Final External Evaluation

Joint IOM / UN Women / ILO *"Empowering women and girls affected by migration for inclusive and peaceful community development and peacebuilding"* **Project**
November 2019-November 2021

EVALUATION REPORT

February 2022

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The evaluators also appreciated the opportunity to interact with the project stakeholders and to gain their insights.

Disclaimer

This project evaluation report presents the view of the evaluation team and does not necessarily fully correspond to the opinions of the Recipient UN Organizations (RUNOs) or other stakeholders referred to in this report.

Every effort has been made to ensure that the information given here is correct. Any factual error that may appear is unintended and falls under the responsibility of the evaluation team.

Acronyms

ATIC	Alliance of Trainers and Consultants
AMFI	Association of Micro Finance Institutions
CEDAW	Convention of Elimination of Discrimination Against Women
CO	Country Office
CSO	Civil Society Organization
EMG	Evaluation Management Group
ERG	Evaluation Reference Group
FGDs	Focus Group Discussions
GALS	Gender Action Learning System
GET	Gender and Entrepreneurship Together
GPI	Gender Promotion Initiative
GSPS	Gender in Society Perception Study
GS VCA	Gender Sensitive Value Chain Analyses
HRBA	Human Rights Based Approach
ICD	Inclusive Community Development
ILO	International Labour Organization
IOM	International Organization for Migration
IP	Implementing Partners
JSC	Joint Steering Committee
KII	Key Informant Interview
LAP	Local Action Plan
LNOB	Leave No One Behind
LPA	Local Public Authorities
LSEDP	Local Socio-Economic Development Programs
LSG	Local Self-Government
M&E	Monitoring and Evaluation
MWN	Women Migrant Network
NAP	National Action Plan
NBKR	National Bank of Kyrgyz Republic
PB	Peacebuilding
PBF	UN Peacebuilding Fund
PBSO	UN Peacebuilding Support Office
PD	Positive Deviance
PVE	Prevention Violent Extremism
RBM	Results Based Management
RUNOs	Recipient UN Organizations
SHG	Self-help groups
SIYB	Start and Improve Your Business training program of ILO
SOPs	Standard Operating Procedures
SWAP	System-Wide Action Plan
TOC	Theory of Change
TOR	Terms of Reference
UFE	Utilization-focused evaluation
UN	United Nations
UNDP	UN Development Programme
UNRCO	UN Resident Coordinator's Office
UNSCR	United Nations Security Council Resolution
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
VCD	Value Chain Development
WGAM	Women and Girls Affected by Migration
WPS	Women, Peace and Security
WMN	Women Migrants Network

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EXECUTIVE SUMMARY

The final evaluation report is prepared following the outline provided in the Terms of Reference[1] (ToR) for the final evaluation of the UN Peacebuilding Fund (PBF) funded Project "*Empowering women and girls affected by migration for inclusive and peaceful community development and peacebuilding"* implemented jointly by three Recipient United Nations Organizations (RUNOs): International Organization for Migration (IOM, UN Women, and International Labour Organization (ILO).

The evaluation covered the initial project duration from November 2019 till May 2021 and the no-cost extended period till November 2021. The evaluation was conducted in August – December 2021 and covered all six target municipalities in four regions where the project was implemented.

The overall goal of the project is *to make a tangible contribution to peacebuilding in target provinces of Kyrgyz Republic by promoting the full recognition of the role of women and girl migrants in inclusive community development and peacebuilding*.

The project targets girls and women vulnerable to forced migration or willing/plan to migrate (unemployed, girls and divorced women vulnerable to forced migration/potential future migrants); returning migrant women and girls (who may be potentially forced to re-migrate) and the local public authorities. It uses a three - level intervention:

- o *Community level* by working with community members to change public perception and to build community environment conducive to women migrants' engagement in peacebuilding;
- o *Policy level* to introduce gender-responsive policies to recognize the role of women migrants and their contributions; and
- o *Individual level,* i.e. empowerment of women and girls migrants to participate in community development, decision making and local peacebuilding initiatives.

The evaluation used a combined data collection approach, particularly field visits face-to-face and remote data collection methods. The evaluation has adopted a participatory approach, engaging a wide and diverse range of stakeholders, including representatives: RUNOs, other UN agencies, former PBF Secretariat, national partners, implementing partners, Local Self Government (LSGs) and end-beneficiaries. Participation of the main partners, including the members of the Evaluation Management Group (EMG) and Evaluation Reference Group (ERG) was a necessary condition to ensure accountability, stimulate learning, promote ownership, facilitate future buy-in and arrive at comprehensive recommendations for RUNOs and key project stakeholders.

The evaluation mostly managed to ensure representation of the main local and national stakeholders relevant for the project, but still faced some data limitation issues described in the report. In addition, the questions regarding the impact and external coherence with other non-PBF funded projects were difficult to be assessed in the absence of the formulation of the impact, its indicators and targets and lack of data regarding the relevant non-PBF funded projects.

Conclusions:

The evaluation team concluded that **the project is multi-dimensional and highly relevant to the needs of the stakeholders and is aligned to the thematic priorities and national development strategies of Kyrgyzstan.** The project used a multi-level and multi-stakeholder participatory approach based on the involvement of a wide range of national and local partners

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[1] The ToR was adjusted in November 2021 to reflect the change in data collection plans/field visit logistics. See the Annex 7.5.

and state and non-state (community members) stakeholders. The project tackled different topics (migration, peacebuilding, gender, community development) at different dimensions, which are relevant to the needs of the local (SHG, LSG, community members) and national (e.g. State Migration Service, NBKR) stakeholders and the selected methods of delivery were adequate. It reflects the thematic priorities of the 2030 Agenda for Sustainable Development and is aligned to the nationalized SDGs.

The project is change-oriented, based on valid ToC and is mostly consistent in terms of results` chain with two types of well-articulated expected results (outputs and outcomes) interconnected with the baselines, targets, milestones, performance indicators and end-lines. The project outputs are linked to the outcomes without any significant gaps. The expected impact, as 3ʳᵈ type of the project result from the results` chain is not reflected in the project document and reports.

The project is gender-oriented and rights-based and has a balanced approach targeting „rights holders" (or demand side) and „duty bearers" (or supply side). The gender and women empowerment aspects are integrated within the project design and the project was focused on the one side on local and national policy development and capacity development of the „*duty bearers*" (LSG, State Migration Service, other state stakeholders), on the other side on empowerment of the „*rights holders*" (SHG, community members, especially women and girls). The project follows the LNOB principle and among others is focused on women empowerment. Other vulnerable people (e.g. minorities, PwD, elderly people) are not specifically targeted.

The **coherence** *of the project represents a mixed picture, mostly well in terms of internal coherence,* i.e. the project is well aligned with other relevant projects implemented by the RUNO), *but weak regarding the external coherence*, i.e. communication and synergy with other PBF-funded initiatives. The two main reasons for the weak external coherence are: inactive Joint Steering Committee of the PBF-funded projects and poor bi-lateral interactions with other initiatives from the same thematic area.

In terms of effectiveness and impact, the project performed well and generated positive changes across all three outcomes and levels (community, individual and national). Thus, at the *community level* the project contributed to public attitude change in support of women's role in community development and peacebuilding by increasing awareness on: a) the role of women and girls in peacebuilding and b) harmful gender norms towards women and girls in migrant communities. At the *local level,* the project was effective in: 1) increasing the access to information on the role of women and girls in peacebuilding and promoting public engagement of the women in local decision-making processes (political empowerment), which among others contributed to improved awareness and increased number of the elected women in the local governments; 2) providing financial literacy and increasing access to economic development opportunities (economic empowerment), which contributed to economic empowerment of the women; 3) increasing the role of women in the local development and family strengthening (social empowerment) social and political empowerment of the targeted women. At the *policy level*, the project was instrumental in providing national and local policy-making assistance and mainstreaming the gender –sensitive approach and norms in in the developed National Migration Policy and LSEDP/LAP.

