

ENHANCING THE CAPACITY TO MAINSTREAM ENVIRONMENT AND CLIMATE CHANGE WITHIN WIDER FRAMEWORK OF MIGRATION MANAGEMENT IN WEST AND CENTRAL AFRICA

FINAL INTERNAL EVALUATION



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Project Summary

Project Type	Migration, Environment and Climate Change (NC)
Executing Agency	International Organization for Migration (IOM)
Project Identification	NC.0030
Grant Reference ID	4000002175
Geographical Coverage	West and Central Africa
Beneficiaries	IOM staff members in West and Central Africa : Regional Migration, Environment and Climate Change focal points network, Regional Thematic Specialists, Regional Resource Management Officers, Regional project managers of reintegration, Procurement, and logistics officers, Regional office key-staff : RTSs, RRMO, Regional PMs, all the staff of Dakar's country and regional offices
Partner(s)	Trees for the Future, Gaston Berger University of Saint-Louis, Assan Seck University of Ziguinchor, Rural Development Department of Kebemer, GRDR, International Labour Office Mauritania, U.S. Peace Corps, Centre de Suivi Ecologique, Rufisque County Council, Yenne Municipal Council
Management Site	IOM Senegal
Concerned Regional Office(s)	IOM West and Central Africa
Project Period	1st January 2019 – 31st December 2020
Total Confirmed Funding	200 000 US dollars
Evaluators	Abderrahim EL Moulât, Regional Monitoring & Evaluation Officer, IOM Dakar Hélène Benga, Assistant M&E Officer, IOM Dakar

ACRONYMS

AU	African Union
CADRI	Capacity for Disaster Reduction Initiative
CN	Concept Note
CoM	Chief of Mission
GCM	Global Compact for Migration
M&E	Monitoring and Evaluation
MECC	Migration Environment and Climate Change
MiGOF	Migration Governance Framework
MIRAC	Migration Resource Allocation Committee
NCE	No Cost Extension
RMOs	Resource Management Officers
SDG	Sustainable Development Goals
SRF	Strategic Results Framework
ToC	Theory of Change
WCA	West and Central Africa

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EXECUTIVE SUMMARY

The project « *Enhancing the Capacity to Mainstream Environment and Climate Change in the WCA Region* », implemented by IOM Senegal between January 2019 and December 2020, partially attained its ultimate objective to increase IOM capacity to support the key local and national stakeholders in designing and implementing MECC related initiatives while also mainstreaming environment and climate change into other IOM's key areas of intervention.

The internal final evaluation relied on a mostly qualitative approach, surveying the main project beneficiaries and stakeholders on their experience with the project, and describing any changes to its internal and external contexts and how they impacted the attained results.

The main findings and recommendations of the evaluation are:

Relevance

According to most respondents, the project is still highly relevant, with the need to build the capacity of IOM country offices in the WCA region on the mainstreaming of the MECC nexus being in line with IOM strategic priorities at the global, regional and national levels.

The project, through the training workshop and the continuous support of the Regional MECC Specialist, responded to the needs of the direct beneficiaries (MECC focal points), as well as to the priorities of the Senegalese Government thanks to its support to the 9th World Water Forum and to the development of the National Risk Prevention Strategy.

The project model and chain of results remain highly relevant for this type of interventions, building IOM regional MECC capacity while exploring and mapping partnerships and piloting good environmental practices to be disseminated and emulated. Nonetheless, the ultimate objective of the project could have been more far-reaching, capturing, on the longer-term, the project's contribution to the relevant MECC-related Sustainable Development Goals (SDG) and/or to IOM strategic frameworks

Recommendation 1.

When designing future similar interventions, ensure that the project's higher-level ultimate objective is aligned with the relevant MECC-related SDGs and/or IOM global or regional strategic objectives and results.

Coherence

The project is aligned with IOM key global and regional frameworks (MiGOF, GCM, SRF, IOM MECC Institutional Strategy), directly or indirectly contributing to their strategic objectives and priority engagements. 2.2 At the regional level, the project is aligned with IOM WCA Regional Strategy (2020-2024) and its results are expected to directly contribute to the strategy's second and sixth strategic priorities.

The project is also in line with United Nations' global approach to environmental protection and is expected to contribute to the achievement of the Sustainable Development Goals (SDGs) #1 (End poverty), #12 (Sustainable consumption), #13 (Climate Action), #14 (Marine resources) and #15 (Life on land).

Effectiveness

A relative quantitative and qualitative improvement of IOM capacity in the region to design and implement MECC focused interventions can be observed. However, the importance of MECC interventions in IOM projects portfolio remain very limited in terms of funding and number of active projects.

The regional MECC workshop was successful in improving the understanding of country MECC focal points of the thematic area and in laying the foundations for a regional network of MECC specialists. Nonetheless, the main weaknesses hindering a significant increase in the organizational capacity of IOM in the WCA region to mainstream the MECC nexus is the high turnover of IOM staff in the region, the lack of sufficient specialized MECC staff, as well as the lack of a clear and consistent strategy to build such capacity.

Recommendation 2.

Provide the regional MECC unit and country offices with the adequate human and financial resources to attain a realistic level of improvement of the organization's capacity to mainstream the MECC nexus and to support government and civil society partners on the thematic area.

Little evidence is available on the results and Impacts of the limited project activities on environmental sustainability in Senegal. While a 'Green Office Group' was created and conducted some activities, their results are difficult to assess,

and the absence of a clear strategy threatens the sustainability of any potential immediate impacts.

Recommendation 3.

Reactivate the 'Green Office Group' in Senegal, with clear and measurable objectives, an action plan and proper monitoring and follow-up to ensure the sustainability of any expected results.

Efficiency

Despite delays in staff recruitment and implementation challenges due to COVID-19, the project was generally well managed, with the leading and supporting role of the Regional MECC Specialist being praised by the evaluation respondents.

According to most evaluation respondents, the human and financial resources were enough to attain the project's observed results. Nonetheless, considering its very limited results and expected longer-term impacts, the second component of the project (Environmental Sustainability) may seem relatively disproportionate in terms of financial resources allocated to its activities.

Sustainability

At its design phase, the project lacked a clear and explicit exit strategy to ensure its produced outputs,

outcomes and impacts will be sustained after the end of its activities.

Recommendation 4.

Ensure any similar future project has a clear exit strategy to ensure its results are sustained after the end of its implementation.

The limited human and financial resources remain an important obstacle hindering any sustainable and substantial increase in IOM capacity to mainstream MECC in its interventions and support government and civil society stakeholders.

Self-assessment of the Regional MECC Strategy (2019-20) shows significant achievements against priority areas. However, there is a need for a multi-year MECC Regional Roadmap to better articulate IOM ambitions and expected long-term outcomes in relation to the MECC thematic in the region.

Recommendation 5.

Develop a specific multi-year Regional WCA MECC Roadmap articulating IOM ambitions in the region and its expected strategic MECC objectives and outcomes. The roadmap should be regularly monitored and updated, as well as evaluated at the end of its cycle.

INTRODUCTION

Evaluation Context

With significant intraregional migration flows, but also internal displacement, migration in West and Central Africa (WCA) is characterized by multiple drivers. Besides economic opportunities, conflict, and instability, environment is more and more acknowledged as one of the major drivers of migration. Located in one of the most climate-vulnerable areas of the world, many countries of the region are exposed to climate-related events and environmental degradation. These slow-onset and sudden events impact individual livelihoods, communities' resilience, national economies, and migration patterns. As migration and environment are usually taken into consideration one separated from the other, Migration Environment and Climate Change (MECC) nexus need to be taken as a whole, to be addressed efficiently.

