

Annex 1: List of Key Informant Interviews

List of interviews in Addis Ababa

Name	Title	Organization/Remark	Date of interview
Lorenzo Suarez	Director of Cooperation Switzerland Embassy Addis	SDC	30/04/2018
Fanny Charmey	Migration Adviser Switzerland Embassy Khartoum	SEM	07/05/2018
Kokebe Hailegabriel	GIZ-Migration Advisor to IGAD (Synergies with GIZ programming), Djibouti	GIZ/IGAD	08/05/2018
Aron Tekelegzi	Liaison Officer (African Union, IGAD and UNECA)	IOM Addis	14/05/2018
Ato Mesfin	Participated in some of RCPs and RMCCs meeting representing Ethiopia	Justice and Legal System Research Institute (JLSRI)	16/05/2018
Yibeltal Waleign	Coordinator of the Secretariat Office of the Anti-Human Trafficking and Smuggling of Migrants Task Force, Ethiopia	Anti-Human Trafficking and Smuggling of Migrants Task Force, Ethiopia, Office of Attorney General	16/05/2018
Joshua Friedman	Regional Coordinator Ethiopia & Djibouti Better Migration Management (BMM)	GIZ	17/05/2018
Dr. Mehari Tadele	Consultant/Expert (Involved in the development of various policy and strategy documents related to the IGAD migration program)		22/05/2018

List of interviews in Djibouti

Name	Title	Organization/Remark	Date of Interview
Benson Njau	Project Accountant, IGAD Migration Program	IGAD	09/05/2018
Lucy Daxbacher	EUTF-Project Officer	EUTF/IGAD	09/05/2018
Charles Obila	Migration Officer	IGAD	09/05/2018
Isabelle De Ruyt	EU Trust Fund, Project Manager for Djibouti	EU Delegation, Djibouti	10/05/2018
Ikram Awaleh	Director	Directorate of Labor, Djibouti	10/05/2018
Lalini Veerasamy	IOM-Chief of Mission	IOM Djibouti	10/05/2018
Abdoulaye Barry	UNHCR Country Director	UNHCR Djibouti	10/05/2018
Fathia Alwan	Director-Health and Social Development	IGAD	11/05/2018
Sirag Omar Abdoulkader	Ministry of Interior Djibouti		Contacted through email

List of interviews in Nairobi

Name	Title	Organization	Date of Interview
Prof. Peter Kagwanja	Chief Executive	Africa Policy Institute (API))	02/05/2018
Raouf Mazou	UNHCR Kenya Representative	UNHCR Kenya	02/05/2018
Natalie Mitchell- Bennett	Program Manager, EU Trust Fund Africa	EU	03/05/2018
Hanina Ben Bernou	Program Officer	EU	03/05/2018
Niamh Dobson	Second Secretary for Somalia/Humanitarian	Australian High Commission	03/05/2018
Anders Djufeldt	Program Officer	EU	03/05/2018
Andrew Maina	Research and Knowledge Management Officer	Refugee Consortium of Kenya	03/05/2018
Dan Opon	Kenya NCM Secretariat	Director, Kenya NCM Secretariat	04/05/2018

Ketura D. Brown	Deputy Regional Refugee Coordinator, US Embassy	US Embassy, Kenya	04/05/2018
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List of Skype interviews

Name	Title	Organization	Date of Interview
Dorothee Raas	Program officer Horn of Africa	SEM, Bern	07/05/2018
Sylvian Astier	Former Program Officer, Switzerland Embassy in Sudan	SDC	07/05/2018
Nathalie Goetschi	Former Swiss Secondee to IGAD Migration Program	SDC	07/05/2018

Annex 2: An overview of the state of NCM related activities in all IGAD Member States

Country	Convening the NCC	Country assessment conducted	Validation of the country assessment reports	Adoption of the NCM ToRs	Status of the NCM (Operational/functional, etc.)	What is missing to operationalize the NCM and what needs to be done for the future?
Djibouti	Yes, although the NCM is yet to be established, the NCC has been convened to try and get buy-in from the government as well to provide inputs to ongoing national and regional processes, including the GCM and the protocol on free movement	Yes	No	No	Not operational yet; the MOI functions as NCM but only at the political level	<p>There is a need to review and validate the NCM assessment report.</p> <p>The validation of the assessment report should lead to the adoption of the NCM ToR and will include the nomination of an agency and focal person to coordinate NCM activities at the technical level.</p>
Ethiopia	Yes	Yes	Yes	No	functional	<p>Current Taskforce has limited mandate; there is a need for expanding the mandate and scope of the existing Taskforce. This might include the repeal of proclamation no. 909/2015.</p> <p>Sustained consultations with broader migration stakeholders will create a momentum and appetite for an expanded scope of the existing taskforce.</p>
Kenya	Yes	Yes	Yes	Yes	Operational	Need for institutionalization of the existing NCM structure

Country	Convening the NCC	Country assessment conducted	Validation of the country assessment reports	Adoption of the NCM ToRs	Status of the NCM (Operational/functional, etc.)	What is missing to operationalize the NCM and what needs to be done for the future?
						<p>Sustained dialogue through the NCC to create a momentum for the finalization/adoption of the national migration policy</p> <p>Sustained capacity building for the various working groups</p>
South Sudan	Yes	Yes	Yes	Yes	Operational	<p>Sustained dialogue through the NCC to popularize the NCM as well as to create momentum for the drafting and adoption of the national migration policy</p> <p>Sustained capacity building and creation of various working groups</p>
Sudan	No (Majority of the activities NCM	Yes	No	No	Not operational yet	The High Council on Migration has the closest semblance to NCM. However, it only exists at a political