As regards efficiency, analyzing the project fulfillment versus use of financial resources, it can be concluded that *the project operated in an efficient manner reaching the majority of the targets within the anticipated budget lines*. The resources were used for the budget lines as planned without the significant deviations. The evaluation team did not find any alternative solutions, which could be provided at fewer expenses and/ or would be more economical for the project.

The analysis of the ownership and **sustainability** prospects leads to the conclusion that overall *the sustainability of the project differs from component to component*. Thus, in terms of policy sustainability, the prospects seems to be promising given the commitment of the national and local public authorities to implement the State Migration Policy and LSEDP/LAPs developed with the project support, while in terms of institutional and financial sustainability the perspectives are in some cases promising (capacity development of the local stakeholders, approval of the SOP, institutionalization of the financial literacy course, functionality of the SHG, commitment of the local actors) and in some cases weak (technical expertise and financial sources for implementation of the developed National Migration Policy and LSEDP/LAPs).

Good practices and lessons learned:

The project generated and promoted some scalable project delivery and management-related good practices and innovative approaches, which, as described in the report, addressed women`s role in community development and peace building and brought added values. These include GALS methodology and Positive Deviance methods, the adjusted GET Ahead approach, participatory methods in community needs assessment, gender-responsive budgeting, non-formal learning methods and remote communication, joint project planning and management among the RUNOs, and use of baseline and endline assessments. Based on the evaluation`s findings and conclusions, the evaluators identified four main lessons to be learned. The lessons are regarding: the external coherence, project approach and capacity development (relevance) and exist strategy (sustainability).

Recommendations:

The evaluation suggests seven prioritized recommendations (six to RUNOs and one to donor) based on the findings, conclusions and lessons learned. The recommendations are developed and explained by the evaluation team to its best professional judgment following analysis of the gathered data, presentation, and consultations with the key stakeholders.

N	Recommendations	Priority	Time frame
Rec. 01	*RUNOs to capitalize on achievements, use the momentum and scale up the good practices generated by the project.*	High	Immediate
Rec. 02	*RUNOs to reinforce the „peacebuilding" component and develop trans-border peacebuilding projects.*	High	Immediate
Rec. 03	*RUNOs to focus on supporting implementation of the elaborated national gender-sensitive migration policy and local socio-economic development plans.*	High	Immediate
Rec. 04	*RUNOs to reduce the training component and increase the mentoring one, as capacity development method.*	Medium	Mid-term
Rec. 05	*RUNOs to involve more actively the territorial offices of the Ministry of Labour, Social Welfare and Migration.*	Medium	Mid-term
Rec. 06	*RUNOs to plan for baseline and endline assessments and use the lessons learned and recommendations provided by the endline assessment.*	High	Long-term
Rec. 07	*Donor to update the templates of the project proposal and progress reports and to include impact, sustainability and coherence related aspects.*	Medium	Mid-term

Part I. INTRODUCTION

1. This final evaluation report is prepared by the evaluation team (Gheorghe Caraseni – international evaluation consultant and Elmira Brown, national evaluation consultant – see Bios in Annex 7.4) following the outline provided in the Terms of Reference[2] (ToR) for the final evaluation of the UN Peacebuilding Fund (PBF) funded Project "*Empowering women and girls affected by migration for inclusive and peaceful community development and peacebuilding*" implemented jointly by three Recipient United Nations Organizations (RUNOs): International Organization for Migration (IOM, UN Women and International Labour Organization (ILO). The evaluation covered the initial project duration from November 2019 till May 2021 which was extended at non-cost basis till November 2021. The evaluation was conducted in August – December 2021 and covered all six target municipalities in four regions where the project was implemented: Toolos and Bel LSGs of Nookat district in Osh oblast, Ak-Turpak and Orozbekovo LSGs of Kadamjai district in Batken oblast, Kyzyl-Adyr LSG of Kara-Buura district in Talas oblast and Kyzyl Tuu LSG of Suzak district in Jalal-Abad oblast.

2. The evaluation report is prepared based on a review of the documents related to the project and field mission and remote consultations with the stakeholders from the targeted sites covered by the project. The report describes the background, project, evaluation objectives and approach, and key findings, conclusions, good practices and lessons which should be learnt.

3. The report also provides the respective recommendations for increasing the project relevance, performance, efficiency and sustainability. The annexes are: evaluation matrix (Annex 7.1), list of consulted stakeholders (Annex 7.2), list of reviewed documents (Annex 7.3.), bio of evaluators (Annex 7.4.), TOR (Annex 7.5.) and Visual adds (Annex 7.6)

PART II. PROJECT DESCRIPTION

2.1. Background

1. According to the Conflict and Peace Analysis (2019) about 59.6% of all labour migrants from Kyrgyzstan are women, mostly originating from southern regions of the country, where traditional patriarchal views of women's role dominate as well as conflict tensions lead to gender-based violence[3]. The UN-led nationwide Gender in Society Perception Study (GSPS) on Women and Labor Migration[4] found that respondents, "in packaging their migration aspirations as familial duties and forced choices, de-accentuated any hopes for personal gain, liberation and individual development."

2. The role of women and girls both at the community and family levels, in particular in southern regions of Kyrgyzstan because of stronger influence of religion, is often limited to obedient wife, housemaker or caring mother, women are considered the property of male

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[2] The ToR was adjusted in November 2021 to reflect the change in data collection plans/field visit logistics. See the Annex 7.5.

[3] Gender in Society Perception Study on Women and Labour Migration, 2016, UN Women/IOM/UNFPA, available at: https://eca.unwomen.org/en/digital-library/publications/2020/04/gender-in-society-perception-study-kyrgyz-republic

[4] *Gender in Society Perception Study on Women and Labour Migration*, 2016, UN Women/IOM/UNFPA, available at: https://eca.unwomen.org/en/digital-library/publications/2020/04/gender-in-society-perception-study-kyrgyz-republic

family members – with young women and girls at risk of kidnapping for the purpose of marriage or being burdened with disproportionate chores in their households. [5]

3. The GSPS also revealed that the main drivers of migration among women and men are the same: poverty, unemployment and community tensions over resources and power, favorable labour market conditions in destination countries, and environmental considerations. The significant impact of women's leadership and participation in ensuring sustainable peacebuilding and conflict prevention and resolution has been proven by the review of the National Action Plan (NAP) on United Nations Security Council Resolution (UNSCR) 1325 implementation conducted in 2018.[6]

4. However, women's opinions on public matters are generally valued less, with men taking responsibility for decision-making and community leadership roles. Women, those returning from labor migration, are not allowed to decide how to spend their remittances, which means that women migrants do not gain ownership over their earning. They, become stigmatized in their communities for so called „immoral behavior" and psychologically and economically isolated in households where they resided. The communities do not recognize women's ability and rights to participate in decision-making and conflict resolution efforts. Eventually, lacking in decision-making, gaining no recognition from family members and community, stigmatized and eventually forced to leave back to the country of destination, women migrants and girls forced to migrate seem to be removed from community life.[7] The communities with increased return migration, such those targeted by the project, became more prone to conflicts (targeted by the project) due to social disbalance, non-representative power structures and increased incidents of discriminatory practices. This can raise community tensions and inter-community conflicts in Osh and Jalal-Abad or cross-border communities in Batken, where women peacekeepers were not allowed to participate in mediation process. [8]

5. Given the country's multiple political challenges (political turbulence leading to political instability, including frequent change in the Government structures, failure to comply with national programs and policies) and economic challenges, for instance high rates of unemployment leading to increasing migration outflows, dependence of remittances, which account for almost 33% of country's GDP.[9] Fuller details can be found in the evaluation TOR in Annex 7.5.

2.2. Project overview

1. The overall development goal of the project is to make a *tangible contribution to peacebuilding in target provinces of Kyrgyz Republic by promoting the full recognition of the role of women and girl migrants in inclusive community development and peacebuilding.*

The project has a Theory of Change[10] with a *if… then.. because…* chain and assumptions

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[5] Gender in Society Perception Study on Women and Labour Migration, 2016, UN Women/IOM/UNFPA, available at: https://eca.unwomen.org/en/digital-library/publications/2020/04/gender-in-society-perception-study-kyrgyz-republic

[6] Terms of References, *Final External Evaluation of the Joint IOM / UN Women/ ILO project Empowering Women and Girls affected by Migration for Inclusive Community Development and Peacebuilding,* page 3.