With support from the Regional Office (based in Dakar), IOM Country office in Senegal implemented a project that was intended to contribute to strengthening the intervention capacity of key IOM staffs in the region on the MECC thematic. The project, funded by the Government of the Netherlands and allocated by the Migration Resource Allocation Committee (MIRAC), provided WCA IOM staffs with a capacity building program to support them in developing MECC strategies and projects, to strengthen partnerships in other MECC related areas of expertise, and to initiate environment sustainable good practices. The successful implementation of the project was intended to allow IOM staffs to support the key local and national stakeholders in designing and implementing MECC related initiatives while also mainstreaming environment and climate change into other IOM's key areas of intervention.

The project was implemented around three main components with their respective outcomes:

- **Outcome 1.** IOM country offices in the WCA demonstrate expertise to address the MECC nexus and have a strategic vision to address MECC challenges.
- **Outcome 2.** IOM staffs in WCA have improved its ability to undertake environmentally sustainable good practices at the office and in projects.
- **Outcome 3.** IOM in Senegal has positioned itself as a key institutional coordinator regarding the MECC nexus in the region

The project, with a total budget of 200,000 USD, was implemented by IOM Dakar country office between January 1st, 2019 and December 31st, 2020. Due to the COVID-19 pandemic, the project underwent two No-cost Extensions (NCEs) in January and July 2020. Reference is made in the following of this report to the pandemic and its consequences when relevant.

Evaluation Objectives & Scope

This final internal and independent evaluation is commissioned by IOM Senegal as part of its contractual engagement with the donor. It is conducted to assess the overall performance of the project, including the extent to which the project's activities and outputs were achieved and if and how they contributed to any observed outcomes. More specifically, the objectives of the evaluation are to:

- Assess the extent to which the project's model and implementation approach were relevant to its expected outcomes and objectives;
- Examine to what extent the project has contributed to the strengthening of relevant IOM staff in the region on MECC thematic planning and programming;
- Examine the effectiveness, efficiency and sustainability of the project;
- Identify best practices and formulate recommendations for future similar interventions in the region and/or globally.

The evaluation findings and recommendations can be used by IOM country and regional offices in Senegal and the WCA region for their planning and programmatic efforts. They can be useful to the donor to

assess the alignment of the project with its orientations and priorities, to integrate the evaluation learnings in its programming and to potentially replicate its model and implementation approach.

The evaluation covers the full project implementation period from 1st January 2019 to 31st December 2020 in Dakar IOM country and regional offices.

Evaluation Questions

The evaluation was conducted in accordance with five out of the six OECD-DAC evaluation criteria (Relevance, Coherence, Effectiveness, Efficiency, Sustainability). These criteria are assessed against the overall objective and specific goals set within the project's log frame and theory of change. Specific evaluation questions include:

RELEVANCE	<ul style="list-style-type: none"> - Is the project responding to the needs of its primary beneficiaries (relevant IOM staff in the WCA region)? - To what extent are the project's model and approach relevant?
COHERENCE	<ul style="list-style-type: none"> - (Internal Coherence): To what extent the project synergizes and interlinks between other interventions being implemented by IOM regarding the project's thematic area and is aligned with IOM global and regional strategic frameworks? - (External Coherence): To what extent the project synergizes and interlinks between interventions of the Government and donor communities regarding the thematic area?
EFFECTIVENESS	<ul style="list-style-type: none"> - Have the project outputs and outcomes been achieved in accordance with the stated plans? - What were the main factors who impacted the attainment of the desired outcomes of the project?
EFFICIENCY	<ul style="list-style-type: none"> - Were the designed activities, implementation and other resources in terms of time, finance and expertise adequate to achieve sustainable project objectives and results? - How well were the project's resources (funds, expertise and time) being converted into results?
SUSTAINABILITY	<ul style="list-style-type: none"> - What mechanisms did the project put in place to guarantee sustainability of the benefits generated continues once external support ceases? - Do partners have the financial and technical capacity to maintain the benefits of the project to guarantee sense of ownership and interest in the sustainability?

EVALUATION METHODOLOGY

Evaluation Approach

Given the nature of the project and its intended objectives, the evaluation followed a mostly qualitative approach, surveying the main project beneficiaries and stakeholders on their experience with the project, and describing any changes to its internal and external contexts and how they impacted the attained results. The project theory of change (ToC) was reviewed by the evaluator to assess the extent to which it reflects its approach, and used to test the links between the project's activities, outputs and outcomes, and how the project contributed to the achievement of the observed results. When relevant, qualitative data were complimented by quantitative information on IOM project production in the region on MECC thematic area. The evaluation Matrix can be consulted in Annex 1.

To address the evaluation questions, the study relied on qualitative data, either directly collected by the evaluation consultants or provided by the project staff:

- **Desk Review** - A detailed analysis of the project documents initially assessed the extent to which the project is aligned with the identified needs and the priorities of its main stakeholders (IOM, the project partners), as well as the coherence of the interventions and the synergies created with the various partners to ensure the sustainability of its results. Project documentation included the project document and logical framework, the project budget, the interim financial and narrative reports, activity reports, documents related to the project's outputs such as visibility material, relevant brochures and other publications related to the project.
- **Interviews with key-informants** – including with the regional MECC specialist, with the project management team¹ and with a sample of IOM country offices MECC focal-points (five respondents). A total of nine in-depth interviews were conducted remotely with the project management and a sample of its key-beneficiaries.
- **Project data** – The quantitative data on MECC projects developed and implemented by IOM in the region between 2017 and 2022 were extracted from IOM corporate database (PRIMA for All) and analyzed to assess whether and how IOM project 'production' on MECC thematic areas progressed after the project activities and the extent to which any improvement can be attributed to the project.
- **Direct Observation** – as staff members at the country office, the evaluation team has a direct experience with the Green Office initiative, had access to its services and developed some kind of perception on the changes it might have induced within the office. This personal experience will be triangulated with other data sources.

The fieldwork data collection phase of the evaluation was conducted by the two internal evaluation experts in May 2021, with all the interviews conducted remotely given the situation related to the outbreak of the COVID-19 pandemic during this period.

Data Analysis

Both the collected interview data and the data extracted from the exhaustive document review were uploaded into a qualitative data analysis software (Qualcoder) for coding and analysis. The qualitative data were analyzed iteratively, following both a deductive and inductive approach. First, the evaluation data were coded using a preliminary coding book based on the project ToC and the evaluation questions. This initial coding identified in the data the central themes and categories articulated in the project logic model and/or the evaluation questions. The coding scheme was, subsequently, further refined by carefully reviewing the qualitative the data and capturing any emerging thematic or trend not initially accounted for by the project theory. The quantitative data on IOM MEEC projects between 2017 and 2022 were analyzed

¹ The international project assistant who had left the project and IOM by the time of the evaluation could not be reached by the evaluation team for an interview.

to identify any trends in terms of projects development and implementation before and after the project, disaggregated by countries, donors, etc.