Country	Convening the NCC	Country assessment conducted	Validation of the country assessment reports	Adoption of the NCM ToRs	Status of the NCM (Operational/functional, etc.)	What is missing to operationalize the NCM and what needs to be done for the future?
	activities have targeted individual ministries/agencies, mainly the Ministry of Interior (NCCT) and to a limited extend Labor, Justice, Judiciary, National Intelligence and Security Service etc. However, all stakeholders are yet to meet collectively to discuss the issue of NCM.					level. The establishment of a technical committee would be ideal for the establishment of NCM. The National Committee for Combating Trafficking in Human beings could be also be an alternative but it would require the repeal of the proclamation establishing it to enable the expansion of its scope and mandate.
Somalia	Yes	Yes	Yes	No	Operational	Both the Taskforce Counter Trafficking and Return and Re-admission need to adopt their respective ToRs; this should address issues including how the two taskforces should work together
Uganda	Yes	Yes	Yes	Yes	Operational	Need to review and validate the ToR of the current NCM. Currently the NCM is housed under the OPM but majority of the NCM activities are undertaken by the ministry of

Country	Convening the NCC	Country assessment conducted	Validation of the country assessment reports	Adoption of the NCM ToRs	Status of the NCM (Operational/functional, etc.)	What is missing to operationalize the NCM and what needs to be done for the future?
						<p>interior. It is therefore necessary to review the ToR and ensure that the NCM is properly housed under the ministry of Interior. This can be addressed through sustained NCC</p> <p>Need for institutionalization of the NCM structure</p> <p>Sustained dialogue through the NCC to create a momentum for the finalization/adoption of the national migration policy</p> <p>Sustained capacity building</p>

Annex 3: Summary of RCP themes

RCPs	Themes	Date and Place
4th RCP	Refugees, Internally Displaced Persons (IDPs) and Returnees	26-27 November 2014, Addis Ababa
5 th RCP	Labor Migration in the IGAD Region.	26-29 May 2015, Kampala
6th RCP	Human Trafficking and Migrant Smuggling	28-29 October 2015, Djibouti
7th RCP	Migration Governance in the IGAD Region (Strengthening National and Regional Coordination Efforts in the IGAD Region to Better Address Regional Initiatives and Programs)	18-19 May 2016, Khartoum
8th RCP	Migration Policy-Making in IGAD Member States: The Potential Contribution of National Coordination Mechanisms	8 - 9 November 2016, Kampala
9th RCP	Climate Change and Human Mobility	27 – 28 July 2017, Nairobi
10th RCP	IGAD Migration Governance Architecture	29 November – 1 December 2017, Addis Ababa

Annex 4: Data Collection Instrument (Interview Questions)

I. For project executing agency operations team (IGAD)

Outcome 1

1. How many NCM have been established and strengthened within the IGAD region? How does the composition of the NCM member look like? Was it as per the TOR?
2. How regular were the NCM meetings within the Member States? What achievements/outcomes were recorded as a result of these meetings? (Evidence?)
3. Which IGAD Member States developed national migration profile?
4. What is the status of developing a model national migration policy? If already developed, is the policy validated? When, by whom?

Outcome 2:

1. To what extent and how did the project contribute in strengthening the IGAD RCP and RMCC? (Evidence?)
2. How many RCP and RMCC meetings were held during the first phase of the project?
3. In what ways did IGAD and its MS track the implementations of the recommendations from these meetings? How many of the recommendations from these meetings were actually implemented?
4. How many decisions of RMCC forwarded to the IGAD council of ministers for adoption?
5. What activities/efforts were made by IGAD in relation with border management and labor migration issues?
6. Which trainings were given to representatives of IGAD member states experts and/or RMCC members? (Ask for attendance sheet, who were the participants of the training, where the trainings have been conducted, duration and frequency of the training during the first phase of the project. Use the following template to record responses).
7. What achievements were recorded as a result of the trainings? (Evidence.)

Training	IGAD Member States								
	Djibouti			Ethiopia			Kenya		
	M	F	Office representing	M	F	Office representing	M	F	Office representing

Outcome 3:

1. What mechanisms were used for gathering, generating and sharing of information related to mixed migration among Member States?
2. How do you assess the utilization of migration related information generated by RMMS on mixed migration by IGAD and Member States?
3. How many policy briefs on mixed migration were prepared by the IGAD Migration Project? (Ask for the document as an evidence).
4. Were there consultative meetings between IGAD Member States and Gulf Cooperation Countries to address protection of migrant rights/labor migrants?
5. How do you evaluate the effort made to engage diaspora on mixed migration issues in the region?
6. Were there capacity building trainings or any other related activities on how to mainstream migration to development for senior policy makers within member states of the IGAD region? (Ask for attendance sheet, training venue, duration and frequency of training, etc.)

Training/ activity	IGAD member states								
	Djibouti			Ethiopia			Kenya		
	M	F	Office representing	M	F	Office representing	M	F	Office representing
1.Training on mainstreaming on migration in development									
2. Training on mixed migration									

7. What achievements were recorded as a result of the training provided to senior policy makers?
8. Did IGAD managed to develop an international migration law/adaptation of international migration law training manual in relation to IGAD region realities? If yes, ask for the manual.
9. Did the project trigger any unintended (negative and positive) effects (in addition to intended outcomes)?

Questions related to sustainability; synergy, coordination, and partnership; lessons learnt; impact of the Swiss Secondee

1. To what extent and how could the project be sustained to implement the IGAD-migration action plan beyond the Swiss support?
2. In what ways did the project contributed to creation of durable, long-term processes, structures and institutions (in particular the NCMs and RCPs) and to what extent do these contribute to addressing needs?
3. Who were the main actors of the project in the respective countries? How have been the various actors performing their respective roles? In what ways did the project contributed towards collaborative working with relevant stakeholders? Did the project carve out a

specific niche for its services (if yes: what is the specific value added of the project), different from what other actors are providing?

