External ex-post Evaluation:
UNDERTAKING A MAPPING EXERCISE AND QUALITATIVE NEEDS ASSESSMENT TO SUPPORT THE NATIONAL DIASPORA POLICY OF AFGHANISTAN

AF10P0003/CE.0392

Final Report

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Executive Summary

This report is an ex-post evaluation of the project, "Undertaking a mapping exercise and qualitative needs assessment to support the national diaspora policy of Afghanistan" managed by IOM Afghanistan and funded by the IOM Development Fund ("the Fund").

The evaluation was commissioned by the Fund and IOM Afghanistan and was carried out by Glenn O'Neil, Owl RE, research and evaluation consultancy, Geneva, from April 2022 to September 2022. The purpose of this evaluation was to assess the relevance and coherence of the project for the stakeholders and beneficiaries, the effectiveness and efficiency of project management and implementation, the expected impact, how well cross-cutting themes of human rights and gender were mainstreamed in the project, and how sustainable the desired effects were or could be. The evaluation was carried out remotely with 12 stakeholders providing feedback through interviews and on online survey.

Findings

The project was well aligned to the needs of the Government of the Islamic Republic of Afghanistan (GoIRA) concerning diaspora engagement at the time of its implementation. The project was able to carry out most of its activities and successfully fed into the draft National Diaspora Policy and improving capacity of the GoIRA in diaspora engagement. However, the change of government in mid-2021 meant that all long-term impact and sustainability of the project's benefits were lost.

As indicated throughout the report, this was due to the dramatic change in the context and not a reflection of the management or follow-up of the project by IOM Afghanistan. It should also be highlighted that the diaspora mapping report provides an overview and characteristics of the Afghan diaspora in the focus countries in 2018-19 and remains valid as a useful benchmark and reference for future diaspora engagement. However, the mapping report was never released publicly and made available online by IOM Afghanistan.

Relevance – 3 – Good: The project was well aligned with the national priorities, policies and commitments of the GoIRA and received support from the authorities. The project objective remains valid and pertinent as the Afghan diaspora is still committed to developing Afghanistan. However, the outcomes and outputs are no longer valid as the GoIRA is no longer existing and the de-facto authorities have not continued with a diaspora policy. Nevertheless, the diaspora mapping research and report remains valid. In the Afghan context, it was not possible to have a gender balance in all activities.

Coherence – 4 – Very Good: During project implementation, the IOM continued to implement the Return of Qualified Afghans programme which complemented this project. There was also an Afghan diaspora mapping carried out by the Danish Refugee Council's

Diaspora Programme covering different countries; there was a coordination and exchange between the two mappings.

Effectiveness – 2 – Adequate: The project contributed to strengthening the capacity of the GoIRA in their diaspora engagement. However, considering that the National Diaspora Policy was never endorsed and the challenges seen in appointing stable GoIRA focal points, the project could not fulfil its potential contribution before the GoIRA lost power in mid-2021. Coordination with the GoIRA was positive at first but then became more challenging with the change in focal points. This led to difficulties for the relevant ministries to provide timely feedback on the project's outputs. Their capacity limits, the security situation and staff changes all impacted on their ability to participate in the project.

Efficiency & Cost Effectiveness - 2 - Adequate: The project was cost-effective in that it was able to implement its activities with the resources available, although it could not implement all activities as planned. The project faced challenges in its project management, including securing the full support and inputs from the GoIRA and managing the mapping of the Afghan diaspora. The project adapted to the changes in the context and revised its budget allocations accordingly. The project had two revisions and one no-cost extension. The project had an underspend of 13% due to the inability to carry out certain activities that relied on the timely feedback and input of the GoIRA. The project budget was proportionate to the results achieved but these results could not be fully capitalized on during the project's lifespan and after project completion.

Impact – 1 - Poor: The project's impact was rated as "poor" considering that the GoIRA lost power in mid-2021 and any policy developments and capacities built by the project were consequently lost. As highlighted throughout this report, this was due to the dramatic changes in the context and not a reflection of how IOM Afghanistan managed the project. During the project's lifespan, it provided inputs in the draft National Diaspora Policy, created interest amongst other GoIRA ministries and provided inputs for IOM's Connecting Diaspora for Development programme. The short-term changes seen can be largely attributed to the project's activities considering it was the only identified project working with the GoIRA on the development of the National Diaspora Policy and supporting initiatives. There were other initiatives on diaspora engagement, however, their contribution to diaspora engagement during the project's lifespan could not be assessed.

Sustainability – 1 – Poor: The project's sustainability was rated as "poor" considering that any benefits gained were lost and were not possible to sustain given the dramatic change in context in mid-2021. As for the Impact rating, this was not a reflection of how IOM Afghanistan managed the project. On the contrary, the project team, with the support of the Chief of Mission and the Regional Office, tried many approaches to ensure the sustainability of the project's benefits during its implementation and after its completion, but before the change in context in mid-2021.

Conclusions and recommendations

The project was able to carry out most of its activities and successfully fed into the draft National Diaspora Policy and improving capacity of the GoIRA in diaspora engagement. However, the change of government in mid-2021 meant that all long-term impact and sustainability of the project's benefits were lost. Nevertheless, as highlighted by this evaluation, the diaspora mapping report could serve as a useful benchmark and reference for future diaspora engagement and it is recommended to make it publicly available.

Since the project completion in 2019, IOM has progressed in its global approach to diaspora engagement with the release of the Diaspora Mapping Toolkit[1], the holding of the Global Diaspora Summit[2] and the development of the Framework for Diaspora Engagement in Humanitarian Assistance.[3] As IOM Afghanistan reconsiders its approach to diaspora engagement, it can take into account these new developments and the findings of this evaluation – to determine how (and if) IOM can now support diaspora engagement for the development of Afghanistan as this project intended.

Following are conclusions and recommendations drawn from the detailed findings presented in the report:

A. Sharing of diaspora mapping report (priority level: 1 - High)

The diaspora mapping report was never shared beyond a very limited distribution of those who received it in Kabul as a printed copy in 2019. Although the information and data is from 2018-19, it would still serve as useful baseline and reference for the IOM and other organizations intending to work with the Afghan diaspora. Given the situation in Afghanistan, it is not appropriate to hold a formal launch, but more so it is suggested to make it available on the IOM website and possibly inform Afghan diaspora that participated in the research of its publication.

Recommendations:
For IOM Afghanistan:
- Make available the diaspora mapping report on the IOM website.
- Consider informing the Afghan diaspora that participated in the research of the availability of the mapping report.

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[1] https://publications.iom.int/books/diaspora-mapping-toolkit
[2] https://www.iom.int/global-diaspora-summit-2022
[3] https://www.idiaspora.org/en/learn/resources/project-materials/draft-note-framework-diaspora-engagement-humanitarian-assistance

B. Future diaspora engagement of IOM Afghanistan (priority level: 3 - Low)

As IOM Afghanistan considers its approach to diaspora engagement in the new context, it can draw on the findings of this report and the new global approaches of IOM to diaspora engagement. Key would be to consider carefully how Afghan diaspora can support the development of Afghanistan in the current context. The diaspora mapping report reached out to hundreds of diasporas in 2018-19 and these diasporas are a key resource to support IOM Afghanistan in designing its future approach to diaspora engagement.

Recommendations:
For IOM Afghanistan:
- In considering future diaspora engagement, consider the new global IOM approaches to diaspora engagement and consult with the Afghan diaspora that participated in the 2018-19 mapping (in addition to "new" diaspora since 2018-19).

Glossary of Terms

CD4D	Connecting Diaspora for Development
CO	Country Office (of IOM)
GoIRA	Government of the Islamic Republic of Afghanistan
ICMPD	International Centre for Migration Policy Development
IOM	International Organization for Migration
M&E	Monitoring and Evaluation
MoLSAMD	Ministry of Labour, Social Affairs, Martyrs and Disabled
RM	Results Matrix
RQA	Return of Qualified Afghans (IOM programme)
RTS	Regional Thematic Specialist
TRQN	Temporary Return of Qualified Nationals (IOM project)

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1. Introduction

Project for Ex-Post Evaluation	AF10P0003/CE.0392
Duration of the Project	21 months
Budget (USD)	USD 139,387
Donor	IOM Development Fund
Countries covered	Afghanistan
Evaluation	External Independent Evaluation
Evaluation Team	Owl RE Research and Evaluation
Evaluation Period	31 December 2017 – 29 September 2019

This report is an ex-post evaluation of the project, *"Undertaking a mapping exercise and qualitative needs assessment to support the national diaspora policy of Afghanistan"* managed by IOM Afghanistan and funded by the IOM Development Fund ("the Fund").