Evaluation Limitations

The following limitations should be accounted for when interpreting the results and findings of the evaluation and mitigation measures were adopted to alleviate their impact on the quality of the final product of the evaluation:

- **Remote data collection:** Due to the pandemic situation during the evaluation data collection phase, all interviews with the evaluation stakeholders were conducted remotely via videoconference. This 'non-traditional' remote interviewing mode might cause losses related to absence of non-verbal cues, to technological issues or to challenges in building the rapport between the interviewer and the interviewee, hence threatening the quality of the collected data. However, given the lockdown situation of the period, remote data collection constituted the most-efficient way of conducting the evaluation. Any issues with the quality of the collected data were mitigated by following up with the respondents to clarify any aspect of the data and by triangulating the qualitative interview data with other sources of information.
- **Lack of monitoring data:** The evaluation was also confronted to the scarcity of monitoring data regularly and systematically collected on the project implementation and its results. This was mainly due to the conception of the project and its limited resources. This was mitigated by collecting more data on the project results during the evaluation fieldwork phase and by seeking secondary source of information through a review of MECC related initiatives in the region during and after the project completion.
- **Timing of the evaluation report:** Due to staff turnover and conflicting priorities, the evaluation report was drafted by the principal evaluator several months after the data collection. Any issues caused by this delay were mitigated by updating the changes to the project's internal and external contexts, and by surveying new initiatives in the region that can be directly linked to the project.

RELEVANCE

Relevance is the extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.



Finding 1. Amongst all stakeholders, the project was universally endorsed as being highly relevant, with the need to build the capacity of IOM country offices in the WCA region on the mainstreaming of the MECC nexus being in line with IOM strategic priorities at the global, regional and national levels.

Relevance to stakeholders' needs and priorities

- 1.1. The WCA region is recognized as particularly prone to climate change and environmental events such as land degradation, droughts and coastal erosion, impacting more and more human mobility within and across borders, having adverse effects on health, food security, livelihoods and economies. According to the Climate Global Risk Index 2021², countries in the WCA region were consistently ranked in the higher global percentile with regards to levels of exposure and vulnerability to extreme climate events or slow-onset processes during the last 20 years. Consequently, and following the establishment in 2015 by IOM Director General of the MECC Division, IOM WCA regional office was one of the first regional offices to be staffed with a MECC expert, with the ambition to develop and implement a comprehensive approach to migration in the context of climate change, environmental degradation and disasters due to natural hazards, in line with relevant global, regional and national frameworks. The project is, therefore, responding to a direct need in the region to build and enhance the capacity of IOM offices to mainstream the MECC nexus in their interventions and to design and implement new actions responding to the identified challenges in their respective countries.
- 1.2. The project covered 16 IOM country offices in the region, each with a newly designated MECC focal point. Before the training workshop was designed and organized, the MECC focal points in WCA country offices were surveyed on their needs and expectations, and the workshop's modules and sessions responded to these expressed needs to the almost unanimous satisfaction of the workshop beneficiaries³. Being overwhelmingly new to the MECC thematic area, focal points in the region expressed their needs to improve their knowledge about the linkages between climate change and other migration themes, to understand IOM strategy and main frameworks on the theme and to be better prepared to integrate the MECC nexus in their programming, to access relevant funding opportunities and to involve relevant government and civil society partners.



Finding 2. In addition to building MECC capacity in IOM country offices across the WCA region, the project also supported raising awareness on environmental good practices in the region and laid down foundations for partnerships with relevant regional and national stakeholders working on the MECC nexus in the region.

- 1.3. Regarding the environmental sustainability dimension of the project, the creation of the "Green Office Group" in Dakar's regional and country offices, along with its subsequent environmental initiatives, responded to an obvious need; the two offices being, until the project's design and implementation, devoid of any adoption or implementation of environmental standards or initiatives that could serve as a model for other IOM offices in the region in terms of environmental sustainability. Other IOM country offices in the region (Guinea, Ghana, Burkina-Faso, etc.) have already followed suit, with the hopeful expectation that environmental responsibility and sustainability will be better understood and mainstreamed in IOM programming and operations across the region.
- 1.4. Furthermore, and through the third component of the project, the mapping of potential partners and stakeholders working on MECC thematic areas in Senegal and across the region responded to an urgent knowledge gap by enabling MECC focal points to: (a) start building national databases of actors to forge technical, institutional and/or financial partnerships in the MECC field; (b) inform their planning and prioritization exercise regarding MECC mainstreaming with clear evidence ; and (c) have a clear idea of the major events on the MECC nexus during the 2020/21 calendar.

² https://www.germanwatch.org/sites/default/files/Global%20Climate%20Risk%20Index%202021_2.pdf

³ See section 'Effectiveness' of the present report.

- 1.5. Finally, the project responded to the needs and priorities of the Senegalese Government through its engagement with CADRI (Capacity for Disaster Reduction Initiative) Partnership, supporting Senegal government in the elaboration of its National Risk Reduction Strategy.



Finding 3. The project maintained a high relevance as it adapted and responded rapidly to changes in the external environment that required adjustments to its implementation approach.

- 1.6. *Current relevance:* The project maintained a high relevance as, with the adoption in 2021 of IOM Institutional Strategy on Migration, Environment and climate change (2021-30)⁴ and the outbreak of the COVID-19 pandemic during 2020, it was able to respond to changes in its external environment that required adaptations to its implementation approach. Examples of the ‘adaptive management’ approach include the reallocation of funds to support the preparatory process for the 9th World Water Forum, or the conduction of a study on the link between migration and agroecology in West Africa to support future policymaking on migration management, diaspora investments, gender equality and environmental protection. The flexibility of the donor was key to ensure the project timely and properly adapted its implementation approach to its changing context.

Relevance of the project model



Finding 4. The project’s model was overall coherent and its results chain consistent with the expected outcomes and how they should be achieved through its activities and outputs.

- 1.7. The project’s logic model and ToC are sound and coherent, linking its planned activities and outputs to well-articulated results statements, along with their proper gender-sensitive measures and means of verification. During the lifecycle of the project, its logic model was not consequently changed or adjusted to account for its external or internal context, except for the aforementioned activities revised to adapt to the situation created by the COVID-19 pandemic. The project model and chain of results remain, therefore, highly relevant for this type of interventions, building IOM regional MECC capacity while exploring and mapping partnerships and piloting good environmental practices to be disseminated and emulated.
- 1.8. Nonetheless, the ultimate objective of the project could have been more far-reaching, capturing, on the longer-term, the project’s contribution to the relevant MECC-related Sustainable Development Goals (SDG) and/or to IOM strategic frameworks such as the Migration Governance Framework (MiGOF), the Strategic Results Framework (SRF) or the Global Compact for Migration (GCM).



Recommendation 1.

When designing future similar interventions, ensure that the project’s higher-level ultimate objective is aligned with the relevant MECC-related SDGs and/or IOM global or regional strategic objectives and results.

⁴ <https://environmentalmigration.iom.int/iom-strategy-migration-environment-and-climate-change-2021-2030>

COHERENCE

Coherence refers to the compatibility of the intervention with other interventions in a country, sector or institution. Internal coherence addresses the synergies and interlinkages between the intervention and other interventions carried out by the same institution/government, as well as the consistency of the intervention with the relevant international norms and standards to which that institution/government adheres. External coherence considers the consistency of the intervention with other actors' interventions in the same context.

Internal Coherence



Finding 5. The project is aligned with IOM key global and regional frameworks, directly or indirectly contributing to their strategic objectives and priority engagements.

