Ex-post Evaluation: Contributing to the Achievement of Sustainable Development Goals
Related to Migration Management in the Dominican Republic

DO10P0001_CE.0352

Final Report

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Executive Summary

The following report is an ex-post evaluation of the project *DO10P0001_CE.0352: Contributing to the Achievement of Sustainable Development Goals (SDGs) Related to Migration Management in the Dominican Republic* managed by the Dominican Republic Office of the International Organization of Migration (IOM) and funded by the IOM Development Fund ("the Fund" or IDF).

This ex-post evaluation was commissioned by the Fund and was carried out by the Owl RE research and evaluation consultancy in Geneva, from December 2019 to August 2020. The purpose of the evaluation was to assess the relevance of the project to its stakeholders and beneficiaries, 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.

The evaluation covered the country of Dominican Republic with the time period of the project's duration from 1 January 2017 to 30 June 2018 and was implemented in Santo Domingo, Dominican Republic. The timeframe was 18 months (12 months with a 6-month extension). The evaluation was carried out primarily through a desk review of available data and documents and key informant interviews and discussions with 25 project stakeholders.

Findings

The project contributed to the Dominican Republic's efforts to measure its progress in meeting the SDGs with regard to goals related to migration management.

Relevance (rating: Excellent - 5): The project was recognised as highly relevant as it supported the government's commitment to work towards achieving the SDGs. It considered and built on existing government policies and strategies to create synergies and ensure institutional buy-in. It worked closely with strong national government institutions such as the National Statistics Office (ONE), the Ministry of Foreign Affairs (MIREX), the Ministry of Economy, Planning and Development (MEPyD), and the Ministry of Interior and Police (MIP), as well as the National Institute for Migration (INM). Some initiatives were not included in the original project framework, such as the use of external consultants seconded to the national institutions, and development of the Migration Governance Index (MGI).

Effectiveness (rating: Very Good – 4): The project was seen as effective in achieving its objective. IOM was able to generate a commitment from government agencies to identify migration-related indicators that would contribute to measuring SDG targets in line with the country's own national development strategy. The fact that government agencies engaged with the project on various levels was identified as an important success by interviewees. In addition, the project applied an innovative approach to measuring SDG indicator 10.7.2 through the MGI process by working with ONE and using a digital platform to gather information on the questions, end establishing a baseline for comparison. The fact that the National Immigrant Surveys (ENIs) were used to create a baseline for comparison between 2013 and 2017 was also seen as key and unprecedented in the MGI process.

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Efficiency and Cost Effectiveness (rating: Good - 3): The evaluation found that the use of financial resources was appropriate, and the project was cost-effective. While it was not included in the original results matrix of the project, the fact that several consultants were seconded to the government entities (MIREX, ONE and MEPyD) was seen as efficient, as it allowed for better access to information and communication with staff. In addition, it allowed the government to advance with the identification of migration-related indicators to support SDGs without an additional financial investment. A no-cost extension was requested and approved for 6 months from January to June 2018. The extension was requested due to a delay in the approval of the indicators by the government and of the launch of the MGI results scheduled for February 2018. The extension was also linked to the government's commitment to publish a Voluntary National Review (VNR) which was published in June 2018.

Impact (rating: Very Good - 4): The project was very successful in creating awareness about migration governance and mobilising government entities to commit to developing strategic and programmatic processes within the country.

Sustainability (rating: Very Good – 4): The project was able to bring about a change in migration governance in the Dominican Republic. It developed several processes that have been sustained beyond the project closure in June 2018. A number of initiatives were integrated into the project that would allow for the momentum generated during the project to continue beyond its closure. In particular, government entities were motivated to engage and take ownership of the process. Mechanisms were also established within institutions such as the National Migration School (ENM) to allow for continued training on SDGs and Agenda 2030. IOM also continued to be involved with key organisations post project closure by connecting new projects as a continuation. While migration will remain an important issue for the government, it was also noted that a change in government could influence the continuation and approach in migration governance.

Conclusions and recommendations

The project was designed to have a long-term impact in the Dominican Republic in line with Agenda 2030. It was well aligned with national priorities and integrated government entities effectively. It deviated from the initial project design in including consultants seconded to the national structures and in the use of the MGI to measure indicator 10.7.2. IOM ensured the continuity post project closure through its continued involvement as a technical advisor for the implementation of plans that have resulted from the indicator measurement.

Only a few of the recommendations from the mid-term evaluation were taken into consideration by the project (partly due to the fact that the recommendations were received after the no-cost extension). Some of these are reflected in the following conclusions and recommendations.

A. Project Design: The project was designed appropriately, taking into account the relevant context of the Dominican Republic and Agenda 2030 in designing a concept to highlight the importance of migration, and migration-related indicators. However, the structure was adapted after the start of the project and as already identified in the mid-term evaluation, the Result Matrix (RM) was not adapted accordingly. It did not include the collaboration with consultants and, most importantly, the integration of the MGI.

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Recommendation: For all IOM country offices implementing IDF projects on SDGs and migration:

- Include the concept of MGI at the beginning of the project where relevant, in order to benefit from the results and the collaboration with the IOM HQ.

B. Gender and human rights: while the project focus inherently addressed human rights, it lacked a specific consideration of gender. This was particularly relevant for the capacity building, which should have included gender as one of the modules in its curriculum.

Recommendation: For all IOM country offices implementing IDF projects on SDGs and migration

- Ensure that gender is prioritized in the conception of activities such as capacity building.

C. Collaboration with civil society: The project was predominantly focused on government entities and international organisations. Throughout the project, civil society could have provided valuable input into initiatives such as the capacity building, as has been seen in similar IOM projects (example of the Armenia project CE.0346, as mentioned in the report). This was also highlighted by the mid-term evaluation.

Recommendation: For all IOM country offices implementing IDF projects on SDGs and migration

- Future projects to implement strategies linked to migration and SDGs should be designed to include civil society from design to implementation. This could be achieved through opportunities for discussion between government entities involved and civil society groups, or links to the diaspora.

D. Project follow-up and handover
The project concluded with a hand-over although there was no documented follow-up or hand-over plan. This recommendation aligns with the recommendations of evaluations of five other IDF-funded projects (CT.0985, PO.0065, MA.0379, LM.0210, RT.1297) about clearer follow-up plans at the end of the IDF-funded project. A documented handover was also highlighted in a recommendation by the mid-term evaluation.

Recommendation:
For all IOM units implementing IDF projects:
- IDF projects should have a sustainability and follow-up plan as part of the final report.

Glossary of Terms

CDS	Comisión Interinstitucional de Alto Nivel para el Desarrollo Sostenible (High-Level Inter-Agency Commission on Sustainable Development)
CS	Civil Society
CTIAM	Comisión Técnica Interinstitucional en Asuntos Migratorios (Technical Committee on Migration)
DAC	Development Assistance Committee
END	Estrategia Nacional de Desarrollo (National Development Strategy)
ENM	Escuela Nacional de Migración (National Migration School)
ENI	Encuesta Nacional de Inmigrantes (National Immigrant Survey)
GdRD	Gobierno de la República Dominicana (Dominican Republic Government)
HLPF	High Level Political Forum
IDF	IOM Development Fund
IOM	International Organisation for Migration
INM	Instituto Nacional de Migración (National Migration Institute)
GOF	IOM's Migration Governance Framework
MEPyD	Ministerio de Economía, Planificación y Desarrollo (Ministry of Economy, Planning and Development)
MGI	Migration Governance Index
MIP	Ministerio de Interior y Policía (Ministry of Interior and Police)
MIREX	Ministerio de Relaciones Exteriores (Ministry of Foreign Affairs)
OIG	IOM Office of the Inspector General
PNRE	Plan Nacional de Regularización de Extranjeros en situación migratoria irregular (National Plan for the Regularisation of Foreigners in an Irregular Migratory Situations)
SDG	Sustainable Development Goals
OECD	Organisation for Economic Co-operation and Development
OIG	Office of the Inspector General
ONE	Oficina Nacional de Estadística (National Statistics Office)
PLANAMI	Plan Nacional de Acción Migratoria (The National Plan of Action for Migration)
UNDP	United Nations Development Programme
RIA	Rapid Integrated Assessment
RM	Results Matrix
SDG	Sustainable Development Goals
SICA	*Sistema de la Integración Centroamericana* (Central American Integration System)
UN	United Nations
UNDP	United Nations Development Programme
VNR	Voluntary National Review

Introduction

Project for Ex-Post Evaluation	DO10P0001_CE.0352
Duration of the Project	18 months
Budget (USD)	USD 100'000
Donor	IOM Development Fund (IDF)
Countries covered	Dominican Republic
Evaluation	External Independent Evaluation
Evaluation Team	Owl RE Research and Evaluation
Evaluation Period	01-01-2017 - 30-06-2018

The following report is an ex-post evaluation of the project *DO10P0001_CE.0352: Contributing to the Achievement of Sustainable Development Goals Related to Migration Management in the Dominican Republic* managed by the Dominican Republic Office of the International Organization of Migration (IOM) and funded by the IOM Development Fund ("the Fund" or IDF).

This ex-post evaluation was commissioned by the Fund and was carried out by Patricia Goldschmid, of the Owl RE research and evaluation consultancy in Geneva, from December 2019 to August 2020. The evaluation focused on five main OECD-DAC[1] evaluation criteria: relevance, effectiveness, efficiency, impact and sustainability. Human rights and gender equality were integrated into the evaluation criteria, where relevant.

1. Context of the evaluation

The Dominican Republic is a country with significant emigration and immigration. With a population of approximately 10 million, the Dominican diaspora represents almost 20% of the population of the Dominican Republic, while immigrants, mostly of Haitian origin, represent approximately 5.6% of the total population.

Migration is a cross-cutting issue in the 2030 Agenda for Sustainable Development with 11 out of 17 goals containing targets and indicators relevant to migration or mobility[2]. The Agenda's core principle to "leave no one behind" includes migrants and requires the generation and improvement of migration data.

The objective of this project was to contribute to national efforts to measure progress in meeting Sustainable Development Goals' (SDGs) targets related to migration management by supporting the institutions responsible for the implementation of migration policy and the National Statistical System. The aim was to review and adapt their institutional processes to plan and measure progress towards achieving the SDGs.

The project ran from 1 January 2017 to 30 June 2018 and was implemented in Santo Domingo, Dominican Republic. The timeframe was 12 months and extended by 6 months (no-cost extension). A mid-term evaluation of the project was carried out by the IOM Office of the

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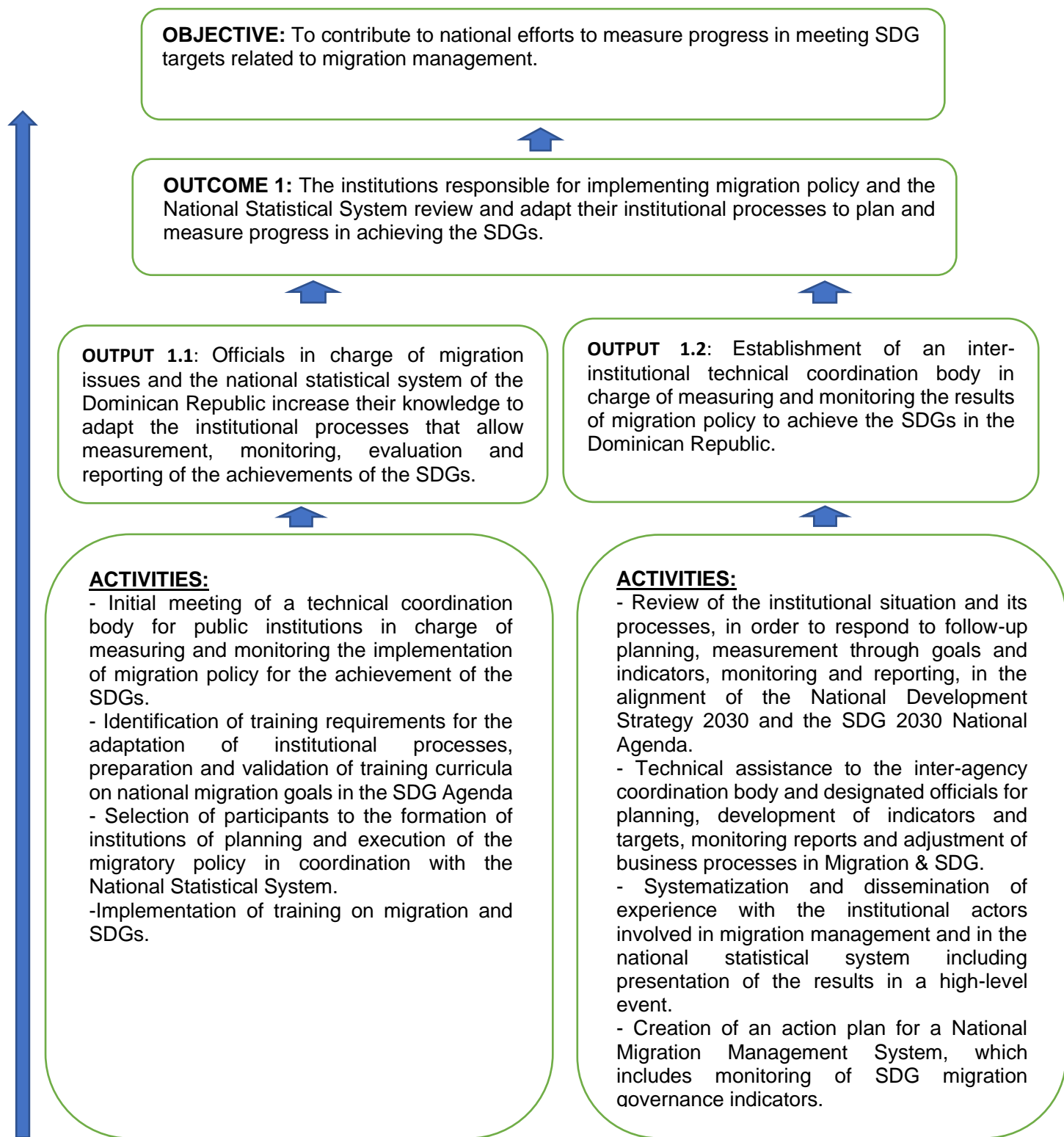[1] Organisation for Economic Co-operation and Development - Development Assistance Committee; "DAC Criteria for Evaluating Development Assistance": http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

