FINAL EVALUATION REPORT FOR "ENHANCING THE MIGRATION EVIDENCE BASE FOR THE DEVELOPMENT OF TANZANIA" PROJECT

Submitted by

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1. Executive summary

The *"Enhancing the Migration Evidence Base for the Development of Tanzania"* project was implemented in Tanzania, the United Kingdom and Kenya, and it was designed to remedy the challenge of lack of data on current migration patterns for evidence-based policy making in Tanzania, through better understanding and increased knowledge on Tanzania's migration. Government partners identified the need for a migration profile, the creation of a diaspora web portal, and enhanced coordination amongst ministries in order to manage migration flows through improved policies and diaspora engagement.

Objective	Improved evidence base on migration in Tanzania
Outcome	Government of Tanzania demonstrates willingness to strategically use migration data for policy development.
Outputs	1:1 A copy of "Tanzania's Migration Profile" is accessible to relevant stakeholders
	1:2The web portal is created and regularly updated within the MFAIC.
	1:3 A wide range of stakeholders have increased knowledge on diaspora engagement through trainings and outreach campaigns conducted in the U.K. and Kenya.

This final project evaluation adopted a participatory approach through interviews with key project partners and beneficiaries.

The following are the findings and recommendations that could inform future projects:

For IOM:

a.   Baseline Survey should be conducted before the start of any project; this will enable the IOM to set realistic targets for any upcoming project.
b.   Define deliverables and impact (objective) indicators in terms of submission rather than approval.
c.   The anticipated risk should be incorporated in project design to enable effective implementation of the project and achievement of intended deliverables.

For the Government:

a. Accelerate the process of taking over more responsibilities as a service provider, with the IOM working as a supporting partner, increasing own budgets, especially for updating the migration profile and for launching of the web portal.

b. Undertake a review of experience accumulated to date in developing the migration profile to obtain greater understanding of factors at play in the successes and shortcomings: what motivates the diaspora and how to improve the engagement of diaspora and other stakeholders.

2. List of acronyms

EQ	Evaluation Question
IOM	International Organization for Migration
LF	Logical framework
MDGs	Millenium Development Goals
MIGOF	Migration Governance Framework
NSGRP II	National Strategy for Growth and Reduction of Poverty II
OECD/DAC	Organisation for Economic Co-operation and Development - Development Assistance Committee
RCMM	Regional Committee on Mixed Migration
TDV 2025	Tanzania's Development Vision 2025
ToC	Theory of Change
ToR	Terms of Reference
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
ZDV 2020	Zanzibar Development Vision 2020
ZSGRP	Zanzibar Strategy for Growth and Reduction of Poverty

3. Introduction

This evaluation for the project "Enhancing the Migration Evidence Base for the Development of Tanzania" was commissioned by the International Organization for Migration IOM) mission to the United Republic of Tanzania, through funding from the IOM Development Fund. The evaluation aimed at reviewing the relevance, efficiency, effectiveness, and at assessing the prospects for sustainability, the impact of the project, and identifies and document the lessons learned and best practices which would inform the development of follow-up projects and programmes.

4. Context and purpose of the evaluation

4.1. Context

IOM is the leading inter-governmental organization in the field of migration. Towards the implementation of the Sustainable Development Goals (SDGs), the Government of Tanzania has recognized the value of the nexus between migration and national development, and has requested for the assistance of IOM in mainstreaming migration into Tanzania's national development planning. Tanzania was lacking data on migration patterns for evidence-based policy making. IOM has been working with the government and relevant partners to implement this project from September 2013 to February 2015, with a no-cost extension up to May 2017.The project design and strategies were aligned with government policies and priorities as defined in the Tanzania's Development Vision 2025 (TDV 2025), Zanzibar Development Vision 2020 (ZDV 2020), National Strategy for Growth and Reduction of Poverty II (NSGRP II), Zanzibar Strategy for Growth and Reduction of Poverty (ZSGRP)) and the SDGs. Project activities were implemented in Tanzania with some outreach activities in Kenya and the United Kingdom.

4.2. Evaluation purpose

The overall objective of the final project evaluation is to assess the extent to which the project has achieved its results in relation to the targets set out in the project documents. The evaluation assessed project performance according to the OECD/DAC evaluation criteria namely:

1. Assess the relevance of the project towards the government policy on migration and development as well as diaspora engagement.
2. Assess the effectiveness of the project in reaching its stated objectives.
3. Assess the efficiency and cost-effectiveness of project implementation.
4. To assess the outcome and impact of the project.
5. Assess the prospects for sustainability.
6. Identify lessons learned and best practices.

Both quantitative and qualitative data were collected from project partners to help determine what worked for whom, and under what circumstances. At the end of the final evaluation, good practices, lessons, and recommendations were identified for migration stakeholders in the government, academia, researchers, private sector, migrant association and diaspora organization on how to improve the design and implementation of future development interventions in migration data and diaspora engagement.

4.3. Evaluation Scope

This evaluation covered the whole duration of project implementation, including no-cost extensions i.e. 2013 – 2017 considering activities done in Tanzania, Kenya and the United Kingdom targeted respondents were government stakeholders, private sector, academia, research institutions civil society and development partners. Consequently, the assignment included:

i. Review of project documents such as the project proposal, logical framework, mid-term evaluation report, the monitoring and evaluation matrix and other related documents from IOM which supported the implementation of the project. A review of national policies and strategies related to the project was also done. Specifically:

ii. Development of an inception report outlining how the assignment will be undertaken, including the presentation of the methodology and any tabulation plans for data analysis and report writing;

iii. Collection of data, analysis, and presentation of preliminary findings;

iv. Submission of key findings, conclusion, and recommendations to relevant partners; and

v. Assessment of key factors for sustainability of the project and presentation of strategy for ensuring sustainability is enhanced.