- 2.1 At the global level, the project is aligned with the third principle of IOM MiGOF and contributes to its second objective (*"Good migration governance is based on effective responses to the mobility dimensions of crises"*). It is also in line with IOM GCM's second objective (*"Minimize the adverse drivers and structural factors that compel people to leave their country of origin"*) and contributes to IOM SRF second resilience-related objective and its Long-term Outcome 2A (*"The adverse drivers and structural factors that compel people to leave their homes are addressed or minimized"*). Finally, although the strategy was designed after its design and the start of its implementation, the project is also perfectly integrated to IOM MECC Institutional Strategy, indirectly contributing to its three strategic objectives and more or less contributing to its fourth priority area of engagement (*"As a leading convener, IOM will promote policy coherence and inclusive partnerships to mainstream the inclusion of migration and displacement considerations in the climate change, environment, disaster, and other relevant agendas"*).
- 2.2 At the regional level, the project is aligned with IOM WCA Regional Strategy (2020-2024) and its results are expected to directly contribute to the strategy's second and sixth strategic priorities⁵. It is also in line with its staff development commitment to *"enhance capacity and professional development for all staff through relevant training, cross-departmental learning and investment in critical skills to deliver within their roles, thus better serving the Organization, Member States and beneficiary populations."* The project is part of the expanding IOM MECC portfolio in the WCA region and is expected to lay foundations for a more integration and mainstreaming of climate change considerations in IOM fund-raising and programming in the region⁶.
- 2.3 Finally, at the national level, the project is expected to contribute to national IOM country offices strategies by enhancing their capacity to mainstream MECC in their programming, to build and strengthen partnerships with relevant government and civil society stakeholders and ultimately contribute to relevant SDGs in these countries. In Senegal, the project integrated learnings and mobilized partnerships previously created under the project *"Reintegration and Climate resilience"*, one of the first MECC initiatives to be designed and implemented in the region.

External Coherence



Finding 6. The project is expected to contribute to relevant SDGs related to MECC and is aligned with the government strategic plans governing the thematic area.

- 2.4 The project is in line with United Nations' global approach to environmental protection and is expected to contribute to the achievement of the Sustainable Development Goals (SDGs) #1 (End poverty), #12 (Sustainable consumption), #13 (Climate Action), #14 (Marine resources) and #15 (Life on land). It is also aligned with the African Union (AU) Agenda 2063 and is expected to contribute to its seventh goal

⁵ Respectively : SP #2 *"Build community resilience (including through sustainable reintegration), and protect and empower migrants, returnees and displaced persons in areas of origin, transit and destination and during displacement"* and SP #6 *"Promote a better understanding of legal frameworks and the formulation of coherent regional, national and local migration policies aligned with development strategies, with a particular focus on the protection of migrants in situations of vulnerability"*.

⁶ See 'Effectiveness' section for more details.

(*“Environmentally sustainable and climate resilient economies and communities”*) and its underlying priority areas.

- 2.5 Finally, and as mentioned above, the project contributed, in collaboration with CADRI, to the development of Senegal National Strategy on Risk Reduction and is line with the country’s National Adaptation Plan.

EFFECTIVENESS

Effectiveness refers to the extent to which the intervention achieved, or is expected to achieve, its objectives and its results, including any differential results across groups.

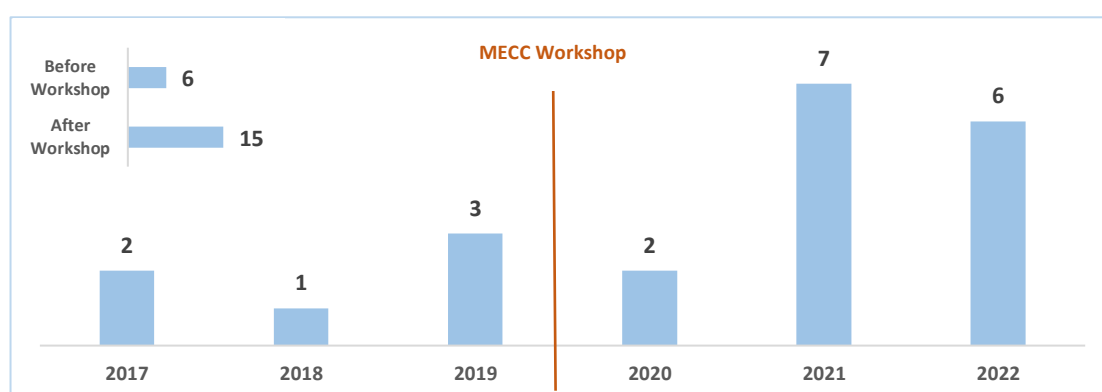
Strengthening MECC Capacity in the Region



Finding 7. A relative quantitative and qualitative improvement of IOM capacity in the region to design and implement MECC focused interventions can be observed. However, the importance of MECC interventions in IOM projects portfolio remain very limited in terms of funding and number of active projects.

- 3.1. The ultimate objective of the project is to strengthen IOM country offices in the WCA region in their capacity to mainstream MECC in their interventions, to develop actions targeting issues related to the MECC nexus and to support national and local relevant institutions and stakeholders in the region to address MECC challenges. A fairly good quantitative indicator of IOM increased capacity in the region on the thematic is the comparative number of concept notes (CN) on MECC project proposals developed by IOM WCA country offices before and after MECC focal-points were trained and started being actively supported by the regional MECC specialist to explore partnerships and funding opportunities related to the thematic area in their countries. Figure 1 below illustrates a sensitive increase (150%) of CNs developed by country offices MECC focal points on various issues related to MECC. Of the fifteen CNs developed since the start of the project implementation, three only were discarded or not funded, five are current active projects and the rest are being transformed into formal project proposals at various stages of development and endorsement⁷. Most new CNs drafted after the workshop were developed by focal points having received the training, supported by the MECC regional specialist.

Figure 1. Number of MECC-related Concept Notes Developed by IOM in the WCA Region Before and after the MECC Workshop



- 3.2. The newly developed CNs on MECC-related issues show a relative diversity of covered countries in the region and a larger variety of specific thematic areas. These include support to climate change resilience of vulnerable communities, support to sustainable reintegration of returned migrants, capacity building of partners to formulate policy responses to environmental issues, support to strengthening national and local disaster preparedness, research on environmental issues, etc. (for the list of CNs developed after the MECC workshop, consult Annex 4 of this report). Nonetheless, while there is also a relative increase in the budgetary envelop of MECC projects in the region, their relative importance within IOM portfolio in the region remain very small. Indeed, as of April 2022, only five MECC projects out of a total of 163 (i.e. 0.03%) were actively implemented by IOM in the WCA region, for an even insignificant proportion of budget (0.002%). It is true that other interventions might and do have some MECC component or dimension so that these figures are not fully representative of the absolute or relative importance of the migration and climate change nexus in IOM portfolio in the region; however, the extent to which this potential systematic

⁷ The quantitative data analyzed here and in the following paragraphs are extracted from IOM projects database (PRIMA) filtering by reporting areas # Climate Change Adaptation and Migration and # Migration and Environment.

mainstreaming of the thematic area is difficult to assess in the absence of more comprehensive data and the absolute and relative figures will remain small.

- 3.3. The progressive enhancement of IOM capacity in the region to mainstream MECC thematic areas in its programming and to support relevant government and civil society stakeholders can also be assessed as qualitatively positive. This has materialized through a set of initiatives and explorations of partnerships at the regional level and in the countries of the sub-region. For instance, and funded by the project, two studies were conducted by IOM and info-sheets developed and disseminated on “Migration and Agroecology” with a special focus on West Africa, and on “Sustainable Waste management in Humanitarian Camps in West and Central Africa”. A regional policy desk review on Environmental Migration, Disaster Displacement and Planned Relocation in West Africa was also developed and published by the regional office (funded by another IOM MECC initiative) and collaborations and partnerships were initiated on the thematic with ECOWAS, ECCAS and other regional organizations. At the country level, Burkina Faso designed and disseminated a first guideline document on mainstreaming the MECC nexus at the municipal and local levels; in Senegal, IOM contributed to CADRI’s diagnosis and supported the development of the National Risk Reduction Strategy and in Guinea Conakry, IOM conducted a study on the Identification of key policy national and regional processes in Guinea through the preliminary analysis of the MECC nexus in the most vulnerable communities.