[7] Project document, page 10.

[8] Ibidem

[9] World Bank data on Migration and Remittances by country, available at:
https://www.worldbank.org/en/topic/migrationremittancesdiasporaissues/brief/migration-remittances-data

[10] *IF communities affected by migration and risks of violence positively perceive the role of women and girls to participate in community development and peacebuilding; IF women and girls living in communities affected by migration are empowered*

linked to the three levels of the logic of the action (community, policy and individual). The existing ToC is based on the consideration that forced migration of women and girls and the harmful gender norms and attitude of the community towards women's rights and contribution to community development constitutes a destabilizing factor for social cohesion and creates visible barriers to women's engagement in peacebuilding of the country as whole.

2. The project was designed around the three outcomes and eight outputs to achieve its goal. Table 1 presents the intended results of the project.

Table 1: *Overview of projects` results chain*

Output ⟶	Outcome	Goal
1.1: Target communities have access to accurate information and knowledge on the role of women and girls in peacebuilding.	1: Target communities recognize and support women and girls' role and contribution to peacebuilding and community development.	To make a tangible contribution to peacebuilding in target provinces of Kyrgyz Republic by promoting the full recognition of the role of women and girl migrants in inclusive community development and peacebuilding.
1.2: Target communities increase awareness on harmful attitudes and practices of gender norms towards women and girls in migrant communities.		
2.1: Women and girls in target communities are equipped with knowledge and skills to effectively advocate for their rights.	2: Women and girls in communities affected by migration are empowered economically and socially to protect their rights and participate in peaceful community development.	
2.2: Women and girls in migrant communities have an improved access to economic (employment and self-employment) opportunities.		
2.3: Women and girls affected by migration have strengthened their financial capabilities and have access to gender-sensitive financial products.		
2.4: Skills development scheme for women designed and implemented.		
3.1: A draft gender-responsive state migration policy is produced.	3: National and local authorities apply socially inclusive approaches in policy making and implement gender-responsive peacebuilding at the local level in communities affected by migration.	
3.2: Local authorities in pilot communities affected by migration and prone to conflict are able to develop and implement Local Action Plans (LAPs) on gender-responsive peacebuilding in line with NAP 1325.		

* Source: Project Document *Empowering Women and Girls Affected by Migration for Inclusive and Peaceful Community Development"*

3. The project uses a three - level ***intervention:***

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and equipped with knowledge and skills to protect their political, economic and civic rights, and provided with access to resources, decent work and sustainable livelihood opportunities and IF women and girls returning to their home communities are provided with opportunities for better inclusion and livelihoods; IF national and local authorities are equipped to apply socially inclusive approaches in policymaking and implement gender-responsive peacebuilding at the local level in target communities; THEN women and girls in communities that are affected by migration and risk of violence can meaningfully be included in the political, economic and social life of their societies, take part in in inclusive community development and peacebuilding, which will help mitigate the challenges for women and girls at highest risk BECAUSE community members will break down/change existing harmful gender norms and recognize girls and women's role in community development and peacebuilding; BECAUSE national and local authorities will better understand challenges that migrant women and girls face and the role and contributions that migrant women and girls can have in the peacebuilding process; BECAUSE national and local authorities will be more inclined and able to design and implement national policies and legislation that are more inclusive and gender-sensitive; BECAUSE women and girls will be economically and socially empowered and have agency/be enabled to make informed decisions and participate in decision-making at community level.

- o *Community level* by working with community members to change public perception and to build community environment conducive to women migrants' engagement in peacebuilding;
- o *Policy level* to introduce gender-responsive policies to recognize the role of women migrants and their contributions; and
- o *Individual level,* i.e. empowerment of women and girls migrants to participate in community development, decision making and local peacebuilding initiatives.

4. The ***beneficiaries*** of the project were: 1) girls and women vulnerable to forced migration or willing/plan to migrate (unemployed, girls and divorced women vulnerable to forced migration/potential future migrants); 2) returning migrant women and girls (who may be potentially forced to re-migrate). The project also targeted: Men and boys in targeted communities, which were engaged in GALS and awareness-raising activities; Community population; LSGs and national stakeholders.

5. The project was implemented in Jalal-Abad, Osh, Batken and Talas provinces of Kyrgyzstan by three UN entities (IOM, UN Women, and ILO) in partnership with CSOs (Public Funds): "Roza Otunbayeva's Initiative" (ROI), "Community Development Alliance" (CDA), Alliance of Trainers and Consultants (ATiC), "Association of Micro Finance Institutions" (AMFI).

6. The total project budget was $1,450,000 comprised of $500,000 funding for IOM, $500,000 - UN Women, and $450,000 - ILO. UK Foreign, Commonwealth and Development Office has provided additional funding in the sum of USD 187,491 to complement project during the November 2020-May 2021.

PART II. 3. EVALUATION APPROACH

This section presents an overview on the structure and guiding principles informing the evaluation design and conduct. It furthermore outlines the methodology and limitations encountered.

3.1. Evaluation purpose and objectives

1. The *purpose of the evaluation* of the Joint IOM/UN Women/ILO Project is twofold to: 1) assess the programmatic progress and final project performance based on the OECD/DAC evaluation criteria (*Relevance, Coherence, Effectiveness, Efficiency, Impact* and *Sustainability*, to contribute both to overall accountability and learning, including by documenting lessons learnt, good practices and innovations, success stories and challenges, from both programmatic and coordination perspectives, and 2) develop recommendations on the priority areas for future similar initiatives.

2. The *key objectives* of the final evaluation were to:
   - o Asses*s* relevance of the project objectives, strategy and approach at the community, individual and policy levels for empowerment of girls and women affected by migration towards achieving project results.
   - o Assess coherence with international agreements and conventions as well as synergies and coordination with other initiatives.
   - o Assess effectiveness of the project in achieving its expected results at community, individual and policy levels.
   - o Assess efficiency of use of resources and coordination mechanisms.
   - o Assess *sustainability prospects* of the results and the intervention in advancing gender equality through the target group.

- o Assess *impact* of the intervention in advancing GEWE and participation in community development and higher-level peacebuilding initiatives.
- o analyze how human rights-based approach and gender equality principles are integrated in the project implementation.
- o *Identify key factors* (incl. Covid-19), which influenced achievements as well as the good practices and key lessons to be learned.
- o *Develop* actionable, tailored, and forward-looking recommendations for future projects focused on peacebuilding and empowerment of women and girls affected by migration.

3.2. Evaluation Methodology

1. The evaluation has adopted a participatory approach, engaging a wide and diverse range of stakeholders, including representatives: RUNOs, other UN agencies, former PBF Secretariat, national partners, implementing partners, LSGs and end-beneficiaries. Participation of the main partners, including Evaluation Management Group (EMG) and Evaluation Reference Group (ERG) was a necessary condition to ensure accountability, stimulate learning, promote ownership, facilitate future buy-in and arrive at comprehensive recommendations for RUNOs and key project stakeholders.

2. The evaluation was based on a *Human Rights Based Approach (HRBA)*, Leave No One Behind (LNOB), including disability inclusion aspects[11] and two disability inclusion indicators reflected in the UN Disability Inclusion Strategy, particularly: Indicator 5 – *Consultations with Persons with Disabilities*[12] and Indicator 10 – *Evaluation*.[13]

3. The evaluation team used UN SWAP Evaluation Performance Indicator[14] and the final evaluation was gender-responsive[15]. Thus, the evaluation team integrated gender consideration in the evaluation questions, methods and sampling[16] and analyzed the degree to which the project targeted both women and men, gender and power relationships— including structural, social and economic causes that give rise to inequities and unfair power relations in the targeted sites of Kyrgyzstan, changes for women and men as result of the project using the process which is inclusive, participatory and respectful of all stakeholders (*rights holders* and *duty bearers*). [17]

4. The evaluation team has used the utilization-focused evaluation approach (UFE)[18], which is based on the principle that an evaluation should be judged according to how useful it is. This means identifying the primary users of an evaluation and ensuring that they are engaged in decision-making throughout the process. It is expected that the evaluation will

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[11] According to the UN Disability Inclusion Strategy the term "disability inclusion" refers to the meaningful participation of persons with disabilities in all their diversity, the promotion and mainstreaming of their rights, the development of disability-specific programmes and the consideration of disability-related perspectives, in compliance with the Convention on the Rights of Persons with Disabilities.