[2] Migration Data Portal ; Sustainable Development Goals (SDGs); https://migrationdataportal.org/themes/sustainable-development-goals-sdgs-0, last update 24 October 2019.

Inspector General (OIG) in November 2017[3].

The Results Matrix (RM) of this project is reproduced below to illustrate the intervention logic foreseen for the project.

Figure 1: The Results Matrix

OBJECTIVE: To contribute to national efforts to measure progress in meeting SDG targets related to migration management.

OUTCOME 1: The institutions responsible for implementing migration policy and the National Statistical System review and adapt their institutional processes to plan and measure progress in achieving the SDGs.

OUTPUT 1.1: Officials in charge of migration issues and the national statistical system of the Dominican Republic increase their knowledge to adapt the institutional processes that allow measurement, monitoring, evaluation and reporting of the achievements of the SDGs.

OUTPUT 1.2: Establishment of an inter-institutional technical coordination body in charge of measuring and monitoring the results of migration policy to achieve the SDGs in the Dominican Republic.

ACTIVITIES:
- Initial meeting of a technical coordination body for public institutions in charge of measuring and monitoring the implementation of migration policy for the achievement of the SDGs.
- Identification of training requirements for the adaptation of institutional processes, preparation and validation of training curricula on national migration goals in the SDG Agenda
- Selection of participants to the formation of institutions of planning and execution of the migratory policy in coordination with the National Statistical System.
-Implementation of training on migration and SDGs.

ACTIVITIES:
- Review of the institutional situation and its processes, in order to respond to follow-up planning, measurement through goals and indicators, monitoring and reporting, in the alignment of the National Development Strategy 2030 and the SDG 2030 National Agenda.
- Technical assistance to the inter-agency coordination body and designated officials for planning, development of indicators and targets, monitoring reports and adjustment of business processes in Migration & SDG.
- Systematization and dissemination of experience with the institutional actors involved in migration management and in the national statistical system including presentation of the results in a high-level event.
- Creation of an action plan for a National Migration Management System, which includes monitoring of SDG migration governance indicators.

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[3] "Achievement of Sustainable Development Goals Related to Migration Management in the Dominican Republic", Office of The Inspector General, January 2018.
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2. Evaluation purpose and objectives

2.1. Purpose and objectives

The purpose of the evaluation was to assess the relevance of the project to its stakeholders and beneficiaries, 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.

The evaluation aimed to promote transparency and accountability to assist the Fund in its decision-making, to better equip staff to make judgments about the project and to improve effectiveness where possible and with regard to future project funding.

The primary objectives of the evaluation were to:

(a) Assess the relevance of the project's intended results;
(b) Assess the relevance of the Theory of Change (when used since it is not required by the IOM Project Handbook) 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 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.;
(d) Assess the efficiency and cost-effectiveness of project implementation;
(e) 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;
(f) Assess the sustainability of the project's results and benefits (or measures taken to guarantee it) or prospects for sustainability;
(g) Assess how effectively issues of gender equality and human rights protection were mainstreamed in the process of project design and during project implementation;
(h) 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 the IOM Office in the Dominican Republic, the IOM Regional Office in Costa Rica, all IOM units implementing IDF projects and the Fund, as described in the following table.

Table 1: Evaluation Intended Uses and Users

Intended Users	Intended Uses
IOM Office in Dominican Republic IOM Regional Office Costa Rica	- To improve identification of country's needs and alignment of IOM's interventions with national, regional and global development agendas; - To improve identification of and alignment of IOM's interventions with national, regional and global development and migration agendas. - 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 IDF projects	- To improve efficiency and effectiveness of current and future IDF funded projects.
IDF	- To assess value for money. - To use the findings and conclusions in consideration of future project funding approval.

2.2. Evaluation scope

The evaluation covered the country of Dominican Republic with the time period of the project's duration from 1 January 2017 to 30 June 2018 and was implemented in Santo Domingo, Dominican Republic. The timeframe was 18 months (12 months with a 6-month extension).

Stakeholders interviewed were chosen based on the extent of their involvement in the project and their availability for consultation. They were identified in collaboration with the IOM project manager and co-project manager, who supported with the implementation of the project. The Terms of Reference for the evaluation are available in Annex 1. The Inception Report is available in Annex 2. The list of interviewees is available in Annex 3. The main documents consulted are listed in Annex 4.

2.3. Evaluation criteria

The evaluation focused on the following five main evaluation criteria, based on the OECD/DAC guidelines: relevance, 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 23 out of the 30 evaluation questions (with an additional 3 questions added by the project staff) found in the evaluation matrix (as outlined in the Inception Report in Annex 2). Responses to cross-cutting questions were integrated across the findings.

3. Evaluation methodology

The evaluator used a participatory and mixed methods approach, involving and consulting with the relevant stakeholders as much as possible and integrating this approach into the

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methodology as feasible. Data was collected from a number of different sources in order to cross validate evaluation findings.

3.1. Data sources and collection

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

1) Desk review of available data and documents (see annex 4);
2) Key informant interviews and a focus group discussion; interviews were conducted with IOM and stakeholders involved in the project.

3.2. Data sampling

A sample of 25 stakeholders involved in the project were interviewed or participated in a focus group discussion. The stakeholders included:

- 5 IOM staff: 2 in Dominican Republic, 1 in Panama, 2 at HQ in Geneva
- 6 government representatives
- 2 UN organisation representatives
- 4 consultants
- 8 beneficiaries

(See annex 3 for the complete list of persons interviewed).

3.3. 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. Triangulation (reviewing two or more sources of data) was used to corroborate findings and to 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.	

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| 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

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	Political situation in the country: at the time of the evaluation field visit, the Dominican Republic was facing instability linked to the February 2020 elections, with demonstrations that may hinder access to government entities.	The political situation had stabilized by the time the evaluation field visit was carried out.
2	Timing: IOM staff / stakeholders and beneficiaries might not always be available to provide inputs.	Early and close involvement of the project manager to help coordinate meetings and ensure availability of key stakeholders. Where timing or geographical location did not allow for in-person interviews, they were conducted by Skype or WhatsApp. However, despite these efforts, two key stakeholders were unavailable for interviews. These were: the vice-minister of the Ministry of Foreign Affairs who was a key actor in the project, particularly in generating momentum, participation of other ministries, and visibility in the media. In addition, the Director for the Coordination of the National Statistics System of the National Statistics Office was unavailable despite repeated attempts to organise a meeting both on site and via Skype.
3	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.	This did not materialise as a major obstacle; interviewees were transparent, objective and open in their responses. All external interviews were conducted without the presence of IOM staff.

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| 4 | The global Coronavirus pandemic interfered with travel plans, interviews and the finalisation of the report. | Most interviews were conducted prior to the full outbreak, particularly in the Dominican Republic. However, as mentioned above, some stakeholders could not be reached or declined to be interviewed. Therefore, the finalisation of the report was slightly delayed. |

4. Findings

The project contributed to the Dominican Republic's efforts to measure its progress in meeting the SDGs with regard to goals related to migration management.

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

Table 2: Summary evaluation findings per criteria

Evaluation criteria and rating	Explanation	Supporting evidence
Relevance **5 – Excellent**	The project was recognised as highly relevant as it supported the government's commitment to work towards achieving the SDGs. It considered and built on existing government policies and strategies to create synergies and ensure institutional buy-in.	Considered existing laws and initiatives in migration such as the preceding National Plan for the Regularisation of Foreigners in an Irregular Migratory Situations (PNRE) [4] and aligned itself with national priorities such as Law 1-12, and the National Strategy for Development (END 2030)[5].
Effectiveness **4 – Very Good**	The project was seen as effective in mainly achieving its objective. IOM was able to generate a commitment from government agencies to identify migration-related indicators that would contribute to measuring SDG targets in line with the country's own national development strategy. While several initiatives such as the secondment of consultants and the Migration Governance Index (MGI) were not included in the initial project design, they were seen as contributing to the overall results effectively.	High participation and engagement by government entities involved in migration-related topic with the project on various levels (development of indicators, capacity building, setting targets aligned with SDGs) was seen as an important success. Application of an innovative approach to measuring indicator 10.7.2 through the ONE process and using a digital platform for the questions, which was taken for replication in other Central American countries.

[4] The plan aimed to provide documentation to the foreign populations the country and lead to more than 260,000 foreigners of 106 nationalities, mostly Haitian citizens, obtaining a national identity and immigration status in just one year with guaranteed rights and access to the health system and social security.

[5] Law 01-12, which creates the National Development Strategy, establishes five-year deadlines for the review and possible modification of the regulations for the application of this law, including a series of indicators used to monitor achievement of the objectives of the law.

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| Efficiency and Cost Effectiveness

3 - Good | The use of financial resources was appropriate, and the project was cost-effective. Some aspects of the projects were co-financed such as the secondment of consultants and events. A six-month no-cost extension was allocated and the workplan was adjusted accordingly. The RM was not adjusted following the integration of additional initiatives such as the secondment of the consultants and the MGI or implementing the suggestions of the mid-term evaluation. | Available project reports.

Budget reporting and documentation. |
|---|---|---|
| Outcomes and Impact

4 – Very Good | The project was successful in creating awareness about migration governance and mobilising government entities to commit to developing strategic and programmatic processes within the country. The project helped the government engage in establishing and systematizing indicators alignment with the END 2030 to measure progress towards the SDGs. The MGI process placed the Dominican Republic in an exemplary position in its approach to migration governance. For the long-term, government entities expressed their continued commitment to the process. | Examples of positive results identified through the documentation provided and by interviewees. |
| Sustainability

4- Very Good | The project developed several processes that have been sustained beyond the project closure in June 2018. The government entities were motivated to engage and take ownership of the process through their sections. Mechanisms were also established within institutions such as the national migration school (ENM) to allow for continued training on SDGs and Agenda 2030. While migration will remain an important issue for the government, it was also noted that a change in government could influence the continuation and approach of the implementation. | Evidence of the government's commitment to the processes established through the project demonstrated by interviews. |

Relevance – 5 – Excellent

The project was recognised as highly relevant as it supported the government's commitment to work towards achieving the SDGs. It considered and built on existing government policies and strategies to create synergies and ensure institutional buy-in. It worked closely with strong national government institutions such as the National Statistics Office (ONE), the Ministry of Foreign Affairs (MIREX), the Ministry of Economy, Planning and Development

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(MEPyD), and the Ministry of Interior and Police (MIP), as well as the National Institute for Migration (INM).

The project was designed with a logical connection between the objective, outcome and activities. However, some initiatives were not included in the original project framework, such as the use of external consultants seconded to the national institutions, and development of the Migration Governance Index (MGI).

1. **Is the project aligned with national priorities and strategies, government policies and global commitments?**

Finding: The project was found to be relevant as it supported the government in its approach towards migration management and its commitment to the SDGs. It was able to identify parallels between the vision, strategic axes, objectives and lines of action that were delineated in the END 2030 and build on preceding laws such as the PNRE, as well as previously established data such as national migration surveys.