This ex-post evaluation was commissioned by the Fund and IOM Afghanistan and was carried out by Glenn O'Neil, Owl RE, research and evaluation consultancy, Geneva, from April 2022 to September 2022. The purpose of this evaluation was to assess the relevance and coherence of the project for the stakeholders and beneficiaries, the effectiveness and efficiency of project management and implementation, the expected impact, how well cross-cutting themes of human rights and gender were mainstreamed in the project, and how sustainable the desired effects were or could be.
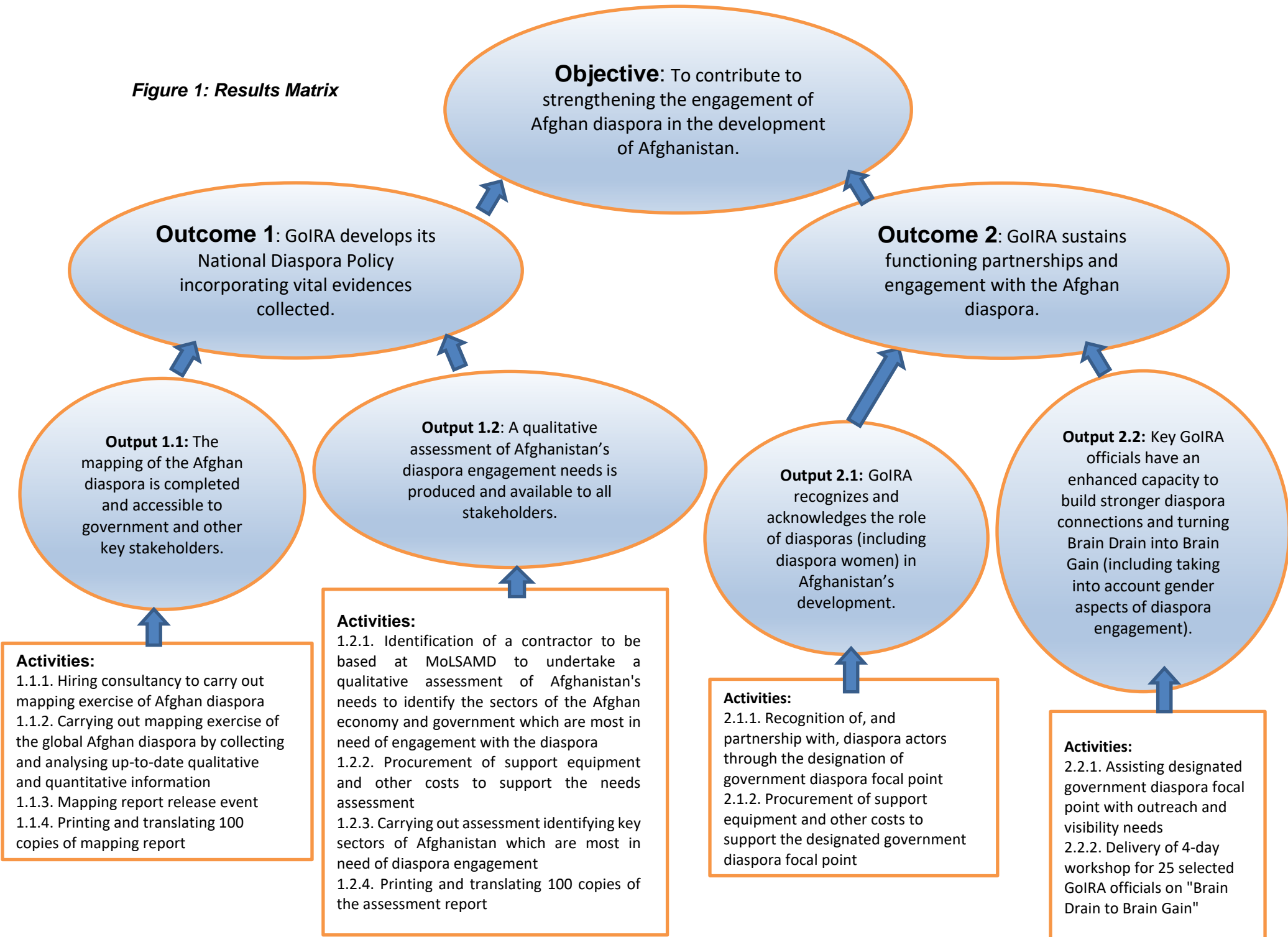
2. Context of the evaluation

Financed by the Fund, this was a project aimed to support the Government of the Islamic Republic of Afghanistan (GoIRA) to provide evidence-based information and informing the development of the National Diaspora Policy of Afghanistan.

The GoIRA had a long-standing priority on recognizing the value of the Afghan diaspora for the country as seen with their support for the IOM initiative on the Return of Qualified Afghans (RQA) since 2001. However, although diaspora activities have been taking place, there was no overall national Afghan diaspora strategy.

This changed on 30 July 2017 when Presidential Decree 1501 was issued on the establishment of a Joint Working Committee on Afghan Diaspora Engagement – of which IOM was a part – to harmonize diaspora engagement for Afghanistan. Part of this anticipated output of this Working Committee was the development of National Diaspora Policy for Afghanistan. This project carried out activities to inform and support the National Diaspora Policy centered on a mapping exercise of diaspora. The Results Matrix (RM) is reproduced below to illustrate the intervention logic that was foreseen for the project.

Figure 1: Results Matrix

Objective: To contribute to strengthening the engagement of Afghan diaspora in the development of Afghanistan.

Outcome 1: GoIRA develops its National Diaspora Policy incorporating vital evidences collected.

Outcome 2: GoIRA sustains functioning partnerships and engagement with the Afghan diaspora.

Output 1.1: The mapping of the Afghan diaspora is completed and accessible to government and other key stakeholders.

Output 1.2: A qualitative assessment of Afghanistan's diaspora engagement needs is produced and available to all stakeholders.

Output 2.1: GoIRA recognizes and acknowledges the role of diasporas (including diaspora women) in Afghanistan's development.

Output 2.2: Key GoIRA officials have an enhanced capacity to build stronger diaspora connections and turning Brain Drain into Brain Gain (including taking into account gender aspects of diaspora engagement).

Activities:
1.1.1. Hiring consultancy to carry out mapping exercise of Afghan diaspora
1.1.2. Carrying out mapping exercise of the global Afghan diaspora by collecting and analysing up-to-date qualitative and quantitative information
1.1.3. Mapping report release event
1.1.4. Printing and translating 100 copies of mapping report

Activities:
1.2.1. Identification of a contractor to be based at MoLSAMD to undertake a qualitative assessment of Afghanistan's needs to identify the sectors of the Afghan economy and government which are most in need of engagement with the diaspora
1.2.2. Procurement of support equipment and other costs to support the needs assessment
1.2.3. Carrying out assessment identifying key sectors of Afghanistan which are most in need of diaspora engagement
1.2.4. Printing and translating 100 copies of the assessment report

Activities:
2.1.1. Recognition of, and partnership with, diaspora actors through the designation of government diaspora focal point
2.1.2. Procurement of support equipment and other costs to support the designated government diaspora focal point

Activities:
2.2.1. Assisting designated government diaspora focal point with outreach and visibility needs
2.2.2. Delivery of 4-day workshop for 25 selected GoIRA officials on "Brain Drain to Brain Gain"

3. Evaluation purpose and objectives

3.1. Purpose and objectives

The purpose of conducting this ex-post evaluation is to assess the relevance of the project to its stakeholders and beneficiaries, coherence, the effectiveness and efficiency of project management and implementation, the expected impact, how well were cross-cutting themes of human rights and gender mainstreamed in the project, and if the desired effects are sustainable, and/or have the prospects of sustainability, (following the six OECD DAC evaluation criteria[4]).

The evaluation aims to promote transparency and accountability which will, in turn, assist the Fund in its decision-making and to better equip staff to make judgements about the project and to improve effectiveness where possible and with regard to future project funding. Concerning the expected use of findings, the ex-post evaluation aims to also identify lessons learned, good practices, and provide a learning opportunity for the Fund and its implementing partners with regard to the project formulation process. The findings will also help make evidence-based strategic decisions in relation to specific projects, while also demonstrating the Fund's on-going commitment to results-based management.

The primary objectives of the evaluation are to:

(a) Assess the relevance of the project's intended results;

(b) Assess the relevance of the Theory of Change (if used) and design of the results matrix and the extent to which the objective, outcomes and outputs are well formulated; the indicators were SMART and baseline and targets appropriate;

(c) Assess the coherence of the project with IOM's activities and other interventions in the sector;

(d) Assess the extent to which the needs of stakeholders and beneficiaries were taken into account during project design and if the project is aligned with national priorities and strategies, government policies and global commitments;

(e) Assess the effectiveness of the project in reaching their stated objectives and results, as well as in addressing cross-cutting issues such as gender, human-rights based approach;

(f) Assess the efficiency and cost-effectiveness of project implementation, along with regular progress monitoring of project resources and if the costs were proportional to the results achieved;

(g) Assess the impact prospects and outcomes to determine the entire range of effects of the project (or potential effects) and assess the extent to which the project have been successful in producing expected change;

(h) Assess the sustainability of the project's results and benefits (or measures taken to guarantee it) or prospects for sustainability, and if these benefits generated by the project still continued once external support ceased;

(i) Assess how effectively issues of gender equality and human rights protection were mainstreamed in the process of project design and during project implementation;

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[4] Organisation for Economic Co-operation and Development – Development Assistance Committee, 'Evaluation of development programmes, DAC Criteria for Evaluating Development Assistance', web page, OECD. See http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm.

(j) Identify lessons learned and best practices in order to make recommendations for future similar projects and help the Fund in its decision-making about future project funding.

These objectives are operationalised in a series of evaluation questions and indicators (see section 3.3 below).

The findings, recommendations and lessons learned from this evaluation are to be used by all IOM units implementing IOM Development Fund projects and the Fund, as described in the following table.

Table 1: Intended uses and users of this evaluation

Intended Users	Intended Uses
IOM Afghanistan	To improve identification of countries' needs and alignment of IOM's interventions with national, regional and global development agenda; To improve identification of and alignment of IOM's interventions with national, regional and global development and migration agenda. To improve efficiency and effectiveness of future project implementation. To demonstrate accountability of project implementation and use of resources. To identify specific follow-up actions/initiatives and project development ideas. To document lessons learned and best practices.
All IOM units implementing IOM Development Fund projects	To improve efficiency and effectiveness of current and future Fund funded projects
IOM Development Fund	To assess value for money. To use the findings and conclusions in consideration of future project funding approval.

3.2. Evaluation scope

The evaluation covered the full project period from the 31 December 2017 to 29 September 2019. Partners and stakeholders interviewed were chosen based on the extent of their involvement in the project and availability and were identified in collaboration with the IOM project manager in Afghanistan. The terms of reference/inception report for the evaluation can be found at annex 1. The list of interviewees can be found in annex 2 and the main documents consulted are listed in annex 3.

3.3. Evaluation criteria

The evaluation focused on the following six main evaluation criteria, based on the OECD DAC guidelines: relevance, coherence, effectiveness, efficiency, impact and sustainability. Gender and human rights were also mainstreamed where pertinent. In response to the evaluation purpose and scope, the evaluation focused on 21 out of the 25 evaluation questions found in the evaluation matrix (as outlined in the Inception Report found in annex 1). Responses to cross-cutting questions were integrated across the findings where possible.

4. Evaluation methodology

The evaluator used a participatory and mixed methods approach, involving and consulting with the relevant stakeholders as much as possible, integrating this approach into the methodology as feasible. Data was collected from a number of different sources in order to cross validate evaluation findings.

Data sources and collection

Three data collection methods were employed to ensure reliability of data:

1) Desk review of available data and documents (see annex 3);
2) Key informant interviews conducted with IOM and stakeholders involved in the project;
3) Brief online survey of Afghan diaspora and supporting organisations.