[12] Systematic close consultation with and active involvement of, organizations of persons with disabilities on all disability-specific issues and broader issues. For additional information see UN Disability Inclusion Strategy:
https://www.un.org/en/content/disabilitystrategy/assets/documentation/UN_Disability_Inclusion_Strategy_english.pdf

[13] Disability inclusion is mainstreamed effectively throughout the evaluation process and reflected in the terms of reference, inception and evaluation report(s). For additional information see UN Disability Inclusion Strategy:
https://www.un.org/en/content/disabilitystrategy/assets/documentation/UN_Disability_Inclusion_Strategy_english.pdf

[14] The UN-SWAP Evaluation Performance Indicator assesses the extent to which the evaluation reports of an entity meet the gender-related UNEG Norms and Standards and demonstrate effective use of the UNEG Guidance on integrating human rights and gender equality during all phases of the evaluation. For additional information: https://www.unwomen.org/-/media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/un-swap/un-swap-2-tn-pi04-evaluation-en.pdf?la=en&vs=2403

[15] For additional information: *How to manage gender responsive evaluation* . UN Women Independent Evaluation Office.
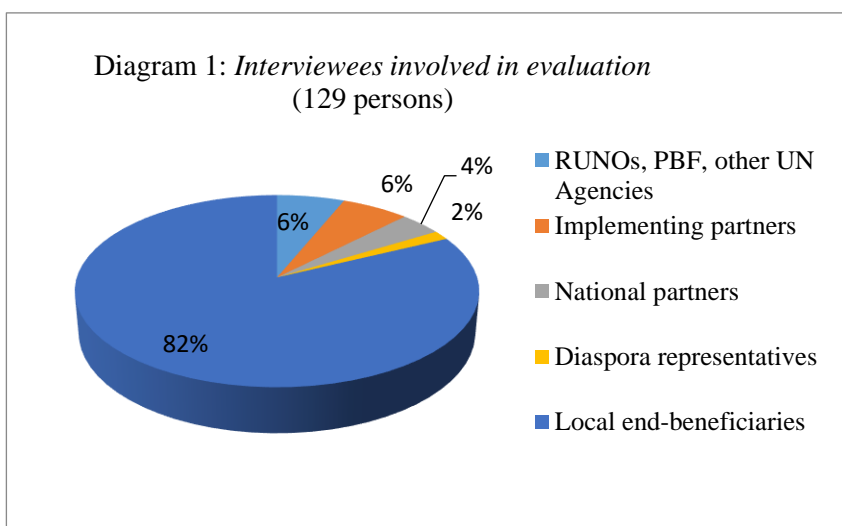
[16] Targeting both women and men respndents.

[17] See the GEWE and HRBA aspects intergrated in the Evaluation Matrix.

[18] For additional information: https://www.betterevaluation.org/en/plan/approach/utilization_focused_evaluation

contribute to accountability and learning processes of main users: IOM, ILO, UN Women, PBF, local and national authorities, CSOs, beneficiaries, and other project beneficiaries.[19]

5. The final evaluation used mixed data collection methods to include both qualitative and quantitative data. The evaluation team used the following data collection methods:

    -   *Desk review* of the project documents and other written informational sources (See Annex 3 of the report) background documentation, including project documents, monitoring data and national plans and commitments.
    -   *Individual interviews* with a range of stakeholders, including end-beneficiaries. (See Table 2 and Annex 2 of the report);
    -   *Focus group discussions* with the end -beneficiaries and other stakeholders such as: community activists, Self-Help Groups (SHG) members, LSG representatives. (See the Diagram 1 and Annex 2 of the report);
    -   *Direct observation* at LSG, SHGs and school where local and peacebuilding initiative were located.

6. *Primary information* was collected through the face-to-face and remote semi-structured interviews and focus-group discussions. The evaluation team conducted 34 KIIs and 15 FGDs with a total of 129 (91 female or 70.5%) stakeholders during a two-week field mission in Bishkek and six villages[20] of the four targeted regions (Batken, Osh, Jalalabad, and Talas).

Diagram 1: *Interviewees involved in evaluation*
(129 persons)

- RUNOs, PBF, other UN Agencies — 6%
- Implementing partners — 6%
- National partners — 4%
- Diaspora representatives — 2%
- Local end-beneficiaries — 82%

The sampling included: RUNOs, other UN entities, PBF, implementing partners, national partners, end-beneficiaries/members of SHG, LSG.

The final evaluation questions (See Annex 1 – Evaluation Matrix) were tailored for each of the consulted stakeholder groups, as approved in the inception report. The transparency of the process was ensured by the availability of and the agreement on the methodology (inception phase) and by clear communication through the entire process with all stakeholders, including ERG involved. To increase the accessibility and maximize the responses of the respondents, the interviews and discussions were held in Kyrgyz, Russian and English.

7. *The secondary information* was gathered through a desk-review of written project documents, guiding documents, thematic policy documents, progress reports, knowledge products, and other documents provided by RUNOs. Full list of documents is presented in Annex 3 of the final evaluation report. An important source of information was the

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[19] Girls and women vulnerable to forced migration or willing/plan to migrate (unemployed, girls and divorced women vulnerable to forced migration/potential future migrants); 2) returning migrant women and girls (who may be potentially forced to re-migrate).

[20] Toolos LSG, Nookat district, Osh oblast; Bel LSG Nookat district, Osh oblast; Ak-Turpak LSG, Kadamjai district, Batken oblast; Orozbekovo LSG, Kadamjai district, Batken oblast; Kyzyl-Adyr LSG, Kara-Buura district, Talas oblast and Kyzyl Tuu, Suzak district, Jalal-Abad oblast.

comparative analysis of the baseline and endline values reflected in the tables 4 - 6 *Key achievements per outcome 1-3* (See *Effectiveness* part of the report).

The evaluation used the data collected by the endline assessment for the key performance indicators and compared and analyzed the collected data with that of the baseline. The endline assessment replicated the baseline methodology to the possible extent to ensure comparability of the baseline and endline data. However, there are some inconsistencies between the baseline and endline assessments, particularly in terms of: number and type of questions, sampling and type of respondents involved, particularly a wider sampling (beyond the target group) and lack of control group in case of baseline assessment, accuracy of some of the baseline values. Those issues are well understood by the project team as time of finalizing the endline report, in comparison to the baseline report. The evaluation team covered the gaps of the inconsistences, with the data collected during the field and remote consultations and illustrated by the respective cases/quotes in the report.

8. The evaluation used face-to-face and remote data collection methods. Thus, the National Consultant undertook the face-to-face meetings and field visits to Bishkek and six project sites and shared the raw data, including some audio recordings[21] (collected from the RUNOs, implementing partners[22] and target groups/end-beneficiaries (LSG, SHG, community members) with the International Consultant, who systematized electronically the data into assessment variables (relevance, coherence, effectiveness, efficiency, impact and sustainability) and analyzed it. The International Consultant has led one additional on-line data collection call with the RUNOs, and remote meetings with other UN entities (UNDP, OHCHR), representative of PBF, members of the Migrant Women Network and national stakeholders (National Bank of Kyrgyzstan, State Migration Service, Ministry of Foreign Affairs). Available documentation and involved semi-structured interviews allowed analysis of the data against the key indicators in the logical framework and their triangulation. Quantitative and qualitative aspects were considered. The following methodologies in data analysis were used:

Table 2: *Analysis methodologies applied*

Method	Rationale
Responsibility assignment mapping	As a result of the logic of the intervention, involvement of the RUNOs and their partners, the evaluation systematized the collected data on partnership arrangements and implementation arrangements. Ultimately, this helped reaching conclusions on effectiveness and efficiency of the partnerships.
Change analysis	Collected data were systematized and compared against the achievements and expected changes described in the project document. This helped reaching conclusions on progress of the project towards the targets and most effective approaches and recommendations for the next similar actions.
Contribution analysis	Contribution analysis proved to be the most appropriate method used in understanding the causes of achieved results, results` chain, influencing factors, including both enablers and barriers. That enabled drawing conclusions around the identification of the main contributors or key driving forces.