IOM 'Reintegration and Resilience to Climate Change' Project in Kolda, Senegal

Box 1. IOM Toolkit "Support to the integration of the link between Migration, Environment and Climate Change in local planning in Burkina Faso"

While the link between migration, environment and climate change is a global phenomenon with worldwide ramifications, it is at the local level that the concrete consequences of environmental changes on populations are felt, and that forms of mobility influenced by environmental and climatic criteria are observed.

At the center of a wide range of local actors, local governments are in an ideal position to initiate pilot projects to adapt to climate and environmental change, to implement measures to mitigate the environmental root causes of migration and to propose policies to optimize natural resources.

The toolkit "Support to the integration of the link between Migration, Environment and Climate Change in local planning in Burkina Faso" proposes to support Burkinabe territorial actors in the identification and implementation of local planning integrating the link between migration, environment and climate change.

Produced within the framework of a project financed by the IOM Development Fund, these different materials contain analytical frameworks, practical tools, concrete examples and complementary resources to support the implementation of a territorial diagnosis, a planning and a monitoring-evaluation system adapted to the specific challenges of the different territories.

They follow the elaboration of a preliminary diagnostic study of Bokin and Mané municipalities, respectively located in the North and Centre-North regions of Burkina Faso, allowing not only to establish the profiles of these municipalities in terms of environmental migration, but also to evaluate their room for maneuver in terms of local planning of the Migration, Environment and Climate Change nexus.

Thus equipped, local authorities in Burkina Faso, and more broadly in the Sahel and the region, are in a position to take concrete action, with their partners, to strengthen the resilience of migrants and host communities in the face of current and future social, economic, environmental and climate challenges.



Finding 8. The regional MECC workshop was successful in improving the understanding of country MECC focal points of the thematic area and in laying the foundations for a regional network of MECC specialists.

- 3.4. The main project's activity that contributed to its strengthened capacity outcome of the project is the organization of the four-days MECC focal points training workshop (11-15 November 2019). The workshop was a definitive success, benefitting fifteen IOM country focal points with four participatory sessions on the MECC nexus and the role of the MECC division, the MECC political processes and the implications at national and regional levels, the data and the methodological problems linked to the MECC nexus and the role of research on the MECC nexus in West and Central Africa.



MECC Regional Workshop. Dakar 11-15th November 2019

Satisfaction regarding the workshop's sessions and immediate outcomes, as measured by the post-training evaluation and the interviews with a sample of its beneficiaries, was very high, with the beneficiaries particularly appreciating the review of global and regional frameworks governing the thematic, the presentations by experts and academics, the insights on how to approach the MECC nexus in the region, field visits to projects and partners in Senegal and the brainstorming exercise to identify key priorities in the focal point's countries.

"It's been 14 years I am with IOM, and I worked on many programs and participated in many workshops. I must confess, the MECC training was one of the best I ever attended organized by IOM." **IOM MECC focal Point.**

"I, for instance, was working on agroecology as part of some reintegration initiatives supported by IOM in the country. I was, therefore, very happy to visit agroecology projects in Senegal and meet with the implementing partners, the communities and the local authorities." **IOM MECC focal Point.**

- 3.5. Another outcome of the workshop that MECC focal points particularly appreciated are the links and contacts created with other focal points in the region, exchanging on their respective challenges and experiences. Relationships were maintained after the workshop through a WhatsApp group, and premises of a community of practice in the sub-region on the theme can be observed, without this constituting a well-established or formalized network.

"I gained a foundational understanding of IOM's approach towards the MECC nexus, the global policy processes on the MECC nexus, and local approaches to addressing the MECC nexus in Senegal. Lastly, I was able to network with other WCA MECC focal points and learn about the various projects they are implementing in their country contexts." **IOM MECC focal Point.**

- 3.6. The importance of the regional workshop and the solid engagement of the Regional MECC Specialist notwithstanding, the main weaknesses hindering a significant increase in the organizational capacity of IOM in the WCA region to mainstream the MECC nexus is the high turnover of IOM staff in the region, the lack of sufficient specialized MECC staff, as well as the lack of a clear and consistent strategy to build such capacity. Indeed, almost a year and a half after the workshop, nearly half of the trained MECC focal points already left for other positions in the region or elsewhere, few country offices have a MECC Specialist position and despite all her efforts, the regional MECC Specialist possesses very limited human and financial resources to trigger a significant improvement in IOM MECC capacity in the region. Building and consolidating IOM's capacity on the MECC nexus in the sub-region should be a continuous and well-planned process, with adequate resources at the risk of creating unrealistic expectations with partners and donors.

**Recommendation 2.**

Provide the regional MECC unit and country offices with the adequate human and financial resources to attain a realistic level of improvement of the organization's capacity to mainstream the MECC nexus and to support government and civil society partners on the thematic area.

Environmental Sustainability

Finding 9. Little evidence is available on the results and Impacts of the limited project activities on environmental sustainability in Senegal. While a 'Green Office Group' was created and conducted some activities, their results are difficult to assess, and the absence of a clear strategy threatens the sustainability of any potential immediate impacts.

- 3.7. It is difficult, considering the scarcity of monitoring data, to assess the extent to which the project attained its expected outcome related to environmental sustainability. A "Green Office Group" was, indeed, created in the regional and country office in Senegal, followed by a set of activities such as the training of 18 Resource Management Officers (RMOs) and 16 Project Managers on IOM standards on environment sustainability, the distribution of eco-friendly water bottles and recycled notebooks, the 'Green Wall' in the country office or the conduction and dissemination of a study on humanitarian waste management in West and Central Africa related to IOM's humanitarian interventions. This component of the project was the one that suffer the most from the outbreak of the COVID-19 pandemic, with the meetings of the Green Office Group having to stop and the cancellation of the sensitization campaign on environmental sustainability targeting the office staff. After the return to offices and the end of the project, the Green Office Group seems to have ceased its activities and few enduring impacts can be observed following its activities. Nonetheless, and without necessarily following the regional office lead, other country offices in the region such as Guinea Conakry and Ghana have their own green office groups and are implementing standards and good practices to ensure the environmental sustainability of their activities and program delivery.
- 3.8. Overall, there was little evidence of a deliberate strategy underpinning environmental sustainability, either in IOM offices in Senegal or across the WCA region. The activities conducted in the context of the project can be perceived as one-shot initiatives, with no follow-up to ensure the sustainability of any concrete results. In countries where environmental sustainability norms and good practices are more observed, it seems that it is due to the initiative and leadership of their Chiefs of Mission (CoM) and cannot be linked to a consistent regional framework or strategy. It is worth noting that following a recent reform, environmental sustainability now falls under the responsibility of the Reform & Management Department and is no longer attached to MECC units in the CO or the RO.

**Recommendation 3.**

Reactivate the 'Green Office Group' in Senegal by the RMO, with clear and measurable objectives, an action plan and proper monitoring and follow-up to ensure the sustainability of any expected results.