The project was found to be relevant as it supported the government in its commitment to the SDGs. It aimed to identify national policy instruments that included migration-related topics within their scope of action, in order to identify and develop where migration is linked to national planning.

It was designed in line with national priorities such as Law 1-12, which encompasses the END, a strategy that was developed to run from 2010 to 2030. In this sense, project was able to draw parallels between the targets set out in the END 2030 and the SDGs. It also built on preceding laws such as the PNRE, a national plan to provide documentation to the foreign populations the country. This plan was identified by several respondents as the beginning of the momentum towards a more active engagement in migratory issues. It was also cited as an example of how the Dominican Republic was seen as a leader in migration governance.

Other precedents that demonstrated the government's commitment to increased attention to migration included two National Immigrant Surveys (ENI) in 2012 and 2017[6]. Making Links to these nationally established instruments contributed towards building the support necessary for the success of the project.

In the first quarter of 2016, the High Level Inter-agency Commission for Sustainable Development (CDS) carried out the first RIA Evaluation in the Dominican Republic, through which the goals and lines of action of the National Development Strategy (END) and the National Multi-annual Public Sector Production Plan (PNPSP) were analysed in depth as well as their level of linkage with the goals of Agenda 2030. This was done with the support of the United Nations Development Program (UNDP).

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[6] Reports included information on issues such as: Number of immigrants and descendants of immigrants by country of origin and migratory status; Labour situation, including their formal or informal status, by economic activity in which they are engaged; educational characteristics (schooling, literacy, educational level) of the immigrant population; Issues related to the health of this population; among others.
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2. To what extent were the needs of beneficiaries and stakeholders taken into account during project design?

> **Finding**: The project was developed in close collaboration with the MIREX, the ONE and the INM, as well as the MIP and MEPyD. These government entities were key in creating momentum and mobilising a commitment from other government stakeholders to participate in the project initiatives including the MGI. The project also worked closely with the United Nations Development Programme (UNDP) and other UN agencies involved in migration issues.

The project was developed in close collaboration with the MIREX, the ONE and the INM, as well as the MIP and MEPyD with the aim of promoting ownership and coordination by government entities.

The project worked with the ONE to help identify migration-related indicators, determine their measurability, and to establish baselines and targets. IOM also supported the technical coordinator within the government-led commission on the SDGs, which was chaired by the MEPyD at the time, which was seen as a key transversal ministry (also managing the follow up of the END for the country) that could coordinate other ministries according to interviewees.

For the MGI, MIREX was seen as particularly key in motivating public institutions to provide the relevant information for the process. For this purpose, MIREX reactivated the Inter-institutional Technical Commission on Migration Issues (CTIAM[7]), as a coordinating body for public entities and extended its links to 21 public entities.

The project also worked closely with the INM and the National Migration School (ENM) to develop the curriculum for the capacity building. While the capacity building was only held after the project closure, the course content was developed during the project. The project also worked closely with UNDP and other UN agencies involved in migration issues.

According to interviews, IOM was commended on its approach in involving stakeholders to participate in project. Interviewees confirmed that this is not always easy to achieve given diverse priorities of stakeholders.

3. Was the project well designed according to IOM project development guidelines?

> **Finding**: The project was designed with a logical connection between the objective, outcomes and activities. The activities described in the RM supported their relevant outputs and outcomes well. However, several initiatives were not identified in the RM, such as the inclusion of the MGI and the integration of three consultants. In addition, the capacity building was also delivered after the project close.

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[7] [7] The CTIAM is an inter-agency board created to coordinate the processes related to migration under the framework of the Sustainable Development Goals (SDG) and the lines of action established in the country's National Development Strategy (END).
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The project was designed with a logical connection between the objective "to contribute to national efforts to measure progress in meeting SDG targets related to migration management", the outcomes and activities.

The RM was developed with one outcome, two outputs each with four relevant activities to support the overall project objective (see Figure 1).

As demonstrated in the table below, which assesses the vertical logic of the RM, there was a logical connection between the outcome, the subsequent outputs and the objective. However, several key activities that proved to be important to the project's success were not included in the RM. These included the integration and financing of three consultancy positions and the development of the MGI. In addition, the capacity building (output 1.1) was delivered after the project closure. The 2017 mid-term evaluation recommended that the RM should have been adjusted to reflect these changes. Only a few of the recommendations outlined in the evaluation were adopted by the project.

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

Vertical Logic	Analysis and suggested alternatives

Objective: *To contribute to national efforts to measure progress in meeting SDG targets related to migration management.*
 	
Indicator:
  a. Percentage of the global SDG goals on migration that established targets and indicators at the national level in the Dominican Republic
  b. Percentage of the global SDG goals on migration that are measured at the national level in the Dominican Republic
Baseline: a. 0, b. 0
Target: a. 50%, b. 30%
	The objective is broad and consequently difficult to measure. A suggested more specific alternative could have been: "To contribute to national processes and capacity to measure progress in meeting SDG targets related to the migration management."

Outcome 1: Public sector institutions responsible for implementing migration policy and the National Statistical System review and adapt their institutional processes to plan and measure progress in achieving the SDG. **Indicator:** Percentage of SDGs linked to the migration topic that established national targets and indicators, aligned with the Dominican Republic's National Development Strategy END 2030. **Baseline:** 0 **Target**: 80%	The outcome was assessed as appropriate.
Output 1.1: Officials in charge of migration issues and the national statistical system of the Dominican Republic increase their knowledge to adapt the institutional processes that allow measurement, monitoring, evaluation and reporting of the achievement of the SDGs. **Indicator:** Number of staff demonstrating an increase in awareness of ODS of more than 70%.	The output was assessed as appropriate.

Baseline: 0 **Target:** 12	
Output 1.2 Development of an inter-institutional technical coordination body in charge of measuring and monitoring the results of migration policy to achieve the SDGs in the Dominican Republic. **Indicator:** a. An inter-institutional technical coordination body for measuring and monitoring migration policy to achieve the SDGs, made up of at least five (5) public entities in charge of migration issues and the national statistical system. **b.** Number of indicators created that emerge from aligning the END 2030 with the national SDG 2030 agenda. c. A model for national reporting on monitoring, evaluation and progress in achieving the ODS on migration. d. Number of institutional actors involved in migration management and in the national statistical system with whom the systematization of the experience is shared **Baseline:** *a. 0, b.0, c. 0, d. 0* **Target**: *a. 1 entity with 5 units, b. 4 indicators, c. 1 reporting template, d. 6 participants*	According to the mid-term evaluation this coordination mechanism related to the high-level commission on SDGs and the sub-commission on migration were not direct project outputs but were government-led entities that were already established before the project. Therefore, the output and indicator (a) should have reflected that it was the mobilisation of existing mechanism rather than the creation of a new body. Further, other project activities that contributed to the outcome such as the financing of three consultancy positions that directly integrated into the government entities (ONE, MEPyD and MIREX) and the development and implementation of the MGI were not included in the RM.

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

Finding: The expected outcome and outputs remain valid to date as the work that was completed on the indicators was directly related to the national strategy, with the results expected to be applied until 2030. Government entities involved in migration-related issues participated in the process and continued to implement the approaches after the project close.

The expected outcome and outputs remain very valid to date. Interviewees from government entities who participated in the process confirmed the value of the initiatives and their continued commitment to the measurement of migration-related indicators and setting of relevant targets after the close of the project. The project supported government entities in the further development of their activities in this field as discussed further in "Sustainability" below.

5. Were the management practices appropriate for achieving the expected outcome?

Finding: While the outcomes were achieved successfully, the management practices faced some challenges, which led a no-cost extension of 6 months. The changes were linked to the government's decision to publish a Voluntary National Review (VNR), the delayed launch of the MGI and the delay in the organisation of the capacity building.

While the outcomes were achieved successfully, the management practices faced some challenges. In addition, there was a delay in the launch of the MGI due to a delay in the

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approval of the indicators by the government. In addition, another contribution to the delay was that the government engaged in a VNR which was to be launched in June 2018.These elements then led to a request for a 6 months no-cost extension for the project.

Other challenges included structural changes within government entities such as ONE, where the director changed during the project, which meant that the person who was involved in the project design was no longer part of the execution. While this did not influence the results, it did impact on the work of the consultant and led to a delay in the final draft of the MGI report.

The training developed with the INM at the ENM on migration and SDGs was also delayed. While the programme was developed during the project, the actual workshop was held in November 2018, six months after the project end. According to the mid-term evaluation, the delay was due to a push by the ENM to wait until the indicators were finalised to ensure that the curriculum was in line with the agreed upon indicators. Therefore, according to some stakeholders, the training was more of a presentation of the results than an actual learning exercise.

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

Finding: While human rights is an essential element in migration and the project was considered as having a rights-based approach, gender and collaboration with civil society was largely missing. The mid-term evaluation provided recommendations that included greater inclusion of gender and consultation with civil society, however any adjustments were not visible to this evaluation.

The mid-term evaluation identified that human rights was integral to the work of the MGI through the inclusion of questions that referred to migrant rights and civil society participation, and that this was largely missing from the project. More specifically, only a limited number of questions related to gender were incorporated into the MGI and the capacity building did not include a specific session on migration and SDGs to improve gender mainstreaming, as had been recommended by the mid-term evaluation.

Similarly, civil society was not included in the project. One possible explanation provided by interviewees was that at the onset of the project the IOM nor the government were clear on how to address the SDGs in terms of indicators. Once the targets were in place it was thought that there would be an opportunity to link with NGOs for the implementation. To date this has not yet been established.

A comparable project in Armenia (CE.0346) on Monitoring Progress in Achieving the Migration Targets of the 2030 Agenda for Sustainable Development in Armenia, included an outcome to improve understanding about the needs in migration and development linked to Agenda 2030. In this project, civil society was involved in the activities, which included broad discussions with key stakeholders including government, UN agencies and civil society.

6.1. **Did the project contribute to the positioning of IOM as a key actor for the mainstreaming of migration and development issues in the design, implementation and monitoring of public policies?**

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The project was seen by interviewees as having helped increase the visibility of IOM amongst relevant stakeholders in the country. Before the project, many interviewees reported indicated having heard of IOM, but their perception of the relevance of IOM was said to have improved significantly with the project. According to interviewees, IOM was able to optimise the space that they had at the national and international level linked to the SDGs to support the awareness building in Dominican Republic about the migration topic and the importance of following up, and to give importance to the SDG and the links to migration.

6.2. Did the project contribute to opening new themes and spaces for debate on the migration issue in the Dominican Republic with non-traditional actors?

As mentioned above in response to question six, the involvement of non-traditional actors, such as civil society was limited. Where the project was successful was including government actors that have not traditionally been involved in migration, such as the Ministry of Education, the Ministry of Public Health and the Ministry of Labour.

6.3. To what extent is the project recognized as a potential source of positive and negative impacts among government partners and UN?

According to the mid-term evaluation, IOM's contribution at UN and government levels were appreciated by interviewees and provided an important contribution to the increased attention given to migration and SDGs.

It was also recognised that existing mechanisms that were in place within the government of the Dominican Republic and the UN, were developed to support the SDG process. As a result of the government's creation of the high-level commission in February 2016, the UN country team created an inter-agency coordination mechanism for the SDGs to support the government's efforts and strengthen their capacity. While this coordination mechanism was led by UNDP, IOM was seen as an active inter-agency coordination body. It was also mentioned that Agenda 2030 had supported the reform of the inter-agency collaboration. According to interviewees, the SDG process changed the coordination mechanism with the office of office of the resident coordinator taking on the role of coordinator of the process, a position formerly held by the UNDP. At that point the UNDP and IOM began working on the same level for the SDG process, as supported by the following quote from a stakeholder:

"Agenda 2030, therefore, became an inter-agency agenda and IOM with this initiative gained some leverage in the space and became a part of the group."

7. Is the project in line with IOM/IDF priorities and criteria?

Finding: The project was found to be well aligned to IOM and the Fund`s priorities and criteria. It supported four points delineated in IOM's current strategic focus, MIGOF and IDF's eligibility criteria.

The project was found to support several points delineated in IOM's current strategic focus[8]. Most importantly, it addresses:

- No. 2: To enhance the humane and orderly management of migration and the effective respect for the human rights of migrants in accordance with international law.
- 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. 7: To promote, facilitate and support regional and global debate and dialogue on migration, including through the International Dialogue on Migration, so as to advance understanding of the opportunities and challenges it presents, the identification and development of effective policies for addressing those challenges and to identify comprehensive approaches and measures for advancing international cooperation.