4.4. Evaluation criteria

The evaluation assessed the project performance according to the OECD/DAC evaluation criteria, namely, relevance, efficiency, effectiveness, the impact, and sustainability of the project.

5. Evaluation framework and methodology

5.1. Data sources and collection

1. Literature Review (Desk Review of Secondary Information)

In-depth document review was conducted to understand the project, its objectives and its background. Relevant documents related to the project were reviewed.

2. Primary data collection

The key Informant guide for government partners, diaspora associations, IOM staff and the consultant responsible for the development of the migration profile were developed and used during the key informant interviews. The aim was to provide information that will be used to examine the experience from the project perspective and to provide recommendations for the implementation of similar projects in the future.

Key informants were purposively chosen for their expert knowledge of the project as follows:

a) Interministerial Task Force members;
b) IOM project staff;
c) Tanzania Immigration Services Department;
d) United Nations Population Fund (UNFPA);
e) Prime Minister's Office, Labour, Youth, Employment and Persons with Disabilities; And
f) National Bureau of Statistics;
g) Ministry of Foreign Affairs and East African Cooperation (Department Of Diaspora Engagement And Opportunities).

A semi-structured approach was also used to allow for in-depth questioning on key issues that arose during interviews. A questionnaire was developed and administered through Survey Monkey for respondents in Kenya and the United Kingdom to assess to what extent the project met its set objectives.

5.2. Sampling

The purposive sampling technique was employed: participants were selected because they are likely to generate useful data for the project. The team used two qualitative methods of data collection during evaluation, mainly key informant interviews and document review.

Qualitative Evaluation Survey Tools and Survey Populations

Tool Code	Description	Participants	Total Nos. Conducted
1	KII for different stakeholders	20	20
2	KII for IOM staff	IOM staff	1

Source: Survey Data 2018

5.3. Data analysis

For qualitative data, the key informant interview transcripts were analyzed and issues needing further clarification were resolved through discussions and triangulation of data sources. The data was transcribed and then coded into themes and categories as advised by Graneheim and Lundman (2004). Afterwards, the data were analysed using ATLAS.ti computer software to support making sense of the text with regards to the relationship of aspects. The process also involved in-depth interpretation of the underlying meanings of the text. Document transcription forms were constructed and utilized to extract relevant data from different reports and records.

5.4. Limitations and proposed mitigation strategies

The evaluation process did encounter very few limitations, and the limitations had little or no direct impact on the data which were collected with regards to the end of this Final Evaluation. The limitations were largely due to delays in receiving feedback from respondents due to authorisation to fill questionnaires, relocation to other institutions and conflicting schedules – which caused a delay in the data collection phase. This delay forced the evaluation team to spend more days than expected in some of the areas during data collection. However, the delay was offset by speeding up data entry, data analysis and report writing.

6. Findings

The findings are organized according to the survey objectives and the ToRs. The findings cover the analysis of the data regarding the relevance of the project towards the government policy on migration and development as well as diaspora engagement, the effectiveness of the project in reaching its stated objectives, the efficiency and cost-effectiveness of the project implementation, the outcome and impact of the project, the prospects for sustainability of the project, and lessons learned and best practices.

1. Relevance and alignment with government priorities.

The project and all its components remained highly relevant throughout, as confirmed by all project partners and key sector role players in the interviews conducted by the consultant. The project accorded the beneficiaries better understanding and increased knowledge on Tanzania's migration. The importance of accessibility to the migration profile by all relevant stakeholders was also stressed by different stakeholders. The different interventions on capacity building remain highly relevant and necessary for all the stakeholders who were involved in the project.

The project design and strategies were fully aligned with and supportive of government policies and priorities as defined in the Tanzania's Development Vision 2025 (TDV 2025), Zanzibar Development Vision 2020 (ZDV 2020), National Strategy for Growth and Reduction of Poverty II (NSGRP II), Zanzibar Strategy for Growth and Reduction of Poverty (ZSGRP) and the United Nations Sustainable Development Goals (SDG), and as confirmed by key interviewed stakeholders. The migration profile in general, and the diaspora web portal, were given the highest priority as they serve as a framework for bringing the existing information from different sources together in a structured manner at both national and regional levels, and a means of identifying and developing strategies of addressing data and policy development needs. Practical support to the sectoral development included training workshops and training of trainers on diaspora engagement, in cooperation with donor programmes. A specific training workshop on women and diaspora was facilitated in recognition of the increased feminization of migration as well as women's potential to have a positive impact on national development.

The project was aligned with IOM's goal in the East and Horn of Africa regions which aimed at contributing to effective, flexible and comprehensive migration management solutions in East and Horn of Africa, in partnership with states, regional institutions, international agencies, communities, and migrants. The rationale of the Regional Strategy is to ensure that there is a more unified, integrated approach by IOM in pursuing its goal and strategic objectives across the region and tying these to the Organization's global objectives. The guiding framework for this Strategy is IOM's Migration Governance Framework (MIGOF), which defines the principles and objectives underpinning the Organization's global activities. These principles are: (1) adherence to international standards and the fulfillment of migrants' rights, (2) migration and related policies are best formulated using evidence and whole-of government approaches, and (3) good migration governance relies on strong partnerships. The three principles propose the necessary conditions for migration to be well-managed by creating a more effective environment for maximized results for migration to be beneficial to all. These represent the means through which a government will ensure that the systemic requirements for good migration governance are in place. The project aimed to enhance the capacity of the government to integrate migration and diasporas into their national development strategies and implement migration-related projects that help foster sustainable development and reduce poverty.

The project was also aligned to the IOM's global mission which is committed to the principle that humane and orderly migration benefits migrants and the society. All the above consider migration as central to

globalization, population stabilization, transition and an increase in development. The project was also aligned with the donor's priorities such as harmonization of migration management policies and practices within the overall national development strategy..

