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ACRONYMS

AU	African Union
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CMES	Comprehensive M&E Strategy
COMESA	Common Market for Eastern and Southern Africa
COVID-19	Coronavirus disease
CSO	Civil Society Organization
CTA	Chief Technical Adviser
DAC	Development Assistance Committee
DRC	Democratic Republic of Congo
DWCPs	Decent Work Country Programmes
EMC	Evaluation Management Committee
GCM	UN Global Compact on Safe, Orderly and Regular Migration
GCR	The UN Global Compact on Refugees
GRF	Global refugees Forum
ICESCR	International Covenant on Economic, Social and Cultural Rights
ICERD	International Convention on the Elimination of All Forms of Racial Discrimination
ICRMW	International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families
IDPs	Internally Displaced Persons
ILO	The International Labour Organization
IOC	Indian Ocean Commission
IOM	The International Organization for Migration
KIIs	Key Informant Interview
KM	Knowledge Management
KRA	Key Result Areas
LMAP	Labour Migration Action Plan
MIDSA	The Migration Dialogue for Southern Africa
MPFA	Migration Policy Framework for Africa
MTE	Mid-Term Evaluation
NGOs	Non-Governmental Organizations
OAU	Organisation of African Unity
OECD	Organisation for Economic Cooperation and Development
PEAs	Private Employment Agencies
PES	Public Employment Services
PSC	Project Steering Committee
PUNO	Participating United Nations Organizations
RCP	The COMESA Regional Consultative Process on Migration
RECs	Regional Economic Community

ROM	Results-Oriented Monitoring
SADC	Southern Africa Development Community
SAMM	Southern Africa Migration Management
SATUCC	The Southern Africa Trade Union Coordination Council
SDGs	Sustainable Development Goals
SGBV	Sexual and Gender-Based Violence
SOM	Smuggling of Migrants
TIC	Technical Implementation Committee
TIP	Trafficking in Persons
ToC	Theory of Change
ToRs	Terms of Reference
UNEG	United Nations Evaluation Group
UNHCR	The United Nations High Commissioner for Refugees
UNODC	The United Nations Office on Drugs and Crime
UNSDCF	United Nations Sustainable Development Cooperation Framework

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EXECUTIVE SUMMARY

Southern Africa Migration Management (SAMM) project is a United Nations joint project that is being implemented in all the 16 countries of the Southern Africa Development Community (SADC) as well as islands in the Indian Ocean Commission (IOC). The project supports the regional priorities of facilitating legal migration and the prevention of irregular migration, taking into account the development-security-migration nexus, and also identifying positive spill-over effects of labour migration and mixed migration specifically on regional integration and regional economic development. These regions are regions of diverse migration circuits as origin, destination, and transit route for labour migrants and mixed migrants (refugees, asylum seekers, victims of trafficking, migrant workers, and other migrants). The 16 SADC countries have ratified, adopted, or signed international migration-related declarations, conventions, covenants, protocols and acts on labour migration and mixed migration. However, none of the Member States has legislation to address the smuggling of migrants.

The SAMM project is a complex €25.675.395 project that is being implemented over the period January 2020 to December 2023. It is financially supported by the EU and four United Nations entities with development or humanitarian mandates, namely the International Labour Organization (ILO), the International Organization for Migration (IOM), the United Nations Office on Drugs and Crime (UNODC) and the United Nations High Commissioner for Refugees (UNHCR), which are implementing the project as a One-UN approach collaborative effort. The European Commission entrusted the four United Nations entities to implement the project through indirect management in accordance with the provisions of the Multi-Partners Contribution Agreement, with each Participating United Nations Organizations (PUNO) assigned to lead on specific subcomponents according to their extensive experience in the fields concerned and in the region. The project organisational set-up consists of a Project Steering Committee (PSC) as the governing body of the project. A technical Implementation Committee (TIC) is responsible for day-to-day management and implementation of activities.

Through its theory of change (ToC), the overall objective of the SAMM project is to improve migration management in the SADC region, guided by and contributing to the realisation of the 2030 Sustainable Development Agenda (particularly goals 8 and 10) and the implementation of the UN Global Compact on Safe, Orderly and Regular Migration (GCM) as well as the UN Global Compact on Refugees (GCR). The adoption of the GCM as the first ever migration framework overwhelmingly adopted by United Nations Member States is also another sign of “international importance” of migration The project has two main components: labour migration (under SO1) which supports the implementation of the GCM, and a mixed migration component (under SO2) which supports the application of the GCR, as well as of the GCM.

Key milestone in the implementation of the SAMM project included: the SAMM inception workshop held in January 2021; an evaluability assessment of the SAMM project was conducted between October and November 2021 commissioning by the EU of a results-oriented monitoring (ROM) mission focusing on a sample of five out of the 16 countries in the project; and the commissioning of this evaluation in fulfilment of the project agreement requirement for an independent Midterm Evaluation.

Purpose and objective of the evaluation

The mid-term evaluation (MTE) had a primary formative focus and secondary summative one with the overall objective of reviewing the implementation of the project to identify strengths and weaknesses, lessons learnt and good practices, as well as provide practical recommendations for improvements. The MTE encompassed all the 16 SADC Member States and focused on the regional- and country-level planned project outputs and outcomes, with particular attention to synergies between the components and contribution to the formulation and implementation of regional and national policies and programmes. The evaluation assessed how the project was addressing labour and mixed migration governance issues in relation to its specific target groups who included migrant workers, persons of concern, victims of trafficking, and smuggled migrants, and returned migrants, as well as crosscutting themes including, gender equality and gender mainstreaming, inclusivity (i.e., people with disabilities), social dialogue and tripartism, international labour standards, human rights concerns and other relevant areas as outlined in the project document, including capacity building and protection of children and youths.

Conceptual and methodological frameworks of the MTE

The MTE was conducted using the theory-based approach for evaluation, using mixed methods, and with a utilization-focus. The analysis of output and outcome indicators, integrated with the analysis of other planned results, was key to the

operationalisation of the ToC approach. This was blended with a qualitative and quantitative analysis of external factors that could positively or negatively influence the project.

The MTE focused on progress towards the achievement of the outputs and outcomes and the likelihood of their translation to impacts on the target beneficiary institutions (governments, organizations, Regional Economic Community (REC)) and final beneficiaries including female and male migrants, as well as refugees and victims of trafficking in persons (TIP). For the purposes of assessing effectiveness, the central question in this MTE was whether or not the output and outcome targets had been/were likely to be achieved, and whether they were contributing to the desired outcomes in the context European Development Fund (EDF) 11, United Nations reform, national development frameworks including United Nations Sustainable Development Cooperation Framework (UNSDCF), and the Sustainable Development Goals (SDG) 2030 Agenda.

Overall, the MTE was based on the Organization for Economic Co-operation and Development (OECD)/ Development Assistance Committee (DAC) evaluation criteria, which include relevance, coherence, effectiveness, efficiency, impact and sustainability. It also evaluated the degree to which the SAMM project mainstreamed cross-cutting issues including gender equality and women rights in addressing the strategic needs of men and women, and non-discrimination (i.e., people with disabilities), social dialogue and tripartism, climate change, according to the ToRs.

The evaluation used a mixed-methods approach combining quantitative and qualitative methods to collect primary and secondary data. Through desk review, the evaluation collected secondary data from project documents and international and regional instruments related to labour and mixed migration. It used an output/outcome/impact indicator measurement tool to collect secondary data on the performance indicators, to check the status of the indicators at the time of evaluation. A total of 128 key informants participated in the MTE through in-person key informant interviews in six countries (Botswana, Eswatini, Lesotho, Mauritius, South Africa and Zambia) and virtual key informant interviews in the remaining 10 SADC countries, institutional interviews with the RECs and United Nations country offices, and an electronic survey of the relevant United Nations Programme Officers. Seventeen Programme Officers in 11 countries responded to the electronic survey.
The MTE faced two major limitations. Firstly, due to budgetary and time constraints, the MTE was unable to carry out in-person interviews in all 16 SADC countries. The evaluation managed to cover only six countries with in-person interviews, while relying on online interviews for the other 10 countries. Secondly, the MTE could not interview migrants and other persons of concern due to ethical concerns and the challenges in tracking the locations of people such as smuggled migrants, supported victims of trafficking among others.

Evaluation Findings

Relevance

The relevance of the SAMM project was assured from its focus on relevant issues of labour and mixed migration governance that are of national, regional, and global importance and from its inclusive and participatory project design and inception processes. KIIs unanimously agreed that the SAMM project was highly relevant within the current operational environment and global context of human mobility. The project objectives, strategies and methodologies proved relevant to addressing the challenges identified by the governments of each country, particularly those regarding the promotion and response to the need around labour and mixed migration governance and management. The project implementation process included consultations with national stakeholders to ensure the prioritization of needs as well as stakeholder internalisation and ownership of the processes. The consultative approach proved effective in promoting stakeholder ownership of the project, (especially in countries where the project commenced early) as 76% of the surveyed programme officers were satisfied with the strong ownership and leadership of SAMM project management, planning, Implementation processes by the various project management committees/teams.

The project focused on improving migration governance as a key milestone along the ToC pathways that would result in improving the working and living conditions of migrants in labour and mixed migration flows. The project also contributed to regional commitments by Member States to addressing issues of labour and mixed migration under the various Conventions and Protocols which they had adopted and ratified. However, the evaluation found migrant workers continued to face

challenges that increased their vulnerability to exploitation, hence reducing the development potential of migration for the migrant workers and their families.

The project focus on capacity building as an expressed need at every stakeholder level increased the project relevance. The identified needs were in policy formulation and implementation, research, and advocacy. The MTE, however, noted that while capacity building is the key strategy towards the achievement of the project results, the ToC hardly made any reference to it. The ToC was also not elaborated enough to identify a wide range of causal link assumptions that needed to occur if the SAMM project's direct benefits and migration management changes were to be realized. Thus, the ToC could only be fully understood if read alongside the project document and the project implementation plans. The ToC did not explicitly reference cross-cutting issues such as gender, human rights, and disability. However, the MTE found evidence of extensive mainstreaming of these cross-cutting issues during project implementation.

Coherence

The SAMM project derived internal (corporate) coherence from its alignment to the labour migration and mixed migration related mandates of the participating Partner United Nations Organisations (PUNOs). Externally, it was systemically aligned with the UNSDCFs of the participating countries and the related implementation work plans. Strategically, the SAMM project was externally aligned to the national development strategies and international development policy priorities and strategies. The SAMM project was building on the comparative advantages and relationships which the PUNOs had already established with the Member States. Another key element of coherence was the project's collaboration with the efforts of other stakeholders. Collaboration was, however, limited by the centralised nature of the project governance structures, which limited close collaboration with national institutions established to enhance the governance of labour and mixed migration.

Effectiveness

SO1: Improved policy environment for labour migration across the region and improved access to legal and efficient means of labour mobility for female and male (prospective) migrant workers.

The SAMM project's support resulted in improvements in labour and mixed migration governance. These improvements manifested through a number of key results that included, among others: the adoption of the SADC Labour Migration Action Plan monitoring tool in 2022 by the Ministers of Labour and the revision of **the Common Market for Eastern and Southern Africa** (COMESA) Task Forces on the implementation of COMESA Protocols and Council Decisions on Free Movement of Persons' Strategy and Road Map. The project also supported the formulation of Labour Migration Action and Implementation Plans for Malawi, Lesotho, Namibia, and Zimbabwe as well as the strengthening of the protection of women migrant domestic workers through the formulation of recommendations advocating for Decent Work for Migrant Domestic Workers in the SADC region.

The project supported the three Regional Consultative Processes (RCPs) namely: Migration Information and Data Analysis System (MIDAS), Migration Dialogue from the Common Market for Eastern and Southern Africa Member States (MIDCOM) and Migration Dialogue for the Indian Ocean Commission Countries (MiDIOCC). The RCPs have contributed to improvements in knowledge on labour migration and mixed migration among stakeholders, including governments officials and civil society organisations.

The project coordination structures are functional, with 88% of the surveyed PUNO programme officers agreeing that coordination among United Nations entities at the regional level had increased in the last two years under the SAMM project. However, the desk review and survey responses indicated that these structures were not replicated at country level to enhance coordination at that level.

Important changes in the individual countries' strategic direction towards migration and perceptions of labour migration and mixed migration resulting from the SAMM project were signified by: mainstreaming of migration governance into national governance systems through the establishment Migration Management Committees, adoption of Labour Migration Profiles as important instruments for development planning and strengthening systems for preventing TIPs.

The onset of the COVID-19 pandemic the resultant lockdown measure imposed by Member States from early 2020 resulted in delayed project implementation. The lockdowns and restrictions to movement negatively affected the implementation of

some project activities that needed face-to-face interaction. They also slowed down recruitment of key personnel, and start-up of administrative process. Since the relaxation of the COVID-19 restrictions, SAMM partners have been making efforts to catch up with the implementation of the delayed activities.

KRA1.1: Rights-based legal and efficient channels of labour migration and mobility (including appropriate protection measures for migrant workers) promoted and put in place in the Southern Africa / Indian Ocean region.
SADC countries have preferred the route of facilitation of movement, management of irregular migration, and support to harmonised, rights-based labour migration policies that also address national and international obligations. To this end, most SADC members signed the SADC's Protocol on Facilitation of Movement of Persons (2005), but only SACU members and Mozambique have ratified it, so it is not in force. The SAMM project has facilitated the development, adoption, and implementation of several instruments on rights-based labour migration and mobility. The project supported the implementation of the SADC Labour Migration Action Plan (LMAP) (2020 – 2025) and the implementation of the SADC guidelines on the portability of social security benefits. In addition, the project also worked with private sector employers to create an understanding of their role and requirements on issues of labour migration. The project worked with private sector employers through workshops, trainings, and consultative meetings to create an understanding of their role and requirements on issues of labour migration. However, project-private sector interface remained rather weak.

KRA1.2: A Southern African and Indian Ocean Labour Migration Observatory established and fully operational.
The project has supported the establishment of the Southern Africa and Indian Ocean Labour Market Observatory (LMO) which was not yet fully operational at MTE. An important positive and unintended result was agreement with the SADC Secretariat to modify the structure of the LMO not to establish a physical structure, but instead integrate the LMO into the existing platform within the Secretariat. The other positive but unintended result was the move towards the appointment of the SADC Secretariat into the SAMM project governance structures, including the Project Steering Committee and the Technical Implementation Committee, which ensured continued alignment of the SAMM project activities to regional instruments and strategies on migration management. The appointment of the SADC Secretariat into the SAMM project governance structures had the potential to increase the effectiveness of project coordination and implementation as this gave the SADC Secretariat increased oversight of project implementation by Member States. The evaluation established that the project had contributed to improvements in knowledge among stakeholders on issues of migration and migration and development through the generation of a number of knowledge products.

SO2: Strengthened and informed decision-making as well as management of mixed migration flows, including improved protection of vulnerable migrants in the Southern African and Indian Ocean region.
The project partners collaborated and facilitated the organization of country-level tripartite dialogues on mixed migration in Botswana, DRC, Lesotho, Malawi, Namibia, South Africa, Zambia, and Zimbabwe. The project also assisted two refugee led organisations in South Africa to secure funding from the Refugee Innovation Funding as well as support the convening of a pre-planning meeting led by INTERPOL Regional Bureau for Southern Africa, on intelligence driven operations targeting Gender Based Violence syndicates within the ambit of human trafficking in the SADC region.

KRA2: Evidence-based management strategies and policies to address mixed migration challenges, including assurance of appropriate protection frameworks for vulnerable migrants, are formulated, and implemented
The SAMM project supported the development of policy frameworks to strengthen mixed migration governance at the SADC level and the capacities of Member States to develop and implement mixed migration policies and strategies. For example, the project supported Malawi, Zambia, and Zimbabwe to develop national migration policies. It also provided technical support to the SADC Secretariat to finalize the regional migration policy frameworks. The project also increased the capacities of Member States to deliver protection response to vulnerable migrants in mixed migration flows and provided technical support to Member States relating on TIP and Smuggling of Migrants (SOM). An important contribution towards this end was the project support to the roll out the SADC Regional Trafficking in Persons Data Collection System across SADC member States.

The capacity building around TIP was effective in all the countries as this built lasting inroads and relationships, e.g. development of National Police Training Module for the Zambia Police Training Collage, and going beyond the reviews to the development of TIP management frameworks in some of the project countries The project supported the mapping and assessing of the existing sub-themes in mixed migration (flow monitoring, border management, TIP-SOM, data inclusion in

relevant management information systems, existing legal frameworks, and capacity) across the region. The SAMM project has strengthened the knowledge and skills of Justice Practitioners on combating TIP and SOM through various capacity development interventions. The capacity building of Member States and their institutions around TIP constituted another institutional right-based and obligatory mechanism for migrants in protection of mixed migration. The capacity building around TIP was effective in all the countries as this built lasting inroads and relationships, e.g. development of National Police Training Module for the Zambia Police Training Collage and going beyond the reviews to the development of TIP management frameworks in some of the project countries such as Lesotho (National Strategic Framework and Action Plan on Combating Trafficking in Persons (2021). However, there was a deficit of training in psychosocial assistance, responding to survivors of trafficking and sexual and gender-based violence (SGBV).

The project carried out considerable work on eradicating statelessness, which included, among others, adoption of a 2-year action plan on statelessness by the SADC Public Security Sub Committee. (The action plan aimed at eradicating statelessness by 2024); and supporting provision to direct legal assistance to those affected by statelessness, ensuring access to birth registration and documentation; capacity building of stakeholders; and advocacy to raise awareness.

Overall, there was evidence of a need to increase the effectiveness of longer-term, higher-level outcomes at strategic or policy levels. The majority of activities thus far had focused on awareness in all 16 countries. The project was making significant progress towards building evidence regarding the project outcomes and impact, especially through the generation of knowledge products.

Efficiency

The project demonstrated prudent and efficient resource use. The project objectives were, however, too ambitious for the resources allocated, particularly in terms of allocation within the PUNOs. An analysis of the trend in the utilization of funds from 2020 to 2023 indicated the overall implementation rate was 55%. The sub-optimal utilization rate of the overall project budget was due to the reduced activity implementation following the outbreak of the COVID-19 pandemic. The MTE observed that the project had no accountability mechanisms such as M&E report sharing among the PUNOs. The accountability issues noted above were further complicated by the fact that the project management was centralised at the regional level, coordinated by the regional offices of the PUNOs. Interviewees in the PUNO country offices felt that the project staffing adequate and with the right professional mix to steer the project. The technical capacity of staff at Member States implementing ministries was inadequate resulting in weak implementation and leadership, in some countries, thus compromise the efficiency and effectiveness of PUNO officers in supporting project activities. The SAMM project made deliberate efforts to efficiently invest and allocate human and financial resources towards strategically addressing United Nations cross-cutting themes, albeit the evaluation was unable to establish the quantum of the resources.

Orientation to impact

The orientation towards impact was strong, given the uptake and internalisation of the project's tools in the management and governance of labour migration and mixed migration by Member States. Evidence demonstrates that the project was improving legal policy reform for the effective management of labour migration and mixed migration, empowering migrant workers, tackling labour exploitation, elimination of all forms of violence against women and girls, and promoting ethical recruitment. The project provides a model for partnership with donors, civil society, and all UN partners, to deliver on the SDGs (number eight and ten) as One UN, leveraging on the PUNOs' comparative advantages.

Sustainability

The sustainability of the project results was anchored by the ownership, internalisation and institutionalisation of labour migration and mixed migration by Member States. Signs of sustainability vary by country, with countries where the policy frameworks have been developed and regulatory systems on mixed migration and labour migration adopted having the potential to sustain results beyond the project. Nevertheless, there was room for the further strengthening the project's sustainability. The evaluation found that the main challenges to sustainability included factors such as shifting political priorities and government staff turnover, which pose challenges in terms of continuity of the ongoing work.

Mainstreaming of cross-cutting issues

The project comprehensively mainstreamed crosscutting issues, especially gender, human rights, tripartism, and dialogue. However, the SAMM project did not develop project-specific guidelines for mainstreaming crosscutting issues.

Gender mainstreaming: Gender was infused in all aspects of labour and mixed migration covered under the project. The evaluation found that all PUNOs worked in mainstreaming gender equality and children and youth rights in their strategic policies, legal and programme instruments. The project made efforts to enhance the gender responsiveness of all of its activities by producing a Gender Mainstreaming Strategy and Action Plan for the SAMM project.

Human rights: The project upheld the right to participation by ensuring an inclusive approach in its activities. For example, all the capacity-building activities ensured the participation of women, men, and people with disabilities, as well as victims of TIPs and stateless persons. As much as 87% of the surveyed programme officers (i.e. those who agreed and strongly agreed) vouched that human rights were mainstreamed in project. The project also contributed to the relevant SDG Targets 5.2, 8.7, 10.7 and 16.2 as well as SDG 17.

Disability: The project upheld the participation and protection of the rights of people with disabilities. Among other things, the project collaborated with the Disabled Migrants' Rights Networking Organization to initiate a cash-transfer programme at the early stages of the pandemic. In Mauritius a country-level dialogue on mixed migration supported by the project in 2021 led the identification of key priorities on migration data to be implemented in Mauritius which include supporting relevant Government services to capture and manage harmonised cross-border and disaggregated data on mixed migration flows and vulnerable groups of migrants (trafficked, smuggled, disabled, children and youth).

Tripartism and social dialogue: The MTE established that tripartism and social dialogue have been a key feature of the SAMM project's implementation in 2022. The SAMM project has mainstreamed the cross-cutting policy drivers of international labour standards (ILS), and tripartism and social dialogue. Reports show that ILS have been effectively promoted at country level by government, labour, and business.

Climate Change: The project contributed to the development of the report on the root causes, consequences and solutions of climate change. It also supported participation in and follow-ups on the Global Refugee Forum climate change-related issues. The project partners supported an Internal Displacement Study to determinate the root causes of, and solutions to the displacements resulting from climate change in Lesotho and collaborated with the University of Pretoria and Centre for Human Rights to jointly organize a webinar in July 2022 on the protection of persons displaced as a result of climate change and disasters.

Conclusion

The SAMM project made positive progress in the face of the global pandemic: The project significantly contributed to propelling the region and its member countries towards an enabling policy environment for improved migration management in the Southern Africa and Indian Ocean region. The project also created the momentum and desire by the individual countries to work towards an enabling policy environment. However, countries were at different levels of establishing and implementing policy frameworks for the various aspects of migration management. Therefore, country-specific approaches to realise the desired results were employed. Overall, the project is on course to achieving its strategic objectives. However, the evaluation observed that although the strategic objectives are achievable, the project timeframe was negatively affected by the COVID-19 pandemic. The COVID-19 pandemic adversely affected the programme efficiency, with the majority of services being halted due to lockdown measures. Despite the derailment of the project implementation by COVID-19, the ToC remains relevant for the remaining duration of project implementation. Most of the shortfalls in the project performance are not attributed to theory failure, but to project timeframe-related implementation failures. There still remain a number of key activities for completion. There are a number of key activities that will not be implemented within the current project timeframe. An extension of the project timeline is required in order to complete planned activities. Project coordination is being negatively affected by the absence or invisibility of the Technical Implementation Committee (TIC) functions at the national level. The absence of this function at the national level is negatively affecting participative decision-making in the project implementation processes.

Lessons Learnt

Lesson 1: A complex multi-region, multi-country, and multi-stakeholder project such as SAMM demands a wider implementation timeframe and project life cycle (i.e., beyond three years) to ensure adequate time for full engagement and buy-in of all relevant stakeholders and multiple constituencies, bearing in mind that the expected outcomes can only be achieved through negotiable and consultative processes.

Good Practices

Good practice 1: Leveraging United Nations entities' country experience and working partnerships with government entities is an enabling factor for advocating and mainstreaming knowledge and expertise sharing with the Member States.

Good practice 2: The establishment of a Project Steering Committee to coordinate the project at the regional level, complemented at the national level by Migration Management Technical Boards / Migration Management Committees is a good practice, like what was done in Eswatini, Lesotho, Malawi. The committees, which are mainly government-led, draw their members from government ministries, civil society, labour movements/ trade unions and UN agencies. The committees have the overall responsibilities of coordinating migration policy implementation and technically contributing in shaping the migration management environment in the country.

RECOMMENDATIONS

Based on the conclusions, the evaluation team drew following recommendations. These recommendations also emanated from the data collection consultative process with the project implementing partners, programme partners and the donor. A planned follow-up validation workshop and review with the project team will also contribute to the firming up of the recommendations.

High priority

Recommendation 1: ***The evaluation team recommends a "No Cost Extension (NCE)" of the project. Effort during the NCE will be targeted at countries that are lagging behind on the policy and legislative reform front and countries that are in the final stage of ratification of the legal instruments***. This should be guided by an individual country level assessment that will ascertain the feasibility of the approach.

Addressed to	Priority	Time frame	Level of resources required
Donors and PUNOs	High	Current project implementation phase	Low

Associated Conclusion: 1

Recommendation 2: ***The existing ToC should be revised to provide a fuller understanding of assumptions and change logic***. The ToC should be comprehensive at both SO and project component level to allow for elaboration of the specific assumptions and change logic that underpins the specific project components. Some of the articulated assumptions were also proven false and require revision. For example: "Low level of disruption associated with conflict and disaster-related risks in SAMM project countries." These will also need to be reviewed.

Addressed to	Priority	Time frame	Level of resources required
PUNOs	Medium	Short-term: Current project implementation phase	Medium

Associated Conclusion: 2

Recommendation 3: ***The PUNOs should develop Theories of Change for their organisations as they relates to the SAMM project, which will allow the individual PUNOs to identify a wide range of causal link assumptions that need to occur for each project result area.*** The ToC should also include the causal link in relation to the various beneficiaries (labour migration, refugees, smuggled migrants, TIP) also considering gender, children, and persons with disability rights. This will enable the overall project ToC to be nested enough and identify a wide range of causal link assumptions that need to occur if the SAMM project direct benefits and migration management changes are to be realized.

Addressed to	Priority	Time frame	Level of resources required

PUNOs	Medium	Short-term: Current project implementation phase	Medium

Associated Conclusion:2

Recommendation 4: ***The programme should enhance synergies with other PUNO projects by ensuring layering efforts across individual partner projects, where possible***. This can be enhanced by collaborative programming and programme implementation.

Addressed to	Priority	Time frame	Level of resources required
PUNOs	High	Short-term: Current project implementation phase	Medium

Associated Conclusion: 3

Recommendation 5: ***There is a need for the project to develop a strategic action plan to engage the private sector experts for meetings and training.*** Whilst this may not have been the intention of the project, taking it for granted that the private sector has the understanding, willingness, and capacity to get involved, considering they are the greatest employers and beneficiaries of labour migration could be retrogressive for the impact and sustainability of the results of the project.

Addressed to	Priority	Time frame	Level of resources required
PUNOs (ILO and IOM)	High	Short-term: Current project implementation phase	Low

Associated Conclusion: 4

Recommendation 6*: The training of police services that was done in Zambia and South Africa should be replicated in other Member States.* This capacity building around TIP will build lasting inroads and strengthen the implementation of TIP management frameworks in the Member States.

Addressed to	Priority	Time frame	Level of resources required
PUNOs	Medium	Short-term: Current project implementation phase	Medium

Associated Conclusion:5

Recommendation 7: ***The project should consider developing an inclusion strategy and a plan to ensure that cross-cutting issues are included in all project activities.*** This should be coupled by a monitoring system that will ensure that all PUNOs report on their action on inclusion of cross-cutting issues.

Addressed to	Priority	Time frame	Level of resources required
PUNOs	Medium	Short-term: Current project implementation phase	Medium

Associated Conclusion: 6

Recommendation 8: ***The existing risk matrix for the SAMM project needs to be inspected for its capability to handle new risks arising from COVID-19***.

Addressed to	Priority	Time frame	Level of resources required
PUNOs	Medium	Short-term: Current project implementation phase	Low

Associated Conclusion: 7

Recommendation 9: The PUNOs should consider replicating coordination forums at national level as this has the potential to enhance the implementation as One–UN and to ensure the whole-of-government approach to migration management.

Addressed to	Priority	Time frame	Level of resources required
PUNOs	Medium	Short-term: Current project implementation phase	High

Associated Conclusion: 8

Recommendation 10: ***In the remaining phase of the project PUNOs should clearly build information dissemination strategies to ensure that the migrants, refugees, smuggled migrants, and victims of trafficking) are well-informed of their rights and available services.***

Addressed to	Priority	Time frame	Level of resources required
PUNOs	Medium	Medium	Medium

Associated Conclusion:9

Recommendation 11: ***The project should work with individual PUNOs and the Member States to develop a sustainability plan***. The plan should be adopted by PUNOs, Member States and regional coordination bodies focusing on sustaining technical support for the Member States in the final stage of ratification of the legal instruments developed. The PUNOs should also commit to providing technical assistance in capacity building for continuing the implementation of the approved/ratified policy and legal framework, beyond the project end date.

Addressed to	Priority	Time frame	Level of resources required
PUNOs	Medium	Long term	Medium

Associated Conclusion: 10

Recommendation 12: The inclusion of cross-cutting issues was not well-articulated, even though individual PUNOs could have used their individual organisation guidance. The project should establish a monitoring and reporting systems to ensure that PUNOs are able to report on how they have ensured cross cutting issues in their activities during the remaining project period and the next phase.

Addressed to	Priority	Time frame	Level of resources required
PUNOs	Medium	Short-term: Current project implementation phase	Medium

1 INTRODUCTION

1.1 Background Context

Migration is one of the defining features of the 21st century. In 2020, the International Organization of Migration (IOM) estimated that around 25 million (IOM, 2022)[1] Africans were living as migrants in other countries. Africa is often seen as a continent of mass migration and displacement caused by poverty, violent conflict, and environmental stress. These stresses and (migration) push factors are predicted to rise, thus increasing the number of migrants, and posing as one of the main concerns for government and development goals in the region. Migration is recognized to contribute both positively and negatively to all aspects of economic and social development but can also negatively impact development through brain drain in the sending countries (Swan, A., 1996 [2]. This relationship between the two is increasingly recognised; and it was emphasized through its inclusion of migration on the 2030 Agenda for Sustainable Development, and the adoption of the Global Compact for Migration (GCM). The adoption of the GCM the first ever migration framework overwhelmingly adopted by United Nations Member States is also another sign of "international importance" of migration. The 2030 Agenda marks the first time that migration was included in mainstream global development policy, formally recognizing the positive contributions of migrants in global development and acknowledging migrant resilience in the face of climate change and other drivers of displacement. This inclusion and adoption of the GCM defines and identifies the importance of migration, highlighting its multidimensional aspects as they relate to the Sustainable Development Goals (SDGs), and examining the challenges and opportunities associated with targets and commitments established for 2030.

Southern Africa is a region of diverse migration circuits. It is an origin, destination and transit route for labour migrants, undocumented migrants, refugees, and professionals. These forms of migration that take place within the region are predominantly South-South movements.[3] South-South migration is an increasingly significant factor in the economic and social development of many developing countries.[4] Migration in Southern Africa is driven largely by the pursuit of economic opportunities, political instability and increasingly, environmental hazards.[5] Mixed migration is driven by a variety of factors and needs, including the search for economic opportunities and safety and individual asylum-seeking. It takes various forms including large-scale forced migration, irregular migration, smuggled and trafficked migrants, unaccompanied/separated children, and repatriated/deported migrants (WHO, 2018)[6] (migrant workers and members of their families), mixed migration[7] and internal displacement.[8]

The Southern African region has a long history of intra-regional migration. All Member States of the Southern Africa Development Community (SADC) experience labour migration flows as countries of origin, transit, or destination and often they play the three roles at the same time. South Africa is the dominant country of destination with about 4.2 million international migrants in 2022 In terms of raw numbers, (Hitch, A., 2022)[9] representing 7% of its population, followed by Eswatini, the Democratic Republic of the Congo (DRC), Namibia, Angola, and Tanzania. However, it is interesting to note that Seychelles also has a high migrant population representing 12.7% of its total population compared to South Africa (7.1%), Botswana (4.7%), Namibia (4.2%), Eswatini (3%), Zimbabwe (2.8%), Mauritius (2.3%), and Angola (2.0%). Migrants originating from the SADC region are also significantly present in South Africa (3.6%), Botswana (3.5%), Namibia (2.9%) and Eswatini (2.0%). Seychelles and Mauritius have substantial numbers of migrants originating from Madagascar and other neighbouring SADC countries, and also from outside the SADC region (notably South Asia) (UN DESA, 2019).[10] In the past 10 years, a significant spike has been recorded, with three million more migrants in the region. Data from United Nations Department of Economic and Social Affairs (UNDESA) shows that Angola, the DRC, South Africa and Tanzania account for 96% of this increase and are hosts to 81% of the total migrant stock in the region. Other countries remain quite stable

[1] Interactive World Migration Report 2022 (iom.int)

[2] Ashok Swain, "Environmental migration and conflict dynamics: focus on developing regions", Third World Quarterly, 17 (5), 1996, pp. 959-73.

[3] https://www.un.org/en/academic-impact/migration-dynamics-refugees-and-internally-displaced-persons-africa

[4] https://www.oecd.org/development/migration-development/south-south-migration.htm

[5] https://www.migrationdataportal.org/regional-data-overview/southern-africa

[6] WHO., 2018, Women on the move Immigration and health in the WHO African Region a literature Review [https://www.afro.who.int/publications/women-move-migration-and-health-who-african-region]

7Persons of concern (including refugees, asylum seekers, stateless persons, persons at risk of statelessness and Internally displaced persons (IDPs)); victims of trafficking, smuggled migrants and other migrants in vulnerable situations)

[8] https://www.un.org/en/academic-impact/migration-dynamics-refugees-and-internally-displaced-persons-africa

9 Hirch, A., 2022, Migration policy in South Africa — how should we be thinking about it?, Available on: https://www.dailymaverick.co.za/article/2022-10-03-migration-policy-in-south-africa-how-should-we-be-

[10] UN DESA, International Migrant Stock by Origin and Destination 2019 Update.

except for Comoros, which saw a marginal decline. The need to have a better understanding of the volume, scope and characteristics of intra-Africa migration and its management remains a significant challenge for policymakers, given the absence of substantive and reliable data and information.

The 16 SADC countries (Southern Africa and Indian Ocean Region) have ratified, adopted, and/or signed international migration-related declarations, conventions, covenants, protocols and acts. These include, among others: Protocol to Prevent, Suppress and Punish Trafficking in Persons Especially Women and Children, supplementing the United Nations Convention against Transnational Organized Crime (Palermo Protocol); The 1969 OAU Convention Governing the Specific Aspects of Refugee Problems in Africa; The Refugee (Recognition and Control) Act of 1968 (the Refugee Act); Universal Declaration of Human Rights; International Covenant on Economic, Social and Cultural Rights (ICESCR); International Convention on the Elimination of All Forms of Racial Discrimination (ICERD); Convention on the Elimination of All Forms of Discrimination against Women (CEDAW); Convention on the Reduction of Statelessness, 1961; International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families (ICRMW), 1990.

It is important to mention that most International Labour Organisation (ILO) Conventions apply to all workers except were stated otherwise. Some ILO Conventions are of relevance to the defence of migrant workers' rights, namely the fundamental conventions as identified by the 1998 Declaration on Fundamental Principles and Rights at Work. The conventions also focus on the abolition of forced labour, the right to freedom of association, the right to equality with nationals as defined in the Convention as well as the rights of children. ILO has adopted more than 40 standards specifically dealing with occupational safety and health, as well as over 40 Codes of Practice. Nearly half of ILO instruments deal directly or indirectly with occupational safety and health issues.

A Protocol to the Forced Labour Convention No. 29 was adopted in 2014 by SADC Member States (RC, Lesotho, Malawi, Mozambique, Namibia, Seychelles, South Africa, Zambia, and Zimbabwe). The Protocol is particularly instrumental in combatting trafficking in people and contains a few provisions that require states to actively remedy the scourge of forced labour.

It is noteworthy that all SADC Member States have ratified the eleven Fundamental Conventions (as of June 2022)[11] and that migrant workers in the region therefore are entitled to protection by those rights. In addition, a Protocol to the Forced Labour Convention No. 29 was adopted in 2014 which has been ratified by seven SADC Members (by October 2022).

The Common Market for East and Southern Africa (COMESA) Protocol on the Free Movement of Persons, Labour, Services, Right of Establishment and Residence was adopted in 2001, but Zimbabwe is the only country to have signed it and none of the 16 SADC Member States have ratified it. As for the SADC Protocol on the Facilitation of Movement of Persons, currently only six of the 16 SADC Member States have ratified it (Botswana, Eswatini, Lesotho, Mozambique, South Africa, and Zambia). This falls short of the two thirds of Member States required for the Protocol to enter into force.

The Revised Migration Policy Framework for Africa and Plan of Action (2018-2030) was adopted in 2018. In 2020 SADC has developed a Regional Migration Policy Framework to promote regular, safe, and orderly migration. The SADC Migration Policy Framework outlines key strategies and actions for regional response, as well as the roles and responsibilities of various actors in migration governance and also assist SADC Member States to align to Global, Continental, and Regional frameworks on migration (SADC, 2020)[12].

[11] The eleven fundamental instruments are:

- Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87)
- Right to Organise and Collective Bargaining Convention, 1949 (No. 98)
- Forced Labour Convention, 1930 (No. 29) (and its 2014 Protocol)
- Abolition of Forced Labour Convention, 1957 (No. 105)
- Minimum Age Convention, 1973 (No. 138)
- Worst Forms of Child Labour Convention, 1999 (No. 182)
- Equal Remuneration Convention, 1951 (No. 100)
- Discrimination (Employment and Occupation) Convention, 1958 (No. 111)
- Occupational Safety and Health Convention, 1981 (No. 155)
- Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187)

[12] SADC, 2020, SADC Develops Regional Migration Policy Framework

The Revised Migration Policy Framework for Africa (MPFA) and Plan of Action (2018-2030) reflects the current migration dynamics in Africa and offers a revised strategic framework to guide African Union (AU) Member States and Regional Economic Community (REC) in the management of migration. It provides comprehensive and integrated policy guidelines for AU Member States and RECs to take into consideration in their endeavours to promote migration and development and address migration challenges on the continent. Labour migration is one of the nine thematic areas of the MPFA. Others include Border Management; Irregular Migration; Forced Displacement; Human Rights of Migrants; Internal Migration; Migration Data Management; Migration and Development; and Inter-State cooperation and partner participating United Nations organisations (PUNOs)[13].

All 16 SADC Member States have legislation to combat human trafficking, except for the DRC. However, none of the Member States has legislation to address the smuggling of migrants. For more than a decade, IOM, United Nations Office for Drugs and Crime (UNODC) and United Nations High Commission for Refugees (UNHCR) have been promoting the need for regional coordination on migration management, supporting Member States in strengthening their responses to cross border organized crime, notably smuggling of migrants and trafficking of persons, and the protection of vulnerable migrants, refugees, and asylum seekers within the Southern Africa region.[14]

The SADC has developed a draft Regional Strategy to Combat Illegal Migration, Smuggling of Migrants and Trafficking in Persons to put into effect the regional 10-year Strategy to Combat Trafficking in Persons, especially Women and Children.[15] To date, all SADC Member States have either ratified or acceded to the Palermo Protocol. The Palermo Protocol governs engagement on human trafficking and migrant smuggling.[16] As such, Member States are bound to introduce legislative, policy and practical measurements to prevent and combat trafficking in persons (TIPs) and smuggling of migrants (SOM) within their respective jurisdictions. All 16 SADC countries have also ratified the Protocol to Prevent, Suppress and Punish Trafficking in Persons, Especially Women and Children[17] The AU has the Ouagadougou Action Plan to Combat Trafficking in Human Beings, Especially Women and Children within the Member States in Africa.[18]

It is against this backdrop that the four partner United Nations entities (ILO, IOM, UNODC and UNHCR) with the financial support of the European Union (EU), are implementing the Southern Africa Migration Management (SAMM) project that aims to improve migration management in the Southern African and Indian Ocean Region.

1.2 Description of the project

The SAMM project is a complex €25.675.395 project that has a set duration of four years (from January 2020 to December 2023). It is financially supported by the EU. Four PUNOs with development or humanitarian mandates, namely the ILO, IOM, UNODC and UNHCR, which are implementing the project as a One-UN approach collaborative effort.

The project organisational set-up consists of a Project Steering Committee (PSC) as the governing body of the project. The PSC is in charge, among others, of programme oversight, monitoring of implementation, development of synergies and complementarities with other actions and guidance to ensure attainment of the objectives. The PSC draws its membership from the relevant Regional Economic Commissions, members of the Regional Economic Community (REC) ministerial councils of labour and home affairs, the respective Delegations to the three sub-regions, as well as all the implementing UN agencies (ILO, IOM, UNODC, UNHCR) invited as observers. A technical Implementation Committee (TIC) is responsible for day-to-day management and implementation of activities. The TIC includes, as a minimum, technical level representatives from COMESA, IOC and SADC, as well as the technical teams of ILO, other PUNOs and European Commission responsible for implementation

The overall objective of the project is to improve migration management in the Southern Africa and Indian Ocean region, guided by and contributing to the realisation of the 2030 Sustainable Development Agenda (particularly goals 8 and 10) and the implementation of the GCM as well as the UN Global Compact on Refugees (GCR). The

[13] https://www.ilo.org/africa/areas-of-work/labour-migration/policy-frameworks/WCMS_671952/lang--en/index.htm

[14] https://www.iom.int/news/sadc-member-states-discuss-mixed-and-irregular-migration-challenges

[15] https://www.unodc.org/unodc/en/human-trafficking/Webstories2016/smuggling-of-migrants-in-southern-africa-developing-a-regional-response.html

[16] https://treaties.un.org/Pages/ViewDetails.aspx?src=ind&mtdsg_no=XVIII-12-a&chapter=18&clang=_en

[17] https://www.tralac.org/documents/resources/sadc/1312-trafficking-in-persons-in-the-sadc-region-a-baseline-report-july-2016/file.html

[18] https://au.int/sites/default/files/pages/32899-file-3._ouagadougou_action_plan_to_combat_trafficking_en_1.pdf

project has two main components, namely: Labour Migration which supports the implementation of the GCM, and a Mixed Migration component which supports the implementation of the GCR, as well as of the GCM.

Strategic Objectives

The project theory of change (ToC) is based on two strategic objectives and three key results areas as described below (See the ToC Annex 5).

SO1: Progressive change in legislations and implementation of evidence-based policies at RECs and national level will stimulate/facilitate an enabling policy and legal environment for labour migrants/migrant workers to effectively exercise their rights and pursue economic and development opportunities.

SO2: The development and implementation of evidence-based policies on mixed migration at RECs and national level, will gradually address the legal and socio-economic barriers that hamper the protection of migrants and persons of concern* and enhanced management of mixed flows.

Key result areas (KRAs)

Key result area 1.1: Effective implementation of labour migration legislations and policies at regional and national levels, will enhance the ability of relevant institutions to provide opportunities for efficient channels and protection measures that incrementally reduce the incidence of rights abuses and non-compliance to international and regional standards regarding migrant workers.

Key result area 1.2: The provision of quality data and knowledge products on LM will enable better implementation and monitoring of policies, as well as effective reporting on international and regional standards, thus facilitating decisions about which migration management strategies protect the rights of migrants and persons of concern.

Key result area 2.1: The generation, analysis, dissemination, and utilization of data on effective mixed migration management strategies and policies will provide opportunities for appropriate protection frameworks, targeted at migrants and persons of concern. *

Under the **labour migration component**, the SAMM project is cooperating with SADC, COMESA Secretariats and the Indian Ocean Commission in the formulation and implementation of the following policy frameworks:

i. SADC Labour Migration Policy Framework and its Labour Migration Action Plan (2022-2025);
ii. SADC Employment and Labour Policy Framework (2020-2030);
iii. SADC Protocol on the Facilitation of Movement of Persons (2005);
iv. SADC Guidelines on Portability of Social Security Benefits (2019);
v. SADC Regional Qualifications Framework (2011); and
vi. COMESA Protocol on Free Movement of Persons, Labour, Services, the Right of Establishment and Residence (2001).