4. What are the lessons with regards to the governance mechanisms of the project (incl. steering and monitoring mechanisms, project set-up etc.)?
5. Did the capacity building component of the project have a sustainable impact?
6. What were the contributing/limiting factors to the ownership and sustainability of the project?
7. Which actions have been taken to enhance the sustainability of IGAD's engagement in this field beyond the Swiss support?
8. Do other programs by other donors have an impact on the sustainability of the project?
9. What were the negative/positive impacts of the Swiss Secondee on the ownership and sustainability?
10. Is the strategic orientation proposed in the concept note for a next phase appropriate, both at national as well as regional level (in view of the context analysis and first phase)?
11. How do you assess the synergy between this project and other internal and external migration related projects?

Efficiency related questions (some questions are meant especially for IGAD finance and admin team)

1. Please provide the quarter/annual or year to date financial report. Who were the recipients of these regular reports?
2. Was the project audited during the first phase? How frequent was the audit and who conducted it? Ask for audit report.
3. Where there major audit findings in the previous audits and what were the challenges you encountered that needs to be improved in the coming phase when it comes to the efficient utilization of resources?
4. What are some of the indications for the efficient utilization of resources or lack thereof?

II. Project implementing partners and others donors

IOM

1. How do you assess the relevance of the project and the priorities it seeks to address?
2. As an implementing partner, which objectives of the project do you think that the project has achieved that needs to be sustained? And what are the indications for that?
3. What are the specific impacts of the project?
4. What areas of the project do you think the project needs to sustain without external support? Who needs to do what (MS, Donors, IGAD Secretariat)?
5. Within the current migration space, what are the challenges encountered in implementing projects like the Swiss funded migration project?
6. What needs to change to overcome these challenges at different levels?
7. Briefly tell us your experience on implementing the different activities of the project? Which specific activities were implemented by IOM? How do you assess the implementation: both from the perspective of achieving the objectives as well as evaluating process of executing the activities?
8. Were there challenges related to implementing the activities and disbursing the funds? (For example in providing administrating the Swiss Secondee; coordination among different IOM offices, etc.)
9. Were there important synergies with other projects/initiatives that were built upon/not built upon? (EUTF; other Swiss funded projects; Better Migration Management, etc)?
10. How do you track the progress of the agreed project activities? (Regular review meetings to adjust on schedule, etc.?)
11. Have you, as IOM, built on any important processes that have been initiated through the project? Any lessons adopted from the Swiss project?
12. Which actions have been taken to enhance the sustainability of IGAD's engagement in this field beyond the Swiss support?
13. Do other programs by other donors have an impact on the sustainability of the project?
14. What are the contributing/limiting factors to the ownership and sustainability of the project? (May be)
15. (After explaining the proposed second phase): Next Phase: Comment on the appropriateness of the proposed the strategic orientation? What needs to be added/improved? Swiss's niche where it can make a difference? What lessons for the AU and the global dialogue? Which steering and monitoring aspects need to be taken for the future? Do you see any areas of cooperation and synergy for the coming phase between the Swiss project and migration programs by other actors?

Other partners and donors

Introduction question on the level of knowledge, engagement, and working relationship with Swiss Project:

1. What is your assessment of the relevance of the project and the priorities it seeks to address?
2. If familiar with the project, as partner which objectives of the project do you think that the project has achieved that needs to be sustained? And what are the indications for that?
3. What are the specific impacts of the project?
4. There is similarity in the overarching objectives of some other projects and the Swiss project, i.e. in terms of aspiring to strengthen governance and the protection of migrant workers? What is your comment on this?
5. What areas of the project do you think the project needs to sustain without external support? Who needs to do what (MS, Donors, IGAD Secretariat)?
6. Within the current migration space, what are the challenges encountered in implementing projects like the Swiss funded migration project?
7. What needs to change to overcome these challenges at different levels?
8. What are the synergies between the Swiss project and your specific program? How do you harmonize your project activities and objectives?
9. Were there important synergies with other projects/initiatives that were built upon/not built upon?
10. Which actions have been taken to enhance the sustainability of IGAD's engagement in this field beyond the Swiss support?
11. Do other programs by other donors have an impact on the sustainability of the project?
12. What are the contributing/limiting factors to the ownership and sustainability of the project?
13. (After explaining the proposed second phase): Ask their comments on the appropriateness of the proposed the strategic orientation? What needs to be added/improved? Swiss' niche where it can make a difference? What lessons for the AU and the global dialogue? Which steering, and monitoring aspects need to be taken for the future? Do you see any areas of cooperation and synergy for the coming phase between the Swiss project and migration programs by other actors?

Member states NCM representatives

1. Tell us the status of the National Coordination Mechanism (NCM) in your country. What are the functions of this coordination agency or ministry when it comes to migration?
2. Which agency/institutions functions as NCM? Which agencies, ministries, and organizations are participating in the existing national coordination structure(s)? Is the national coordination mechanism (NCM) fully functional now?
3. What are the challenges you faced in establishing the NCMs? What kind of support did you receive from IGAD in the process of establishing the NCM or other national migration coordination structures? What specific forms of support do you require for the future in strengthening NCMs or developing migration related policies?
4. What difference/changes did the national coordination structures brought in your country in the field of migration governance?
5. How do perceive the relevance of the Swiss supported IGAD project in relation to priorities of the nation you represent? (As it relates to the NCM, RCP, and RMCC).
6. Give us abroad perspective of migration issues in your country.
7. How does your country participate in regional migration coordination platforms such as the RCP and RMCC? To what extent is your country utilizing these structures? (participation of relevant personnel with technical background; follow up of recommendations, etc)
8. One of comments we received from different stakeholders is the lack of implementing the RCP and RMCC decisions and recommendations in all IGAD Member States. Tell us your reflection on this point. What needs to be done to rectify this challenge of implementing decisions and recommendations from these platforms?
9. How do you evaluate the support made by IGAD on the endeavor to address migration issues in the region especially in capacity building of institutions related to migration?
10. Did you formulate/adopted any policy related to migration with the support of IGAD in the past four years? Tell us the status of the development of a National migration policy and development of migration profile for your country.
11. What should be the focus of the upcoming phase of the Swiss support in relation to what the project did in the first phase? (Building national coordination mechanisms, regional platforms for dialogue and coordination, etc. were some of the areas accomplished during the first phase)

Annex 5: Evaluation Matrix

The following matrix was used by the evaluation team for data collection and analysis. Many of the sub questions stated here under are comprehensively presented under data collection instruments of the evaluation as seen in Annex 4.

