

EVALUATION BRIEF

EX-POST EVALUATION OF THE PROJECT “MIGRATION PROFILE - RWANDA”

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.

Evaluation type:	External independent ex-post evaluation
Evaluator(s):	Sharon McClenaghan, Owl RE
Final report:	16 December 2021
Commissioned by:	IOM Development Fund (“The Fund”)

Managed by: Alice Karara, Programme Officer

Evaluation purpose: To assess the relevance and coherence 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 judgements about the project and to improve the effectiveness for potential future project funding.

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

Evaluation methodology: Document review and semi-structured interviews (conducted remotely).

PROJECT SUMMARY

Migration policymaking has become a critical area in Rwanda, with a growing consensus that migration should be considered within a broader development context. Migration dynamics in Rwanda are complex and affected by regional trends in the East Africa region, including the sustained movement of refugees and displaced persons resulting from climate change and environmental degradation, armed conflict, and political and economic crises.

The main project aim was to develop a Migration Profile (MP) in partnership with the Government of Rwanda, (GoR) as a tool to support strategic evidence-based policy and programme development. As of 2016, Rwanda did not have a detailed migration profile. The project was a response to this and to Rwanda’s desire to become a middle-income country by 2020, with the capacity to measure and manage movement in and out of the country.

The project was based around two components: the development of a MP and an accompanying action plan, for use by the GoR and relevant stakeholders and secondly, training of government officials to ensure institutional capacities are improved to establish and streamline migration data collection.

Project information:

Geographical coverage:	Rwanda
Project type:	Migration Research and Publication
Project code:	PR.0194
Project period:	1 February 2017 – 30 November 2020



Migration Profile Technical Working Group, Training on Migration Management, Musanze, Rwanda, December 2018

KEY FINDINGS

The project was found to be highly relevant in addressing a gap in the collation of migration data and through targeted activities it brought together significant numbers of key government stakeholders to develop a comprehensive MP.

However, final government approval for the dissemination and use of the MP and that of the related products developed was not obtained, significantly reducing the impact and sustainability of the project to inform evidence-based policy making and manage and streamline migration data as intended.

Relevance, (rating: Very Good – 4): The project was found to be very relevant to Rwanda and aligned with national priorities of the government.

Coherence, (rating: Good – 3): The project was found to be compatible with other former IOM activities, past and contemporary and another intervention in the field but there was no evidence of a connection between them.

Effectiveness, (rating: Good – 3): The project only partially achieved the objective and two outcomes. The MP was successfully developed through a very strong “whole of government” approach and with a high level of ownership, but ultimately government approval was not given for the dissemination of the MP, severely limiting its effectiveness.

Efficiency, (rating: Adequate – 2): The project was rated as having low efficiency and was not found to be cost effective in the use of the Fund funding of \$200,000. Three no-cost extensions were granted to allow for problems experienced, extending the project to 45 months in total, almost doubling the original time planned.

Impact, (rating: Not possible to evaluate): The impact of the project was not possible to assess accurately as the MP was not disseminated nor were the results of the training able to be fully realized. As such, the extent to which the government was able to use the data collected by the MP and act upon gaps identified was limited as it was not a public document.

Sustainability, (rating: Good – 3): Capacity development training provided by the project was mentioned as continued benefits. However, for the MP to be sustainable it would need to be published and for the recommendations to be developed into an action plan with commitments from all stakeholders.

Conclusions

The MP was completed (and printed) in 2019 and although final government approval was not attained for its dissemination it did, however, create a baseline for further reporting, and an upskilling of the technical team working

on the MP. Currently, the MP is being updated, based on a request from the government with the financial support of the IOM but its effectiveness will ultimately depend upon the extent to which it is issued as a public document.

KEY RECOMMENDATIONS

A. Project design, (priority level: 2 -medium):

For IOM Rwanda for future projects of a similar nature in the design or revision phase:

- Try to find another project which can continue the original project activities until the outcome is reached.
- Ensure that Memorandums of Understanding (MOUs) with the government are sufficiently detailed to clarify exactly the objective and outcomes of the project which are expected and the public nature of any key project deliverables.

B. Project management, (priority level: 2 - medium):

For IOM Rwanda for future projects:

- Regular updating of the activity and results monitoring framework on PRIMA and especially after each project revision.
- Full documentation of changes in activities in the Migration Profile inception report.
- Implement a mid-term review to assess progress and what changes need to be prioritized if the project is not on track.

C. Inclusion of Gender, (priority level: 2 - medium):

For IOM Rwanda for future projects:

- Where possible ensure the inclusion of the government ministry or department responsible for gender and gender monitoring to ensure a gender perspective is included and data is gender disaggregated.
- Ensure that the data in all updated versions of the MP is gender disaggregated.

D. Next steps and Sustainability, (priority level: 1 - urgent):

For IOM Rwanda:

- Develop a follow-up advocacy plan with the new Director General (DG) of the Directorate General of Immigration and Emigration, (DGIE) to ensure that the revised MP is printed and disseminated publicly as planned, as the new MOU is not specific about publication.
- Agree with the GoR on a timeframe of between three-five years for the publication and dissemination of the subsequent updated reports as the suggested period of two years is too short.
- Consider how resources can be found to ensure that the MP is a ‘living document’ and regular support given to the GoR in the update process, in the short to medium term.