Similarly, under the **mixed migration component**, the ILO, IOM, UNODC and UNHCR are collaborating with SADC, COMESA Secretariats, Indian Ocean Commission, and their Member States in the implementation of the following policy frameworks:

i. SADC Regional Policy Framework on the Management of Asylum Seekers and Refugees and its Action Plan (2019);
ii. SADC Regional Strategic Plan on Combating Illegal Migration, Smuggling of Migrants and Trafficking in Persons (2015);
iii. International Framework for Action to Implement the Trafficking in Persons Protocol (2009);
iv. Southern Africa Strategic Plan of Action to Address Mixed and Irregular Migration (draft) for 2015 – 2018; and;
v. COMESA Protocol on the Gradual Relaxation and Eventual Elimination of Visa Requirements (1984).

The seven main labour migration thematic areas covered by the SAMM project are listed below:

i. Gender-responsive labour migration policies and/or strategies regulating labour migration at national level contributing to the implementation of SADC's Labour Migration Action Plan;
ii. International labour standards and national legislation on the protection of migrant workers, as well as advocacy on the contribution of migrant workers to development;
iii. Bilateral labour migration agreements (BLMAs) across the region and with third countries;

iv. Fair recruitment and decent employment for migrant workers including regulatory legislation on Private Employment Agencies (PEAs) and strengthening of Public Employment Services (PES) capacity;
v. Social Security Portability of Benefits for migrant workers at the national level through the piloting of the SADC Guidelines on the Portability of Social Security Benefits;
vi. Skills matching and recognition of qualifications of migrant workers at national and bilateral level, as well as support to the SADC Qualification Framework; and
vii. Labour migration statistics (indicators, module, inclusion in labour market information systems, etc) and the support on the establishment of a SADC Labour Market Observatory.

To a lesser extent, the labour migration component also comprises work in the following areas:

i. Labour Migration Administration and Social Dialogue including the establishment and strengthening of Labour Migration Units;
ii. Refugees' and IDPs' access to the labour market;
iii. Studies on the impact of immigration on developing countries' economies;
iv. Support to diaspora policy and networking;
v. Reducing the transfer cost of remittances; and
vi. Climate change and labour migration linkages.

Under the mixed migration component, five main strategic areas are covered by the SAMM project, namely:

i. Supporting the design and implementation of regional and national policies, frameworks, and strategies on the protection and assistance to asylum seekers, refugees, stateless persons, and persons at risk of statelessness, Internally Displaced Persons (IDPs), TIPs, and SOM;
ii. Supporting the implementation of United Nations conventions, recommendations and national legislation relating to the status of refugees and/or the AU convention for the protection and assistance of IDPs in Africa as well as that on Trafficking in Persons and Smuggling of Migrants;
iii. Enhancing the production, analysis, dissemination, and utilization of mixed migration data to inform policies, programming, and communication;
iv. Supporting the establishment of institutional systems, practices, and arrangements to provide direct assistance and protection to vulnerable migrants; and
Providing capacity-building, awareness-raising campaigns, and provision of information on the benefits of safe mixed migration versus irregular migration.

Major events and milestones

There are many milestones associated with the implementation of the project.

An important milestone was the SAMM inception workshop held in January 2021. The workshop aimed to: present the SAMM project, announce its official launch and establish its Steering Committee; identify project priorities for RECs (SADC, COMESA and IOC) for implementation and/or elaboration/completion of their existing a) labour migration frameworks and b) mixed migration frameworks; identify SAMM priority activities for each SADC Member State on labour migration and mixed migration strategies and/or policies, regulatory frameworks and implementation plans; and present the stocktaking exercises highlighting the current situation regarding labour migration and mixed migration in SADC Member States. Participants included government representatives from all Member States, representatives of the EU, COMESA, IOC, SADC, two representatives of the social partners from each country (workers' and employers' organizations), the Joint Labour Migration Program (JLMP) and non-governmental organisations working in migration.

An evaluability assessment of the SAMM project was conducted between October and November 2021, in line with the ILO policy governing technical cooperation projects to support results-based management of ILO projects and programmes. The evaluability assessment helped to refine the project's Comprehensive M&E Strategy (CMES). The evaluation referred to the evaluability assessment for missing indicator parameters – baseline or target. Such instances were, however, minimal due to the comprehensiveness of the project M&E matrix.

Between October and November 2021, the EU commissioned a results-oriented monitoring (ROM) mission focusing on a sample of five out of the 16 countries. The ROM supported countries to assess five areas that included: (i) REC's involvement in the country; (ii) budget priority of the agencies for each country; (iii) strategic priority of the agencies for each country; (iv) results already achieved; and (v) types of beneficiaries. The agencies made efforts to address the recommendations made on the ROM mission in preparation for the mid-term evaluation (MTE).

This MTE was a requirement in the project agreement which required that an independent MTE be done after two years of implementation. The MTE was guided by the ILO evaluation Policy, with due regard to United Nations Evaluation Group (UNEG) Norms and Standards and practices for joint evaluation. The project agreement also requires a final independent project evaluation after the completion of the project.

Management and Organizational Arrangements

The European Commission entrusted the four United Nations entities to implement the project through indirect management in accordance with the provisions of the Multi-Partners Contribution Agreement. The SAMM project PUNOs were identified according to their extensive experience in the fields concerned and in the region.
In general:

i. ILO had the leading role on Specific Objective 1 "Improved policy environment for labour migration across the region and improved access to legal and efficient means of labour mobility for (prospective) labour migrants" and IOM had a leading role for the S.O 2 "Strengthened and informed decision-making around and management of mixed migration flows, including improved protection of vulnerable migrants".
ii. Policy dialogue and labour migration policy formulation was carried out with IOM and with UNODC's contribution on combating unfair labour practices and preventing and responding to abuse and fraud in recruitment of labour. ILO worked in building capacity of social partners and in reinforcing their roles and responsibilities in the existing framework for fair recruitment processes.
iii. On social protection, ILO worked in conceptualizing, testing and assessing different methods to implement the regional framework for cross border portability of benefits and pursued its technical assistance to SADC on the regional qualification's framework for skills recognition, with a contribution from UNHCR on deepening the knowledge on the main constraints for refugees and asylum seekers in this area.
iv. On Specific objective 3 (S.O.3): "Strengthen informed decision-making around and management of mixed migration flows, including improved protection of vulnerable migrants mixed migration", IOM had the responsibility of mapping out existing data capture mechanisms including border management information systems. In coordination with UNHCR and UNODC, flow monitoring points were established in order to produce qualitative and quantitative updates and policy briefs on mixed migration flows and trends in the region with the support of the IOM's Regional Migration Data Hub for Southern Africa, one of several regional hubs that serve as a central repository of migration data and information and feeds the IOM's Global Migration Data Analysis Centre. IOM, UNHCR and UNODC supported the development of a regional policy framework at SADC level and national policies that are in line with the regional framework. In addition, IOM, UNHCR and UNODC continued to support the development of national referral mechanisms and standard operating procedures to strengthening support to and protection of vulnerable migrants, refugees and victims of human trafficking and smuggling. Awareness raising was carried out using IOM's Community Response Map model, amongst other strategies.

1.2.1 Main Stakeholders and Beneficiaries

The key SAMM project stakeholders are governments of the 16 supported countries, REC' secretariats including, the COMESA, IOC and SADC, as well as the national administrations of their Member States, and the PUNOs). Other stakeholders are academic institutions, research think tanks, other relevant non-state actors and international cooperating partners involved in migration, migration research and transnational crime, civil society organizations, workers' organizations and their members and employers' organizations.

Figure 1: SADC Countries where the SAMM project was Implemented

SAMM stakeholders also include the final beneficiaries. For the labour migration component these include women and men migrant workers as well as their family members, and those for the mixed migration component include persons of concern (i.e., refugees, asylum seekers, stateless persons, persons at risk of statelessness and internally displaced persons (IDPs)), actual and potential victims of trafficking and smuggled migrants, returned migrants and other vulnerable migrants who will benefit from improved mechanisms for assistance and rehabilitation and enhanced awareness.

1.3 Purpose of the Evaluation

The MTE was conducted for the purposes of accountability, learning, planning and building knowledge. It had a primary formative focus and secondary summative one with the overall objective of reviewing the implementation of the project to identify strengths and weaknesses, lessons learned, and good practices, and provide practical recommendations to guide and improve decision making and project implementation for the remaining project duration as well as the decisions on the proposed request for a no-cost extension of the project.

1.4 Objectives of the Evaluation

The MTE sought to achieve the following objectives:

i. Assess the relevance and coherence of the project's design to the countries' needs across the region and how the project is perceived and valued by the target groups, including the contributions of the project on Labour Migration and Mixed Migration regarding SADC, COMESA, IOC, and national policy frameworks such as national development plans and Decent Work Country Programmes (DWCPs), the United Nations Sustainable Development Cooperation Frameworks (UNSDCFs), the SDGs targets, and the PUNOs strategic frameworks;
ii. Analyse the implementation strategies of the project regarding their potential effectiveness in achieving the project outcomes and impacts, including unexpected results and factors that are positively or negatively affecting project implementation and results;
iii. Assess the implementation efficiency of the project;
iv. Review the institutional set-up, capacity for project implementation, inter-agencies coordination mechanisms and with other stakeholders and the use and usefulness of management tools including the project M&E methodology;
v. Analyse the planned strategies for outcomes' sustainability and orientation to impact;
vi. Review the impact of knowledge management (KM) and communication strategy in raising the profile of the project within the countries and among the cooperating partners;
vii. Examine the project's response to the restrictions imposed by COVID-19 on repurposing project funds or activities, how the project pivoted or dealt with the restrictions on project activities, if any;
viii. Identify lessons learned and potential good practices for key stakeholders; and
ix. Provide strategic recommendations for the different key stakeholders to improve attainment of project outcomes and impacts.

1.5 Scope of the Evaluation

The MTE encompassed all SADC Member States (Angola, Botswana, Comoros, DRC, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Tanzania, Zambia, and Zimbabwe) covered by the SAMM project. The MTE covered the project implementation period January 2020 to May 2023.

The evaluation focused mainly on the regional and country-level planned outputs and outcomes for the SAMM project, with particular attention to synergies between the components and contribution to the formulation and implementation of regional and national policies and programmes, complemented by the identification of both positive and negative unintendedresults.

The evaluation assessed how the project was addressing labour and mixed migration governance issues in relation to its specific target groups who included migrant workers, persons of concern, victims of trafficking, and smuggled migrants, and returned migrants. It also assessed how the SAMM project addressed cross-cutting themes including, gender equality and gender mainstreaming, inclusivity (i.e., people with disabilities), social dialogue and tripartism, international labour standards, human rights concerns and other relevant areas as outlined in the project document, including capacity building and protection of children and youths.

Considering this was an MTE, the evaluation criteria on impact was limited to orientation towards impact. The MTE sought to establish how and why the project had achieved or not achieved the intended results and other unexpected results that may have arisen and how these were achieved through a One-UN approach. This MTE also assessed the degree to which SAMM's ToC was realized, as well as the extent to which the results pathways, assumptions and risks have remained valid, including for remaining implementation period. It also examined efforts made to make any necessary adjustments to the ToC.

1.6 Evaluation Management Structure

The mid-term evaluation was managed by an Evaluation management committee (EMC) integrated by the evaluation managers of the Participating United Nations Organizations (PUNOs) who were not involved in the implementation of the joint programmed. The EMC was led by the ILO evaluation manager as the lead agency. The EMC role were (i) managing administrative day to day aspects of the evaluation process; (ii) acted as the main interlocutor with the Evaluation Team; (iii) ensure access to required background and supporting documentation; (iv) facilitate communication with relevant regional and national stakeholders to ensure evaluators receive the required data; (v) facilitate communication with relevant stakeholders to ensure technical guidance on content; and (vi) review the interim deliverables and final reports to ensure quality, with inputs from the Evaluation.

The evaluation was implemented by Primson Management Services as an independent Evaluator which was constituted of three senior consultants with back stopping from a project manager and quality assurance manager. Consultancy team was responsible for the (i) development of the inception report and the related desk or literature review . (ii) online and in-field data collection, (iii) development of the evaluation report, (iv) facilitate the stakeholder validation of the report and (v) addressing comments and inputs from the stakeholders and the EMC.

2 CONCEPTUAL AND METHODOLOGICAL APPROACH

2.1 Evaluation Conceptual Framework

The MTE was conducted under a theory of change-based (ToC) approach, using mixed methods, and with a utilization focus. The analysis of output and outcome indicators, integrated with the analysis of other planned results, were key to the operationalisation of the ToC approach. This was blended with a qualitative and quantitative analysis of external factors that could positively or negatively influence the project. The evaluation team evaluated the two project components i.e., labour migration and mixed migration concurrently.

The MTE to a large extent relied on the project **evaluability**, **ToC** and well-defined **results chain** including inputs and outputs, to ascertain the sources of the SAMM project output and outcome effects, as well as other likely unplanned effects. The MTE focused on progress towards the achievement of the outputs and outcomes and the

likelihood of their translation to impacts on the target beneficiary institutions (governments, civil society organizations, RECs, other partners, and final beneficiaries including female and male migrants, as well as TIPs. The MTE also sought lessons learnt towards achievement of the same. In the assessment of progress towards achievement of results, the MTE tried as much as possible to ascertain **contribution** of the results achieved to the SAMM project. For the purposes of assessing effectiveness, the central question in this MTE was whether or not the output and outcome targets had been/were likely to be achieved, and whether they were contributing to desired outcomes in the context European Development Fund (EDF 11), UNSDCF, United Nations reform, national development frameworks and SDG 2030 Agenda.

In addition to assessing progress towards planned SAMM project outputs and outcomes, the evaluation also assessed the effectiveness of the SAMM project coordination and implementation mechanisms and whether or not they were strengthening/contributing to strategic achievement of results. The MTE interrogated the existence and functionality of the various SAMM project coordination and implementation structures and evidence of implementation of coordination and implementation plans. It also assessed coordination and complementarity with other United Nations entities' projects and interventions (as well as other bilateral, government, and other development partner interventions).

Overall, the MTE was based on the Organisation for Economic Cooperation and Development (OECD)/ Development Assistance Cooperation (DAC) and United Nations Evaluation Group (UNEG) criteria, and Evaluation Quality Standards, including the Code of Conduct for Evaluation in the UN System. The OECD/DAC evaluation criteria were divided into three categories, after ascertaining the evaluability of project based on the M&E matrix. ***Category 1*** consisted of two criteria that assess the quality of the project design. These include relevance and coherence. Coherence evaluated the extent to which the project design and implementation strategy strengthened the strategic, systemic (internal), and corporate/external coherence of the SAMM project and its added value**.** ***Category 2*** criteria assessed the quality of programme performance towards achievement of results. These include efficiency, effectiveness, orientation towards impact and sustainability. ***Category 3*** criteria evaluated the degree to which the SAMM project mainstreamed cross-cutting issues including gender equality in addressing the strategic needs of men and women, and non-discrimination (i.e., people with disabilities), rights-based approach, social dialogue and tripartism and international labour standards. Analysis of gender-related concerns were based on the ILO Guidelines on Considering Gender in Monitoring and Evaluation of Projects, as well as the UNEG guidance on both Gender and Human Rights and Disability Inclusion in evaluation.

2.2 Methodological approach

The methodological framework for the MTE was based on the evaluation phases approach and interrogated the evaluation objectives, strategic activities, and deliverables at each phase of the assignment. To meet the specific evaluation objectives identified in the evaluation terms of reference (ToR) (See Annex 2), the evaluation used mixed quantitative and qualitative evaluation methods, drawing on both primary and secondary qualitative and quantitative data collection methods. The MTE methodology was also aligned to respond to several cross-cutting issues and project evaluation standards in line with the ToR and used a participatory approach to engage relevant stakeholders in the three RECs and in each of the project countries. The evaluation approach sought utility of evaluation results as well as feeding into a learning process; hence it was participatory and inclusive, giving voice to the different stakeholders of the SAMM project, except for beneficiaries. The MTE methodology applied a variety of evaluation techniques, including the triangulation of information drawn from desk review, key informant interviews with stakeholders, an electronic survey, field visits, informed judgment, and scoring, ranking, or rating techniques regarding levels of results achievement. The research methods allowed for the placement of people and their experiences at the centre of the evaluation process.

The MTE methodology was designed with a purpose to provide evidence to support decision making, scaling up of SAMM project interventions, and improvement of implementation progress. The analysis drew on an Evaluation Questions Matrix (See Annex 1), with information triangulated across sources to ensure analytical accuracy. This MTE also strictly adhered to the norms and ethical principles set by the United Nations Evaluation Norms and Standards. It also followed the ILO Evaluation Guidelines and Support Guidance Documentation and the Internal Guide on adapting to the COVID-19 situation (version March 25, 2020). It sought full adherence to ILO evaluation norms, standards, and ethical safeguards and complementary elements from the other United Nations agencies evaluation policies.

2.2.1 Inception phase

Preliminary virtual inception m*eetings:* The evaluation team utilized the inception phase to dialogue widely with the ILO, IOM, UNODC and UNHCR relevant officers, PUNO focal persons, Evaluation Management Committee (EMC) members ((See subsection 2.5) and the donor to understand the full context of the evaluation, as well as capture their expectations with regards to the content and scope of the MTE. The consultations resulted in decisions and agreements on the priority areas of focus for the evaluation and available data sources. This informed the wider stakeholder consultative process.

***Desk Review*:** The review of relevant documents was a continuous process and contributed to answering the questions under all of the evaluation criteria. The consultancy team carried out a desk review of appropriate materials including the project document, monitoring and evaluation related project documents (ToC, logframe, M&E strategy, annual work plans). Evaluability Assessment Report. progress reports project budget and related financial reports and other relevant documents.

In addition to these materials proposed in the TOR, the evaluators also reviewed government policy documents, legal instruments, United Nations conventions and recommendations underpinning labour migration and mixed migration. The evaluation team also reviewed relevant strategic documents to which the SAMM project is aligned, including UNSDCF, national development plans and SDG frameworks, United Nations guidance notes and checklists and others.

2.2.2 Sampling of countries which were physically visited during data collection.

Considering the available time and resources for the MTE, there was agreement to sample six countries for in-person visits by the evaluation team. The other remaining 10 countries were engaged virtually. Table 2 below details the justification for the six countries selected for in-person visits.

Table 1: Justification for the selected countries for the purposes of data collection

Country	Justification for selection
South Africa	South Africa is a major country of destination for migrants in the region. It also hosts the United Nations entities that are playing leading roles in implementing the SAMM project.
Lesotho	Lesotho is a major country of origin of migrants, especially to South Africa. It is also performing well under the project.
Eswatini	Eswatini is also a major country of origin of migrants, especially to South Africa. It is also performing well under the project.
Botswana	Botswana hosts the SADC Headquarters (HQ). All the three PUNOs excluding UNODC have physical presence in the country. Botswana is also a major migrant-receiving country.
Zambia	Zambia has functional border coordination committees supported by the SAMM project. It also hosts the COMESA HQ.
Mauritius	Mauritius hosts the HQ of the Indian Ocean Commission and is also a major country of destination in the IOC region.

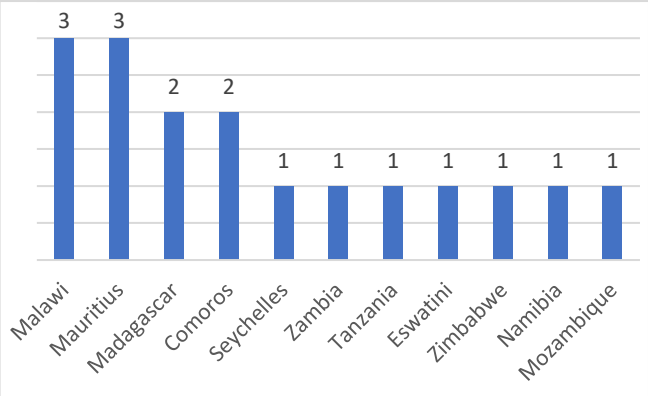
2.2.3 Primary Data Collection

The primary sources of data were key informant interviews (KIIs), electronic surveys, and the preliminary presentation of findings to fill in data gaps. These sources provided both quantitative and qualitative data. Data was collected physically through in-person interviews in six countries and through online means in 10 countries. The evaluation team conducted a series of high-level (regional and national) meetings with governments, non-governmental organizations (NGOs), partners, and other implementers, as well as meetings with the PUNO implementing offices to provide insight into the performance of SAMM project components, national programs, and understanding of Labour Migration and Mixed Migration in SADC. The evaluation used interview guides as the framework for these discussions, as well as allowing for probing, inquiry and exploration of any emergent themes.

Quantitative Methods

Electronic Staff Survey: Evaluation team launched an electronic survey targeted at all SAMM Project Officers and focal persons in all the PUNOs (see Annex 4). Evaluation team ensured that the client availed all the contact details of all project staff at all PUNOs. The objective was to get greater insight into the insider and frontline perspectives on the project performance. The electronic tool transmitted responses directly to the Evaluation team Management Services survey data management system in real-time. The target for responses was 42 from all four agencies. However, only 17 were received bringing the total percentage to 40.5 percent. Responses were only recorded from 11 countries as highlighted by Figure 2. No responses were received from Angola, Botswana, DRC, Lesotho, and South Africa.

Figure 2: Response rate to the electronic staff survey



Qualitative Methods

The qualitative methodological approach to answer the evaluation questions included KIIs, desk review and. Each of these data collection approaches is elaborated below:

Key Informant Interviews

KIIs were performed in all 16 SADC countries. The evaluation team carried out physical in-person interviews in six countries (Botswana, Eswatini, Lesotho, Mauritius South Africa, and Zambia) and the key informants in the other 10 countries were interviewed remotely. For the 10 SADC countries, online KIIs focused on government ministries as well as Implementing Country Offices, the donor, civil society organisations (CSOs), worker's organisations and available migrant workers' associations.

KIIs were conducted with various partners involved in the implementation of the SAMM project who (i) could articulate the project policy issues and implementation guidelines; and (ii) steer the implementation process and are privy to the expected project results. These included: ILO project team; heads of PUNOs; focal persons of PUNOs and governments in all the 16 countries; focal persons in relevant regional offices and RECs; donor focal points; and cooperating CSOs. The Evaluation team also interviewed the SAMM regional level Implementing Partners, Program Steering Committees, Technical Implementation Steering Committees as well as other country level stakeholders. These interviews gathered information on the approaches being used for the implementation, the progress being made and the perception of the respondents on the implementation of the project and results achieved. The interview tool was semi-structured and adapted to the respondent's area of experience and knowledge.

These interviews were valuable for providing confidential spaces to discuss sensitive and/or controversial topics and for providing the time necessary to hold in-depth discussions with stakeholders who have extensive knowledge of the project or whose viewpoint require an in-depth examination. KIIs contributed to answering all of the evaluation criteria. A total of 128 Key Informants were interviewed, to see the complete list of Key Informants Interviewed disaggregated by country and gender please see Annex 6.

2.3 Data Analysis Methods

2.3.1 Integrated analysis

In line with the TOR and results-based approach applied by the ILO, the MTE focused on identifying and analysing results through addressing key questions related to the evaluation criteria and the achievement of the outcomes/objectives of the project using the indicators in the logical framework of the project. The analysis adopted an integrated approach that involved the integration of diverse data sources and analytical approaches and mixed methods. The integrated analysis ranged from discussing separately generated results from different components or phases of the MTE together as part of the conclusion, through synthesis of data from the different components to combination of data sources or conversion of data types to build a blended set of results. The MTE analysis employed strategies for making the most of opportunities to integrate process and indicator data in analysis to build strong and useful conclusions.

2.3.2 Triangulation of multiple data sources and analysis methods

The evaluators' analyses, findings and conclusions were informed by multiple data sources, including desk reviews and secondary and primary data. The evaluators employed a combination of comparative and qualitative analysis. This mixed methodological approach allowed for the triangulation of qualitative and quantitative data. Quantitative data was deployed to Excel for tabulation and graphing. Qualitative KII data was also captured and coded in Excel to explore all relevant themes. Broader stakeholder validation of the evaluation was undertaken through stakeholder comments on the draft evaluation report by the EMC and other stakeholders. The triangulation of multiple data sources was intended to broaden the analysis scope and enhance the validity and reliability of data and information. In compliance with international evaluation standards, the team protected the confidentiality of KIIs by not attributing findings by name within this evaluation report.

2.3.3 Assessment of indicator performance

To strengthen the integrated analysis, the MTE employed, among other qualitative and quantitative methods, a colour-coded output and outcome rating system to rate the achievement of both qualitative and quantitative indicators in the SAMM Project M&E Framework. The rating related to the status of the output and outcome targets as provided in the SAMM project M&E Framework based on indicator ratings, as shown in Tables 8-10 below. The project output and outcome performance were rated based on the progress made towards the planned December 2023 outcome and outcome targets using the following rating scale: (i) **Achieved (*Green*):** if the planned target was at least 95% achieved by June 2023***;*** (ii) **Good Progress Made Towards Achievement *(Yellow):*** if the planned output targets had been met by at least 50% by June 2023; (iii) **Satisfactory** (***Amber***) if at least 30% of target achieved; and (iv) **Challenged *(Red):*** if planned performance was below 30% by June 2023***.*** The assessment also rated the project's contribution to achieving the outputs and outcomes. This was mainly based on documented evidence and stakeholder perceptions. Contributions attributed to the project were assessed on the following rating scale: ***Significant*** (more than 50%) ***(Green); Not significant*** (less than 50%) ***(Amber);*** and ***None (Red).***

2.3.4 Output rating system

The MTE considered the level of achievement of project outputs as of June 2023 through the assessment of available data and/or opinion of stakeholders and rated performance on the colour-coded scale as described above. The assessment of outputs was based on the comparisons of the indicator baseline, target, and June 2023 status.

2.3.5 Outcome rating system

The level of outcome achievement was measured at two levels. The first level was at the outcome indicator level. The evaluation measured the **achievement of the outcome indicators** against the planned targets. The second level of outcome rating was the level of contribution of indicator and outcome achievement to the SAMM project SOs, which was based on the evaluators' assessment of the **output/outcome overall ratings**, as well as stakeholder perceptions of the performance of the result area. Thus, the overall **outcome rating was a "sum total" of the outcome indicator performance plus overall ratings of related outputs plus stakeholder perceptions**.

2.3.6 Rating of orientation to impact

Like the outcome measurement system, the level of likely impact was measured at two levels. The first level was at the impact indicator level (if defined). The evaluation measured the **achievement of the impact indicators** against the planned targets. The second level of impact rating and contribution of SAMM project to impact achievement was based on the evaluators' assessment of the **outcome overall ratings** and stakeholder perceptions on the overall project performance. Thus, the overall **rating of the likely impact was a "sum total" of the impact indicator performance plus overall outcome ratings plus stakeholder perceptions**.

2.3.7 Analysis of cross-cutting issues

The analysis of cross-cutting issues under the Category 3 evaluation criteria was integrated and mainstreamed across all the analyses of achieved results. Section 3.7 also analysed the key results under each of the cross-cutting issues. The analysis of gender equality and non-discrimination was done in accordance with the ILO Guidance 4: Considering gender in the monitoring and evaluation of projects and treated as a cross cutting concern throughout the methodology, deliverables and final report of the evaluation.

2.3.8 Stakeholder workshop to present preliminary findings.

After the data collection phase and before drafting the report, the evaluation team, with the support of the ILO, conducted a project-level stakeholders' workshop (virtual) to present preliminary results and recommendations. Participants included key stakeholders of the different countries and regional stakeholders. The purpose of the workshop was to flag data gaps that might require further data collection. Evaluation team prepared a PowerPoint Presentation on the emerging findings of the evaluation in English, French and Portuguese.

2.4 Evaluation Norms and Ethical Considerations

Throughout the evaluation, the evaluation team adhered to the internationally accepted ethical standards in research, UNEG standards, relevant ethical standards in line with individual project PUNO guidelines. The collection of data involved ethical issues (confidentiality, anonymity) about the respondents/participants. Therefore, the evaluation team adhered to the following accepted codes of conduct: seeking consent, maintaining the confidentiality, and avoiding bias.

2.5 Evaluation Management Arrangements

The evaluation was undertaken as a joint evaluation under the leadership of ILO and an Evaluation Management Group and Programme Management Group to support at various stages. The evaluation team leader reported to the EMC led by the ILO evaluation manager. The consultancy team held regular briefing meetings with the EMC, and others as necessary, to share progress and discuss support that the evaluators required.

2.6 Limitations to the methodology

The methodology posed two major limitations to the evaluation, as detailed in the table below.

Table 2: Limitations of the methodology

Limitation	Risk	Mitigation Measures
The methodology could not allow for in-person data collection in all 16 countries. The mixture of in-person and virtual interviews for different counties might compromise the comparability in terms of data quality/	This had the potential of having a sample bias regarding coverage of stakeholders. There was also the risk of differences in comprehensiveness of data from the two groups of countries.	To ensure high participation in virtual interviews, the evaluation team shared the itinerary/interview agenda with the relevant stakeholders in advance. In addition, the requests for interview appointments were made in advance by email d the team followed up with phone calls prior to the appointments. Of those few staff who were not available for interviews, the evaluation team asked their alternates to be interviewed. To ensure comprehensive data was collected through the interviews, the interview team allocated the maximum possible times to the individual virtual interviews.
It was not possible for the external evaluators to conduct in-person site visits to the migrants and other individual project beneficiaries (TIP victims)	The inability to interact with the migrants and people of concern had the potential risk of limited content and triangulation of the results.	The consultancy team increased the number of KIIs in the interviews, where the contacts were available.

3 FINDINGS

RELEVANCE

To what extent is the project based on clearly identified needs and challenges of/for the target groups regarding migration in the Southern Africa and Indian Ocean region (considering key stakeholders' involvement in the formulation and implementation)?

Finding 1: The selection of strategic focus areas within the context of the Southern Africa and Indian Ocean Region was fully aligned with critical needs within the wider governments and partner operational environment. The relevance was assured from the fact that the project tackled relevant issues including migration in irregular situations, smuggling of migrants, trafficking in persons and improvement of labour and mixed migration governance that are of national, regional, and global importance.

The SAMM project was designed with the overall objective of improving migration management in the Southern Africa and Indian Ocean region by addressing the challenges identified in the ToC. KIIs unanimously argued that the SAMM project was highly relevant within the current operational environment and global context of human mobility, and that the work and activities implemented by the PUNOs, and local partners (in countries) were perhaps more relevant than ever, given the various thematic areas of project engagement (See page 4). The selection of strategic focus areas within the context of the Southern Africa and Indian Ocean region appeared to be fully aligned with critical needs within the wider PUNO and Government operational environments, which signals strong potential for the project to have sustainable impact and bring added value to the sectors of labour and mixed migration. Up to 75% of programme officers in the PUNOs responded that the project is relevant and was effectively contributing to national development priorities. They also submitted that the SAMM project outcomes and strategic objectives continued to be relevant despite the changing country contexts under and post COVID-19 pandemic.

The project clearly reflected essential parts of the One-UN approach and mission such as One Leader, One Programme, and Communicating as One. Its objectives, strategies and methodologies proved relevant to addressing the challenges identified by the governments of each country, and their constituencies regarding the promotion of and response to the needs around labour and mixed migration governance. The project generated a high degree of ownership among government constituencies in countries where implementation commenced early (Angola, Botswana, Eswatini, Lesotho, Malawi, Mauritius, Mozambique, Namibia, , South Africa, United Republic Tanzania, and Zimbabwe.) The project aligned with national priorities and needs but lack of resources and late commencement hindered government, and there was low ownership generated in countries, organizations, and officials of line ministries where the project started later (Madagascar, Comoros, Democratic Republic of Congo, Seychelles and Zambia). In countries such as Zambia, the political establishment, and employers´ organizations were not fully committed to the project deliverables due to lack of resources and late commencement of the project. Commitment. Engagement and ownership were higher in Botswana and Zimbabwe. The vast majority of national partners stressed the ongoing need for capacity building and strongly requested for further technical (and financial) support to consolidate achievements to date.

Seventy-six percent (76%) of the surveyed programme officers were satisfied with the strong ownership and leadership of SAMM project implementation processes. The MTE established that the project design and inception processes were inclusive and participatory. There were, however, sentiments among some national stakeholders that they were not adequately consulted on the design of the project and that the early conceptualisation of the project might have involved the implementing United Nations agencies more, and less of other tripartite constituents. However, verifications with the project focal persons and project reports showed that SAMM partners' country offices were consulted during the design phase of the project. National stakeholders were consulted during the inception phase of the project. An online Inception Workshop was organised in January 2021 and through Working Groups and varied methodologies to allow SAMM partners to identify and capture more in detail the needs of each of the 16 SADC Member States. An inception workshop for SADC countries and the RECs was organized to launch the project in January 2021.[19] Participants included government representatives from the Ministries of Labour, Home Affairs, Foreign Affairs, Social Development, Justice and Constitutional Development, National Statistical Offices, and representatives from Police (Organized Crime Units). Other stakeholders included

[19] UN South Africa (2021), The Southern Africa Migration Management (SAMM) project inception, Available on: https://southafrica.un.org/en/135633-southern-africa-migration-management-samm-project-inception

representatives of the EU, COMESA, IOC, SADC, two representatives of the social partners from each country (workers' and employers' organizations), and one representative of the Joint Labour Migration Programme (JLMP). NGOs working in migration were also invited as observers.

"… in my view I think this project is very relevant to our mandate since our mandate is to organise unions because union organise workers and in organising workers, unions face some difficulties or issues with organising migrant workers. We are interested in the project because in our view, migrant labour or migrant workers should not be treated differently from non-migrants."

KII Botswana

Finding 2: The SAMM project was responsive to the needs to improve migration outlined in the national and international development policy priorities and strategies, the PUNO strategy and SDGs. The project also contributed to regional commitments by Member States to addressing issues of labour and mixed migration.

The project was highly responsive to the needs of the target groups, particularly the Member States as they realised the significant need to address issues of both mixed migration and labour migration in their respective countries in line with the GCM and GCR. The project focused on improving migration governance as a key milestone along the ToC pathways that would result in improving the working and living conditions of migrants in labour and mixed migration flows and multi-level and cross-sector collaboration, as well as promotion of systemic change across the SADC region. SADC countries placed great importance to migration governance by designing and implementing tailored protocols, policies, and programmes, such as the Labour Migration Action Plan (2020-2025), SADC Common Regional Policy Framework on Refugees and Asylum Seekers (2019); the Regional Strategy to Combat Illegal Migration, Smuggling of Migrants and Trafficking in Persons (2016-2020).

Capacity building was an expressed need at every stakeholder level. The three project key result areas were built around capacity building of RECs and national institutions, evidence-based management and policy formulation and advocacy for creating a conducive environment for both labour migration and mixed migration governance.

The identified capacity building needs were in policy formulation and implementation, research, and advocacy. Providing capacity building as noted in the project work plan and reports ensured relevance to the needs of the target population. Targeted interventions such as trainings also ensured relevance for the subgroups of the target population (e.g., the migrant organisations). The MTE, however, noted that while capacity building was the key strategy towards the achievement of the project results in all the KRAs, the ToC hardly made any reference to capacity building.

The project implementation process in some of the countries ensured full consultation with national stakeholders that ensured prioritization of activities by the beneficiary governments. These consultative processes were evident, for example In Lesotho, Eswatini, Malawi and Zambia among others.

"*We were working together with ILO and IOM when developing the implementation plan for our Labour Migration Policy. This helped us to prioritise the activities that are of importance and urgent for our country*"

KII Lesotho

"*Our work involved the development and facilitation of the police training module for the Zambian Police Training Collage upon their request after sensitisation on issues of TIP*"

KII IP Regional Office

The flexibility by implementing partners to adjust project implementation according to the individual country needs also ensured identification of specific country needs and formulation of the interventions because SAMM activities were demand-driven; Most of the interventions were a direct response to the needs of the RECs and Member States in addressing issues concerning the development of labour migration profiles and policies, migrants in an irregular situation, smuggling of migrants, trafficking in persons and protection of migrant workers and other vulnerable migrants. Through these interventions the project also contributed to regional commitments by Member States to addressing issues of labour and mixed migration under the various Conventions and Protocols which they had adopted and ratified. However, the evaluation found out that despite these interventions, migrant workers continued to face some challenges including access to information, discrimination, labour exploitation and a lack

of recognition of skills attained either in the country of destination or upon return. These challenges placed migrant workers in vulnerable positions where they could be subject to exploitation; thus, reduce the development potential of migration for the migrant workers and their families.

To what extent does the ToC express the project's contribution to achieve its objectives through a logical linkage between the outputs, outcomes and impacts and the environment in which the project is settled (assumptions and risks)?

Finding 3: The SAMM project ToC had defined assumptions and a hierarchy of change results. The lower, intermediate- and higher-level changes did not clearly show the "if – then" logic, hence it was not nested enough to identify a wide range of causal link assumptions that needed to occur if the SAMM project direct benefits and migration management changes were to be realized. Additionally, to some extent, the ToC was incomplete and delinked from the project design and implementation.

The evaluation team used the ex-ante causal link analysis of the SAMM project intervention logic. The SAMM project had a detailed project document and a results framework/logical framework that described the project beneficiaries' needs, the changes to be made, and the planned activities. When superimposed on the project document, the ToC showed that many elements that were in the project document were missing from the ToC. For example, capacity building, advocacy, coordination, and partnerships were some of the key strategies to achieving results in the project document, but the ToC was silent on them. A total of 86% of the surveyed programme officers agreed that capacity building was mainstreamed in the joint project. The project as a multi-partner and multi-facetted project would have benefited from the partner level theories of change that would have given enough detail to lower levels. The ToC was also silent on the key lower-level results (outputs) and the pathways towards their achievement. Thus, the ToC could only be fully understood if read alongside the project document and the project implementation practices.

The evaluation team noted that the SAMM project was a complex intervention aiming to make a difference by engaging and working with various intermediaries – a consortium of delivery partners, regional and national governments, and other stakeholders at national/states level – and influencing their migration management approaches. The evaluation team thus noted that the SAMM project ToC was not nested enough to identify a wide range of causal link assumptions that needed to occur if the SAMM project direct benefits and migration management changes are to be realized.

In practice, a ToC should show the pathways from the identified problem, through the solutions to the expected end result. The evaluation noted that the SAMM project ToC articulated the problem situation/challenges for which it sought solutions and the desired change. It also identified assumptions that needed to hold if the intended results were to be achieved. It, however, also emerged that the first two assumptions failed to hold. The COVID -19 pandemic restrictions and lockdowns (Assumption 1) did not end as quickly as assumed, resulting in late project rollouts in some countries and the project failing to complete its planned activities within the planned period, leading to the need for a NCE. Assumption 2 on disruptions associated with conflict and natural disasters could also not hold as there was a breakout of conflict in northern Mozambique giving rise to unforeseen internal displacements.

Additionally, it is not clear how the lower results lead to the higher-level results. The 'if-then' logic was not clear. The lower-level results are also not presented in results language. Instead, they define how intended processes would lead to results.

The SAMM project ToC showed outcome pathways towards the expected impact of strengthened migration management in Southern Africa and the Indian Ocean region to protect the rights of migrants and persons of concern to fully enable them to contribute to and benefit from national, regional, and global policy agendas. While the SAMM project had full control of the outputs in the results chain, the evaluation, acknowledged the limited control and accountability the SAMM project had over higher-level outcome and impact results. At the higher results levels the project contribution diminished.

The evaluation also noted that the ToC sought institutional change, without going further to give a vision of how the SAMM project should change the lives of the end line beneficiary groups including labour migrants, people in

mixed migration, people of concern and other vulnerable groups. Finally, the ToC was neutral/silent and did not take on board the UN programming cross-cutting issues, despite overwhelming evidence of extensive mainstreaming of these cross-cutting issues in the SAMM project implementation.

The COVID-19 situation negatively affected the project implementation and the relevance of the initial proposed implementation strategies, which could not be implemented due to travel restrictions. However, the project PUNOs adopted virtual methods to reach the project beneficiaries and also turned to the face-to-face implementation as the travel restrictions were relaxed. These approaches of implementation ensured that the SAMM project outcomes and strategic objectives continued to be relevant despite the changing country context under and post COVID-19 pandemic.

COHERENCE

To what extent is the project coherent with the SADC and governments' objectives, National Development Frameworks, UNDSCFs and DWCPs, ILO Programme and Budget 2018-21, beneficiaries' needs (i.e., men and women, boys and girls and other vulnerable groups), and does it support the targets of the relevant SDGs and AU action plan?

Finding 4: The SAMM project was highly coherent with and fitted strategically within the work and mandates of the PUNOs at the national, regional, and global levels, and within the multilateral framework on labour and mixed migration's relevant principles and guidelines.

The SAMM project derived internal (corporate) coherence from its alignment to the labour migration and mixed migration related mandates of the participating PUNOs. Externally, it was systemically aligned with the UNSDCFs of the participating countries and the related implementation work plans. Strategically, the SAMM project was externally aligned to the national development strategies and international development policy priorities and strategies including the SADC policy and strategic migration-related frameworks, Descent Work Country Programmes (DWCPs), COMESA Free Movement of Persons and Visa Protocols, AU action plans, the (GCM and the GCR as well as SDGs 8 and 10.

The implementation of activities was also coherent and clearly and concretely contributed to the realization of the Fair Recruitment Initiative and the 2030 Sustainable Development Agenda. Thus, the evaluation found clear assertions about objectively identified areas where interventions had contributed. A particular area of success was the engagement with governments in policy and programming processes labour and mixed migration, as succinctly illustrated by one respondent stating:

"I think our government partners respect us and understand UNODC and what we do…They quickly adhere to meetings and participate in finding solutions. There are various initiatives within the SAMM project which demonstrate our success in working with governments. For instance, the establishment of an Anti-Human Trafficking department within the Ministry of Home Affairs".

KII Zambia

Another key element of coherence was the project's collaboration with the efforts of other stakeholders. Key informants described the experience of collaborating with the project as 'very impactful' and that communications were smooth. With civil society, the project partners demonstrated great potential in their collaboration. Indeed, one respondent described government and civil society interactions with some of the project partners as 'constant and evolving'. Another respondent underlined this point and explained that whilst governments were the organisation's primary engagement, working with civil society within the project was the way forward. CSOs, however, had no knowledge of a formal governance structure through which they could directly participate in project management, one in which they could identify organisations that bring complementarities, synergies and diversity to the project. In general, KII respondents from civil society emphasised the positive nature of their working relationships with all PUNOs and related project divisions.

Collaboration was, however, limited by the centralised nature of the project governance structures, including the Project Steering Committee, Project Technical Implementation Committee and Technical Working Groups. This

limited close collaboration with national institutions established to enhance the governance of labour and mixed migration.

The SAMM project was found to be externally coherent with the national and international development policy priorities and strategies including the country UNDSCFs, AU action plans and SDGs. Seventy-six percent (76%) of surveyed programme officers felt that the SAMM project processes were aligned with national systems.

The design of the project ensured that the coordinating bodies at the regional level were key stakeholders in the project implementation and coordination by including them in the project governance and management structures. This significantly improved the project coherence. The project worked with the Common Market for Eastern and Southern Africa (COMESA), Indian Ocean Commission (IOC) and SADC through the Regional Consultative Processes (RCPs) on Migration, all of which were mechanisms to strengthen policy dialogue on the areas and issues addressed by the project.

The evaluation identified efforts to maximise coherence in developing a more systematic approach to collaboration. To this end, the evaluation noted a series of clearly articulated activities, including technical workshops, with follow-up activities having been rolled out.

How does the project complement and fit with other on-going PUNOs programmes and projects in the countries? What links have been established so far with other activities of the UN or other cooperating partners operating in the countries in the area of Labour Migration and Mixed Migration?

Finding 5: The SAMM project was building on the comparative advantages of, and relationships which the PUNOs had already established with the Member States. The PUNOs were also implementing complementary activities from other funding streams and also cooperating on migration with other UN agencies outside the SAMM project.

The SAMM project was building on the comparative advantages of, and relationships which the PUNOs had already established with the Member States. The link of the project with partners was clearly evident.