4.1. Data sampling

A sample of 12 stakeholders involved in the project provided feedback:

- 3 IOM staff and 3 research consultants that supported the project were interviewed.
- 4 survey responses from Afghan diaspora and supporting organisations were received.
- 1 actor (Danish Refugee Council) and 1 IOM staff member provided feedback by email.

(See annex 2 for the complete list of persons interviewed).

4.2. Data Analysis

Quantitative and qualitative approaches were used to analyse findings from the document review and interviews. This approach was also used to assess the achievements of the results matrix and accompanying project documentation. Whenever possible, triangulation (reviewing two or more sources of data) was used to corroborate findings, substantiate findings and to underline any weaknesses in the evidence. For each evaluation criteria a rating was determined based on the following scale:

Table 2: Evaluation criteria and scaling

Evaluation Criteria Scaling		Explanation	Supporting evidence
5	Excellent (Always)	There is an evidence of strong contribution and/or contributions exceeding the level expected by the intervention.	*Supporting evidence will be detailed for each rating given.*
4	Very good (Almost always)	There is an evidence of good contribution but with some areas for improvement remaining.	
3	Good (Mostly, with some exceptions)	There is an evidence of satisfactory contribution but requirement for continued improvement.	

| 2 | Adequate (Sometimes, with many exceptions) | There is an evidence of some contribution but significant improvement required. | |
| 1 | Poor (Never or occasionally with clear weaknesses) | There is low or no observable contribution. | |

4.3. Limitations and proposed mitigation strategies

In total, four limitations and challenges were identified for the evaluation and detailed in the Inception Report. The following table describes these limitations and how they were addressed.

Table 3: Limitations and challenges

No.	Limitation	How these limitations were addressed
1	Availability of former government staff: With the change of government in Afghanistan in 2021, the government staff that worked on the project are no longer in their positions and possibly not in the country.	Despite the efforts of the IOM team, it was not possible to interview any former government staff, considering that all those involved in the project had left the country (as far as it could be known). The evaluator was able to interview the IOM staff and research partners that worked on the project, including a researcher still based in Kabul.
2	Timing: The timing of the evaluation during the COVID-19 pandemic recovery will likely impact on the availability of IOM staff and project stakeholders/beneficiaries, and/or extend the time that will take to respond to the evaluation request and provide inputs.	The project manager and assistant provided support and contacts for potential IOM staff and stakeholders. The COVID-19 pandemic response did not prove to be an obstacle to contact staff and stakeholders.
3	General problem of insufficient data or insufficient representative data collected, owing to poor response rate from interviewees.	The level of stakeholder feedback was sufficient although further input from former government staff would have been a welcome addition.
4	Objective feedback from interviewees – they may be reticent to reveal the factors that motivate them or any problems they are experiencing or being transparent about their motivation or about internal processes.	This did not materialize as a major obstacle; all discussions were transparent and open. All interviews were conducted by the evaluator without the presence of IOM staff.
5	General bias in the application of causality analysis.	This did not pose a major limitation to the findings as a general consensus was found on the majority of findings.

5. Findings

The project was well aligned to the needs of the GoIRA concerning diaspora engagement at the time of its implementation. The project was able to carry out most of its activities and successfully fed into the draft National Diaspora Policy and improving capacity of the GoIRA

in diaspora engagement. However, the change of government in mid-2021 meant that all long-term impact and sustainability of the project's benefits were lost.

As indicated throughout the report, this was due to the dramatic change in the context and not a reflection of the management or follow-up of the project by IOM Afghanistan. It should also be highlighted that the diaspora mapping report provides an overview and characteristics of the Afghan diaspora in the focus countries in 2018-19 and remains valid as a useful benchmark and reference for future diaspora engagement. However, the mapping report was never released publicly and made available online by IOM Afghanistan.

The table below summarizes the findings and provides a rating for each evaluation criteria:

Table 4: Summary evaluation findings per criteria

Evaluation criteria and rating	Explanation	Supporting evidence
Relevance **3 – Good**	The project was well aligned with the national priorities, policies and commitments of the GoIRA and received support from the authorities. The project objective remains valid and pertinent as the Afghan diaspora is still committed to developing Afghanistan. However, the outcomes and outputs are no longer valid as the GoIRA is no longer existing and the de-facto authorities have not continued with a diaspora policy. Nevertheless, the diaspora mapping research and report remains valid.	Interviewees Document review
Coherence **4 - Very Good**	During project implementation, the IOM continued to implement the RQA programme which complemented this project. There was also an Afghan diaspora mapping carried out by the Danish Refugee Council's Diaspora Programme covering different countries; there was a coordination and exchange between the two mappings.	Interviewees Document review External documents
Effectiveness **2- Adequate**	The project contributed to strengthening the capacity of the GoIRA in their diaspora engagement. However, considering that the National Diaspora Policy was never endorsed and the challenges seen in appointing stable GoIRA focal points, the project could not fulfil its potential contribution before the GoIRA lost power in mid-2021.	Interviewees Survey responses Project documentation Document review
Efficiency and cost-effectiveness **2 – Adequate**	The project was cost-effective in that it was able to implement its activities with the resources available, although it could not implement all activities as planned. The project faced challenges in its project management, including securing the full support and inputs from the GoIRA and managing the mapping of the Afghan diaspora. The project had two revisions and one no-cost extension. The project had an underspend of 13% due to its inability to carry out certain activities that relied on the timely feedback and input of the GoIRA.	Interviewees Document review Budget documents and reports
Impact **1 – Poor**	Any short-term changes in policy developments and capacities built by the project were lost due to the dramatic changes in the context in mid-2021. This was not a reflection of how the IOM managed the project. Consequently, no long-term changes were seen.	Interviewees Survey responses Document review

Sustainability 1 - Poor	It was not possible to sustain any project benefits gained due to the context changes of mid-2021. The project team, with the support of the CoM and RO, did try many approaches to ensure the sustainability of the project's benefits before and after its implementation (up until the change in context in mid-2021).	Interviewees Document review

Relevance – 3 – Good

The project was well aligned with the national priorities, policies and commitments of the GoIRA and received support from the authorities. The project objective remains valid and pertinent as the Afghan diaspora is still committed to developing Afghanistan. However, the outcomes and outputs are no longer valid as the GoIRA is no longer existing and the de-facto authorities have not continued with a diaspora policy. Nevertheless, the diaspora mapping research and report remains valid. In the Afghan context, it was not possible to have a gender balance in all activities.

1. **To what extent is the project aligned with national priorities and strategies, government policies and global commitments?**

Finding: When the project was launched in late 2017, it was well aligned with the national priorities, policies and commitments of the GoIRA; directly designed to support a Presidential Decree on Afghan Diaspora engagement.

When the project was launched in late 2017, it was well aligned with the national priorities, policies and commitments of the GoIRA. The GoIRA had incrementally increased its focus on diaspora, such as with the IOM's supported programme on RQA since 2001. In July 2017, a Presidential Decree (1501) was issued to establish a Joint Working Committee on Afghan Diaspora engagement which this project was directly designed to support, notably in inputting into the development of a national diaspora policy through an evidence-based approach.

2. **To what extent were the needs of beneficiaries and stakeholders, taken into account during project design?**

Finding: The project received support from the relevant authorities, considering that it was designed to directly support their diaspora engagement. Although the Afghan diaspora was not consulted during the project design, IOM Afghanistan was in contact with diaspora through its existing diaspora initiatives.

The project received support from the relevant authorities, notably the Ministry of Labour, Social Affairs, Martyrs and Disabled (MoLSAMD), who provided a letter of support for the project at the proposal stage. As described above, the project was designed to directly support the authorities in their diaspora engagement priorities. Although the Afghan diaspora was not consulted during the project design, IOM Afghanistan was in contact with diaspora through its existing diaspora initiatives and therefore had a good understanding of their needs and potential role in the project (see Coherence below).

3. Was the project designed with a logical connection between its objective, outcomes, outputs and indicators based on a solid rationale/needs assessment?

Finding: The Results Matrix showed a vertical logic between the objective, outcome, outputs and activities. The different elements of the RM were well developed and appropriate with some suggested improvements possible.

The RM was developed with two outcome and four outputs (see Table 5). The RM showed a vertical logic between the outcome, outputs and activities. The different elements of the RM were well developed and appropriate with some suggested improvements possible.

Table 5: Evaluation Assessment of the Project Results Matrix Vertical Logic

Vertical Logic and suggestions	Analysis

Objective*:*
To contribute to strengthening the engagement of Afghan diaspora in the development of Afghanistan.
 	
Indicator:
   a) The National Diaspora Policy of Afghanistan is implemented by GoIRA
   b) There is an observable increase in GoIRA's engagement with the Afghan diaspora
Baseline*: a) No b) No*
Target: a) Yes b) Yes
	The objective was appropriate for the project. The indicator (b) could have been more specific as "*observable increase in GoIRA's engagement with the Afghan diaspora*" is difficult to assess and measure. A possible alternative would have been "*Number of GoIRA initiatives and projects with the Afghan diaspora*".

Outcome 1: *GoIRA develops its National Diaspora Policy incorporating vital evidence collected.* **Indicator:** The new National Diaspora Policy makes direct reference to both the diaspora mapping report and qualitative needs assessment report **Baseline***: No* Target: Yes **Assumptions:** The GoIRA shows willingness, and provides resources, to finalize the Policy.	The outcome is appropriate; the indicator could have incorporated the policy development process further, for example, "The new National Diaspora Policy *and/or its preparation...*"
Output 1.1: *The mapping of the Afghan diaspora is completed and accessible to government and other key stakeholders.* **Indicator:** Mapping available **Baseline**: No Target: Yes **Assumptions:** There have been no delays or issues in carrying out the mapping exercise.	The output and indicators were appropriate.
Output 1.2: *A qualitative assessment of Afghanistan's diaspora engagement needs is produced and available to all stakeholders.* **Indicators:** a) Assessment available	The output and indicators were appropriate.