2. Quality of project design

Interviewed stakeholders expressed satisfaction with the participatory way the project was formulated. Per the interviewed key informants, all the major stakeholders in migration management and data use were involved.

A comprehensive Project Results Framework (PRF) (annex A of the project document) describes in details the expected outcomes and outputs of the project. In general, the proposed indicators, target and assumption of the project development objective, outputs and outcomes therein are adequate to monitor progress. Most of the proposed indicators are smart and can be easily verified. The proposed assumptions in the results matrix are realistic and would allow achieving success, whilst the timeframe to deliver most outputs seems adequate. Appropriate project implementation arrangements and the roles of key partners have been clearly described in the effective implementation of the project.

The activities of achieving the short, medium, and long-term objectives are adequately summarized in the Results Matrix).The results matrix was mostly well designed, with some of the elements which were necessary for the matrix to use, as the basis for planning and monitoring of activities and outcomes. The assumptions were relevant and well formulated at the appropriate levels.

As stated in the project document, three outputs, organized under three components, were expected to be delivered that would contribute to one outcome. The following paragraphs discuss the logical link between activities and results (outputs, outcomes) and how they were likely to lead to the realization of the project goal through the use of a 'theory of change' (ToC).

A ToC explains how activities are understood to produce a series of results that contribute to achieving the final intended impacts. It can be developed for any level of intervention – an event, a project, a program, a policy, a strategy or an organization.

Figure 1: Schematic depiction of a ToC
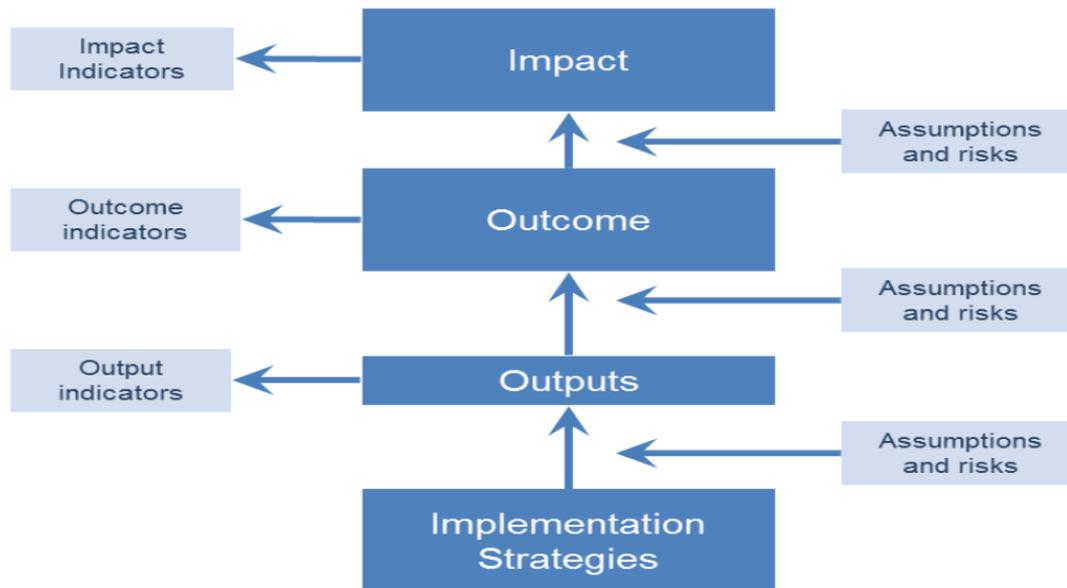
Theory of Change described in the project document is understood to be as follows:
There is a dynamic relationship between the three outputs. More specifically, the successful delivery of Output 1 (The Migration Profile is Accessible to Relevant Stakeholders) is dependent on the diaspora web portal created and Regularly Updated within the Ministry of Foreign Affairs and International Cooperation; and the wide range of stakeholders has increased knowledge on diaspora engagement through trainings and outreach campaigns conducted in the United Kingdom and Kenya (Outputs 2 and 3, respectively). At each stage in this theory, there are implicit assumptions, most notably with regard to the timely delivery of project interventions, the quality of program implementation, continuity of government commitment and support, continuity of donor support, and adequate resource allocation to the project.

IF the diaspora web portal is created and regularly updated within the Ministry of Foreign Affairs and International Cooperation; (Output 2)

AND IF the migration profile is accessible to relevant stakeholders; (Output 1)

AND IF the wide range of stakeholders have increased knowledge on diaspora engagement through trainings and outreach campaigns conducted in the United Kingdom and Kenya; (Output 3)

THEN the Government of Tanzania demonstrates willingness to strategically use migration data for policy development.

Which will lead to better understanding and increased knowledge on Tanzania's migration?

However, this evaluation has found that there are several factors that limit the reliability and validity of the ToC as described in the project document, these include:

1. The results framework had an elaborate system of indicators with targets and no baseline data;
2. The results framework missed the means of indicator verification;
3. The project did not have a monitoring and evaluation plan for tracking these indicators. Given the need for regular reporting on the performance project indicators, the absence of the monitoring and evaluation plan had a negative bearing on the quality of the project design. However, the project was producing regular project implementation reports which tracked the performance of these indicators;
4. The project had no potential risks which have been identified and described in the project document and proposed adequate mitigation measures.

The results framework for the project can be seen in Appendix 1. They very much reflect the ToC and implicit assumptions contained within the ToC. As such the factors discussed above that limit the reliability and validity of the ToC also apply to the results framework.

The chain of logic used in the results framework has a direct link from the project activities, the outputs to the outcome and to the impact. While the outputs are logically correct the logical leap to the project's objective is too great, leaving the opportunity for factors external to the project to have too great an influence over the achievement or not of the project's outcome. The same can be said of the leap in logic between the outcome statement and the impact statement.

The three outputs are logically independent and address the identified needs on enhancing the migration evidence base for the development of Tanzania project. As Outputs 1.1, 1.2 and 1.3 are related to the technical, functional and capability building, more of the indicators should have monitored capacity and capability development rather than the completion of the project's activities.