"I am not sure if I understand the SAMM project, but we have done a lot of work with ILO and IOM on issues of Labour migration and mixed migration"

.**KII Government Ministry**

The PUNOs were also implementing complementary activities using other funding streams and cooperating with other United Nations agencies (UNFPA, UNICEF) among others outside the SAMM project. The synergies were observed in the SAMM joint project concept. Synergies in the SAMM project design were mainly based on the assumption that delivering the project jointly by the PUNOs working in the 16 countries and on migration resulted in a comprehensive package of benefits for the population/beneficiaries.as this was evidenced by the target project participants country level who worked as individuals institutions. The synergies among United Nations agencies and cooperating partners at the country level were unclear compared to the synergy at the regional level. The PUNOs were trying to implement the project as One-UN, with 65 percent of the surveyed Programme Officers agreeing that the United Nations Country Teams (UNCTs) effectively communicated with One Voice under the joint programme This was also evident at the regional level under the leadership of ILO. At the country level, however, the individuality of United Nations entities was visible, especially so due to the absence of the project governance structures at the national level. There was unanimity among the interviewees on the need to have a monitoring system that could showcase synergies in project implementation. The SAMM project could benefit from layering of project activities at country level through collaborative effort targeting beneficiaries and build programme indicators that track access to the programme activities across the individual PUNOs.

To what extent has the project integrated United Nations cross-cutting themes such as human rights, gender equity, inclusiveness of people with disabilities and other vulnerable groups, climate change?

The project implementation design is not clear on how the cross-cutting themes were integrated in the project as there was no SAMM project-specific guidance on the issues, except for a Gender Mainstreaming Strategy. The project developed the Gender Mainstreaming Strategy to try and standardise the process across partners. However, the document was not disseminated enough to the PUNOs' national offices for implementation. Also,

there were no project reporting systems on how the individual partners were performing in addressing the cross-cutting issues, as evident in the annual reports.

The project developed the Gender Mainstreaming Strategy to try and standardise the process across partners. However, KIIs indicated that the document was not disseminated enough to the PUNOs' national offices for implementation. Also, there were no project reporting systems on how the individual partners were performing in addressing the cross-cutting issues, as evident in the annual reports.

However, the individual PUNOs had their own strategies[20] on the issues of human rights, gender mainstreaming and equality, inclusiveness of people with disabilities and other vulnerable groups and climate change, but it was not clear how they were used during the implementation of the SAMM project.

"Yes, we do implement the crosscutting issues according to our policy. I am not sure if we have SAMM project specific guidance on the issues"

KII National IP officer

EFFECTIVENESS

This section explores key highlights on the effectiveness of the SAMM Project. It presents an assessment of the SAMM project's achievement of its overall objective of improving migration management in the Southern Africa and Indian Ocean region guided by, and contributing to, the realisation of the 2030 Development Agenda (particularly goals 8 and 10) and the implementation of the GCM as well as the GCR. The results are assessed in the context of the project's two main components: Labour Migration which supports the implementation of the GCM, and a Mixed Migration component which supports the application of the GCR, as well as of the GCM. The details on the status of achievement of each output and outcome indicator are presented in the Output, Outcome, and Impact measurement tools in Annexes 9-15

What progress has been made towards achieving the overall project objectives/outcomes and what have been the main contributing and challenging factors?

SO1: Improved policy environment for labour migration across the region and improved access to legal and efficient means of labour mobility for (prospective) labour migrants.

Finding 6: The SAMM project's support resulted in improvements in labour migration governance at both the regional level and at the level of Members States.

The SAMM project's support resulted in improvements in labour migration governance. These improvements manifested through a number of key results that included, among others: the adoption of the SADC Labour Migration Action Plan monitoring tool in 2022 by the ministers of labour; revision of COMESA Task Forces on the implementation of COMESA Protocols and Council Decisions on Free Movement of Persons' Strategy and Road Map. The project also supported the development of Labour migration policies. For example, the project supported the formulation of Labour Migration Action and Implementation Plans for Malawi, Lesotho, Namibia, and Zimbabwe as well as the adoption of the same processes in Eswatini and South Africa. The project also supported the strengthening of the protection of women migrant domestic workers through the formulation of Recommendations Advocating for Decent Work for Migrant Domestic Workers in the SADC region.

The SAMM project also strengthened regional migration forums and contributed to improvements in knowledge about labour migration and mixed migration among stakeholders, including governments officials and CSOs. It has supported the organising of MIDSA and MIDCOM including technical support for the implementation of MIDSA and MIDCOM recommendations at national and regional levels. While the non-binding nature of these dialogues is crucial to ensuring many governments' participation and openness to the process, it also means that they may yield less progress than anticipated. The project partners collaborated and facilitated the organization of country-level tripartite dialogues on mixed migration in Botswana, DRC, Lesotho, Malawi, Namibia, South Africa, Zambia, and Zimbabwe. Other key activities towards this SO include, among others:

[20] IOM CONTINENTAL STRATEGY FOR AFRICA 2020–2024, UNODC STRATEGY 2021-2025 AND THE ILO'S STRATEGIC PLAN FOR 2022–25

i. Support to the setting up of the Southern Africa Regional Child Protection Network (RCPN) by the regional Save the Children office in Southern Africa;
ii. Collaboration with the University of Pretoria and Centre for Human Rights in jointly organising a regional webinar in July 2022 on the protection of persons displaced as a result of climate change and disasters;
iii. Hosting of 50 refugees (15 men and 35 women) representing leaders and refugee-led organizations in the first South African Refugee-Led Network conference dedicated to enhancing refugee self-reliance and self-representation and finding community-based solutions to common issues; and
iv. Agreement with the South African Border Management Agency (BMA) on areas of common interest to ensure effective reception mechanisms at borders.

The SAMM project had an opportunity to effectively improve migration management in the region. As indicated by the desk review and KIIs, the project design effectively contributed to the creation of an enabling environment for improving migration management programmes in the region. The project made commendable progress within a short timeframe of effective implementation, having achieved critical milestones on outcomes across the regions and Members States, leveraging from the historic partnership between the United Nations agencies and Member States. The commitment of the implementing committees and project coordinators was an enabling factor driving the project implementation. Critical achievements included awareness raising, capacity building, policy reform and knowledge generation.

Important changes in the individual countries' strategic direction towards migration and perceptions of labour migration and mixed migration resulting from the SAMM project were signified by: mainstreaming of migration governance into national governance systems through the establishment Migration Management Committees, adoption of Labour Migration Profiles as important instruments for development planning and strengthening systems for preventing TIPs.

"For our work on issues of migration the government of Lesotho has established an office that will coordinate migration issues in the Ministry of Labour. Also, the country is in the process of harmonising the residence permits and employment permits and fast tracking the process"

KII Lesotho

However the project experienced delays in implementation due to the slow commencement of activities), slow recruitment of key personnel, and start-up of administrative processes, which affected the implantation which could not gave the countries enough time to implement policy level activities However, the project picked up momentum in some countries (e.g., Botswana, South Africa, Eswatini, Lesotho, Zimbabwe, Namibia, Angola, Mozambique), and it was anticipated that few key pillars of the project would not be addressed by the end of the current project life period.

KRA1.1: Rights-based legal and efficient channels of labour migration and mobility (including appropriate protection measures for migrant workers) promoted and put in place in the Southern Africa / Indian Ocean region.

SADC countries have preferred the route of facilitation of movement, management of irregular migration, and support to harmonised, rights-based labour migration policies that also address national and international obligations. To this end, most SADC members signed the SADC's Protocol on Facilitation of Movement of Persons (2005), but only SACU members and Mozambique have ratified it, so it is not in force. In addition, SADC developed a SADC Labour Migration Policy Framework and its Labour Migration Action Plan (2022-2025) in order to promote regular, safe, and orderly migration. The Migration Policy Framework outlines key strategies and actions for regional response, as well as the roles and responsibilities of various actors in migration governance and also assist SADC Member States to align to Global, Continental and Regional frameworks on migration. The Regional Migration Policy Framework will facilitate and promote the development and implementation of National Migration Policies as well as tailored National Action Plans. Also, at the regional and national levels, several instruments on rights-based labour migration and mobility were developed and adopted by SADC Member States. At the regional level, several activities were supported, including promoting and supporting the implementation of the SADC Labour Migration Action Plan (LMAP) (2020 – 2025).

The project also contributed to the dissemination of information on the following regional policy frameworks on migration management:

i. Migration Policy Framework for Africa and Plan of Action (2018 – 2030)
ii. SADC Employment and Labour Policy Framework (2020-2030);
iii. SADC Protocol on the Facilitation of Movement of Persons;
iv. SADC Guidelines on Portability of Social Security Benefits (2019);
v. SADC Regional Qualifications Framework;
vi. COMESA Protocol on Free Movement of Persons, Labour, Services, the Right of Establishment and Residence;
vii. SADC Regional Migration Policy Framework and Action Plan 2022 to 2030; and
viii. Decent Work Country Programmes (DWCPs)

The project also supported the implementation of the SADC guidelines on the portability of social security benefits by the capacity strengthening of 41 social security officials from the SADC region through: training on monitoring SDG 1.3 and other social protection indicators using the Social Security Inquiry. Eswatini, Namibia, South Africa, Botswana, Lesotho, Seychelles, Mauritius, Comoros and Madagascar, Zambia and Zimbabwe intended to use the skills acquired and the preliminary data provided during the training to initiate full-scale data updates or data collection ahead of the 2023 World Social Protection Report and the Africa Social Protection Clock. The data would also be used for training courses to SADC Member States officials on social protection for migrants.

In addition, the project also worked with private sector employers to create an understanding of their role and requirements on issues of labour migration. The project supported the definition of workers and employers organisations 'political position on labour migration governance at the Southern Africa Trade Union Coordination Council (SATUCC) and SADC Private Sector Forum (SPSF) and in the GCM 2022 pledges on labour migration governance, and Indian Ocean's Employers' Organisations (i.e Cap Business Océan Indian) and Workers' Organisations Pledge/Statement of intent). In addition, private sector, CSOs, Employers and Workers' Organizations also participated a total of 9 Country-level Dialogues (CLDs) on Labour Migration (in collaboration with IOM) and Mixed Migration (in collaboration with IOM, UNODC and UNHCR) facilitated by the African Regional Labour Administration Centre (ARLAC). The SADC Private Sector Forum (SPSF) and SADC-Level Employers Organizations have also advanced their position on labour migration governance. Private Sector entities whose mandates relate to labour migration also participated at a regional capacity development workshop on ethical recruitment with the government of Zimbabwe, as well as at a workshop that brought together officials from SADC countries, representing Ministries and The Southern Africa Regional Diaspora Engagement and Investment Forum. Overall, however, the engagement with the private sector was limited to understanding of and consultation on the development of national policies. The private sector role and diversity of the sectors' interests in labour and mixed migration were not fully explored.

"The project engaged us at national level as an employer representative, however, the engagement needed to go further to understand the economic needs of the sector for each of the sectors. For example, we have the agriculture sector which is not the same as the retail sector. Our labour migration needs are different".

KII Eswatini

KRA1.2: A Southern African and Indian Ocean migration observatory established and fully operational.

The project supported the establishment of the SAIO Labour Market Observatory (LMO) which was not yet fully operational as of June 2023, but LMO governance structures had been drafted/developed with SAMM's support and were awaiting approval from SADC. The project also supported the SADC Secretariat in the organization of the LMO's first Stakeholder Consultative Workshop (July 2021) by coordinating the three-day workshop. A data coordinator was recruited in December 2022 to initiate the development of the repository and national reporting mechanisms to ensure availability of harmonized statistics on the labour market, labour migration, and skills in the region, and a demo version of the LMO software was set up.

Decision making in designing and selection of project activities was based on evidence. For example, based on the findings and results of the SADC Labour Migration Stocktaking Report (2021), the project identified follow-up activities aligned with the priorities of the RECs and SADC Member States. The Baseline Assessment of Forced Labour, Unfair and Unethical Recruitment (2021) informed the activities that responded to issues of fair recruitment and workshops that were conducted in the Member States. In all visited sites, it was clear that the different workshops organised by the project illustrated that the intention of the project was to ensure that the knowledge generated, and the capacity-building led to policy development and direct services. The initiative (knowledge generation and capacity –building) also contributed towards the promotion of safety of labour and mixed migrants, including access to decent opportunities.

The project, however, had challenges with the implementation of key project activities towards ensuring the functionality of the Labour Market Observatory (LMO). The project annual report (2022) cited the challenges, particularly involving the SADC Secretariat's lack of recognition and support to SAMM Governance structures as well as delays in the implementation of important activities such as the High-level Tripartite Dialogue on Labour Migration Governance in the SADC region as having a negative impact on the implementation of the key project activities towards the functionality of the LMO. The 2022 Annual Report also submitted that the work on the Labour Market Observatory (LMO) was halted due to ongoing challenges relating to the participation of the SADC Secretariat in the SAMM project governance structures such as the Technical Implementation Committee (TIC) and the Project Steering Committee (PSC), The work on the LMO was anticipated to resume in 2023 due to the developments on the decision by SADC to participate. The MTE, however, did not get evidence of the LMO's full functionality as of June 2023. There was agreement with the SADC Secretariat to modify the LMO by not establishing a separate physical and equipped structure, and instead integrate the LMO into the existing platform within the SADC Secretariat, during the assessment LMO was fully functional with countries reporting timely.

SO2: Strengthened and informed decision-making as well as management of mixed migration flows, including improved protection of vulnerable migrants in the Southern African and Indian Ocean region.

The project supported the implementation of various regional protocols and strategies to address issues of mixed migration flows. The project contributed to the implementation of the following regional and continental migration management protocols and strategies:

i. SADC Regional Policy Framework on the Management of Asylum Seekers and Refugees and its Action Plan;
ii. SADC Regional Strategic Plan on Combating Illegal Migration, Smuggling of Migrants and Trafficking in Persons (2015);
iii. International Framework for Action to Implement the Trafficking in Persons Protocol;
iv. Southern Africa Strategic Plan of Action to Address Mixed and Irregular Migration (draft) for 2015 – 2018; and
v. COMESA Protocol on the Gradual Relaxation and Eventual Elimination of Visa Requirements.

From the interviewed government entities in the 16 countries, the evaluation established that the project had contributed to improvements in knowledge among stakeholders on issues of migration and migration and development. The majority of subnational government officials interviewed noted that few officials at their levels were unaware of the basic concepts such as mixed migration, vulnerability, and they were commonly approaching migration with relatively little background knowledge. Likewise, CSOs repeatedly noted that through the SAMM project they had learnt about international legal frameworks pertaining to mixed migration through UNHCR, UNODC and IOM workshops and trainings. These workshops had, most notably, built skills related to vulnerability screening and also creating the desire to create an enabling environment. In the majority of cases, governmental and civil society interviewees expressed their regret that there was no training focused on other practical skills, such as psychosocial assistance, and responding to survivors of trafficking and sexual and gender-based violence (SGBV).

KRA2: Evidence-based management strategies and policies to address mixed migration challenges, including assurance of appropriate protection frameworks for vulnerable migrants, are formulated, and implemented.

By the MTE period the SAMM project had realised achievements and results through the development of policy frameworks to strengthen mixed migration governance at SADC level; strengthening of the capacities of Member States to develop and implement mixed migration policies and strategies; strengthening of the capacities of Member States to deliver protection responses to vulnerable migrants (including Victims of Trafficking, Asylum Seekers and Refugees) in Mixed Flows; the development of a Regional Migration Data Hub (RMDHub); and the provision of technical support to Member States relating to Trafficking in Persons (TIP) and Smuggling of Migrants (SOM). The project partners completed verification exercises of refugees and asylum seekers in three countries (Malawi, Mozambique, and Zambia) to address data gaps in database and to provide tailored protection response. Through PRIMES,[21] the project partners identified 4,755 asylum seekers and refugees who had embarked on secondary movements, particularly with the Western Indian Ocean becoming a growing mixed movement route (Mozambique/Tanzania/Comoros to Mayotte). Increasing numbers of asylum seekers and refugees amongst others have been refouled from Comoros (11) and Seychelles (2). The project partners worked jointly with the United Nations Resident Coordinators and other United Nations agencies in these countries (Mozambique, Tanzania, and Comoros) to raise their concerns with government to stem future refoulement incidents. The project has also supported the data collection capacities of countries, including Botswana, Comoros, Lesotho, Madagascar, Mauritius, Lesotho, Namibia, and South Africa.

The project supported the mapping and assessing of the existing sub-themes in mixed migration (flow monitoring, border management, TIP-SOM, data inclusion in relevant management information systems, existing legal frameworks, and capacity) across the region. To enhance data collection, the project commenced an assessment of southern migration routes, conducted an assessment of the use of administrative data on migration in Malawi, Mauritius, South Africa, Zambia, and Zimbabwe, and deliberated on the use of household surveys to collect migration data in South Africa. Technical support was provided to the Government of Mauritius to update the 2022 Migration Profile (MP). The project assisted two refugee-led organisations in South Africa (Redeeming Hope for the Disabled (RHD) and People Against Suffering Oppression and Poverty - PASSOP) to secure funding from the Refugee Innovation Fund, to undertake activities to protect and assist asylum seekers, refugees, migrants, and citizens with special needs to access social services and to tackle abuse and deprivation. Capacity development exercises on statelessness prevention and reduction were conducted in three locations which host refugees namely Solwezi, Kaoma and Lusaka in Zambia.

In addition to its efforts to combat TIP, the project supported the convening of a pre-planning meeting led by INTERPOL Regional Bureau for Southern Africa, on intelligence driven operations targeting Gender-Based Violence syndicates within the ambit of human trafficking in the SADC region. The meeting was attended by Angola, Botswana, Democratic Republic of Congo, eSwatini, Lesotho, Madagascar, Malawi, Mauritius, Namibia, Mozambique, South Africa, Tanzania, Zambia, and Zimbabwe. In 2022 the project enhanced cross-border protection and assistance to vulnerable migrants through seven cross-border collaboration forum meetings between Mozambique and Zimbabwe, Zambia and Zimbabwe, Zimbabwe and South Africa, Zambia and Namibia and Mozambique and the United Republic of Tanzania.

The SAMM project strengthened the knowledge and skills of justice practitioners on combating TIP and SOM. This was achieved through various capacity development interventions which enhanced the capacities and skills of front-line law enforcement officers on detecting, investigating and the referral of TIP and SOM cases; judicial officers on the adjudication of TIP and SOM cases; and senior law enforcement officers and immigration officers on detecting, investigating and the referral of Trafficking in Persons and Smuggling of Migrants cases. Overall, over 5,000 people were trained on TIP issues. The project also partnered with Interpol under SADC framework and supported two intelligence led operations that led to the identification and rescue of migrants.

The project carried out considerable work on eradicating statelessness, which included, among others the following achievements. In June 2022, the SADC Public Security Sub Committee officially adopted a 2-year action plan on statelessness. The action plan aimed at eradicating statelessness by 2024. A five-day training workshop on statelessness was organised, targeting practitioners and government officials in English speaking African countries in SADC region and beyond. The Southern Africa Nationality Network an umbrella body of civil organisations working on statelessness in the region with the support of UNHCR, conducted various activities such as providing

[21] UNHCR's digital Population Registration and Identity Management Ecosystem. PRIMES brings together all of UNHCR's digital registration, identity management and case management tools into one internally connected and interoperable ecosystem. Registration and Identity management | UNHCR

direct legal assistance to those affected by statelessness, ensuring access to birth registration and documentation; capacity building of stakeholders; and advocacy to raise awareness.

Overall, there was evidence of a need to increase the effectiveness of longer-term, higher-level outcomes at strategic or policy levels. The majority of activities thus far had focused on awareness in all 16 countries. Capacity building, policy reform and knowledge generation processes had started and were at advanced stages in Angola, Botswana, Eswatini, Lesotho, Malawi, Mauritius, Mozambique, Namibia, South Africa, United Republic Tanzania, Zambia, and Zimbabwe. Countries such as Madagascar, Comoros, Democratic Republic of Congo, and Seychelles showed slow implementation and were at the initial stages. The project sought to ensure that the knowledge generated, and the capacity-building led to policy development and direct services that would contribute towards improved protection of migrants involved in mixed migration flows.

The capacity building around TIP was effective in all the countries as this built lasting inroads and relationships, e.g. development of National Police Training Module for the Zambia Police Training Collage and going beyond the reviews to the development of TIP management frameworks in some of the project countries such as Lesotho (National Strategic Framework and Action Plan on Combating Trafficking in Persons (2021-2025). Capacity building constituted another institutional right-based and obligatory mechanism for protection of mixed migration. Eight-eight percent (88%) of the surveyed programme officers agreed that the UN contributed effectively to building national capacities. Thousands of law enforcement officers and prosecutors were trained for effectively combating human trafficking and smuggling, including migration management in general. According to the project reports and interviews, these trained professionals were now better equipped to identify potential victims, conduct investigations, gather evidence, and prosecute perpetrators. However, there was a deficit of training in psychosocial assistance, responding to survivors of trafficking and sexual and gender-based violence (SGBV). The capacity-building initiative was likely to have a long-term impact on the beneficiary countries including Zambia, Malawi, Zimbabwe, and Angola, including their ability to address these crimes. While investments were designed to support Southern African governments in building capacities for effective rights-based management of migration that would contribute to sustainable development outcomes and protect the fundamental rights of migrants, there remained a low level of commitment towards these regional protocols, which should be strengthened.

At the national level, the evaluation noted the creation of a comprehensive national policy on human trafficking and smuggling of migrants and its implementation plan, and the national anti-human trafficking department at the Ministry of Home Affairs and Internal Security in Zambia. In the same country, the project had also contributed to the establishment of Trafficking in Persons Lab. These legal and institutional channels were a major step forward as they served as specialized units responsible for investigating cases related to human trafficking and coordinating efforts to combat these heinous crimes, as well as providing a clear framework and guidelines for addressing these issues in Zambia.

What, if any, unintended results of the project have been identified or perceived?

One important positive and unintended result was the agreement with the SADC Secretariat to modify the structure of the LMO by not establishing a separate structure and rather integrating the LMO into the existing MIS platform within the Secretariat. This had a cost-saving effect, hence improving project effectiveness and efficiency. This resulted in the reallocation of the existing activity budget towards the strengthening of the project's responses to collection, analysis, and dissemination of cross-border data through the Flow Monitoring Surveys in 2023.

Another positive but unintended result was the move towards the incorporation of the SADC Secretariat into the SAMM project governance structures, including the Project Steering Committee and the Technical Implementation Committee. In its design, the project did not intend to incorporate the SADC Secretariat into the project's governance structures.

The insurgency in Cabo Delgado province in Northern Mozambique resulted in unexpected, forced displacement particularly to its neighbouring Nampula province, thus weakening the ToC assumption on low level of disruption associated with conflict and disaster-related risks in SAMM project countries. This called for the SAMM project to raise its support towards strengthening the capacity of frontline workers to manage human mobility and to improve the protection of migrants during a conflict or natural disaster through training on the tools of the Migrants in Countries in Crisis (MICIC) initiative. The enhanced knowledge on MICIC helped frontline workers better protect and provide adequate assistance to migrants in vulnerable situations.

To what extent has the management and governance structure put in place worked strategically internally (among PUNOs) and with all key stakeholders and partners in targeted countries, UN agencies and the donor to achieve project objectives? Does this governance structure take gender and inclusivity dimensions into consideration?

Finding 7: The project management and governance structures are functional.

The SAMM project management and governance structures were well-spelt at the regional level with the PSC acting as the project governing body and providing strategic leadership, general policy and overall guidance and oversight on the project**.** The TIC was responsible for day-to-day management and implementation of activities. This committee was constituted of UN agencies, RECS, and other stakeholders. However, these structures were not replicated at country level to enable coordination at that level. The evaluation team also observed that there were existing structures which the project was working through for specific project activity implementation, for example the National Coordinating Committee for Lesotho, the Migration Technical Review Board for Eswatini among others in other countries that played the role of coordination. The coordination teams in the government structures were efficient in mobilizing multiple country stakeholders to implement the SAMM project through sub-coordination teams and bilateral partner discussions on specific activities of collaboration for example in Eswatini, Lesotho, Zambia and Zimbabwe

The project coordination structures were functional, with 88% of the surveyed PUNO programme officers agreeing that coordination among UN agencies had increased in the last two years under the SAMM project. They also submitted that the coordination systems and mechanisms that were in place facilitated interagency collaboration. Eighty two percent (82%) of the surveyed programme officers also indicated that the UN collaborated effectively with government and other partners as shared by government officials and RECs. The Technical Implementation Committee meets twice a year, and the Project Steering Committee also meets once a year. On average, the project secretariat organised about 30 SAMM Partner Meetings and about 10 meetings on Labour or Mixed Migration annually. PUNOs also organized bilateral coordination meetings with the different partner agencies. Sixty Five percent (65%) of the surveyed programme officers submitted that there were adequate periodic monitoring and oversight of activities.

How has the COVID-19 pandemic influenced the project results and effectiveness and how the project has addressed this influence and is ready to adapt to changes for the rest of the project life?

Finding 8: The effects of COVID-19 slowed down the programme and operational activities of the project. The project halted implementation in 2020, but since the relaxation of the COVID-19 restrictions on the world of work, SAMM partners were catching up on implementation and were steadily moving forward to achieve and demonstrate results and impact.

The MTE established that due to the COVID-19 pandemic gathering restrictions in the SADC region, most technical support and capacity development initiatives and missions – whether for SAMM partner agencies, government counterparts and other partners – were restricted to virtual or remote means. This affected many activities that could only rely on the local capacity and skills of relevant mission colleagues and partners, hence requiring in-person training and technical sessions to further capacitate and guide the implementation of SAMM project activities.

For over two years, the COVID-19 pandemic led to various restrictions, especially face-to-face engagements; limited movement; increase costs of providing services; staff, hosts and persons of concern falling ill with some having to be evacuated, others passing away; and widespread vaccine hesitancy. working virtually was also affected by the energy crisis, the internet access and lack of computer skills by some of the government officials to access virtual platforms. This affected the work of the SAMM project and other stakeholders both negatively.

With a view to better understand, and thereby respond to, the complex challenges induced by the COVID-19 pandemic, the project commissioned a regional report on the impact of the pandemic on migrant workers. More specifically, the report aimed to: (1) identify the socio-economic challenges brought about by the pandemic to migrant workers; and (2) assess the policies and measures that Member States put in place to address the COVID-19 effects, and in particular their effects on migrant workers.

Another activity that the SAMM project initiated at the early stages of the pandemic was a cash-transfer program. In response to the devastating impact of the COVID-19 pandemic that resulted in the loss of income and livelihoods

by migrant domestic workers in South Africa, the project partnered with Izwi Domestic Workers Alliance and the Disabled Migrants' Rights Networking Organization in July 2020 to pilot cash transfers to 900 vulnerable migrant domestic workers resident in South Africa.

The virtual approach was reported. Also, the project had to adopt some of the COVID-19 response activities that included assessments on the impact of COVID-19 on labour migration and general mixed migration that were conducted by ILO and IOM, respectively. This helped to inform the project design and approaches to follow as the assessment also covered the national COVID-19 response regulations. The project also designed activities that were COVID-19 responsive. For example, in Mozambique, IOM supported the government to update the Standard Operating Procedures for border crossing with specific attention on disease surveillance. PUNOs also adopted virtual engagements with Member States to drive forward the project implementation. The project developed a COVID-19 adaptation strategy permitting some of the funding to support new activities.

EFFICIENCY

To what level has the project allocated resources (financial, human, technical support, etc.) strategically and operationally in terms of expected outputs, outcomes, and impact, including performance?

Finding 9: The project objectives are too ambitious for the resources allocated, particularly in terms of allocation within the PUNOs, as well as within the project timeframe.

i. Allocated budget.

While the project objectives were being executed and the achievements of the project up to the MTE demonstrated efficient resource use. However, the evaluators found that expected outcomes and achievements were too ambitious for the resources allocated, particular in terms of the allocations within the PUNOs. The project made efforts to ensure that activities were not duplicated across the partners through the use of one joint project work plan.

The total budget allocation for the project (2020-2023) was € 25.675.395, of which € 20 000 000 (81%) was from the EU and € 4,775,395 (19%) from United Nations contribution (See financial and non-financial in Table 3). The total expenditure (2020-2022) was € 14,350,398by December 2022 of which 78% was from EU and 22% from the United Nations contribution.

Table 3: Budget allocation to SAMM project (millions of €)

Year	Total Programme Funds Available	Annual Budget Utilization	Cumulative Budget Utilization	Annual Budget Utilisation Rate	Total Budget utilization
2020	25.675.395	1,668,495	1,668,495	6.5%	6.5%
2021	23,557,714	5,768,710	7,437,205	24.5%	29.0%
2022	17,789,004	8,235,241	14,350,398	46.3%	55.9%

Source: SAMM project finance report, January 2023

ii. Utilization of funds

An analysis of the trends in the utilization of funds from 2020 to 2023 indicated a improvement in the utilization of funds as shown in Table 3 above. The overall implementation rate was 56%. The rate improved over the subsequent years from 6.5% in year 1 to 24.5% in year 2 and in year 3 the utilization went up to 46.3% of the total project funds available during the period. The sub-optimal utilization rate of the overall project budget (55.9% by December 2022) was due to two major reasons: the reduced activity implementation following the COVID-19 pandemic restrictions imposed by all the SADC countries in year 2020. The COVID-19 lockdown measures resulted in the suspension of some project activities that needed face-to-face implementation in 2020 and part of 2021. It became unlikely that the project would utilize all the funds that were earmarked for the last financial year and simultaneously achieve the results set forth in its final year. There were already plans underway for an extension, so funds would be needed to ensure the completion of the activities if the project objective/outcomes were to be achieved.

Over and above the disbursement of funds from the lead partner, country offices also mentioned the lengthy process and controls they went through for the individual PUNOs disbursement processes, which they felt negatively impacted the efficient planning and implementation of activities.

There was evidence that the project had pursued synergies with other PUNOs projects and other international organisations or funders IOM for example co-sponsored/co-hosted RCP meetings (MIDSA, MIDCOM, MIDIOC) and migration policy development processes with other IOM regional projects such as the Africa Regional Migration Programme (ARMP), the Knows-No-Borders project and IOM Development Fund projects. Respondents were not positive about the disbursement procedures, including the centralization of the project payments in South Africa. The centralisation was not conducive for making flexible and pragmatic decisions that reflected the unique challenges facing each of the partners in each country. This affected timeliness of payments.

There was no accountability mechanism such as M&E report sharing among PUNOs, or joint M&E reporting. The accountability deficit noted above was further complicated by the fact that the project management was centralised at the Regional Offices in South Africa.

Overall, the evaluation found that the project objectives were relevant to the region; but the objectives were ambitious, if one considered the resources allocated per PUNO. The achievements of the project to the time of the MTE demonstrated limitations regarding the lack of a sufficient budget to finance the cross-cutting issues, and inefficient resource use, as shown by the little cost savings.

iii. Project staffing

Key informant in the PUNO country offices reported that the number of project staff was adequate, with professional capacities to handle project issues according to the individual PUNOs job descriptions for the specific project positions. The technical capacity of staff at Member States implementing ministries was inadequate resulting in weak implementation and leadership. The PUNO technical staff were at times drawn into doing government partner administrative tasks, related to project implementation, which was not an efficient use of their time. This evaluation noted that this tended to reduce the time spent on strategic tasks and subsequently constrained their efficiency.

"We are sometimes forced by circumstances to carry out tasks such as drafting letters which consumes our valuable time which would otherwise be spent on strategic tasks",

KII respondent PUNO Officer.

The PUNOs brought on board specific strengths (expertise, resources, and networks) to the SAMM project. For example, the four partners jointly brought committed, solid teams with organisational experience in the implementation of activities. The majority of the regional and national partners opined that the amount of time remaining time to complete for the implementation of SAMM project as planned was insufficient to deliver on the desired effects. Some of the PUNOs noted a limitation in having the programme officers having the project as an added responsibility, as the officers were sharing their time across other national office activities of the PUNOs. In addition, a lack of country/resident offices by some PUNOs was a constraint to the efficient utilization of time and also the ability to create relationships with national stakeholders that could have supported the project.

To what level have resources (financial, human, technical support, etc.) been allocated strategically to address UN cross cutting themes (such as human rights, gender equity, inclusiveness of people with disabilities and other vulnerable groups, climate change), as well as those specific to the PUNOs towards the project outputs and outcomes?

Finding 10: The SAMM project made deliberate efforts to invest and allocate resources towards strategically addressing United Nations cross-cutting themes, albeit the inability of the evaluation to establish the quantum of the resources.

The project made significant investment of both human and financial resources towards addressing United Nations cross-cutting themes. While the financial, human, and technical support could not be quantified in monetary terms, there was visible evidence of investments in gender-sensitive and human rights capacity building initiatives at all levels, as well as on climate change and people with disabilities. Numerous training workshops were held over the

years, all with concrete evidence of gender disaggregated data on attendance. At the higher level, the project supported the development of numerous policy frameworks that mainstreamed human rights, gender equity, inclusiveness of people with disabilities and other vulnerable groups, climate change. These included the Gender Mainstreaming Strategy and Action Plan for the SAMM project. The strategy sought to enable the SAMM project partners to promote gender equality and non-discrimination and ensure effective mainstreaming of gender in the implementation of the project, in line with the project vision. The high-level Tripartite Dialogue on Labour Migration Governance in the SADC region (HLTD-LMG) highlighted the importance that SAMM target countries/SADC Member States give to gender-responsive action in the labour migration landscape, as well as the relevance of SAMM to offer a platform and contribute to advancing this work on gender. With regard to human rights, Member States had been given assistance to the full implementation of the Palermo Protocol. Furthermore, the project ensured that forensic and chain of custody actors (first responders, law enforcement, forensic practitioners, judiciary personnel, etc.) were aware of human rights considerations when dealing with both suspects and witnesses of crime. The project also supported a cash transfer intervention for women domestic workers and people with disabilities in South Africa to cushion them against the COVID-19 induced livelihood losses. The MTE therefore concludes that the SAMM project made deliberate efforts to invest and allocate resources towards strategically addressing United Nations cross-cutting themes.

What are the risks for the project in terms of efficiency and the achievement of its objectives on time due to COVID-19 so far and potential public health new challenges in future?

With regards to the risks for the project in terms of efficiency and the achievement of its objectives on time due to COVID 19 so far, the effects of COVID-19 slowed down the project activities. Even though some of the partners adopted the virtual approach, some of the interviewees reported that the approach was not efficient in producing the desired effects as there were constraints in attending online trainings.

In terms of the project to withstand new potential public health challenges in future, the evaluation established that there was no assessment of the partner agencies and their stakeholders' resilience, ability to recover from COVID-19 and any future disasters. Resilient projects should be responsive, adaptable, and able to operate in an emergency, and there is no evidence to this required project characteristic about the SAMM project. Additionally, the evaluation did not establish the existence of project life cycle risk management, which is essential for cost efficiency, intervention planning and management of performance goals, especially for projects with designed on the life cycle approach.

ORIENTATION TOWARDS IMPACT

What level of influence has the project had and can be expected to have on the labour migration and mixed migration and other related cross cutting areas on policies and practices at national and sub-national levels and the United Nations' cross cutting themes (such as human rights, gender equity, inclusiveness of people with disabilities and other vulnerable groups, climate change), as well as those specific to the PUNOs?

Finding 11: The orientation towards impact was very strong, given the uptake and internalisation of the project's tools in the management and governance of labour migration and mixed migration.

There were three pillars (KRA) of this project. The first one was centred on promoting and establishing rights-based legal and efficient channels of labour migration and mobility. The second was centred on the establishment and full operationalisation of the observatory. The last pillar focused on evidence-based management strategies and policies to address mixed migration challenges.

Evidence demonstrated that the project was improving legal policy reform for effective management of labour migration, empowering migrant workers, tackling labour exploitation, elimination of all forms of violence against women and girls, and promoting ethical recruitment. For example, the project supported the revision of the COMESA Status Report on Immigration Policies, legislation, and practices in COMESA Member States as a tool for harmonising immigration laws based on the COMESA Model Law on Immigration as well as the promotion of the signing and ratification of International Labour Migration Conventions and related legal instruments. The project also supported work related to the Development of Anti-Smuggling of Migrants Legislation. It also promoted

awareness raising and protection of migrant workers and migrants in mixed migration flows from other countries, such as in Botswana.

Overall, the SAMM project initiative provided a model for partnership with donors, civil society, and all United Nations partners, to deliver on the SDGs (number 8 and 10) in a comprehensive manner and leveraging from comparative expertise of the PUNOs. By doing so, it was contributing to strengthening institutional capacities and accountabilities for improved responses and increased availability, accessibility, and quality of services, and enabling the collection of reliable quality data on labour migration and mixed migration. Within the "delivering as one" United Nations approach, the SAMM project demonstrated to be promoting a new modelling of working together that was more coherent, collaborative, inclusive and efficient to ensure better localization of United Nations programmes and projects. It escalated the One United Nations concept from the national to the regional level through regional level joint programming.

By bringing together all four PUNOs who were working on issues of labour migration and mixed migration in their individual mandates, and the EU, the project was generating a conducive environment for improving migration governance, not only amongst the implementation partners but also amongst the target RECs and government stakeholders. The project activities targeted at improving legal policy reform to strengthen effective management of labour migration, empowering migrant workers, tackling exploitation through eliminating all forms of violence against women and girls, and promoting ethical recruitment were proving to be impactful on the policy environment in the region in terms of addressing the issues of migration management . The labour and mixed migration policy and strategy implementation frameworks contributed to improvements in national dialogue on issues of migration governance and management in a holistic manner.

The SAMM project also brought together all national stakeholders that worked on migration issues to jointly realise their opportunities of synergy and collaboration, awareness raising and protection of labour and mixed migrants.

"*The SAMM project really opened our eyes, we had thought that issues of migration (labour migration, mixed migration, refugees, stateless persons and migrant smuggling) were issues of human rights activists, but with the engagement through the project we have realised our seat at the table*".

KII- Business and Employers Association

Is the project contributing to expanding the knowledge base and building evidence regarding the project outcomes and impacts? If so, how is such knowledge managed and made available to others in an effective and efficient manner?

Finding 12: The project is making significant progress towards building evidence regarding the project outcomes and impact.

The project is making significant progress towards building evidence regarding the project outcomes and impact. The project generated a number of knowledge products that included:

- SADC Labour Migration Stocktaking Report (2021);
- Baseline assessment of forced labour, unfair and unethical recruitment (2021);
- Established Flow Monitoring[22] activities to support the availability of data related to regional migratory movements and needs of individuals passing through key transit points in the Southern Africa region.
- Southern Africa Mixed Migration Stocktaking Report (2020); and
- Exploitation of Forced Labour of Victims of Trafficking in Persons in South Africa's Agriculture and Mining sectors (2020).

These were some of the knowledge products that were developed and used to adjust and focus the project activities to help realise impact. However, it was not clear how these products influenced national governments in their approaches to issues of migration governance and management. The investment to establish evidence-

[22] Flow Monitoring is one of the components of the IOM Displacement Tracking Matrix (DTM) and is used to derive quantitative estimates of the flows and profiles of individuals crossing a transit point. The purpose of FM is to collect data on movements and needs of groups of individuals, in line with the government's needs and priorities, to identify the principal transit points and routes taken by migrants, and to define priority areas for migrant assistance along migration routes.

based systems was gaining momentum in most countries with direct engagement of the departments/offices of statistics in the region. For example, five countries (Eswatini, Malawi, Mauritius, Namibia, and South Africa) had started to integrate migration issues in the national surveys. A number of countries had adopted Labour Migration Profiles as important tools for evidence-based planning on labour and mixed migration.

SUSTAINABILITY

Is the project strategy and project management steering towards sustainability? Does the project implement systematically an exit strategy?

Finding 13: The sustainability of the project results was anchored ion the ownership, internalisation and institutionalisation of labour migration and mixed migration by Member States. Nevertheless, there was still room for the further strengthening of sustainability.

The evaluation found that the main challenges to sustainability included factors such as shifting political priorities and government staff turnover, which posed challenges in terms of continuity of the ongoing work. Overall, however, the project did well with regard to sustainability factors in the context of wider frameworks and longer-term goals and working towards close coordination with governments.

An external environmental factor that influenced the level of effectiveness and sustainability of the project results was the impact of the COVID-19 crisis. It threatened the sustainability of the project in both the regional and local contexts,, with lockdown policies and restrictions to movement being imposed to respond to the pandemic These policies had temporary negative effects on the sustainability of achievements in the areas labour mobility and mixed migration across national borders COVID-19 also resulted in losses sustainability being incurred in the areas of migrant rights and protection, with some migrants in some host countries in the region experiencing violations of their rights to shelter, food, health care and protection. COVID-19 lockdown regulations greatly affected the livelihood of migrants living within the Southern African region mostly in South Africa due to reduced economic activity and lack of access to external support (Mushomi, J., et al, 2023)[23]. If the pandemic had continued for a prolonged period of time, this might have led to the premature closure of the project

Frequent changes in government also affected the sustainability of project results. As one respondent explained for instance, the government changed approximately every two years, which meant it was never certain that potential positive impact on laws or policies would be sustained over time.

The MTE also considered whether the capacities built by the project among the stakeholders were sustainable. With regard to reach of capacity building activities. the evaluation found that there was room for improvement in all countries, but some countries such as Botswana and Zimbabwe, had progressed significantly in this regard as they already had costed work plans on capacity building on labour and mixed migration. With regard to the SAMM project, one KII in Zambia stated:

"The partners have not necessarily taken necessary steps to maximize the impact of the project's capacity building activities in light of the resource constraints by creating easy-to-use training materials in local languages that governments (and others) could easily integrate into their civil service."

KII Zambia

Factors of sustainability varied with countries. In countries where the policy frameworks had been developed and regulatory systems on mixed migration and labour migration adopted, these achievements were set to determine the potential to sustain the results beyond the project. The policies of portability of social security benefits and issues of remittance had gained government commitment in most countries with Zimbabwe already establishing a government body to address these issues. Also, products such as the training module for the Zambian Police Collage would be sustainable as this had already been integrated into the curriculum and UNODC as the facilitating organisation in the remaining period had to work towards training the trainers to take up the facilitation beyond the project period.

[23] Mushomi, J., et al, 2023, Impact of Coronavirus disease (COVID-19) crisis on migrants on the move in Southern Africa

"*The establishment of the policies and implementation frameworks on migration are a key step that will continue beyond the project as the government has endorsed it* "

KII Lesotho

To show commitment to the institutionalisation of labour and mixed migration, all the governments in all Member States had established migration technical review teams (Migration Management Board/National Consultative Committee), except Comoros, which were an important measure for the sustainability of the labour and mixed migration discourse. Discussions had started in other countries (Eswatini, Lesotho, Malawi, and Namibia) to have these teams institutionalised and gazetted. Also, advocacy toward establishing budget lines in the national budget and relevant ministries budgets was ongoing in Lesotho, Eswatini and Malawi.
There was a high potential for sustainability of interventions related to data and evidence generation if the ongoing mainstreaming of migration-related modules was completed within relevant bodies responsible for statistics in the Member States.

The capacity building and skills development to address labour migration and mixed migration issues were likely to be sustainable as long as the Member States ensured retention of trained personnel in relevant positions to deliver on expertise acquired during SAMM training academies and workshops. There was the need for continued investment within the project to complete the training of trainers within the remaining project life cycle as it was essential to scale up the number of people adequately trained to positively drive the migration agenda within the region.

Seasonal awareness raising activities targeted at seasonal labour migrants were less likely to be sustainable in the long run, due to continued demand for implementation resources. Additional investment by Member States was required to ensure that governments, employers unions, workers associations and CSOs planned and allocated resources to deliver on this objective.

Overall, the project had a successful exit strategy founded on capacity building of national and regional institutions in, as well as the institutionalisation of labour and mixed migration in the member states.

How has the sustainability approach of the project been affected by the Covid-19 situation in context of the national responses and how has the project and stakeholders responded on moving forward with the project results appropriation and how they should be adapted towards the end of the project?

The impact of the COVID-19 pandemic on the sustainability of the project results, which was underpinned by both institutional, individual, and beneficiary capacity building, was not evident. During the COVID-19 situation, the project and its stakeholders responded by employing innovative approaches that rendered continuity in the world of work. These included working from home, relying on virtual technology for meetings, as well as other online means of communication. For example, though the COVID-19 pandemic impacted negatively on travel and face-to-face meetings amongst others. The SAMM project managed to organise the country-level dialogues in the IOC region in 2021 in a hybrid format, with the exception of Mauritius for both components, which were virtual.