Evaluation criteria 1: Relevance			
Key evaluation question	Sub questions to respond to key evaluation questions	Data collection method/Data source	Analytical methods
To what extent are the overall and specific objectives of the projects consistent with beneficiaries' requirements, country needs, regional priorities and partners' and donor's policies?	<p>To what extent does the intervention comply with policies related to IGAD regional migration policy framework and national migration related policy in the IGAD region?</p> <p>Have the strategic priorities/objectives of the project been relevant in relation to IGAD-migration action plan to operationalize the IGAD-RMPF?</p> <p>How important was the intervention of the project in addressing the needs and interests of member states of the IGAD region?</p> <p>Has the project been in compliance with the swiss cooperation strategy in the IGAD region?</p> <p>Has the project been complementary with other Swiss engagement in the field of migration within the Horn of Africa strategy and Swiss migration focus/priorities?</p>	<p>Desk review KII</p> <p>-IGAD-RMPF -IGAD MAP -RMPF RMCC report -Swiss cooperation strategy-Horn of Africa (2013 – 2016) and (2018 – 2021)</p>	Meta-analysis and Context analysis

Evaluation criteria 2: Efficiency			
Key evaluation question	Sub questions to respond to key evaluation questions	Data collection method/Data source	Analytical methods
Are the objectives of the project intervention achieved in cost-efficient manner?	<p>Is the relationship between input of resources and results achieved appropriate enough and justifiable?</p> <p>Were there any alternatives for achieving the same results with less inputs/funds?</p> <p>What are the main obstacles (internal and external factors) that the project faced during the implementation of the project? Has the project been successful in addressing these obstacles?</p> <p>How instrumental was the Swiss secondee to the achievement of the project?</p> <p>What are the lessons with regards to the governance mechanisms of the project (incl. steering and monitoring mechanisms, project set-up etc.)?</p> <p>How efficient is the management of the program? Contributions to an optimal achievement of results?</p>	<p>Desk review KII</p> <ul style="list-style-type: none"> -Year to date (YTD) financial report -Project periodic progress/terminal report -Scope of work of the secondee 	Meta-analysis

Evaluation criteria 3: Effectiveness			
Key evaluation question	Sub questions to respond to key evaluation questions	Data collection method/Data source	Analytical methods
To what extent the project's objectives have been met?	<p>Which objectives could be built-on further, and which objectives (or project aspects) have/have not been met? Yet are still relevant for the respective countries because they are relevant to the needs of the project's key stakeholders.</p> <p>Are there clear gaps that have not been addressed by the project but should have been in order to achieve the objectives?</p>	<p>Desk review KII</p> <p>-Project periodic progress/terminal report</p> <p>-Project implementing agency (IGAD)</p> <p>-SDC</p> <p>-Partners and experts</p> <p>-IGAD member states government representatives</p>	<p>Retrospective analysis Meta-analysis</p>

Evaluation criteria 4: Impact			
Key evaluation question	Sub questions to respond to key evaluation questions	Data collection method/Data source	Analytical methods
Does the project intervention contribute to the achievement of overall project goal/objectives/outcomes?	<p>How did the project contribute to the strengthening of migration and development within the IGAD?</p> <p>How did the project contribute to strengthening migration governance within the IGAD region and are there already any measurable impacts on the ground (policies, laws, protection measures etc.)?</p> <p>How were existing linkages between national, regional (within IGAD but also intra-regional and AU level) and global levels maintained and what new linkages could have been established?</p> <p>To what extent did the project contribute to policy development? Was the project able to influence policy towards compliance with international conventions?</p> <p>Have any important processes been initiated through the project that can be further built on? And/or that could be built upon in the future?</p> <p>Did the project trigger any unintended (negative and positive) effects (in addition to intended outcomes)?</p>	<p>Desk review KII</p> <p>-Project periodic progress/terminal report</p> <p>-Project implementing agency (IGAD)</p> <p>-SDC</p> <p>-Partners and experts</p> <p>-IGAD member states government representatives</p>	<p>Retrospective analysis Meta-analysis</p>

Evaluation criteria 5: Sustainability			
Key evaluation question	Sub questions to respond to key evaluation questions	Data collection method/Data source	Analytical methods
To what extent will activities, results and effects be expected to continue after donor intervention has ended?	<p>To what extent low hanging fruits of the project could continue and member states of the IGAD region implement the IGAD-migration action plan independently?</p> <p>Have durable, long-term processes, structures and institutions (in particular the NCMs and RCPs) been created as a result of the project and to which extent do they contribute to address the needs?</p> <p>Who were the main actors of the project in the respective countries? How have been the various actors performing their respective roles? In what ways has the project contributed towards collaborative working with relevant stakeholders? Did the project carve out a specific niche for its services (if yes: what is the specific value added of the project), different from what other actors are providing?</p> <p>What are the lessons with regards to the governance mechanisms of the project (incl. steering and monitoring mechanisms, project set-up etc.)?</p> <p>Have the capacity building aspects of the project a sustainable impact?</p> <p>What are the contributing/limiting factors to the ownership and sustainability of the project?</p>	<p>Desk review</p> <ul style="list-style-type: none"> -Project periodic progress/terminal report -IGAD-RMPF -IGAD MAP -RMPF RMCC report -Swiss cooperation strategy-Horn of Africa (2013 - 2016) and (2018 - 2021) <p>KII</p> <ul style="list-style-type: none"> -Project implementing agency (IGAD) -SDC -Partners and experts -IGAD member states government representatives -IGAD secondee 	<p>Suitability plan matrix analysis</p>