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b) # of stakeholders (by sex) providing feedback on the needs analysis report. **Baseline:** a) No b) 0 Target: a) Yes b) 10 **Assumptions:** There have been no delays or issues in carrying out the needs assessment.	
Outcome 2: *GoIRA sustains functioning partnerships and engagement with the Afghan diaspora.* **Indicators:** a) Appointment of the official GoIRA diaspora focal point. b) Capacity building received, GoIRA is actively engaging with the Afghan diaspora. **Baseline**: a) No b) No Target: a) Yes b) Yes **Assumptions:** GoIRA remains committed to diaspora engagement	The outcome is appropriate; indicator (a) is same as for output 2.1; it would have been more appropriate to have an indicator indicating some action by focal point, for example, "*GoIRA diaspora focal point prepares an initial action plan*".
Output 2.1: *GoIRA recognizes and acknowledges the role of diasporas (including diaspora women) in Afghanistan's development.* **Indicators:** a) Designation of one official government focal point who is responsible for engaging the diaspora (Y/N). b) # of Afghan diaspora associations abroad with established links with government focal point. **Baseline**: a) 0 b) 0 Target: a) 1 b)10 Afghan diaspora associations **Assumptions:** GoIRA remains committed to diaspora engagement. GoIRA officials apply what they have learned in the training	The output and indicators are appropriate.
Output 2.2: *Key GoIRA officials have an enhanced capacity to build stronger diaspora connections and turning Brain Drain into Brain Gain (including taking into account gender aspects of diaspora engagement).* **Indicators:** a) # of GoIRA officials (40% of which are women) receiving training on "Brain Drain to Brain Gain" to increase their capacity in diaspora engagement b) % of participants (by sex) reported an increased understanding on engagement with Afghan diaspora. **Baseline**: a) 0 b) TBC Target: a) 25 participants (including 10 women) b) 95%	The output and indicators are appropriate; the target of indicator (a) at 95% appears high; 80% may have been more realistic.

4. **To what extent do the expected outcomes and outputs remain valid and pertinent as originally intended in terms of direct beneficiary needs?**

Finding: The project objective remains valid and pertinent as the Afghan diaspora is still committed to developing Afghanistan. However, the outcomes and outputs are no longer valid as the GoIRA no longer exists and the de-facto authorities have not continued with a diaspora policy. Nevertheless, the diaspora mapping research and report remains valid as a description of the diaspora profile in 2018-19 of the four focus countries.

The objective of the project was to strengthen the engagement of Afghan diaspora in the development of Afghanistan. Nearly three years after the project completion, this objective remains valid and pertinent as the Afghan diaspora is still committed to developing Afghanistan, according to stakeholders interviewed/surveyed. However, the outcomes and outputs are no longer valid as the GoIRA, the main project partner, is no longer existing and the de-facto authorities have not continued with a diaspora policy as far as this evaluation was aware. Nevertheless, the diaspora mapping research and report, a main output of the project, remains valid as describing the profile of the diaspora in 2018-19 in Australia, Canada, the Netherlands and USA and could serve as useful reference/benchmark for future diaspora engagement.

5. **How adequately were human rights and gender equality taken into consideration during the project design and implementation?**

Finding: Gender equality was taken into consideration during project design and implementation; however, in the Afghan context, it was not possible to have a gender balance in all activities. Human rights were less of a focus for the project.

Gender equality was taken into consideration during project design and implementation where possible. Attention was paid to including a balance of women and men in all activities and gender aspects were specifically mentioned in the wording of two outputs (2.1 and 2.2). However, in the Afghan context, it was not possible to have a gender balance in all activities, such as the capacity building workshop (output 2.2) where only two out of 14 participants were women. This reflected the gender imbalance in general in the Afghan public administration according to final narrative project report. The diaspora mapping research also analyzed and commented on gender aspects, such as gender-focused activities of diaspora. Human rights were less of a focus for the project, although the diaspora mapping reported on the diaspora activities in the promotion of human rights.
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6. **Is the project in line with IOM/IOM Development Fund priorities and criteria?**

Finding: The project was found to be aligned to IOM and the Fund's priorities and criteria. It supported three of IOM's current strategic foci and the Fund's eligibility criteria. The project also supported the second and third principle of IOM's Migration Governance framework (MiGOF).

The project was found to support three of IOM's current strategic foci,[5] notably:

- No. 4: To contribute to the economic and social development of States through research, dialogue, design and implementation of migration-related programmes aimed at maximizing migration's benefits
- No. 6: To be a primary reference point for migration information, research, best practices, data collection, compatibility and sharing.
- No. 8: To assist States to facilitate the integration of migrants in their new environment and to engage diasporas.

The project was also in line with the MIGOF, under Principle 2: Migration and related policies are best formulated using evidence and whole-of-government approaches and Principle 3, engaging with partners to address migration and related issues.

The project activities had a capacity-building element and therefore was in line with the IOM Development Fund funding priorities.

Coherence – 4 – Very Good

During project implementation, the IOM continued to implement the RQA Temporary RQA programmes which complemented this project. There was also an Afghan diaspora mapping carried out by the Danish Refugee Council's Diaspora Programme covering different countries; there was a coordination and exchange between the two mappings.

7. **To what extent is this project compatible with other IOM activities?**

Finding: During project implementation, the IOM continued to implement the RQA programme and the TRQN project which complemented this project; the project also provided a solid basis for the development of the global IOM programme "Connecting Diaspora for Development (CD4D)" in Afghanistan.

During project implementation, the IOM continued to implement the above-mentioned RQA programme and an additional project, the Temporary Return of Qualified Nationals (TRQN) (temporary return of Afghan diaspora from the Netherlands for punctual assignments). According to stakeholders interviewed, this project and TRQN and RQA were complementary and they coordinated well together. The project also provided a solid basis for informing the development of the global IOM programme "Connecting Diaspora for Development (CD4D)" for which Afghanistan was a focus country (put on hold since October 2021.[6]

8. **To what extent is this project compatible with other interventions in this field?**

Finding: During project implementation, there was an Afghan diaspora mapping carried out by the Danish Refugee Council's Diaspora Programme covering different countries; there was a coordination and exchange between the two mappings.

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[5] IOM mission and strategic focus: https://www.iom.int/sites/default/files/about-iom/iom_strategic_focus_en.pdf

[6] See: https://www.connectingdiaspora.org/2021/all-cd4d2-activities-in-afghanistan-on-hold/

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During the project implementation, an Afghan diaspora mapping was carried out by the Danish Refugee Council's Diaspora Programme. This mapping covered different countries (Denmark, Germany, Sweden, and the United Kingdom).[7] There was a coordination and exchange between the two mappings according to stakeholders interviewed. There were also other initiatives focusing on the Afghan diaspora that were underway during project implementation, such as those initiatives of the International Centre for Migration Policy Development (ICMPD), such as the Improving Migration Management in the Silk Routes and the Integrated Border Management in the Silk Routes Countries projects.[8]

Effectiveness – 2 – Adequate

The project contributed to strengthening the capacity of the GoIRA in their diaspora engagement. However, considering that the National Diaspora Policy was never endorsed and the challenges seen in appointing stable GoIRA focal points, the project could not fulfil its potential contribution before the GoIRA lost power in mid-2021. Coordination with the GoIRA was positive at first but then became more challenging with the change in focal points. This led to difficulties for the relevant ministries to provide timely feedback on the project's outputs. Their capacity limits, the security situation and staff changes all impacted on their ability to participate in the project.

9. **Have the project's outputs and outcomes been achieved in accordance with the stated plans and results matrix?**

Finding: The project contributed to strengthening the capacity of the GoIRA in their diaspora engagement. However, considering that the National Diaspora Policy was never endorsed and the challenges seen in appointing stable focal points, the project could not fulfil its potential contribution before the GoIRA lost power in mid-2021.

The project contributed to strengthening the capacity of the GoIRA in their diaspora engagement. However, considering that the National Diaspora Policy was never endorsed and the challenges seen in appointing stable focal points, the project could not fulfil its potential contribution before the GoIRA lost power in mid-2021. This was largely beyond the control of the project, given the limited support of GoIRA during the project's lifespan, slowing its implementation and deliverables (as discussed below) and the change of government in mid-2021 that meant that any sustainability gains and long-term impact were lost.

Table 6: Assessment and Analysis of the Project Results Matrix

Results matrix element	Level of achievement	Analysis
Objective*: To contribute to strengthening the engagement of Afghan diaspora in the development of Afghanistan*	Partially achieved	The project contributed to strengthening the capacity of the GoIRA in their diaspora engagement. However, considering the Diaspora

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[7] DRC (November 2019), Afghan Diaspora in Europe: Mapping engagement in Denmark, Germany, Sweden, and the United Kingdom: https://drc.ngo/media/catnmjte/drc-study-afghan-diaspora-in-europe.pdf
[8] https://www.icmpd.org/news/import-news-september/icmpd-mission-to-afghanistan

		Policy was never endorsed, the challenges seen in appointing GoIRA stable focal points and the absence of major GoIRA initiatives to engage with the diaspora, the project never reached its potential.
Outcome 1: *GoIRA develops its National Diaspora Policy incorporating vital evidence collected.*	Partially achieved	A draft National Diaspora Policy was informed by project evidence. However, the Diaspora Policy was never endorsed before the GoIRA lost power in mid-2021.
Output 1.1: *The mapping of the Afghan diaspora is completed and accessible to government and other key stakeholders.*	Partially achieved	The mapping research and report was completed, with 50 copies printed. However, the report was never released publicly and made available online.
Output 1.1. Activities	Mainly achieved	All activities were carried out with the exception of the report release event which was not held due to the deteriorating security situation in Afghanistan.
Output 1.2: *A qualitative assessment of Afghanistan's diaspora engagement needs is produced and available to all stakeholders.*	Partially achieved	The assessment was carried out and the report shared with the GoIRA but feedback was never received and therefore it is assumed the report was not widely used or shared (50 copies of the report were printed).
Output 1.2. **Activities**	Partially achieved	Most activities were carried out but the assessment report was not printed, translated or shared as feedback from the GoIRA was not received.
Outcome 2: *GoIRA sustains functioning partnerships and engagement with the Afghan diaspora.*	Partially achieved	The relevant GoIRA staff increased their understanding of diaspora engagement but with the lack of stable focal points it could not be translated into concrete actions and partnerships.
Output 2.1: *GoIRA recognizes and acknowledges the role of diasporas (including diaspora women) in Afghanistan's development.*	Partially achieved	Although the GoIRA recognized the role of diaspora, it was challenging to maintain stable focal points and consequently establish links with diaspora organisations.
Output 2.1 Activities	Not achieved	The activities were not carried out due to lack of stable focal points.
Output 2.2: *Key GoIRA officials have an enhanced capacity to build stronger diaspora connections and turning Brain Drain into Brain Gain (including taking into account gender aspects of diaspora engagement).*	Partially achieved	A four-day workshop was carried out for 14 GoIRA participants; 85% of participants reported an increased understanding of diaspora engagement.
Output 2.2. Activities	Partially achieved	The workshop was carried out but no activities in support of the GoIRA focal point.