However, it was acknowledged that the project kick-off time was negatively affected by the pandemic. The sustainability of the project results may be negatively affected if the project is not granted the much-needed NCE to tie up loose ends that were critical for the sustainability of the project results. Interviews with stakeholders also recommended that the project document should be refined and activities which were not feasible or no longer relevant should be re-discussed with the funder, with the aim to reallocate funds to actions with a higher likelihood of sustainability.

CROSS-CUTTING ISSUES

To what extent has the project integrated UN cross cutting themes (such as human rights, gender equity, inclusiveness of people with disabilities and other vulnerable groups, climate change) as well as those specific to the PUNOs in the design and implementation?

Gender mainstreaming:
Gender is infused in all aspects of migration. The evaluation found that, indeed, all the PUNOs worked in mainstreaming gender equality and children and youth rights in their strategic policies, legal and programme instruments, including the ones which the project had influenced the governments to approve. The project made

efforts to enhance the gender responsiveness of all of its activities by producing a Gender Mainstreaming Strategy and Action Plan for the SAMM project. The strategy sought to enable the SAMM project partners to promote gender equality and non-discrimination and ensure effective mainstreaming of gender in the implementation of the project, in line with the project vision. Most importantly, the strategy highlighted the need to continuously embed a dual focus on the protection and empowerment of women and men migrants and persons of concern in interventions, seeking to shape the direction of change in legal and policy frameworks for governing labour migration and mixed migration in the region. Furthermore, the strategy also served to assist SAMM project partners in attaining a higher level of innovation, competence, and credibility during processes of mainstreaming gender and monitoring project interventions. Within the framework of this strategy, the project advanced gender equality and women's empowerment (GEWE) across all SAMM project policy dialogues and events. The gender-responsiveness of the SAMM project, manifested through the High-level Tripartite Dialogue on Labour Migration Governance in the SADC region (HLTD-LMG), proved to be a testimony not only of the importance that SAMM target countries/SADC Member States gave to gender-responsive action in the labour migration landscape, but also to the relevance of SAMM to offer a platform and contribute to advancing this work on gender. Other key achievements that had a specific focus on gender-responsive action included advocating "Making decent work a reality for Migrant Domestic Workers in the SADC region", the formulation of recommendations on advocating for Decent Work for Migrant Domestic Workers in the SADC region, as well as strengthening the agency of women in gender mainstreaming and promotion of the rights of women migrants.

Project reports and KIIs indicated that the SAMM project was committed to gender mainstreaming and exercised a proactive gender perspective in the process of assessing the implications of any planned action for both women and men. The project ensured that women and men benefited by integrating their experiences and concerns into the design, implementation, monitoring, and evaluation of activities. Men and women, both individually and in groups, had benefited from equitable access to resources /activities and opportunities and interventions. Including training, protection of rights, scholarships and others.

It was noted, however, that the Gender Mainstreaming Strategy and Action Plan for the SAMM project did not showcase how financial resources would address gender. More so, there was no monitoring system for the strategy. The strategy was not effectively communicated to the national level implementing partners.

The project supported the convening of a pre-planning meeting led by INTERPOL Regional Bureau for Southern Africa, on intelligence driven operations targeting Gender-Based Violence syndicates within the ambit of human trafficking in the SADC region. The meeting was attended by Angola, Botswana, DRC, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Namibia, Mozambique, South Africa, Tanzania, Zambia, and Zimbabwe. The objective was to devise operation strategies and to agree on the dates of the operation. At the end of the meeting, Member States reached a consensus on the modality for implementing the intelligence driven operations. The Cooperation and Coordination Mechanisms on combating Gender-Based Violence within the ambit of Trafficking in Persons through the sharing of intelligence amongst Law Enforcement Officers across the SADC region were established.

Human rights

In addition to promoting gender rights as human rights in labour migration and mixed migration, the project upheld the right to participation by ensuring an inclusive approach in its activities by consulting a wide range of stakeholders and partners including RECs, government officials, civil society officials, local communities, and the private sector in the development of programmatic interventions. Eight seven percent (87%) of the surveyed programme officers vouched that human rights were mainstreamed in project. The SAMM project supported good governance through the establishment of the SADC Ambassadorial Task Force on COVID-19 protection and assistance to stranded and vulnerable migrants in the implementation of Assisted Voluntary Return (AVR). The project also sought to enhance the capacities of regional and national social partners to promote fair recruitment and decent employment for migrant workers. Member States were given assistance with the full implementation of the Palermo Protocols. The project also contributed to SDGs: Target 5.2: Eliminate all forms of violence against all women and girls; Target 8.7: Eradicate forced labour, end modern slavery and human trafficking; Target 10.7: Facilitate orderly, safe, regular, and responsible migration and mobility of people; Target 16.2: End abuse, exploitation, trafficking and all forms of violence and torture against children; Goal 17: Partnerships.

The SAMM project pursued a victim and migrant rights-centred, and gender-specific approach, with the human rights and well-being of the persons concerned being taken into consideration in all the interventions. Furthermore, the project ensured that forensic and chain of custody actors (first responders, law enforcement, forensic practitioners, judiciary personnel, etc.) were aware of human rights considerations when dealing with both suspects and witnesses of crime. The project constantly measured progress of its activities by referring to human rights principles in the form of equal protection, impartiality, ethics, non-discrimination, and due process. Throughout the training and mentoring, officials were referred to human rights principles. The project also endeavoured to devise a strategic approach to addressing migrant deaths, disappearances, as well as all related issues to mixed migration.

The project was designed by envisioning a joint M&E and communication strategy that would encourage each implementation team to consider the same key cross-cutting issues and facilitate the learning of lessons between components, but this had not been achieved so far. The joint M&E and communication strategy were not in place. Data collected within the project was sex and age disaggregated. Furthermore, the project's awareness raising activities incorporated specific messages of protection and social safeguard of migrants, refugees, and victims of TIP.

Disability

The project collaborated with the Disabled Migrants' Rights Networking Organization to initiate a cash-transfer program at the early stages of the pandemic. The initiative was meant to cushion migrant domestic workers, including people with disabilities against the devastating impact of the COVID-19 pandemic that resulted in the loss of income and livelihoods by these vulnerable groups in South Africa, Lesotho and Eswatini. The SAMM project also organized a country-level dialogue on mixed migration in Mauritius on 22 September 2021 to identify priority activities on mixed migration to be implemented in the country. The dialogue led the identification of key priorities on migration data to be implemented in Mauritius which included supporting relevant government services to capture and manage harmonised cross-border disaggregated data on mixed migration flows and vulnerable groups of migrants (trafficked, smuggled, disabled, children and youth). The project also assisted two refugee-led organisations in South Africa (RHD and PASSOP) to secure funding from the Refugee Innovation Fund, to support activities towards protecting and assisting asylum seekers, refugees, migrants, and citizens with special needs to access social services and to tackle abuse and deprivation. However similar organisations in other countries were yet to receive the support.

Tripartism and Social dialogue

The MTE established that tripartism and social dialogue were a key feature of the SAMM project's implementation. The SAMM project mainstreamed the cross-cutting policy drivers of international labour standards, and tripartism and social dialogue. Reports showed that ILS had been effectively promoted at country level, as seen for example in the project's support to Lesotho on Convention 143, the Seychelles on Conventions 97 and 143, and Zimbabwe on Conventions 97 and 143 as described above. A prioritised action articulated in the HLTD-LMG Call to Action is to promote and advocate for the ratification, domestication and effective implementation of ILO conventions concerning migrant workers (Nos 97 and 143), the Private Employment Agencies (No. 181), as well as the Domestic Workers Convention (No. 189) and the Violence and Harassment Convention (No. 190). This is also emphasised in the Statement of Intent. (SAMM, 2022).

The HLTD-LMG and the nine tripartite country-level dialogues organised in 2022 were examples of this commitment, as were the workshops for workers' and employers' organizations that the project organised for the SADC and IOC regions, respectively, in partnership with SATUCC, IOE, SPSF and the Business Advisory Group on Migration. Overall, the incorporation of cross-cutting issues such as gender or gender-based violence, human rights, disability, tripartism and social dialogue within key strategy documents and guidance notes would have ensured their effective mainstreaming across the programming. This was also reflected in the qualitative data, where several KII respondents highlighted the need to place greater commitment in addressing the crosscutting issues. However, the engagement of the private sector organisations/ employer association/organisation was limited as they are the key consumers of labour migrants and importers of skills not available in the local economies.

Climate Change

The project contributed to the development of the report on the roots and consequences and solutions of climate change in Eswatini, as well as to the research on displacement and climate change in Lesotho and Eswatini. The project, in connection with the Global Refugee Forum (GRF) held in December 2019 in Geneva, the Government of Mauritius joined the pledge relating to climate change titled *"Integrate approaches to avert, minimize, and address displacement related to the adverse impacts of climate change into relevant national processes, including the process to formulate and implement national adaptation plans".* As a follow-up to this forum, the project partners supported the Government of Mauritius to concretise its 2019 GRF Pledge linked to tackling climate change-induced internal displacement.

The project partners supported an Internal Displacement Study to determinate the roots of, and solutions to the displacement related to climate change in Lesotho. The project also supported the review of the action plans of Comoros and Madagascar and the development of relevant climate change related activities to undertake in those countries. In collaboration with the University of Pretoria and Centre for Human Rights, the project organized a webinar in July 2022 on the protection of persons displaced as a result of climate change and disasters.

4 CONCLUSIONS

General Conclusion

The SAMM project made positive progress in the face of the global pandemic: The project significantly contributed to propelling the region and its member countries towards an enabling policy environment for improved migration management in the Southern Africa and Indian Ocean region. The project also created the momentum and desire by the individual countries to work towards an enabling policy environment. However, countries were at different levels of establishing and implementing policy frameworks for the various aspects of migration management. Therefore, country-specific approaches to realise the desired results were employed.

Overall, the project was on course towards achieving its strategic objectives. However, the evaluation observed that although the strategic objectives were achievable, the project timeframe was negatively affected by the COVID-19 pandemic which was an unforeseen calamity. The COVID-19 pandemic adversely affected the programme effectiveness and efficiency, with the majority of services being halted due to lockdown measures. Despite the derailment of the project implementation by COVID-19, the ToC remained relevant for the remaining duration of project implementation, but some assumptions need to be reviewed. Most of the shortfalls in the project performance were not attributed to theory failure, but to project timeframe related implementation failures. There still remained a number of key activities for completion. Consideration should be given to increasing the project implementation timeframe. Project coordination was negatively affected by the absence or invisibility of the TIC functions at the national level. The absence of this function at the national level negatively affected participative decision making in the project implementation processes.

Relevance

Conclusion 1: Alignment of SAMM project to the national and international development priorities and strategies were pivotal to the performance of the project: Due to its strong relevance and strategic alignment to national and international development policy frameworks and strategies and the PUNOs strategic frameworks and SDGs, the SAMM project became strategically positioned to mobilise resources and the buy-in of Member States. At programme design and during implementation, there were stakeholder consultation, and a number of studies/research reports were produced to inform the selection and alignment of activities to the beneficiary needs, which enhanced ownership and relevance. The project approached each country according to its specific needs and environment to ensure that the project activities directly responded to the national and regional needs and gaps on issues of labour migration and mixed migration management. The consultative approach, the evidence-based approach and targeting of the country-specific needs and environment strengthened project buy-in and ownership by Member States. However, variation in ownership levels remined, as there was low ownership generated in countries, organizations, and officials of line ministries where the project started later.

Conclusion linked to recommendation 1

Conclusion 2: **ToC of the SAMM project:** The project ToC remained relevant for the remaining duration of project implementation. Nevertheless, the envisaged change pathways required additional time for completion. Some assumptions also needed to be reviewed. The ToC and the log frame (results framework) were clear. The activities

and outputs in the ToC were relevant and largely contributed to the immediate outcomes. Although some assumptions and cross cutting issues were indicated in the SAMM project concept note/document, these were not explicitly shown in the ToC structure, which undermined the input-output-outcome causal linkages. The SAMM project ToC was silent on the key lower-level results (outputs) and the pathways towards their achievement. Detailed ToC for each strategic objective could have benefited the project implementation. For example, building the ToC on improving the technical skills and knowledge of labour migration and mixed migration actors at the lower output level would have enhanced the project focus capacity building of the actors. The pathways and modes of engagement towards change would also have been more elaborate.

Conclusion linked to recommendation 2&3

Coherence

Conclusion 3: The SAMM project directly contributed to the regional, international and individual PUNOs agendas on migration management and the project was fully complementary to other PUNO activities: The project directly worked with regional (supra national and continental) coordination bodies as key stakeholders to ensure effective collaboration. Where gaps were identified, the project provided the support to allow fluid implementation of national and international development policy priorities, AU action plans and SDGs.

The project design and the consortium formulation were based on the comparative advantage each PUNO on the project technical areas on migration management: IOM – Mixed Migration, UNODC- Trafficking in persons, UNHCR- Displacement, and ILO- Labour migration. The SAMM project built-on and complemented individual PUNO activities to an extent that at national level the project was viewed as a continuation of projects they had been working with national governments before the SAMM project inception.

Conclusion linked to recommendation 4

Effectiveness

Conclusion 4: The private sector involvement was limited to effectively facilitate participation: The project design did not have private sector engagement activities. Whilst this might not have been the focus of the project, taking it for granted that the private sector had the understanding, willingness, and capacity to get involved or even take up actions necessary might be a mistake as they were the most affected by the labour migration policies.

Conclusion linked to recommendation 5

Conclusion 5: Institutionalization of TIP capacity building approach was effective in building national capacity on TIP. The project developed training materials and supported the governments of Zambia and South Africa to incorporate TIP as part of the national police services training curriculum. This has a greater impact in future in combating TIP, with the national police services on the front line.

Conclusion linked to recommendation 6

Cross-cutting Issues

Conclusion 6: The SAMM project integrated United Nations cross-cutting themes (such as human rights, gender equity, inclusiveness of people with disabilities and other vulnerable groups, climate change) as well as those specific to the PUNOs in its design and implementation. Nevertheless, the project had no guiding documents to operationalise the implementation of the cross-cutting issues except for gender where the project had a gender strategy. The implementation assumed that individual PUNOs had their own strategies, and the cross-cutting issues were not monitored or reported on.

Conclusion linked to recommendation 7 &10

Conclusion 7: Effect of COVID-19 pandemic on the SAMM project: The ongoing COVID-19 pandemic was an unforeseen calamity, and it adversely affected the programme effectiveness and efficiency, whereby the majority of services were halted due to lockdown measures. Though the programme was not designed to deal with humanitarian/health crises, the context compelled the PUNOs to provide the necessary capacity building and policy development through innovative ways such as virtual consultation, inclusion of new activities and desk reviews. For the SAMM project, there was a need for a comprehensive risk analysis to guide effective risk mitigation measures and programme implementation through developing an overall project COVID-19 adaptation strategy

that could have provided guidance and moved the activity implementation and avert the delays caused by the pandemic.

Conclusion linked to recommendation 8

Efficiency

Conclusion 8: The project coordination and governance structures were well-constituted for a regional project: The governing bodies were established and had clear representation at regional level and ToR for each structure was clear. However, the structures were not replicated at country level to enable a similar coordination and enhance the concept of "One UN". At the country level, to complement this weakness some of the activities were working through the national-level migration management committees for coordination and governance.

Conclusion linked to recommendation 9

Orientation towards impact

Conclusion 9: The strong uptake and internalisation of the project's tools in the management and governance of labour migration and mixed migration enhanced the orientation towards impact. This was manifested through the improvement and institutionalisation of legal policy reform for effective management of labour migration, empowering migrant workers, tackling labour exploitation, elimination of all forms of violence against women and girls, and promoting ethical recruitment, strengthened through stakeholder collaboration and awareness raising. The project supported the development of migrant anti-smuggling legislation and promoted awareness raising and the protection of migrants, which are important building blocks to project impact. Other building blocks included partnership with donors, civil society, and all UN partners, to deliver on the SDGs (number 8 and 10) in a comprehensive manner and leveraging from comparative expertise. Building the SAMM project on the comparative advantages and mandates of the PUNOs, and promotion of joint delivery on the unmet needs of Member States to improve migration governance and the EU's interest in addressing Africa's migration challenges has created a conducive environment, not only amongst the implementation partners but also amongst the target RECs and government stakeholders for impact realisation. This was strengthened through the SAMM project's support to RCPs (MIDSA, MIDCOM and MIDIOC for the Indian Ocean Commission), as well as national social dialogues on issues of migration management in a holistic manner. These RCPs benefited from the strong evidence base and knowledge products generated by the project.

Conclusion linked to recommendation 12

Sustainability

Conclusion 10: Ownership, internalisation and institutionalisation of labour migration and mixed migration by Member States was key to the sustainability of the SAMM project results. Regarding sustainability, the project might need to devise ways to insulate the sustainability of the results from the main challenges of shifting political priorities, government staff turnover and frequent changes in governments. The institutionalisation of migration governance and management tools as well as continued investment in capacity building are crucial pillars to the sustainability of the project results. In addition, the extent and likelihood of sustainability varied between countries, with countries where the policy frameworks have been developed and regulatory systems on mixed migration and labour migration adopted having potential to sustain results beyond the project. Sustainability would also be determined by the strength of national and regional migration governance and management structures that will be inherited from the project, as well as the mainstreaming and institutionalisation of migration data and evidence generation at national and regional levels. Additional investment would be required to ensure that governments, employers unions, workers associations and CSOs plan and allocate resources to deliver on strengthening migration management and governance.

5 LESSONS LEARNED AND GOOD PRACTICES

i. **A complex multi-region, multi-country, and multi-stakeholder project such as SAMM, demands a wider implementation timeframe and project life cycle** (beyond three years) to ensure adequate time for full engagement and buy-in of all relevant stakeholders and multiple constituencies, bearing in mind that the expected outcomes can only be achieved through negotiable and consultative processes.

ii. **Leveraging from United Nations agencies' country experiences and working partnerships of PUNOs with government entities** is an enabling factor to advocate for, and mainstream knowledge and expertise-sharing with the Member States. The United Nations agencies' technical support, including support through consultancy services was highly commended along the interviews).

iii. **Continued effort of the United Nations agencies to deliver as one** is a promising approach to ensure technical expertise leverage, consistent and vocal advocacy, voice/being heard, and resources sharing (especially training resources and capabilities).

6 RECOMMENDATIONS

Based on the conclusions, the evaluation team drew following recommendations. These recommendations also emanated from the data collection consultative process with the project implementing partners, programme partners and the donor. A planned follow-up validation workshop and review with the project team will also contribute to the firming up of the recommendations.

High priority

Recommendation 1: ***The evaluation team recommends a "No Cost Extension (NCE)" of the project. Effort during the NCE will be targeted at countries that are lagging behind on the policy and legislative reform front and countries that are in the final stage of ratification of the legal instruments***. This should be guided by an individual country level assessment that will ascertain the feasibility of the approach.

Addressed to	Priority	Time frame	Level of resources required
Donors and PUNOs	High	Current project implementation phase	Low

Associated Conclusion:1

Recommendation 2: ***The existing ToC should be revised to provide a fuller understanding of assumptions and change logic***. The ToC should be comprehensive at both SO and project component level to allow for elaboration of the specific assumptions and change logic that underpins the specific project components. Some of the articulated assumptions were also proven false and require revision. For example: "Low level of disruption associated with conflict and disaster-related risks in SAMM project countries." These will also need to be reviewed.

Addressed to	Priority	Time frame	Level of resources required
PUNOs	Medium	Short-term: Current project implementation phase	Medium

Associated Conclusion:2

Recommendation 3: ***The PUNOs should develop a ToC for their organisation as it relates to the SAMM project that will allow the individual PUNOs to identify a wide range of causal link assumptions that need to occur for each project result area.*** The ToC should also include the causal link in relation to the various beneficiaries (labour migration, refugees, smuggled migrants, TIP) also considering gender, children, and persons with disability rights. This will enable the overall project ToC to be nested enough and identify a wide range of causal link assumptions that need to occur if the SAMM project direct benefits and migration management changes are to be realized.

Addressed to	Priority	Time frame	Level of resources required
PUNOs	Medium	Short-term: Current project implementation phase	Medium

Associated Conclusion:2

Recommendation 4: ***The programme should enhance synergies with other PUNO projects by ensuring layering efforts across individual partner projects, where possible***. This can be enhanced by collaborative programming and programme implementation.

Addressed to	Priority	Time frame	Level of resources required
PUNOs	High	Short-term: Current project implementation phase	Medium

Associated Conclusion: 3

Recommendation 5: ***There is a need for the project to develop a strategic action plan to engage the private sector experts for meetings and training.*** Whilst this may not have been the intention of the project, taking it for granted that the private sector has the understanding, willingness, and capacity to get involved, considering they are the greatest employers and beneficiaries of labour migration could be retrogressive for the impact and sustainability of the results of the project.

Addressed to	Priority	Time frame	Level of resources required
PUNOs (ILO and IOM)	High	Short-term: Current project implementation phase	Low

Associated Conclusion:4

Recommendation 6*: The training of police services that was done in Zambia and South Africa should be replicated in other Member States.* This capacity building around TIP will build lasting inroads and strengthen the implementation of TIP management frameworks in the Member States.

Addressed to	Priority	Time frame	Level of resources required
PUNOs	Medium	Short-term: Current project implementation phase	Medium

Associated Conclusion:5

Recommendation 7: ***The project should consider developing an inclusion strategy and a plan to ensure that cross-cutting issues are included in all project activities.*** This should be coupled by a monitoring system that will ensure that all PUNOs report on their action on inclusion of cross-cutting issues.

Addressed to	Priority	Time frame	Level of resources required
PUNOs	Medium	Short-term: Current project implementation phase	Medium

Associated Conclusion:6

Recommendation 8: ***The existing risk matrix for the SAMM project needs to be inspected for its capability to handle new risks arising from COVID-19***.

Addressed to	Priority	Time frame	Level of resources required
PUNOs	Medium	Short-term: Current project implementation phase	Low

Associated Conclusion: 7

Recommendation 9: The PUNOs should consider replicating coordination forums at national level as this has the potential to enhance the implementation as One–UN and to ensure the whole-of-government approach to migration management.

Addressed to	Priority	Time frame	Level of resources required
PUNOs	Medium	Short-term: Current project implementation phase	High

Associated Conclusion: 8

Recommendation 10: ***In the remaining phase of the project PUNOs should clearly build information dissemination strategies to ensure that the migrants, refugees, smuggled migrants, and victims of trafficking) are well-informed of their rights and available services.***

Addressed to	Priority	Time frame	Level of resources required
PUNOs	Medium	Medium	Medium

Associated Conclusion:9

Recommendation 11: ***The project should work with individual PUNOs and the Member States to develop a sustainability plan***. The plan should be adopted by PUNOs, Member States and regional coordination bodies focusing on sustaining technical support for the Member States in the final stage of ratification of the legal instruments developed. The PUNOs should also commit to providing technical assistance in capacity building for continuing the implementation of the approved/ratified policy and legal framework, beyond the project end date.

Addressed to	Priority	Time frame	Level of resources required
PUNOs	Medium	Long term	Medium

Associated Conclusion: 10

Recommendation 12: The inclusion of cross-cutting issues was not well-articulated, even though individual PUNOs could have used their individual organisation guidance. The project should establish a monitoring and reporting systems to ensure that PUNOs are able to report on how they have ensured cross cutting issues in their activities during the remaining project period and the next phase.

Addressed to	Priority	Time frame	Level of resources required
PUNOs	Medium	Short-term: Current project implementation phase	Medium

ANNEXES

Annex 1: Evaluation Question Matrix

Table 4: Evaluation matrix showing how questions will be addressed

OECD CRITERIA	EVALUATION QUESTIONS	DATA SOURCES	DATA METHODS	DATA ANALYSIS	DATA TYPE
RELEVANCE	i. To what extent is the project based on clearly identified needs and challenges of/for the target groups regarding migration in the Southern Africa and Indian Ocean region (considering key stakeholders' involvement in the formulation and implementation) ii. To what extent the TOC express the project's contribution to achieve its objectives through a logical linkage between the outputs, outcomes and impacts and the environment in which the project is settled (assumptions and risks?	Project documents Project beneficiaries Project implementing partners Project staff, RECs	Key informant interview (KII) + focus group discussion (FGD) + Case studies and Survey	Thematic content analysis	Qualitative
COHERENCE (INTERNAL AND EXTERNAL)	i. To what extent is the project coherent with the SADC and Governments objectives, National Development Frameworks, UNDSCFs and DWCPs, ILO Programme and Budget 2018-21, beneficiaries' needs (i.e., men and women, boys and girls and other vulnerable groups), and does it support the targets of the relevant SDGs and AU action plan? ii. How does the project complement and fit with other on-going PUNOs programmes and projects in the countries? What links have been established so far with other activities of the UN or other cooperating partners operating in the Countries in the area of Labour Migration and Mixed Migration? iii. To what extent has the project integrated UN cross cutting themes (such as human rights, gender equity, inclusiveness of people with disabilities and other vulnerable groups, climate change) as well as those specific to the PUNOs in the design and implementation?	Project documents Project beneficiaries Project partners Project staff	Desk review analysis KII + FGD Survey	Synthesis of secondary data Thematic content analysis	Qualitative

OECD CRITERIA	EVALUATION QUESTIONS	DATA SOURCES	DATA METHODS	DATA ANALYSIS	DATA TYPE
PROJECT EFFECTIVENESS	i. What progress has been made towards achieving the overall project objectives/outcomes and what have been the main contributing and challenging factors it? ii. What, if any, unintended results of the project have been identified or perceived? iii. To what extent has the management and governance structure put in place worked strategically internally (among PUNOs) and with all key stakeholders and partners in targeted countries, UN agencies and the donor to achieve project objectives? Does this governance structure take gender and inclusivity dimensions into consideration? iv. How has the COVID-19 pandemic influenced the project results and effectiveness and how the project has addressed this influence and is ready to adapt to changes for the rest of the project life?	Project documents Project beneficiaries Project partners Project staff	FGDs KIIs Desk Review	Synthesis of secondary data Thematic content analysis and quantitative analysis / Descriptive statistics	Qualitative and quantitative
EFFICIENCY OF RESOURCE USE	i. To what level has the project allocated resources (financial, human, technical support, etc.) strategically and operationally in terms of expected outputs, outcomes, and impact, including performance? ii. To what extent are the project's activities/operations and the disbursements and project expenditures in line with the schedule of activities as defined by the project team and original (and subsequent) work plans? iii. To what level have resources (financial, human, technical support, etc.) been allocated strategically to address UN cross cutting themes (such as human rights, gender equity, inclusiveness of people with disabilities and other vulnerable groups, climate change), as well as those specific to the PUNOs towards the project outputs and outcomes?	Project documents Project beneficiaries Project partners Project staff	Desk review analysis KII +	Synthesis of findings Thematic content analysis	Qualitative

OECD CRITERIA		EVALUATION QUESTIONS	DATA SOURCES	DATA METHODS	DATA ANALYSIS	DATA TYPE
	iv.	What are the risks for the project in terms of efficiency and the achievement of its objectives on time due to COVID 19 so far and potential public health new challenges in future?				
IMPACT ORIENTATION	i.	What level of influence is the project having and can be expected to have on the labour migration and mixed migration and other related cross cutting areas on policies and practices at national and sub national levels at those UN cross cutting themes (such as human rights, gender equity, inclusiveness of people with disabilities and other vulnerable groups, climate change), as well as those specific to the PUNOs?	Project documents Project beneficiaries Project partners Project staff	Desk review analysis KII + FGD + Case Studies+ Survey	Synthesis of findings Thematic content analysis and Descriptive statistics	Quantitative and Qualitative
	ii.	Is the project contributing to expand the knowledge base and build evidence regarding the project outcomes and impacts? If so, how is such knowledge managed, made available to others in an effective and efficient manner?				
SUSTAINABILITY	i.	Is the project strategy and project management steering towards sustainability? Does the project implement Mal an exit strategy?	Project documents Project beneficiaries Project partners Project staff	Desk review analysis KII + FGD+MSC	Synthesis of findings Thematic content analysis	Qualitative
	ii.	How has the sustainability approach of the project been affected by the Covid19 situation in context of the national responses and how has the project and stakeholders responded on moving forward with the project results appropriation and how should be adapted towards the end of the project?				
LESSONS LEARNED AND GOOD PRACTICES	i.	What lessons can be identified from project interventions for use in other similar projects /programmes?	Project documents Project beneficiaries Project partners Project staff	Desk review analysis KII + FGD+ case studies	Synthesis of findings Thematic content analysis	Qualitative
	ii.	How can the current approaches, methodologies or ongoing activities be modified for future restructuring of project interventions?				
	ii.	Are the project activities effective in as far as communicating and making available lessons learned to other partners?				

Annex 2: Terms of Reference

INDEPENDENT MID- TERM JOINT EVALUATION OF THE SOUTHERN AFRICAN MIGRATION MANAGEMENT PROJECT

Version 2 November 2022

Project Title:	Southern African Migration Management Project (SAMM)
Project Code	FED/2019/413-278
Implementation agencies	International Labour Organization (ILO) lead agency, International Organisation for Migration (IOM), United Nations High Commissioner for Refugees (UNHCR) and United Nations Office on Drugs and Crime (UNODC).
Administrative Unit	ILO Regional Office for Africa
Donor	European Union
Budget	25,675,395 EUR
Implementation period	Start date: 01 January 2020 End date: 31 December 2023
Coverage	Southern African Region, targeting 16 countries: Angola, Botswana, Comoros, the Democratic Republic of the Congo (DRC),Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, the Seychelles, South Africa, Tanzania, Zambia and Zimbabwe
Type of evaluation	Independent Mid-term Evaluation
Date of the evaluation	Mid-January – May 2023
Evaluation Management Committee	• Ricardo Furman Reg. Senior M&E officer for ILO Africa – lead(ILO) • Rachael Tembo, Programme Monitoring and Evaluation Officer (IOM) • Fiona Wambui Gatere (UNHCR) • Katherine Aston, Deputy Chief of Independent Evaluation Section (IES); Moritz Schuberth, Associate Evaluation Expert (UNODC)

Background

The Southern Africa Migration Management (SAMM) project is a four-year project that aims to improve migration management in the Southern African and Indian Ocean region. The project duration is 4 years, running from January 2020 to December 2023.The SAMM project is a modelof a ONE-UN approach with collaboration between four UN agencies: The International Labour Organization (ILO) as the lead agency, the International Organisation for Migration (IOM), UnitedNations High Commissioner for Refugees (UNHCR) and United Nations Office on Drugs and Crime (UNODC). The SAMM project is funded by the European Commission and forms part of the European Union Regional Indicative Programme (11th EDF RIP) for Eastern Africa, Southern Africa, and the Indian Ocean (2014–2020) which includes among its objectives the facilitation ofsafe, orderly, and regular migration and the prevention of irregular migration. It focuses on

South-South migration flows, identifying positive spill-over effects of international migration on regional integration and regional economic development.

The Project Objective

The SAMM Project's overall objective is to improve migration management in the Southern African and Indian Ocean region guided by, and contributing to the realisation of, the 2030 Sustainable Development Agenda, especially Sustainable Development Goal (SDG) 8 on decent work and economic growth and SDG 10 on reducing inequalities.

The project comprises of two main project components: 1. Labour Migration; and 2. Mixed Migration. The first component supports the implementation of the UN Global Compact on Safe,Orderly and Regular Migration (GCM) and the second one the application of the UN Global Compact on Refugees (GCR), as well as of the GCM.

The specific objectives (SO) and key results areas (KRA) of this intervention are:

SO1: Improved policy environment for labour migration across the region and improved accessto legal and efficient means of labour mobility for (prospective) labour migrants.

KRA1.1: Rights-based legal and efficient channels of labour migration and mobility (including appropriate protection measures for migrant workers) promoted and put in place in the SouthernAfrica / Indian Ocean region.

KRA1.2: A Southern African and Indian Ocean migration observatory established and fully operational.

SO2: To strengthen informed decision-making on and management of mixed migration flows, including improved protection of vulnerable migrants in the Southern African and Indian Ocean region.

KRA2: Evidence-based management strategies and policies to address mixed migration challenges, including assurance of appropriate protection frameworks for vulnerable migrants, are formulated and implemented.

The Targeted Countries and Project Stakeholders

The project focuses on the Southern African Region, and targets the following 16 SADC countries:Angola, Botswana, Comoros, the Democratic Republic of the Congo (DRC), Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, the Seychelles, South Africa, Tanzania, Zambia and Zimbabwe.

The key SAMM project stakeholders are:

- Governments of the 16 supported countries
- Regional Economic Commissions' secretariats
- National administrations of the targeted member states of Common Market for Eastern and Southern Africa (COMESA), Indian Ocean Commission (IOC) and Southern African Development Community SADC regions
- UN Agencies particularly ILO, IOM, UNODC and UNHCR
- Migration Dialogue for Southern Africa (MIDSA) and the COMESA Regional Consultative Process on Migration (RCP) are mechanisms to strengthen policy dialogue on the areas and issues addressed by the programme.
- Academic institutions, research think tanks, other relevant non-state actors and International Cooperating Partners involved in migration, migration research and transnational crime
- Civil Society Organizations
- Workers' organizations and their members
- Employers' organizations

Institutional and Management Arrangements

The project is led by a Chief Technical Adviser (CTA), responsible for overall project managementbased in Pretoria, South Africa. The CTA is supported by a Monitoring and Evaluation Officer, Communication Officer, a Finance Officer and an Administrative Assistant.

At the country level, there are two National Project Coordinators (Seychelles and Zambia). The implementing agencies are ILO, IOM, UNHCR and UNODC. Each agency has a National Project Coordinator based in Pretoria, South Africa.

The project management includes a Technical Working Group comprising of project staff members from all four partner agencies that meets once weekly. Other representatives and technical experts from the respective agencies attend as well, depending on the topics for discussion.

Furthermore, the Technical Implementation Committee (TIC) is in place and meets at least twicea year. Its overall objective is to provide strategic guidance and support on the implementation of the project as well as to review project documents such as the progress narrative and financialreports, M&E systems and Communications. Participation in the TIC includes representative fromCOMESA, IOC and SADC and the EU.

Above and beyond this, the project also has a Project Steering Committee (PSC) in place which also meets twice a year, its overall objective is to act as a governing body and provides strategicleadership, general policy and overall guidance and oversight on the implementation of the project. It also provides recommendations regarding the focus, agenda, and outcomes of the SAMM project based on the changing external factors.

Evaluation Background

The implementing agencies considers evaluation as an integral part of the implementation of technical cooperation activities. Evaluation should be conducted for the purposes of accountability, learning, and planning and building knowledge. Evaluation is conducted based onthe context of the criteria and approaches for international development assistance as established by the OECD/DAC Evaluation Quality Standard and UNEG, including the Code of Conduct for Evaluation in the UN System.

Regarding the SAMM project two independent joint evaluations, ILO-led, are planned: the mid- term (MTE) and the final evaluation. The mid-term evaluation will be managed by an Evaluationmanagement committee (EMC) integrated by the evaluation managers of the Participating United Nations Organizations (PUNOs) who are not involved in the implementation of the joint programme. The EMC will be led by the ILO evaluation manager as the lead agency.

The evaluation will follow the United Nations Evaluation Group's (UNEG) Norms and Standards for Evaluation in the UN System, including the UNEG guidance on Joint Evaluation, the Glossary of key terms in evaluation and results-based management developed by the OECD's Development Assistance Committee (DAC), the UNEG Integrating Human Rights and Gender Equality in Evaluations guidance (http://www.unevaluation.org/document/detail/1616) and theUNEG Guidance on Disability Inclusive Evaluations http://www.uneval.org/document/detail/3050 The ILO Evaluation Office (ILO/EVAL) evaluationpolicies and technical guidance will guide the process (https://www.ilo.org/eval/Evaluationguidance/lang--en/index.htm), while the evaluation policies of PUNOs will be considered as required.

The evaluation process will be participative and will involve all relevant programme's stakeholders and partners. The evaluation results will be disseminated among government, development partners, civil society, and other

stakeholders. A management response will be produced by each UN agency upon completion of the evaluation process and will be made publicly available according to each PUNO policy.

The evaluation will be carried out in adherence with the relevant parts of the UNEG joint evaluation guidelines, as well as ILO Evaluation guidelines ones and those of the other partner UN agencies. This evaluation will follow the ILO policy guidelines for results-based evaluation; and the ILO EVAL Policy Guidelines Checklist 3 "Preparing the inception report"; Checklist 4 "Validating methodologies"; Checklist 5 "Preparing the evaluation report" and Checklist "6 Ratingthe quality of evaluation report".[1]

For all practical purposes, this ToR and ILO Evaluation policies and guidelines define the overall scope of this evaluation. Recommendations emerging from the evaluation will provide clear guidance to stakeholders on how to address the gaps and recommendations.

The project conducted an Evaluability Assessment in accordance with ILO policy governing technical cooperation projects. The assessment was conducted between October-November 2021 to support results-based management of ILO projects and programmes. The process helpedto refine the project Comprehensive M&E Strategy (CMES) to address its purposes of supportingaccountability, management, learning and building knowledge.

Furthermore, the EU commissioned a Results Oriented Monitoring (ROM) Mission that took placein October-November 2021 focusing on a sample of 5 countries (Mauritius, South Africa, Zambiaand Zimbabwe) out of the 16 supported countries to assess:

1. REC's involvement in the country: the intensity of relations of respective agencies withRECs in and for the specific country.
2. Budget priority: the importance of the country for each agency in terms of committed andplanned budget.
3. Strategic priority: additional to the budget, these criteria ascertain the existence of otherrelevant factors of the work of the agencies in this country.
4. Results already achieved: consideration of the activities already implemented and theresults whether output or outcomes level.
5. Type of beneficiaries: the variety of actions addressed at different target groups(government officials, CSOs, targeted populations, etc.)

The recommendations of the ROM Mission have been/are being addressed in preparation for themid-term evaluation.

Purpose and Objectives of the Mid-Term Independent Evaluation

The mid-term evaluation of the SAMM project has a primary formative focus and secondary summative one with the overall objective of reviewing the implementation of the project to identify strengths and weaknesses, lessons, and good practices to be learned, and provide practical recommendations for improvements.

Specifically, this evaluation will:

1. Assess the relevance and coherence of project's design to the country needs across theregion and how the project is perceived and valued by the target groups, including thecontributions of the project on Labour Migration and Mixed Migration regarding SADC and national policy frameworks such as National development plans and DWCPs, the UNSDCFs, the SDGs targets, and the PUNOs strategic frameworks.
2. Analyse the implementation strategies of the project regarding their potential effectiveness in achieving the project outcomes and impacts, including unexpected results and factors affecting project implementation and results (positively and negatively)
3. Asses the implementation efficiency of the project.

4. Review the institutional set-up, capacity for project implementation, coordination mechanisms inter-agencies and with other stakeholders and the use and usefulness ofmanagement tools including the project M&E methodology.
5. Analyse the planned strategies for outcomes' sustainability and orientation to impact.
6. Review the impact of knowledge management (KM) and communication strategy in raising the profile of the project within the countries and among the cooperating partners.
7. Examine the project's response to the restrictions imposed by COVID-19 on repurposing project funds or activities, how the project pivoted or dealt with the restrictions on project activities, if any.
8. Identify lessons learned and potential good practices for key stakeholders.
9. Provide strategic recommendations for the different key stakeholders to improve attainment of project outcomes and impacts.

Scope of the Evaluation

The mid-term evaluation will cover the period from January 2020 to October 2022.The evaluationwill cover all countries and regional planned outputs and outcomes under the project, with particular attention to synergies between the components and contribution to continental and national policies and programmes. All PUNOs' activities and results will be included.

The evaluation will assess how the project is addressing the cross-cutting themes including human rights, gender equality and inclusivity (i.e. people with disabilities), social dialogue and tripartism, international labor standards and fair transition on environment, human rights concerns and other relevant areas as outlined by the project document.

The evaluation criteria on impact will be limited to the progress towards impact, taking into account that this is a mid-term evaluation. The project impact is still a longer expected result. Therefore, the evaluation will focus on the "orientation to impact" dimension.

The evaluation will seek to establish how and why the project has achieved or not achieved the intended results and other unexpected ones that could have arisen.

Clients

The primary clients of the evaluation are the national and regional stakeholders, implementing PUNOSs (ILO, UNHCR, UNODC, IOM), the donor as well as other relevant stakeholders.

The Office and stakeholders involved in the execution of the project would use, as appropriate, the evaluation findings, recommendations, lessons learnt and good practices, and lessons to be learned identified. The PUNOs will address, each one and in a coordinated manner as applies, theevaluation findings, conclusions, and recommendations.

Review Criteria and Key Evaluation Questions

The evaluation should address the overall OECD-DAC evaluation criteria: relevance, coherence, effectiveness, efficiency, sustainability, and impact as defined in the ILO Policy Guidelines for results-based evaluation, 2020 4th edition

https://www.ilo.org/wcmsp5/groups/public/---ed_mas/--- eval/documents/publication/wcms_571339.pdf

The evaluation will cover the following evaluation criteria:

i) Relevance,
ii) Coherence,
iii) Effectiveness,
iv) Efficiency,
v) Impact orientation
vi) Sustainability

The evaluation will be conducted following UN Evaluation Group (UNEG) standards and norms and the glossary of key terms in evaluation and results-based management developed by the OECD's Development Assistance Committee (DAC)[2].

In line with the results-based approach applied by the ILO, the evaluation will focus on identifyingand analysing results through addressing key questions related to the evaluation criteria and theachievement of the outcomes/ objectives of the project using the indicators in the logical framework of the project, but not limiting to them.

The evaluation should address the questions depicted below. Other aspects can be added as identified by the evaluator in accordance with the given purpose and in consultation with the evaluation manager. Any fundamental changes to the evaluation criteria and questions should be agreed between the EMC and the evaluator and reflected in the inception report.

Analysis of gender-related concerns will be based on the UNEG and ILO Guidelines. The evaluation will integrate gender equality and inclusivity [3] as a crosscutting concern throughout its deliverables and process. Furthermore, it should pay attention to issues related to social dialogue, international labour standards and fair environmental transition.

Moreover, the impact of the COVID19 on the implementation and results of the project will be considered. The evaluator during the development of the inception report will integrate questions on these cross-cutting issues where necessary.

[2] https://www.ilo.org/eval/WCMS_744068/lang--en/index.htm

[3] This dimension includes all vulnerable groups such as women , migrants, youth, cultural-ethnic groups, etc.

Key Evaluation Questions

The evaluator shall examine the following key areas:

Relevance

1. To what extent is the project based on clearly identified needs and challenges of/for the target groups regarding migration in the Southern Africa and Indian Ocean region(considering key stakeholders' involvement in the formulation and implementation)
2. To what extent the TOC express the project's contribution to achieve its objectives through a logical linkage between the outputs, outcomes and impacts and the environment in which the project is settled (assumptions and risks?

Coherence (internal and external)

3. To what extent is the project coherent with the SADC and Governments objectives, National Development Frameworks, UNDSCFs and DWCPs, ILO Programme and Budget 2018-21, beneficiaries' needs (i.e., men and women, boys and girls and othervulnerable groups), and does it support the targets of the relevant SDGs and AU actionplan?

4. How does the project complement and fit with other on-going PUNOs programmes and projects in the countries? What links have been established so far with other activities of the UN or other cooperating partners operating in the Countries in the area of Labour Migration and Mixed Migration?
5. To what extent has the project integrated UN cross cutting themes (such as human rights, gender equity, inclusiveness of people with disabilities and other vulnerable groups, climate change) as well as those specific to the PUNOs in the design and implementation?

Project effectiveness

6. What progress has been made towards achieving the overall project objectives/outcomes and what have been the main contributing and challenging factors it?
7. What, if any, unintended results of the project have been identified or perceived?
8. To what extent has the management and governance structure put in place worked strategically internally (among PUNOs) and with all key stakeholders and partners in targeted countries, UN agencies and the donor to achieve project objectives? Does this governance structure take gender and inclusivity dimensions into consideration?
9. How has the COVID-19 pandemic influenced the project results and effectiveness andhow the project has addressed this influence and is ready to adapt to changes for therest of the project life?

Efficiency of resource use

10. To what level has the project allocated resources (financial, human, technicalsupport, etc.) strategically and operationally in terms of expected outputs, outcomes, and impact, including performance?