<p>Which actions have been taken to enhance the sustainability of IGAD's engagement in this field beyond the Swiss support?</p> <p>Do other programs by other donors have an impact on the sustainability of the project?</p> <p>Does the Swiss secondee have a negative/positive impact on the ownership and sustainability?</p> <p>Is the strategic orientation proposed in the concept note for a next phase appropriate, both at national as well as regional level (in view of the context analysis and first phase)?</p>		
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Annex 6: Evaluation Terms of Reference

Contract no. 81054836 (Local Mandate): Evaluation of the Project "Building Regional and National Capacities for Improved Migration Governance in the IGAD Region", 7F-09083, 1.5.2014 – 30.04.2018

Global Program Migration and Development (GPMD) and SDC

1. Background

- The Intergovernmental Authority on Development (IGAD) covering 8 countries¹ in the Horn of Africa is a key partner of Switzerland in the region in the field of peace and security, agriculture, governance and migration. Those are four domains of the Swiss Cooperation Strategy for the Horn of Africa (2018-2021).
- Switzerland has partnered with IGAD in the above mentioned fields since signing a Memorandum of Understanding (MoU) in 2014. Switzerland has been engaged with a Whole of Government (WoGA) approach, supporting IGAD institutionally but also at the program level in a complementary manner².
- The cooperation in the field of migration has been successful. Since 2014, Switzerland (GPMD and SEM) has supported IGAD in its migration programme "Building Regional and National capacities for improved Migration Governance in the IGAD Region", 1.5.2014 – 30.05.2018, with CHF2'287'388 co-funded 50/50 by GDMP and SEM.
- IGAD region has one of the highest concentration of displaced population in the world, comprising both forcibly displaced (asylum-seekers, refugees and IDPs) and migrants. It is also extremely diverse, comprising of areas of economic growth and investment on the one hand, and areas prone to violent conflict, political instability and humanitarian crises on the other. Migration in and from the IGAD region is fuelled by various political, socio-economic and environmental factors. Some migrants use irregular migration channels to flee political unrest, persecution, and conflict, while others leave situations of extreme resource scarcity, including environmental change, drought, crop failure, food insecurity and severe poverty, among others.
- Concretely the results of the first phase consisted in the rolling out of IGAD's migration governance architecture defined in the Regional Migration Policy Framework (RMPF) at both the regional and national level. Key outputs include the establishment and the strengthening of National Coordination Mechanism, the and the Inter-Ministerial Committee on Migration, enhancing dialogue, regional cooperation and information exchange between Member States

¹ Djibouti, Eritrea (currently suspended), Ethiopia, Kenya, Somalia, South Sudan, Sudan, and Uganda

² Support from State Secretariat of Migration (SEM) and SDC Global programme on Migration and Development (GPMD) in the field of Migration, Support from SDC South Cooperation for the institutional support as well as agriculture sector, support from the SDC Global Programme on Food Security in the field of agriculture and support from the Human security division in the field of peace and security and federalism.

on different migration issues through the Regional Consultative Process and the Regional Migration Coordination Committee (RMCC). Also, national migration profiles should be developed and capacity building and advocacy take place to address migration in the Horn of Africa and to mainstream migration into development.

- Member countries continue to face coordination and cooperation gaps to better address the common challenges of mixed migration, to manage migration accordingly, to ensure safer and regular labour migration within the region and beyond, to better engage the diaspora or to enhance the development impact of migration. The capacities within the region are limited, and technical as well as financial support is needed to remedy the situation. Therefore, IGAD has submitted to Switzerland a concept note for the further cooperation 2018-2021 building upon the achievements of the first phase and initiating cooperation in two new areas ; (1) strengthening and institutionalizing the already established mechanisms and processes, (2) promoting south to south mobility within and beyond the IGAD region through negotiations of Inter-REC migration agreements, and (3) improving the protection of disaster displaced persons by mainstreaming human mobility IGAD policies, strategies and frameworks.
- In parallel to the project “Building Regional and National capacities for improved Migration Governance in the IGAD Region” co-funded 50%/50% by GPMD and SEM, SEM also funded a Swiss secondee to IGAD during a two years period, based in Djibouti in the IGAD Secretariat with an IOM contract. This secondee contributed to the implementation of the programme,
- The first phase of the programme has not been evaluated nor reviewed during the past four years. This evaluation should provide GPMD with a sound understanding on key lessons from the current phase and with recommendations (including opportunities, risks and challenges) to be implemented in the subsequent phases of the engagement of Switzerland with IGAD. It should help validate the concept note as well as the implementation of the next phase.

2. Objectives and Expected output

2.1 Evaluations Objectives

- The overarching objective of this evaluation is to assess to what extent the past 4 years of engagement with IGAD have been able to meet the project’s objectives, to assess as well the relevance and efficiency of the project and IGAD’s work in the field of migration in the current context, as well as to validate the concept note for the next phase and inform its implementation.

2.2 Expected outputs of the evaluation

a) Report including:

- Methodology
- Key conclusions related to implementation of the project (relevance, efficiency, effectiveness, impact and sustainability)
- Lessons learned and good practices
- Validation of the proposed concept note 2018-2020
- Conclusions and recommendations related to the implementation of the follow-up phase.

The report will be submitted to SDC in hard copy and as well as an electronic version.

2.3 Evaluation Questions

The following evaluation questions are related to the topics addressed through the programme. All the questions will be addressed both backward and forward looking including recommendations for the future phase.