Outcome: Government of Tanzania demonstrates willingness to strategically use migration data for policy development

The project's outcome statement should logically combine the results of the project's outputs. The three project Outputs describe: i) Output 1.1: The migration profile is accessible to relevant stakeholders, II) Output 1.2: Diaspora web portal is created and regularly updated within the Ministry of Foreign Affairs and International Cooperation, iii) Output 1.3: A wide range of stakeholders have increased knowledge on diaspora engagement through trainings and outreach campaigns conducted in the United Kingdom and Kenya.

In addition, the Outcome should definitely be achievable within the time frame of the project and be influenced by as few external factors as possible. As described above, the project's outcome seems to alienate the government from the project owner, implementer and interested party to an object of observation by an external observer and implementer who wanted the former to demonstrate willingness to use migration data. Such an outcome could not be government-owned. Thus, the outcome statement

was recast to reflect the evidence base focus on the project and it now reads: Government of Tanzania demonstrates enhanced utilization of migration data for development

Impact: Better understanding and increased knowledge on Tanzania's migration.

The project's impact statement captures conditions that are predicted to occur well beyond the time frame of the current project and logically relies on many other external conditions that are beyond the scope of this project.

An impact statement should ideally be achievable within the time frame of the project and should also be logically related to the project's outcome statement(s). The original formulation of the impact statement, i.e. Better understanding and increased knowledge of Tanzania's migration, was too general. It did not capture the evidence-base strengthening intention of the project. The project objective was, thus, recast as follows: To promote availability, access and utilization of migration data for development and strategic planning.

The evaluation, however, noted that although the project reporting process was tracking the activities of the interministerial task force, the establishment of the task force itself was omitted from the key outputs. The evaluator believes this was indeed a key output because the task force was key to the enhancement of government ownership and sustainability of the project results. The The Inter-Ministerial Taskforce on Migration (ITM) played a pivotal role in the implementation of the project.

The project's institutional design and capacity building strategy were generally appropriate, with maximum involvement of local institutions, the government, and the diaspora. A dedicated capacity building component (Output 1.3) was included to overcome weaknesses in all these institutions, but may not have been enough to ensure sustainability.

The project design placed significant emphasis on sustainability, recognizing that it would depend on the government capacity to support updating the national migration profile and daily operation of the web portal.

Achievement of outputs and outcomes?

The achievements of the project in terms of delivering the planned outputs and outcome were as follows:

Output 1.1:   A copy of "Tanzania's Migration Profile" is accessible to relevant stakeholders

The main activity under this output was the development of a migration profile which went together with convening a half-day roundtable meeting to introduce the project to relevant stakeholders; capacity building training on the collection, sharing, and harmonization of migration data, and facilitation of the seven-diaspora engagement and migration profile task force meetings. At the end of the project, the draft

Tanzania migration profile had been finalized by the consultants and approved by IOM. The draft migration profile was not printed and disseminated as envisioned since the government counterparts needed more time to undertake consultations to review and endorse the document, among other things. As the project wound up, following four no-cost extensions, IOM received communication from government partners that more time was needed to revise and update the migration profile.

To have a consultative and multi-stakeholder process in place, and to enhance government ownership of the project elements, IOM also facilitated seven migration profile and diaspora engagement taskforce meetings. These meetings provided a platform for discussing project strategy and components and for facilitating information sharing among relevant stakeholders.

Figure 2: Diaspora engagement and migration profile taskforce composition by gender

Output 1.2:   Establishment of the Inter-Ministerial Taskforce on Migration

The ITM was formed and was a strategic pillar for steering the project forwarding the overall project strategy of maximizing the extent to which project results are reached through a consultative process with government partners and other stakeholders. The ITM strengthened GoT ownership as it enabled the GoT to take a leadership role in the project implementation processes. This left IOM with its key roles of providing technical support and advisory services and of facilitating administrative and financial management of the project.

The taskforce worked with IOM to amend implementation of certain project activities which seemed to deviate from the original concepts/formats presented by IOM.

The ITM demonstrated ownership and control over the project when it coordinated the drafting of the TORs for the migration profile and web portal consultancies as well as when it requested for the re-advertisement for a migration profile consultant. As a result, the recruitment process was extended to find the best consultant for the task. In March 2014, Development Pioneer Consultants was contracted to develop the migration profile for Tanzania. While the recruitment process took longer than originally planned, it illustrated the project's strategic focus on promoting government ownership.

The taskforce was also instrumental in consulting for the design and layout of the diaspora web portal. Through its management of the process of developing migration profile, the Inter-Ministerial Taskforce on Migration ensured that the persons who were developing the migration profile closely collaborated with the other consultancy team which was engaged in the development of the diaspora web portal. The leadership role of the ITM in the development of the migration profile and the diaspora web portal focused on the sustainability of the initiative with the prospects of maintaining the migration profile as a living document which they would be able to update and handing over the completed diaspora web portal to the government for operationalization.

Also the participation of the taskforce members in the workshops of migration data collection, sharing and harmonization demonstrated the government's commitment to the establishment of the evidence base for mainstreaming migration into development planning.

Output 1.3: The web portal is created and regularly updated within the MFAIC

The diaspora web portal was developed through consultations between IT personnel in IOM Manila and the Ministry of Foreign Affairs and the East African Cooperation (the Ministry). The contents of the web portal were also discussed during outreach meetings with the Tanzanian diaspora in Kenya and in the United Kingdom to understand the information contained in the portal. A sample survey for completion by members of the diaspora was designed and entered onto the web portal. Focal persons were identified within the Ministry for day-to-day technical liaison with IOM IT colleagues based in Manila, and the project officers and focal persons coordinating the communications at the Ministry. IT equipment was also donated by IOM to the Ministry to facilitate a smooth running of the web portal. However, until the end of the project, the web portal was not finalized, more time was needed.

