



EVALUATION BRIEF

July 2022

EX-POST EVALUATION OF THE PROJECT “IMPROVED MIGRATION MANAGEMENT THROUGH POLICY DEVELOPMENT IN KYRGYZSTAN”

This evaluation brief presents a summary of the key findings, conclusions, and recommendations, as identified by the evaluator for use by key stakeholders, including internally by IOM staff and externally by project partners. More details can be found in the full evaluation report.

Evaluation type:	Internal independent final evaluation
Evaluator:	Jelena Ribac, Project Manager, IOM Office in Belgrade
Field visit dates:	Conducted remotely (August—November 2021)
Final report date:	7 July 2022
Commissioned by:	IOM Development Fund & IOM Office in Kyrgyzstan
Managed by:	Almaz ATAMBIEV, Program Assistant

Evaluation purpose: To assess the relevance, coherence of the interventions vis-à-vis other interventions, the effectiveness and performance of the project, the efficiency of project management and implementation, and the impact and sustainability of the project. To document lessons learned and make recommendations that IOM and project partners, namely government entities, experts, and civil society partners, might use to improve the design and implementation of other and future related projects and programmes.

Evaluation criteria: Six OECD-DAC criteria – relevance, coherence, effectiveness, efficiency, impact, and sustainability.

Evaluation methodology: Document review and semi-structured key-informant interviews.

PROJECT SUMMARY

The project “Improved Migration Management through Policy Development in Kyrgyzstan” aimed to support the Government of the Kyrgyz Republic (GoK) to improve migration management at the national level based on migration policies that are in line with international standards and mainstream gender and human rights.

This objective was to be achieved through a combination of advocacy and capacity building activities targeting and involving relevant stakeholders in the Kyrgyz Republic.

In line with this, the project worked to strengthen the capacities of the GoK to address migration-related processes, challenges and migrants’ needs.

This outcome was achieved through the development of the draft of the state **Migration Policy Concept (MPC)** and improving knowledge of state agencies representatives on the global frameworks and international frameworks and standards relevant for migration governance (SDGs, MiGOF).

IOM activities included technical and expert support for the achievement of the stated outputs by organizing workshops and meetings for state counterparts with CSO’s, IO’s, academia representatives and independent specialists.

Project information:

Geographical coverage:	Kyrgyzstan
Project type:	Migration Policy Activities
Project code:	PO.0143
Gender marker:	2a
Project period:	October 21, 2019 - January 21, 2020
Donor:	IOM Development Fund (IDF)
Budget:	USD 37,887

Although characterized by frequent political fluctuations which are affecting the political system and institutional set-up, there is a continuity of interest and attention given to migration by the main political actors in the recent years. This seems to be deriving from increased awareness and understanding of the high importance of the effects that the migration situation and trends have for the political, economic and social developments in the country, especially in the longer-term.

Key project stakeholders were the GoK and relevant line ministries/state agencies (primarily the State Migration Service, Ministry of Foreign Affairs, Ministry of Economy, Ministry of Labour and Social Development, Ministry of Internal Affairs, Ministry of Health, State Agency on Youth issues, Prime-Minister’s Administration and other state institutions), as well as UN agencies and civil society organizations, the academia and independent experts.

KEY FINDINGS & CONCLUSIONS

Relevance (rating 5: excellent)

The project responded to the need and decision of the GoK to develop a new Migration Policy Concept (MPC) and was extremely timely and relevant as such. It facilitated the policy dialogue on a broad spectrum of migration-related issues and contributed to redefine migration management priorities based on a wider and development-oriented outlook.

Gender and human rights considerations were incorporated as main principles in the project design and implementation, and project results reflect them accordingly.

Coherence (rating 5: excellent)

The project has been consistent and synergetic with prior, current and follow-up initiatives and programs of IOM, the government, and other actors. And *vice versa*, the project contributed to improving consistency and interlinkages across policies, programmes and initiatives.

Effectiveness (rating 5: excellent)

The project achieved its intended results and exceeded many of its targets. All activities, outputs and outcomes were accomplished as planned and following highest professional and quality standards.

Efficiency (rating 4: very good)

The project is an example of a short and highly efficient intervention which delivered outstanding results with minimal financial resources, however, while stretching staff capacities. The project was cost-effective and made the best use of available resources in the less-than-ideal circumstances.

Impact (rating 5: excellent)

The project had positive long-term effects in providing common understanding on the strategic priorities in migration which has informed the design of various programs and initiatives of different actors.

The project contributed to strengthening advocacy, communication, and fundraising efforts of stakeholders in addressing various migration challenges in a coherent and consistent manner.

The project results, and Migration Policy Concept (MPC) in particular, are likely to contribute to gender equality in future.

Sustainability (rating 5: excellent)

The project results are fully owned by national stakeholders, including the commitment of policy and decision makers to improve migration management in order to mitigate its negative effects and enforce its positive effects.

There are favorable circumstances and capacities to introduce measures that would improve the prospects of sustainability of the project's results. Such measures may include setting up monitoring and evaluation (M&E) system for the AP (including gender-specific indicators for monitoring progress towards the expected MPC results), promoting a lead institution for migration governance and clear division of roles and mandates, legislative amendments, partnerships with CSOs as well as private sector, and ongoing capacity building.

IOM is recognized by all stakeholders as the key partner for supporting and facilitating the government in these processes which will require additional efforts and engagement of the organization's capacities.

GOOD PRACTICES

IOM's highly proactive engagement in supporting migration management that **generated potential** which could be **effectively mobilized to achieve common development and rights-based goals in migration**, once other conditions were met in the wider political, economic and social context.

Inclusive policy-creation process ensured *de facto* consideration of interests, views and contributions of all stakeholders, **which increased understanding and trust among stakeholders.**

Creating a strong sense of ownership and accountability to a common goal, based on understanding that **joint efforts in migration were meaningful and made a difference towards commonweal for the government and the society as a whole.**

LESSONS LEARNED

Importance of planning for sufficient human resources and/or time for projects implementation to avoid overstretching the organization's capacities, while maintaining the good quality of the work and results. Missions/Offices could advocate for, and IDF could consider **flexible approaches towards the ratio between staff and office costs, operational costs, and project implementation timeframes** tailored to specific needs/situations.

KEY RECOMMENDATIONS

- 1) *Notwithstanding the need for time- and cost-efficiency in delivering project results, in some cases and when circumstances allow, it would be advisable and reasonable to advocate for extended periods of project implementation and/or allocation of more human or other resources – whichever considered more beneficial for the quality of implementation and reasonable level of workload.*
- 2) *Continue the involvement in the development/ implementation of the MPC AP 2021-2025 as well as appropriate M&E system, including and monitoring gender-specific indicators, and designing joint programs which would contribute to the attainment of gender-specific and other AP targets.*
- 3) *IOM would benefit from increasing the Office capacities to better respond to migration management responsibilities and commitments in relation to the government as well as the UN system. This should employ additional and optimize current technical, material, financial and human resources, including through cross-project linkages and with the support of IOM's regional/HQ departments as needed.*
- 4) *Explore further opportunities for multi-year and multi-stakeholder programmes in line with the MPC and AP priorities that would enable continuity of actions within larger-scale interventions, as well as prospects for significant impact and sustainability.*
- 5) *Continue the good cooperation and support provided to the government to further strengthen the institutional set-up and capacities based on clear roles and responsibilities of all respective actors, and in line with the whole of the government and whole of society approach.*