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10. **Was the collaboration and coordination with partners (including project implementing partners) and stakeholders effective, and to what extent have the target beneficiaries been involved in the processes?**

Finding: Coordination with the GoIRA was challenging, such as the difficulties for the relevant ministries to provide timely feedback on the project's outputs; although GoIRA staff were enthusiastic about the project, their capacity limits, the security situation and staff changes all impacted on their ability to participate in the project. The project was a positive example of good internal coordination and collaboration within IOM. The outreach to the diaspora seems to have been limited only to participating in the research; diaspora reached by this evaluation did not recall having had any further contact with the project and/or having received a feedback on the mapping's findings.

The collaboration and coordination with partners was mainly limited to the relevant ministries of the GoIRA and the research consultants that carried out the two research components (outputs 1.1 – mapping and 1.2 - assessment). According to IOM staff, the coordination with the GoIRA was positive at first, but then became more challenging with a change in focal points. This led to difficulties for the relevant ministries to provide timely feedback on the project's outputs, such as the mapping and assessment reports. The GoIRA staff were enthusiastic about increasing their support for diaspora engagement but capacity limits, the security situation and changing of both senior staff and focal points all impacted on their ability to participate in the project. IOM Afghanistan did take many initiatives to accelerate and increase the GoIRA involvement, including the IOM Chief of Mission meeting with the minister responsible (MoLSAMD) and other high-level contacts.

The project was a positive example of good internal coordination and collaboration within IOM; with the participation of colleagues from IOM Tanzania (Programme Assistant) and the Bangkok RO (Regional Thematic Specialist (RTS) – Labour, Human Mobility and Development) to conduct the capacity building workshop and the latter also providing feedback and input into the draft National Diaspora Policy. In addition, consultations were held with the Fund and IOM headquarters.

The Afghan diaspora participated in the project through participating in the mapping; 210 responded to the online survey and 23 participated in interviews. The outreach to the diaspora seems to have been limited only to participating in the research: the four diasporas and supporting organisations reached by this evaluation responded by survey that they did not recall having had any further contact with the project and/or having received a feedback on the mapping's findings.

11. **What major internal and external factors have influenced (positively or negatively) the achievement of the project's objectives and how have they been managed within the project timeframe?**

Finding: Positive factors included the good support of the Bangkok RO and IOM headquarters and the relevance of the project to the policy agenda of the GoIRA. Negative factors included the project team's challenges in understanding IOM's internal publishing guidelines, the management of the diaspora mapping, securing the support and input from

the GoIRA and the loss of power by the GoIRA in mid-2021 which meant that any sustainability measures and long-term impacts were lost.

The following <u>positive factors</u> which influenced the results of the project were identified:
Internal
- The project received good support from the Bangkok RO and IOM headquarters.

External
- The relevance of the project to the policy agenda of the GoIRA; i.e. the development of the National Diaspora Policy.

The following <u>negative factors</u> which influenced the results of the project were identified:
Internal
- In publishing the mapping report, the project team faced challenges in understanding IOM's internal publishing guidelines (that also contributed to delaying its finalization).
- The management of the diaspora mapping activity was less than optimal with a ten months period taken to validate the report; further the mapping consultants were never advised of the final status of the mapping report.

External
- The challenges in securing support and input from the GoIRA given their staff changes; this included feedback on the two main outputs of project (outputs 1.1 – mapping and 1.2 - assessment).
- The loss of power by the GoIRA in mid-2021 meant that any sustainability measures and long-term impacts were lost (see Impact and Sustainability chapters below).

Efficiency & Cost Effectiveness - 2 - Adequate

The project was cost-effective in that it was able to implement its activities with the resources available, although it could not implement all activities as planned. The project faced challenges in its project management, including securing the full support and inputs from the GoIRA and managing the mapping of the Afghan diaspora. The project adapted to the changes in the context and revised its budget allocations accordingly. The project had two revisions and one no-cost extension. The project had an underspend of 13% due to their inability to carry out certain activities that relied on the timely feedback and input of the GoIRA. The project budget was proportionate to the results achieved but these results could not be fully capitalized on during the project's lifespan and after project completion.

> **12. How cost-effective was the project? Could the activities have been implemented with fewer resources without reducing the quality and quantity of the results?**

Finding: The project was cost-effective in that it was able to implement its activities with the resources available, although it could not implement all activities as planned; it was not conceivable that results could have been achieved with fewer resources.

The project was cost-effective in that it was able to implement its activities with the resources available, although it could not implement all activities as planned (see below). The level of resources was assessed as being appropriate for the activities carried out and the consequent

results seen; it was not conceivable that results could have been achieved with fewer resources.

13. **How efficient was the overall management of the project?**

Finding: The project was managed by a team from IOM Afghanistan. The project was well managed despite the challenges seen in securing the full support and inputs from the GoIRA. The project adapted to the changes in the context and revised its budget allocations accordingly.

The project was managed by a team comprised of a project manager and project assistant of IOM Afghanistan. The project required both internal and external coordination, and according to IOM staff and partners, the project faced challenges in its management. In addition to the challenges seen in securing the full support and inputs from the GoIRA, the managing of the diaspora mapping was less than optimal.

For example, the mapping consultants submitted their draft report in February 2019 and the report was only finalized in December 2019, some ten months later. Further, the consultants were never advised as to the final status of the mapping report and had not received a copy until contacted by this evaluation. Finally, the mapping report remains unclear and although copies were printed, there is no documented decision as to its public release (or not). The project adapted to the changes in the context and revised its budget allocations twice to better use the available resources.

14. **Were project resources monitored regularly and managed in a transparent and accountable manner to guarantee efficient implementation of activities? Did the project require a no-cost or costed extension?**

Finding: Analysis of the implementation timeline and completion dates indicates that the project was monitored regularly and managed in a transparent and accountable manner. The project had two revisions and one no-cost extension. The project had an underspend of 13% due to the inability to carry out certain activities that relied on the timely feedback and input of the GoIRA.

Analysis of the implementation timeline and completion dates indicates that the project was monitored regularly and managed in a transparent and accountable manner. The project had two revisions and one no-cost extension: a revision in May 2018 to merge several budget items on training; a revision in October 2018 to reallocate some of the savings made on the diaspora training workshop to the needs assessment and mapping reports release events; and a no-cost extension in March 2019 requesting a six-month extension (until September 2019) to provide further time for feedback from the GoIRA. All revisions were approved by the Fund.

Budget analysis: The project was allocated USD $139,387 (including 10,000 USD for evaluation). According to the final financial report, the total budget used was $111,465 (equaling an 87% disbursement rate if the evaluation budget is included). The underspending was due to the inability of the project to carry out certain activities, such as the launch of the mapping report, translation and printing of the assessment report and supporting GoIRA

diaspora focal points and outreach activities. These activities relied on the timely feedback and input of the GoIRA which was not fully forthcoming during the project's lifespan.

Table 7: Comparison between the planned budget and the actual budget spent (USD)

Expenditure item	Budget	Actual expenditure	Revision /Change indicated in documentation
Staff	41,039	41,264	N/A
Office	779	403	N/A
Output 1.1	48,782	42,283	Underspending due to mainly not holding the mapping launch event
Output 1.2	26,486	19,868	Underspending due to not translating and printing assessment report
Output 2.1	8,040	1,640	Underspending due to not funding GoIRA diaspora focal points (late appointments)
Output 2.2	10,761	6,007	Underspending due to the fact that there were no GoIRA outreach activities
Evaluation	10,000	--	
TOTAL	**139,387**	**111,465**	(Underspending of $17,922 including evaluation budget)

15. Were the costs proportionate to the results achieved?

Finding: The project budget of $139,387 was proportionate to the results achieved. However, the results could not be fully capitalized during the project's lifespan and after project completion.

The project budget of $139,387 was proportionate to the results achieved. However, as explained in this report, the results could not be fully capitalized on during the project's lifespan, due mainly to challenges in working with the GoIRA and after project completion given the degrading security situation and loss of power of GoIRA in mid-2021.

Impact – 1 - Poor

The project's impact was rated as "poor" considering that the GoIRA lost power in mid-2021 and any policy developments and capacities built by the project were consequently lost. As highlighted throughout this report, this was due to the dramatic changes in the context and not a reflection of how IOM Afghanistan managed the project. During the project's lifespan, it provided inputs in the draft National Diaspora Policy, created interest amongst other GoIRA ministries and provided inputs for IOM's CD4D programme. The short-term changes seen can be largely attributed to the project's activities considering it was the only identified project working with the GoIRA on the development of the National Diaspora Policy and supporting initiatives. There were other initiatives on diaspora engagement, however, their contribution to diaspora engagement during the project's lifespan could not be assessed.

16. Which positive/negative and intended/unintended effects/changes are visible (short and long-term) as a result of the project?

Finding: The project resulted in short-term positive changes such as providing inputs into the draft National Diaspora Policy, creating interest amongst other GoIRA ministries and providing inputs into IOM's CD4D programme. There were no long-term effects or changes

identified considering that the GoIRA lost power in mid-2021 and any policy developments and capacities built were lost. The Afghan diaspora is still committed to developing Afghanistan but it is no longer possible to do so as the project foresaw due to the changes in the context. The Afghan diaspora organizations and individuals who participated in the mapping did not have any feedback on the results, potentially creating unmet expectations and reluctance of Afghan diaspora to participate in future IOM engagement activities.

The following positive **short-term changes** were identified:
-   The project did provide inputs into the draft National Diaspora Policy. This was anticipated to be mainly through the diaspora mapping, but the training workshop for GoIRA staff and direct inputs from IOM CO and RO staff were noted as having a greater contribution to the Policy (the finalization of the diaspora mapping coincided with the finalization of the Policy, possibly arriving too late for further integration in the Policy).
-   The project's visibility contributed to creating interest amongst other GoIRA ministries, notably the Ministry of Public Health (MoPH) who met with IOM to discuss diaspora's role in strengthening the medical sector in Afghanistan.
-   The project provided inputs into informing the development of the global IOM programme CD4D, of which Afghanistan was a focus country.