Output 1.4: A wide range of stakeholders have increased knowledge on diaspora engagement through training and outreach campaigns conducted in the U.K. and in Kenya

IOM staff in close collaboration with the Diaspora Department at the Ministry facilitated four diaspora video conferences with members of the diaspora based in Kenya and in the United Kingdom. The video conferences were part of the trust building measures in engaging the Tanzanian diaspora. In addition, information and sensitization materials (brochures) were developed and distributed to the members of the diaspora across the world through Tanzanian embassies and high commissions. The brochures contained

information on government initiatives on engaging the diaspora, opportunities available for the diaspora to invest as well as contact details of the diaspora Department at the Ministry.

Capacity Building

The core research teams were capacitated during the training of trainers which was instrumental in making the migration data collection, sharing and harmonization workshop a success through their roles as presenters and discussants.

From what could be observed and inferred during this evaluation, the following can be said:

To enhance capacities of relevant stakeholders in engaging the diaspora, a training workshop and training of trainers on diaspora engagement was facilitated by the project team. Trainees were reinvigorated with thematic knowledge on diaspora engagement for national development, and encouraged into forming networks of collaboration in engaging with the diaspora. In the recognition of the feminization of migration, the capacity building training on engaging women in the diaspora was facilitated. Two components in this output were not implemented, namely: development of a resource mobilization plan and facilitation of a resource mobilization workshop. This is because the two key outputs above (the migration profile and diaspora web portal) were not finalized.


IOM Chief of Mission, Damien Thuriaux delivering opening remarks during the training on engaging women in the diaspora

Cross-cutting Themes

Throughout the project duration, gender considerations were made. The project officers emphasized on equal gender representation to partners as they made nominations for participants to the project activities. Moreover, feminization of migration was a concept that was keenly discussed during capacity building initiatives, especially the training on engaging women in the diaspora. During this training, participants developed two concept notes on engaging women in the diaspora after a series of discussions on IOM's programmes such as Migration for Development in Africa (MIDA).

Figure 3 : Gender representation during capacity building initiatives
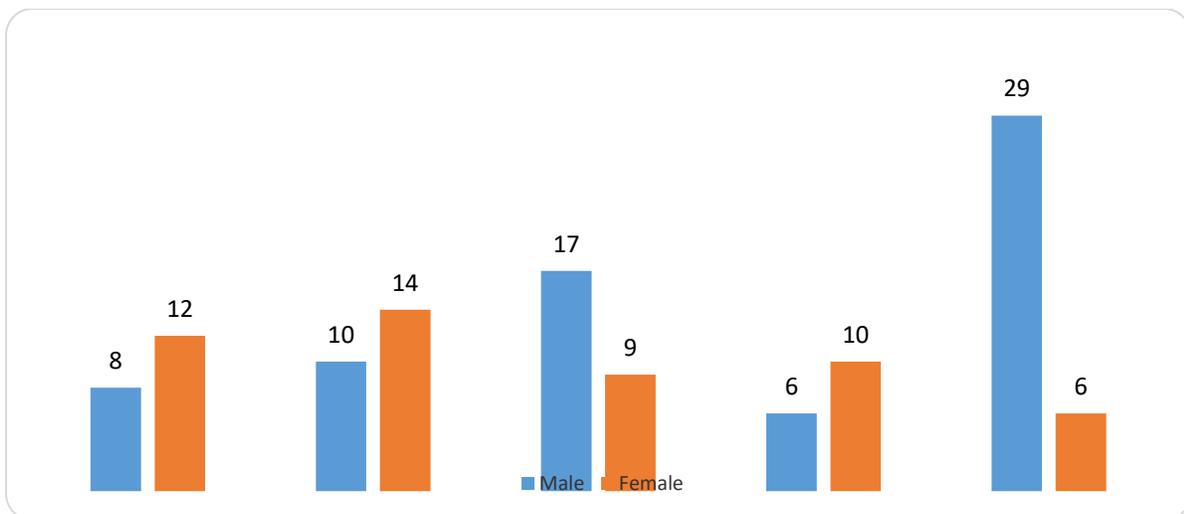
Process and Efficiency

The evaluation assessed the extent to which the project had clear and realistic criteria for allocating financial resources to meet its targets. The evaluation also assessed the alignment between planned and the actual expenditures, and the timely delivery of the outputs. These questions were asked during the project through using perception data and a review of financial documentation.

The efficiency with which the project was implemented was good in most aspects. Planning, budgeting, monitoring and management of financial, human and other resources were generally good and used appropriate management tools. The budget was 77% spent, but 23% of the budget was not spent because

two components were not implemented, namely, the development of a resource mobilization plan, and facilitation of a resource mobilization workshop. Overall, the quality of products was high.

The following are the components which are covered in this section; implementation against work plans, quality of project management, quality of products, cost effectiveness, partnerships with the government, and coordination with other programmes.

i.   Implementation against workplans

Although the project requested for four no-cost extensions, IOM received communication from government partners that more time was needed to revise and update the migration profile, equivalent to an additional of 25% of the time. These delays were caused by many factors, but which are not uncommon and have to be expected in most projects. The factors include a delay in finishing developing the migration profile, back and forth process in the redesigning of the web portal, all these delays were not anticipated and incorporated in project design. For instance, project developers could have anticipated that, due to (1) the consultative and multi-sectoral nature of the development of the migration profile, (2) diaspora engagement and outreach activities in Kenya and the United Kingdom, (3) the development of a web portal, and (4) the country governance context (union government) vis-à-vis the project timeline, it would have been realistic to lower project outputs. The expenditure was generally in line with the time spent.

ii.   Quality of project management

The quality of the project management in general was good. Regular (annual) planning and review exercises were conducted with the government and other stakeholders and the plans were formalized in annual agreements with the government. IOM received funding as a whole during the signing of the contract, which facilitated the implementation of the project.

