustainability measures built into the project or a documented roll-out plan, some training and roll out was partly covered by the larger GLO.ACT project and additional funding had been secured.

Conclusions

The expanded Handbook was regarded as a universal and comprehensive resource with the potential to both

change the way governments identify vulnerability in the migrant population and provide more effective operational and programmatic responses. Given the small expenditure, \$50,000, if this potential is met, value for money would be considerable. Successful implementation will depend largely on the follow-up and roll-out of the Handbook.

KEY RECOMMENDATIONS

A. Project design: For all IOM units implementing Fund projects:

- Ensure that the RM realistically matches what can be achieved.
- Where the timeframe is limited, introduce outcomes that could be realistically achieved and measured
- A theory of change should be developed prior to each Fund project to test the intervention limits
- Ensure that any changes to the RM are coordinated with the Fund

B. Implementation: For all IOM units implementing Fund projects:

- Fund projects should have a sustainability plan as part of the final report—when key to the project's success
- For MPA: Create a detailed action plan for implementation
- Consider using national coordination mechanisms on migration as an entry point for the Handbook
- Consider the ongoing role of donors and key stakeholders in support of the Handbook
- Consider how the Handbook and DoMV model can be institutionalized across IOM.
- Consider mandatory training on the DoMV model for all relevant IOM staff

C. Sustainability: For the Fund and all IOM units implementing Fund projects:

- Consider a second phase of projects through donor funding to secure progress made.
- For MPA: Ensure that the Handbook, and related tools, are updated regularly and create an online repository

D. Evaluating outcomes: For MPA:

- For MPA: Introduce regular monitoring of use and impact of the Handbook and model
- For the Fund: Consider carrying out another evaluation on the Handbook's outcomes in 2-3 years