2.3.1 Achievements and lessons learned:

- Assess the relevance, effectiveness and efficiency of the project in accordance with its indicators;
- Provide an understanding of whether the project's objectives have been met.
- To what extent are the overall and specific objectives of the projects consistent with beneficiaries' requirements, country needs, regional priorities and partners' and donor's policies?
- What are the main obstacles (internal and external factors) that the project faced during the implementation of the project? Has the project been successful in addressing these obstacles?
- Identify which objectives could be built-on further, and which objectives (or project aspects) have not been met, yet are still relevant for the respective countries because they are relevant to the needs of the project's key stakeholders.
- Are there clear gaps that have not been addressed by the project but should have been in order to achieve the objectives?
- Have any important processes been initiated through the project that can be further built on? And/or that could be built upon in the future?
- Did the project trigger any unintended (negative and positive) effects (in addition to intended outcomes)?
- Were there important synergies with other projects/initiatives that were built upon/not built upon?
- Main synergies with other Migration and development programmes in the region (incl. IGAD's ongoing different programmes, Swiss and other donors ongoing different supports,)?
- Complementarity of this project with other Swiss engagement in the field of migration within the Horn of Africa strategy and Swiss migration focus/priorities.
- How were existing linkages between national, regional (within IGAD but also intra-regional and AU level) and global levels maintained and what new linkages could be established?
- How instrumental was the Swiss secondee to the achievement of the project?
- How did the project contribute to the strengthening of migration and development within the IGAD?
- How did the project contribute to strengthening migration governance within the IGAD region and are there already any measurable impacts on the ground (policies, laws, protection measures etc.)?

2.3.2 Partnerships and Governance

- Who were the main actors of the project in the respective countries? How have the various actors performed their respective roles? In what ways has the project contributed towards collaborative working with relevant stakeholders? Did the project carve out a specific niche for its services (if yes: what is the specific value added of the project), different from what other actors are providing?

- What is the perception of the IGAD member states of the efficiency of the project as well as of the work of IGAD?
- To what extent did the project contribute to policy development? Was the project able to influence policy towards compliance with international conventions?

2.3.3 Project governance:

- What are the lessons with regards to the governance mechanisms of the project (incl. steering and monitoring mechanisms, project set-up etc.)?
- How efficient is the management of the program? Contributions to an optimal achievement of results?
- Assess the set up regarding the Swiss secondee (IOM contract based in IGAD Secretariat)

2.3.4 Country specific contexts and regional aspects

- Which changes in the national and regional context (such as the Nairobi declaration, the closing Dadaab refugee camp in Kenya, Voluntary repatriation programmes of Somali refugees from Kenya to Somalia, new stakeholders engagement on displacement with a development lense (World Bank)) were the most important and what effects may they have caused on the project? Which adaptations have been taken?
- To what extent is the broad political context taken into account in the project?

2.3.5 Sustainability and ownership

- Have durable, long-term processes, structures and institutions (in particular the NCMs and RCPs) been created as a result of the project and to which extent do they contribute to address the needs?
- Have the capacity building aspects of the project a sustainable impact?
- What are the contributing/limiting factors to the ownership and sustainability of the project?
- Which actions have been taken to enhance the sustainability of IGAD's engagement in this field beyond the Swiss support?
- Do other programs by other donors have an impact on the sustainability of the project?
- Does the Swiss secondee have a negative/positive impact on the ownership and sustainability?

2.3.6 Validation and recommendations for a next phase:

- Is the strategic orientation proposed in the concept note for a next phase appropriate, both at national as well as regional level (in view of the context analysis and first phase)?
- On the basis of the context analysis: Are the gaps and needs that the next phase propose to address covered are there any additional ones?
- What are the niches where Switzerland can make a difference?
- What are policy areas where important lessons can be drawn for the continental (AU level and intra-regional) as well as global dialogue?
- Which steering and monitoring aspects need to be taken into consideration in the next phase?
- Would the renewal of a Swiss secondee be an instrumental support to the implementation of the project in the next phase? What would be the added value?

2.4 **Expected outputs/Deliverables:**

The consultant team will deliver an evaluation report of the findings and recommendations; this material will be used for the validation of the concept note and implementation of the next phase. It will also inform the further cooperation with IGAD in the field of migration in general. This report should not exceed 20 pages (without annexes). Specific questions will be answered at a briefing session. A debriefing session with SDC's GPMD and SEM might be organized after the delivery of the draft final report.

3 Methodology, Scope and Guiding Principles

3.1 Methodology

The review is expected to include a desk review on the basis of project documents, progress reports as well as field visits, bilateral interviews with stakeholders and multi-stakeholder meetings. The consultant should get in direct contact with persons directly involved in the IGAD Programme at headquarters (SDC, SEM) and at country levels (Embassies/SDC) as well as with selected persons from involved parties (governments, international organizations, etc.). A list will be submitted.

The consultant will propose the appropriate methodology in order to address the key questions mentioned above.

Relevant documents will be provided by GPMD/SEM at the beginning of the evaluation. Further documents can be shared, if requested by the evaluator.

3.2 Scope:

This evaluation covers the period of the single phase 2014-2018. The recommendations should help GPMD and other actors of the Swiss administration to validate the proposal for the next phase 2018-21 and inform the dialogue with IGAD in the field of migration. The consultant is expected to maintain confidentiality of data, anonymity of responses; and apply high ethical and professional standards.

3.3 Principles

This evaluation should be guided, as appropriate, by the DAC criteria (relevance, effectiveness, efficiency, impact, and sustainability) as laid out in the DAC Principles for Evaluation of Development Assistance, as well as DAC's Quality Standards for Development Evaluation.

4. Consultant team and procedure

4.1 Professional Qualifications of the Evaluators

The consultant conducting the evaluation should have excellent knowledge in the fields of evaluation methodologies with focus on policy dialogue beyond national level realities, migration management as well as of Migration and development related programs and principles. The consultant should have Masters equivalent or higher degree in development-related disciplines, plus a minimum of 8 years of relevant professional experience.

The consultant will be joined by National program officers of the SDC office of Addis and Nairobi as well as by SEM from the Swiss embassy in Khartoum during the process (participation to interviews in their respective countries, review of the drafted report, etc.).

4.2 Selection process

The consultant is invited to propose the methodology and timeline for the present review in a **technical offer** as well as a **financial offer** providing the details on financial means required for the exercise.