11. To what extent are the project's activities/operations and the disbursements and project expenditures in line with the schedule of activities as defined by the project team and original (and subsequent) work plans?
12. To what level have resources (financial, human, technical support, etc.) been allocated strategically to address UN cross cutting themes (such as human rights, gender equity, inclusiveness of people with disabilities and other vulnerable groups, climate change), as well as those specific to the PUNOs towards the project outputs and outcomes? What are the risks for the project in terms of efficiency and the achievement of its objectives on time due to COVID 19 so far and potential public health new challenges in future?

Impact orientation

13. What level of influence is the project having and can be expected to have on the labour migration and mixed migration and other related cross cutting areas on policies and practices at national and sub national levels at those UN cross cutting themes (such as human rights, gender equity, inclusiveness of people with disabilities and other vulnerable groups, climate change), as well as those specific tothe PUNOs?
14. Is the project contributing to expand the knowledge base and build evidence regarding the project outcomes and impacts? If so, how is such knowledge managed,made available to others in an effective and efficient manner?

Sustainability

15. Is the project strategy and project management steering towards sustainability? Does the project implement systematically an exit strategy?
16. How has the sustainability approach of the project been affected by the Covid19 situation in context of the national responses and how has the project and stakeholders responded on moving forward with the project results appropriation and how should be adapted towards the end of the project?

Evaluation Methodology

The evaluation will comply with evaluation UNEG norms and standards and follow ethicalsafeguards as well as to the OECD/DAC Evaluation Quality Standards.

The evaluation is an independent evaluation, and the final methodology and evaluation questions will be determined by the consultant in consultation with the Evaluation ManagementCommittee (EMC)

The evaluation will apply a Theory of change-based approach. It will be conducted using mixed methods, including triangulation to increase the validity and rigor of the evaluation findings, engaging with key stakeholders of the project, as much as feasible, at all levels during the design,data collection and reporting stages. The evaluators will seek to apply a variety of evaluation techniques – desk review, electronic surveys, meetings with stakeholders, focus group discussions, and observation during the field visits as applicable. Other innovative evaluation techniques can be integrated. Triangulation of sources and techniques should be central.

Due to the outbreak of the COVID-19 pandemic and its impact on migration, this evaluation will be conducted in the context of criteria and approaches outlined in the ILO internal guide: Implications of COVID-19 on evaluations in the ILO: An internal Guide on adapting to the situation(version March 25, 2020).[4]

An evaluation team of 3 team members, with one of them as the team leader will conduct the evaluation. Due to the high number of countries covered, it is suggested that field visits will be conducted only for 4-6 countries and other countries will be analyzed through desk review, virtual interviews, and surveys. Annex 1 presents a table with level of effort of the project dedicated to each country. The final decision on the methodology including countries selection will be competed at the inception phase.

Depending on the COVID-19 pandemic situation and adjustments, the methodology may be discussed between the Evaluation Management Committee and the Evaluators during the inception phase. Upon approval of the inception report, the data collection will begin. After the data collection phase, a project level stakeholders' workshop (virtual and face-to-face combined)will be conducted to present preliminary results and recommendations, with participation of key stakeholders of the different countries and regional stakeholders.

The draft ToRs, after approval by the EMC, will be shared with the key stakeholders (the Evaluation reference group) for comments. These comments will be then addressed in the final report.

Desk Review

The Desk review will include the following information sources:

- Project document.
- Monitoring and Evaluation Related Project Documents (Theory of Change, Log Frame,M&E Strategy, Annual Work Plan).
- Evaluability Assessment Report.
- Project monitoring plans and tools
- Progress reports.

Project budget and related financial reports.

- Reports and products from various activities (including trainings, workshops, task forcemeetings, video conferences etc.).
- Communications Plan.
- Others as required.

All documents will be made available by the Project CTA, in coordination with the evaluation manager, in a drop-box (or similar) at the start of the evaluation.

During the inception phase in addition, the evaluation team will conduct initial virtual interviewswith the project staff, UN agencies and the donor. The objective of the consultation is to reach acommon understanding regarding expectations and available data sources.

The inception report will cover status of logistical arrangements, project background and materials, key evaluation questions and evaluation indicators, evaluation matrix, detailed work plan, list of stakeholders to be interviewed, outline of the stakeholders' workshop and of the final report, and all data collection tools following EVAL Checklist 3 (see Annex 1). The inception reportwill operationalize the ToRs and should be approved by the evaluation manager before moving to data collection at field level.

The evaluation team leader will receive a list of key stakeholders from the Project CTA if the Evaluator requires contacting other stakeholders, beyond the list, this can be discussed with the Evaluation Manager during the preparation of the inception report.

The Inception report draft will be reviewed methodologically by the EMC that must approved it to move to the data collection phase. SAs part of the EMC review the draft inception report will be shared with the project team and the donor for quick feedback.

The evaluator is encouraged to propose alternative mechanism or techniques for the data collection phase. These will be discussed with the project and the evaluation manager at the inception phase. Any alternative should be reflected in the inception report.

Data Collection/Field Visits

COVID-19 pandemic might restrict mobility for country and field visits at the time of the evaluation. In line with these restrictions, the evaluation data collection methodology willcombine remote/virtual and fieldwork data collection. Regarding field visits, regulation to UN officers will apply to the consultants in terms of allowing field visits Should UN staff not be allowed to undertake filed visits in any place, same applies to the consultants and those visits would be replaced with virtual interviews. This will require enhanced engagement and collaboration with the project team in terms of organizing the contact with stakeholders.

The evaluators will undertake group and/or individual discussions during field visit when necessary and feasible. The project will provide all its support in organization of these virtual interviews to the best extent possible. The evaluators will ensure that opinions and perceptionsof women are equally reflected in the interviews and that gender-specific questions are included.

The field visits should consider a qualitative representative number of countries proposed underthe framework of the number of working days proposed in the section 12.4 below, and the intensity of work of the project in countries presented in Annex 2. The evaluators' technical proposals should include suggested selection criteria and countries to consider during the evaluation with different emphasis in data collection. The selection may include criteria such as presence of the different PUNOs, cases with value for leaning from work conducted by the project, strategic balance in the selection, value per se of field visit versus virtual data collection,etc.

A stakeholders' workshop will be conducted by the evaluators with the participation of the ERG and the EMC members to discuss initial findings and complete data gaps. The workshop will be facilitated by the EMC. It will be logistically supported by the project implementing agencies andprogrammatically managed by the evaluation team. The evaluation

team leader will conduct theworkshop virtually or based in Pretoria (HQ of the project). The details of it should be stated clearly in the Inception report for further preparation during the data collection phase.

Report Writing

Based on the inputs from desk review, interviews with key stakeholders, electronic questionnaires and other data collection tools applied crosschecked through triangulation, the evaluation team will draft the evaluation report.

The initial/zero draft evaluation report will be shared with the EMC for a methodological review.Once the EMC has approved it, it will be shared with the ERG for 10 working days for clarificationand factual errors related comments. After that, the EMC leader will consolidate the comments and share them with the evaluators. Then, the evaluators will develop the final version of the report. This version will be shared with the EMC for a final review, and upon addressing any further comments from the EMC, a final version will be developed. This final version should be approved by the PUNOs Evaluation offices. Later on, beyond it the PUNOs will produce a management response on all recommendations linked to the PUNOs interventions.

Deliverables

1. Inception report (not more than 20 pages excluding the annexes) with detailed work planand data collection instruments following EVAL Checklist 3 – see annex).
2. Presentation of preliminary findings at the stakeholders' workshop.
3. A concise draft evaluation report in English language (maximum 30 pages plus annexes andfollowing EVAL Checklists 5 and 6 -see Annex) as per the following proposed structure:
    - Cover page with key project and evaluation data (using ILO EVAL template)
    - Executive Summary
    - Acronyms
    - Description of the project
    - Purpose, scope, and clients of the evaluation
    - Methodology and limitations
    - Clearly identified findings for each criterion (integrating questions per criterion)
    - Conclusions
    - Recommendations (10-12 maximum in total, per each one: for whom, priority, timingand resources)
    - Lessons learned and good practices (briefly in the main report, and under ILO EVALtemplate in the annexes)
    - Lessons to be learned
    - Annexes:
        - TOR
        - Evaluation questions matrix
        - Data Table on Project Progress in achieving its targets by indicators withcomments
        - Evaluation schedule
        - Documents reviewed
        - List of people interviewed
        - Lessons learned and good practices (using ILO-EVAL template)

- Any other relevant documents

4. Final evaluation report (same outline that the draft report) and a log on how the commentsreceived have been addressed.
5. Evaluation Summary using the ILO/EVAL template.

All draft and final outputs, including supporting documents, analytical reports and raw data, as applicable, should be provided to the evaluation manager in electronic version compatible with Word for and are copyrighted by ILO.

Management Arrangements, Work Plan and Timelines

Composition of the Evaluation Team

As mentioned above, the evaluation will be conducted by an evaluation team that would includetwo to three international team members with one of them to be the Team Leader who t will bethe point of contact with the EMC through the ILO Evaluation Manager, and the person responsible for the report. The evaluation team will agree on the distribution of work and schedule for the evaluation.

The role of the Team Leader will consist of:

- Initial familiarization with the project through briefing with Evaluation Manager andproject staff.
- Further familiarization through project and background documents.
- Development of inception report, sharing with Evaluation Manager for approval.
- Communication with Evaluation Manager about practical arrangements and progress.
- Division of roles and responsibilities with the other team members.
- Leadership throughout the evaluation process.
- Responsible for the development the draft report and sharing with the ILO.
- Responsible for the development of the final report.

Evaluation Management

The evaluation team leader will report to the Evaluation Management Committee (EMC) led by the ILO evaluation manager and should discuss any technical and methodological matters with them, should issues arise.

The EMC is composed by an evaluation officer from each agency, not linked to the programme and led by ILO. All officers will have evaluation background and work on this area in the agency they represent. The officer can be based anywhere, as the work will be virtual. The ILO evaluationmanager, with support from ILO/EVAL, will provide the highest quality control, using ILO/EVAL checklists (see section 13).

The EMC function is to take full responsibility for the supervision of the evaluation teamwork, particularly the deliverables and assure a good relationship between them and the programme, acting as broker between both key actors for the evaluation. A major role is the approval of the programme deliverables (inception report, draft report, and final report) following UNEG and UNagencies evaluation standards and making sure to receive feedback from the Evaluation Reference Group (see below). The EMC assures the independence, credibility and transparency of process and its outcome. The EMC is the highest evaluation decision body, under the supervision of the UN agencies evaluation offices.

The evaluation will be carried out with full logistical support of the programme staff led by the Project CTA, with the administrative support of the ILO Country Office in Pretoria (with support from the other UN agencies as necessary). The EMC, particularly through the ILO lead evaluationmanager, will oversight the administrative and logistical support.

The evaluation process has two big phases: a) the implementation of the evaluation that ends with the final evaluation report approved by PUNOs Evaluation offices; and b) Management response and use of the evaluation findings, conclusions, recommendations, lessons, and good practices. The first phase is under management of the EMC. The second phase is under management of the PUNOs (the project implementation units and the Evaluation Offices) as perinternal procedures.

The selected company may be contracted under 2 or more contracts with the UN agencies participating in the project. This will be discussed at the time of the start the contracting process.

Evaluation Reference Group

The PUNOs and key project stakeholders (such as national and RECs stakeholders, implementingpartners, etc.) integrate the Evaluation Reference Group (ERG). These stakeholders ERG members have been identified at the planning step of this evaluation. The draft ToRs have beenshared with all of them for their comments. The ERG has no management role. Its function is toprovide technical advice to the EMC and through them to the evaluation team to improve the quality of the evaluation based on their knowledge of the context and the programme. In detail the ERG has the following functions:

Planning

- Review draft TORs and provide feedback ensuring that the TOR leads to a useful evaluation output and provide any additional key background information to inform the finalization of the ToR.
- Identify source documents for the evaluation team.

Data Collection

- Act as key informants during the data collection stage. Assist the evaluation team by providingsources of the information and facilitating data access.
- Attend the end of data collection workshop to discuss preliminary findings.

Data Analysis and Reporting

- Review and comment on the draft evaluation report, specifically focusing on accuracy, quality, and comprehensiveness of the basis against which the findings are presented, and conclusions and recommendations are made.
- Particular attention should be given to ensuring that the recommendations are relevant, targeted, realistic, and actionable.
- The ERG must respect the decision of the independent evaluators regarding the extent of incorporation of feedback provided to them by the ERG and other stakeholders, as long as there is sufficient transparency in how they have addressed the feedback, including clear rationale for any feedback that has not been incorporated.

Disseminate and Follow-up Phase (leaded by project management)

After the EMC lead deliver the final evaluation report to the PUNOs,

- Disseminate the final evaluation report internally and externally, as relevant.
- Share, as relevant, evaluation findings within the respective units, organizations, networksand at key events.
- Provide input to the PUNOs management response and its implementation as appropriate byeach PUNO.

Apply the learning extensively as appropriate.

Work Plan and Timelines

The total duration of the evaluation process is estimated to 49 working days for the team leader and 41 for the team member.

N.	Activity	Responsible	Team leader No days	Team member No days	Team member No days	Dates
1	**Evaluation process planning:** • Agencies designate Evaluation Management Committee (EMC) members and Evaluation ReferenceGroup (ERG) • List of stakeholders to share theTORs draft for comments • Draft ToR shared with ERG and EMC,the donor, and other parties as relevant, for feedback and finalization	Evaluation Management Committee - EMG	0	0	0	August – November 2022
2	**Selection and contracting of evaluation team**: • Publication of the Call for expressionof interest • Selection • Contracting process	EMC	0	0	0	November- 2022-January2023
3	**Evaluation process**:					
a	Briefing to the Evaluator	EMC	1	1	1	Mid-January 2023
b	Desk-review phase and Inception report development	Evaluation team (ET) with project support	12	10	10	January 2023

C	Approval of the Inception report	EMC	0	0	0	Early February 2023
d	Data collection (virtual and face-to- face)	ET with programme support	20	20	20	Early February- March 2023
e	Stakeholders' workshop (preliminary findings and recommendations and fill information gaps)	ET with programme support	1	1	1	March 2023
f	Draft report development	ET	10	7	7	April2023
g	Methodological review and approval of the draft before circulation	EMC	0	0	0	April 2023
h	Circulate the draft report to ERF	EMC	0	0	0	April 2023
i	Consolidate comments from stakeholders and share with the Evaluator	EMC	0	0	0	May 2023
j	Incorporate comments from programme team and stakeholders	Evaluation team	3	2	2	May 2023
k	Review by EMC and UN agencies evaluation offices	EMC/EML	0	0	0	May 2023
l	Finalization of the report according to comments by EMC and UN agencies evaluation offices	Evaluation team	2	0	0	May 2023
m	Approval of the evaluation by PUNOs evaluation offices	EMC	0	0	0	May 2023
4	<u>Dissemination:</u> • Upload the report in the ILO/EVALpublic website and other PUNOs • Management response	PUNOs and Project management	0	0	0	May-June 2023

	• UN agencies and other stakeholders learning use of the evaluation report					
Total number of days for evaluators			49	41	41	

Evaluation team responsibilities

Evaluation team leader responsibilities
a. Desk review of programme documents
b. Briefing with EMC
c. Preliminary interviews with the UN agencies and programme officers
d. Development of the inception report including the evaluation instrument
e. Undertake interviews with stakeholders (virtual)
f. Facilitate the virtual stakeholders' workshop
g. Draft evaluation report
h. Finalise evaluation report

Evaluation team member responsibilities
a. Support the desk review of programme documents
b. Undertake interviews with stakeholders
c. Support the facilitation of the stakeholders' workshop
d. Provide inputs in the draft and final evaluation reports

Resources

Estimated resource requirements at this point:

- Evaluator consultancy fee for 49 working days for the team leader consultant and 45 foreach of the two team members consultants.
- Field missions as per ILO travel regulations (DSA and travel support).
- Translation and interpretation (this could be eventually supported directly by the project).
- Stakeholders' workshop (interpreters if need).

Calendar of payment

- Approval of the inception report
  20%
- Presentation of the preliminary findings (PowerPoints at the stakeholders' workshop)
  and approved draft report

  4

  0%
- Final report approved
  40%

Qualifications and Experience

Team leader

1. Master's degree in social sciences, Monitoring and Evaluation, Development Studies or related field.
2. A minimum of 10 years of professional experience specifically in evaluating multi-countryand regional development initiatives and programmes (as team leader in some cases), preferable in Africa; and comprising human rights, gender, and inclusiveness.
3. Proven experience with logical framework and theory of change approaches and other strategic planning approaches on M&E methods, information analysis and report writing.extensive knowledge of, and experience in applying qualitative and quantitative researchmethodologies.

4. Evaluation experiences in labour migration, mixed Migration, and/or refugee's fields on institutional settings and capacity building will be an asset.
5. In-depth knowledge of the local context, national policies in terms of development and existing national and international support programs the in the Southern Africa region countries covered by the project.
6. Knowledge and experience of working with the UN System will be an asset.
7. Excellent communication and interview skills.
8. Demonstrated excellent report writing and speaking skills in English. French andPortuguese will be an asset (it may be complemented by the team members).
9. Demonstrated ability to deliver quality results within strict deadlines.
10. No prior involvement with this project.

Evaluator team members 1 and 2

1. Degree in Social Sciences, Development studies, or related graduate qualifications.
2. A minimum of 7 years of professional experience specifically in evaluating multi-countryand regional development initiatives and programmes, preferable in Africa; and comprising human rights, gender and inclusiveness.
3. Experience in Labour Migration and/or Mixed Migration field and/or Migration and refugees, including evaluation, on institutional settings and capacity building will be an asset (the evaluation team leader and/or the evaluation team member should have thisexperience).
4. Proven experience with logical framework and theory of change approaches and otherstrategic planning approaches on M&E, information analysis and report writing. extensive knowledge of, and experience in applying, qualitative and quantitative research methodologies.
5. In-depth knowledge of the local context, national policies in terms of development and existing national and international support programs in the Southern Africa region countries covered by the project.
6. Knowledge and experience of working in the UN System will be an asset.
7. Excellent communication and interview skills.
8. Demonstrated excellent report writing and speaking skills in English. French and Portuguese and other national and local languages in the region will be an asset will be an asset.
9. Demonstrated ability to deliver quality results within strict deadlines.
10. No prior involvement with this project

Note: The consultants can propose other team arrangements that address the aboverequirements.

Evaluation process and criteria

The companies should apply as per instructions in the invitation documents.The

criteria to assess the received proposals are the following:

1. Technical and methodological approach and understanding of the terms of reference: 20 points

- Demonstration of understanding of the purpose of the assignment
- Demonstrated experience with logframe approaches, theory of change, M&E methods and approaches, and information analysis
- Extensive knowledge and experience in applying qualitative and quantitative research methodologies

2. Specific experience and relevant expertise of the firm in connection with the mission: 20 points

- Description of skills, qualifications and experience of the firm showing suitability for the assignment.
- Demonstrate the expertise and capacity of the firm to conduct the project evaluation, particularly within the United Nations system and/or with international development organizations.

3. Specific experience of the evaluation team and relevant expertise related to the mission: 15 points

- Evidence of qualification/certification of proposed staff
- Evidence of previous work experience and good performance in similar assignments for the ILOor UN agencies or multilateral and bilateral organizations.
- Evidence of previous experience of the proposed team in evaluating similar project preferably in Southern Africa
- Solid experience on issues related to migration management policies in Africa, as well as in human rights-based programming and results-based management will be an asset.

4. Relevance of the engagement implementation and management plan: 15 points

- Does the implementation plan include all deliverables with a tentative timeline?
- Are the number and responsibility of key personnel involved in the mission defined?
- Does the proposed number of people and the implementation plan allow the consultant to complete the work within the timeframe?

Technical Score Total: 70

points financial score: 30

points

Annex 3: Relevant Documents and Tools on the ILO Evaluation Policy

1. Code of conduct form (To be signed by the evaluator)
http://www.ilo.org/eval/Evaluationguidance/WCMS_206205/lang--en/index.htm
2. Checklist No. 3 Writing the inception report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165972/lang--en/index.htm
3. Checklist 5 Preparing the evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165967/lang--en/index.htm
4. Checklist 6 Rating the quality of evaluation report
http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm
5. Template for lessons learned and Emerging Good Practices
http://www.ilo.org/eval/Evaluationguidance/WCMS_206158/lang--en/index.htm
http://www.ilo.org/eval/Evaluationguidance/WCMS_206159/lang--en/index.htm
6. Guidance note 7 Stakeholders participation in the ILO evaluation
http://www.ilo.org/eval/Evaluationguidance/WCMS_165982/lang--en/index.htm
7. Guidance note 4 Integrating gender equality in M&E of projects
http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--en/index.htm
8. Template for evaluation title page
http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm
9. Template for evaluation summary:

Annex 4: Current SAMM project implementing agencies active work by country

COUNTRY	ILO	IOM	UNODC	UNHCR
Angola	✗	✗	✓	✗
Botswana	✗	✓	✓	✓
Comoros	✗	✗	✗	✓
DRC	✗	✗	✓	✗
Eswatini	✓	✓	✓	✓
Lesotho	✓	✓	✓	✓
Madagascar	✗	✗	✗	✓
Malawi	✗	✓	✓	✓
Mauritius	✓	✓	✗	✓
Mozambique	✗	✓	✓	✗
Namibia	✓	✓	✓	✓
Seychelles	✓	✓	✓	✓
South Africa	✓	✓	✓	✓
Tanzania	✗	✗	✗	✗
Zambia	✓	✓	✓	✓
Zimbabwe	✗	✓	✓	✓

✓ Country in which the PUNO work is more intense.

✗ Country in which the PUNO work is less intense.

Annex 5: Project Theory of Change

Project vision: "Migration management in the Southern Africa and Indian Ocean Regions is strengthened to protect the rights of migrants and persons of concern* to fully enable them to contribute to and benefit from national, regional and global development policy agendas"

Key assumptions within the Theory of Change of the proposed project:

1. Rapid recovery from Covid-19 impacts leads to removal of restrictions on movement andpublic engagements.
2. Low level of disruption associated with conflict and disaster-related risks in SAMM projectcountries.
3. Continuous political buy-in and commitment from partner countries and RegionalEconomic Communities (RECs) to Labour Migration (LM) and Mixed Migration (MM).
4. Sufficient human and financial resources from partners and institutions, RECs, national government agencies, private sector, civil society and local communities.

Intervention logic for attaining SOIs

SO1: Progressive change in legislations and implementation of evidence-based policies at RECs and national level will stimulate/facilitate an enabling policy and legal environment for Labour migrants/migrant workers to effectively exercise their rights and pursue economic and development opportunities.

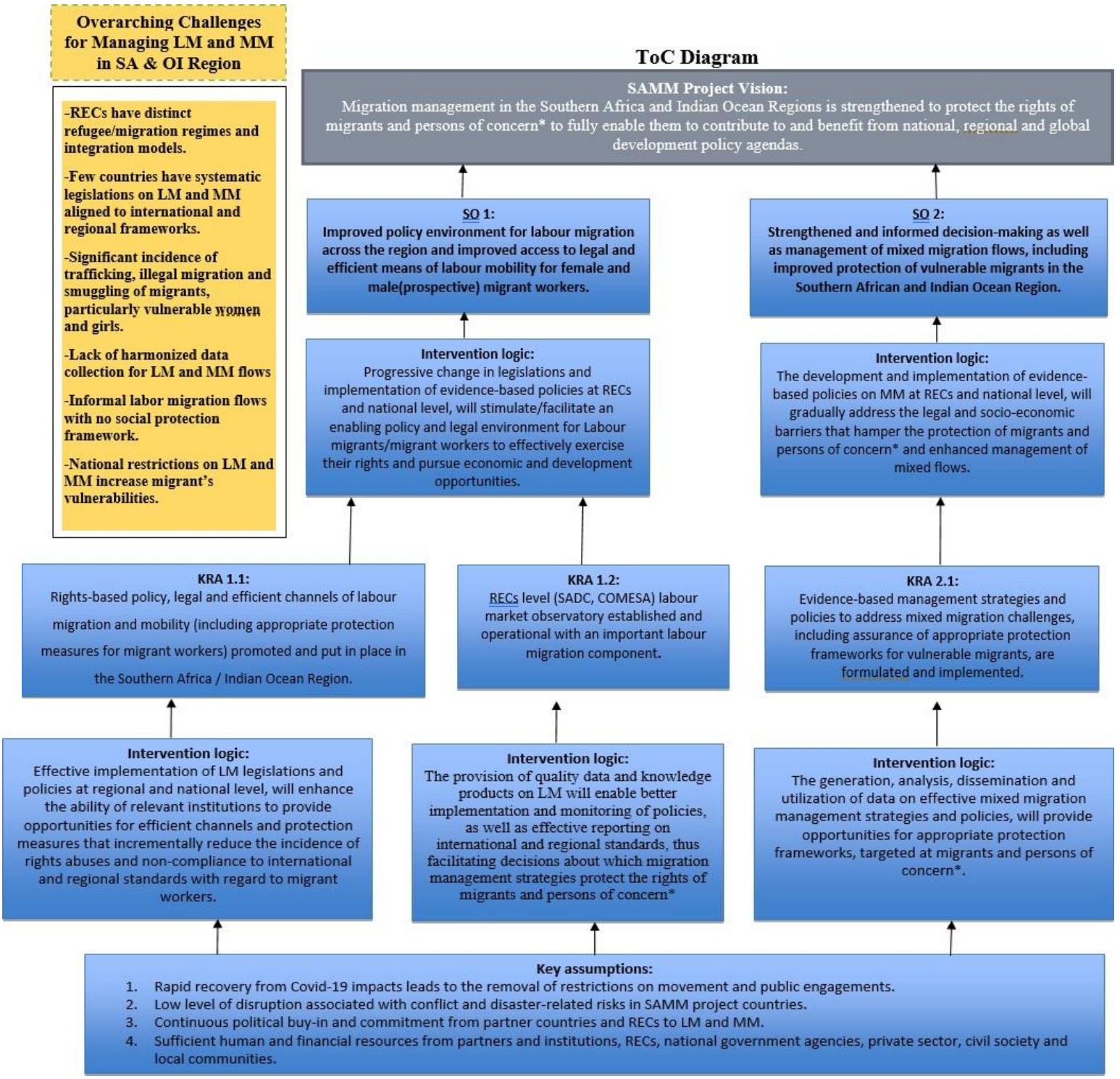
SO2: The development and implementation of evidence-based policies on MM at RECs and national level, will gradually address the legal and socio-economic barriers that hamper the protection of migrants and persons of concern* and enhanced management of mixed flows.

Intervention logic for realizing KRAs

Key result area 1.1: Effective implementation of LM legislations and policies at regional and national level, will enhance the ability of relevant institutions to provide opportunities for efficient channels and protection measures that incrementally reduce the incidence of rights abuses and non-compliance to international and regional standards with regard to migrant workers.

Key result area 1.2: The provision of quality data and knowledge products on LM will enable better implementation and monitoring of policies, as well as effective reporting on internationaland regional standards, thus facilitating decisions about which migration management strategiesprotect the rights of migrants and persons of concern*

Key result area 2.1: The generation, analysis, dissemination and utilization of data on effective mixed migration management strategies and policies, will provide opportunities for appropriate protection frameworks, targeted at migrants and persons of concern*.


Overarching Challenges for Managing LM and MM in SA & OI Region
-RECs have distinct refugee/migration regimes and integration models.
-Few countries have systematic legislations on LM and MM aligned to international and regional frameworks.
-Significant incidence of trafficking, illegal migration and smuggling of migrants, particularly vulnerable women and girls.
-Lack of harmonized data collection for LM and MM flows
-Informal labor migration flows with no social protection framework.
-National restrictions on LM and MM increase migrant's vulnerabilities.
ToC Diagram
SAMM Project Vision:
Migration management in the Southern Africa and Indian Ocean Regions is strengthened to protect the rights of migrants and persons of concern* to fully enable them to contribute to and benefit from national, regional and global development policy agendas.
SO 1:
Improved policy environment for labour migration across the region and improved access to legal and efficient means of labour mobility for female and male(prospective) migrant workers.
SO 2:
Strengthened and informed decision-making as well as management of mixed migration flows, including improved protection of vulnerable migrants in the Southern African and Indian Ocean Region.
Intervention logic:
Progressive change in legislations and implementation of evidence-based policies at RECs and national level, will stimulate/facilitate an enabling policy and legal environment for Labour migrants/migrant workers to effectively exercise their rights and pursue economic and development opportunities.
Intervention logic:
The development and implementation of evidence-based policies on MM at RECs and national level, will gradually address the legal and socio-economic barriers that hamper the protection of migrants and persons of concern* and enhanced management of mixed flows.
KRA 1.1:
Rights-based policy, legal and efficient channels of labour migration and mobility (including appropriate protection measures for migrant workers) promoted and put in place in the Southern Africa / Indian Ocean Region.
KRA 1.2:
RECs level (SADC, COMESA) labour market observatory established and operational with an important labour migration component.
KRA 2.1:
Evidence-based management strategies and policies to address mixed migration challenges, including assurance of appropriate protection frameworks for vulnerable migrants, are formulated and implemented.
Intervention logic:
Effective implementation of LM legislations and policies at regional and national level, will enhance the ability of relevant institutions to provide opportunities for efficient channels and protection measures that incrementally reduce the incidence of rights abuses and non-compliance to international and regional standards with regard to migrant workers.
Intervention logic:
The provision of quality data and knowledge products on LM will enable better implementation and monitoring of policies, as well as effective reporting on international and regional standards, thus facilitating decisions about which migration management strategies protect the rights of migrants and persons of concern*
Intervention logic:
The generation, analysis, dissemination and utilization of data on effective mixed migration management strategies and policies, will provide opportunities for appropriate protection frameworks, targeted at migrants and persons of concern*.
Key assumptions:
1. Rapid recovery from Covid-19 impacts leads to the removal of restrictions on movement and public engagements.
2. Low level of disruption associated with conflict and disaster-related risks in SAMM project countries.
3. Continuous political buy-in and commitment from partner countries and RECs to LM and MM.
4. Sufficient human and financial resources from partners and institutions, RECs, national government agencies, private sector, civil society and local communities.

Annex 6: List of stakeholders Interviewed

The Southern Africa Migration Management (SAMM) project -List of Stakeholders interviewed.

Organization	Name	Designation
Country Level Stakeholders		
Mozambique		
Ministério da Administração Pública, Emprego e Segurança Social	Ms Alice Brito F Mr Emidio Vicent Mavila M	Chief Director Director of Planning and Cooperation
Consilmo-Confede Racao Dos Sindicatos Independentes E Livre De Mozcambique	Goncalves Zita JEREMIAS TIMANA DUZENTA M	Secretario De Organizacao Secretário Geral
IOM	Laura Tomm-Bonde F	Chief of Mission
National Institute of Statistics	Elvino Nhatumbo M	
UNODC	Antonio De Vivo M	UNODC Head of Office, Mozambique
Office of Prosecutor General	Ambelia Chuquela F	
Seychelles		
ILO	Hareeta Cunniah F	Labour Migration Coordinator for the Indian ocean Countries
Ministry of Employment and Social Affairs	Véronique Bresson F Susan Morel F	The principal Secretary SAMM Focal Point
SEYCHELLES FEDERATION WORKERS' UNIONS	Antoine Roland Robinson M	Secretaire General
GETUS (Employers Organisation)	Mr Donald Monnaie M	President
SCCI (Employers Organisation)	Mr Oliver Bastienne M	Chairperson
IOM	Céline Lemmel F	Chief of Mission
Human Rights Commission	Michelle de Lacoudraye-Harter Elvis Julie George / Xenia Pantazopoulou M	CEO
NBS	Helena Butler-Payette F	Deputy CEO
Tanzania		
National Bureau of Statistics	Saruni Njipay	Senior Statistician
UNODC	Ahmad Saidi	
Zimbabwe		
Zimbabwe Federation of Trade Unions	Mr. Kennias Shamuyarira (Interview done with J Mateko) M	Secretary General
IOM	Mario Malanca (interview done with Tapiwa Mucheri) M	Chief of Mission
Ministry of Home Affairs and Cultural Heritage	Admire Mudarikwa M	
UNODC	Prisca madziviridze F	Coordinator of the TIP Secretariat
Refugees	Mr Joseph Tirivavi M	Commissioner for Refugees
UNHCR	Rita Gwarada (interview done with Yolanda and Tichaona) F & M	Assistant Programme Officer
Angola		
UNODC	Manuela Carneiro F	
Comoros		
Ministère de la Jeunesse, de l'Emploi, du Travail, de la Formation et de l'Insertion professionnelles, des Sports, des Arts et de la Culture des Comores	Moctar Zouboudou M Zaharia Said Ahmed	SAMM Focal Person Secrétaire Général

Organization	Name	Designation
Country Level Stakeholders		
National Institute of Statistics, Economic & Demographic Studies	Ali Mohamed **M**	
MODEC (EMPLOYERS Organisation)	Djamal-Dine Moussa Said	Director
CTC	Mr Salim Soullaimane Djirame **M**	Secrétaire Général
DRC		
Ministère de l'Emploi et du Travail	Mr Michel Kionga **M**	Assistant du Secrétaire Général à l'Emploi et au Travail et Point Focal Migration de Main d'oeuvre
Confédération Démocratique du Travail	Mr Kuku Gedila **M**	The President
Fédération des Entreprises du Congo (FEC)	Patricia Geskies **F** MR JOSUE AMIBENI NZEYE **M**	
Inter-Ministerial / Agence pour la Prévention et la Lutte contre la Traite des Personnes. APLTP	Cécile Rebeca Meta Kasanda **F** Mr. Erik Kuku Kiese **M**	Chairperson of Inter-Ministerial / Agence Deputy head of the TIP Agency in DRC
Madagascar		
Ministry of Labour, Public Service Employment, Social Laws	Jerson Razafimanantsoa **M** Fenitra Randriatianarisoa	Secretary General Director, Migration Professionnelle
Groupement des Entreprises de Madagascar (GEM)" (Emplyers Organisation)	Mme Noro Andriamamonjiarison **F** Béatrice	Présidente Vice-president GEM
INSTAT	Nirina RANDRIAMIHARISOA **F**	Chef de service, Département de Partenariat
ILO	Dr Coffi Agossou	Director Country Office
Conférence des Travailleurs Malagasy (CTM)	José Randrianasolo	Coordonnateur General de la Conférence des Travailleurs de Madagascar (CTM) et Secrétaire général de FISEMA
IOM	Roger Charles **M**	Chief of Mission
Other Implementing Partners (UNHCR)	Daniel Anaclet /, Noroarisoa Ravaozanany , Nandraina Manamihanta **M**	
Conférence des Travailleurs Malagasy (CTM)	José Randrianasolo	Coordonnateur General de la Conférence des Travailleurs de Madagascar (CTM) et Secrétaire général de FISEMA
Malawi		
Ministry of Labour	Mr. Wafwile Musukwa; Hlalerwayo Kelvin Kachiswaswa (Interview done with Mrs Zione) **F**	Deputy Labour Commissioner Labour Commissioner
Malawi Congress of Trade Unions	Charles Kumchenga **M** Madalitso Njolomole **F**	President Secretary General
Employers Consultative Association of Malawi (ECAM)	Mr George Khaki **M** Annie Lisa Chavula **F**	Executive Director ECAM Representative
IOM	Nomagugu Ncube **F**	Chief of Mission
National Statistical Office	Pachalo Chizala	
Ministry of Homeland Security	Feston Chimphamba	
UNHCR	Miyuki Tamura	Associate Resettlement and Complementary Pathways Officer
Ministry of Homeland Security	Ms. Ivy Chihana **F**	

Organization	Name	Designation
Country Level Stakeholders		
Plan International Malawi	Mr. Lawrence Maulidi M Maxwell Matewere M Kondwani Kamanga M	UNODC Programe Officer Ministry of Foreign Affairs
Namibia		
Ministry of Labour, Industrial Relation, and Employment Creation	Wilhelmine Shigwedha; David Igonda M	"Chief Economist Deputy Director, Labour Market
Trade Union Congress of Namibia	Mr. Mahongora Kavihuha; Mr. Paulus M Hango	Secretary General TUCNA
National Union of Namibian Workers (NUNW)	Severin Haingura Tame; Mr. Job Muniaro M	Deputy Executive Secretary General Secretary
Namibian Employers' Federation	Gretchen Helene Ochs; Mr. Daan Strauss	Secretary General
Namibia Statistics Agency	Ndilimeke Shiyuka	
UNODC	Penoshinge Shilifa	National Trafficking In Persons Coordinator
Other Implementing Partners (UNHCR) SFH	Sharon Uahupirapi; Fillemon Haindongo; Sondaha Sakeus F	
Mauritius		
ILO	Ms Hareeta Cunniah F	ILO Focal point for Mauritius and Labour Migration Coordinator for the Indian Ocean Countries (SAMM Project)
(Defence and Home Affairs Division)	Anjenny Nursimmuloo	
Confédération des Travailleurs des secteurs publics et privé (CTSPP)	Mr Reeaz Chuttoo M Ms Jane Raggoo F	The President Secretary General
Confederation of Independent Trade Union	Mr Radhakrishna Sadien M	President
IOM	Céline Lemmel F	Chief of Mission
Statistics Mauritius	Banysing Unmar	
Other Implementing Partners (UNHCR) - Caritas	Patricia Adèle Félicité F	Secrétaire Générale
	M. Cursley Goindoorajoo	
South Africa		
ILO	Moitse, Sindile F	Sr Programme Officer
Ministry of Labour	Mr Sam Morotoba M Ms Esther Tloan F Martin Ratshivhanda M Mantombe BobaneM	Deputy Director General Chief Director:Public Employment Director Private Employment Registration - Director Labor Migration
Business Unity South Africa (BUSA)	Sino Moabalobelo Beverly Jack F	Social Policy Co-Ordinator and BUSA Representative
Statistics South Africa	Diego Iturralde M	Chief Director
Department of Justice	Carina Coetzee	Co-chairperson
Eswatini		
ILO	Moitse, Sindile F	Sr Programme Officer
Ministry of Labour, Employment and Social Security	Ms Nomsa Silenge F Mthunzi Shabangu	Labour Inspector; Commissioner of Labour
Trade Union Congress of Swaziland	Mr Mduduza Comfort Gina M	Secretary General
Business ESWATINI	Ms Nozipho Msibi F Elijah Nathi Dlamini M	Head Legal; CEO

Organization	Name	Designation
Country Level Stakeholders		
Central Statistical Office	Qhawe Tfwala **M** Wandile Bhembe /Bongekile Mamba	
Lesotho		
ILO	Mr Sipho Ndlovu **M**	Sr Programme Officer
Ministry of Labour and Employment	Makhoabane Ledimo **M**	Deputy Principal Secretary
Lesotho Trade Union Congress (LTUC)	Ms Martha Mosoang Ocran **F**	Secretary General
Association of Lesotho Employers and Business	Mr Hlalele Tsolo **M**	Director Legal and Industrial Relations
IOM	Eriko Nishimura **M**	Head of Office
Commissioner for Refugees	Mohlolo Lerotholi	Commissioner for Refugees
Other Implementing Partner (UNHCRR) – Lesotho Skills Share	John Tanie Peter Buyondo **M**	
Botswana		
ILO	Sipho Ndlovu	Sr Programme Officer
Ministry of Employment, Labour Productivity and Skills Development	Ms Boinelo Lobelo **F** Goitseone T. Kokorwe	Deputy Permanent Secretary; Labour Commissioner
Botswana Federation of Public Private and Parastatal Sector Unions (BOFEPUSU)	Tobokani Nicholas Rari **M**	Secretary General
Botswana Federation of Trade Unions (BFTU)	Mpho Keatshabe **M**	Secretary General
Southern Africa Trade Union Coordination Council	Ms Mavis Koogotsitse **F**	Secretary General
Other Implementing Partners (UNHCR) – Skills Share Bots	Tiny Healy	Director
Zambia		
Zambia Federation of Employers	Mr Harrington Chibanda **M**	Executive Director
IOM	Keisha Livermore **F**	Chief of Mission
UNODC	Chomwa Mbewe **M**	UNODC

Regional Level Implementing Partners (preferably project managers and M&E personnel)

Organization	Name	Designation
Regional Level Implementing Partners (preferably project managers and M&E personnel)		
ILO	Mr Musabayana, Joni; Anele Sibobi; Ms Moreno-Fontes, Gloria **F**	Director, DWT/CO-Pretoria Chief Technical Advisor, SAMM Project
IOM	Sunday Omoyeni **M**	
UNDOC	Ms. Jeptum Bargoria **F**	
UNHCR	Ms. Samira Roberts **F**	
SADC 1 Focal points		
SADC	Mr Maxwell Parakokwa **M** Elias Magosi	Senior Programme Officer - Employment, Labour, and Youth, Directorate of Social and Human Development; Executive Secretary
IOM	Mr Maxwell Parakokwa **M**	Senior Programme Officer - Employment, Labour, and Youth, Directorate of Social and Human Development
COMESA 2 Focal points		
ILO	Jesse Mertens **M ;** Brian Chigawa	SAMM Focal Points
COMESA	H.E Chileshe Kapwepwe Gabriel .M.S. Masuku **M**	Secretary General; Director – Legal & Corporate Affairs

IOM	Gabriel .M.S. Masuku **M**	Director – Legal & Corporate Affairs
UNODC	Gabriel .M.S. Masuku **M**	Director – Legal & Corporate Affairs
IOC 3 Focal points		
Indian Ocean Commission Secretariat (IOC)	Raj Mohabeer (Former Focal Point since the conception and inception of the Project until March 2023) Anfani Msoili (Appointed in March 2023) **M**	Officer in Charge
ILO	Ms Hareeta Cunniah **F**	Labour Migration Coordinator for the Indian ocean Countries (SAMM Project)
Other Regional Stakeholders		
Southern African Trade Union Coordination Council (SATUCC)	Mavis Koogotsitse **F** Michael Kandukutu / Nyasha Muchichwa	Executive Secretary
Commission des Syndicats de Travailleurs de l'Océan Indian (CSTOI)	Mr Vishnu Ramasawmy **M**	Secretary General
EU	Laura Virgili **F**	Programme Manager
Lesotho		
Civil society organizations	Mr Lerato Nelson Nkhetse **M**	Founder, Migrant Workers Network
South Africa		
Civil society organizations	Amy Tekie **F**	Director
Mauritius		
Migration and Development Steering Committee hosted at the Prime Minister's Office	Ms Anjenny Nursimmuloo **F**	Steering Committee
Ministry of Labour	Mr Surat **M**	Director, National Employment Department
Mauritius Trade Union Congress	Mr Vishnu Ramasawmy **M**	Secretary

Organization	Name and Designation	Comments
Seychelles		
Employers Association of Seychelles (FEAS)		FEAS, absorbed into ASE SCCI. not necessary to go ahead with this one. Interview with SCCI done.
Madagascar		
Fivondronan'ny Mpandraharaha Malagasy (FIVMPAMA)	M. Gassar Affick: Commission social	Interview with Groupement des Entreprises de Madagascar (GEM already took place so it is not necessary to reach out to Mr Affick.
Mauritius		
Ministry of Labour, Human Resource Development and Training	Ms Kalianee kautick ;Acting permanent secretary; Mr Vijay Boojhawon;ILO Desk officer – Ministry of Labour	Since the interview with Mr Surat was already carried out, not necessary to contact these people.
SADC 1 Focal points		

IOM	Mr Anfani MSOILI Indian Ocean Commission Secretariat	Since a physical interview already took place with Mr Raj Mohabeer by Christiano, it may not be necessary to have another one with Anfani, given he is also very new to the Project itself
Mauritius	Mr Mohumad Reeaz Chuttoo, Confédération des Travailleurs des Secteurs Publique et Privé (CTSPP), Mauritius	Interview already took place with Jane and Reeaz so no need to be interviewed again.
Ministry of Labour, Human Resource Development and Training	Ms Kalianee kautick; Acting permanent secretary; Mr Vijay Boojhawon; ILO Desk officer - Ministry of Labour	No need to interview
Botswana		
The Southern Africa Coordination Council (SATUCC)	Ms Mavis Koogotsitse: Secretary General / Executive Secretary	Person is previously provided as stakeholder and was interviewed

Annex 7: Data Collection Tools

TOOL 1: FGD Guide for Refugees/Asylum seekers/Victims of Human Trafficking /Migrant Stakeholders

Informed Consent

(Good morning, Good afternoon, or Good evening). My name is _____. The ILO Regional Office for Southern Africa in conjunction with its partners, IOM, UNHCR and UNODC, has commissioned Primson Management Services (PMS) to conduct the Mid-Term Evaluation (MTE) of the **Southern African Migration Management Project**. The overall objective of the MTE is to review the implementation of the project to identify strengths and weaknesses, lessons, and good practices to be learned, and provide practical recommendations for improvements.