The project also supported IOM's Migration Governance Framework (MIGOF), notably through Principle 1 "Adherence to international standards and the fulfilment of migrants' rights". The project has helped the government in the measurement of SDG target 10.7, a major indicator in Agenda 2030. Further, the project's approach also consisted of a strong networking element with a broad range of stakeholders within the government.

It also responded to IDF's eligibility criteria[9], particularly in terms of building awareness and capacity at the request of the government.

The mid-term evaluation also noted that the project was in line with IOMs internal regional strategy for the Central and North America and the Caribbean region (2017–2019), particularly in its support of migration data and SDGs (Pillars 2 and 4).

Effectiveness - 4 – Very Good

The project was seen as effective in achieving its objective. IOM was able to generate a commitment from government agencies to identify migration-related indicators that would contribute to measuring SDG targets in line with the country's own national development strategy.

The fact that government agencies engaged with the project on various levels was seen as an important success by interviewees. In addition, the project applied an innovative approach to measuring indicator 10.7.2 through the MGI process by working with ONE and using a digital platform to gather information on the questions, end establishing a baseline for comparison. The fact that the ENIs were used to create a baseline for comparison between 2013 and 2017 was also seen as key and unprecedented in the MGI process.

This was taken as a model and contributed to the sustainability of the project through replication in other Central American countries. While several outputs were not achieved or only partially achieved this did not impact of the overall effectiveness of the project.

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[8] IOM mission and strategic focus: https://www.iom.int/sites/default/files/about-iom/iom_strategic_focus_en.pdf
[9] IDF eligibility criteria: https://developmentfund.iom.int/eligibility-criteria
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8. **Have the project's outputs and outcome been achieved in accordance with the stated plans and results matrix?**

Finding: The objective was mostly achieved, however the outputs diverged from the original RM and several were not achieved or only partially.

The project was mostly able to achieve the intended objective "to contribute to national efforts to measure progress in meeting SDG targets related to migration management." However, as described above, plans diverged from the original RM and several outputs were not achieved or only partially achieved.

The following table provides an assessment and analysis of the project's objective, outcomes, outputs and activities.

Table 6: Assessment and Analysis of the Results Matrix

Results Matrix element	Level of achievement	Analysis
Objective: To contribute to national efforts to measure progress in meeting SDG targets related to migration management.	**Mainly Achieved**	The project was able to support the government to identify migration-related indicators[10] within END that were comparable and measurable towards SDG targets. It was also able to establish a baseline and work towards establishing appropriate targets. 8 indicators were created in collaboration with ONE.
Outcome 1 *Public sector institutions responsible for implementing migration policy and the National Statistical System review and adapt their institutional processes to plan and measure progress in achieving the Sustainable Development Goals (SDGs).*	**Mainly Achieved**	A significant number of institutions participated in the process providing the relevant information necessary to the project. A system has been established through the ONE to measure migration-related indicators and organisations committed to working towards Agenda 2030 by integrating migration-related issues into their long-term processes and plans.
Output 1.1: *Officials in charge of migration issues and the national statistical system of the Dominican Republic increase their knowledge to adapt the institutional processes that allow measurement, monitoring,*	**Achieved**	12 officials trained (from the INM, ONE, MEPyD, MIREX, Ministry of Interior and Police, General Directorate of Migration and the Central Bank) demonstrated an increase in knowledge of over 70% according to a post-training survey.

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[10] Through its collaboration with the ONE, the project was able to establish that the country could measure four of the six global SDG targets including 10.7 (MGI), 10.c (remittances), 17.3.2 (remittances vs. GDP) and 16.2 (trafficking).

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evaluation and reporting of the achievement of the SDGs.		
Output 1.1. Activities	**Achieved**	All activities were achieved. However, the training was delivered after the project closure.
Output 1.2: *Development of an inter-institutional technical coordination body in charge of measuring and monitoring the results of migration policy to achieve the SDGs in the Dominican Republic.*	**Partially achieved**	The coordination mechanism, the Sub-Commission on Migration of the High-Level Commission on Sustainable Development Goals was already established before the project started; therefore, the activity was more in support of this existing Commission.
Output 1.2. Activities	**Partially achieved**	
Technical assistance to the inter-agency coordination body and designated officials for planning, development of indicators and targets, monitoring reports and adjustment of business processes in Migration & SDGs.	**Achieved**	Preparation the project was recognised as contributing to the inter-agency coordination body and helping officials in the development of indicators and targets for migration. This included a contribution to strengthen organisations such as the High-Level Commission on Sustainable Development Goals, as well as the ONE on migration and SDGs. While the final report identifies the MGI as an important contribution, this was an addition that was not part of the initial RM. This also includes providing technical assistance to the CTIAM to collect the necessary information for the MGI.
Systematization and dissemination of the experience with the institutional actors involved in migration management and in the national statistical system, including the presentation of the results in a high-level event	**Achieved**	A document was created describing the situation in Dominican Republic and the initiatives of the project with the aim to be able to share learnings and replicate some aspects the Mesoamerican region.
Creation of an action plan for a National Migration Management System that includes monitoring of SDG migration governance indicators.	**Partially Achieved**	MIREX and IOM launched the National Plan of Action of the Inter-Agency Technical Commission on Migration (CTIAM) together with the MGI in February 2018. However, at the time of this evaluation, the plan was decentralised and issued as sectorial plans within the different government entities.

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

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Finding: The collaboration with partners and stakeholders was very effective throughout the project. The project worked with a broad range of government stakeholders to ensure that they had a good understanding of migration-related topics relevant to their work and to secure their active contribution to the SDG process.

The project worked with a broad range of government stakeholders to engage them in the process and ensure their understanding of migration-related topics relevant to their work. Interviewees were positive about the project coordination commending IOM's availability and responsiveness to stakeholders' needs.

As an example of the collaborative nature of the project, thirty government institutions came together over nine meetings to analyse the measurement potential of the indicators set out in the feasibility study[11].

The project also collaborated with UN organisations, participating in the UN platform that assists the national government in the High-Level Commission and receiving support from UNDP for the project implementation (see Efficiency and cost Effectiveness below). As also noted in the mid-term evaluation, the MGI process was included in the SDG Innovation Lab project led by the Office of the UN Resident Coordinator in Dominican Republic as an example of best practices.

10. What major internal and external factors influenced (positively or negatively) the achievement of the project's objectives and how were they been managed?

Finding: Factors which influenced the project positively included external aspects such as the UN's Rapid Integrated Assessment (RIA), government engagement, media coverage, government leadership, SDG Commission involvement and personalities involved; internal factors included IOM expertise, ways of working. Negative factors that influenced the project included visibility, the particular migration context in the Dominican Republic and changes within the government and its staff.

The following positive factors which influenced the results of the project were identified:

External:
- **RIA:** As identified in the mid-term evaluation, the tools designed by the United Nations Development Group (UNDG) such as the RIA that contribute to the alignment of SDGs with national development strategies and plans also provided a positive momentum for the project. The RIA was considered an important input to kick-start the work of the High-Level Commission.
- **Government engagement in migration:** as previously mentioned, the government's previous commitments to migration-related issues had been established prior to the project through initiatives such as the PNRE (2015), national migration surveys (2012 & 2017), and the development of END 2030 (2012). This, in combination with its commitment to Agenda 2030, provided a positive basis for the success of the project.
- **Media coverage:** The media coverage generated through the project by the Vice-Minister of MIREX contributed to raising awareness about migration and the SDGs. Interviewees

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[11] A set of 9 meetings were held from April 7 to May 24, 2017, in small groups of participating institutions in order to reach a consensus decision on the classification by levels for each indicator.
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acknowledged that the country has progressed significantly in terms of the work towards on migration, despite not endorsing the Global Compact for Migration.

- **Government leadership:** Considering that the process was led by a high-level entity such as the MIREX was essential for buy-in. Given that consultants that were part of the project were appointed/seconded to work within the government structures also facilitated access to information and contributed to faster, more accurate results for the most part.
- **SDG Commission:** Linking with the existing SDG Commission and the sub-Commissions was key for the success of the project.

Internal:
- **Expertise of IOM:** The IOM was recognized by stakeholders as an expert in the field and a strong driver of the results seen in its evidence-based approach and the capacity to motivate entities to participate. Interviewees highlighted the PM's capacity to network, provide motivation and to be available to stakeholders for feedback and clarifications.
- **Ways of working:** The collaborative approach of the project, engaging a broad range of stakeholders including high level government officials and thematic experts also contributed to its success. For example, interviewees identified the roundtables with experts within ONE as helping to establish a clear starting point.
- **Personalities:** Many interviewees identified the character of the PM and their link to the relevant stakeholders as essential to the success of the project. Similarly, the vice-minister of migration of MIREX was also identified as a strong factor that contributed to the successful results.

"MIREX took the lead because of their deputy minister Marjorie Espinosa for consular and migratory affair. Sustainability issue. If MIREX hadn't taken the lead maybe others might not have been so committed."

The following negative factors which influenced the results of the project were identified:

External:
- **Migration context:** Interviewees identified the migration context in the Dominican Republic as unique and very sensitive due to the high number of migrants from neighbouring Haiti. This was seen as a challenge for initiatives in migration as they need to be specifically designed for the context instead of applying practices used in other regions.
- **Changes within government:** At the time of this evaluation, the Dominican Republic was in an election year. While most were positive about the continuation of the project, some concerns were iterated about the uncertainty of how the election would influence the process in the long-term after the project close. Bureaucracy in the public sector in terms of complications through long approval processes was mentioned as one potential ongoing obstacle, which could result from changes in the government.
- **Changes in staff:** changes in staff during the project were seen as creating some obstacles in terms of changes in approaches and efficiency. For example, a change in the management within ONE which was identified as complicating the process and a new General Director for the pluriannual process started within MEPyD during the process which potentially delayed the project.

No internal negative factors were identified.

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11. **Are there any factors that prevent(ed) beneficiaries and project partners from accessing the results/services/products?**

Finding: No factors were identified that prevented beneficiaries such as the government entities and project partners from accessing the results/services/products of the project.

There were no factors identified that prevented beneficiaries and project partners from accessing the results/services/products of the project. As mentioned above, civil society was not involved in the project which potentially limited their access to any resulting benefits of the project.

Efficiency and Cost Effectiveness – 3 – Good

The evaluation found that the use of financial resources was appropriate, and the project was cost-effective. While it was not included in the original matrix of the project, the fact that several consultants were seconded to the government entities (MIREX, ONE and MEPyD) was seen as efficient as it allowed for better access to information and communication with staff. In addition, it allowed the government to advance with the identification of migration-related indicators to support SDGs without an additional financial investment.

A no-cost extension was requested and approved for 6 months from January to June 2018.The extension was requested due to a delay in the approval of the indicators by the government and of the launch of the MGI results scheduled for February 2018. The extension was also linked to the government's commitment to publish a Voluntary National Review (VNR) which was published in June 2018.

An additional delay, not included in the reasons for the no-cost extension, was the training which was held in November 2018 after the project close.

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 use of financial resources was appropriate, and all activities were carried out within budget, with a total of $5'352 remaining due to underspending.

The use of financial resources was appropriate, and all activities were carried out within budget, with a total of $5'352 remaining. This was mainly due to underspending on output 1.2. This was mostly due a difference in the projected ($4000) and actual ($239) spending on output 1.2. The underspending was explained as being due to the capacity building taking place after the project close as well as the fact that it was hosted by the government of the Dominican Republic at the INM and funded by US DoS PRM. In addition, the cost of the launch of the MGI was shared with the IOM project PO.0096. In addition, due to the delay in the launch, an initially planned second event was not held.

The project also benefitted from some contributions received through collaborations that supported the project implementation. For example, as mentioned in the mid-term evaluation, the UNDP and IOM shared contribution to the technical coordinator within the high-level commission for the SDGs and the ONE providing a support for a period of two months at the beginning of 2018, for the final confirmation of SDG indicators, including

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migration-related ones. The ENM also contributed by funding the development of the training on migration and SDGs, and providing in-kind support through expertise and experience, staff and the location for the training.

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

Finding: The overall management of the project was resourceful with activities executed efficiently and professionally. A strong collaboration was seen between the IOM PM with MIREX, ONE, and MEPyD, which facilitated the participation of other government entities.

The evaluation found that the overall management of the project activities were executed efficiently and professionally. An important element of the management identified by interviewees was the close collaboration between the IOM PM with MIREX, ONE and MEPyD. This was seen as efficient in engaging other government entities to participate in the project.

The management approach used for the MGI process was highlighted by several interviewees as valuable. Several innovative approaches were used such as the use of a digital platform to access the questions. As a result, 21 institutions that manage public policies related to migration management became involved through the CTIAM.