The monitoring and quality control system was well designed and seems to have been implemented effectively. The indicator tracking tool was established based on the log frame indicators; and these were improved on the recommendation from the government and other implementing partners. There was no baseline survey to establish baseline values for the indicators; thus, the target set was unrealistic and overambitious. Regular monitoring and reporting were ensured. Quality assurance was ensured through technical supervision by IOM staff.

Financial administration and accounting were carried out by IOM Tanzania, and whose procedures were defined in the agreements signed between each IOM and the IOM Development Fund. Procurement of equipment and materials was the IOM responsibility and the system seems to have been relatively efficient.

iii.   Cost effectiveness and use of Resources

A review of the project's budgetary documentation suggests that resources appear to have been tight but appropriate for achieving the project outputs and outcomes, while the allocation of budgetary resources

appears to be adequate and appropriate. The project received funding from the United Nations Population Fund (UNFPA) to support development of youth and gender briefs in conjunction with the development of the migration profile. The documents also show a close alignment between planned and actual expenses.

Table 1: Budgetary documentation: IOM Development Fund

ITEM	TOTAL (USD)
A: STAFF & OFFICE COSTS	
Total Staff costs:	52,871
Total Office costs:	7,129
C: OPERATIONAL COSTS	
Output 1	79,886
Output 2	10,928
Output 3	30,674
Total Operational costs:	121,488
IOM overhead*	N/A
Evaluation	18,512
Grand Total	200,000

* IOM Development Fund projects are not subject to OVERHEAD

Table 3: Budgetary documentation (UNFPA)

ITEM	TOTAL (USD)

A: STAFF & OFFICE COSTS	0
C: OPERATIONAL COSTS	
Output 1	7,500
Total Operational costs:	7,500
IOM overhead*	525
Grand Total	8,025

The resource intensive activities contemplated for this project seem to justify the allocation of a high proportion of the budget for operational costs 131,550 (65.3%). That said, interview data indicates this allocation reflects the lessons learned from previous interventions, currency fluctuation and the local cost of goods and services, as well as the salaries of professional and general service staff and their conditions of employment as either international or locally recruited staff.

Similarly, the staff costs 49,600 USD (24.6%) and office costs 10,350 USD (5.13%) seem reasonable considering the operational scopes of the project, based on the evaluator's experience of different projects and programmes of similar scope conducted by this and other international cooperation agencies. Further, the staffing budget reflects the costs of international and national staff which, at IOM, follow the salary and post adjustment standards of the United Nations. Similarly, the total of staff and office costs is 29.7% of the total Budget, which is in line with the financial guidelines for IOM Development Fund project section 10 (i).

With regards to human resources, the number of staffs involved appears to be generally appropriate, as respondents indicate that in most cases, staff can perform the tasks assigned in the context of the project without incurring overtime.

iv.   Economies

Through the national execution arrangement, where the ITM under the leadership of the MFAIC had the responsibility for project implementation, the project realized some economies. A project manager was seconded to the project and a project assistant was hired to assist in implementation of the project

The project teams had a range of efforts to ensure cost-effectiveness during the project's implementation and pointed to the fact that IOM procurement policies and procedures were used by partners to ensure value for money in the procurement of equipment. In addition, partners' contacts and networks on the ground allowed them to maximize the use of funds to increase outputs for the same amount of money.

v. Equity

The video conferencing and training workshops strategy were adopted by the project, as the key diaspora engagement outreach strategies were not enough in terms of affording all Tanzanians equal access to information on the country's diaspora engagement drive. Outreach materials were also developed and disseminated through Tanzanian embassies and high commissions globally with the aim to disseminate and use during outreach activities to the diaspora. However, the migration profile and the web portal aimed to enhance access to information and participation by larger sections of qualified and skilled Tanzanians in the diaspora. (please see IOM Progress Report)

vi. Partnerships with government

The government acknowledged the support and training received and the efficiency of communication and coordination. Some of the problems experienced while developing the migration profile and the web portal have been mentioned. The quality of the relationship with the government as mentioned by different stakeholder within and outside the government was very good. They perceive the relationship as purely government led and that they were genuinely involved in decision making and it was clear that the IOM team went to considerable lengths to do that in order to sustain the project and increase government ownership of the project.

vii. Coordination with other programmes

Through IOM, there was very active participation with other departments while implementing the project. Activities were effectively coordinated with those of other programmes. This was ensured right from the design phase of the project, during which the identification of target beneficiaries was done. The support for the development of guidelines and diaspora engagement brochures was also effectively coordinated through active participation with all stakeholders; there were regular bilateral communication and coordination. There were effective synergies with the IOM program.

Risk management

Most of the risks associated with external factors could have prevented the project from achieving its planned outputs, and from implementing the planned activities and delivering of the required products, were anticipated in the log frame. However, in this regard, the most significant external risk (not included in the log frame) was the inability of the project to influence government decision-making time frames. Though IOM had more influence and leverage with the government than was the case with other stakeholders, while implementing the project, it was not able to significantly influence these processes. One of the outputs is that the migration profile has still not been approved and it is apparent that without their influence and the accompanying formalization of the government, the migration profile is not likely to be endorsed.

Sustainability

The sustainability of a project or a program can be assessed through probing whether activities and their results are likely to continue when the external support is withdrawn. The notion of sustainability is therefore concerned with assessing whether the benefits of an activity are likely to continue after donor funding has been withdrawn. An assessment of the sustainability of the benefits delivered by a project involves considering several inter-related factors. There is some evidence that the project was potentially poised to longer-term sustainability due to high-levels of buy-in and engagement it encourages from the outset, particularly in terms of its capacity to mobilize key stakeholders during its implementation. This was also considered to be crucial in ensuring longer-term sustainability once the funding comes to an end. Discussions with stakeholders and IOM staff also demonstrated that there was a growing understanding of the need to integrate the main project components into their broader programme of work.