In conducting the research, PMS adheres to the principle of confidentiality of sources of data. If you wish to take part in this discussion, we may proceed. Please note that you can withdraw your consent to participate during or after the discussion and you do not have to answer any questions you do not feel comfortable responding to.

Are you willing to proceed with the interview? Yes, or No.

If Yes, the Interviewer proceeds with the interview, if anyone objects thank them and tell them they may leave.

Facilitator: _____

Country: _____ **Location:** _____

Name	Sex	Age

INTRODUCTION QUESTIONS

Note allow each participant to introduce themselves and request them to mention their mandate and their involvement with the SAMM project. This will guide you to ask relevant questions accordingly.

i. What is the situation on TIP, Asylum seekers, refuges and Stateless persons?
ii. What are the main reasons that brought most of the people here? (Consider pull and push factors and drivers of trafficking)
iii. How are the issues of (TIP, Asylum seekers, refuges and Stateless persons) coordinated in the country?

RELEVANCE

- What type of protection Assistance has the (TIP, Asylum seekers, refuges and Stateless persons) in the country? How has the SAMM project contributed to this?
- How relevant was the SAMM project support to the needs of (TIP, Asylum seekers, refuges and Stateless persons) and your government needs to coordinate issues?
- Who were some of the first service providers/agencies how has the SAMM project built their capacity to remain relevant to the needs of the Victims? **Probe**

- The refugees/ asylum seekers application process and trafficking, stateless and SOM assistance process?
- What are some of the challenges you faced in the country? How did you overcome them?

i. What are the procedures for obtaining documentation (or other documents)? Are IDPs/refugees/returnees able to enjoy the same access to these as the host community and how did the SAMM project contribute to this?

ii. How are victims of TIP assisted with repatriation and how did the SAMM project contributed to the process?

Effectiveness

1. Documentation

i. What documentation do one require to regularise his/her status in the country? How accessible is this process and how did the SAMM project contribute to this?

ii. What is the documentation status of the labour migrants/refugees and asylum seekers in this country? Probe how has the SAMM project contributed to this?

iii. How has the SAMM activities made it easy to assistance for victims of Human trafficking

2. Access to basic social services

i. When direct beneficiaries needed help or information about services, do they know where to go?

ii. What are some ways that service providers can better inform beneficiaries about services available to them?

3. Access to employment and economic opportunities

i. What are the requirements for migrants to access employment in this country?

ii. What challenges do labour migrants, stateless persons and refugees encounter in securing employment in the country?

iii. In the workplace, do labour migrants/refugees enjoy the same employment benefits as nationals?

iv. Are there labour unions or associations that protect interests of labour migrants and refugees in the workplace? Do labour migrants have access to any grievance handling mechanism in the workplace?

v. Do migrant workers/refugees and asylum seekers enjoy financial inclusion (i.e., banking services, loans, and money transfer)?

CROSS CUTTING ISSUES

iii. What gender-related issues affect labour migrants/refugees/ victims of trafficking?

iv. What assistance has been provided to address these issues and by which organisations and how did the SAMM project contribute to this?

v. How did the SAMM work in your country included the voice of labour migrants/refugees participate in decision making processes on issues that affect their security and wellbeing?

vi. What measures are in place to ensure that migrant workers with disabilities can access health and education services, employment and economic opportunities, as well as protection?

RECOMMENDATIONS

i. What do you think needs to be done to improve protection of refugees /asylum seekers / migrant workers?

ii. If you had a chance to give advice to service providers trying to help trafficking victims, what advice would you give? Closing Question:

iii. We want you to help us evaluate these services. We want to know how to improve services for trafficking victims TIP, Asylum seekers, refuges and Stateless persons. Is there anything that we missed by the SAMM project? Is there anything that you came wanting to say about services to trafficking victims TIP, Asylum seekers, refuges and Stateless persons that you didn't get a chance to say?

FINAL COMMENTS/CONCLUSIONS

THANK RESPONDENTS AND END SESSION

TOOL 2: FGD for cross-border coordination platforms

Informed Consent

(Good morning, Good afternoon, or Good evening). My name is _____. The ILO Regional Office for Southern Africa in conjunction with its partners, IOM, UNHCR and UNODC, has commissioned Primson Management Services (PMS) to conduct the Mid-Term Evaluation (MTE) of the **Southern African Migration Management Project**. The overall objective of the MTE is to review the implementation of the project to identify strengths and weaknesses, lessons, and good practices to be learned, and provide practical recommendations for improvements.

In conducting the research, PMS adheres to the principle of confidentiality of sources of data. If you wish to take part in this discussion, we may proceed. Please note that you can withdraw your consent to participate during or after the discussion and you do not have to answer any questions you do not feel comfortable responding to.

Are you willing to proceed with the interview? Yes, or No.

If Yes, the Interviewer proceeds with the interview, if anyone objects thank them and tell them they may leave.

Facilitator: _____

Country:_____

Location: _____

Name	Sex	Position

Question 1: What support where you provided with by the SAMM project towards improvement of joint coordination of your cross-border management activities?

Facilitator: *Try to explain to the participants the confinements of this evaluation and ensure that the discussion is not confused with other activities outside the SAMM project)*

RELEVANCE

1. To what extent is the SAMM project based on clearly identified needs and challenges for enhancing cross-border coordination and/ or border management to facilitate the movement of people across the borders?

Probe

- Capacity needs of the **cross-border coordination platforms** (technical and financial)?
- Who were the main beneficiaries of this SAMM project and how have they been capacitated over the years?
- Whether the TORS developed meets those identified needs
- Appropriateness of method of delivery

COHERENCE

3. To what extent is the project aligned with your individual Governments objectives, National Development Frameworks and SADC objectives towards the facilitation of movement across the borders?
4. To what extent is the project support to cross-border coordination aligned with the cross-cutting issues on?
5. How does the project interact and collaborate with other partners and government ministries and UN agencies on cross-border management?

4. To what extent has the project support to cross-border coordination integrated cross cutting themes gender, human rights and disability?

5. Are you aware of the migration MoUs across the regions specifically for boarder that you are watching over?

Probe

- Please elaborate the key contents of the MoUs?
- What are some of the barriers or enablers for the implementation of the MoUs
- What can be removed or Added in the MoU to be more effective

EFFECTIVENESS

6. Is there a bi-lateral cross-border management coordination agreement between any of the countries that you share a border with, under your purview? To what extent did the SAMM project support the establishment or operationalisation of this framework?

7. What are the SAMM project's objectives towards supporting cross-border coordination and management at your border post? What key results are expected and what is the progress towards the achievement of each of the results?

8. What cross-border management structures were put in place with the support of the SAMM project? Are they functional and effective in serving their intended purpose?

9. What evidence is there to demonstrate the benefits of enhance cross-border coordination for the travellers?

10. To what extent has the project support enhanced the protection of migrants, especially refugees, women, children and people with disabilities at the crossing points?

10. How has the COVID-19 pandemic impacted on the project objective of strengthening cross-border coordination's and how has the project addressed this influence?

11. Within the framework of the SAMM project, what support have you received from the RECs (SADC/COMESA/IOC?

IMPACT

12. To what extent will the enhanced **cross-border coordination** be expected to impact on labour migration and mixed migration across the borders?

13. How has the SAMM project support enhanced the contribution of the **cross-border coordination platform** to expanding the knowledge base and building evidence regarding the **cross-border** outcomes and impacts?

14. How do you see change coming from the SAMM intervention on cross-border coordination, and what are the contributing factors?

LESSONS LEARNT AND RECOMMENDATIONS

15. What key lessons have been learnt so far with regards to cross-border coordination, labour migration, mixed migration, and protection of vulnerable groups at the crossing points?

16. What are the key recommendations?

FINAL COMMENTS/CONCLUSIONS

THANK RESPONDENTS AND END SESSION

TOOL 3: KII for SAMM Project Focal Persons in Regional Offices of the PUNOs

ILO Regional Office for Southern Africa (Pretoria)

- IOM Regional Office for Southern Africa (Pretoria)
- UNHCR South Africa Multi Country Office (Pretoria)

IOM and UNODC Regional Office for Southern Africa (Pretoria)

- Regional Mixed Migration Secretariat
- Regional Migration Data Hub for Southern Africa
- Migration Dialogue for Southern Africa

Informed Consent

(Good morning, Good afternoon, or Good evening). My name is _____. The ILO Regional Office for Southern Africa in conjunction with its partners, **IOM, UNHCR and UNODC,** has commissioned Primson Management Services (PMS) to conduct the Mid-Term Evaluation (MTE) of the **Southern African Migration Management Project**. The overall objective of the MTE is to review the implementation of the project to identify strengths and weaknesses, lessons, and good practices to be learned, and provide practical recommendations for improvements.

In conducting the research, PMS adheres to the principle of confidentiality of sources of data. If you wish to take part in this discussion, we may proceed. Please note that you can withdraw your consent to participate during or after the discussion and you do not have to answer any questions you do not feel comfortable responding to.

Are you willing to proceed with the interview? Yes, or No.

If Yes, the Interviewer proceeds with the interview, if anyone objects thank them and tell them they may leave.

Introduction:	
Interviewer/s Name:	
Respondent's Name:	
Telephone Number:	
Contact Person / Person Responding to the Interview	
Date:	Time:

RELEVANCE

i. To what extent has the SAMM project been responsive to the Region's priorities and needs in the context of the GCM and GCR? **Comment on**

ii. To what extent have the activities been adequate and helpful in contributing to the realization and promotion of SDGs in the Region?
Comment on

- Reference to (SDG8) decent work and economic growth and (SDG10) reducing inequalities, in country and to widen the thematic and geographical focus area?

COHERENCE

i. How does the SAMM project align with the national, regional and international frameworks that underpin your organisation's work in the areas labour migration and/mixed migration? Does the SAMM project support the achievement of the SDG targets that are relevant to your organizational mandate?

ii. How relevant are the design objectives and implementation modalities of the SAMM project responsive to the needs of migrant women, youths, children and/or female and young persons of concern you represent?

iii. To what extent has your organization worked towards strengthening complementarities through linkages to other activities or other cooperating partners operating in the country(ies) in the area of Labour Migration and Mixed Migration?

iv. How does the project interact and collaborate with other partners and government ministries and UN agencies?

v. To what extent has SAMM project and its related activities been taken into account the several commitments (e.g., interagency Memoranda of Understanding) on areas of interest to this project.
Comment on

- The MoU between UNHCR and SADC (1996, revised in 2019);
- ILO and SADC (2017) on the development of SADC's Labour Migration Policy.
- MoU between ILO and UNHCR (2016) on the promotion of employment opportunities for refugees and other forcibly displaced persons.
- MoU between IOM and ILO on cooperations to strengthen labour migration management.
- MoU between UNODC and SADC addressing the challenges posed by illicit trafficking, organised crime, terrorism, corruption, drug abuse and HIV/AIDS.
- MoU between IOM and SADC, IOM and COMESA addressing the challenges of migration management in the region.
- MoU between UNODC and IOM to cooperate in areas of trafficking in persons, migrant smuggling, and border management.
- The specific national-level legislation on trafficking-in-persons that has been produced under the 2012 EU-SADC Regional Political Cooperation (RPC) programme.

EFFECTIVENESS

i. To what extent has the SAMM project been effective in improving the policy environment for labour migration and mixed migration across the region as well as access to legal and efficient means of labour migration for (prospective) labour and mixed migrants?

ii. To what extent has the SAMM project been effective in contributing to the realization of strengthened and informed decision-making in migration management and governance?
Comment on

- Reference to management of mixed migration flows,
- Reference to improved protection of vulnerable migrants in the Southern African and Indian Ocean region.

iii. Are the main beneficiaries being reached? And, how effective has the project reached its beneficiaries across groups, including any differential result per group? **Comment on**

- Reference to factors which were decisive in this process and whether there were any unintended effects (e.g., COVID19).

KRA. 1.1: Rights-based legal and efficient channels of labour migration and mobility (including appropriate protection measures for migrant workers) promoted and put in place in the Southern African / Indian Ocean region (All stakeholders).

Question 1. What commitments have been made to amend legislation and how these have been progressing? How effective has the SAMM project promoted right based and coherent of labour migration and mobility? **Comment on**

- National-level labour migration strategies and/or policies, regulatory frameworks, and implementation plans **(ILO, IOM).**
- Development of charters or policy document on recruitment and employment of migrant workers **(ILO, IOM).**
- Frameworks drafted and accepted for portability of social security for migrant workers **(ILO, IOM).**
- Countries participating/implementing regional social security portability frameworks **(ILO).**

- Actions/recommendations adopted at RECs level to facilitate the recognition of migrant workers' qualification **(ILO, IOM).**
- Implementation of the SADC Labour Migration Policy Framework and Labour Migration Action Plan **(ILO, IOM).**
- Countries officially proposed to ratify the UN International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families (ICRMW; 1990), and/or key ILO and/or UN conventions on migrant workers (disaggregated by instrument) - **(ILO, IOM).**
- Member States advocating for the ratification of the SADC Protocol on the Facilitation of Movement of Persons, the COMESA Protocol on the Gradual Relaxation and Eventual Elimination of Visa Requirements and the COMESA Protocol on Free Movement of Persons, Labour, Services, the Right of Establishment and Residence (disaggregated by instrument) - **(ILO).**

KRA1.2: A Southern African and Indian Ocean (SAIO) migration Observatory established and fully operational.

Question 2. How effective has the SAMM worked in the establishment of the SAIO migration observatory? **Comment on**

- Availability of a framework for LMIS integrating labour migration **(ILO).**
- Countries with agreed list of indicators, including migrant and refugees, made available to the LMIS Database **(ILO).**
- Labour force surveys with migration module available at national and regional levels **(ILO, IOM).**
- Sub-regional and regional reports on labour migration **(ILO).**
- Exchanges of experience documented at regional level and across specific corridor **(IOM).**

EFFICIENCY

iv. To what extent has the SAMM project and related activities been rolled out as planned? **Comment on**
   - Reference to progress made toward achieving overall objectives, and factors that could have contributed to delays/successful implementation programme activities,
   - Reference to delays, how they have been addressed.

v. To what extent have the SAMM project financial resources (budget) been efficiently expended or used?
   - Reference to factors to resources misallocated, budgets underspent, overspent,
   - Reference to how these variations were addressed.

vi. To what extent were the resource made available adequate and availed timeously to achieve the desired results?

vii. Are the systems in place to ensure accountability, coordination, and oversight mechanisms working sufficiently?

IMPACT

i. Has the SAMM project been influential in the facilitation of safe, orderly, and regular migration and the prevention of irregular migration efforts in the Region?
ii. To what extent has the SAMM project influenced or contributed to the improvement of policy environment for labour migration and improved access to legal and efficient means of labour mobility for (prospective) labour migrants?
iii. Can the observed changes in informed decision-making on and management of mixed migration flows be causally linked to the SAMM project interventions?

SUSTAINABILITY

i. What is the project's sustainability strategy for results that your organization contributes to or benefits from the project? What are its components?
ii. To what extent do partnerships play a role towards the sustainability of results?

iii. What capacities has the project supported for these partner agencies to take over and sustain the project results?
iv. To what extent have the cross-cutting issues been institutionalised for sustainability?
v. What are the threats to the sustainability of results, and how can they be mitigated?
vi. What changes in project implementation strategy are necessary to enhance the sustainability of results?
vii. What is the project exit mechanism, and at what stage will it be executed?

LESSONS LEARNT AND RECOMMENDATIONS

i. What key lessons have been learnt so far? And how can they be improved to refocus the SAMM project going forward?
ii. What are the key recommendations, to consider that need to be built upon?

FINAL COMMENTS/CONCLUSIONS

THANK RESPONDENTS AND END SESSION

TOOL 4: KII for Regional level Implementing partners (preferably the project Managers and M&E persons), - ILO, IOM, UNODC, UNHCR)

Informed Consent

(Good morning, Good afternoon, or Good evening). My name is _____. The ILO Regional Office for Southern Africa in conjunction with its partners, **IOM, UNHCR and UNODC,** has commissioned Primson Management Services (PMS) to conduct the Mid-Term Evaluation (MTE) of the **Southern African Migration Management Project**. The overall objective of the MTE is to review the implementation of the project to identify strengths and weaknesses, lessons, and good practices to be learned, and provide practical recommendations for improvements.

In conducting the research, PMS adheres to the principle of confidentiality of sources of data. If you wish to take part in this discussion, we may proceed. Please note that you can withdraw your consent to participate during or after the discussion and you do not have to answer any questions you do not feel comfortable responding to.

Are you willing to proceed with the interview? Yes, or No.

If Yes, the Interviewer proceeds with the interview, if anyone objects thank them and tell them they may leave.

Introduction:	
Interviewer/s Name:	
Respondent's Name:	
Telephone Number:	
Contact Person / Person Responding to the Interview	
Date:	Time:

RELEVANCE

i. To what extent has the SAMM project been successful in responding to the country clearly identified priorities and needs across the region, and how the project is perceived or valued by the target groups? **Comment on**

- Reference to the relevance in addressing the needs, e.g., for cross-board coordination.

ii. To what extent have the activities been adequate and helpful in contributing to the realization and promotion of SDGs. **Comment on**

- Reference to (SDG8) decent work and economic growth and (SDG10) reducing inequalities, in country and to widen the thematic and geographical focus area?

COHERENCE

i. To what extent has the project been coherent in contributing to leverage topical/emerging issues about Labour Migration and Mixed Migration? **Comment on**

- Reference to national and SADC policy frameworks,
- Reference to the AU plans, and SDGs targets.

ii. How well does the activities of the project were complemented and or linked to activities of other donors, regarding the Labour Migration and Mixed Migration, at local, regional, and global level?

iii. The SAMM project was expected to ensure harmonization with complementary programmes and coordination mechanisms on migration, and synergies. To what extent has the project succeed on that? **Comment on**

- Cross-board coordination mechanism
- Gender sensitiveness synergies

- Synergies with Programme addressing labour migration/mobility

iv. To what extent the SAMM project and related activities has been coherent in taking into account the several commitments (e.g., Memoranda of Understanding) on areas of interest to this project. **Comment on**

- The MoU between UNHCR and SADC (1996, revised in 2019)
- ILO and SADC (2017) on the development of SADC's Labour Migration Policy
- MoU between ILO and UNHCR (2016) on the promotion of employment opportunities for refugees and other forcibly displaced persons
- MoU between UNODC and SADC addressing the challenges posed by illicit trafficking, organised crime, terrorism, corruption, drug abuse and HIV/AIDS; and the MoU between UNODC and IOM to cooperate in areas of trafficking in persons, migrant smuggling, and border management
- The implementation of the EU funded Global Action to prevent and address trafficking in persons and smuggling of migrants in 13 countries including South Africa
- The specific national-level legislation on trafficking-in-persons that has been produced under the 2012 EU-SADC Regional Political Cooperation (RPC) programme

EFFECTIVENESS

i. To what extent has the SAMM project been effective in contributing to improve policy environment for labour migration across the region and improved access to legal and efficient means of labour mobility for (prospective) labour migrants?

ii. To what extent has the SAMM project been effective in contributing to the realization of strengthened and informed decision-making? **Comment on**

- Reference to management of mixed migration flows,
- Reference to improved protection of vulnerable migrants in the Southern African and Indian Ocean region.

iii. Are the main beneficiaries being reached? And, how effective has the project reached its beneficiaries across groups, including any differential result per group?

- Reference to factors which were decisive in this process and whether there were any unintended effects (e.g., COVID19).

KRA.2: Evidence-based management strategies and policies to address mixed migration challenges, including assurance of appropriate protection frameworks for vulnerable migrants, are formulated, and implemented.

Question 1. How effective has the SAMM worked in the formulation and implementation of evidence-based management strategies and policies for the protection of migrants? **Comment on**

- Officials trained in capturing, storage, and management of mixed migration/movement data **(IOM, UNODC, UNHCR)**
- Increase in number of cross-border mobility, Trafficking in Persons (TIP) and Smuggling of Migrants (SOM) cases recorded **(UNODC)**
- National systems reviewed to assess the level of inclusion in the national legal identity, civil registration, and vital statistics **(IOM, UNODC, UNHCR)**
- Regional, bi and multi-lateral meeting convened/supported **(IOM, UNODC, UNHCR)**
- Officials trained on identification, investigation, and prosecution **(IOM, UNODC, UNHCR)**
- Actions and/or list of actions taken to strengthen the technical and operational capacities of state and non-state actors directly involved in mixed migration data **(IOM)**
- Flow Monitoring Points (FMP) established and collecting data on mixed migration flows **(IOM)**
- Mixed migration policy documents and/or strategies developed and implemented at regional and/or national level **(UNODC, UNHCR)**
- Countries with dedicated legislation under development on smuggling of migrants **(UNODC)**

- Migration and refugee/statelessness/IDPs policy documents and/or strategies developed and implemented at regional and/or national level **(UNHCR)**
- Countries that elaborate on necessary legal-regulatory packages or instruments on trafficking in persons **(UNODC)**
- Countries that that elaborate on necessary legal-regulatory packages or instruments on smuggling of migrants **(IUNODC)**
- Research reports on migration, refugee, statelessness or IDPs commissioned and made available to decision-makers across the region **(IOM, UNODC, UNHCR)**
- Regional, bi and multi-lateral meeting convened/support **(IOM, UNHCR)**
- Recommendations and guidelines formulated on mixed migration and presented to/adopted by regional decision-making structures **(IOM)**
- Existence of a comprehensive protection sensitive mixed migration strategy and/or policy document at the regional level of IOC and/or COMESA **(IOM, UNODC, UNHCR)**
- National and regional roundtables with Member States on the Global Compact on Refugees (GCR) to support the advancement of the GRF Pledges **(UNHCR)**
- Awareness campaigns launched across the region on mixed migration **(IOM, UNODC, UNHCR, ILO)**
- Asylum seekers, refugees, IDPs, and other migrants benefitting from appropriate protection assistance (disaggregated by sex and situation of vulnerability) - **(IOM, UNHCR)**

EFFICIENCY

i. To what extent has the SAMM project and related activities been rolled out as planned? **Comment on**

- Reference to progress made toward achieving overall objectives, and factors that could have contributed to delays/successful implementation programme activities,
- Reference to delays, how they have been addressed.

ii. To what extent has the SAMM project financial resources (budget) been efficiently expended or used as planned and appropriately and fully utilised. **Comment on**

- Reference to factors to resources misallocated, budgets underspent, overspent
- Reference to how these variations were addressed.

iii. To what extend the resource were made available adequate and availed timeously to achieve the desired impact?

v. Are the systems in place, to ensure accountability, coordination, and oversight mechanisms, working sufficiently?

IMPACT

i. Has the SAMM project been influential in the facilitation of safe, orderly, and regular migration and the prevention of irregular migration efforts?

ii. To what extent has the SAMM project influenced or contributed to the improvement of policy environment for labour migration and improved access to legal and efficient means of labour mobility for (prospective) labour migrants?

iii. Can the observed changes in informed decision-making on and management of mixed migration flows, be causally linked to the SAMM project interventions?

SUSTAINABILITY

i. How well and effective has the SAMM project built the necessary capacity of institutions or partners related to continue beyond its existence?
ii. Is the programme able to leverage continued support and resources for a second term, outside of its main donors?
iii. To what extent has the SAMM project implemented to enable participating stakeholders to take ownership of its concept and approach?
iv. Has the partnership strategy been appropriate and effective to promote cross sectors good governance regarding labour migration labour mobility in the country, and the region?

v. To what extent the project's gender mainstreaming strategy have been implemented, and addressed topical/emerging gender issues?
vi. To what extent has the SAMM project considered and addressed or promoted positive changes regarding disability across institutions and IPs, including the specific thematic of the project (e.g., policy environment for labour migration and mobility)?

LESSONS LEARNT AND RECOMMENDATIONS

i. What key lessons have been learnt so far? And, how they can be improved to refocus the SAMM project going forward?
ii. What are the key recommendations, to consider that needs to be built upon?

FINAL COMMENTS/CONCLUSIONS

THANK RESPONDENTS AND END SESSION

TOOL 5: KII for Regional Economic Community

Informed Consent

(Good morning, Good afternoon, or Good evening). My name is _____. The ILO Regional Office for Southern Africa in conjunction with its partners, **IOM, UNHCR and UNOD,** has commissioned Primson Management Services (PMS) to conduct the Mid-Term Evaluation (MTE) of the **Southern African Migration Management Project**. The overall objective of the MTE is to review the implementation of the project to identify strengths and weaknesses, lessons, and good practices to be learned, and provide practical recommendations for improvements.

In conducting the research, PMS adheres to the principle of confidentiality of sources of data. If you wish to take part in this discussion, we may proceed. Please note that you can withdraw your consent to participate during or after the discussion and you do not have to answer any questions you do not feel comfortable responding to.

Are you willing to proceed with the interview? Yes, or No.

If Yes, the Interviewer proceeds with the interview, if anyone objects thank them and tell them they may leave.

Introduction:	
Interviewer/s Name:	
Respondent's Name:	
Telephone Number:	
Contact Person / Person Responding to the Interview	
Date:	Time:

RELEVANCE

i. To what extent has the SAMM project been successful in responding to the Region's identified priorities and needs in the context of the GCM and GCR? **Comment on**
   - Reference to the relevance in addressing the needs, e.g., for free movement across borders, mainstreaming migration into policies and strategies, etc.)

ii. To what extent have the activities been adequate and helpful in contributing to the realization and promotion of SDG 8 (Decent work and economic growth) and SDG 10 (Reducing inequalities within and among countries)?

COHERENCE

i. To what extent has the project contributed to leveraging topical/emerging issues about Labour Migration and Mixed Migration? **Comment on**
   - Reference to national and SADC policy frameworks,
   - Reference to the AU plans, and SDGs targets.

ii. How well do the activities of the project complemented and or link to activities of other donors, regarding the Labour Migration and Mixed Migration, at the local, regional, and global levels?

Comment on

- integrated border management and cross-border coordination.
- Gender sensitivity synergies.
- Synergies with other programmes addressing labour migration/mobility.

EFFECTIVENESS

i. How has the SAMM project contributed to the improvement of the policy environment for labour migration and mixed migration across the region and improved access to legal and efficient means of labour mobility for (prospective) labour migrants?

ii. How has the SAMM project contributed to the realization of strengthened and informed decision-making in labour/mixed migration management and governance?

Comment on

- Reference to management of mixed migration flows,
- Reference to improved protection of migrants in the Southern African and Indian Ocean region.

iii. Are the main beneficiaries being reached? And, how effective has the project reached its beneficiaries across groups, including any differential results per group? **Comment on**

- Reference to factors which were decisive in this process and whether there were any unintended effects (e.g., COVID19).

KRA1.1.: Rights-based legal and efficient channels of labour migration and mobility (including appropriate protection measures for migrant workers) promoted and put in place in the Southern Africa / Indian Ocean region.

Question 1. How effective has the SAMM project been in supporting the enhancement of the capacities of regional and national social partners to promote fair recruitment and decent employment for migrant workers?

Comment on

- Awareness raising and capacity building activities for private sector through PSF/national employers 'organizations (EOs) on legal requirements concerning the employment relationship by RECs and the particular challenges stemming from labour migration

Question 2. How effectively has the SAMM project in supported the development and implementation of regional frameworks for cross-border portability of accrued social security benefits? **Comment on**

- Status of portability of social protection benefits within RECs

Question 3. How has the SAMM project supported the development and implementation of Regional Qualifications Frameworks at REC level for quality assurance and verification of migrant workers' qualifications at various levels?

Comment on

- National assessments on uptake of RECs regional qualifications framework,
- Pilot RECs alignment to the regional existing frameworks

Question 4. How has the SAMM project supported the realization of regular consultations and exchange of experiences, as well as support the RECs to monitor implementation and/or elaboration /completion of their existing labour migration frameworks?

Comment on

- Regional dialogue and knowledge sharing forums on Migration Management in Southern Africa,
- Support to Migration Dialogue for Southern Africa (MIDSA) and Migration Dialogue for COMESA (MIDCOM)
- Policies and legislations in MS reviewed and formulated within International Labour Standards, African Union Migration Policy Framework and Joint Labour Migration Programme, and RECs existing Labour Migration Policy Framework

KRA1.2.: A Southern African and Indian Ocean migration observatory established and fully Operational.

Question 5. How has the SAMM project supported the development of a framework of central LMIS database integrating labour migration module?

Reference to

- LM module with refugees is incorporated into the national LFS at least twice in 3 countries from 3 RECs by 2024

KRA2: Evidence-based management strategies and policies to address mixed migration challenges, including assurance of appropriate protection frameworks for vulnerable migrants, are formulated, and implemented.

Question 6. How has the SAMM project supported the National and regional actors to development and implementation harmonized mixed migration policies?

Comment on

- Strengthening of regional and national capacities for migration data collection?
- Development of a harmonized migration data collection scheme, for better production of reliable migration statistics and coordinated information sharing mechanisms?
- Develop cooperation with existing regional and global migration data collection systems and observatories to develop appropriate research capacity in RECs?

The set-up of a regional labour migration observatory would support this implementation?

Question 7. How has the SAMM project supported the development and/or implementation of a national and Regional Mixed Migration Policy Framework to ensure adequate protection to vulnerable migrants (addressing trafficking and including refugees, asylum seekers and IDPs)?

Comment on

- Support existing regional professional networks (reference group for prosecutors; RECs -TIP Net)
- Support in the development of TIP and SOM legislation, Policy and Action Plans that cascade from the Regional Policies
-

EFFICIENCY

i. To what extent has the SAMM project and related activities been rolled out as planned? **Comment on**
   - Reference to progress made toward achieving overall objectives, and factors that could have contributed to delays/successful implementation programme activities,
   - Reference to delays, how they have been addressed.

ii. To what extent have the SAMM project financial resources (budget) been efficiently expended or used? **Comment on**
   - Reference to factors to resources misallocated, budgets underspent, overspent,
   - Reference to how these variations were addressed.

iii. To what extent were the availed resource adequate and timeous to achieve the desired results?
iv. Are the systems in place to ensure accountability, coordination, and oversight mechanisms working sufficiently?

IMPACT

i. Has the SAMM project been influential in the facilitation of safe, orderly, and regular migration and the prevention of irregular migration efforts in the Region?
ii. To what extent has the SAMM project influenced or contributed to the improvement of policy environment for labour migration and improved access to legal and efficient means of labour mobility for (prospective) labour migrants?
iii. Can the observed changes in informed decision-making on and management of mixed migration flows, be causally linked to the SAMM project interventions?

SUSTAINABILITY

i. What is the project's sustainability strategy for results? What are its components?
ii. To what extent do partnerships play a role towards the sustainability of results?
iii. What capacities has the project supported for these partner agencies to take over and sustain the project results?
iv. To what extent have the cross-cutting issues been institutionalised for sustainability?

v. What are the threats to the sustainability of results, and how can they be mitigated?
vi. What changes in project implementation strategy are necessary to enhance the sustainability of results?
vii. What is the project exit mechanism, and at what stage will it be executed?

LESSONS LEARNT AND RECOMMENDATIONS

i. What key lessons have been learnt so far? And, how they can be improved to refocus the SAMM project going forward?
ii. What are the key recommendations, to consider that needs to be built upon?

FINAL COMMENTS/CONCLUSIONS

THANK RESPONDENTS AND END SESSION

TOOL 6: KII for Donor

Informed Consent

(Good morning, Good afternoon, or Good evening). My name is _____. The ILO Regional Office for Southern Africa in conjunction with its partners, **IOM, UNHCR and UNODC,** has commissioned Primson Management Services (PMS) to conduct the Mid-Term Evaluation (MTE) of the **Southern African Migration Management Project**. The overall objective of the MTE is to review the implementation of the project to identify strengths and weaknesses, lessons, and good practices to be learned, and provide practical recommendations for improvements.

In conducting the research, PMS adheres to the principle of confidentiality of sources of data. If you wish to take part in this discussion, we may proceed. Please note that you can withdraw your consent to participate during or after the discussion and you do not have to answer any questions you do not feel comfortable responding to.

Are you willing to proceed with the interview? Yes, or No.

If Yes, the Interviewer proceeds with the interview, if anyone objects thank them and tell them they may leave.

Introduction:	
Interviewer/s Name:	
Respondent's Name:	
Telephone Number:	
Contact Person / Person Responding to the Interview	
Date:	Time:

You have financially supported the rollout of the SAMM project implemented by the UN agencies (ILO, UNHCR, IOM and UNODC) in the Southern Africa and Indian Region.

1. As an organisation, what are your interests in the joint programme (JP)? Why is the facilitation of legal migration and the prevention of irregular migration in Southern Africa and Indian Ocean Region of strategic importance to the EU? What are your expectations when you decided to support the JP?
2. From the overall perspective of The European Union Regional Indicative Programme (11th EDF RIP) for Eastern Africa, Southern Africa and the Indian Ocean (2014–2020) which is also being implemented in the Horn of Africa, the Sahel and North Africa, how is the SAMM project performing in comparison to these other initiatives?
3. What lessons have been learned from these other initiatives that can benefit improvement of the SAMM project implementation?
4. Is the project performance likely to meet your expectations? From your own perspective, is the project likely to achieve its expected outcomes, thus effectively contributing to the 11th EDF RIP objectives of facilitating of legal migration and the prevention of irregular migration?
5. How did the COVID-19 pandemic impact on your funding portfolio and how did this reflect onto the SAMM project?
6. On the administration and management of the donor resources, is the SAMM project demonstrating the UN capacity to manage donor resources?
    - Are the disbursed resources being utilised within planned timeframes? Is the project demonstrating the ability to absorb resources timely?
    - How efficiently is the project accounting for the donor resources? Does it submit quarterly/annual project performance reports timely as per the funding agreement?
    - Are disbursed funds acquitted in line with the funding agreement?
7. What challenges have you encountered in your partnership with the UN in the implementation of the SAMM project? How were they addressed?

8. What would be your recommendations to the UN regarding its approach to the rolling out of the SAMM project implementation process?
9. With a particular focus on this evaluation – What are tour expectations? What should not be missed out by the evaluation?
10. Do you have any other issues you might want to highlight about your partnership with the UN under the SAMM project which we have not discussed?

If you have any materials that could support and enhance this discussion, kindly email them to ……., copying ……

SUSTAINABILITY

i. What is the project's sustainability strategy for results? What are its components?
ii. To what extent do partnerships play a role towards the sustainability of results?
iii. What capacities has the EU supported for these partner agencies to take over and sustain the project results?
iv. What are the threats to the sustainability of results, and how can they be mitigated?
v. What changes in project implementation strategy are necessary to enhance the sustainability of results?
vi. What is your (the donor) project support exit mechanism, and at what stage will it be executed?

FINAL COMMENTS/CONCLUSIONS

THANK RESPONDENTS AND END SESSION

TOOL 7: KII for Country Level Stakeholders (including National administrations of the targeted member states of COMESA, IOC, and SADC regions)

- All UN country offices
- All Government Ministries, Departments and Agencies
- All Country Level Implementing Partner CSOs

Informed Consent

(Good morning, Good afternoon, or Good evening). My name is _____. The ILO Regional Office for Southern Africa in conjunction with its partners, **IOM, UNHCR and UNODC,** has commissioned Primson Management Services (PMS) to conduct the Mid-Term Evaluation (MTE) of the **Southern African Migration Management Project**. The overall objective of the MTE is to review the implementation of the project to identify strengths and weaknesses, lessons, and good practices to be learned, and provide practical recommendations for improvements.

In conducting the research, PMS adheres to the principle of confidentiality of sources of data. If you wish to take part in this discussion, we may proceed. Please note that you can withdraw your consent to participate during or after the discussion and you do not have to answer any questions you do not feel comfortable responding to.

Are you willing to proceed with the interview? Yes, or No.

If Yes, the Interviewer proceeds with the interview, if anyone objects thank them and tell them they may leave.

Introduction:	
Interviewer/s Name:	
Respondent's Name:	
Telephone Number:	
Contact Person / Person Responding to the Interview	
Date:	Time:

RELEVANCE

1. What is the role of your organization in migration?
2. What is the relevance of the SAMM project to your organizational mandate in migration?
3. How responsive is the SAMM project to the needs of the constituency you represent? Is the project implementation model adequate to address your organizational interests and needs, as well as those of your end beneficiaries?

COHERENCE

How does the SAMM project align with the national, regional, and international frameworks that underpin your organisation's work in the areas labour migration and/mixed migration? Does the SAMM project support the achievement of the SDG targets that are relevant to your organizational mandate?

4. How relevant are the design objectives and implementation modalities of the SAMM project responsive to the needs of migrant women, youths, children and/or female and young persons of concern you represent?
5. To what extent has your organization worked towards strengthening complementarities through linkages to other activities or other cooperating partners operating in the country(ies) in the area of Labour Migration and Mixed Migration?

EFFECTIVENESS

6. What results is your organization supporting in the SAMM project results framework?
7. To what extent had these results been realized as at end October 2022? How have the achieved results benefited the different targeted groups such as women, youth, and people with disabilities, and covered by your organizational mandate?

8. **For UN Agencies:** What capacities has the SAMM project among your partners towards strengthening your delivery of results?
   For Government Agencies and Other IPs: What capacity building has your organisation benefited from the SAMM project towards strengthening your delivery of results?
9. How did the COVID-19 pandemic-related restrictions to movement and work affect project implementation and delivery in your sector pertaining to labour migration and/or mixed migration? How were these challenges mitigated?

Effectiveness of Project Governance Arrangements

10. Through which governance structures does your organisation participate in the management and governance arrangements of the SAMM project?
11. To what extent have social dialogue and tripartism played a role in stakeholder engagement towards achieving favourable results for labour migrants and other people of concern and vulnerable groups?

EFFICIENCY

12. To what extent do project procedures and processes impede or facilitate the accomplishment of results?
13. How well has the project used its human, technological, time and financial resources?
14. Have subprojects been approved and launched timely?
15. How is the M&E and reporting of projects being done? How effective? What are the recommendations for improvement?
16. How has the budgeting process mainstreamed cross-cutting issues, including gender equality, rights-based approach, social dialogue and tripartism, international labour standards and just environmental transition?

DELIVERING AS ONE

17. Under the SAMM project, is the UN speaking with one voice?
18. How has Delivering as One approach enhance efficiency of the SAMM Project?

FOR UN AGENCIES ONLY

19. To what extent has the DaO approach strengthened common procurement services for the JP? Can value addition be seen through time savings and cost reductions?
20. To what extent was collaboration among UN agencies towards effective human resources management strengthened? Did the JP realise value addition from reduced recruitment costs, while service quality improvements were expected because of common training?

IMPACT

21. In your sector, what level of influence is the project having on the labour migration and/or mixed migration?
22. In your sector what level of influence is the SAMM project having on related cross-cutting issues such as human rights, gender equity, inclusiveness of people with disabilities and other vulnerable groups, social dialogue and tripartism?
23. Is the project contributing to expand the knowledge base and build evidence regarding the labour migration and mixed migration? If so, how is the knowledge shared in and/or with your organization?

SUSTAINABILITY

24. What is the project's sustainability strategy for results that your organization contributes to or benefits from the project? What are its components?
25. To what extent do partnerships play a role towards the sustainability of results?
26. For UN Agencies Only: What capacities has the project supported for these partner agencies to take over and sustain the project results?
27. For Government and CSOs: What capacities and/or institutional systems has the project built in your organization to support the sustainability of achieved results?
28. To what extent have the cross-cutting issues been institutionalised for sustainability?
29. What are the threats to the sustainability of results, and how can they be mitigated?
30. What changes in project implementation strategy are necessary to enhance the sustainability of results?
31. What is the project exit mechanism, and at what stage will it be executed?

LESSONS LEARNT AND RECOMMENDATIONS

i. What key lessons have been learnt so far? And how can they be utilised to refocus the SAMM project going forward?
ii. What are the key recommendations to consider that need to be built upon?

FINAL COMMENTS/CONCLUSIONS

TOOL 8: Electronic Staff Survey

The ILO Regional Office for Southern Africa in conjunction with its partners **UNHCR, UNODC and IOM**, has commissioned Primson Management Services (PMS) to conduct the Mid-Term Evaluation (MTE) of the **Southern African Migration Management Project**. The overall objective of the MTE is to review the implementation of the project to identify strengths and weaknesses, lessons, and good practices to be learned, and provide practical recommendations for improvements. As part of that process, we request you answer the following survey as candidly as possible. The survey does not solicit any information related to your identity, and it should not take more than one (1) hour to complete.

For each of the following statements, please indicate your opinion using the rating scale. Choose only one.