Further, considering that the consultants of the project were directly embedded into the government entities (ONE, MIREX and MEPyD) also facilitated communication and contacts within the government agencies. It provided them with direct access to information and communication with key government stakeholders and were able to contribute to ensuring that activities and timelines were sustained where feasible.

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: The project did produce and submit regular monitoring of progress throughout the timeframe, with interim and final reports, both narrative and financial, as well as documentation including minutes of meetings and consultancy reports. However, it did not include a monitoring framework. The secondments of consultants and the MGI process were described in the interim report, but details were missing about how the implementation process varied from the initial proposal or how the change would contribute to the reaching the outcome successfully. In that sense, the recommendation of the mid-term evaluation to adjust the results framework was not carried out accordingly. A no-cost extension was requested and granted for six months.

The project produced and submitted regular monitoring of progress throughout the timeframe, including interim and final reports, both narrative and financial, as well as documentation, minutes of meetings, reports and adjusted work plans for the three consultancies. All reports were submitted with some delays, several months beyond the due date.

As identified in the mid-term evaluation, the secondment of consultants and the MGI process is described but an explanation about the divergence from the initial proposal and plan was
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missing, particularly an explanation of the different methodology used and how it would contribute to a successful outcome. The mid-term evaluation found that the RM for the project should have been adjusted based on the actual implementation to measure whether the approach was successful in reaching the outcome. "*These changes should have been carried out in order to ensure that the framework reflected the ongoing project and to measure whether this approach has been successful to reaching the outcome*"[12]. However, this adjustment was never carried out. Only a budget revision was conducted before the mid-term evaluation took place.

A budget revision and a no-cost extension was solicited in November 2017 to be able to include the publication of the MGI in February 2018 and the presentation of the VNR. The duration of the revision was 6 months, until the 30 June 2018. In light of this, the project revision workflow ran over 4 months.

Budget analysis: The project was allocated USD $100,000, over a period of 18 months, and according to the final financial report, a surplus of $5'352 remaining as explained above.

Table 7: Comparison between the Proposed budget and the actual budget spent for the period from 01 February 2017 to 30 April 2018.

Expenditure item	Proposed budget	Actual expenditure	Change in indicated in documentation?	Comment
Staff	21'460	21'307	N/A	Expenditures were managed efficiently with 5'352 returned to IDF at the close of the project. This surplus was due to underspending on activities as explained above.
Office	1'359	1'359		
Output 1.1: Officials in charge of the migration issue and the national statistical system of the Dominican Republic increase their knowledge to adapt the institutional processes that allow measurement, monitoring, evaluation and reporting of the achievement of SDGs	9'186	8'309	N/A	
Output 1.2: Establishment of an inter-agency technical coordination body in charge of the measurement and monitoring of the results of the migration policy for the achievement of SDGs in the Dominican Republic[13]	65'077	60'754	N/A	
Evaluation	2'918	N/A	N/A	
TOTAL	**$100'000**	**$ 91'739**	**$5'352 remaining**	

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[12] Evaluation of the Project "Contributing to the Achievement of Sustainable Development Goals Related to Migration Management In the Dominican Republic", Office of the Inspector General, January 2018
[13] While the coordination body had already been established, the funding was invested in coordination, management of consultants, participation at the High-Level Political Forum and the launch and publication of the MGI report.
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15. Were the costs proportionate to the results achieved?

> **Finding**: The positive results achieved by the project were seen as proportionate to the expenditures of some $91,000 invested.

The costs for the project were found to be proportionate with IOM seen as achieving more than was initially anticipated, including the secondment of three consultants and the integration of the MGI into the project after its launch. Given that the MGI was integrated in the project after its start, additional funding was allocated to this activity through seed funding from other IOM projects.

Impact – 4 – Very Good

The project was very successful in creating awareness about migration governance and mobilising government entities to commit to developing strategic and programmatic processes within the country.

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

> **Finding**: Positive changes identified included increased attention to migration and the need for measurement and goals linked to the SDGs and Agenda 2030. It also generated improved capacities by government officials to manage migration in line with the SDGs, with new dynamics within ministries established, improved inter-institutional cooperation and national migration plans established. As a result of the project, the Dominican Republic has been identified as a pioneering country in linking the SDGs to the national agenda and through innovative approaches to the implementation of the MGI. Elements of the approaches used have also been adopted in the Mesoamerican region after the project close.

Positive intended changes in the short term were the establishment of indicators and targets within the country's own national strategy (END) and aligning them with the migration-related goals of Agenda 2030.

The alignment of indicators between the national plan and the SDGs, particularly the capacity to be able to establish a baseline for measurement in the country was seen as key to the success of the project. In addition, the collaboration among the different government institutions was also considered an essential milestone increasing the number of government partners who participate in the dialogue on the migration agenda.

The MGI process also placed the Dominican Republic in an exemplary position in its approach to migration governance. The completion of the MGI, also led to a number of longer-term changes such as providing the country with a framework of reference and a statistical instrument to measure the progress and reach of the SDGs on migration[14]. The involvement of MIREX in the development and promotion of the MGI, was said to have led

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[14] IOM Press Release 02/03/2018, https://www.iom.int/news/dominican-republic-measures-migration-governance-indicators-iom-support, accessed March 2020

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to increased attention to migration related issues in the country. Through the organisation of a substantial event for the launch of the MGI as part of an inter-ministerial discussion on the results meant that they were able to attract media attention. The focus on migration governance also provided an impulse for the national migration council[15], which started meeting more regularly after the publication of the MGI according to interviewees. According to IOM, the Dominican Republic was identified as the first country in the world to technically validate the methodology of the MGI to measure indicator 10.7.2[16].

Initiatives from the project are also being used in other Central American countries as good practices for a comprehensive approach to migration. During the project, the Dominican Republic held the *Pro Tempore Presidency* of the Central American Integration System (SICA) for one semester in 2018. During this time, the Dominican Republic promoted a proposal for the measurement of the MGI in the eight member countries[17]. This proposal was technically and financially supported by this IDF project[18].

While not directly linked to the project, the IOM and the project was involved in consultations on the development of the **Voluntary National Review (VNR),** which was submitted by the Dominican Republic in June 2018 and included a specific text on the MGI. The aim of the report was to review successes, challenges and lessons learned, with a view to accelerating the implementation of the 2030 Agenda.[19] The report was also seen as confirming the government's commitment to the implementation of indicators and targets.

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

Finding: The main success is in terms of awareness and the creation of indicators was directly attributed to the project by interviewees. The government's commitment to the SDGs was also an important contribution to the successes seen.

The main success is in terms of awareness and the creation of indicators was directly attributed to the project by interviewees. The government's commitment to the SDGs was also an important contribution to the successes seen, in addition to the other positive contributing factors mentioned above.

Sustainability - 4 – Very Good

The project was able to bring about a change in the way migration governance is managed in the Dominican Republic. As expanded upon below, it developed several processes that have been sustained beyond the project closure in June 2018. A number of initiatives were integrated into the project that would allow for the momentum generated during the project

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[15] National Migration Board was set up in 2004 and tasked with coordinating institutions responsible for implementing national migration policy. Members include the Minister of the Interior and Police, Minister of Foreign Affairs, Minister of the Armed Forces, Minister of Labour, Minister of Tourism, Minister of Public Works, Minister of Public Health, Minister of Agriculture, the judge chairing the Central Electoral Board, the President of the Senate Commission on the Interior and the Police, and the President of the Commission on the Interior and the Police of the Chamber of Deputies.

[16] Sistematización de la Experiencia del Gobierno de República Dominicana en la Incorporación de la Migración en la Implementación de la Agenda 2030 para el Desarrollo Sostenible, IOM Panama, November 2018

[17] Guatemala, Belize, Honduras, El Salvador, Nicaragua, Costa Rica, Panama and the Dominican Republic

[18] https://prima.iom.net/RO%20San%20Jose/DO10P0001

[19] VNR Report, https://sustainabledevelopment.un.org/memberstates/dominicanrepublic, accessed April 2020

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to continue beyond its closure. In particular, government entities were motivated to engage and take ownership of the process. Several mechanisms described below were also established within institutions such as the ENM to allow for continued training on SDGs and Agenda 2030. IOM also continued to be involved with key organisations post project closure by connecting new projects as a continuation.

While migration will remain an important issue for the government, it was also noted that a change in government could influence the continuation and approach of the implementation.

18. Did the project take specific measures to guarantee sustainability?

Finding: The project was seen as taking measures to ensure sustainability, notably in linking to the national planning instrument END 2030 and ensuring that government entities consider migration-related indicators and integrated relevant activities within their structures and processes.

The project was found to have considered sustainability at the onset and throughout the project. The project was directly linked to the national planning instrument, END 2030, ensuring that the indicators and targets would be followed throughout this duration, in line with Agenda 2030. Further, the project worked with existing government entities to ensure that its activities were integrated within their existing structures and processes.

Several additional project initiatives were seen as having contributed to the sustainability, including:
- The insertion of the migration issue in the High-Level Commission, formed by Presidential Decree with a wide group of ministries and public agencies. IOM established a prominent participation in the UN platform assisting the national government in this Commission.
- The project strengthened the institutional capacity of two key actors, the ONE and the High-Level Commission,
- A partnership was established with the National School of Migration and a training module on SDGs and migration-related SDG was developed which will continue after the project close.

In addition, the mid-term evaluation also highlighted a need for a rollout plan for appropriate targeting to ensure that the training on SDG and migration reach the right institutions and individuals, who can then contribute to its sustainability. However, this was still pending at the time of this evaluation. The mid-term evaluation also recommended that IOM should ensure to provide all the necessary documentation for handover to the government agency that may be entrusted with the long-term efforts of data collection for the indicators. However, this was not implemented as far as known.

In addition, a long-term impact was the inclusion of courses on migration and SDGs in the newly established national migration school (ENM), as part of the INM.

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

Finding: The project's positive results have continued beyond the project closure. Given that the project was aligned with the END 2030 and coordinated closely with significant government entities ensured the buy-in of a broad range of institutions that committed to following the measurement of indicators until 2030. Similarly, the innovative approach used for the MGI was effective in engaging government entities and was used as an example for replication in the Mesoamerican region.

The positive results generated by the project have continued after the support ceased. The indicators were aligned with the national strategy and will be measured in line with the framework of the END 2030. Ministries also committed to the measurement and to setting migration related targets in line with Agenda 2030.

The completion of the VNR also demonstrated a long-term commitment from the government which contributes to increased momentum to carry the initiatives forward. The MGI also served as the basis for first Dominican Republic Migratory Profile report launched in February 2018[20].

After the project close, MIREX had committed to developing the National Plan of Action for Migration (PLANAMI), a programme document for the management of lines of action in the various areas of migration and related issues. While the plan was then transformed into sectorial plans for each government entity, it was confirmed by participants as engaging government entities to prioritise migration in their plans. At the time of the evaluation, many had started to develop roadmaps for the implementation of actions towards Agenda 2030, and three ministries had integrated migration in their national plans[21]. IOM was also working to develop an online course to train consular agents who implement the consular policy.

As mentioned previously, the ENM also continued to implement the training on migration and SDGs with the technical support of IOM.

20. **Was the project supported by national/local institutions and well-integrated into national/local social and cultural structures?**
21. **How far was the project embedded in institutional structures and thus sustained beyond the life of the project?**

Finding: The integration of the project into existing national structures such as the END 2030 and the government's commitment to Agenda 2030 was considered key to the sustainability of the results. It was also embedded into national structures such as the ONE, the High-Level Commission and INM, which ensured a continuation of initiatives such as the measurement of indicators and the capacity building respectively. The project built awareness about the importance of migration and its measurement within the different ministries, which have demonstrated a long-term commitment to migration-related issues and Agenda 2030 in the development of their sectoral plans and through the establishment of roadmaps.

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[20] https://www.iom.int/news/dominican-republic-launches-first-migration-profile-iom-support
[21] These included the "Plan nacional de migración laboral", "Plan nacional de acción consular", and the "Plan de contingencia para flujos migratorios masivos".
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The project was well integrated within national structures considering the buy-in and participation of stakeholders since its launch. The project was able to build awareness on the importance of migration and its measurement within the different ministries. Many have demonstrated a continued commitment through the inclusion of migration-related issues in their national plans (Ministry of Labour), some having already developed roadmaps.

As mentioned above, the project strengthened the institutional capacity of two key actors, the ONE and the High-Level Commission, as well as the INM through the development of a curriculum for the ENM. This curriculum remains and government officials continue to be trained on Agenda 2030 including migration-related SDGs.