On all budget items SDC's standards and regulations have to be respected.

The proposed methodology will be discussed with the SDC/SEM to allow for suggestions and feedback to be integrated in the final document.

4.3 Timeline and resources:

Milestones	Working days
Desk review and briefing with SDC/SEM	5
Review mission (incl. travel)	10
Draft and final report	6
Debriefing	1
Total	22

The proposed timeframe is between 23.04 – 17.05.2018 (earliest start and latest end, duration variable and depending on duration of the review). This period includes preparatory work, field work, drafting and submission of the draft report.

Annex 7: Project result framework matrix

Objective Hierarchy	Indicators	Baseline and Target	Assumptions
<p>Objective:</p> <p>The migration governance has been improved and the protection of migrants enhanced, thus supporting the regional development and integration process, by strengthening the regional and national capacities for the implementation of the Regional Migration Policy Framework.</p>	<ol style="list-style-type: none"> 1. Enhanced migration management capacities at the regional and national level 2. Increased cooperation at national level between ministries with migration functions 3. Enhanced dialogue at the regional level. 4. Increased attention to and action on addressing mixed migration 	<p><u>Baseline</u></p> <ol style="list-style-type: none"> 1. No IGAD Member States with functional national mechanisms for migration <p><u>Target</u></p> <ol style="list-style-type: none"> 1. The RMCC and the RCP that enhances cooperation on issues of migration governance 2. Attention to mixed migration at highest decision making levels of IGAD 3. Awareness and application of the RMPF by member states 	<p>Migration governance remains a priority for IGAD member states.</p>
<p>Outcome 1:</p> <p>Migration governance has been improved in the</p>	<ol style="list-style-type: none"> 1. Number of functional National Consultative Mechanisms in place 2. Number of internal coordination meetings on 	<p><u>Baseline</u></p> <p>Absence of or weak Comprehensive National Coordination</p>	<p>Member states appreciate and act on the need for inter-ministerial</p>

Objective Hierarchy	Indicators	Baseline and Target	Assumptions
region through establishing/strengthening strong platforms / mechanisms for cooperation on migration governance including migration and development	<p>Migration held at the national level</p> <p>3. Decisions taken by national coordination mechanism on aspects of migration governance</p>	<p>mechanisms on Migration at the National Level.</p> <p>Target</p> <p>Cooperation between government agencies with migration functions.</p>	cooperation on migration.
<p>Output 1.1:</p> <p>Organization and facilitation of regular meetings of National Consultative Conferences (NCCs) in all IGAD Member States</p>	<p>1. Strengthened comprehensive national joint migration management mechanisms</p> <p>2. Number of national consultative conferences held</p> <p>3. ToRs for the National Consultative Mechanisms (NCMs) revised or updated</p> <p>4. Civil Society participation in the National Migration discourse</p> <p>5. Increased range of migration themes addressed through the NCCs</p>	<p>Baseline:</p> <p>Existing NCMs do not address Migration in a Holistic Manner (e.g. Ethiopia has taskforce on human trafficking-but that may not necessarily look at mixed migration)</p> <p>Target</p> <p>Improve the comprehensiveness of NCMs both in terms of participation as</p>	Member states embrace and act on national interagency processes on migration

Objective Hierarchy	Indicators	Baseline and Target	Assumptions
		well as issues addressed.	
<p>Output 1.2:</p> <p>Establishment of National Consultative Mechanisms (NCM) in IGAD Member States that do not have such mechanisms currently</p>	<ol style="list-style-type: none"> 1. Preliminary assessment on other related initiatives in the concerned countries including mapping of agencies/stakeholders 2. ToRs developed by member states for the NCM 3. National Consultative Conferences on Migration held 4. Number of functional inter-ministerial and inter-agency coordination mechanisms initiated 	<p>Baseline</p> <p>NCMs on Migration do not exist in most IGAD Member States</p> <p>Target:</p> <p>Establish Coordination platforms at the National level to improve the coherence in addressing Migration issues.</p>	<p>Member states embrace and act on national interagency processes on migration</p>
<p>Output 1.3:</p> <p>Drafting and validation of a national model migration policy</p>	<ol style="list-style-type: none"> 1. A national model migration policy for the IGAD Members States has been drafted 2. A validation workshop of senior experts has been organized and the draft validated 	<p>Baseline</p> <p>No IGAD member state has currently a comprehensive migration policy</p>	<p>The relevance of a comprehensive policy is recognized</p>

Objective Hierarchy	Indicators	Baseline and Target	Assumptions
	3. The validated model has been discussed at a RCMM / RCP meeting.	<p>Target:</p> <p>The ground work has been prepared for national migration policy development initiatives</p>	

Activities:

1. Desk review of institutional frameworks on migration in IGAD member states
2. Preliminary consultative meetings for the establishment and strengthening of NCMs
3. Regular meetings of NCMs in member states
4. Development of a model National Migration Policy
5. Validation workshops for the model national migration policy

	Indicators	Baseline and Target	Assumptions
<p>Outcome 2</p> <p>A continuous regional cooperation and dialogue on migration has been established through the Regional Consultative Process (RCP) and the Regional Migration</p>	<ol style="list-style-type: none"> 1. Number of inter-governmental (bilateral) arrangements reached on Migration related issues especially on mixed migration 2. Number of decisions and recommendations of the RCP and RMCC 	<p>Baseline</p> <p>Limited regional cooperation to address Migration issues</p> <p>Target</p>	<ol style="list-style-type: none"> 1. Member states embrace bilateral and multilateral approach in addressing Migration 2. Political stability in IGAD Member States