1. RELEVANCE (Have we been doing the right thing?) Please respond to the following scale:

Based on my understanding of the outcomes to which I contribute, I think that up to mid-term (October 2022):	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
The SAMM project was aligned to the country's development priorities in the areas of labour migration and mixed migration					
The SAMM project addressed the UN's core values/principles to 'leave no one behind.'					
The SAMM project addressed key challenges identified in the CCA					
SAMM project outcomes and strategic objectives continued to be relevant despite the changing country context under and post COVID-19 pandemic					

Please explain with examples if you chose 'agree' or 'strongly agree' on any one above:

Please explain with examples if you chose 'disagree' or 'strongly disagree' on any one above:

2. EFFECTIVENESS (Are we making a difference?) Please respond to the following scale:

Based on my understanding of the outcomes and strategic objectives to which my agency contributes, I think that up to mid-term (October 2022):	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
The UN has been effectively contributing to national development priorities					
The SAMM project strategy was well-balanced between support at the institutional policy level (upstream) and direct support to vulnerable groups (downstream)					
The SAMM project achieved its intended results					
The UN had the flexibility that enabled it to respond to changes in situations					

Effective systems for monitoring and reporting SAMM project progress had been established					
UN collaborated effectively with Government and other partners					
The SAMM project coordination structures were functional and effective					

Please explain with examples if you chose 'agree' or 'strongly agree' on any one above:

3. EFFICIENCY (Are our interventions cost-effective?) Please respond to the following scale:

Based on my individual experience in the projects with which I am familiar, I think that up to mid-term (October 2022)::	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Funds were being disbursed in a timely and effective way					
Interventions were implemented and completed timely					
Allocated resources were adequate to complete activities and achieve planned results					
The SAMM project used its resources cost-effectively					

Please explain with examples if you chose 'agree' or 'strongly agree' on any one above:

Please explain with examples if you chose 'disagree' or 'strongly disagree' on any one above:

4. SUSTAINABILITY (Will our results continue after funding ends?) Please respond to this scale:

Based on my individual experience with the joint project (JP), I think that up to mid-term (October 2022)::	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
The UN contributed effectively to building national capacities					
SAMM project processes were aligned with national systems					
There is a clear strategy for handing over SAMM project results either to the government or to beneficiaries					
There was strong ownership and leadership of SAMM project processes					

Please explain with examples if you chose 'agree' or 'strongly agree' on any one above:

Please explain with examples if you chose 'disagree' or 'strongly disagree' on any one above:

5. CROSSCUTTING ISSUES (Are we maintaining our core values?) Please respond to this scale:

Based on my individual experience with the projects with which I am familiar, I think that up to mid-term (October 2022):	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Gender equality was mainstreamed in the JP					
Social dialogue was mainstreamed in the JP					
Tripartism was mainstreamed in the JP					
Capacity building was mainstreamed in the JP					
RBM principles was mainstreamed in the JP					
Human rights were mainstreamed in programmes					

Please explain with examples if you chose 'agree' or 'strongly agree' on any one above:

Please explain with examples if you chose 'disagree' or 'strongly disagree' on any one above:

6. MONITORING AND EVALUATION (How well did we assess ourselves?) Please answer the scale below.

Based on my individual experience with the JP, I think that up to mid-term (October 2022):	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
There was adequate periodic monitoring and oversight of activities					
Formal project reviews were done					
Some decisions were made based on monitoring and evaluation reports					
When available, national data was used to measure progress toward planned results					
When national data was not available, resources were allocated to build capacity for such data					

Please explain with examples if you chose 'agree' or 'strongly agree' on any one above:

Please explain with examples if you chose 'disagree' or 'strongly disagree' on any one above:

7. DELIVERING AS ONE (Were we working as a team/one UN in the SAMM project?) Please answer the scale below.

Based on my individual experience, I think that up to mid-term (October 2022):	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
The coordination systems and mechanisms that were in place facilitated interagency collaboration					
I noticed that joint planning was done effectively under the SAMM project committees					
Coordination among UN agencies has been increasing in the last two years under the JP					
The UNCT effectively communicated with One Voice under the JP					
I am aware of specific efficiency gains that have been realised as a result of working across agencies					

Please explain with examples if you chose 'agree' or 'strongly agree' on any one above:

Please explain with examples if you chose 'disagree' or 'strongly disagree' on any one above:

Annex *8:* References

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Annex 9: SAMM project evaluation outcome measurement tool

Table 5: SAMM project evaluation outcome measurement tool

Strategic objective:						
KRAs: KRA.1.1: Rights-based policy, legal and efficient channels of labour migration and mobility (including appropriate protection measures for migrant workers) promoted and put in place in the Southern Africa / Indian Ocean region.						
Outcome #:						
Outcome		**Output Indicator Performance (Real database ranking or stakeholder opinion)**				
	Indicator	**Baseline**	**Target**	**October 2022 Status**	**Output Rating**	**Contribution of Programme**
Rights-based policy, legal and efficient channels of labour migration and mobility (including appropriate protection measures for migrant workers) promoted and put in place in the Southern Africa / Indian Ocean region.	Number of countries piloting the SADC guidelines on social security portability benefits, as well as the SADC qualifications framework, and improving recognition of skills mechanisms. Number of meetings on labour migration attended and or organized by tripartite partners.	1 (one) SADC meeting on adoption and piloting of social security portability benefits guidelines. 2 (two) meetings on the adoption and piloting of the SADC qualifications framework.	5 (five) initiatives on social security benefits (Eswatini, Lesotho, Malawi, South Africa, and Zimbabwe), 3 (three) initiatives on skills recognition, skills profiling, and matching (DRC, Lesotho, Seychelles, and Mauritius?) and 2 (two) initiatives involving social partners (SATUCC, SADC Private Sector Forum).	11 countries in total piloting the SADC guidelines: the identified five countries by the SADC Secretariat (Eswatini, Lesotho, Malawi, South Africa and Zimbabwe) and six other showing interest (Botswana, Comoros, DRC, Mauritius, Madagascar and Seychelles).		ILO provided capacity development to 41 SADC labour migration discussions and meetings involving social partners on social security, skills recognition and other labour migration thematic areas, Piloting of the SADC Guidelines on portability of social security benefits through the production of 11 Action Plans comprising the 5 SADC identified piloting countries (Eswatini, Lesotho, Malawi, South Africa and Zimbabwe) as well as 6 other countries showing interest (Botswana, Comoros, DRC, Mauritius, Madagascar and Seychelles
	Number of countries considering ratification, improving reporting, and ensuring effective implementation of C97, 143, 181 and 189, 190.	Reporting is part of ILS ratification therefore # of countries in SADC that ratified C97 (Comoros, Madagascar, Malawi, Mauritius, Tanzania (Zanzibar), 143	At least 1(one) ratification of C.97 (Comoros) & 1 (one) ratification of C.143 and 2 of C190 ratification (South Africa). At least 6 (six) countries have	1 (one) ratification of C.97 (Comoros) & 1 (one) ratification of C.143 and 2 of C190 ratification (South Africa). 6 (six) countries have been capacitated and provided with technical assistance on ILS.		ILO provided support to Lesotho on Convention 143, the Seychelles on Conventions 97 and 143, and Zimbabwe on Conventions 97 and 143 through the production of Gap Comparative Reports comparing National Legislation and the Conventions. The ILO held one course and produced a Policy Brief:

Strategic objective:						
KRAs: KRA.1.1: Rights-based policy, legal and efficient channels of labour migration and mobility (including appropriate protection measures for migrant workers) promoted and put in place in the Southern Africa / Indian Ocean region.						
Outcome #:						
Outcome		**Output Indicator Performance (Real database ranking or stakeholder opinion)**				
	Indicator	**Baseline**	**Target**	**October 2022 Status**	**Output Rating**	**Contribution of Programme**
		(Comoros and Madagascar) 181 (Madagascar and Zambia), 189 (Mauritius, Madagascar, Namibia, and South Africa).	been capacitated and provided with technical assistance on ILS. At least 3 countries considering ratification, improving reporting, and ensuring effective implementation of C97, 143, 181 and 189.	3 countries considering ratification, improving reporting and ensuring effective implementation of C97, 143, 181 and 189.		• 6-weeks e-learning course on "Adopting a rights-based approach to labour migration in the SADC region and relevant international standards" organised in collaboration with the Pan-African Parliament (PAP) - 28 March to 6 May 2022. The course was attended by 45 participants (24 men and 21 women); and • Policy Brief on "Migrant Domestic Workers in the Southern African and Indian Ocean Region – Labour rights and Working Conditions" which is built on a broader report (ILO 2022) that was commissioned by the ILO.
	Overall Rating of Output.1.1: Rights-based policy, legal and efficient channels of labour migration and mobility (including appropriate protection measures for migrant workers) promoted and put in place in the Southern Africa / Indian Ocean region. **Outcome #:**					
🟡	Overall, the project has made good progress in achieving the indicators, considering that several countries adopted and ratified the guidelines and received capacity to the same end. Yet, few countries are still in progress for full domestication of related migration convention.					

KEY			
🟢		Achieved	Target is at least 95% achieved as of 31 October 2022
🟡		Good Progress Made	Output targets have been met by at least 50% as of 31 October 2022
🟠		Satisfactory	At least 30% of the target achieved as of 31 October 2022
🔴		Challenged	Performance was below 30% of the planned target as of 31 October 2022

Annex *10*: SAMM project evaluation output measurement tool

Table 6: SAMM project evaluation output measurement tool

Strategic objective:						
KRAs: KRA.1.1: Rights-based policy, legal and efficient channels of labour migration and mobility (including appropriate protection measures for migrant workers) promoted and put in place in the Southern Africa / Indian Ocean region.						
Output X:						
Output Indicators		**Output Indicator Performance (Real database ranking or stakeholder opinion)**				
	Indicator	**Baseline**	**Target**	**October 2022 Status**	**Outcome Rating**	**Contribution of Programme**
Outputs					**Output Rating**	**Contribution of Programme**
REC's, Bilateral and National-level labour migration strategies and/or policies, agreements and regulatory frameworks formulated, consolidated, and implemented	Number of countries with labour migration policies and/or strategies designed and or implemented in alignment to regional and international standards and frameworks.	Mauritius has a chapter on labour migration in the National Employment Legislation; Zimbabwe has a draft labour migration policy at Cabinet level. Lesotho, Namibia, and Seychelles have a labour migration policy.	minimum 6 (six) additional countries and/or social partners have designed, adopted and or implemented a national labour migration policy/strategy in line with the regional and international standards. At least 6 (six) countries will organise Country-level Dialogues on Labour and Mixed Migration Governance and/or be provided with capacity development and support on labour migration policies.	1 country (Eswatini) with a labour migration policy adopted; 2 countries (South Africa and Malawi) with a labour migration policy designed; 4 countries (Lesotho, Namibia Seychelles and Zimbabwe) with labour migration policies implemented and in alignment to regional and international standards and frameworks. 9 country-level dialogues and two courses organised.		ILO and IOM provided technical support to the organisation of meetings of the SADC Technical Committee Meeting on Labour Migration; ILO and IOM provided technical support towards the effective implementation of the SADC Labour Migration Action Plan (2020-2025) including through the adoption of the Eswatini' draft Labour Migration Policy by Eswatini's Labour Advisory Board in July 2022, the drafting of Malawi and South Africa's National Labour Migration Policies (NLMPs) to be adopted in 2023; to Lesotho, Namibia, Seychelles and Zimbabwe in the implementation of their labour migration policies and action plans in place, as well as to Botswana and Mozambique to initiate the development of labour migration policies; 9 country-level dialogues took place in Botswana, DRC, Eswatini, Lesotho, Malawi, Namibia, South Africa, Zambia and Zimbabwe on Labour and/or Mixed Migration throughout 2022.

Strategic objective:						
KRAs: KRA.1.1: Rights-based policy, legal and efficient channels of labour migration and mobility (including appropriate protection measures for migrant workers) promoted and put in place in the Southern Africa / Indian Ocean region.						
Output X:						
Output Indicators		Output Indicator Performance (Real database ranking or stakeholder opinion)				
	Indicator	Baseline	Target	October 2022 Status	Outcome Rating	Contribution of Programme
Outputs					Output Rating	Contribution of Programme
						IOM has supported two countries, Lesotho, Namibia to finalize a migration and development policy. The ILO and IOM organised a media campaign on "recognizing migrant workers' contribution to development and improving the image of Migrant Workers in Seychelles and South Africa" ILO provided scholarshPUNOs to Ministries of Labour, Workers and Employers' Organisations' representatives to participate in the International Training Center-ILO (ITC-ILO) open courses on labour migration governance such as: The 6-weeks E-Learning course on Governing Labour Migration and Coherence with Employment Policies (14 February – 25 March 2022), attended by 38 participants (15 women and 23 men). The 7-weeks e-Academy on Labour Migration (17 October – 02 December 2022), attended by 26 participants (15 men and 11 women). Production of the report "Labour Migration Governance in the SADC region – a Stocktaking" and seven Labour Migration Reviews covering Angola, Botswana, Mauritius, Namibia,

Strategic objective:						
KRAs: KRA.1.1: Rights-based policy, legal and efficient channels of labour migration and mobility (including appropriate protection measures for migrant workers) promoted and put in place in the Southern Africa / Indian Ocean region.						
Output X:						
Output Indicators		Output Indicator Performance (Real database ranking or stakeholder opinion)				
	Indicator	Baseline	Target	October 2022 Status	Outcome Rating	Contribution of Programme
Outputs					Output Rating	Contribution of Programme
						Seychelles, South Africa and Tanzania; the production of Guidance Notes for Countries of Origin and Countries of Destination, respectively, on Formulation and Implementation of Labour Migration Policies and a Labour Migration Policy Development Template; Information Notes: no.1: SADC's Labour Migration Action Plan (2020-2025); no.2: The labour migration components of the SADC Employment and Labour Policy Framework (2020-2030); no.5: The labour migration components of the COMESA Protocol on the Free Movement of Persons, Labour, Services, Right of Establishment and Residence; the Fact Sheet no. 3: Labour Migration Governance and the Ministry of Labour and Employment; and the Information Sheet on Gender-responsive and evidence-based labour migration policies.
	Number of countries undertaking ratification and or establishment of regulatory frameworks on private employment agencies aligned to regional and international standards (C181) and guidelines.	2 (two) countries (Zambia & Madagascar have ratified the ILO convention C181 on private employment agencies; 0 countries have legislation in place on private employment agencies that is aligned to international standards.	At least 4 (four) additional bilateral labour migration agreement or MoUs under formulation, negotiation and or adoption across the region. At least 5 (five) countries will	6 countries (Lesotho, Madagascar, Mauritius, South Africa, Zambia and Zimbabwe) considering the formulation and negotiation of bilateral labour migration agreements in the region		OM is supporting ongoing activities of the governments of Lesotho, Madagascar, Mauritius and Zimbabwe in finalizing MoUs/BLAs. Additional work on BLAs and circular labour migration would be commenced in South Africa and Zambia in 2023. One capacity building on BLAs was undertaken in 2022 and an additional one

Strategic objective:						
KRAs: KRA.1.1: Rights-based policy, legal and efficient channels of labour migration and mobility (including appropriate protection measures for migrant workers) promoted and put in place in the Southern Africa / Indian Ocean region.						
Output X:						
Output Indicators		Output Indicator Performance (Real database ranking or stakeholder opinion)				
	Indicator	Baseline	Target	October 2022 Status	Outcome Rating	Contribution of Programme
Outputs					Output Rating	Contribution of Programme
			be provided with capacity development on BLAs.			is planned to be undertaken in Zambia in 2023. ILO provided technical support to Mauritius and Comoros to develop a draft BLMA. -ILO supported a 6-weeks E-Learning on Developing, Negotiating and Implementing Bilateral Labour Agreements (13 June 2022 – 22 July 2022) attended by 18 participants (9 men and 9 women). Production of Fact Sheet no. 1: Model Bilateral Labour Migration Agreement (BLMA) on Temporary and Permanent Migration for Employment, including Migration of Refugees and Displaced Persons; and, Information Sheet no. 4: Bilateral Labour Migration Agreements (BLMAs).
	Number of bilateral labour migration agreements under, formulation, negotiation and or adoption across the region, disaggregated by country and partner countries	To be determined during inception phase 6 (six). SA/ESW SA/LES SA/ZIM ZAM/MAL MAU/SEY MAU/LES	At least 4 (four) additional bilateral labour migration agreement or MoUs under formulation, negotiation and or adoption across the region. At least 5 (five) countries will be provided with capacity	Six countries (Lesotho, Madagascar, Mauritius, South Africa, Zambia and Zimbabwe) considering the formulation and negotiation of bilateral labour migration agreements in the region		IOM is supporting ongoing activities of the governments of Lesotho, Madagascar, Mauritius and Zimbabwe in finalizing MoUs/BLAs. Additional work on BLAs and circular labour migration would be commenced in South Africa and Zambia in 2023. One capacity building on BLAs was undertaken in 2022 and an additional one is planned to be undertaken in Zambia in 2023.

Strategic objective:						
KRAs: KRA.1.1: Rights-based policy, legal and efficient channels of labour migration and mobility (including appropriate protection measures for migrant workers) promoted and put in place in the Southern Africa / Indian Ocean region.						
Output X:						
Output Indicators		Output Indicator Performance (Real database ranking or stakeholder opinion)				
	Indicator	Baseline	Target	October 2022 Status	Outcome Rating	Contribution of Programme
Outputs					Output Rating	Contribution of Programme
			development on BLAs.			ILO provided technical support to Mauritius and Comoros to develop a draft BLMA. -ILO supported a 6-weeks E-Learning on Developing, Negotiating and Implementing Bilateral Labour Agreements (13 June 2022 – 22 July 2022) attended by 18 participants (9 men and 9 women). Production of Fact Sheet no. 1: Model Bilateral Labour Migration Agreement (BLMA) on Temporary and Permanent Migration for Employment, including Migration of Refugees and Displaced Persons; and, Information Sheet no. 4: Bilateral Labour Migration Agreements (BLMAs).
Enhanced capacities of regional and national social partners to promote fair recruitment and decent employment for migrant workers.	1.2.1 Number of policy instruments and mechanisms formulated, negotiated and or implemented by Southern African Trade Union Coordination Council (SATUCC) and Commission des Syndicats de Travailleurs de l'Océan Indian (CSTOI) on migrant workers, including gender-relevant elements	Plan of Action on women and men migrant domestic workers adopted by ZIM/LES/SA trade unions; CSTOI Plan of Action adopted.	Both SATUCC and CSTOI have formulated, negotiated, adopted and are implementing policy instruments and mechanisms and or multi-annual plans of action; at least 2 (two) national union agreements with focus on labour migration have been	Two policy instruments have been formulated by the Southern African Trade Union Coordination Council and the October SATUCC's Congress Proceedings including recommendations		through the support of the ILO, substantial progress has been made towards supporting the Southern African Trade Union Coordination Council (SATUCC) to define their position on labour migration governance. Two policy instruments have been adopted by trade union organisations: SATUCC's GCM pledge (April 2022 in Johannesburg); and, IOC Trade Unions Meeting 's pledge on labour migration governance (July 2022). SATUCC's October 2022 Congress proceedings were adopted including

Strategic objective:						
KRAs: KRA.1.1: Rights-based policy, legal and efficient channels of labour migration and mobility (including appropriate protection measures for migrant workers) promoted and put in place in the Southern Africa / Indian Ocean region.						
Output X:						
Output Indicators		Output Indicator Performance (Real database ranking or stakeholder opinion)				
	Indicator	Baseline	Target	October 2022 Status	Outcome Rating	Contribution of Programme
Outputs					Output Rating	Contribution of Programme
			jointly drafted and proposed for signature/adoption SATUCC guide on labour migration policy formulated.			recommendations on labour migration governance. - Development of the report "Migrant Domestic Workers in the SADC region: Intersecting decent work with safe, orderly and regular migration. ILO seconded a Labour Migration Focal Point to SATUCC's Secretariat. ILO in partnership with SATUCC organized a Workers' Organizations' Sensitisation Workshop on Labour Migration Governance in the SADC region, (March-April 2022 in Johannesburg). Through the support of ILO, SATUCC produced the "Information Guide on the Protection of Migrant Workers" for Trade Union Organisations in the SADC Region; and organised the SATUCC Pre-Congress event "Dialogue and Statement of Intent on Labour Migration Governance in Southern Africa" (October, 2022). The ILO produced the Fact sheet on Importance of Labour Migration Governance to Trade Unions or Workers' Organizations.

Strategic objective:						
KRAs: KRA.1.1: Rights-based policy, legal and efficient channels of labour migration and mobility (including appropriate protection measures for migrant workers) promoted and put in place in the Southern Africa / Indian Ocean region.						
Output X:						
Output Indicators		Output Indicator Performance (Real database ranking or stakeholder opinion)				
	Indicator	Baseline	Target	October 2022 Status	Outcome Rating	Contribution of Programme
Outputs					Output Rating	Contribution of Programme
	Number of employers' organisations designing and or implementing policy instruments and mechanisms on fair and ethical recruitment and decent work for migrant workers.	0 (zero) employers' federations have developed policy instruments and mechanisms on fair and ethical recruitment and decent work for migrant workers.	At least 3 (three) additional employers' organizationsations have developed policy instruments and mechanisms on fair and ethical recruitment and decent work for migrant workers.	Two groups of employers' organisations (SADC Private Sector Forum and Indian Ocean Cap Business) designing policy instruments		The SADC Private Sector Forum (SPSF) and Employers Organizations from the SADC region have advanced their position on labour migration governance during two meetings conducted with the support of the ILO. One was a SADC-level "Sub-Regional Workshop and Business and Government Dialogue on the Business Perspectives on Labour Migration Governance in Southern Africa", in partnership with the International Organisation of Employers (IOE), SPSF and the Business Advisory Group on Migration (April 2022, n Johannesburg). It resulted in a July 2022 GCM pledge on labour migration governance. The other Employers' Organisations meeting was organised by the IOC Secretariat and Indian Ocean Cap Business: "Labour Migration Governance in the Indian Ocean Region: Dialogue between employers and policymakers" (July 2022, Port-Louis). The ILO produced the Fact sheet on Importance of Labour Migration Governance to Employers Organisations.

Strategic objective:						
KRAs: KRA.1.1: Rights-based policy, legal and efficient channels of labour migration and mobility (including appropriate protection measures for migrant workers) promoted and put in place in the Southern Africa / Indian Ocean region.						
Output X:						
Output Indicators		**Output Indicator Performance (Real database ranking or stakeholder opinion)**				
	Indicator	**Baseline**	**Target**	**October 2022 Status**	**Outcome Rating**	**Contribution of Programme**
Outputs					**Output Rating**	**Contribution of Programme**
	Gap analysis formulated on C181.	TBD	At least 2 (two) gap analysis formulated on C181.	Two countries (Lesotho and Mauritius) in the process of considering the ratification and/or establishment of regulatory frameworks on private employment agencies aligned to regional and international standards (C181) and guidelines through the production of gap analysis.		Through the support of the ILO, Mauritius and Lesotho are currently considering the ratification of C181 through the production of gap analysis and the review of national legislation on the monitoring, licencing, registration, and self-regulation of Private Employment Agencies. Seychelles is interested in carrying out a gap analysis and Madagascar, which has ratified the Convention, is interested in ensuring the effective implementation of C181.
	Employers' organisations provided with capacity development and showing commitment to formulate fair recruitment charters or Codes of Conduct on labour migration governance and or domestication of international labour standards, fair recruitment and decent work for migrant workers.	No SADC employer organisations' representatives have been provided with capacity development in relation to fair recruitment and decent work for migrant workers.	Employers' organizations of 16 (sixteen) SADC countries have been provided with capacity development in relation to labour migration and mobility and/or domestication of international labour standards on the fair recruitment and decent work for migrant workers (C. 181).	Employers' organisations from all SADC countries provided with capacity development (one e-course and one Workshop) and showing commitment to formulate a fair recruitment Code of		Through the support of the ILO, Cap Business Indian Ocean has decided to formulate a Fair recruitment Code of Conduct and Self-Assessment Tool at IOC level in 2023. More than 200 stakeholders from government institutions and private agencies received capacity development from IOM on ethical and fair recruitment practices. ILO organized an e-learning course on Fair Recruitment Processes for Practitioners (September-October 2022) benefiting 33 SADC stakeholders: 16 men and 17 women.

Strategic objective:						
KRAs: KRA.1.1: Rights-based policy, legal and efficient channels of labour migration and mobility (including appropriate protection measures for migrant workers) promoted and put in place in the Southern Africa / Indian Ocean region.						
Output X:						
Output Indicators		Output Indicator Performance (Real database ranking or stakeholder opinion)				
	Indicator	Baseline	Target	October 2022 Status	Outcome Rating	Contribution of Programme
Outputs					Output Rating	Contribution of Programme
			At least 1 REC considering a fair and ethical recruitment code of conduct or self-assessment tool or guidelines.			ILO supported the ongoing cognitive validation of the KNOMAD/ILO SDG 10.7.1: recruitment costs to migrant workers survey questionnaire module in the Zimbabwe-South Africa migration corridor, with ILOSTAT and PUNOSOS Global Market Research in November 2022 to deepen the understanding of fair recruitment processes in the region by including the recruitment costs module in Q2 of the South African Labour Force Survey (LFS) in 2023.
Social protection for migrant workers improved through the implementation of SADC frameworks for cross-border portability of accrued social security benefits as well as through improved labour migration	Number of countries piloting the SADC guidelines on portability of social security benefits.	Code on Social Security Portability in the Southern African Development Community (2016) is established and the SADC guidelines on the portability of social security benefits adopted (2020).	SADC guidelines on portability of social security benefits adopted and piloted in at least 5 (five) countries.	11 countries in total piloting the SADC guidelines: the identified five countries by the SADC Secretariat (Eswatini, Lesotho, Malawi, South Africa and Zimbabwe) and six other showing interest (Botswana, Comoros, DRC, Mauritius, Madagascar and Seychelles).		Piloting of the SADC Guidelines on portability of social security benefits through the production of 11 Action Plans comprising the 5 SADC identified piloting countries (Eswatini, Lesotho, Malawi, South Africa and Zimbabwe) as well as 6 other countries showing interest (Botswana, Comoros, DRC, Mauritius, Madagascar and Seychelles).
	Number of countries improving labour migration administration, diaspora engagement and the reduction of remittances' transfer cost.	TBD	At least one SADC country will improve its labour migration administration, diaspora engagement and the reduction of remittances' transfer cost	4 countries (Eswatini, Lesotho, Zambia and Zimbabwe) have improved diaspora engagement		IOM has strengthened in Eswatini, Lesotho, Zambia and Zimbabwe, the mechanisms for diaspora engagement framework through the development of diaspora policy and strategies. Works are ongoing in Mozambique, Seychelles, and Zambia to enhance the mechanism for diaspora engagement. At the regional level, key recommendations to reduce

Strategic objective:						
KRAs: KRA.1.1: Rights-based policy, legal and efficient channels of labour migration and mobility (including appropriate protection measures for migrant workers) promoted and put in place in the Southern Africa / Indian Ocean region.						
Output X:						
Output Indicators		**Output Indicator Performance (Real database ranking or stakeholder opinion)**				
	Indicator	**Baseline**	**Target**	**October 2022 Status**	**Outcome Rating**	**Contribution of Programme**
Outputs					**Output Rating**	**Contribution of Programme**
administration, diaspora engagement and the reduction of remittances' transfer cost.						the cost of remittances were agreed with the Money Transfer Organizations (MTOs) and are currently being implemented
Capacity of member states and RECs enhanced to strengthen portability and recognition of skills of migrant workers, including through	Level of compliance to international standards within RECs level actions/recommendations on recognition of migrant workers qualifications *	SADC regional qualifications framework exists but is not yet operational.	RECs actions compliant to international standards on recognition of migrant workers qualifications. Communities of practice for regional qualifications frameworks or similar mechanisms such as recognition instruments, are initiated.	A conference "Assises régionales de la formation professionnelle et de la mobilité" developed recommandations on skills recognition in the IOC region. A SADC-level Community of Practice (practitioners, trade unions and employers) on the recognition of migrant workers' qualifications established.		Community of Practice (practitioners, trade unions and employers) on the recognition of migrant workers' qualifications. -ILO carried out an Assessment of the skills recognition and verification challenges faced by migrant workers in Botswana, South Africa, and the Seychelles. ILO developed a report on comparative skills profiling survey and assessment of skills recognition opportunities facilitating refugees and asylum seekers' access to the labour market in South Africa and Zambia. ILO organized in collaboration with the Indian Ocean Commission, Cap Business Indian Ocean and France's Development Agency a Conference on "Assises régionales de la formation professionnelle et de la mobilité" that

Strategic objective:						
KRAs: KRA.1.1: Rights-based policy, legal and efficient channels of labour migration and mobility (including appropriate protection measures for migrant workers) promoted and put in place in the Southern Africa / Indian Ocean region.						
Output X:						
Output Indicators		Output Indicator Performance (Real database ranking or stakeholder opinion)				
	Indicator	Baseline	Target	October 2022 Status	Outcome Rating	Contribution of Programme
Outputs					Output Rating	Contribution of Programme
						developed recommendations on skills recognition in the IOC region
	Number of action plans adopted at national level in line with international standards on recognition of migrant workers qualifications including the alignment to regional and continental qualifications frameworks among others.	8 (eight) SADC countries are piloting alignment of the national qualifications frameworks or national qualifications systems with SADC qualifications framework. The SADC pilot countries are Botswana, Eswatini, Lesotho, Mauritius, Namibia, Seychelles, South Africa, and Zambia.	At least 3 (three) pilot initiatives (1 per REC) have been launched to align regional frameworks and recognition systems.	Six action plans (Eswatini, Lesotho, Namibia, the Seychelles, South Africa and, Zimbabwe) developed at national level in line with international		Through the support of ILO, e-coaching sessions were offered to SADC countries that had shown interest in the development or strengthening of national skills systems to facilitate the recognition and verification of migrant workers' skills and qualifications. The sessions resulted in the generation of Action Plans that were validated in 6 SADC countries (Eswatini, Lesotho, Namibia, the Seychelles, South Africa and, Zimbabwe). The ILO produced an Information Note on The SADC Qualifications Framework (SADCQF) and the recognition of migrant workers' qualifications; and Information Sheet on the Recognition of Migrant Workers' Skills and Qualifications.
The protection of migrant workers enhanced through the ratification and implementation of International Labour	Level of implementation of the SADC Labour Migration Policy Framework and Labour Migration Action Plan as well as the labour migration component of SADC employment and labour policy framework,	19% per the draft SADC Labour Migration Action Plan 2016 to 2019. 1.5.1 19% per the draft SADC Labour Migration Action Plan 2016 to 2019. The COMESA protocol on the free movement of persons was adopted in 2021 but only 4 (four) countries have signed it (Burundi, Kenya,	40% of the activities in the labour migration action plan are implemented. Re-activation of 2 (two) COMESA task forces on migration.	Around 30% of the activities of the SADC Labour Migration Policy Framework and Labour Migration Action Plan are being implemented; SAMM's website updated to include a knowledge platform with labour migration products.		As mentioned in Output 1.1, the ILO and the IOM have provided technical support towards the implementation of the SADC Labour Migration Action Plan (2020-2025) to SADC Member States. ILO and IOM provided technical assistance to the drafting of the SADC Employment and Labour Policy

Strategic objective:						
KRAs: KRA.1.1: Rights-based policy, legal and efficient channels of labour migration and mobility (including appropriate protection measures for migrant workers) promoted and put in place in the Southern Africa / Indian Ocean region.						
Output X:						
Output Indicators		**Output Indicator Performance (Real database ranking or stakeholder opinion)**				
	Indicator	**Baseline**	**Target**	**October 2022 Status**	**Outcome Rating**	**Contribution of Programme**
Outputs					**Output Rating**	**Contribution of Programme**
Standards, knowledge sharing, capacity-development, and regular REC's level consultations on existing labour migration frameworks.	SADC protocol on the movement of persons, COMESA protocol on the free movement of persons, labour, services, rights of establishment and residence.	Rwanda, and Zimbabwe) and only one country (Burundi has ratified it) The SADC protocol on the facilitation of free movement of persons was sign in August 2005 but it is not yet in force. Currently only 6 (six) SADC countries have ratified it (Botswana, Eswatini, Lesotho, Mozambique, South Africa, and Zambia) Two thirds of member states are required to ratify it for the protocol to be in force.	The SADC employment and labour policy framework adopted including labour migration as one of its 5 (five) key intervention areas. Organisation of at least 1 high level tripartite political meeting on labour migration governance. Provision of capacity development through the labour migration academy and other capacity development opportunities to at least 80 tripartite + beneficiaries. Extension of the SAMM website to include a knowledge			Framework (2020-2030) including an article (no. 19) on migrant workers and one (no. 21) on labour market information systems. ILO and IOM organized a High-Level Tripartite Dialogue on Labour Migration Governance in the SADC region in Victoria Falls, Zimbabwe resulting in a Statement of Intent and Call to Action on Labour Migration Governance at the SADC level. A total of 409 SADC tripartite constituents benefitted from the SAMM/ILO capacity development interventions on labour migration thematic areas in 2021 and 2022: 201 women (49%) and 208 men (51%). A total of 90 tripartite constituents enrolled in and benefited from the programme of scholars PUNOs to obtain the ITC-ILO "Diploma for Labour Migration Experts and Practitioners" (42 women and 48 men). Production of 7 animation videos by the ILO and the IOM.

Strategic objective:						
KRAs: KRA.1.1: Rights-based policy, legal and efficient channels of labour migration and mobility (including appropriate protection measures for migrant workers) promoted and put in place in the Southern Africa / Indian Ocean region.						
Output X:						
Output Indicators		Output Indicator Performance (Real database ranking or stakeholder opinion)				
	Indicator	Baseline	Target	October 2022 Status	Outcome Rating	Contribution of Programme
Outputs					Output Rating	Contribution of Programme
			platform with labour migration knowledge products.			
	Number of recommendations and guidelines on labour migration officially adopted by COMESA, IOC and/or SADC	SADC, COMESA and IOC.	At least 1 (one) RECs conduct the assessment and have appropriate forum approved guidelines on labour migration.	The COMESA Task Force Strategy and Roadmap on the implementation of the Protocols and Council Decisions on Free Movement of Persons and Related Capacity Development was revised including recommendations on labour migration.		Through the support of ILO, the COMESA Task Force Strategy and Roadmap on the implementation of the Protocols and Council Decisions on Free Movement of Persons and Related Capacity Development was revised.
	Number of countries considering the ratification of the key ILO conventions on migrant workers (C97, C143) and related conventions (C181, C189, C190) through the formulation of gap analysis – or reporting effectively on their implementation.	C97 was ratified by Madagascar, Malawi, Mauritius, Tanzania (Zanzibar) and Zambia. C143 ratified by Madagascar C181 ratified by Madagascar and Zambia C189 ratified by Madagascar, Mauritius, Namibia and South Africa C190 ratified by Namibia.	Minimum 3 (three) countries have completed the gap analysis, ratified or effectively implemented one of these: C097, C143, C181 and C189, C190. At least 6 (six) SADC countries will be provided with capacity development support on ratification and effective implementation of International Labour Standards.	3 countries (Lesotho, Seychelles and Zimbabwe) considering the ratification of the key ILO conventions on migrant workers (C97, C143) through the formulation of gap analysis. One capacity development course organised and benefiting 24 men and 21 women.		ILO provided support to Lesotho on Convention 143, the Seychelles on Conventions 97 and 143, and Zimbabwe on Conventions 97 and 143 through the production of Gap Comparative Reports comparing National Legislation and the Conventions. The ILO held one course and produced a Policy Brief: • 6-weeks e-learning course on "Adopting a rights-based approach to labour migration in the SADC region and relevant international standards" organised in collaboration with the Pan-African Parliament (PAP) - 28 March to 6 May 2022. The course was attended by 45 participants (24 men and 21 women); and

Strategic objective:						
KRAs: KRA.1.1: Rights-based policy, legal and efficient channels of labour migration and mobility (including appropriate protection measures for migrant workers) promoted and put in place in the Southern Africa / Indian Ocean region.						
Output X:						
Output Indicators		Output Indicator Performance (Real database ranking or stakeholder opinion)				
	Indicator	Baseline	Target	October 2022 Status	Outcome Rating	Contribution of Programme
Outputs					Output Rating	Contribution of Programme
						• Policy Brief on "Migrant Domestic Workers in the Southern African and Indian Ocean Region – Labour rights and Working Conditions" which is built on a broader report (ILO 2022) that was commissioned by the ILO.
	Number of COMESA task forces meeting dealing with labour migration and advocating for the ratification of the SADC Protocol on Facilitation of Movement of People COMESA Protocol on the Gradual Relaxation and Eventual Elimination of Visa Requirements and COMESA the Protocol on Free Movement of Persons, Labour, Services, the Right of Establishment and Residence (disaggregated by instrument).	7 (seven) countries (MAU, SEY MAD, MAL, ESW, ZAM, ZIM) have waived visa requirements for citizens of the COMESA region; Labour, Services, the Right of Establishment and Residence (disaggregated by instrument). The COMESA protocol on the free movement of persons was adopted in 2021 but only 4 (four) countries have signed it (Burundi, Kenya, Rwanda and Zimbabwe) and only one country (Burundi has ratified it).	At least 6 (six) countries will be provided with capacity development and support on labour migration policies and advocate for the ratification of the COMESA protocols. At least 2 (two) countries will initiate the ratification process.	One COMESA Task Forces' Meeting dealing with labour migration and advocating for the COMESA Protocol on the Gradual Relaxation and Eventual Elimination of Visa Requirements and COMESA's Protocol on Free Movement of Persons, Labour, Services, the Right of Establishment and Residence.		A COMESA Task Force Meeting resulting in the revision of the Strategy and Roadmap on the implementation of the Protocols and Council Decisions on Free Movement of Persons and Related Capacity Development
	Number of countries across the region advocating for the ratification of the COMESA Protocol on the Gradual Relaxation and	7 MS for 1984 Visa Protocol (MAD, MAL, MAU, ESW, SEY, ZAM, ZIM) ZAM signed the 2001 Protocol on Free Movement of People.	At least 6 (six) countries will be provided with capacity development and support on migration	7 (seven) COMESA countries (Seychelles, Mauritius, Comoros, Madagascar, Zambia, Zimbabwe, Eswatini) have been provided with capacity development and support on migration policies and 1 of them is		Through the support of the SAMM project, the COMESA Secretariat established a dialogue on Labour Migration at the Member States level and availed an opportunity to advocate for the implementation of migration instruments

Strategic objective:						
KRAs: KRA.1.1: Rights-based policy, legal and efficient channels of labour migration and mobility (including appropriate protection measures for migrant workers) promoted and put in place in the Southern Africa / Indian Ocean region.						
Output X:						
Output Indicators		**Output Indicator Performance (Real database ranking or stakeholder opinion)**				
	Indicator	**Baseline**	**Target**	**October 2022 Status**	**Outcome Rating**	**Contribution of Programme**
Outputs					**Output Rating**	**Contribution of Programme**
	Eventual Elimination of Visas (1984) and the Protocol on the Free Movement of Persons, Services, Labour and the Right of Establishment and Residence (2001) - disaggregated by instrument.		policies and advocate to the ratification of the COMESA protocols. At least 2 (two) countries will initiate the ratification process.	ready to advocate for the ratification of the COMESA protocols.		under the COMESA Regional Integration Agenda which are already in force. The ILO has advocated for the signing and ratification of COMESA migration legal instruments that have not entered into force as well as for the implementation of International legal instruments such as ILO conventions on the protection of migrant workers (C. 97 and C. 143). ILO has strengthened COMESA's capacity through the provision of a labour migration focal point who has helped to attain effective coordination of all COMESA Migration Projects and Programmes, in turn generating substantive results and value for money (these projects include the COMESA Trade Facilitation Project (TFP) and the COMESA Small Scale Cross Border Trade Initiative (SSBTI)).
		Overall Rating of Output KRA.1.1: Rights-based policy, legal and efficient channels of labour migration and mobility (including appropriate protection measures for migrant workers) promoted and put in place in the Southern Africa / Indian Ocean region.				
	🟢	Overall, the project has archived the activities under this objective, however the PUNOS are still working in progressing with in building institutional capacity in countries where the project started late. These capacities will build knowledge in countries for the formulation, negotiation and or adoption of policy framework.				

KEY			
	🟢	Achieved	Target is at least 95% achieved as of 31 October 2022
	🟡	Good Progress Made	Output targets have been met by at least 50% as of 31 October 2022
	🟠	Satisfactory	At least 30% of the target achieved as of 31 October 2022

Strategic objective:						
KRAs: KRA.1.1: Rights-based policy, legal and efficient channels of labour migration and mobility (including appropriate protection measures for migrant workers) promoted and put in place in the Southern Africa / Indian Ocean region.						
Output X:						
Output Indicators		**Output Indicator Performance (Real database ranking or stakeholder opinion)**				
	Indicator	**Baseline**	**Target**	**October 2022 Status**	**Outcome Rating**	**Contribution of Programme**
Outputs					**Output Rating**	**Contribution of Programme**
	🔴		Not Achieved	Performance was below 30% of the planned target as of 31 October 2022		

Annex *11*: SAMM project evaluation outcome measurement tool

Table 7: SAMM project evaluation outcome measurement tool

Strategic objective:						
KRAs: KRA 1.2: A RECs level (SADC, COMESA) labour market observatory established and operational with an important labour migration component.						
Outcome #:						
Outcome		**Outcome Indicator Performance (Real database ranking or stakeholder opinion)**				
	Indicator	**Baseline**	**Target**	**October 2022 Status**	**Output Rating**	**Contribution of Programme**
A RECs level (SADC, COMESA) labour market observatory established and operational with an important labour migration component.	Existence and functionality of a RECs level (SADC, COMESA) Labour Market Observatory (LMO).	No labour market observatory exists.	At least 6 (six) additional countries have developed a LMIS framework integrating labour migration data, to be fed into the SADC Labour Market Observatory which will include skills and labour migration information	A SADC-level Labour Market Observatory (a regional Labour Market Information System - LMIS) is being piloted and capacity building on labour migration statistics in SADC and member states is ongoing.		The ILO covered the financial participation of 9 participants (3 men and 6 women) to a 6-week e-learning course on Measuring and Analysing Labour Migration (13 June – 22 July 2022). To support the work on the SADC Labour Migration Observatory (LMO) the ILO recruited a Labour Migration Statistics Data Coordinator in December 2022 to initiate the development of the repository and national reporting mechanisms to ensure availability of harmonized statistics on the labour market, labour migration, and skills in the region. The ILO, together with Statistics Sweden, established a COMESA Thematic Working Group on migration statistics and provided technical support towards the development of the first phase of the COMESA Regional Migration Database on Labour Migration
	Number of countries regularly contributing data on labour migration to the LMO.	LMO does not yet exist.	At least 6 (six) additional countries are producing labour migration statistical indicators, in line with international standards and harmonized with	3 countries (Seychelles, Zambia and Zimbabwe) have developed Indicator Master Plans for their National Labour Market Information Systems.		The ILO produced an Information Note on the labour migration statistics component of the SADC Labour Market Observatory and an Information Sheet on Labour Migration Statistics in the SADC region were published. The Ministry of Labour and Social Security of Zambia in partnership with the IOM held a Labour Migration Statistical Analysis Training in

			SADC LMO requirements	Eswatini, South Africa, Zambia, and Seychelles are producing labour migration indicators harmonized with SADC LMO (and ILO) requirements, based on national statistics		Livingstone (25 – 30 September 2022) attended by 23 participants (11 men and 12 women). The ILO organised a Data Production workshop to develop an Indicator Master Plan for the National Labour Market Information System held in Seychelles in March 2022 to strengthen labour migration statistics nationally and to harmonize statistical indicators with regional and international repositories such as the SADC LMO.