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[21] The audio recordings were done (with the permision of the respondents) during the meetings with the RUNOs and the implementing partners.

[22] Rosa Otumbaeva`s Fund, CDA, ATIC.

9. The final evaluation was carried out according to UNEG norms and standards[23], and code of conduct for evaluation[24]

   o *Independence, Impartiality and Incorruptibility.* These three interdependent elements were necessary for credibility and prevention of conflicts of interest, bias or influence of others, which may compromise the evaluation. The evaluation team remained independent from RUNOs, donor and other stakeholders at all times. Clear reasons for evaluative judgments, and the acceptance or rejection of comments on the deliverables were given. The final evaluation report is making clear that it is the view of the evaluation consultants, and not necessarily that of RUNOs, donor or other stakeholders, which may articulate their voice through a Management Response and/or ERG.

   o *Respect and accessibility.* The evaluation team provided access to the evaluation process and deliverables[25] to the project stakeholders (incl. EMG and ERG), without any discrimination based on sex, race, language, religion, ability etc. To secure the accessibility, the data collection was done in three languages (Kyrgyz, Russian and English) depending on the preferences of the respondents and were held in easy accessible locations and at an adequate and previously agreed time.

   o *Anonymity and confidentiality*. The evaluation respected the rights of individuals who provided information, ensuring their anonymity and confidentiality. The evaluation team informed the stakeholders about the principles of the evaluation at the beginning of the consultations and asked orally the permission for recording or notes taking[26].

   o *Responsibility and validity of information.* The evaluation team is responsible for the accuracy of the information collected and presented in the evaluation report.

3.3 Management of the evaluation and quality control

1. The evaluation management structure consisted of the Evaluation Management Group (EMG) and Evaluation Reference Group (ERG). EMG was led by IOM and consisted of representatives of all three RUNOs and local representative of PBF Secretariat, including IOM's Regional M&E Officer (Evaluation Task Manager) and UN Women`s Regional Evaluation Specialist. The EMG oversaw the evaluation process, made key decisions and quality assure of the deliverables.

2. The ERG was representative body and included main relevant stakeholders: key national and local public authorities, beneficiaries, project partners, CSOs. ERG was established to promote a highly participatory review and to ensure that the evaluation approach is an accountable, learning and relevant exercise for stakeholders. The ERG was consulted and provided input at key stages of the evaluation: inception report; draft and final reports.

3. The Peacebuilding Support Office (PBSO) also provided quality assurance of the deliverables (inception report, draft report, final report) and approved them.

3.4 Limitations

1. Diverse sources of information were used, and types of information gathered during the assignment. The data obtained from the desk-review of documentation and face-to-face and remote interviews and FGDs ensured sufficient information for triangulation and synthesis

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[23] United Nations Evaluation Group Norms and Standards for evaluation can be found at: =
http://www.unevaluation.org/document/detail/1914
[24] UNEG Code of Conduct to Evaluations in the UN system: http://www.unevaluation.org/document/detail/100
[25] Inception report, draft and final evaluation report.
[26] The meetings with the RUNOs and implementing partners were recorded.

of objective conclusions. Variety of data analysis methods mentioned above were applied in order to best respond to the requirements of the assignment.

2. Comprehensive and processed data were provided on most aspects through relevant project documentation and knowledge products. The identified evaluation risks (during the inception phase) have not materialized in negative effects on the evaluation and its results. These were largely thanks to the commitment of the RUNOs, their openness in sharing available information and to reflect on the evaluated topics. Still, the following challenges and limitations should be taken into consideration, in order to understand the scope of the evaluation report and to correctly interpret, use and communicate the data presented:

Table 3: *Challenges and limitations*

Time	The biggest constraint faced by the evaluation team was the limited time allocated for primary data collection. To handle this, interviews and focus groups were limited to one hour each and travels were undertaken in the evenings and late nights. The support of RUNOs was critical in this regard.
Data	The field visits were focused on generating qualitative data via interviews, focus groups and observations. To supplement the qualitative data with the quantitative one, the evaluation used quantitative data available in the written documents (progress reports, endline assessment report). The team triangulated the pre-existing quantitative data, including from the project M&E framework and endline assessment to triangulate findings wherever possible.

The questions regarding the impact and external coherence with other non-PBF funded projects were difficult to be assessed in the absence of the formulation of the impact, its indicators and targets and lack of data regarding the relevant non-PBF funded projects. As mitigation measures, evaluation team used its own professional judgement in assessing the long term changes of the project and analysed the external coherence based on the available data regarding the project interaction with other PBF-funded projects. |
| **Representation** | The evaluation managed to ensure representation of the main local and national stakeholders relevant for the project. The evaluation was not able to meet the representative of the Department for Gender Issues of the Ministry of Labour, Social Welfare and Migration, which was created in mid-November 2021.[27]

A limited number of diaspora representatives/Women Migrants Network (two women of the 20 total members) were interviewed. However, the evaluator managed to gather sufficient information from other sources and to formulate evaluation findings and recommendations related to key aspects of the project. |
| **Approach** | The evaluation was mostly done according to the sampling and methodology described in the inception report, with one exception.
Because of health problems, the international consultant was not able to get involved in the field mission data collection. As a mitigation measure, as mentioned above (para 24), the evaluation team used a combined approach: face-to-face consultations undertaken by the national consultant and remote consultations undertaken (led) by the international consultant. The national consultant written summaries of data and shared the audio recordings from the meetings with implementing partners and RUNOs.

The adjustments/mitigations were reflected in the ToR. |

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[27] Before that, the migration issues were overseen by the State Migration Service, which did not have territorial offices. The evaluators met the representatives of the Department for External Migration (former State Migration Service), which was the Project's partner from the beginning and since mid-November 2021 partial functions of the Department for External Migration were delegated to the newly created Ministry.

PART IV. EVALUATION FINDINGS

This part of the report presents the findings and analysis of the final evaluation organized to highlight the *Relevance, Coherence, Effectiveness, Efficiency*, *Impact* and *Sustainability* prospects and human rights and gender equality aspects, as required in the ToR and specified in the inception report.

4.1 RELEVANCE

1. The relevance is assessed mostly by the extent to which the project is in line with the thematic priorities globally per the Agenda 2030 for Sustainable Development, government priorities and national strategies. It takes into account the degree to which the project is aligned to the needs of beneficiaries, and the degree to which the logic of intervention is results-oriented and consistent for achieving the expected results. The Human Rights Based Approach (HRBA), cross-cutting issues (disability inclusion, minority and youth issues) and the LNOB Principle are also analyzed.

4.1.1 Consistency between the project and national strategic priorities and needs.

2. ***Finding 1: The project is highly relevant and consistent with thematic priorities and national development strategies of Kyrgyzstan***. It is in line with the norms of the key thematic documents, such as:

o National Development Strategy (NDS) of the Kyrgyz Republic (2018-2040), which sets as one of the key development objectives: `*In Kyrgyzstan, full and equal participation of women in management at all levels of decision-making in political, economic and public life is guaranteed. Government programs are being implemented aimed at achieving gender equality and eliminating the imbalance between the opportunities of women and men`.*[28] The document sets the national strategic priorities (reflected in the project documents) such as: *Equal opportunities for every citizen* and *Decent labour* (Chapter II), *Economic well being* (Chapter III); *Development of local self governance* and *Security of the country*[29] (Chapter IV).

o National Gender Strategy of the Kyrgyz Republic (2012-2020) and its National Action Plan (NAP) for 2018-2020, especially in case of the enabling environment for decent work, i.e. women economic empowerment area[30];

o United Nations Development Assistance Framework - UNDAF (2018-2022)[31], which reinforces the strong partnership between the Government of Kyrgyzstan and UN system agencies to achieve country priorities, including on Outcome 1: *By 2022, inclusive and sustainable industrial, agricultural and rural development contribute to economic growth, decent work, improved livelihoods, food security and nutrition, especially among women and vulnerable groups* and Outcome 2: *By 2022, institutions at all levels are more accountable and inclusive ensuring justice, human rights, gender equality and sustainable peace for all.*

o National Programme on Countering Extremism and Terrorism (2017-2022), which calls for strengthening the prevention activities with target groups, largely through the existing partnership with diaspora, including labour migrants and diaspora.