> **22. Did the project's partners have financial capacity, and continued to maintain the benefits of the project in the long run?**
> **23. Have adequate levels of suitable qualified human resources been available to continue to deliver the project' stream of benefits?**

Finding: As mentioned above, initiatives developed by the project remain active within national institutions such as the ONE, ENM, and the High-Level Commission, which continue to dedicate the necessary resources for continued measurement of indicators, capacity building and working towards prioritizing migration in the national commitment to SDGs.

As detailed above, initiatives developed by the project remain active within national institutions such as the ONE, ENM, and the High-Level Commission, which continue to dedicate the necessary resources for continued measurement of indicators, capacity building and working towards prioritizing migration in the national commitment to SDGs.

IOM continued to support the government in its development of plans that would be based on the findings from the analysis of the indicators and the MGI. For example, it was involved in supporting the development of the PLANAMI. While this was not completed as initially intended, it was transformed into sectorial plans, which were being developed by the government entities at the time of this evaluation.

IOM continues to be involved in the post momentum of the project as mentioned above. The fact that the project manager was promoted to the role of Chief of Mission provided additional opportunities to advocate for the continuation of the project with the relevant high-level stakeholders.

5. Conclusions and recommendations

The project was designed to have a long-term impact in the Dominican Republic in line with Agenda 2030. It was well aligned with national priorities and integrated government entities effectively. It deviated from the initial project design in including consultants seconded to the national structures and in the use of the MGI to measure indicator 10.7.2. IOM ensured the continuity post project closure through its continued involvement as a technical advisor for the implementation of plans that result from the indicator measurement.

Only a few of the recommendations from the mid-term evaluation were taken into consideration by the project (partly due to the fact that the recommendations were received

after the no-cost extension). Some of these are reflected in the following conclusions and recommendations.

A. Project Design: The project was designed appropriately, taking into account the relevant context of the Dominican Republic and Agenda 2030 in designing a concept to highlight the importance of migration, and migration-related indicators. However, the structure was adapted after the start of the project and as already identified in the mid-term evaluation, the RM was not adapted accordingly. It did not include the collaboration with consultants and, most importantly, the integration of the MGI.

Recommendation: For all IOM country offices implementing IDF projects on SDGs and migration:
- Include the concept of MGI at the beginning of the project where relevant, in order to benefit from the results and the collaboration with the IOM HQ.

B. Gender and human rights: while the project focus inherently addressed human rights, it lacked a specific consideration of gender. This was particularly relevant for the capacity building, which should have included gender as one of the modules in its curriculum.

Recommendation: For all IOM country offices implementing IDF projects on SDGs and migration
- Ensure that gender is prioritized in the conception of activities such as capacity building.

C. Collaboration with civil society: The project was predominantly focused on government entities and international organisations. Throughout the project, civil society could have provided valuable input into initiatives such as the capacity building as has been seen in similar IOM projects (example of the Armenia project CE.0346 mentioned above). This was also highlighted by the mid-term evaluation.

Recommendation: For all IOM country offices implementing IDF projects on SDGs and migration
- Future projects to implement strategies linked to migration and SDGs should be designed to include civil society from design to implementation. This could be done through opportunities for discussion between government entities involved and civil society groups, or links to the diaspora.

D. Project follow-up and handover
The project concluded with a hand-over although there was no documented follow-up or hand-over plan. This recommendation aligns with the recommendations of evaluations of five other IDF-funded projects (CT.0985, PO.0065, MA.0379, LM.0210, RT.1297) about clearer follow-up plans at the end of the IDF-funded project. A documented handover was also highlighted in a recommendation by the mid-term evaluation.

Recommendation:
For all IOM units implementing IDF projects:
- IDF projects should have a sustainability and follow-up plan as part of the final report.

Lessons Identified

The following lessons were identified that could be of use for future IDF-funded and/or similar projects:

1. For projects that focus on SDGs, the MGI should be a first step in the process and integrated into the project proposal.

2. The use of an online platform for collecting the data related to the MGI is an effective collection method and allows participants enough time to reflect and be able to provide the most valuable information.

3. The identification of key contacts within the government entity that are responsible for the management of processes linked to Agenda 2030 facilitates access to the relevant information and experts required for results.

4. Secondments of consultants to the government can ensure a more effective and efficient results by facilitating access to information and key actors within the organisations.

5. Identifying an entity within the government that has the political weight to advocate for a project helps create buy-in from other entities.

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EVALUATION TERMS OF REFERENCE

EXTERNAL EX - POST EVALUATION OF: CONTRIBUTING TO THE ACHIEVEMENT OF SUSTAINABLE DEVELOPMENT GOALS RELATED TO MIGRATION MANAGEMENT IN THE DOMINICAN REPUBLIC
DO10P0001/CE.0352

I.   Evaluation context

The Dominican Republic is a country of destination, transit, but mainly of origin of migrants. The Dominican diaspora represents almost 20% of the population of the Dominican Republic, while immigrants, mostly of Haitian origin, represent approximately 5.6% of the total population. Therefore, it is particularly important for the country's strategic goals and indicators on migration to establish and meet migration related national goals and indicators in line with the Sustainable Development Goals (SDGs).

As part of the commitment to the SDGs, the President of the Dominican Republic created an inter-ministerial commission to define the national goals of the SDG agenda. This included a strategy to ensure national and international monitoring of migration policy and its implementation by 2030, specifically linked to SDG 8, 10, 16 and 17. As part of the Law 1-12 "National Strategy for Development of Agenda 2030 (END 2030)", it contained objectives and lines of action but lacked goals and indicators on migration issues. Consequently, the government requested technical cooperation from the IOM to adapt its institutional processes and train officials for planning, measurement and follow-up of its migration policy through the development of administrative records that reflected relevant and measurable indicators.

The objective of this project was to contribute to national efforts to measure progress in meeting SDG targets related to migration management. This was to be achieved by supporting the institutions responsible for the implementation of migration policy and the National Statistical System to review and adapt their institutional processes to plan and measure progress towards achieving the Sustainable Development Goals (SDGs).

The project ran from 1 January 2017 to 30 June 2018 and was implemented in Santo Domingo, Dominican Republic. The timeframe was 12 months and extended 6 months. It was evaluated by the Office of the Inspector General (OIG) in November 2017.

II.   Evaluation purpose

This evaluation will generate findings, conclusions and recommendations, which will serve as valuable inputs for the IOM Development Fund ("the Fund"), the IOM mission in the Dominican Republic, for the Regional Office for Central, North America and the Caribbean in San Jose, Costa Rica, as well as other involved stakeholders to inform and improve their future programming and strengthen their ability to deliver high quality results. It will be carried out in line with the Fund's guidelines, which recommend an evaluation between 6 months to 12 months after the project completion.

This external independent evaluation will be conducted by Patricia Goldschmid of the evaluation consultancy, Owl RE, Geneva, Switzerland, with the help of Dr. Glenn O'Neil.

Owl RE has not been involved in the project formulation, planning and implementation and will provide an independent analysis, findings and recommendations.

III.   Evaluation Scope

The scope of this evaluation will encompass the outcome and objective level of the results and cover the whole project implementation until the time of the evaluation. Outputs will be assessed as a means towards the achievement of the project's outcomes and objectives to identify the project impact. The evaluation will also provide concrete recommendations for future / similar programming.

The evaluation will cover the country of Dominican Republic with the time period of the project's duration from 01/01/2017 to 30/06/2018.

IV.   Evaluation Criteria

In response to the evaluation purpose as stated above, the evaluation will look into the five OECD/DAC main evaluation criteria (relevance, effectiveness, efficiency, impacts/outcomes and sustainability), in addition to the cross-cutting themes of human rights and gender equality.

V.   Evaluation questions

Based on the evaluation criteria, a set of evaluation questions are proposed. Specific sub-questions relevant for this project may be added as needed. These questions will be matched to indicators, data collection tools and sources in an evaluation matrix that will be detailed in the Inception Report.

Criteria	Key Evaluation Questions	Sub-Questions
Relevance	1. To what extent were the needs of stakeholders and beneficiaries taken into account during project design? 2. Was the project aligned with national priorities and strategies, government policies and global commitments? 3. Was the project well designed according to IOM project development guidelines? And relevant to those needs and priorities? 4. To what extent did the expected	2.1 To what extent was the migration project relevant to current government priorities and the current migration context? 3.1 Was the results matrix used as a management tool? Was the results matrix clear and logical and did it show how activities would effectively lead to results and outcomes? If not, why not? 3.2 Were the outcomes and indicators Specific, Measurable, Achievable, Realistic and Time-bound (SMART)? Were indicators gender-disaggregated? Were baselines set and updated for each indicator? Were targets values set and were they

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	outcomes and outputs remain valid and pertinent as originally intended, in terms of direct beneficiary needs?	realistic or did they need to be updated?
		4.1 To what extent if any, was the project revised/ amended from the first to the second phase to be more relevant to stakeholder and beneficiary needs?
	5. Were the management practices appropriate for achieving the expected outcomes?	
		5.1 Were the indicators/targets used to measure progress in reporting?
		5.2 Was a work plan and resource schedule available and used by the project management and other relevant parties? If not, why not?
	6. Were the project activities and outputs consistent with the intended outcomes and objective?	5.3 Were the risks and/or assumptions holding true? Were risk management arrangements in place?
	7. How adequately were human rights and gender equality taken into consideration during the project design and implementation?	
	8. Was the project in line with the IOM/IOM Development Fund priorities and criteria?	
Effectiveness	9. Have the project's outputs and outcomes been achieved in accordance with the stated plans and results matrix?	9.1 Did the projects deliverables and results (expected and unexpected) lead to benefits for stakeholders and beneficiaries?
		9.2. Did the project contribute to the positioning of IOM as a key actor for the mainstreaming of migration and development issues in the design, implementation and monitoring of public policies?
		9.3. Did the project contribute to opening new themes and spaces for debate on the migration issue in the Dominican Republic with non-traditional actors?
		9.4. To what extent is the project recognized as a potential source of positive and negative impacts among government partners and UN?

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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? 11. What major internal and external factors influenced (positively or negatively) the achievement of the project's objectives and how have they been managed? 12. Were there any factors that prevented beneficiaries and project partners from accessing the results/services/products?	
Efficiency and Cost effectiveness	13. How cost-effective was the project? Could the activities have been implemented with fewer resources without reducing the quality and quantity of the results? 14. How efficient was the overall management of the project? To what degree were inputs provided/available on time to/from all parties involved to implement activities? 15.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 extension? If so, why? 16.Were the costs proportionate to the results achieved?	13.1 Budget variance: actual budget versus projected budget 14.1 If any of the outputs/ activities were delayed, what was the cause and what if any, were the negative effects on the project? 15.1 Were narrative reports submitted regularly and on time? Were budget reports submitted regularly and on time?
Outcome and Impacts	17.Which positive/negative and intended /unintended effects/changes were visible (short and long-term changes)? 18. Were results achieved in adherence to gender equality and other human rights? And how sustainable are these likely to be? 19. Could the changes/outcomes/expected impact	17.1 Were there any possible longer-term impacts of the project?

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	be attributed to the project's activities? Was there any contribution from external factors?	
Sustainability	20. Did the project take specific measures to guarantee sustainability? 21. Have the benefits generated by the project continued once external support ceased? 22. Was the project supported by national/local institutions and well-integrated into national/local social and cultural structures? 23. How far was the project embedded in institutional structures and thus sustained beyond the life of the project? 24.Did the project's partners have financial capacity, and continued to maintain the benefits of the project in the long run? 25.Have adequate levels of suitable qualified human resources been available to continue to deliver the project' stream of benefits?	23.1 To what extent does the government already, or plans to, take ownership of the implementation of the project?
Cross-cutting themes	26. How were various stakeholders (including rights holders and duty bearers, local civil society groups or nongovernmental organizations) involved in designing and/or implementing the project?	

VI.   Evaluation methodology

For the purpose of this evaluation, it is expected that the evaluator will apply the following methods for data collection and analysis:

Data Collection:

- Desk review of relevant project documents, project reports, meeting minutes, publications and other materials identified;
- Key informant interviews (KIIs) with the project stakeholders during a country visit to document qualitative information.

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Data analysis:

The evaluator is expected to analyze the data with both qualitative and quantitative methods appropriate to the data collected.

The methodology will be further described in the Inception Report.