Objective Hierarchy	Indicators	Baseline and Target	Assumptions
Coordination Committee (RMCC)		Institutionalized and regular inter-state cooperation across the IGAD Region	
<i>Output 2.1</i> Regular dialogue on migration among IGAD Member States as well as with other relevant Regional Economic Communities under the umbrella of the IGAD Regional Consultative Process (IGAD RCP)	<ol style="list-style-type: none"> 1. 2 RCP meetings held annually 2. Number of implemented recommendations within the framework of the RCP 3. Number of RMPF themes covered by the IGAD RCP i.a on migration and development 	<u>Baseline</u> Annual IGAD RCP Meetings held for the past 2 years <u>Target</u> Institutionalized and strengthened Regional Dialogue on Migration	1. Member states embrace bilateral and multilateral approach in addressing Migration 2. Political stability in IGAD Member States
<i>Output 2.2</i> Strengthened Regional Migration Coordination Committee (RMCC)	<ol style="list-style-type: none"> 1. 2 annual RMCC meetings 2. Number of decisions of RMCC forwarded to the IGAD council of ministers for adoption 3. Number of capacity building trainings conducted for the RMCC 	<u>Baseline</u> Irregularity of RMCC meetings and limited cooperation; need for capacity building in areas of border management and labor migration	1 Member states embrace bilateral and regional approach in addressing Migration

Objective Hierarchy	Indicators	Baseline and Target	Assumptions
		<p>Target</p> <p>Enhanced capacity of the RMCC to support the Migration discourse in the region</p>	<p>2 Political stability in IGAD Member States</p>

Activities:

1. Preparation of annual expert papers on RCP themes
2. 2 meetings annually of the IGAD RCP
3. Bi-annual meetings of the RMCC
4. Organisation and implementation of training(s) on select themes in labor migration and border management for the RMCC
5. Tracking the implementation of the RCP recommendations in each Member State (with its collaboration)
6. Tracking of adoption by the IGAD Council of Ministers of decisions of the RMCC forwarded and their implementation by each Member State

	Indicators	Baseline and Target	Assumptions
<p>Outcome 3</p> <p>Mixed migration and other related phenomena such as</p>	<ol style="list-style-type: none"> 1. Establishment of partnership with the Regional Mixed Migration Committee 2. Dialogue on Mixed Migration within the RCP 	<p>Baseline</p> <p>IGAD largely absent from the mixed migration agenda</p>	<p>1. Member states are convinced about the relevance of the</p>

Objective Hierarchy	Indicators	Baseline and Target	Assumptions
<p>climate change and disaster induced displacement in the region is better addressed and migrants better protected by enhanced capacities of key stakeholders and improved awareness. Capacity to mainstream migration into development policies is improved.</p>	<ol style="list-style-type: none"> 3. High level dialogue (ministerial) between IGAD member states and relevant Gulf countries 4. Participation of IGAD at the Nansen Initiative consultations 5. Training sessions on international migration law for member states with a focus on protection 6. Training on migration and development for relevant stakeholders in the IGAD region 7. Policy briefs prepared on mixed migration 	<p>Target</p> <p>IGAD uses its political leverage to raise the issue of Mixed Migration flows and engages its Member States and builds their capacity to tackle the issue</p>	<p>2. issue in the region.</p> <p>2. Willingness to cooperate by other existing initiatives working on Mixed Migration in the region</p>
<p>Output 3.1</p> <p>In partnership with the Regional Mixed Migration Secretariat (RMMS), develop and hold trainings on mixed migration</p>	<ol style="list-style-type: none"> 1. Participation and engagement with the Regional Mixed Migration SecretariatSeveral trainings have been organized 2. Member states are better equipped to monitor mixed migration and manage related data 	<p>Baseline:</p> <p>IGAD member states are currently not sufficiently involved in and have limited capacities for the monitoring and addressing of mixed migration</p> <p>Target</p>	<p>Existing initiatives working on Mixed Migration in the region cooperate with IGAD</p>

Objective Hierarchy	Indicators	Baseline and Target	Assumptions
		IGAD works in tandem with the RMMC to gather information and respond to Mixed Migration issues in the region	
<p><i>Output 3.2</i></p> <p>Awareness raising and advocacy on mixed migration (MM) to address MM amongst IGAD member states enhanced</p>	<ol style="list-style-type: none"> 1. Ministerial Conference held between IGAD member states, Yemen and relevant Gulf countries 2. Number of policy briefs prepared on MM for IGADs decision making organs 3. IGAD's participation at the Nansen Initiative consultations on disaster induced cross border displacement 	<p><u>Baseline</u></p> <p>Limited dialogue at high political level on mixed migration within IGAD member states and with relevant Gulf countries and Yemen.</p> <p>Absence of framework for assistance and protection for disaster induced displaced populations</p> <p><u>Target</u></p> <p>Increased awareness and political decision made to address Mixed</p>	<ol style="list-style-type: none"> 1. Member states appreciate the relevance of the issue in the region. 2. Political stability in IGAD Member States

Objective Hierarchy	Indicators	Baseline and Target	Assumptions
		Migration issues in the region	
<p>Output 3.3</p> <p>Training conducted for IGAD member states on international migration law (IML) with focus on protection as well as on migration and development</p>	<ol style="list-style-type: none"> 1. Number of officers of member states trained 2. A training manual adapted for the IGAD region on international migration law 	<p>Baseline:</p> <p>Limited knowledge on IML and on migration and development</p> <p>No curriculum at the regional level on IML</p> <p>Target:</p> <p>Knowledge on IML and on migration and development increased</p>	<p>Information on Mixed Migration flows is accessible through various channels</p> <p>1.</p>
<p>Activities:</p> <ol style="list-style-type: none"> 1. Training of member states on mixed migration with the RMMS 2. Ministerial conference on Mixed Migration for IGAD Member States and relevant Gulf countries and Yemen 3. Development of policy briefs on mixed migration for IGAD decision making organs 4. Trainings organized and conducted for relevant officers on International Migration Law 5. Training on migration and development for relevant stakeholders in the IGAD region 6. Development of a training manual on IML 7. Engagement with the Nansen Initiative on disaster induced Cross Border displacement 			