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[28] National Development Strategy of the Kyrgyz Republic (2018-2040). Chapter 1. *Vision of the future. Development Objectives.* http://donors.kg/en/strategy/5174-national-development-strategy-of-the-kyrgyz-republic-for-2018-2040
[29] The *peacebuilding* expression is not used in the strategic document, but the *security of the country* subchapter tackles some tangible aspects, such as: prevention the spread of radicalism and extremism and minimizing the risks of external aggression.
[30] National Gender Strategy of the Kyrgyz Republic (2012-2020).
[31] For additional information: https://kyrgyzstan.un.org/en/35640-united-nations-development-assistance-framework-undaf-kyrgyz-republic-2018-2022

o Peacebuilding Priority Plan (2017-2020), as the project addresses one of the peacebuilding gaps by tackling conflict risks related to lack of economic opportunities for women.

o NAP (2018-2020)[32] on UN Security Council Resolution 1325, which identifies three overarching objectives: 1) *Strengthening the role and participation of women in activities aimed at preserving peace and security*; 2) *Strengthening the interaction between government, local governments and civil society in order to prevent conflicts and the risks of violence against women and girls, as well as measures to address the effects of crisis situations*; and 3) *Improving the system of protection and taking into account the special needs and requirements of women and girls in emergency situations*.

The project is aligned to the nationalized Sustainable Development Goals (SDGs)**.** The analysis of the project design found that it reflects the thematic priorities of the 2030 Agenda for Sustainable Development and is aligned to the nationalized SDGs: SDG 1- *End poverty in all its forms everywhere*; SDG 4 - *Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all*; SDG 5 – *Achieve gender equality and empower all women and girls*; SDG 8: *Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all*; SDG 10- *Reduce inequality within and among countries* and SDG16 – *Promote peaceful and inclusive societies for sustainable development provide access to justice for all and build effective, accountable and inclusive institutions at all levels.*[33]

3. ***Finding 2. The RUNOs involved the national partners in the project's conceptualization process and it meets the needs of the target groups and end-beneficiaries.*** The project partners[34] were consulted at the project planning stage and their inputs were incorporated in the project framework, for instance in the case of gender-sensitive State Migration Policy; online financial trainings; National Strategy for Gender Equality; extension of the project coverage to the Northern (Talas) region; main needs of the women and girls affected by migration. As confirmed in the interviews with the women from the Kyrgyz diaspora, they were consulted and provided input (incorporated in the project proposal) regarding the need for bringing more attention to the role of women migrants. Once the project was approved for funding, the key government counterparts (including the Ministry of Labour, Social Welfare, and Migration) were engaged in analyzing the indicators and activities. As confirmed by the data gathered through the field mission consultations[35] and triangulated with the desk review findings, the project is relevant to the target group`s needs identified by the baseline assessment.[36] The project meets the needs of pilot local self-government bodies and the respective communities to promote more actively women in the local development and to expand the economic opportunities of women and girls prone to migration. The interviewed representatives of the LSG noted that they had never previously thought about the role of women in the community development, while the women remarked that this was the first project focused on women's empowerment. The project was relevant also because it raised the issue of women and girl migrants and the need to stabilize the flow of migrants and to create social and economic conditions for women in their villages.

4. Three illustrative feedbacks gathered from the local authorities and end-beneficiaries from different project sites, confirm the above stated finding regarding the relevance (and

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[32] For additional information: http://1325naps.peacewomen.org/index.php/kyrgyzstan/

[33] For additional information: https://sustainabledevelopment.un.org/post2015/transformingourworld

[34] The State Migration Service, State Agency for Self-Governance (GAMSUMO), Inter-Ethnic relations and religious issues, and NGOs.

[35] Key informants` interviews.

[36] Baseline Assessment Report "*Empowering Women and Girls Affected by Migration for Inclusive and Peaceful Community Development*" Project, M-Vector, 2020, Chapter VI - *Gender Perceptions in Peacebuilding and Community Development*, Chapter VII - *Participation in Community Development and Peacebuilding*; Chapter VIII - *Knowledge and Protection of Rights and Social Services*; Chapter IX - *Access to Economic and Community Development Opportunities* and Chapter X: *Gender Responsive Planning and Peacebuilding*

effectiveness) of the project: «*The COVID 19 was a big challenge for us, the number of returning migrants has sharply increased in June 2020, most of them were women and children. The project was on time in supporting us to start working with them directly and improve the related data for proper decisions*». [37] (LSG staff).

«*Almost every family in our villages has a migrant, thanks to the project we started to work with diaspora and recognized the ultimate role of women and men in migration for local development.*»[38] (Member of SHG).

"*The project took into account our needs and interests as women exposed to migration. It was the first project in our community aimed at creating a positive image of women affected by migration. There was a negative opinion in our community that women in migration are getting spoiled and that they are not able to raise adequately the children.*"[39] (Member of SHG).

4.1.2 Consistence of the project design and intervention logic.

5. ***Finding 3. The project represents a well-grounded pilot and mostly grass-roots level initiative with a triple 3 approach*** as described below:
   o *3 levels of involvement*: community level (Outcome 1 and partially 3), individual level (Outcome 2) and national and community levels (Outcome 3);
   o *3 targeted dimensions or areas:* (peacebuilding and community development (community level), economic empowerment (individual level) and migration (national/ and local levels);
   o *3 UN entities as joint partners (UN Women, ILO and IOM). Overall coordination was done by IOM, the leading role within each of the outcome was in regards to the RUNO's mandates:* UN Women – coordination of the component 1, ILO – coordination of the component 2 and IOM – overall project coordination and coordination of component 3. The project has a multi-level approach and targets different topics at the different levels. An analysis of the triple 3 approach shows that the project used a three-level approach, but at each level it targeted different thematic areas, for instance *migration* - at the policy and the local levels (local action plans), but not at the individual level; *economic empowerment* – only at the individual level, but not at the policy/national and community levels; *peacebuilding* and *community development* – at community level and not at two other levels, and *gender equality* – at all three levels (national, community and individual). This project approach shows, on the one side a multilateral approach focused on the different topics; on the other side, despite multilevel character of the project those topics are mostly tackled at some levels only. This reveals some gaps in the consistency of the design and approach.

6. ***Finding 4. The project has a well-defined results chain at the outputs and outcome level, but the impact is not expressly formulated.*** In terms of the Results-Based Management (RBM), the project contains a well-defined results' chain consisting of two types of expected results: *outputs* (eight) and *outcomes* (three) with distinct and inter-connected sets of: baselines, milestones, targets and sex and age disaggregated performance indicators. The *impact*[40] as a long-term expected result is not expressly formulated neither in the narrative part of the project document, narrative reports nor in the Results Framework and is not mainstreamed in the respective donor`s templates (project proposal, narrative reports and Results Framework). Please see more details in the Impact section of this report.

[37] Key informants` interviews.
[38] Ibidem.
[39] Ibidem
[40] See the *Impact* part of the report.

Analysis of the performance indicators of the project reveals that the indicators are logically linked to the expected results. The majority of them are quantitative expressed in: Number of…. or % of… There are also some qualitative indicators such as: Localized assessment on positive and negative gender norms towards women and girls affected by migration in targeted communities (Output Indicator 1.2.1); Existence of a gender sensitive VCA (Output Indicator 2.2.1); Extent to which the policy environment is conducive to participation of women and girls in peacebuilding activities on community level (Outcome Indicator 3a).