Selection of persons for key informant interviews and discussions:

At this stage, the following stakeholders are proposed for KIIs:

Institution type	Stakeholder	Number	Location
IOM	IOM Dominican Republic country office: - Chief of Mission a.i. and PM - Project support staff - Programme Coordinator - RMO IOM HQ: - ICP – Migration Policy Officer - ODG/OIG- Oversight Officer M&E (optional) IOM Panama - Project Assistant	5-6	Dominican Republic, Panama, Switzerland
Government	Vice-Ministry of Migration and Citizenship of the Ministry of the Interior and Police; National Statistics Office; Dominican Ambassador to Argentina, Former Vice-Minister of Migration and Consular Affairs of the Ministry of Foreign Affairs; Vice-Ministry of Migration and Consular Affairs of the Ministry of Foreign Affairs; Ministry of Economy, Planning and Development; National Institute of Migration; National School of Migration of the National Institute of Migration; Ministry of Economy, Planning and Development, Chair of High-Level Inter-Agency Commission on Sustainable Development.	TBC	Dominican Republic
UN	United Nations Development Programme/Office of the Resident Coordinator	1	Dominican Republic
Consultants	Independent consultant IOM consultant seconded to the National Statistics Office	TBC	Dominican Republic

VII. Evaluation deliverables

Deliverables	Schedule of delivery
1. Inception Report finalized	02.03.2020
2. Completed field data collection	06.03.2020
3. De-briefing session with project manager delivered	06.03.2020
4. Draft Evaluation Report	20.03.2020
5. Final Evaluation Report and Brief	30.03.2020

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VIII. Evaluation workplan

Week beginning	Dec 2019	February – March 2020				
		24.02	02.03	09.03	16.03	30.03
Key tasks	1	2-4	5	6	7	8
Kick off meeting with project manager; document review; briefing from Fund team.						
Drafting and delivery of inception report						
Field data collection (and remote interviews)			**Dominican Republic**			
Data analysis and report writing						
Delivery of draft report						
Validation of the report by the project manager and Fund staff; finalisation of report						

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6. Introduction and Context

Project for Ex-Post Evaluation	DO10P0001/CE.0352
Duration of the Project	18 months
Budget (USD)	USD 100'000
Donor	IOM Development Fund (IDF)
Countries covered	Dominican Republic
Evaluation	External Independent Evaluation
Evaluation Team	Owl RE Research and Evaluation
Evaluation Period	01-01-2017 - 30-06-2018

This document is an inception report produced for the IOM Development Fund (the Fund) ex-post evaluation of the project DO10P0001/CE.0352: *Contributing to the Achievement of Sustainable Development Goals Related to Migration Management in the Dominican Republic.* This report outlines the purpose, objectives, methodology, questions, tools and workplan of the consultancy.

As part of the commitment to the Sustainable Development Goals (SDGs), the President of the Dominican Republic created an inter-ministerial commission to define the national goals of the SDG agenda. This included a strategy to ensure national and international monitoring of migration policy and its implementation by 2030, specifically linked to SDG 8, 10, 16 and 17. As part of the Law 1-12 "National Strategy for Development of Agenda 2030 (END 2030)", it contained objectives and lines of action but lacked goals and indicators on migration issues. Consequently, the government requested technical cooperation from the IOM to adapt its institutional processes and train officials for planning, measurement and follow-up of its migration policy through the development of administrative records that reflected relevant and measurable indicators.

The objective of this project was to contribute to national efforts to measure progress in meeting SDG targets related to migration management. The project was to support the institutions responsible for the implementation of migration policy and the National Statistical System to review and adapt their institutional processes to plan and measure progress towards achieving the SDGs. The project ran from 1 January 2017 to 30 June 2018 and was implemented in Santo Domingo, Dominican Republic. The timeframe was 18 months (12 months and a 6-month extension). It was evaluated by the Office of the Inspector General (OIG) in November 2017.

7. Purpose and Objectives

The purpose of conducting this ex-post evaluation is to assess the relevance of the project to its stakeholders and beneficiaries, 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[22]).

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[22] 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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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 judgments 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:

  (i)   Assess the relevance of the project's intended results;
  (j)   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;
  (k)   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.;
  (l)   Assess the efficiency and cost-effectiveness of project implementation;
  (m) 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;
  (n)   Assess the sustainability of the project's results and benefits (or measures taken to guarantee it) or prospects for sustainability;
  (o)   Assess how effectively issues of gender equality and human rights protection were mainstreamed in the process of project design and during project implementation;
  (p)   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 annex 1: Evaluation matrix). The Results Matrix (RM) is reproduced in Annex 5 to illustrate the intervention logic foreseen for the project.

8. 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 six weeks. The evaluation will take a participatory approach, involving and consulting with the relevant stakeholders during 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 mainly qualitative and will be used across the different themes and

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questions. The following table provides further information on these tools and how they will be deployed.

Tool	Description	Information Source
Document review	Review of main documentation	IOM documentation on PRIMA, including internal/external reports, feedback reports on workshops, publications, guidelines, country reviews etc.
Interviews internal	Some 5 semi-structured interviews using an interview guide	In person or by telephone/Skype: -IOM country office program staff -IOM Regional staff -IOM HQ staff
Interviews external	Some 15 semi-structured interviews using an interview guide	In person or by telephone/Skype: -Government officials involved in the project -UN organisations -Consultants

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 guided by the project manager 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.

3.3. Analysis

The findings from the desk review, key informant interviews will be collated and analysed using qualitative techniques and the evaluation criteria used will be 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, both numeric and descriptive results and used to rate the project as a whole according to the assessing evaluation criteria.

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	

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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) Political situation in the country: at the time of the evaluation, the Dominican Republic faces controversies linked to the February 2020 elections, with demonstrations that may hinder access to government entities.

Mitigation strategy: incorporating some flexibility in scheduling during the 5-day on site visit to be able to work around potential impediments could facilitate the management of interviews.

(b) Timing: IOM staff / stakeholders and beneficiaries may not be available at all times to provide inputs.

Mitigation strategy: Early and close involvement of the project manager to help coordinate meetings and ensure availability of key stakeholders. Where timing may not allow for in-person interviews, they will be conducted at an alternative date by skype or WhatsApp.

(c) Objective feedback– interviewees may be reticent to reveal experiences about factors that motivate them, problems they may have faced, or be transparent about internal processes.

Mitigation strategy: Anonymizing sources where necessary and ensuring interviews are conducted individually where possible can help address issues of confidentiality.

9. Workplan

The workplan is divided into three phases, covering an 8-week period:

Phase 1 – Inception: An initial discussion with the past 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 on site and all relevant project data will be collected and reviewed. In this case the consultant field visit will be in the Dominican Republic to conduct the interviews. The interviews will be conducted in Santo Domingo, with some exceptions via Skype for those interviewees not available in person.

Phase 3 - Report writing and presentation: 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 and a presentation made to the evaluation users.

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

Week beginning	February – March 2020					
	Dec 2019	24.02	02.03	09.03	16.03	30.03
Key tasks	1	2-4	5	6	7	8
Kick off meeting with project manager; document review; briefing from Fund team.						
Drafting and delivery of inception report						
Field data collection (and remote interviews)			**Dominican Republic**			
Data analysis and report writing						
Delivery of draft report						
Validation of the report by the project manager and Fund staff; finalisation of report						

4.1. Team management

The evaluation will be carried out by Patricia Goldschmid with Glenn O'Neil and Sharon McClenaghan as support and for quality control.

10. Deliverables

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

Deliverables	Schedule of delivery
6. Inception Report finalized	02.03.2020
7. Completed field data collection	06.03.2020
8. De-briefing session with project manager delivered	06.03.2020
9. Draft Evaluation Report	20.03.2020
10. Executive Summary and Final Evaluation Report Production of learning brief	30.03.2020

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. To what extent were the needs of stakeholders and beneficiaries 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 KIIs
2. Was the project aligned with national priorities and strategies, government policies and global commitments?	Alignment of project with national policies, strategies and programs on migration.	Document review Interviews	Project Documentation KIIs
3. Was the project well designed according to IOM project development guidelines? And relevant to those needs and priorities? 3.1 Was the results matrix used as a management tool? Was the results matrix clear and logical and did it show how activities would effectively lead to results and outcomes? If not, why not? 3.2. Were the outcomes and indicators Specific, Measurable, Achievable, Realistic and Time-bound (SMART)? Were indicators gender-disaggregated? Were baselines set and updated for each indicator? Were targets values set and were they realistic or did they need to be updated?	Relevance of the RM, theory of change and vertical logic to the identified needs and priorities of the project overall.	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 current national priorities.	Document review Interviews	KIIs Project Documentation

4.1. To what extent if any, was the project revised/ amended from the first to the second phase to be more relevant to stakeholder and beneficiary needs?			
5. Were the management practices appropriate for achieving the expected outcomes? 5.1. Were the indicators/targets used to measure progress in reporting? 5.2 Was a work plan and resource schedule available and used by the project management and other relevant parties? If not, why not? 5.3. Were the risks and/or assumptions holding true? Were risk management arrangements in place?	Extent to which project management practices are appropriate for achieving expected outcomes.	Document review Interviews	KIIs Project Documentation
6. Are the project activities and outputs consistent with the intended outcomes and objective?	Level of consistency of project activities and outputs with intended outcomes and objectives.	Document review Interviews	KIIs Project Documentation
7. 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 in key project documents and deliverables. Informed opinion/perceptions of staff and key informants.	Document review Interviews	KIIs Project Documentation
8. Is the project in line with the IOM/IOM Development Fund priorities and criteria?	Adherence to IOM's/ IOM Development fund mandates and strategic goals as demonstrated by the IDF`s objectives and criteria.		IDF eligibility criteria KIIs Project 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? 9.1. Have the projects deliverables and results (expected and unexpected) led to benefits for stakeholders and beneficiaries	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. Effectiveness of project monitoring tools.	Document review Interviews	KIIs Project Documentation

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9.2. Did the project contribute to the positioning of IOM as a key actor for the mainstreaming of migration and development issues in the design, implementation and monitoring of public policies? 9.3. Did the project contribute to opening new themes and spaces for debate on the migration issue in the Dominican Republic with non-traditional actors? 9.4. To what extent is the project recognized as a potential source of positive and negative impacts among government partners and UN?			
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.	Interviews Document review	KIIs Project Documentation
11. What major internal and external factors influenced (positively or negatively) the achievement of the project's objectives and how have they been managed?	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	KIIs
12. Are there any factors that prevent(ed) beneficiaries and project partners from accessing the results/services/products?	Identification of factors which prevented/impacted beneficiaries and partners from accessing results/services/products.	Interviews	KIIs
EFFICIENCY & COST EFFECTIVENESS: How resources (human, financial) are used to undertake activities and how well these were converted to outputs			
13. How cost-effective was the project? Could the activities have been implemented with fewer resources without reducing the quality and quantity of the results? 13.1. Budget variance: actual budget versus projected budget.	Adherence to original budget- Level of budget variance. Extent to which the resources required for project activities could have achieved the same results with less inputs/funds, on a sustainable basis.	Document review Interviews	KIIs Project Documentation

Owl RE

14. How efficient was the overall management of the project? To what degree were inputs provided/available on time to/from all parties involved to implement activities? 14.1. If any of the outputs/ activities were delayed, what was the cause and what if any, were the negative effects on the project?	Degree of timeliness of project inputs provided by stakeholders /beneficiaries needed to implement activities. Level of efficiency of project management rated by the stakeholders and beneficiaries. Adherence to original workplan.	Document review Interviews	KIIs Project Documentation
15. 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 extension? If so, why? 15.1. Were narrative reports submitted regularly and on time? Were budget reports submitted regularly and on time?	Level and quality of monitoring of project resources. Incidence of no cost/ costed extension allocated	Document review	Project Documentation
16. Were the costs proportionate to the results achieved?	Comparison of costs with identified results.	Document review Interviews	KIIs Project Documentation
IMPACT: How the project intervention affects the outcome and whether these effects were intended or unintended.			
17. Which positive/negative and intended /unintended effects/changes are visible (short and long-term changes)? 17.1 Were there any possible longer-term impacts from the project, in terms of its implementation?	Incidence of positive and negative effects /changes (short and long-term, intended and unintended) to which the project contributes.	Document review Interviews	KIIs Project Documentation
18. Were results achieved in adherence to gender equality and other human rights? And how sustainable are these likely to be?	Extent to results achieved adherence to gender equality and other human rights and their sustainability.	Document review Interviews	KIIs Project Documentation
19. Could those changes/outcomes/expected impact be attributed to the project's activities? Are there any contribution from external factors?	Estimation of contribution of project and identified external factors.	Interviews Document review	KIIs Project Documentation