There were no long-term effects or changes identified considering that the GoIRA lost power in mid-2021 and any policy developments and capacities built were lost. It has also to be considered that the Afghan diaspora is still committed to developing Afghanistan (as per the project objective) but it is no longer possible to do so as the project foresaw due to the changes in the context. Further, the make-up of the diaspora also changed since project closure with some 180,000 Afghans having left the country since 2021.[9]

No negative effects or changes were identified although the Afghan diaspora organizations and individuals that participated in the mapping had no feedback on the results (as the mapping report was never formally published or shared), potentially creating unmet expectations and reluctance of Afghan diaspora to participate in future IOM engagement activities.

17. **Can those changes /outcomes/ expected impact be attributed to the project's activities? Are there any contributions from external factors?**

Finding: The changes seen can be largely attributed to the project's activities considering it was the only identified project working with the GoIRA on the development of the National Diaspora Policy and supporting initiatives. There were other initiatives on diaspora engagement, however, their contribution to diaspora engagement during the project's lifespan could not be assessed.

The changes seen can be largely attributed to the project's activities considering it was the only identified project working with the GoIRA on the development of the National Diaspora

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[9] See: https://data.unhcr.org/en/situations/afghanistan

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Policy and supporting initiatives. As described above, there were other Afghan diaspora initiatives, such as those of the Danish Refugee Council and ICMPD. However, this evaluation could not assess their contribution to diaspora engagement during the project's lifespan.

Sustainability – 1 – Poor

The project's sustainability was rated as "poor" considering that any benefits gained were lost and were not possible to sustain given the dramatic change in context in mid-2021. As for the Impact rating, this was not a reflection of how IOM Afghanistan managed the project. On the contrary, the project team, with the support of the CoM and RO, tried many approaches to ensure the sustainability of the project's benefits during its implementation and after its completion, but before the change in context in mid-2021.

18. **Did the project take specific measures to guarantee sustainability and how was this supported by partners and the IOM?**

Finding: The project was designed with sustainability being built into the GoIRA taking forward the National Diaspora Policy and supporting initiatives. The IOM continued to support the GoIRA in diaspora engagement and encourage formal adoption of the Policy until it lost power in mid-2021. Following mid-2021 it was not possible for the IOM to take measures to guarantee sustainability due to the change in the context.

The project was designed with sustainability being built into the GoIRA taking forward the National Diaspora Policy and supporting initiatives. Following project completion (November 2019), the IOM continued to support the GoIRA in diaspora engagement and encourage formal adoption of the Policy until the GoIRA lost power in mid-2021. Following mid-2021 it was not possible for the IOM to take measures to guarantee sustainability due to the change in the context.

19. **Have the benefits generated by the project deliverables continued once external support ceased?**

Finding: The benefits generated by the project continued until the change of government in mid-2021. However, between project completion in November 2019 and mid-2021, little progress was seen with GoIRA on diaspora engagement and endorsement of the National Diaspora Policy, mainly due to the deteriorating security situation. Following mid-2021, the benefits generated were lost due to the dramatic change in context. In 2022, the IOM Afghanistan was still determining how it could re-engage diaspora within the new context.

The benefits generated by the project continued until the change of government in mid-2021. However, between project completion in November 2019 and mid-2021, little progress was seen with GoIRA on diaspora engagement and endorsement of the National Diaspora Policy, mainly due to the deteriorating security situation. Consequently, the benefits generated by the project deliverables – notably the mapping report, input into the National Diaspora Policy, capacity building and the needs assessment – were lost. As highlighted above, this was due to the dramatic change in context and not a reflection of how IOM Afghanistan managed the project. On the contrary, the project team, with the support of the CoM and RO, tried many

approaches to ensure the sustainability of the project's benefits during and after its implementation.

In 2022, IOM Afghanistan was still determining how it could re-engage diaspora within the new context; within the 2021-24 Action Plan for Afghanistan and Neighbouring Countries, diaspora engagement is mentioned but not detailed further.[10]

20. Was the project supported by national/local institutions and well-integrated into national/local social and cultural structures?
21. Have adequate levels of suitable qualified human resources been available to continue to deliver the project's stream of benefits?

Finding: During the project's lifespan, it was supported by national/local institutions, notably the MoLSAMD. However, it was challenging for the project to secure the necessary support of the national institutions to ensure it progressed and carried out all of its activities as foreseen. Following project completion, support in the form of suitable qualified human resources was limited, despite the efforts of the IOM to fund and appoint diaspora focal points within the GoIRA.

During the project's lifespan, it was supported by national/local institutions, notably the MoLSAMD. However, as described above, it was challenging for the project to secure the necessary support of the national institutions to ensure it progressed and carried out all of its activities as foreseen. Following project completion, support in the form of suitable qualified human resources was limited, despite the efforts of the IOM to fund and appoint diaspora focal points within the GoIRA.

6. Conclusion and recommendations

The project was well aligned to the needs of the GoIRA concerning diaspora engagement at the time of its implementation. The project was able to carry out most of its activities and successfully fed into the draft National Diaspora Policy and improving capacity of the GoIRA in diaspora engagement.

However, the change of government in mid-2021 meant that all long-term impact and sustainability of the project's benefits were lost. As indicated throughout the report, this was due to the dramatic change in the context and not a reflection of the management or follow-up of the project by IOM Afghanistan. It should also be highlighted that the diaspora mapping report provides an overview and characteristics of the Afghan diaspora in the focus countries for 2018-19 and could serve as a useful benchmark and reference for future diaspora engagement. Therefore, making the mapping report available would be suggested by this evaluation.

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[10] On page 9, the Action Plan states:" *IOM is implementing migration health interventions, large scale community stabilization, disaster risk reduction and reintegration programming, also **engaging with Afghan diaspora** and countering trafficking in persons*". Source: IOM Comprehensive Action Plan for Afghanistan and Neighbouring Countries, August 2021-December 2024: https://www.iom.int/resources/iom-comprehensive-action-plan-afghanistan-and-neighbouring-countries-august-2021-december-2024

Since the project completion in 2019, IOM has progressed in its global approach to diaspora engagement with the release of the Diaspora Mapping Toolkit[11], the holding of the Global Diaspora Summit[12] and the development of the Framework for Diaspora Engagement in Humanitarian Assistance.[13]

As IOM Afghanistan reconsiders its approach to diaspora engagement, it can take into account these new developments and the findings of this evaluation – to determine how (and if) IOM can now support diaspora engagement for the development of Afghanistan as this project intended.

Following are conclusions and recommendations drawn from the detailed findings presented in the previous sections:

C. Sharing of diaspora mapping report (priority level: 1 - High)

The diaspora mapping report was never shared beyond a very limited distribution of those who received it in Kabul as a printed copy in 2019. Although the information and data is from 2018-19, it would still serve as useful baseline and reference for the IOM and other organizations intending to work with the Afghan diaspora. Given the situation in Afghanistan, it is not appropriate to hold a formal launch, but more so it is suggested to make it available on the IOM website and possibly inform Afghan diaspora that participated in the research of its publication.

Recommendations:
For IOM Afghanistan:
- Make available the diaspora mapping report on the IOM website.
- Consider informing the Afghan diaspora that participated in the research of the availability of the mapping report.

D. Future diaspora engagement of IOM Afghanistan (priority level: 3 - low)

As IOM Afghanistan considers its approach to diaspora engagement in the new context, it can draw on the findings of this report and the new global approaches of IOM to diaspora engagement. Key would be to consider carefully how Afghan diaspora can support the development of Afghanistan in the current context. The diaspora mapping report reached out to hundreds of diasporas in 2018-19 and these diasporas are a key resource to support IOM Afghanistan in designing its future approach to diaspora engagement.

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[11] https://publications.iom.int/books/diaspora-mapping-toolkit
[12] https://www.iom.int/global-diaspora-summit-2022
[13] https://www.idiaspora.org/en/learn/resources/project-materials/draft-note-framework-diaspora-engagement-humanitarian-assistance

Recommendations:

For IOM Afghanistan:

- In considering future diaspora engagement, consider the new global IOM approaches to diaspora engagement and consult with the Afghan diaspora that participated in the 2018-19 mapping (in addition to "new" diaspora since 2018-19).

Lessons Identified

The following lessons were identified that could be of use for future similar projects:

- Cooperation and input between COs and ROs on diaspora engagement can provide a positive and solid basis for progressing projects of this nature.
- Products such as the diaspora mapping report produced by this project should be subject to a formal decision – "yes/no" as to whether they will be published (instead of leaving them in an uncertain situation where the status is not known or determined).
- Diaspora engagement needs an ongoing commitment of IOM COs to ensure that relationships built are not lost and consequently need to be re-built.

Annex one: Terms of reference and inception report

1. Introduction and Context

Project for Ex-Post Evaluation	
Duration of the Project	AF10P0003/CE.0392
Budget (USD)	USD 139,387
Donor	IOM Development Fund (IDF)
Countries covered	Afghanistan
Evaluation	External Independent Evaluation
Evaluation Team	Owl RE Research and Evaluation
Evaluation Period	31 December 2017 – 29 September 2019

This document is a combined Terms of Reference (ToR) and Inception report produced for the IOM Development Fund (the Fund), the ex-post evaluation of the project *"Undertaking a mapping exercise and qualitative needs assessment to support the national diaspora policy of Afghanistan",* This report outlines the purpose, objectives, methodology, questions, tools and workplan of the consultancy.

Financed by the Fund, this was a project aimed to support the Government of the Islamic Republic of Afghanistan (GoIRA) to provide evidence-based information and informing the development of the National Diaspora Policy of Afghanistan.

The GoIRA had a long-standing priority on recognizing the value of the Afghan diaspora for the country as seen with their support for the IOM initiative on the Return of Qualified Afghans since 2001. However, although diaspora activities have been taking place, there was no overall national Afghan diaspora strategy.