"We are beginning to absorb different components of the project into our normal work, even when the project ends there is so much to do on the project" (government staff).

Due to various challenges and enabling factors that exist in different components of the project, a major pillar for sustainability of results was the ITM under the chair of MoFAIC. This structure had the potential and capacity of steering the project into the second phase, which would include engaging the diaspora, either through temporary returns or other skills transfer mechanisms. The taskforce was very engaging in the processes relating to both the migration profile and the diaspora engagement components. The Diaspora Engagement Unit in the Prime Minister's Office is yet another pillar for sustainability of results.

"We are very grateful for the collaboration with IOM, it has been immeasurable. This project has allowed us to do the things that we are responsible for, but we cannot do them for lack of funds. It also allowed us to perform our roles even better. We pray for more opportunities to do this kind of work with IOM." (government staff)

In order to sustain this, majority of the respondents felt that it was crucial to continue encouraging buy-in and focus on developing capacity, skills and understanding among stakeholders to continue using the same approaches once the funding comes to an end.

Also from ensuing discussions, funds-permitting, the government remains committed to the development and launch of a migration profile – an updated one, as well as the finalization of the web portal. These have been indicated in formal documentation

Outcome and Impact

The degree of achievement of the anticipated impact was variable; in terms of the achievement of the indicators for the overall objectives, although it may be too early to assess the impact of the project, given that it can logically only be measured sometime after the project has been completed, some initial conclusions may possibly be drawn regarding the outcome (immediate impact).

The completion of the migration profile signified the beginning of a new era in diaspora engagement in Tanzania,. There is now access and availability to migration data. Although it was still to be launched, the migration profile had already raised a lot of hype among stakeholders who saw it as an important tool in their development planning work. The completion of the web portal will also enhance the availability of, and access to data on the Tanzanian diaspora.

The evaluation established that the utilization of migration data in development planning had begun to take root. Although the national census preceded the project, its inclusion of a module on the diaspora gave a major impetus to the potential for migration data utilization in development planning. The evaluation also gathered that UNFPA had already begun to utilize the data on the youth and gender profile.

It was observed that the government is ready and eager to utilize the data for migration planning as well as strengthen its engagement with its nationals in the diaspora once the data has been updated. There was evidence that the GoT had become very eager to engage the diaspora so that it could participate through various ways in the development of the country.

All stakeholders who participated on Homecoming Conference, training workshop for women in the diaspora and video conferences demonstrated enthusiasm for the utilization of the web portal and migration profile data, as demonstrated by its participation, some sections of the diaspora have taken it upon themselves to reach out to other Tanzanian diaspora in other parts of Europe and the United States of America.

The evaluation revealed that there was institutionalization of the diaspora engagement function in several government agencies, which is also another strong indication of the success of the project towards its intended outcome. This seems to be key to the sustainability of results, as well as for carrying forward the agenda for enhancing migration data availability, access and utilization by the government for development planning, as well as strengthening the diaspora engagement drive.

Further, external factors such as changes of state administration in 2015, transfer of government officials from one ministry to another has undermined some of the project's achievements. The project has operated, from the beginning, in tandem with other interventions, which promote the continuation of its efforts. Most of the key politically-related risks were not included in the log frame. Changes of state administration resulted in significant changes of government priorities which impacted the project.

Overall, the project has made good progress towards the achievement of its intended outcome. It has made significant progress towards addressing the key barriers to migration data availability, accessibility and utilization which are enumerated in the project ToC.

7. Conclusions and recommendations

7.1. Conclusions

The project was implemented in partnership with the government. That involved sharing the responsibilities for the implementation of activities between IOM and different government departments. IOM retained the responsibility for accountability to donors and oversaw that all activities are implemented in a timely manner and that results are achieved. The participatory approach used was appropriate and necessary to acknowledge the responsibility of the government for delivery of the intended results by organizing the quarterly interministerial task force meetings, appoint a person within the diaspora desk to facilitate web portal development and maintain and update the web portal, liaison with relevant embassies overseas to obtain relevant data on the Tanzanian diaspora, assist in the gathering of relevant data for the migration profile.

In general, the following are the lessons that could inform future projects:

a. Involvement of both technical and decision-making stakeholders is a key factor for the project success;

b. Changes of key personnel, which occurred within the government during the lifetime of the project, should be avoided where possible owing to the negative impact on project implementation timeline and it should be possible to mitigate such risks in future projects by anticipating them during project design;

c. The Results Matrix did not have the baseline values; thus, the set targets were not realistic and too ambitious.

7.2. Recommendations

Conclusion

The project was appropriately conceptualized and designed within the country's context; the project was well planned and was mostly well executed. The project made use of a no- cost time extension to complete the migration profile.

Overall the findings conclude that IOM performs in a highly effective, relevant, and appropriate manner. Collaborating with partners, IOM continues to tailor activities to the needs and priorities of the government. IOM is highly rated for the coordination and management role, and its inclusion of partners in decision making is valued. Its operational and organizational flexibility and ability to deliver quickly has been critical and appreciated by the partners. It is therefore necessary to conclude that among other achievements, the following are some of the sound milestones:

Relevance

Overall, the evaluation findings indicate that the project is relevant. Indeed, the project's intervention logic is validated and responds to the needs which arise within the Tanzanian context through a series of actions that support and complement interventions undertaken by other actors. Furthermore, the project's activities and objectives were clearly aligned with the government's strategic priorities and core competencies. They are also mostly in line with the donor's priorities for the period under review. It also fits very well within the expertise and competencies of IOM, and complements its other interventions in the area, while it is well aligned with the donor's priority.