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SUSTAINABILITY: If the project`s benefits will be maintained after the project ends			
20. Did the project take specific measures to guarantee sustainability?	Number of documented specific measures taken to ensure sustainability.	Document review Interviews	KIIs Project Documentation
21. Have the benefits generated by the project continued once external support ceased?	Extent to which the benefits generated by the project have continued post external support.	Interviews	KIIs
22. 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	KIIs
23. How far was the project embedded in institutional structures and thus sustained beyond the life of the project? 23.1 To what extent does the government already, or plans to, take ownership of the implementation of the policy?	Degree of embeddedness of project into institutional structures and likelihood of sustainability, re. structures, processes and resources.	Interviews	KIIs
24. Did the project's partners have financial capacity, and continued to maintain the benefits of the project in the long run?	Extent of level of financial capacity of partners and ability to maintain project in the future	Interviews Document review	KIIs Project Documentation
25. Have adequate levels of suitable qualified human resources been available to continue to deliver the project' stream of benefits?	Extent of qualified human resources sufficient to continue delivering project benefits.	Interviews	Project Documentation
CROSS CUTTING CRITERIA			
26. How were 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	KIIs Project Documentation

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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)

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		
	Please briefly explain your work at IOM/external organisation (and how long have you been in this position?).	All
	What has been your role and involvement in the project being evaluated? At what stage did you become involved in the project?	All
Relevance		
1.	How relevant was the project to the needs and priorities of stakeholders and beneficiaries? - Were stakeholders and beneficiaries consulted during the development of the project? If so, were the project activities/outputs tailored to their needs? Did they change at different stages of the project? - To what extent were their needs reflected in project design?	- IOM country office program staff - IOM Regional staff - IOM HQ staff - Government - UN - Consultants
2.	How well aligned is the project with relevant national policies, organisational mandates and global commitments? - What were the national policies the project aligned to? - How well aligned is the project to the IOM mandate and relevant country and regional strategies?	- IOM country office program staff - IOM Regional staff - IOM HQ staff - Government - UN - Consultants
3.	Were the project activities and outputs consistent with the intended outcomes and objective? -Is the original Theory of Change and project logic still relevant? Did the assumptions hold true? If not, how were the results affected and how did the project respond? - To what extent, if any, was the project revised/amended to be more relevant to stakeholders' needs?	- IOM country office program staff
4.	How did the project consider human rights and gender equality during the project design and development (and implementation?)	- IOM country office program staff - IOM Regional staff - IOM HQ staff
5.	How relevant is the project to government priorities and the current migration context?	- IOM country office program staff - IOM Regional staff - IOM HQ staff - Government - UN - Consultants
Effectiveness		
6.	Did the project produce the intended results, compared to its plan and target? What were the quality of results? -how effective was the implementation of the outputs and their activities of the project? - Did the project contribute to the positioning of IOM as a key actor for the mainstreaming of migration and development issues in the design, implementation and monitoring of public policies?	-IOM country office program staff - Government - UN - Consultants

	- Did the project contribute to opening new themes and spaces for debate on the migration issue in the Dominican Republic with non-traditional actors? - To what extent is the project recognized as a potential source of positive and negative impacts among government partners and UN?	
7.	What role did collaboration and coordination play in the project's achievements? -Who was consulted and who wasn't? Was there sufficient time for consultation and review given the delay in the project?	- IOM country office program staff - IOM Regional staff - Government - UN - Consultants
8.	What would you describe as the factors [Classify by internal or external] in the achievement of the output, outcome and objective results? And, how did the project respond / adapt to those factors?	- IOM country office program staff - IOM Regional staff - Government - UN - Consultants
9.	What would you describe as the factors (Classify by internal or external] that hindered the output, outcome and objective results? And, how did the project respond/ adapt to those hindering factors.	- IOM country office program staff - IOM Regional staff - Government - UN - Consultants
10.	How adequate were consideration of the human rights and gender equality made during project implementation?	- IOM country office program staff - IOM Regional staff - Government - UN - Consultants
Efficiency and Cost Efficiency		
11.	To what extent did the project represent the best possible use of available resources to achieve results of the greatest possible value to stakeholders and beneficiaries involved?	-IOM country office program staff -IOM Regional staff
12.	How well was the project implemented; were all inputs delivered on time? -Were the project activities undertaken and were the project outputs delivered on time / within budget, as planned? -Were all reports submitted in time? And updated with changes? Was the budget spent according to the workplan/was the budget updated? -If any of the activities/outputs were delayed, what was the cause, and what, if any, were the negative effects on the project? How did the project cope/manage the delays and/or negative effects?	-IOM country office program staff -IOM Regional staff - Government
13.	Are the costs proportionate to the results achieved?	-IOM country office program staff -IOM Regional staff
Outcomes and Impacts		

14.	What would you describe as the positive changes resulting from the project in the short term and longer term? [Classify by intended or unintended] (what factors contributed to them?)	- IOM country office program staff - IOM Regional staff - Government - UN - Consultants
15.	What would you describe as the negative impacts of the project in the short term and longer term? [Classify by intended or unintended]	- IOM country office program staff - IOM Regional staff - Government - UN - Consultants
Sustainability		
16.	How likely are the benefits of the project to continue and what are the main factors that influence the achievement or non-achievement of project sustainability?	- IOM country office program staff - IOM Regional staff - Government
17.	How well has the project been supported by national/local institutions and how well is it integrated? -What sustainability mechanisms/options were put in place by the Government and/or local communities to ensure that project results are sustained? -Are there sufficient resources in place to ensure sustainability of the project? financial and human resources?	- IOM country office program staff - Government - UN - Consultants
18.	To what extent have the partners and beneficiaries been able to 'own' the outcomes of the project post funding?	- IOM country office program staff - Government - UN - Consultants
Other		
19.	What would you recommend for the continued success for this project's results (and other similar)?	All
20.	What would you say are the main lessons learnt from this project? 1) for the management of the project and 2) the results achieved?	All
Any other comments		

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		
1.	Initial briefing from Fund team		
2.	Document review by Owl RE team		
3.	Kick-off meeting with project manager		
4.	Creation of inception report		
5.	Validation of inception report by project manager		
6.	Validation of inception report by Fund team		
7.	Creation of country visit schedule by project manager		
8.	Reception and comment on visit schedule by the evaluation team		
	Data collection phase - country visit		
9.	Initial briefing with IOM manager/staff		
10.	Data collection conducted with main stakeholder groups		
11.	Feedback presentation/discussion with IOM manager/staff at conclusion of country visit		
	Analysis and reporting phase		
12.	Compilation and analysis of data /information.		
13.	Quality control check of evidence by evaluation team leader		
14.	Submission of draft report to project manager and Fund team		
15.	Reception of comments from project manager and Fund team		
16.	Consideration of comments received, and evaluation report adjusted		
17.	Validation of final report by project manager		
18.	Validation of final report by Fund team Production of learning brief		

Annex Five: The Results Matrix

The Results Matrix (RM) (in Spanish) is reproduced below to illustrate the intervention logic foreseen for the project.

OBJECTIVE: Contribuir a los esfuerzos nacionales para medir los avances en el cumplimiento de los ODS, en lo referente a metas relacionadas a la gestión de la migración.

OUTCOME 1: Las instituciones responsables de la implementación de la política migratoria como del Sistema Estadístico Nacional revisan y adecuan sus procesos institucionales para planificar y medir los avances en materia para el logro de los Objetivos de Desarrollo Sostenible (ODS).

OUTPUT 1.1: Los funcionarios a cargo del tema migratorio y del sistema estadístico nacional de la Republica Dominicana incrementan sus conocimientos para adecuar los procesos institucionales que permitan medición, seguimiento, evaluación y reportes del logro de los ODS.

OUTPUT 1.2: Constitución de una instancia de coordinación técnica interinstitucional a cargo de la medición y seguimiento de los resultados de la política migratoria para el logro de los ODS en República Dominicana.

ACTIVITIES:
- Reunión de apertura de una instancia de coordinación técnica entre las instituciones públicas a cargo de la medición y seguimiento de la implementación de la política migratoria para el logro de los ODS.
- Identificación de requerimientos de capacitación para la adecuación de procesos institucionales, preparación y validación de currículo de formación sobre metas nacionales de migración en la Agenda ODS.
- Selección de participantes a la formación de instituciones de planificación y ejecución de la política migratoria en coordinación con el Sistema Estadístico Nacional.
Implementación de la formación sobre Migración & ODS.

ACTIVITIES:
- Revisión de la situación institucional y sus procesos, para responder a los seguimientos de planificación, medición a través de metas e indicadores, seguimiento y reportes, en la alineación de la Estrategia Nacional de Desarrollo 2030 y la Agenda Nacional de ODS 2030.
- Asistencia técnica la instancia de coordinación interinstitucional y funcionarios designados para la planificación, la elaboración de indicadores y metas, reportes de seguimiento y el ajuste de procesos institucionales en Migración & ODS
- Sistematización y divulgación de la experiencia con los actores institucionales involucrados en la gestión migratoria y en el sistema estadístico nacional incluyendo la presentación de los resultados en un evento de alto nivel
- Creación de un plan de acción de un Sistema Nacional de Gestión de la Migración que incluya el seguimiento de los indicadores de gobernanza migratoria de los ODS.

Annex three: List of persons interviewed

#	Name	Position	Institution	Method
1.	Desirée Alcantara	Encargada de Área de Planificación y Desarrollo	ENM	Interview
2.	Diana Cartier	Oversight officer M&E	IOM HQ/ ODG/OIG	Interview
3.	Rosa Cristal Batista	Consultant	Independent	Skype
4.	Dolores Escovar	Coordinador de Área, Unidad de Estudios de Políticas Económicas y Sociales del Caribe	MEPyD	Interview
5.	Luis Fernandez	Viceministro de Migración y Ciudadana, Ministerio de Interior y Política	MIP	Interview
6.	Gina Gallardo	Director	ENM	Interview
7.	Josué Gastelbondo	Chief of Mission/ Project Manager	IOM DR	Interview
8.	Pavel Isa	Consultant/ Economista	Independent	Interview
9.	Roberto Liz	Asesor Especial	Independent	Interview
10.	Luis Madera	Consultant	Independent	Interview
11.	David Martineau	MGI project coordinator	IOM HQ/ ICP	Interview
12.	Candy Sibeli Medina	SDGs	UNDP	Interview
13.	Kim Lee	Panama project assistant	IOM Panama	Skype
14.	Diomy Pereyra	Consultant	ONE	Interview
15.	Mildred Samboy	SDGs	OCR ONU	Interview
16.	Alicia Sangro	Programme Coordinator / Evaluation focal point	IOM DR	Interview
17.	Rosajilda Velez	Directora General Unidad de Estudios de Políticas Económicas y Sociales del Caribe y Directora Ejecutiva del Observatorio de la Zona Fronteriza...	MEPyD	Interview

Annex four: List of documents / publications consulted

Project documentation:

IOM project documents, including proposal and budget,
Interim project reports and Final report
IOM Migration Governance Framework
International Organization for Migration (IOM)
IOM Fund eligibility criteria (undated)
IOM mission and strategic focus (undated)

External documentation:

Sistematización de la Experiencia del Gobierno de República Dominicana en la Incorporación de la Migración en la Implementación de la Agenda 2030 para el Desarrollo Sostenible, IOM Panama, November 2018

Informe Nacional Voluntario: Compromisos, Avances Y Desafíos Hacia El Desarrollo Sostenible Junio 2018; República Dominicana 2018

Ley de la Estrategia Nacional de Desarrollo de la República Dominicana 2030 (Ley 1-12); Republica Dominicana 2012
www.mepyd.gob.do/mepyd/wp-content/uploads/archivos/end/marco-legal/ley-estrategia-nacional-de-desarrollo.pdf ; accessed March 2020

SDG Indicators: Metadata repository
https://unstats.un.org/sdgs/metadata/; accessed March 2020

Ministry of the Interior and the Police; Migrantes, salud y seguridad social en la República Dominicana [Migrants, health and social security in the Dominican Republic], published on 24 April 2017; http://midigital.mi.gob.do/migrantes-salud-seguridad-social-la-republica-dominicana/

Ministry of Foreign Affairs of the Dominican Republic
2015 Strategic Plan 2015-2020: The New External Relations Policy.
http://transparencia.mirex.gov.do/plan-estrategico/informe-seguimiento-plan-estrategico/listados .

Ministry for the Economy, Planning and Development (MEPyD) of the Dominican Republic; National Development Strategy 2030, 2012; http://economia.gob.do/mepyd/estrategia-nacional-de-desarrollo-2030

Ministry of the Interior and the Police; Migration Policy and Management, Dominican Republic, 2016; http://www.mi.gob.do/index.php/noticias/item/politica-y-gestion-migratoria-republica-dominicana

Office of the Attorney-General of the Republic; 2017 Authorities coordinate the creation of a pilot programme to assist deportees, 2017; http://www.pgr.gob.do/2017/06/23/autoridades-coordinan-creacion-de-programa-piloto-para-dar-asistencia-a-los-deportados