This changed on 30 July 2017 when Presidential Decree 1501 was issued on the establishment of a Joint Working Committee on Afghan Diaspora Engagement – of which IOM is a part – to harmonize diaspora engagement for Afghanistan. Part of this anticipated output of this Working Committee was the development of National Diaspora Policy for Afghanistan. This project proposed activities to inform and support the National Diaspora Policy centered on a mapping exercise of diaspora.

2. Purpose and Objectives

The purpose of conducting this ex-post evaluation is to assess the relevance of the project to its stakeholders and beneficiaries, coherency, the effectiveness and efficiency of project management and implementation, the expected impact, how well were cross-cutting themes of human rights and gender mainstreamed in the project, and if the desired effects are

sustainable, and/or have the prospects of sustainability, (following the DAC evaluation criteria[14]).

The evaluation aims to promote transparency and accountability which will, in turn, assist the Fund in its decision-making and to better equip staff to make judgements about the project and to improve effectiveness where possible and with regard to future project funding. Concerning the expected use of findings, the ex-post evaluation aims to also identify lessons learned, good practices, and provide a learning opportunity for the Fund and its implementing partners with regard to the project formulation process. The findings will also help make evidence-based strategic decisions in relation to specific projects, while also demonstrating the Fund's on-going commitment to results based management.

The primary objectives of the evaluation are to:

(a) Assess the relevance of the project's intended results;
(b) Assess the relevance of the Theory of Change and design of the results matrix and the extent to which the objective, outcomes and outputs are well formulated; the indicators were SMART and baseline and targets appropriate;
(c) Assess the coherence of the project with IOM's activities and other interventions in the sector;
(d) Assess the extent to which the needs of stakeholders and beneficiaries were taken into account during project design and if the project is aligned with national priorities and strategies, government policies and global commitments
(e) Assess the effectiveness of the project in reaching their stated objectives and results, as well as in addressing cross-cutting issues such as gender, human-rights based approach, etc.;
(f) Assess the efficiency and cost-effectiveness of project implementation, along with regular progress monitoring of project resources and if the costs were proportional to the results achieved;
(g) Assess the impact prospects and outcomes to determine the entire range of effects of the project (or potential effects) and assess the extent to which the project have been successful in producing expected change;
(h) Assess the sustainability of the project's results and benefits (or measures taken to guarantee it) or prospects for sustainability, and if these benefits generated by the project still continued once external support ceased;
(i) Assess how effectively issues of gender equality and human rights protection were mainstreamed in the process of project design and during project implementation;
(j) Identify lessons learned and best practices in order to make recommendations for future similar projects and help the Fund in its decision-making about future project funding.

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[14] Organisation for Economic Co-operation and Development – Development Assistance Committee, 'Evaluation of development programmes, DAC Criteria for Evaluating Development Assistance', web page, OECD. See http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm.

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These objectives are operationalised in a series of evaluation questions and indicators (see annex 1: Evaluation matrix). The Results Matrix (RM) is reproduced in annex 5 to illustrate the intervention logic foreseen for the project.

3. Methodology

The evaluation framework will focus on the standard DAC criteria and cross-cutting themes criteria, supported by standard tools (i.e. interview guide and evaluation checklist – see annexes 3 and 4) and will take place over a period of 6 weeks. The evaluation will be conducted remotely and take a participatory approach involving and consulting with the relevant stakeholders in the different steps of the evaluation and integrating this approach into the methodology as far as is feasible. It will use a mixed methods approach and cross validate evaluation findings through the triangulation process, where possible.

3.1. Research methods/tools

Research tools will be both quantitative and qualitative and will be used across the different themes and questions.

3.2. Sampling

Overall sampling will be purposeful in that the stakeholders will be selected for the evaluation, based on their involvement as staff, consultants, experts, partners or beneficiaries of the project. The selection of participating stakeholders will be led by the project coordinator and will aim to be representative, to ensure that a balance is found in terms of gender, race/ethnicity, age range and other project-specific criteria.

The following table provides further information on the research tools, how they will be deployed and stakeholders proposed for key informant interviews.

Tool	Description	Information Source
Document review		
	Review of main documentation	IOM documentation on PRIMA, including internal/external reports, relevant publications.
Interviews		
Interviews internal	Some 3-4 semi-structured interviews of IOM staff, using an interview guide.	IOM country office program staff, past and present - Project manager/assistants - Regional Thematic Specialist
Interviews external	Some 3-4 semi-structured interviews using an interview guide.	- Former government officials (ministries of foreign affair, labour and refugees) - Project consultants - Diaspora representatives - other actors: Danish Refugee Council

3.3. Analysis

The findings from the desk review, key informant interviews will be collated and analyzed using appropriate quantitative and qualitative techniques and the evaluation criteria used will be

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rated by the evaluator based on the scale in the table below, with supporting evidence described. Where the evidence is weak or limited, it will be stated.

Findings will be used to assess the achievements of results as articulated in the Results Matrix, (see Annex 1) both numeric and descriptive results and used to rate the project as a whole according to the assessing evaluation criteria, see table below for further explanation.

Evaluation Criteria Scaling	Explanation	Supporting evidence
5 Excellent (Always)	There is an evidence of strong contribution and/or contributions exceeding the level expected by the intervention	*Supporting evidence will be detailed for each rating given.*
4 Very good (Almost always)	There is an evidence of good contribution but with some areas for improvement remaining	
3 Good (Mostly, with some exceptions)	There is an evidence of satisfactory contribution but requirement for continued improvement	
2 Adequate (Sometimes, with many exceptions)	There is an evidence of some contribution but significant improvement required	
1 Poor (Never or occasionally with clear weaknesses)	There is low or no observable contribution	

3.4. Limitations and proposed mitigation strategies

The following limitations have been identified with accompanying mitigation strategies to minimise the impact described, where possible. If it is not possible to fully rectify the limitations identified, findings will have to be reached based on partial information. Where this occurs the evaluation will seek to be transparent about the limitations of the evaluation and to describe how these may have affected the overall findings, conclusions and recommendations.

(a) **Availability of former government staff:** With the change of government in Afghanistan in 2021, the government staff that worked on the project are no longer in their positions and possibly not in the country.
Mitigation strategy: The evaluator will work with the IOM staff to establish contacts with former government staff where possible.

(b) **The context of COVID-19 recovery:** The timing of the evaluation during the COVID-19 pandemic recovery may impact on the availability of IOM staff and project stakeholders/

beneficiaries, and/or extend the time it will take to respond to the evaluation request and provide inputs.

Mitigation strategy: Early and close involvement of the project manager and former project managers to help coordinate meetings and ensure availability of key stakeholders. Interviews will take place in person and remotely over a period of 2 weeks and will allow for an extended interview period to compensate for the disruptions caused by COVID-19.

(c) **General problem of insufficient data or insufficient representative data collected,** owing to poor response rate from interviewees.

Mitigation strategy: Triangulation with other data gathering tools from different sources will help address data gaps.

(d) **Objective feedback**– interviewees may be reticent to reveal the factors that motivate them or any problems they are experiencing or being transparent about their motivation or about internal processes.

Mitigation strategy: Anonymizing sources and ensuring interviews are conducted on a one to one basis in confidentiality can help address issues of reticence.

(e) General bias in the application of causality analysis

Mitigation strategy: Judgements will be informed by the team and all findings will be reviewed jointly, as well as by the project manager and the main evidence for ratings will be described.

4. Workplan

The workplan is divided into three phases, covering a 6 week period:

Phase 1 – Inception: An initial meeting with the project manager to discuss the evaluation framework, identify stakeholders and to ensure involvement and ownership from the start. From this, a methodology, timeline, standard tools and evaluation approach has been developed and detailed in the inception report (this document).

Phase 2 – Data collection: During the second phase of the evaluation field work will be undertaken remotely. Interviews will be conducted by Skype, Zoom or email, and all relevant project data will be collected and reviewed.

Phase 3 - Report writing: During the final phase collected data will be analysed and a report drafted for validation. The results of the evaluation will be disseminated by means of the report.

The key tasks and timing are described in the following table:

	April 2022 – May 2022					
Week beginning	1	2	3	4	5	6
Key tasks	2/5	9/5	16/5	23/5	30/5	6/6
Kick off meeting with project manager; document review						
Drafting and delivery of inception report						

Data collection: interviews						
Data analysis and report writing						
Delivery of draft report						
Validation of the report by the project manager and Fund staff; finalisation of report and evaluation brief						

4.1. Team management

The evaluation will be carried out by Glenn O'Neil with the support of the Owl RE team for quality control.

5. *Deliverables*

The following deliverables (draft and final), are foreseen for the consultancy: TOR/ Inception report (this document), Executive summary, (2 pages), Evaluation report and Evaluation learning brief.

Deliverables	Schedule of delivery
1. TOR/ Inception Report shared with IOM	03.05.2022
2. Completed field data collection	20.05.2022
3. De-briefing session with project manager delivered	23.05.2022
4. Draft Evaluation Report	24.05.2022
5. Final Evaluation Report and Evaluation Learning Brief	06.06.2022

Annex One: Evaluation Matrix

Key Evaluation Questions and sub questions	Indicators	Data Collection Tools	Sources of Information
RELEVANCE: Extent to which the project`s objective and intended results remain valid as originally planned or modified			
1. Is the project aligned with national priorities and strategies, government policies and global commitments?	Alignment of project with relevant national policies, strategies, government policies and global commitments (e.g. international treaties and agreements).	Document review Interviews	Project documentation Interviewees
2. To what extent were the needs of beneficiaries and stakeholders taken into account during project design?	Needs of beneficiaries and stakeholder groups reflected in project design. Evidence of consultation during project development and of project activities and outputs tailored to their needs	Document review Interviews	Project documentation Interviewees
3. Was the project designed with a logical connection between its objective, outcomes, outputs and indicators based on a solid rationale/needs assessment?	Consistency and logic of the results matrix. Design of project according to IOM project development guidelines; SMART indicators and outcomes, needs assessment carried out.	Document review	Project documentation
4. To what extent do the expected outcomes and outputs remain valid and pertinent as originally intended in terms of direct beneficiary needs?	Current relevance of project outputs and outcomes to beneficiary needs.	Document review Interviews	Project documentation Interviewees
5. How adequately were human rights and gender equality taken into consideration during the project design and implementation?	Reference to human rights and gender equality concerns integrated into project design and deliverables. Informed opinion/perceptions of Project Manager and key informants on human rights and gender equality issues in relation to the project.	Document review Interviews	Project documentation Interviewees