Strengthened Partnerships

- 3.9. Compared to its level before the project, IOM is currently better positioned to play a more important role as a key institutional coordinator regarding the MECC nexus in the region. The mapping of MECC actors in Senegal and other WCA countries; the elaboration of a 2020/21 calendar of the major events related to the MECC nexus in the region; support to the Migration action group during World Water Forum preparatory process followed by an active IOM participation at the forum in March 2022; engagement in the CADRI partnership and support to the Senegal government to develop the National Risk Reduction Strategy were all activities conducted as part of the project intending to explore partnerships and raise IOM institutional visibility and credibility on the thematic area.

- 3.10. This relative improvement in IOM's portfolio of partnerships in the region, in conjunction with the improvements in individual and institutional capacities have been at least partly responsible for the above-mentioned increase in IOM MECC-related programming and initiatives in the WCA region. However, they do not seem to be part of or the result of an integrated and comprehensive MECC regional roadmap or strategy in the WCA region⁸.

Box 2. 9th World Water Forum in Dakar

First time migration is officially included in the World Water Forum process. IOM's engagement in the World Water Forum preparation has been continuous for the last two years. The MECC Regional Thematic Specialist for West and Central Africa was appointed coordinator of the World Water Forum Action Group 2F on Water and Migration to facilitate intersectoral dialogue. Senegal's country office was also actively engaged in the efforts to facilitate policy and technical dialogue. During the World Water Forum, the Action Group 2F organized three thematic sessions on the migration and water nexus, including one led by IOM on policy coherence regarding the migration-water nexus in the context of rural development. Three other events in the forum also covered this nexus. One key message on the migration and water nexus already figures amongst the key messages submitted to the High-Level Panel of the Key Roundtable on Priority 3: Water for Rural Development: 'Enhance knowledge and policy coherence on migration, water, climate, and rural development'. At the initiative of IOM and supported by the WWF Executive Secretariat, an outlook and recommendations on the migration and water nexus in the context of rural development in Africa are currently under preparation. These outputs will be used for future engagement in other policy forums, including IMRF, UNCCD COP 15, UNFCCC COP27 and the United Nations 2023 Water Conference.

Influencing Factors

- 3.11. A certain number of internal and contextual positive or negative factors influenced the attainment of the project's outputs and outcomes. These include:

Positive Factors

- ✓ **The engagement of the MECC Regional Specialist** and her continuous support to the project team throughout its implementation and beyond was pivotal to the achievement of its objectives and outcomes and will remain important to sustain these results.
- ✓ **The project management team**, despite the unexpected challenges, demonstrated high competency, adjusted the activities to the changing context and delivered quality activities and outputs. The recruitment of the Program Manager in Senegal Country office was particularly key, with the PM playing a leading role in the project delivery and continuing to manage important MECC initiatives in the office.
- ✓ **The quality of the MECC regional workshop** was highly praised by the beneficiaries and directly impacted their capacity to work on the thematic area. Particularly appreciated was the balance between theory and real-life examples and practices, the presence of external experts, visits to projects in the field, exchange on experiences and contacts with implementing partners and beneficiary communities.
- ✓ **IOM Senegal Office staff engagement** in the "Green Office Group" was initially strong before being impacted by the pandemic and its consequences. For instance, the 'Green Wall' was an initiative by the Senegal Country Office with an active participation from the office staff.

Negative Factors

- **The Covid-19 pandemic** had a negative impact on the project's implementation, as well as on the achievement of some of its outcomes. The project's activities had to be stopped for almost six months and some activities requiring face-to-face interactions had to be postponed or cancelled. The environmental sustainability component of the project was the one to suffer more from this

⁸ See section 'Sustainability' of this report for more discussion on the MECC Regional Roadmap.

change to the context, all the planned sensitization activities having to be cancelled and their budget reallocated.

- **The high turn-over among MECC focal-points** negatively impacted a consistent and sustainable improvement of country offices' capacity to mainstream MECC, to develop new initiatives and to pursue partnerships with relevant stakeholders in their respective countries.
- **Lack of human and financial resources** hindered the monitoring of the longer-term outcomes of the capacity building activities, as well as following up individually with MECC focal points on the implementation of their identified priority areas with regards to MECC thematic areas.

EFFICIENCY

Efficiency refers to the extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.



Finding 10. Despite delays in staff recruitment and implementation challenges due to COVID-19, the project was generally well managed, with the leading and supporting role of the Regional MECC Specialist being praised by the evaluation respondents.

- 4.1. Overall, the project was well managed and efficiently delivered after a slow start and an interruption due to COVID-19 outbreak, with appropriate modifications to project activities and approval of no-cost extensions. The project faced typical set-up challenges in its early stages which were gradually resolved resulting in a fairly good level of project delivery and effectiveness. Major challenges included:
 - **Delayed recruitment of the project manager.** Awaiting this recruitment which took nine months, the Regional MECC Specialist played a leading role in starting up the project and planning its first activities and continued playing an important coaching and supporting role throughout its implementation.
 - **The unexpected outbreak of the COVID-19 pandemic** caused the halting of the project's activities for nearly six months, resulting in two NCEs agreed to by the donor. Activities, such as sensitization workshops on environmental sustainability or the organization of a final workshop with the key-partners, had to be cancelled and their resources reallocated to new activities or staff & office costs. However, the project's Logframe was not updated to reflect these changes and their impact on its output and outcome targets.
 - **Lack of human and financial resources** prevented the project management from following up individually with the MECC focal points on the longer-term outcomes of the regional workshop and on the implementation of their respective country MECC-related priorities identified during the workshop.
- 4.2. According to most evaluation respondents, the human and financial resources were enough to attain the project's observed results⁹. Nonetheless, considering its very limited results and expected longer-term impacts, the second component of the project (Environmental Sustainability) may seem relatively disproportionate in terms of financial resources allocated to its activities. Even though some activities related to this outcome were cancelled and their resources reallocated to the third outcome, the overall cost-effectiveness of this component of the project can be questioned and is worthy of further appraisal.

"What was initially planned under environmental sustainability was reallocated to the maximum. It is a shortcoming because of challenges related to COVID-19 that we faced." Project Manager.
- 4.3. Given its limited scope, coverage and duration, the project was generally well monitored, with its final report submitted in time and data on its progress indicators timely collected and reported on. However, the medium to longer-term outcomes of the workshop could have been better monitored and assessed, and the project's result matrix should have been formally revised and endorsed by the donor to reflect changes to its activities and subsequent budget reallocations during the two NCEs.

⁹ Given its context and the cancellation of certain of its activities due to COVID-19, 10,000 USD of the project's budget were not spent.

SUSTAINABILITY

Sustainability refers to the extent to which the net benefits of the intervention continue or are likely to continue.



Finding 11. At its design phase, the project lacked a clear and explicit exit strategy to ensure its produced outputs, outcomes and impacts will be sustained after the end of its activities.

- 6.1. Either in its design or during its implementation, the project lacked a clearly articulated *exit strategy* to ensure any materialized results due to its intervention will continue after its end. For instance, in the absence of clear mechanisms to support its ongoing activities, the “Green Office Group” simply ceased to be active after the project ended, and any of its already limited impacts might have simply vanished. Another example are the studies conducted as part of the project, such as the study on waste management in Senegal or the link between migration and agroecology in the WCA region. No evidence was provided to the evaluation on the extent to which these studies were useful or how they will be used to guide IOM programming, implementation or partnership efforts. Such a project exit strategy, to be preferably developed during the design phase of the project, should clearly describe how the project activities, outputs, and outcomes will be phased out, and when appropriate, handed over to partners or staff who will maintain/continue the project activities and outputs once funding has stopped.