7. ***Finding 5. The project document uses a Theory of Change approach, which has valid and interlinked assumptions. The project goal is linked mainly to Outcome I, and significantly less to the Outcomes II and III.*** The ToC has an interconnected *if…then… because* causality. The ToC is based on four assumptions (*Ifs*), which, as confirmed also by the findings of the endline assessment[41] are logically interlinked and valid. The project Outputs resonate with the four *Because* blocks, while the *Then* (the consequence) reflects mostly the project outcomes. The project goal, as formulated in the project document[42], is not fully fine-tuned with the project coverage, because the project included not just Southern regions of Kyrgyzstan, but also one Northern region (Talas)[43]. The goal resonates pretty much with the Outcome I[44] and significantly less with the Outcomes II[45] and III[46] and the ToC`s *Then*. Thus, the goal and the outcome 1, as formulated, are to the great extent similar, because both are focused on *women/girls contribution to peacebuilding* and *promotion the recognition of the role of women and girls in community development and peacebuilding*. The economic empowerment and migration issues tackled by the outcomes 2 and 3 are not reflected in the goal.

8. ***Finding 6. The key elements of the Human Rights Based Approach*** (HRBA) ***are mainstreamed in the project design. The project is gender–sensitive and mostly incorporated the Leave No One Behind*** (LNOB).

Figure 1: The core concept of HRBA
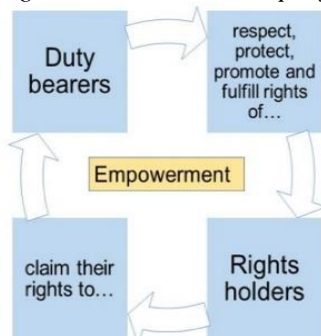
As reflected in the Figure 1, ***the project is focused on the both „rights holders"*** *(SHG, community members, especially women and girls, WMN,)* ***and „duty bearers"*** (local governments, national authorities – State Migration Service, State Agency on LSG and Interethnic Relations, and National Bank of Kyrgyzstan, Ministry of Labour, Social Welfare and Migration). Analyzing the needs and expected results identified and described in the project document, baseline assessment report and confirmed by the interviewed stakeholders, the evaluation concluded that the project design and rights-based approach is justified given the. as such is gender-sensitive by its definition, title, performance indicators, ToC, expected results, target groups and end-beneficiaries. The project design mostly incorporated LNOB Principle by targeting women and girls from the six communities affected by migrations, as well as youth affected by migration.

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[41] Endline Assessment Report "*Empowering Women and Girls Affected by Migration for Inclusive and Peaceful Community Development"* Project, Empirica International Research and Consultancy Institute, October 2021, page 74.

[42] The project goal: *The project aims to make a tangible contribution to peacebuilding in Southern regions of Kyrgyzstan by promoting the full recognition of the role of women and girls migrants in inclusive community development and peacebuilding.* Project document, page 11.

[43] The Talas region was added at the inception phase of the project implementation at the request of the state representative from the Joint Steering Committee.

[44] Outcome I: *Target communities recognize and support women and girls' role and contribution to peacebuilding and community development.*

[45] Outcome II: *Women and girls in communities affected by migration are empowered economically and socially to protect their rights and participate in peaceful community development.*

[46] Outcome III: *National and Local authorities apply socially inclusive approaches in policy making and implement gender-responsive peacebuilding at the local level in communities affected by migration.*

Other vulnerable people as cross-cutting issue, e.g.: the persons living with disabilities (PwD), elderly people and representatives of the minorities were not expressly reflected in the project design. However, some elderly people, i.e. pensioners[47] (particularly elderly women) became members of SHG and were involved in the respective local activities. The field consultations also revealed that among the women migrants are also single parents, victims of domestic violence, HIV positive children. Ethnic minorities were not engaged because the projects sites are mostly mono-ethnic. The project used the *Do-No-Harm* Principle in the design and delivery, making sure that the targeted vulnerable women and girls affected by migration will not suffer or be judged, harassed, or marginalized in their communities for participation in the GEWE actions. When designing the activities on promoting the GEWE issues, the project partners made it less prone to potential push-back reactions from the community, in particular men. At the inception phase, RUNOs organized a kick-off workshop with the implementation partners and discussed the approaches, including the *Do-No-Harm* approach. During the implementation phase, the activities were reviewed to apply the approaches. For instance, before launching the GALS the implementation partners piloted the methodology and then scaled it up in other project sites.

The project documents and informational sources (reports) use the terms „*capacity building"* and *„capacity development/strengthening"* as similar and they are not. Thus, the first term means building the capacity from the scratch, because we assume that there are no any knowledge and capacities, i.e. the baseline is "0"; while the second one recognizes that there are some knowledge and capacities already, i.e. the baseline is not "0" and it is about enhancing the knowledge and development of the capacities, which already exist.[48]

9. ***Finding 7. The selected methods of delivery were adequate and contributed to the expected results.*** The set of interventions included a range of actions, such as: baseline and endline assessments; public information campaigns, outreach actions, GALS approach; self-help groups (SHG), thematic gender-oriented and business trainings; joint peace building initiatives; gender based assessments; capacity development actions, policy-making technical assistance; support in the Local Action Plans (LAP)/Local Socio-Economic Development Plans (LSEDPs) development and the respective roadmaps; policy recommendations to inform and monitor implementation of the NAP on UNSCR 1325.

10. In conclusion, the project is highly relevant and aligned to the national thematic priorities and contributes to the implementation of the nationalized SDGs reflected in the Agenda 2030. In terms of project design, it is gender-oriented by its nature and definition, results-oriented and with mostly consistent and interlinked results` chain, baselines, indicators, and targets and incorporated HRBA and LNOB, ToC, but with some gaps in terms of the description of the expected impact of the project.

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[47] The project has created SHGs consisting of 1,437 women, out of which 57 are in the age 58-72 years, i.e. pensioners. Project database.04.11.2021. Public Fund CDA. In Kyrgyzstan, the pensioners are considered women at 58 years' age and older and men at 63 years` age and older. http://www.pension-watch.net/country-fact-file/kyrgyzstan

[48] For additional information: www.undp.org/content/undp/en/home/librarypage/capacity-building/capacity-development-a-undp-primer.html

4.2 COHERENCE

1. The evaluation team assessed both dimensions of the coherence, i.e. internal coherence[49] and external coherence[50] and concluded that overall, it represents a mixed picture in terms of strengths and weaknesses.

2. *Finding 8. The project has a strong internal coherence, it takes into consideration the previous thematic experiences of the RUNOs and is aligned with other relevant projects implemented by them*. Thus, on the positive aspects, the project is aligned with the international thematic agreements and frameworks, particularly the UNSCR 1325. The project, as confirmed by the data gathered during the field mission, is also aligned with other interventions implemented by the RUNOs. Thus, the project is aligned with other IOM projects in Kyrgyzstan. It was informed by the recommendations and lessons learned from the IOM Development Fund-funded project focused on mainstreaming migration into the local development (2018-2019). The results of the USAID-funded research on identification of the family dynamics/relationships contributed to the development of the project's concept and ToC. Internally, IOM did not have a project which was specifically focused on women migrants during 2020-2021. UN Women has internally ensured project coherence with two other PBF-funded projects on preventing violent extremism (PVE), which UN Women refers to as PVE[51]1 ("Communities resilient to violent extremism") and PVE3 ("Inclusive governance and justice system for preventing violent extremism"). The lessons learnt from these previous projects as a result of reflection and learning sessions under those projects were considered in the project design, e.g. selection of project sites, implementation of GALS approach, work with the disadvantaged groups and elaboration of the gender-sensitive and socially inclusive Local Socio-Economic Development plans. ILO made sure the project is aligned with its other projects aimed at promoting decent labour standards for women and gender-transformative entrepreneurship and employment programs. As the project does not envisage creating employment opportunities, ILO used a different approach in soft skills and capacity development through different ILO training modules.

