

# PROJECT EVALUATION LEARNING BRIEF

January 2020

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.

<b>Evaluation type:</b>	External independent ex-post evaluation
<b>Evaluator(s):</b>	Glenn O'Neil, Owl RE
<b>Evaluation visit:</b>	4-8 November 2019
<b>Final report:</b>	30 December 2019
<b>Commissioned by:</b>	IOM Development Fund ("The Fund")

**Managed by:** Yvain Bon, IOM Project Coordinator, Senegal

**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

In the main economic and social policy of Senegal, *Plan Sénégal Émergent*, migration is indicated as a key element for the country's development. The phase 2 of the Plan sets out a strategic axe to promote a better migration management in Senegal and specifically mentions the need to adopt a National Migration Policy (NMP).

This IDF funded project was a support to the Government of Senegal (GoS) to respond to this need by establishing a NMP which would enable all migration-related issues to be addressed in a coherent and sustainable manner.

Led by the *Direction du Développement du Capital Humain* (DDCH - part of the Ministry of Finance, Planning and Cooperation), the NMP and its action plan were developed through a consultative and inclusive process over three years involving at least 230 persons representing the relevant government ministries and services ((including the *Direction Générale des Sénégalais de l'Extérieur* (DGSE) – part of the Ministry of Foreign Affairs), civil society, businesses and migrants themselves. With the support of the IOM, consultations to develop the NMP were held at the national and regional level.

The NMP was validated at the technical level in March 2018 and is currently awaiting political endorsement in order to become official government policy.

Support to the Government of Senegal to Establish a National Migration Policy

Geographical coverage: Senegal

Project type: Policy development

Project code: PO. 0065

Project period: 30 April 2015 to 30 April 2018



*Event for the technical validation of the National Migration Policy of Senegal, March 2018*

### KEY FINDINGS

Overall, the project, the development of a NMP, was found to be relevant, aligned to government priorities and responding to a major policy gap. However, the project's objective was assessed as only being partially achieved considering that the NMP has yet to be formally adopted as a government policy. The NMP has been pending since March 2018 when it was validated at the technical level and is currently awaiting political endorsement.

**Relevance (rating: Very good - 4):** The project was found to be relevant and the NMP responded to a major policy gap. The NMP remains valid and pertinent although it has not yet been endorsed. This does entail certain risks of it becoming less relevant with time.

**Effectiveness (rating: Good - 3):** The project's objective was only partially achieved considering that the NMP is yet to be formally adopted as a policy of the GoS. The NMP was successfully developed through a consultative and inclusive process that allowed stakeholders to input into the policy development. The collaboration and coordination did face certain challenges including competing priorities and insufficient political buy-in for the process.

**Efficiency and Cost Effectiveness (rating: Very good - 4):** The project was managed efficiently and carried out all of its activities within budget while adjusting for the three no-cost extensions needed to complete the project. Some stakeholders thought that the project could have achieved the same results within a shorter timeline and with less extensions. The results achieved were found to be proportionate to the costs expended although as the project's objective was only partially achieved, caution is needed in such an assessment.

**Impact (Not possible to rate):** The impact of the project was not possible to assess given the non-endorsement of the NMP. Some short-term positive change was attributed to the project. Longer-term impact will only be known once the NMP has been endorsed and implemented. The prospect of having an NMP supported the creation and funding of migration programmes and policies.

**Sustainability (rating: Acceptable - 2):** The DDCH, DGSE and IOM continued efforts to promote the endorsement of the NMP following the project's completion. The action plan was not yet operational (end 2019) although some one third of activities included were already existing before the NMP (funded by the GoS and donors) and were continuing.

### Conclusions

The project successfully supported a collaborative and inclusive process to develop a NMP, responding to a major policy gap. The endorsement of the NMP at the political level and its consequent adoption and implementation as official government policy is currently going through the necessary motions of validation. Once the NMP becomes official policy, the anticipated impact of the project is envisaged to be long-term and significant. There was consensus amongst stakeholders that the GoS with the support of IOM should now progress with the NMP and avoid any further delays.

### KEY RECOMMENDATIONS

#### A. Support for NMP's endorsement:

- IOM Senegal should continue support to the DDCH, DGSE and other ministries for the preparation needed for the NMP's political endorsement and implementation with the support of the IOM Regional Office for West and Central Africa

#### B. "Light" review of NMP:

- IOM Senegal should collaborate with the DDCH, DGSE and other ministries if necessary to consider updating the NMP to ensure it takes into account any global developments of the past 20 months including referencing the SDGs and the Global Compact for Migration

#### C. Policy oriented projects: For all IOM units implementing Fund projects:

- IOM should consider developing guidelines to support policy/strategy development based on existing examples (found in the Migration Policy Repository Platform); the projects should set out in further details the steps and actions needed at the political level to support endorsement and eventual implementation

#### D. Sustainability: For all IOM units implementing Fund projects:

- IDF projects should have a sustainability and follow-up plan as part of the final report, particularly where this aspect is key to the project's success and falls outside of its timeline (as was the case for this project)