Recommendation 4.

Ensure any similar future project has a clear exit strategy to ensure its results are sustained after the end of its implementation.



Finding 12. The limited human and financial resources remain an important obstacle hindering any sustainable and substantial increase in IOM capacity to mainstream MECC in its interventions and support government and civil society stakeholders.

- 6.2. The lack of human and financial resources for the Regional MECC Unit (and for MECC at the country levels) remain a serious hindering factor to sustain the observed relative improvement in IOIM capacity in the region to mainstream MECC issues and challenges in its interventions and to effectively support governments and regional frameworks or organizations. Any observed or expected change in this capacity seems to be, for the moment, highly dependent on the almost individual initiative and effort of the Regional MECC Specialist. While IOM in the WCA region mainstreamed MECC in its Regional Strategy (2019-2023) or in its IOM country strategies, the resources allocated to the thematic area in terms of well-trained senior staff or other operation funds to undertake capacity or partnership building initiatives are not proportional to the growing importance of the thematic area¹⁰.



Finding 13. Self-assessment of the Regional MECC Strategy (2019-20) shows significant achievements against priority areas. However, there is a need for a multi-year MECC Regional Roadmap to better articulate IOM ambitions and expected long-term outcomes in relation to the MECC thematic in the region.

- 6.3. In 2019, IOM in the WCA had a regional MECC strategy (2019-2020) articulating its priority areas and expected outcomes. A self-assessment of this short-term planning document was conducted by the Regional MECC Specialist in December 2020, showing significant progress in attaining its expected objectives. Nonetheless, on the one hand, this ‘strategy’ was too short-term to expect any significant changes at the higher outcome level and its assessment should have been conducted by an independent specialist. On the other, the strategy was not updated since 2020 and there doesn’t seem that IOM WCA regional office has a clear roadmap on the strategic priorities to be perused in relation the MECC thematic and their related outputs and projected activities, including on the three areas that have been targeted by

¹⁰ See Recommendation 2 on the increase of human and financial resources of the MECC regional network.

the project (capacity building, environmental sustainability and partnership). MECC is, indeed, enshrined in the WCA Regional Strategy and consistently factored in the successive regional working plans; however a more specific multi-year MECC Regional Roadmap is essential to set, monitor and evaluate MECC-related long-term objectives and outcomes in terms of capacity building, partnership and programming. Similar regional roadmaps have been developed by the regional office for other thematic areas (such Migration Health) and proved to constitute relevant and good planning and programming tools.



Recommendation 5.

Develop a specific multi-year Regional WCA MECC Roadmap articulating IOM ambitions in the region and its expected strategic MECC objectives and outcomes. The roadmap should be regularly monitored and updated, as well as evaluated at the end of its cycle.

- 6.4. The project was, through the MECC regional workshop and the MECC regional specialist continuous coaching and support, successful in improving MECC focal points' knowledge and understanding of MECC issues and challenges in the region, as well as of IOM regional and global frameworks on the nexus. This translated, at least partly, into a relative improvement of IOM capacity to mainstream MECC and support its partners on the thematic area. However, sustaining this individual and collective capacity building faces number of challenges related to IOM high staff turn-over in the region, in addition to the fact that most MECC focal points in the region are not MECC specialists and have to devote only a limited amount of their working time to MECC-related project management or development activities. The Regional MECC Specialist, in the absence of resources to organize regular regional capacity building workshops, continues to put a lot of effort into refreshing the knowledge of existing MECC focal points or building the capacity of new appointed ones through webinars, online courses or one-on-one support and coaching. This continuous effort should be part of a comprehensive and well-articulated strategy to be integrated into the Regional MECC Roadmap.

LESSONS LEARNED

The project can be generally assessed as having attained most of its outputs and partially contributed to its expected outcomes. Some good practices and lessons learned can be derived from this evaluation to inform future interventions or to be considered by IOM management to sustain the observed results:

- **Close alignment with IOM Frameworks:** The close alignment of the project with IOM global and regional frameworks and strategies governing MECC thematic was key with expected contribution of the project to IOM relevant strategic outcomes and objectives.
- **Adaptive and flexible management:** While the project faced a changing environment, its management and donor adopted an adaptive and flexible approach that allowed the project to be successful in achieving most of its outcomes and to expect a good probability of good long-term impact and sustainability.
- **Exit Strategy:** To be developed at the design phase of the project and adjusted during its implementation, could have enhanced the likelihood of the sustainability of its observed results.

ANNEXES

Annex 1. Evaluation Matrix

Evaluation Criteria	Evaluation Questions	Data Collection Tool	Category of Respondents	Sample
RELEVANCE	<ul style="list-style-type: none"> - Is the project responding to the needs of its primary beneficiaries (relevant IOM staff in the WCA region)? - To what extent are the project's model and approach relevant? 	-Document Review -KIIs	-WCA Regional MECC Specialist - Project Management	05 répondants
COHERENCE	<ul style="list-style-type: none"> - (Internal Coherence): To what extent the project synergizes and interlinks between other interventions being implemented by IOM regarding the project's thematic area and is aligned with IOM global and regional strategic frameworks? - (External Coherence): To what extent the project synergizes and interlinks between interventions of the Government and donor communities regarding the thematic area? 	-Document Review -KIIs	-WCA Regional MECC Specialist - Project Management	05 répondants
EFFECTIVENESS	<ul style="list-style-type: none"> - Have the project outputs and outcomes been achieved in accordance with the stated plans? - What were the main factors who impacted the attainment of the desired outcomes of the project? 	-Document Review -KIIs -Pre/post tests	- WCA Regional MECC Specialist - Project Management - MEEC Country Focal-points	11 Répondants
EFFICIENCY	<ul style="list-style-type: none"> - Were the designed activities, implementation and other resources in terms of time, finance and expertise adequate to achieve sustainable project objectives and results? - How well were the project's resources (funds, expertise and time) being converted into results? 	-Document Review -KIIs	- WCA Regional MECC Specialist - Project Management - MEEC Country Focal-points	05 répondants
SUSTAINABILITY	<ul style="list-style-type: none"> - What mechanisms did the project put in place to guarantee sustainability of the benefits generated continues once external support ceases? - Do partners have the financial and technical capacity to maintain the benefits of the project to guarantee sense of ownership and interest in the sustainability? 	-Document Review -KIIs	- WCA Regional MECC Specialist - Project Management - MEEC Country Focal-points	

Annex 2. List of the Evaluation Key-Informants

Respondent	Position
Project Management	
Ibrahima Thiam	Project Manager, IOM Senegal
Hind Benani Aissaoui	MECC Technical Specialist, IOM Regional Office, Senegal
Country Office Focal-points	
Alhousseyni Traore	Border management Officer. MECC Focal-point, IOM Mali
Quelita Goncalves	Interim Head of Office, MECC Focal-point, IOM Cabo Verde
Laura Amadori	Head of Office, MECC Focal-point, IOM Guinea Bissau
Kokou Innocent Abresse	Project Manager, MECC Focal-point, IOM Guinea Conakry
Ethan Way	M&E Officer, MECC Focal-point, IOM Ghana
Green Office	
Two members of the Green Office	IOM, Dakar, Senegal