6. Is the project in line with IOM/IOM Development Fund priorities and criteria?	Adherence to Fund eligibility criteria, IOM's current strategic focus and the principles/objectives of IOM's Migration Governance Framework (MIGOF).	Document review Interviews	Project documentation Interviewees
COHERENCE: The compatibility of the project with other IOM activities and interventions of the sector.			
7. To what extent is this project compatible with other IOM activities?	Extent to which the project is compatible with other IOM activities in the country.	Document review Interviews	Project documentation External documentation Interviewees
8. To what extent is this project compatible with other interventions in this field?	Extent to which the project is compatible with other identified interventions in this field.	Document review Interviews	Interviewees External documentation
EFFECTIVENESS : The extent to which the project achieves its intended results			
9. Have the project's outputs and outcomes been achieved in accordance with the stated plans and results matrix?	Extent to which project outputs and outcomes have been achieved and the projects deliverables and results (expected and unexpected) led to benefits for stakeholders and beneficiaries.	Document review Interviews	Project documentation Interviewees
10. Was the collaboration and coordination with partners (including project implementing partners) and stakeholders effective, and to what extent have the target beneficiaries been involved in the processes?	Level of Involvement and extent of effectiveness of target beneficiaries, partners and stakeholders in collaboration and coordination processes.	Document review Interviews	Project documentation Interviewees
11. What major internal and external factors have influenced (positively or negatively) the achievement of the project's objectives and how have they been managed within the project timeframe?	Identification of influential a) internal factors (positive and negative) and b) external factors (positive and negative). Effectiveness of project management of internal and external factors.	Interviews	Interviewees
EFFICIENCY & COST EFFECTIVENESS: How resources (human, financial) are used to undertake activities and how well these are converted t outputs			
12. How cost-effective was the project? Could the activities have been implemented with fewer resources	Adherence to original budget- Level of budget variance.	Document review Interviews	Project documentation Interviewees

without reducing the quality and quantity of the results?	Extent to which the resources required for project activities could have achieved the same results with less inputs/funds, on a sustainable basis.		
13. How efficient was the overall management of the project?	Degree of timeliness of project inputs provided by stakeholders /beneficiaries needed to implement activities. Narrative and budget reports submitted on time. Implementation of project activities implemented as scheduled; any variations to the project reported and adapted on PRIMA	Document review Interviews	Project documentation Interviewees
14. Were project resources monitored regularly and managed in a transparent and accountable manner to guarantee efficient implementation of activities? Did the project require a no-cost or costed extension?	Level and quality of monitoring of project resources. Incidence of no cost/ costed extension allocated.	Document review	Project documentation
15. Were the costs proportionate to the results achieved?	Comparison of costs with identified results.	Document review Interviews	Project documentation Interviewees
IMPACT: How the project intervention affects outcome and whether these effects are intended or unintended.			
16. Which positive/negative and intended /unintended effects/changes are visible (short and long-term) as a result of the project?	Incidence of positive and negative effects /changes (short and long-term, intended and unintended) to which the project contributes.	Document review Interviews	Project documentation Interviewees
17. Can those changes /outcomes/ expected impact be attributed to the project's activities? Are there any contributions from external factors?	Estimation of contribution of project and identified external factors.	Document review Interviews	Project documentation Interviewees
SUSTAINABILITY : If the project`s benefits will be maintained after the project ends			

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18. Did the project take specific measures to guarantee sustainability and how was this supported by partners and the IOM?	Number of documented specific measures taken to ensure sustainability; level of support by partners and IOM.	Document review Interviews	Project documentation Interviewees
19. Have the benefits generated by the project deliverables continued once external support ceased?	Extent to which the benefits generated by the project have continued post external support.	Interviews	Interviewees
20. Was the project supported by national/local institutions and well-integrated into national/local social and cultural structures?	Extent of sustainability measures taken by national /local institutions to support the project. Level of commitment by key stakeholders to sustain project result.	Interviews	Interviewees
21. Have adequate levels of financial resources and suitable qualified human resources within IOM and partners been available to continue to deliver the project's stream of benefits?	Extent of level of financial capacity and human resources of partners and IOM to maintain project's benefits in the future.	Interviews	Interviewees
Cross Cutting Criteria			
22. Was the project designed and planned, taking into consideration a gender analysis, needs assessment and available guidance?	Extent to which the project has carried out a gender analysis and needs assessment and followed MA/59 (Guidelines on Implementing the IOM Programme Policy on Migrants and Gender Issues) and MA/62 (Guide on Gender Indicators for Project Development).	Document review Interviews	Project documentation Interviewees
23. If greater gender equality was created through the project, has there been increased gender equality beyond project completion?	Extent to which gender equality has been created by the project and is still evident.	Document review Interviews	Project documentation Interviewees
24. During data collection (if carried out during implementation), were the persons interviewed or surveyed diverse and representative of all concerned project's partners and beneficiaries and the data appropriately	Extent to which data collected is representative of the diversity of the project`s partners and beneficiaries. Application of IOM`s Data Protection Principles.	Data analysis Interviews	Project documentation/data Interviewees

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disaggregated and in respect of IOM's Data Principles?	Disaggregation of data collected e.g. by age, disability, displacement, ethnicity, gender, nationality, migration status.		
25. How were the various stakeholders (including rights holders and duty bearers, local civil society groups or nongovernmental organizations) involved in designing and/or implementing the project?	Level and quality of involvement of stakeholders in designing and/or implementing the project.	Interviews Document review	Interviewees Project documentation

Annex Two: Draft structure for evaluation report

1. Executive summary

2. List of acronyms

3. Introduction

4. Context   and purpose of the evaluation
   - context
   - evaluation purpose
   - evaluation scope
   - evaluation criteria

5. Evaluation framework and methodology
   - Data sources and collection
   - Data analysis
   - Sampling
   - Limitations and proposed mitigation strategies

6. Findings

7. Conclusions and recommendations

8. Annexes:

   - Evaluation terms of reference;
   - Evaluation inception report;
   - Evaluation matrix;
   - Timeline,
   - List of persons interviewed or consulted;
   - List of documents/publications consulted;
   - Research instruments used (interview guidelines, survey, etc).

Annex Three: Interview guide

This guide is intended for interviews with internal and external stakeholders. The questions will be adapted on the basis of the persons being interviewed.

Interview Questions		Informants
General		
1.	Please briefly explain your work?	All stakeholders
2.	What has been your role and involvement in the project being evaluated? What aspect of the project were you involved with: - The assessment study - The legislation and policy recommendation - The phone app - The training - Other (please specify)	
Effectiveness and impact		
3.	Could you please describe the project activities you were involved with?	All stakeholders
4.	What results/achievements did you see of these activities? How successful were they do you think?	
5.	What do you think helped achieve these results? Was there any obstacles?	
Relevance & coherence		
6.	How well aligned was the project with national priorities and policies?	Government stakeholders
7.	Were there other similar IOM or external projects to this one – and if yes, did they collaborate well together?	All stakeholders
Efficiency		
8.	For your involvement with the project, how well was the project managed? Were the project activities implemented as you thought they should?	
Sustainability		
9.	Now it's nearly three years since the project has finished. What benefits of the project still continue?	All stakeholders
10.	Do any of the project activities continue in your own organisation or institution today? If yes, please explain which ones.	
Looking forward		
11.	What would you recommend for the continued success for this project's results (and other similar project)?	All stakeholders
12.	What would you say are the main lessons learnt from this project?	
Any other comments	Do you have any other comments or feedback on the project?	

Annex Four: Checklist for evaluation

Following is a checklist that will be followed by the evaluation team for the evaluation.

#	Step	Yes / No Partially (specify date)	Explanation / comment
	Inception and preparatory phase		
	Document review by Owl RE team		
	Kick-off meeting with project manager		
	Creation of TOR/inception report		
	Validation of TOR/inception report by project manager		
	Validation of TOR/inception report by Fund team		
	Creation of interview schedule by project manager		
	Reception and comment on interview schedule by the evaluation team		
	Data collection phase		
	Initial briefing with IOM manager/staff		
	Data collection conducted with main stakeholder groups		
	Feedback presentation/discussion with IOM manager/staff at conclusion of data collection		
	Analysis and reporting phase		
	Compilation and analysis of data /information		
	Quality control check of evidence by evaluation team leader		
	Submission of draft report to project manager and Fund team		
	Reception of comments from project manager and Fund team		
	Consideration of comments received and evaluation report adjusted		
	Validation of final report by project manager		
	Validation of final report by Fund team Production of learning brief		

Inception report - Annex 5: Results Matrix (see figure 1)

Annex two: List of persons interviewed

Adrien Bory, Project Coordinator, Diaspora Programme, Norwegian Refugee Council*

Professor Michael Daxner, Daylight Consultants

David Hofmeijer, (former) Project Manager, IOM Afghanistan

Masooma Hussaini, (former) Project Assistant, IOM Afghanistan

Abdul Moien Jawhary, Research Consultant, Afghanistan

Catherine Matasha, Programme Assistant, IOM Tanzania*

Silvia Nicola, Daylight Consultants

Lara White, (former RTS) Senior Programme Advisor, CREST, IOM Afghanistan

Feedback received via email exchange.

In addition, four survey responses from Afghan diaspora and supporting organisations were received.

Annex three: List of documents / publications consulted

Project documentation:

- IOM project document, including proposal and budget.
- Interim project report and final report
- Final financial report
- Request for budget modification

Project publications:

Daylight Consultants - IOM (2019), *Mapping of the Afghan Diaspora: in Australia, Canada, the Netherlands and the United States of America*

IOM - Ministry of Labor and Social Affairs of Afghanistan - Abdul Moien Jawhary (2019), *National Diasporas Engagement Policy of Afghanistan, Needs Assessment Report.*

IOM Project Handbook (July 2017)
IOM Fund eligibility criteria (undated)
IOM mission and strategic focus (undated)

IOM (2021), *Comprehensive Action Plan for Afghanistan and Neighbouring Countries, August 2021-December 2024*

IOM (2022), *Diaspora Mapping Toolkit.*

External documents:

DRC (2019), *Afghan Diaspora in Europe: Mapping engagement in Denmark, Germany, Sweden, and the United Kingdom.*