	Overall Rating of Outcome KRA 1.2: A RECs level (SADC, COMESA) labour market observatory established and operational with an important labour migration component.
🟠	Overall, there is a satisfactory progress made, but there was a lot of challenge. The Labour Market Observatory (LMO) which is one of main devilry from this objective is still being pilot due to delays registered under COVID19 restrictions

KEY	🟢		Achieved	Target is at least 95% achieved as of 31 October 2022
	🟡		Good Progress Made	Output targets have been met by at least 50% as of 31 October 2022
	🟠		Satisfactory	At least 30% of the target achieved as of 31 October 2022
	🔴		Challenged	Performance was below 30% of the planned target as of 31 October 2022

Annex *12*: SAMM project evaluation output measurement tool

Table 8: SAMM project evaluation output measurement tool

Strategic objective:						
KRAs: KRA 1.2: A RECs level (SADC, COMESA) labour market observatory established and operational with an important labour migration component.						
Output X:						
Output Indicators		**Output Indicator Performance (Real database ranking or stakeholder opinion)**				
	Indicator	**Baseline**	**Target**	**October 2022 Status**	**Outcome Rating**	**Contribution of Programme**
Outputs					**Output Rating**	**Contribution of Programme**
A RECs-level Labour Market Observatory framework established including labour migration statistics.	A framework for Labour Migration Information Systems (LMIS) in the beneficiary countries integrating labour migration is available.	0 (zero) countries in the SADC region have integrated the labour migration data in the LMIS.	At least 6 (six) additional countries have developed a LMIS framework integrating labour migration data, to be fed into the SADC Labour Market Observatory which will include skills and labour migration information.	6 (six) additional countries have developed a LMIS framework integrating labour migration data		The ILO covered the financial participation of 9 participants (3 men and 6 women) to a 6-week e-learning course on Measuring and Analysing Labour Migration (13 June – 22 July 2022). To support the work on the SADC Labour Migration Observatory (LMO) the **ILO recruited a Labour Migration Statistics Data Coordinator** in December 2022 to initiate the development of the repository and national reporting mechanisms to ensure availability of harmonized statistics on the labour market, labour migration, and skills in the region. The ILO, together with Statistics Sweden, established a **COMESA**

Strategic objective:						
KRAs: KRA 1.2: A RECs level (SADC, COMESA) labour market observatory established and operational with an important labour migration component.						
Output X:						
Output Indicators		Output Indicator Performance (Real database ranking or stakeholder opinion)				
	Indicator	Baseline	Target	October 2022 Status	Outcome Rating	Contribution of Programme
Outputs					Output Rating	Contribution of Programme
						Thematic Working Group on migration statistics and provided technical support towards the development of the first phase of the **COMESA Regional Migration Database on Labour Migration.** The ILO supported initiation or strengthening of the National Labour Market Information Systems of **Seychelles, Zambia and Zimbabwe.**
. Production and knowledge dissemination of labour migration statistics and migrant workers' profiling are available at regular intervals for longitudinal comparability.	Number of countries with an agreed list of indicators including migrant and refugees made available to the LMIS database.	0 (zero) countries in the SADC region have integrated the indicators framework including migrant and refugees made available to the LMIS database.	At least 6 (six) additional countries are producing labour migration statistical indicators, in line with international standards and harmonized with SADC LMO requirements.	Three countries (Seychelles, Zambia and Zimbabwe) have developed Indicator Master Plans for their National Labour Market Information Systems. Eswatini, South Africa, Zambia, and Seychelles are producing labour migration indicators harmonized with SADC LMO (and ILO) requirements, based on national statistics		The Ministry of Labour and Social Security of **Zambia** in partnership with the IOM held a **Labour Migration Statistical Analysis Training** in Livingstone (25 – 30 September 2022) attended by 23 participants (11 men and 12 women). The ILO organised a Data Production workshop to develop an Indicator Master Plan for the National Labour Market

Strategic objective:						
KRAs: KRA 1.2: A RECs level (SADC, COMESA) labour market observatory established and operational with an important labour migration component.						
Output X:						
Output Indicators		Output Indicator Performance (Real database ranking or stakeholder opinion)				
	Indicator	Baseline	Target	October 2022 Status	Outcome Rating	Contribution of Programme
Outputs					Output Rating	Contribution of Programme
						Information System held in **Seychelles** in March 2022 to strengthen labour migration statistics nationally and to harmonize statistical indicators with regional and international repositories such as the SADC LMO.
Comparable migration modules are available in national/regional labour force surveys.	Number of labour force survey with migration module available at national and regional levels.	0 (zero) countries in the SADC region have integrated a labour migration data statistics module into the labour force surveys.	3 (three) SADC countries having added a Labour Migration statistics module into a labour force survey.	Four countries (Eswatini, Lesotho, Malawi, and Mauritius) have included labour migration modules in their labour force surveys. South Africa is developing a pilot survey to measure recruitment costs for SDG indicator 10.7.1.		The ILO supported the ongoing cognitive validation of the ***KNOMAD/ILO SDG 10.7.1: recruitment costs to migrant workers*** **survey questionnaire module in the Mozambique-South Africa** migration corridor. The ILO organised a **Labour Force Survey (LFS) training workshop on labour migration and skills mismatch questionnaire modules and special sampling techniques** in **Lesotho** in April 2022 (about 20 participants, 13 males, 7 female), in support of the

Strategic objective:						
KRAs: KRA 1.2: A RECs level (SADC, COMESA) labour market observatory established and operational with an important labour migration component.						
Output X:						
Output Indicators		Output Indicator Performance (Real database ranking or stakeholder opinion)				
	Indicator	Baseline	Target	October 2022 Status	Outcome Rating	Contribution of Programme
Outputs					Output Rating	Contribution of Programme
						upcoming LFS round and to strengthen statistics on labour migration and skills. The ILO organised an **LFS results dissemination workshop on labour migration and skills mismatch indicators in Eswatini** in September 2022 (40 participants, 18 males, 22 female), sharing findings and knowledge from the LFS.
Southern Africa and Indian Ocean labour migration analysis and reports are available.	Number of evidence-based sub-regional and regional reports on labour migration produced and disseminated.	0 (zero) countries in the SADC region have produced labour migration reports.	At least 1 (one) evidence-based labour migration report produced and disseminated.	1 (one) evidence-based labour migration report produced and disseminated. (One) regional report "COMESA Labour Migration Trends Report", and a policy brief on "Methods for Estimating Migrant Domestic Worker Numbers in the SADC Region" produced and disseminated. A SADC Labour Migration Trends Report is currently being drafted based on existing data in the SADC LMO		The ILO developed the first edition of the "COMESA Labour Migration Trends Report", and a policy brief on "Methods for Estimating Migrant Domestic Worker Numbers in the SADC Region".
Exchange (at regional level and along specific migration	Number of exchanges documented at regional level and across specific migration corridors on	Zero countries in the SADC region that have compiled data on mixed and labour migration corridors.	At least 2 (two) reports at regional level, and at least one migration corridor on mixed and	2 (two) reports at regional level, and 1 migration corridor on mixed and labour migration data report.		Through the support of IOM at SADC level, the Regional Migration Data Hub (RMDHub) was

Strategic objective:						
KRAs: KRA 1.2: A RECs level (SADC, COMESA) labour market observatory established and operational with an important labour migration component.						
Output X:						
Output Indicators		**Output Indicator Performance (Real database ranking or stakeholder opinion)**				
	Indicator	**Baseline**	**Target**	**October 2022 Status**	**Outcome Rating**	**Contribution of Programme**
Outputs					**Output Rating**	**Contribution of Programme**
corridors) is taking place on mixed and labour migration data.	mixed and labour migration data.		labour migration data report; all starting from year 2 (two).	A Regional Migration Data Hub (RMDHub) developed and populated with secondary data. One report on regional migration dynamics developed.		developed and populated with secondary data. IOM developed one regional migration report which will be launched in 2023 during the MIDSA event in DRC.
		Overall Rating of Output KRA 1.2: A RECs level (SADC, COMESA) labour market observatory established and operational with an important labour migration component.				
	🟢	Overall, there the activities were achieved.				

KEY			
🟢		Achieved	Target is at least 95% achieved as of 31 October 2022
🟡		Good Progress Made	Output targets have been met by at least 50% as of 31 October 2022
🟠		Satisfactory	At least 30% of the target achieved as of 31 October 2022
🔴		Not Achieved	Performance was below 30% of the planned target as of 31 October 2022

Annex *13*: SAMM project evaluation outcome measurement tool

Table 9: SAMM project evaluation outcome measurement tool

Strategic objective:						
KRAs: KRA 2: Evidence-based management strategies and policies to address mixed migration challenges, including assurance of appropriate protection frameworks for vulnerable migrants, are formulated, and implemented.						
Outcome #: 3.1 Relevant government services have the technical and financial capacity to capture, store and manage harmonised cross-border data on mixed migration flows and vulnerable migrants (women, disabled, children and youth).						
Outcome		**Outcome Indicator Performance (Real database ranking or stakeholder opinion)**				
	Indicator	**Baseline**	**Target**	**October 2022 Status**	**Output Rating**	**Contribution of Programme**
Evidence-based management strategies and policies to address mixed migration challenges, including assurance of appropriate protection frameworks for vulnerable migrants, are formulated, and implemented.	Data on mixed migration standardized, harmonized, and made available at country and regional levels.	Data on mixed migration standardized, harmonized, and made available at country and regional levels.	Harmonized data on mixed migration.	250 trained in capturing, storage, and management of mixed migration/movement data 105 TIP and SOM cases recorded 1 data sharing protocol signed with IOM Eight flow monitoring points established and fully operational covering 5 SADC countries.		A number of interventions has been done to improve standardization of mixed migration data at country level and regional level thought the following contributions IOM trained 150 officials on migration data management across all the SADC countries. UNODC trained 53 officers trained on capturing, storage and management of mixed migration/movement data. Nearly 50 personnel trained by UNHCR in 2 countries; Through the support of UNODC, 105 TIP and SOM cases were recorded. UNHCR advanced inclusion by promoting the use of proxy questions in national data collection systems to identify forcibly displaced and stateless persons. Three countries (DRC, Zambia and Zimbabwe) included these proxy questions in at least one official or government-commissioned survey or census. UNHCR signed with IOM a data sharing protocol to identify asylum seekers on the move with migrants. Through the support of IOM, 49 Flow Monitoring Points (FMPs) were established to support the availability of data related to regional migratory movements and needs of individuals passing

Strategic objective:						
KRAs: KRA 2: Evidence-based management strategies and policies to address mixed migration challenges, including assurance of appropriate protection frameworks for vulnerable migrants, are formulated, and implemented.						
Outcome #: 3.1 Relevant government services have the technical and financial capacity to capture, store and manage harmonised cross-border data on mixed migration flows and vulnerable migrants (women, disabled, children and youth).						
Outcome		**Outcome Indicator Performance (Real database ranking or stakeholder opinion)**				
	Indicator	**Baseline**	**Target**	**October 2022 Status**	**Output Rating**	**Contribution of Programme**
						through key transit points in the Southern Africa region
	Number of policies/frameworks on mixed migration at national and regional levels developed and endorsed.	Number of policies/frameworks on mixed migration at national and regional levels developed and endorsed.	8 (eight) countries have frameworks on mixed migration.	5 policy documents to address TIP/SOM with National Action Plans to combat TIP for Lesotho, Namibia, South Africa, Zambia and Zimbabwe, National Migration Policy finalized and endorsed in Namibia, Zambia, Zambia	🟢	The program directly contributed to the development of TIP policies and frameworks though the UNODC support at country level. IOM also directly supported the development of National Migration Policies. All these were conducted through a consultative process at National level. The targets were met and achieved, with more countries in the process of developing their own policies (3 more – Eswatini, Lesotho, and Malawi of which in Malawi the process it's at cabinet approval level.
	Overall Rating of Output 3.1: Relevant government services have the technical and financial capacity to capture, store and manage harmonised cross-border data on mixed migration flows and vulnerable migrants (women, disabled, children and youth).					
🟡	The project has made good progress in achieving the project target as a number of data management interventions around capacity and agreements signed at regional level. Also the support to develop policies on migration that will guide the national frameworks on migration management it's a great achievement towards migration data management to inform evidence based migration management. However these data management have not reached the full national capacity as the policies are yet to be operationalized.					

KEY			
🟢		Achieved	Target is at least 95% achieved as of 31 October 2022
🟡		Good Progress Made	Output targets have been met by at least 50% as of 31 October 2022
🟠		Satisfactory	At least 30% of the target achieved as of 31 October 2022
🔴		Challenged	Performance was below 30% of the planned target as of 31 October 2022

Annex *14*: SAMM project evaluation output measurement tool

Table 10: SAMM project evaluation output measurement tool

Strategic objective:						
KRAs: KRA 2: Evidence-based management strategies and policies to address mixed migration challenges, including assurance of appropriate protection frameworks for vulnerable migrants, are formulated, and implemented.						
Output Indicators		**Output Indicator Performance (Real database ranking or stakeholder opinion)**				
	Indicator	**Baseline**	**Target**	**October 2022 Status**	**Outcome Rating**	**Contribution of Programme**
Outputs					**Output Rating**	**Contribution of Programme**
Relevant government services have the technical and financial capacity to capture, store and manage harmonised cross-border data on mixed migration flows and vulnerable migrants (women, disabled, children and youth).	Number of officials trained in capturing, storage, and management of mixed migration/movement data.	(zero)	50 (fifty) increase to 250 (two hundred and fifty) officials trained on data capturing, storage, and management of mixed migration/movement data.	253 officials trained with 50 trained on refugees management , 53 on TIP and 150 on migration data management		IOM trained 150 officials on migration data management across all the SADC countries. UNODC trained 53 officers trained on capturing, storage and management of mixed migration/movement data. Nearly 50 personnel trained by UNHCR in 2 countries; Lesotho
	Number of TIP and SOM cases recorded.	(zero)	200 (two hundred).	105 TIP and SOM cases recorded		Through the support of UNODC, 105 TIP and SOM cases were recorded
	Number of national systems reviewed to assess the level of inclusion in the national legal identity, civil registration, and vital statistics.	(zero)	5 (five)countries.	3 countries (DRC, Zimbabwe, and Zambia)		UNHCR advanced inclusion by promoting the use of proxy questions in national data collection systems to identify forcibly displaced and stateless persons. Three countries (DRC, Zambia and Zimbabwe) included these proxy questions in at least one official or government-

Strategic objective:						
KRAs: KRA 2: Evidence-based management strategies and policies to address mixed migration challenges, including assurance of appropriate protection frameworks for vulnerable migrants, are formulated, and implemented.						
Output Indicators		**Output Indicator Performance (Real database ranking or stakeholder opinion)**				
	Indicator	**Baseline**	**Target**	**October 2022 Status**	**Outcome Rating**	**Contribution of Programme**
Outputs					**Output Rating**	**Contribution of Programme**
						commissioned survey or census; this represents 19 per cent of all countries in the region.
	Number of regional, bi and multi-lateral meetings convened/supported.	4 (four)	10 (ten)	One (1) Regional Child Protection Working group meeting convened 2 regional MIDSA meeting organized 6 regional meetings held		With the support of IOM, a regional MIDSA meeting was held in 2022 in Malawi and provided the opportunity for the SADC member States to discuss and make recommendations on key migration issues in the region. Additional regional consultation planned to be held in Comoros on mixed migration is scheduled for during the third quarter of 2023. UNODC organized 6 regional meetings; 2: Regional Prosecutors litigation seminars on combating TIP & SOM; 2: Regional Law enforcement officers TOTs on combating TIP & SOM and 2: Regional Interpol pre-planning meetings on intelligence

Strategic objective:						
KRAs: KRA 2: Evidence-based management strategies and policies to address mixed migration challenges, including assurance of appropriate protection frameworks for vulnerable migrants, are formulated, and implemented.						
Output Indicators		**Output Indicator Performance (Real database ranking or stakeholder opinion)**				
	Indicator	**Baseline**	**Target**	**October 2022 Status**	**Outcome Rating**	**Contribution of Programme**
Outputs					**Output Rating**	**Contribution of Programme**
						sharing on TIP and SOM, GBV. A Regional Child Protection Working Group set up in 2022 by the regional Save the Children office in Southern Africa. and co-chaired by UNHCR. The network is meant to advocate for all children on the move, and the group intends to work in collaboration with SADC. In 2022, the RCPWG focused on setting up the network, its working processes, and its objectives
	Number of officials trained on TIP and SOM identification, investigation, and prosecution.	0 (Zero)	1000 (one thousand) officials trained on migration/movement flows	942 officials have been trained on TIP and SOM identification, investigation, and prosecution		UNODC trained 942 officials on TIP and SOM identification, investigation, and prosecution.
	Number of actions and/or list of action taken to strengthen the technical and operational capacities of state and non-state	Twelve actions and consultations on migration.	Twelve additional national and 2 regional level (SADC, IOC) consultations and meetings on migration.	6 regional meetings convened on TIP and SOM 1 data sharing protocol signed with IOM		UNODC convened 6 regional meetings on TOC especially TIP and SOM.

Strategic objective:						
KRAs: KRA 2: Evidence-based management strategies and policies to address mixed migration challenges, including assurance of appropriate protection frameworks for vulnerable migrants, are formulated, and implemented.						
Output Indicators		**Output Indicator Performance (Real database ranking or stakeholder opinion)**				
	Indicator	**Baseline**	**Target**	**October 2022 Status**	**Outcome Rating**	**Contribution of Programme**
Outputs					**Output Rating**	**Contribution of Programme**
	actors directly involved in mixed migration data.			Eight national consultations on migration held and Two regional dialogues on migration held in 2021 and 2022.		UNHCR advanced inclusion by promoting the use of proxy questions in national data collection systems to identify forcibly displaced and stateless persons. Three countries (DRC, Zambia and Zimbabwe) included these proxy questions in at least one official or government-commissioned survey or census. UNHCR signed with IOM a data sharing protocol to identify asylum seekers on the move with migrants.
	Number of Flow Monitoring Points (FMP) established and collecting data on mixed migration flows.	(Two) FMPs	Additional 7 (seven) FMPs established and operational at the country level.	Eight flow monitoring points established and fully operational covering 5 SADC countries		Through the support of IOM, 49 Flow Monitoring Points (FMPs) were established to support the availability of data related to regional migratory movements and needs of individuals passing through key transit points in the Southern Africa region.

Strategic objective:						
KRAs: KRA 2: Evidence-based management strategies and policies to address mixed migration challenges, including assurance of appropriate protection frameworks for vulnerable migrants, are formulated, and implemented.						
Output Indicators		**Output Indicator Performance (Real database ranking or stakeholder opinion)**				
	Indicator	**Baseline**	**Target**	**October 2022 Status**	**Outcome Rating**	**Contribution of Programme**
Outputs					**Output Rating**	**Contribution of Programme**
						UNHCR identified through PRIMES, 4,755 asylum seekers and refugees who embarked on secondary movements in 2022.
	Number of Flow Monitoring reports and visualizations produced.	2 (Two) Flow Monitoring dashboard products published.	Additional 15 (fifteen) dashboard products and 6 (six) analytical reports published and disseminated publicly.	15 analytical reports on flow monitoring developed, published and disseminated Southern Africa Monthly Flow Monitoring Registry Report (April 2023) established		Through the support of IOM, 10 FM reports covering high migration corridors in Botswana, DRC, Malawi, Mozambique, South Africa, Tanzania, Zambia and Zimbabwe have been generated and shared with stakeholders to inform the development and formulation of evidence-based policy to address the challenges of mixed migration in the region
	Number of countries which utilize Flow Monitoring data products and visualizations to inform program planning and policy development on mixed migration.	2 (Two) countries utilize Flow Monitoring data products and visualizations to inform program planning and policy development.	At least an additional 5 (five) countries utilize Flow Monitoring data products and visualizations to inform program planning and policy development.	Four countries (DRC, Malawi, Mozambique and Zimbabwe) are utilizing data and evidence from flow monitoring surveys to inform programmatic design and response.		Only Malawi is currently utilizing the FM reports through the support of IOM to inform programmatic response on mixed movements in the country.

Strategic objective:						
KRAs: KRA 2: Evidence-based management strategies and policies to address mixed migration challenges, including assurance of appropriate protection frameworks for vulnerable migrants, are formulated, and implemented.						
Output Indicators		**Output Indicator Performance (Real database ranking or stakeholder opinion)**				
	Indicator	**Baseline**	**Target**	**October 2022 Status**	**Outcome Rating**	**Contribution of Programme**
Outputs					**Output Rating**	**Contribution of Programme**
National and regional actors have the technical and financial capacities to develop and implement harmonised mixed migration policies.	Number of mixed migration policy documents and/or mechanisms developed and implemented at regional and/or national level.	IOM 2 (two) policy 0 (zero) strategy	Target: 7 (seven) Policy 5 (five) Strategy IOM: 4 (four) Policy 0 (0) Strategy UNODC: 0 (zero) Policy 8 (eight) Strategy UNHCR: 3 (three) Policy	5 policy documents to address TIP/SOM with National Action Plans to combat TIP developed (Lesotho, Namibia, South Africa, Zimbabwe, Zambia) One (1) regional Task Force established. One regional migration policy formulated at SADC level.		To date UNODC 5 policy documents to address TIP/SOM with National Action Plans to combat TIP for Lesotho, Namibia, South Africa, Zambia and Zimbabwe, respectively Botswana: Multi-Stakeholder consultations supported as part of the review of the proposed New National Action Plan to combat TIP. UNHCR signed with IOM a data sharing protocol to identify asylum seekers on the move with migrants in the southern Africa region. UNHCR and IOM established a regional task force to work on Data management and Protection issues relating to mixed movements. Through the support of IOM, the National Migration Policy finalized and endorsed in Namibia,

Strategic objective:						
KRAs: KRA 2: Evidence-based management strategies and policies to address mixed migration challenges, including assurance of appropriate protection frameworks for vulnerable migrants, are formulated, and implemented.						
Output Indicators		**Output Indicator Performance (Real database ranking or stakeholder opinion)**				
	Indicator	**Baseline**	**Target**	**October 2022 Status**	**Outcome Rating**	**Contribution of Programme**
Outputs					**Output Rating**	**Contribution of Programme**
						Zambia, Zambia and currently undergoing cabinet approval in Malawi.
	Number of countries with dedicated legislation under development on smuggling of migrants.	2 (Two) Countries in the Region have legislation to combat SOM.	2 At least an additional three countries in the Region have developed legislation on smuggling of migrants.	Drafting work on SOM advanced in Zambia, Malawi & Mozambique	🔴	UNODC held 3 consultations on developing SOM legislation frameworks in Mozambique, Zambia and Malawi
	Number of migration and refugee/statelessness/IDPs policy mechanisms developed and implemented at regional and/or national level.	2 (Two)	5 (Five)	No migration policy done, except policies on TIP as recorded above. 2 Statelessness and on Asylum policy mechanisms developed	🔴	In Botswana: Multi-Stakeholder consultations supported as part of the review of the proposed New National Action Plan to combat TIP. UNHCR with SADC developed 2 action plans on Statelessness and on Asylum and inclusion which were endorsed by SADC in June 2022. The action plans are being implemented at national level by the Member States in collaboration with UNHCR and other relevant stakeholders.

Strategic objective:						
KRAs: KRA 2: Evidence-based management strategies and policies to address mixed migration challenges, including assurance of appropriate protection frameworks for vulnerable migrants, are formulated, and implemented.						
Output Indicators		**Output Indicator Performance (Real database ranking or stakeholder opinion)**				
	Indicator	**Baseline**	**Target**	**October 2022 Status**	**Outcome Rating**	**Contribution of Programme**
Outputs					**Output Rating**	**Contribution of Programme**
	Number of policy documents and mechanisms on trafficking in persons and smuggling of migrants developed and or implemented.	0 (Zero)	At least 5 policy documents and mechanisms developed and or implemented.	5 (Lesotho, Namibia, South Africa, Zimbabwe, Zambia		UNODC developed 5 policy documents to address TIP/SOM; Lesotho: 1 Nation Action Plan to combat TIP; Namibia: 1 National Action Plan to combat TIP; Zambia: 1 National Action Plan to combat TIP; South Africa: 1 National Policy Plan to address TIP; Zimbabwe: 1 National Action Plan to combat TIP. In Botswana ,Multi-Stakeholder consultations were supported as part of the review of the proposed New National Action Plan to combat TIP. Following the adoption of the Anti-human Trafficking Protocol developed jointly by UNHCR and UNODC in partnership with the Government of Malawi, nearly 30 camp officials were coached to train their colleagues in turn.

Strategic objective:						
KRAs: KRA 2: Evidence-based management strategies and policies to address mixed migration challenges, including assurance of appropriate protection frameworks for vulnerable migrants, are formulated, and implemented.						
Output Indicators		**Output Indicator Performance (Real database ranking or stakeholder opinion)**				
	Indicator	**Baseline**	**Target**	**October 2022 Status**	**Outcome Rating**	**Contribution of Programme**
Outputs					**Output Rating**	**Contribution of Programme**
	Number of thematic knowledge products on mixed migration, statelessness or IDPs commissioned and made available to decision makers across the region.	30 (thirty)	A minimum of 10 (ten) additional thematic knowledge products reports.	8 countries drafted national action plan to eradicate statelessness (Madagascar, Malawi, Zambia, Namibia, Angola, DRC, Eswatini, Zimbabwe) 4 newsletters published on statelessness in Southern Africa 2 SADC TIP system assessment report and the SADC Regional TIP report		Two thematic knowledge products through the support of UNODC; the SADC TIP system assessment report and the SADC Regional TIP report. Two regional reports on regional migration dynamics developed with the support of IOM and are awaiting to be launched in 2023. Work is ongoing to finalize the regional report on southern migration routes. With the support of UNHCR, 9 countries drafted national action plans to eradicate statelessness, nine others started data collection and five initiated citizenship law reforms. Furthermore, UNHCR supported the Pan African Parliament to draft a Model Law on

Strategic objective:						
KRAs: KRA 2: Evidence-based management strategies and policies to address mixed migration challenges, including assurance of appropriate protection frameworks for vulnerable migrants, are formulated, and implemented.						
Output Indicators		Output Indicator Performance (Real database ranking or stakeholder opinion)				
	Indicator	Baseline	Target	October 2022 Status	Outcome Rating	Contribution of Programme
Outputs					Output Rating	Contribution of Programme
						Nationality, which is scheduled for endorsement in 2023. The University of Cape Town (UCT) with the support of UNHCR has established a regional academic network on statelessness and developed a law journal on statelessness and nationality which compiles expert articles elaborated by academics from West and Southern Africa. The Southern African Nationality Network (SANN - a coalition of NGOs and individuals), and UNHCR jointly publish quarterly newsletters on statelessness in Southern Africa, featuring developments related to the prevention and the reduction of statelessness and the protection of stateless persons.

Strategic objective:						
KRAs: KRA 2: Evidence-based management strategies and policies to address mixed migration challenges, including assurance of appropriate protection frameworks for vulnerable migrants, are formulated, and implemented.						
Output Indicators		**Output Indicator Performance (Real database ranking or stakeholder opinion)**				
	Indicator	**Baseline**	**Target**	**October 2022 Status**	**Outcome Rating**	**Contribution of Programme**
Outputs					**Output Rating**	**Contribution of Programme**
Existing regional and national platforms assure consultations, exchanges of best practices and capacity development on irregular/mixed migration issues	Number of regional, bi and multi-lateral meeting convened/supported.	30 (thirty)	A minimum of 75 (seventy-five) additional regional and national meetings on mixed migration.	10 national and 2 regional meetings		UNODC held 6 meetings; Regional Litigation seminar for prosecutors 2022; Law Enforcement TOTs for Officers across the SADC 2022; Pre-planning regional meeting on intelligence driven operations led by INTERPOL Regional Bureau for Southern Africa. In 2022, IOM and UNHCR Regional Directors for Southern Africa region met three times to discuss issues of common interests to both Organisations and to achieve common objectives related to Mixed Movements in order to translate into practice the Framework of Engagement of 1 July 2022. Regional coordination mechanisms were set up with 2 work streams (Data and Protection) for joint action,

Strategic objective:						
KRAs: KRA 2: Evidence-based management strategies and policies to address mixed migration challenges, including assurance of appropriate protection frameworks for vulnerable migrants, are formulated, and implemented.						
Output Indicators		**Output Indicator Performance (Real database ranking or stakeholder opinion)**				
	Indicator	**Baseline**	**Target**	**October 2022 Status**	**Outcome Rating**	**Contribution of Programme**
Outputs					**Output Rating**	**Contribution of Programme**
						joint planning, and joint resource mobilization to address mixed movements issues.
	Number of recommendations and guidelines formulated on mixed migration and presented to/adopted by regional decision-making structures	MIDSA in 2015 adopted a Mixed Migration Action Plan as a non-binding recommendation.	At least 25 MIDSA/MIDCOM policy focused recommendations.	30 key recommendations on migration management in the SADC countries formulated and endorsed by the SADC Ministers of Labour, Home Affairs and Foreign Affairs in 2021 and 2022.		16 recommendations including 9 relating to a better response to mixed movements were approved following the 2 high level meetings held in July and December 2022 between IOM-UNHCR Regional Directors for Southern Africa Through the MIDSA 2021 platform and cross-border coordination meetings held in up to 8 countries in the region, key recommendations to strengthen protection assistance available to vulnerable migrants were developed and adopted and currently being implemented by the Member States.
A Regional Mixed Migration	Existence of a comprehensive protection	0 (zero)	At least 1(one) policy document to be developed.	5 (Lesotho, Namibia, South Africa, Zimbabwe, Zambia) policy		5 policy documents to address

Strategic objective:						
KRAs: KRA 2: Evidence-based management strategies and policies to address mixed migration challenges, including assurance of appropriate protection frameworks for vulnerable migrants, are formulated, and implemented.						
Output Indicators		**Output Indicator Performance (Real database ranking or stakeholder opinion)**				
	Indicator	**Baseline**	**Target**	**October 2022 Status**	**Outcome Rating**	**Contribution of Programme**
Outputs					**Output Rating**	**Contribution of Programme**
Policy Framework ensure adequate protection to vulnerable migrants (addressing trafficking and including refugees, asylum seekers and IDPs).	sensitive mixed migration strategy and/or policy document at the REC level * (would simply state "REC" since our activities mostly target SADC).			documents to address TIP and SOM		TIP/SOM;Lesotho: 1 Nation Action Plan to combat TIP; Namibia: 1 National Action Plan to combat TIP; Zambia: 1 National Action Plan to combat TIP; South Africa: 1 National Policy Plan to address TIP; Zimbabwe: 1 National Action Plan to combat TIP; Botswana: Multi-Stakeholder consultations supported as part of the review of the proposed New National Action Plan to combat TIP. With the support of UN Agencies including UNHCR, SADC finalized and endorsed in 2022 its Migration Policy Framework.
	Number of national and regional roundtables with Member States and non-state actors on the Global Compact on Refugees (GCR) to support the	3 (three)	18 (eighteen)	9 Country level dialogues held in 2022 including presentations on the mixed migration component.		UNHCR actively contributed to the organization of all the 9 Country level dialogues held in 2022 with the

Strategic objective:						
KRAs: KRA 2: Evidence-based management strategies and policies to address mixed migration challenges, including assurance of appropriate protection frameworks for vulnerable migrants, are formulated, and implemented.						
Output Indicators		**Output Indicator Performance (Real database ranking or stakeholder opinion)**				
	Indicator	**Baseline**	**Target**	**October 2022 Status**	**Outcome Rating**	**Contribution of Programme**
Outputs					**Output Rating**	**Contribution of Programme**
	advancement of the GRF Pledges.					mixed migration component.
National referral systems and participatory protection frameworks assure improved protection for irregular migrants and awareness on the risk of irregular migration.	Number of awareness campaigns on mixed migration undertaken.	0 (zero)	At least 7 (seven) awareness campaigns undertaken.	3 (South Africa, Malawi &Mozambique		UNODC undertook 3 annual commemorations of the World Day Against TIP in South Africa, Malawi and Mozambique. UNCHR in collaboration with ILO kick started the work on developing a organ-ised a media campaign on "Access to the labour market for Persons of concern" in Zambia and South Africa. This work is ongoing
	Number of asylum seekers, refugees, IDPs, statelessness and migrants benefitting from appropriate protection assistance (disaggregated by sex and situation of vulnerability).	0 (zero)	Minimum of 3500 (three thousand five hundred) asylum seekers, refugees, IDPs, statelessness, and other migrants have received protection assistance.	1,500 stranded and vulnerable migrants including rejected asylum seekers have received return and reintegration 580 (Victims of Trafficking and Smuggled Migrants supported through PPEs & Basic Food Items)		From UNHCR perspective, 9,8 million forcibly displaced persons hosted in 16 Southern Africa countries have been identified jointly with Government counterparts: 781,467 are refugees, and 281,577 are asylum-seekers. 897,099 per-sons we serve (refugees, asylum seekers, state-less

Strategic objective:						
KRAs: KRA 2: Evidence-based management strategies and policies to address mixed migration challenges, including assurance of appropriate protection frameworks for vulnerable migrants, are formulated, and implemented.						
Output Indicators		**Output Indicator Performance (Real database ranking or stakeholder opinion)**				
	Indicator	**Baseline**	**Target**	**October 2022 Status**	**Outcome Rating**	**Contribution of Programme**
Outputs					**Output Rating**	**Contribution of Programme**
						and IDPs) have been registered in 2022. To date UNODC provided Personal Protective Equipment (PPE) materials (2021) to various shelters for victims of Trafficking in Persons More than 1,500 stranded and vulnerable migrants have received protection assistance through the AVRR for dignified and safe return to their country of origin.
		Overall Rating of Output				
		Progress has be made the implementation of the outputs with 0nly 20% of the output indicators not achieved , However the ground work for the implementation have been established.				

KEY				
	🟢		Achieved	Target is at least 95% achieved as of 31 October 2022
	🟡		Good Progress Made	Output targets have been met by at least 50% as of 31 October 2022
	🟠		Satisfactory	At least 30% of the target achieved as of 31 October 2022
	🔴		Not Achieved	Performance was below 30% of the planned target as of 31 October 2022

Annex *15*: SAMM project evaluation impact measurement tool

Table 11: SAMM project evaluation impact measurement tool

Expected impact:					
Impact Indicators	**Impact Indicator Performance (Real database ranking or stakeholder opinion)**				
	Baseline	**Target**	**October 2022 Status**	**Impact Rating**	**Contribution of Programme**
Number of countries across the SADC region with a comprehensive and gender responsive migration governance framework in place, comprehensive meaning it includes labour and mixed migration policies	Only Lesotho and Seychelles have adopted a Labour Migration Policy. Seychelles has a Labour Migration Action Plan that they need to implement. Namibia has a Labour Migration Policy and a comprehensive framework including labour and mixed migration. Zimbabwe has a draft labour migration policy that they have not adopted, yet.	Minimum additional 6 (six) countries have a comprehensive migration governance framework in place At least 6 (six) countries will be provided with capacity development and support on the formulation and implementation of gender responsive migration policies.	5 countries with Labour migration policies One country (Eswatini) with a labour migration policy adopted during the project implementation; Two countries (South Africa and Malawi) with a labour migration policy designed; Four countries (Lesotho, Namibia Seychelles and Zimbabwe) with labour migration policies implemented and in alignment to regional and international standards and frameworks. Nine country-level dialogues and two courses organised. 5 policy documents to address TIP/SOM with National Action Plans to combat TIP developed (Lesotho, Namibia, South Africa, Zimbabwe, Zambia) However there are discussions at various country level towards the development of National Migration policies		UNODC 5 policy documents to address TIP/SOM with National Action Plans to combat TIP for Lesotho, Namibia, South Africa, Zambia and Zimbabwe, respectively Botswana: Multi-Stakeholder consultations supported as part of the review of the proposed New National Action Plan to combat TIP. UNHCR signed with IOM a data sharing protocol to identify asylum seekers on the move with migrants in the southern Africa region. UNHCR and IOM established a regional task force to work on Data management and Protection issues relating to mixed movements. ILO and IOM provided technical support to the organisation of meetings of the SADC Technical Committee Meeting on Labour Migration; ILO and IOM provided technical support towards the effective implementation of the SADC Labour Migration Action Plan (2020-2025) including through the adoption of the Eswatini' draft Labour Migration Policy by Eswatini's Labour Advisory Board in July 2022, the drafting of Malawi and South Africa's National Labour Migration Policies (NLMPs) to be adopted in 2023; to Lesotho, Namibia, Seychelles and Zimbabwe in the implementation of their labour migration policies and action plans in place, as well as to Botswana and Mozambique to initiate the development of labour migration policies;

Expected impact:					
Impact Indicators	**Impact Indicator Performance (Real database ranking or stakeholder opinion)**				
	Baseline	**Target**	**October 2022 Status**	**Impact Rating**	**Contribution of Programme**
					9 country-level dialogues took place in Botswana, DRC, Eswatini, Lesotho, Malawi, Namibia, South Africa, Zambia and Zimbabwe on Labour and/or Mixed Migration throughout 2022. IOM has supported two countries, Lesotho, Namibia to finalize a migration and development policy.
Number of countries across the SADC region where migration is embedded in national development plans and/or that have developed specific migration-related strategies	(Mauritius has a Migration and Development Policy embedded in SDGs. Lesotho and Zimbabwe are developing a Migration and Development Policy, too).	Minimum additional 8 (eight) countries have migration embedded in national development policies, plans and/or developed specific migration-related strategies	5 countries have developed National Migration policies and through project capacity building all 16 countries are working towards integration of migration issues into the National development agenda		Through the support of IOM, the National Migration Policy finalized and endorsed in Namibia, Zambia, Zambia and currently undergoing cabinet approval in Malawi. The project has also started the process in Eswatini and Botswana
Number of countries across the SADC region that have developed, adopted a gender responsive labour migration and/or migration and development policy and/or have launched implementation plans/ monitoring frameworks at country-level	3 (three) countries (MAU, NAM & SEY) have launched implementation plans/monitoring of their labour migration or migration and development policies.	Minimum additional 5 (five) countries have adopted a gender responsive migration policy monitoring framework with related budgetary provisions.	5 countries with Labour migration policies One country (Eswatini) with a labour migration policy adopted during the project implementation; Two countries (South Africa and Malawi) with a labour migration policy designed; Four countries (Lesotho, Namibia Seychelles and Zimbabwe) with labour migration policies implemented and in alignment to regional and international standards and frameworks. However the gender responsiveness of the policies could not be assessed as the project did not develop tools to guide countries to ensure minimum standards for gender responsive migration policies		ILO and IOM provided technical support towards the effective implementation of the SADC Labour Migration Action Plan (2020-2025) including through the adoption of the Eswatini' draft Labour Migration Policy by Eswatini's Labour Advisory Board in July 2022, the drafting of Malawi and South Africa's National Labour Migration Policies (NLMPs) to be adopted in 2023; to Lesotho, Namibia, Seychelles and Zimbabwe in the implementation of their labour migration policies and action plans in place, as well as to Botswana and Mozambique to initiate the development of labour migration policies; 9 country-level dialogues took place in Botswana, DRC, Eswatini, Lesotho, Malawi, Namibia, South Africa, Zambia and Zimbabwe on Labour and/or Mixed Migration throughout 2022.

Expected impact:					
Impact Indicators	**Impact Indicator Performance (Real database ranking or stakeholder opinion)**				
	Baseline	**Target**	**October 2022 Status**	**Impact Rating**	**Contribution of Programme**
					IOM has supported two countries, Lesotho, Namibia to finalize a migration and development policy. The ILO and IOM organised a media campaign on "recognizing migrant workers' contribution to development and improving the image of Migrant Workers in Seychelles and South Africa " ILO provided scholarships PUNOs to Ministries of Labour, Workers and Employers' Organisations' representatives to participate in the International Training Center-ILO (ITC-ILO)[24] open courses on labour migration governance such as: The 6-weeks E-Learning course on Governing Labour Migration and Coherence with Employment Policies (14 February – 25 March 2022
Number of NSOs provided with Capacity development to improve availability of quality and comparable migration data.	4 Per Zero countries have had capacity development on reliability of data collection migrants.	4 16 (sixteen) countries provided with capacity development to improve the reliability of data in line with international standards on migrants and inputs to evidence-based policy making linked to LMIS.	All the 16 countries participated in capacity building towards integration of migration data into national data collection systems. Eswatini, Lesotho, Malawi and Namibia are already in the process of including a migration module in their forth coming national surveys.		The Ministry of Labour and Social Security of **Zambia** in partnership with the IOM held a **Labour Migration Statistical Analysis Training** in Livingstone (25 – 30 September 2022) attended by 23 participants (11 men and 12 women). The ILO organised a Data Production workshop to develop an Indicator Master Plan for the National Labour Market Information System held in **Seychelles** in March 2022 to strengthen labour migration statistics nationally and to harmonize statistical indicators with regional and international repositories such as the SADC LMO.

[24] https://www.itcilo.org/training

Expected impact:					
Impact Indicators	**Impact Indicator Performance (Real database ranking or stakeholder opinion)**				
	Baseline	**Target**	**October 2022 Status**	**Impact Rating**	**Contribution of Programme**
					The ILO supported the ongoing cognitive validation of the ***KNOMAD/ILO SDG 10.7.1: recruitment costs to migrant workers*** **survey questionnaire module in the Mozambique-South Africa** migration corridor. The ILO organised a **Labour Force Survey (LFS) training workshop on labour migration and skills mismatch questionnaire modules and special sampling techniques** in **Lesotho** in April 2022 (about 20 participants, 13 males, 7 female), in support of the upcoming LFS round and to strengthen statistics on labour migration and skills. The ILO organised an **LFS results dissemination workshop on labour migration and skills mismatch indicators in Eswatini** in September 2022 (40 participants, 18 males, 22 female), sharing findings and knowledge from the LFS.
Overall Rating of Impact X:					

KEY			
		Achieved	Target is at least 95% achieved as of 31 October 2022
		Good Progress Made	Output targets have been met by at least 50% as of 31 October 2022
		Satisfactory	At least 30% of the target achieved as of 31 October 2022
		Not Achieved	Performance was below 30% of the planned target as of 31 October 2022

International Labour Organization
Evaluation Office

Template 4.1: Lessons Learned

Independent Mid-Term Evaluation of the Southern African Migration management Project (SAMM)

Project DC/SYMBOL:

Name of Evaluator: Primson Management Services

Date: 08 November 2024.

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in thefull evaluation report.

LESSON LEARNED ELEMENT	TEXT
Brief description of lessonslearned (link to specific action or task)	A complex multi-region, multi-country, and multi-stakeholders project such as SAMM, requires a wider implementation timeframe and project life cycle to ensure full engagement and buy-in of all relevant stakeholders and multiple constituencies, bearing in mind that the expected outcomes can only be achieved through negotiable and consultative processes.
Context and any relatedpreconditions	The SAMM project is a multi- country, regional project and involving multiple aspect of migration that include labour and mixed migration, including trafficking in persons, smuggling of migrants, refuges, unaccompanied children, stateless people and internal displacements. SADC member countries are at different levels in addressing policy issues related to labour migration and mixed migration, hence the need for considerable time and resources to bring all the countries on an equal footing in terms of ratifying and domesticating the various international and regional labour and mixed migration instruments. For the SAMM project, despite the efforts made to compensate for the delays experienced in the project implementation by the COVID-19 lockdown measures, a more systematic approach to project completion was necessary and this called for an extension of the project timeframe.
Targeted users /beneficiaries	EU, PUNOs, RECs and Member States
Challenges /negative lessons -Causal factors	The main challenge underpinning the SAMM project implementation was the advent of the COVID-19 pandemic which derailed the project commencement timeframes in some countries and activity implementation in all the 16 countries. The project also involved negotiating with the regional bodies and governments on issues of implementation activities, timelines and approaches, given that the various Members States were at different stages in migration policy development and had different migration related challenges. There was therefore a need for the project to navigate the individual country specific systems so as to carefully identify the key labour and mixed migration issues that could speak to each country's priority needs. Taking cognizance of the negative impacts of COVID-19 lockdown restrictions on project implementation, there was need to realign the project implementation timeframes with the objective to create adequate time for logical and effective project completion.

Success / Positive Issues -Causal factors	The PUNOs ability to negotiate and individual relationships with the individual countries was an important success factor towards the application of this lesson. Also availability of common regional frameworks on labour migration and mixed migration of which the Member States committed to was another major supporting factor.
ILO Administrative Issues(staff, resources, design, implementation)	N/A

Template 4.2: Emerging good practices

Independent Mid-Term Evaluation of the Southern African Migration Management Project (SAMM)

Project DC/SYMBOL:

Name of Evaluator: Primson Management Services

Date: 08 November 2024.

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in thefull evaluation report.

GOOD PRACTICE ELEMENT	TEXT
Brief summary of the good practice (link to project goa lor specific deliverable, background, purpose, etc.)	Leveraging UN agency country experiences and working partnerships with government entities is an enabling factor in advocating for good migration governance and management, as well as mainstreaming knowledge and expertise sharing with the member states.
Relevant conditions and context: limitations or advice nterms of applicability and replicability	The SAMM project was implemented by four UN agencies with different mandates on issues of labour migration and mixed migration. These agencies had created working relationships with the individual Member States, and this made the project buy-in by the member states easy. Where the UN agency had no prior working relationship with the government, project implementation was delayed.
Establish a clear cause-effectrelationship	Where the UN agencies had prior working relationships with the host country, introduction, and implementation of the project activities, as well as buy-in were easy.
Indicate measurable impactand targeted beneficiaries	The SAMM project laid the foundation for improved labour migration governance and management in all the 16 countries. Member States adopted international instruments on migration that had a positive impact on the well-being of labour and mixed migrants.
Potential for replication andby whom	Leveraging projects on long standing relationships among UN agencies and their host governments could be replicated in all countries. In addition, regional projects like the SAMM project could leverage and take advantage of these UN–government relationships to build and strengthen implementation.
Upward links to higher ILOGoals (DWCPs, Country Programme Outcomes or ILO's Strategic ProgrammeFramework)	N/A
Other documents or relevantcomments	These relations were strengthened through the UNSDCF collaborative processes

GOOD PRACTICE ELEMENT	TEXT
Brief summary of the good practice (link to project goalor specific deliverable, background, purpose, etc.)	An important step taken at regional level and national level in some countries to strengthen the SAMM project was the linking of the project and coordinating it within the framework of national migration management committees to coordinate the project. Some countries, for example Eswatini, Lesotho, Malawi, and Zimbabwe, already had these in place prior to the SAMM project, or established under the influence of the project, Migration Management Technical Boards / Migration Management Committees, etc. The committees drew their members from government ministries, civil society, labour movements/ trade unions and UN agencies. The committees automatically assumed control of the coordination of migration management programmes and technically contributed to shaping the migration management environment in the country.
Relevant conditions and Context: limitations or advice ïterms of applicability and replicability	Given that the interest of members may be affected by their official or socio-economic commitments, and that changes or transfers of chairs or members may disrupt the activities of the committees and affect achievement of results, membership should consider the official duties of members so that additional responsibility are not imposed. Programme implementation meetings should be held regularly, complemented by periodic monitoring.
Establish a clear cause-effectrelationship	The establishment of such committees centralizes the national activities relating to migration management and thus ensure uniformity and a whole government approach. The project was capable of integrating migration management with government policies and consequently ensured continuity. It also reduced the cost of setting up new boards each time a migration management project is launched.
Indicate measurable impactand targeted beneficiaries	This establishes national coordination and ownership and also enables strengthened government leadership to drive the implementation supported by One-UN when all the PUNOs utilize these committees.
Potential for replication andby whom	This can be replicated in other regional and national programs and also in other project countries where they are not yet in place.
Upward links to higher ILOGoals (DWCPs, Country Programme Outcomes or ILO's Strategic ProgrammeFramework)	N/A
Other documents or relevantcomments	Capacity building and training in the SAMM project should focus on the members for continuity and consistence.