Annex 3. Project Results Matrix

	<i>Indicators</i>	<i>Baseline</i>	<i>Target</i>	<i>Data Source and Collection Method</i>
Objective: Strengthening IOM's expertise and capacity in supporting national and local institutions of the WCA region to address MECC challenges	1. Improvement of technical capacities of IOM staff to deliver support to national and local institution to address MECC. 2. Number of project proposal integrating the MECC nexus in WCA region.	N/A	1. 70 % 2. 70 %	Evaluation report
Outcome 1: IOM country offices in the WCA demonstrate expertise to address the MECC nexus and have a strategic vision to address MECC challenges.	1. % of participants who report improvement of their knowledge of the thematic area. 2. % of women who attended the training.	N/A	1. 70 % 2. 50 %	1. Post training assessment forms' analysis, training agenda. 2. Training participation list.
Output 1.1: MECC country focal points have increased knowledge and capacity on the MECC nexus	1. List of IOM MECC focal points network capacity building needs. 2. Number of IOM staffs trained on the MECC nexus. 3. % of women who attended the training.	N/A	1. 1 2. 25 3. 50 %	1. Pretraining assessment forms' analysis and tailored agenda. 2. Training participation lists. 3. Training participation lists.
Activities 1.1: 1.1.1. Conduct a capacity building needs assessment. 1.1.2. Organize a thematic training for regional MECC focal points network				
Output 1.2:	1. Number of strategic planning session	N/A	1. Training session	Strategy matrixes

	Indicators	Baseline	Target	Data Source and Collection Method
IOM country offices developed IOM MECC strategies 2020 – 2022	2. Number of country MECC strategic work plans 2020 – 2022 developed 3. Number of work plan approved		2. At least 6 MECC strategy elaborated at country level 3. At least 4 MECC strategy approved at country level	
Activities 1.2: 1.2.1. Organize a MECC strategic planning session 1.2.2. Elaboration of countries' MECC priority strategic work plans and approbation by respective Chiefs of missions				
Outcome 2: IOM staffs in WCA have improved its ability to undertake environmentally sustainable good practices at the office and in projects	1. Number of “green office” initiatives undertaken by Dakar’s offices. 2. Number of environmentally sustainable good practices undertaken by other missions in WCA region	N/A	1. At least 2 “green offices” initiatives undertaken by Dakar offices 2. At least 3 good practices undertaken by IOM in other countries of WCA region	Articles in MECC regional and HQ environmental portals
Output 2.1: IOM CO and RO in Dakar have been sensitized on environmental sustainability good practices at the office and have identified their priorities	1. Number of sensitization workshops organized 2. Number of IOM country staff who attended the retreat 3. Number of IOM regional staff who attended the retreat 4. Number of green initiatives implemented by IOM Senegal	0 N/A	1. At least 2 sensitization workshops organized 2. At least 5 country staff 3. At least 5 regional staff 4. 2	1. Participation list, photo of workshops, report of workshops 2. Report of the green office working group retreat
Activities 2.1: 2.1.1. Create a “green office” working group including country and regional offices’ representatives 2.1.2. Organize two sensitization workshops for Dakar’s offices 2.1.3. Organize a prioritization retreat of the green office working group 2.1.4. Launch two “green office” initiatives				

	<i>Indicators</i>	<i>Baseline</i>	<i>Target</i>	<i>Data Source and Collection Method</i>
Output 2.2.: IOM key staff in the region is trained on environmental sustainability in resource and project management	1. Number of RMOs who attended the training session 2. Number of PMs who attended the training session 3. Number of participants who declare having improved their knowledge after the workshop	N/A	1. At least 12 RMOs attended the training session 2. At least 12 PMs attended the training session 3. 70 % of the participants declare having improved their knowledge	1. Training participation list, photo 2. Post-training assessment forms' analysis
Activities 2.2: 2.2.1. Organize a training session on environmental sustainability for RMOs and PMs				
Outcome 3: IOM in Senegal has positioned itself as a key institutional coordinator regarding the MECC nexus in the region	1. Existence of recommendations on priority joint actions on MECC nexus in Senegal 2. Existence of recommendations on priority joint actions on MECC nexus in the WCA	N/A	1. One set of recommendations for Senegal 2. One set of recommendations for WCA	1. Report of the final workshop 2. Report of the MECC partners mapping
Output 3.1. IOM has identified key MECC partners in Senegal and the region and strengthened its MECC partners portfolio	1. Number of MECC partners mobilized for the core training of the project 2. Number of MECC partners mobilized for the environmental sustainability session 3. Number of MECC potential partners and related intervention mapped in Senegal	N/A	1. At least 3 MECC partners (institutions) mobilized for the core training of the project 2. At least 2 partners mobilized for the environmental sustainability training session 3. At least 25 MECC partners mapped in Senegal	1. Core training list of participation and agenda 2. Report of the mapping of partners 3. Report of the mapping of partners 4. List of participation of the final event

	Indicators	Baseline	Target	Data Source and Collection Method
	4. Number of MECC potential partners and related intervention mapped in WCA 5. Number of MECC partners attending the final event 6. % of MECC partners (individuals) attending the final		4. At least 60 MECC partners mapped in the WCA region 5. At least 10 partners (institutions) attending the final event	
Activities 3.1: 3.1.1. Lead a consultancy to map and identify opportunities of collaboration in Senegal and WCA 3.1.2. Attend to key conferences in the region 3.1.3 Coordinate the Migration action group during World Water Forum preparatory process				

Annex 4. List of Project Concept Notes Developed in the WCA Region Since the MECC Workshop

Project Title	Project Status	Country Office	Donor
Increase climate change resilience of vulnerable communities in urban mixed migration contexts. Ouagadougou and Tenkodogo	Under Development	Burkina Faso	Donor Unknown
Advancing the humanitarian-development-peace nexus in burkina faso: increased resilience in urban mobility contexts ouagadougou and tenkodogo	Under Development	Burkina Faso	Donor Unknown
Protection and integration of migrant labour and environment in urban and peri-urban agriculture in Senegal and Côte d'Ivoire.	Active	Côte d'Ivoire	Ministry of Foreign Affairs (MAEDI)
Building Evidence and Enhancing Capacity to Formulate Policy Responses on Environmental Migration in The Gambia	Active	Gambia	IOM Development Fund
Migration, health, and sustainable development alternatives in rural return communities in Guinea Bissau	Under Development	Guinea-Bissau	IOM Development Fund
Village+	Under Development	Guinea-Bissau	United States of America
Mali: Strengthening Climate Resilience in the Kayes Region	Active	Mali	IOM Development Fund
Strengthening climate resilience and security in the Centre and North of Mali	Under Development	Mali	Donor Unknown
Strengthening National and Local Disaster Preparedness and Response Capacities in border areas and transhumance corridors in Hodh Ech Chargui region of Mauritania.	Approved	Mauritania	EU DG Civ Prot and Humanitarian Aid (ECHO)
Strengthening Climate Resilience of Refugees, Migrants and Host communities in Hodh Ech Chargui (Phase V)	Endorsed	Mauritania	US Bureau of Population Refugees
Towards a better consideration of environmental migration in public policy in Niger	Discarded	Niger	IOM Development Fund
Addressing Coastal Communities' Vulnerability in Sierra Leone: A Case Study of Plantain and Yelibuya Islands	Endorsed	Sierra Leon	IOM Development Fund
Human Security and Community Stabilization	Ended	Chad	Japan MFA
Mitigating climate change-induced forced migration in Northern Chad through resilience building of women left behind and women labor migrants.	Not Funded	Chad	