Effectiveness

In general terms, the project has been largely effective in implementing its planned activities and has achieved most of its planned outputs. However, some of these outputs have not contributed to the achievement of the planned outcomes as it was planned.The project has extensively engaged different stakeholders,the project has strengthened government capacity to develop a web portal and a migration profile, there was success in coordination and cooperation mechanisms within and across the project beneficiaries. It has done so in large part because of the dedication of project staff and the positive buy in of the project partners. ## Efficiency and Process

The project has managed to deliver its planned activities within the planned budgets, although with some delays with regards to the development of migration profile. Nevertheless, at 75% of the project timeline, only approximately 77% of the budget has been expended, 23% of the budget highlights the effects of not achieving the intended deliverables on resource mobilization plan and finalization of web portal. The resources allocated appear to have been generally appropriate for the planned activities, with transparent administrative procedures## Sustainability

Overall, the project has utilized good practices for promoting national ownership and building national capacities.

Recommendations

The recommendations that follow are based on the main conclusions and lessons learnt, as described in the foregoing sections.

For IOM:

a. Baseline Survey should be conducted before the start of any project; this will enable the IOM to set realistic targets for any upcoming project.

b. Define deliverables and impact (objective) indicators in terms of submission rather than approval.

c. The anticipated risk should be incorporated in project design to enable effective implementation of the project and achievement of intended deliverables.

For the Government:

d. Accelerate the process of taking over more responsibilities as a service provider, with the IOM working as a supporting partner, increasing own budgets, especially for updating the migration profile and for launching the web portal.

e. Undertake a review of experience accumulated to date in developing the migration profile to obtain greater understanding of factors at play in the successes and shortcomings: what motivates the diaspora and how to improve the engagement of diaspora and other stakeholders.

8. Annexes

The following are standard annexes for evaluation reports.

8.1. Evaluation terms of reference

TOR_IDF
evaluation_Mar18.DC

8.2. Evaluation matrix

Evaluation
Matrix.docx

8.3. List of documents reviewed

Evaluation of the IOM Project "Improving the Protection of Vulnerable Migrants Travelling through the Horn of Africa, 2013-2015, and Previous Phases"

Harnessing Migration for Inclusive Growth And Development In Southern Africa

The Education Rights of Migrants, Refugees and Asylum Seekers in South Africa

Consequences of Female Migration for Families in Tanzania

IOM Standards of Conduct

Migration in the United Republic of Tanzania:A COUNTRY PROFILE 2015

Mid Term Evaluation Report for Enhancing the Migration Evidence Base for the Development of Tanzania

IOM Tanzania, 2013, Enhancing the Migration Evidence Base for the Development of Tanzania Project Document

https://tanzania.iom.int/press-releases/iom-participates-tanzanias-first-ever-diaspora-conference

Global Migration Group, Mainstreaming Migration into Development Planning: A Handbook for Policy-makers and Practitioners, IOM 2010

IOM, 2004, Conference Room Paper/12 88th Session of the COUNCIL Geneva, 30 November-3 December 2004 towards an IOM Strategy Migration and Development

IOM, 2014, Training on Women and Diaspora Report, 25th – 26th June 2014, Zanzibar

Migration Policy Institute, Developing a Road Map for Engaging Diasporas in Development: A Handbook for Policymakers and Practitioners in Home and Host Countries, IOM 2012

IOM, Interim Report to the IOM Development FundEnhancing the Migration Evidence Base for the Development of Tanzania, January 2015

IOM, Interim Report to the IOM Development Fund:Enhancing the Migration Evidence Base for the Development of Tanzania, October 2014

IOM, Interim Report to the IOM Development Fund:Enhancing the Migration Evidence Base for the Development of Tanzania, April 2014

 Migration Profiles: Making the Most out of the Process, IOM 2011

Government of Tanzania, 2014, Basic Demographic and Socio-Economic Profile Statistical Tables: Tanzania Mainland, National Bureau of Statistics, April 2014

IOM Regional Office for East and Horn of Africa, Regional Strategy 2013-2014, IOM 2013

8.4. List of persons interviewed or consulted

S/N	Name	Designation	Organisation
1	Ambassador AnisaMbega	The Director of Diaspora,	MoFAIC
2	Tagie Mwakawago	Task Force Membership	MoFAIC
3	Silas Daudi	Task Force Membership	Ministry of Labour
4	Charles Mrema	Task Force Membership	Development Pioneer Consultants (DPC)
5	Alton Chaula	Programme Coordinator	Ministry of Home Affairs – Immigration Services Department
6	Hassan Hafidh	Task Force Membership	President's Office State House and Good Governance

7	Hamisa A. Mohamedi	Task Force Membership	Zanzibar Planning Commission
8	Sarah Daudi	Task Force Membership	Ministry of Labour and Employment
9	Mayaw Ismail	Task Force Membership	Ministry of Labour and Employment
10	Seif Kuchengo	Task Force Membership	National Bureau of Statistics (NBS
11	Doris Likwelile	Task Force Membership	Economic and Social Research Foundation (ESRF)
12	NuruNgailo	Task Force Membership	Policy Forum
13	Catherine Matasha	Programme Assistant	IOM
14	Asha Mzee	Task Force Membership	Association of Non-Governmental Organizations in Zanzibar (ANGOZA)
15	SudahLulandala	Task Force Membership	Planning Commissioner
16	Jamila .M .Juma	Task Force Membership	ZAFELA
17	Susan Mzee	Task Force Membership	PMO
18	NasryaNassoro	Task Force Membership	Zanzibar Investment Promotion Authority (ZIPA)
19	SaphnaNgalapi	Task Force Membership	TAMWA ZNZ
20	Reginald Philip	Task Force Membership	Ministry of Home Affairs – Immigration Services Department
21	Fedrick Victory	Task Force Membership	Planning Commissioner

8.5. Data collection instruments

Research Tool No.4 Research Tool No 1 Research Tool No 2 Research Tool No 3
for a Consultant who for IOM_August 2018for Tanzanian Diaspoifor Government Stake