3. *Finding 9. The external coherence of the project and communication with other PBF projects[52] overall is weak*. The external coherence, communication and synergy was affected by the bottlenecked functionality of the Joint Steering Committee (JSC) of the PBF-funded projects in Kyrgyzstan, mostly because of the political turbulences and reshuffles[53], as well as the COVID-19 pandemic. In the absence of the active Steering Committee, the RUNOs had limited bi-lateral interaction (mostly based on occasional personal contacts) with other PBF-funded actions in Kyrgyzstan. There are no evidences or examples that the UN Development Dialogue Group (referred by RUNOs) has improved external coherence and synergy. This provides a lessons to be learned for the future similar actions. See the *Conclusions and Lessons Learnt* section of the report. There is an external coherence gap regarding the non-PBF funded projects between the planning and data collection/reporting. Thus, the template of the project document[54] asks (and RUNOs

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[49] *Internal coherence* considers alignment with other interventions implemented by the institution, including those of other departments responsible for implementing development interventions or interventions which may affect the same operating context, as well as the consistency of the intervention with the relevant international norms and standards to which that institution/government adheres. For additional information: https://www.oecd-ilibrary.org/sites/543e84ed-en/1/3/4/index.html?itemId=/content/publication/543e84ed-en&_csp_=535d2f2a848b7727d35502d7f36e4885&itemIGO=oecd&itemContentType=book#section-d1e2935

[50] *External coherence* considers alignment with interventions implemented by other actors in a specific context. See: Ibidem.

[51] PVE - Prevention of Violent Extremism.

[52] Ibidem.

[53] The Government representatives are part of the SC.

[54] "*Empowering Women and Girls Affected by Migration for Inclusive and Peaceful Community Development*" Project Document, page 10.

provided) some Coherence-related information in the paragraph 3 - A summary of existing interventions in the proposal's sector, but in the progress and final narrative reporting templates, there is no such a subchapter of analysis of the extent to which the project is coherent with those projects described in the proposal. This is a linkage issue between the project document`s template and the reporting template. It also represents an area for improvement, see the Recommendations part of the report.

4. In conclusion the key strengths of the project are: relevant well-grounded action based on previously identified needs and well-articulated interventions; comprehensiveness, multi-level and rights-based and multi-stakeholder[55] approach and robust M&E system (indicator-based and results-oriented with baseline and endline assessments).

4.3 EFFECTIVENESS

1. Effectiveness of the project was assessed preponderantly by analysis of its achievements and progress towards the targets of the expected results. The key supportive factors and challenges, which influenced the achievements of the results, the project adaptability as well as the innovative approaches are also analyzed.

2. ***Finding 10. The analysis of the evaluation findings illustrate that the project generated positive changes across all three components (outcomes) and made tangible contribution to peacebuilding and increased gender awareness and public recognition of the role of women and girls affected by migration*** (WGAM). The project partners managed to implement all planned actions and performed well and achieved its targets and expected results at the outcome and outputs level as per the Results Framework. Below are described the key achievements per each of the components.

*Outcome 1: **Target communities recognize and support women's and girls' role and contribution to peacebuilding and community development.***

The Outcome 1 included two outputs:
> *1.1: Target communities have access to accurate information and knowledge on the role of women and girls in peacebuilding* with the key actions: 1) Assessment to identify existing practices towards recognizing the role of women migrants in community development and peacebuilding; 2) Public information campaign on the positive contribution of women and girls, including migrants, to community development and peacebuilding and 3) Outreach activities with positive messaging through the support of diaspora leaders and successful women migrants;
> *1.2: Target communities increase awareness on harmful attitudes and practices of gender norms towards women and girls in migrant communities* with two key actions: 1) Identify and engage positive gender norm holders around women and girls in migrant communities in target communities to promote attitudes and behaviour in support of GEWE and 2) Implement Gender Action Learning System (GALS)[56] in pilot communities to address harmful gender norms and attitudes towards women and girls in migrant communities.

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[55] See the Partnership (Sustainability) part of the report.
[56] The *Gender Action Learning System* - is a community-led empowerment methodology to promote more harmonious and violence-free relationships in families and communities. It aims to connect and build synergies between various groups of people in a pursuit of the common vision of promoting a harmonious and life free of gender-based violence for women and girls within their families and the wider communities See: https://www.comminit.com/global/content/manual-gender-action-learning-system-gals-implementation-toolkit

3. ***Finding 11. The project performed well within this outcome and mostly reached its targets, including on gender equality and peacebuilding literacy,*** as confirmed by the desk review findings[57], including the endline assessment[58] triangulated with the data collected from the field mission consultations[59], especially with the community-level stakeholders (LSHG, local authorities). The quantitative data gathered by the endline assessment tailored for key outcome and output indicators[60], as reflected in the table 4, corroborated with the findings of the field mission consultations evidences that ***the project managed to increase the awareness level on gender equality and peacebuilding issues and to influence public attitude in support of WGAM's role in community development in the targeted communities***.

Table 4: Key achievements[61] Outcome 1

Indicator	*Intervention*			*Status*
	Baseline*	*Target*	*Endline****	
Outcome indicator 1 a: % of the population (men and women) in support of gender equality and disapproval of harmful gender norms towards women.	56%	10% increase	67%	Achieved
Outcome indicator 1 b: % of target community members (men and women) who believe that WGAM play a positive role and contribute to peacebuilding and community development	51.40	30% increase	57.82%	Partially Achieved
Output indicator 1.1: % of community members who report increased awareness on the role of women and girls in community development and peacebuilding	36.30%	20% increase	58.09%	Achieved
Indicator 1.1.3 # of people in target municipalities reached out during outreach activities	0	600	1,745	Achieved
Indicator 1.2.2 # of community members applying GALS tools to re-negotiate power relations within families and address harmful gender norms and attitudes, disaggregated by sex and age	0	1,200	1,600	Achieved

* According to the baseline report.
** Source: Endline assessment report *Empowering Women and Girls Affected by Migration for Inclusive and Peaceful Community Development"* Project, Empirica International Research and Consultancy Institute, October 2021

4. An analysis of the key achievements reflected in the table illustrates that there is clear evidences that the project managed to enhance the gender and peacebuilding literacy. It increased the awareness level of the target groups and beneficiaries, but also influenced positively the behaviors of the community members, who apply the GALS tools in their families, re-negotiate existing power relations and address harmful gender norms. As shown by the field mission consultations[62] <u>there is a shift in the people`s perception</u>

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[57] Progress reports, Indicators Matrix (2020 and 2021)
[58] Endline Assessment Report "*Empowering Women and Girls Affected by Migration for Inclusive and Peaceful Community Development"* Project, Empirica International Research and Consultancy Institute, October 2021, pages 29-41 (Findings).
[59] Key informants' interviews.
[60] Disaggregation of these values by gender, age, area, migration status (potential/return migrant), and beneficiary/non-beneficiary status is provided in the endline assessment report, Annex 1.
[61] The evaluation team selected the key performance indicators.
[62] Key informants' interviews.

regarding the *peacebuilding* term, which is a complex concept[63] and includes a wide and diverse range of interventions focused on: good governance, border management, security issues, ensuring fair access to economic opportunities, justice, safety, and services such as health and education.[64] The interviewed stakeholders started to perceive the *peacebuilding* also as a family strengthening element. In this regard there are illustrative feedbacks provided by the interviewed end-beneficiaries, particularly WGAM and other community members from the targeted sites:

„Previously, we thought that the term "peacebuilding" was not applicable to us, we thought it was about resolving conflicts related to problems on the border with other countries. As a result of the project, we learned about the role of peacebuilding in the family and in our community. We learned that peace, tranquility and harmony in the family is also peacebuilding."[65] (Member of SHG)

„We mean by „peacebuilding" not only the resolution of conflicts related to our neighbors. Our village borders with Uzbekistan and we have good-neighborly relations. There is a lot of labor migration in the summer, people come to agricultural work, and border trade is very active. The eradication of domestic violence is very important and this is part of the peacebuilding in the family, a calm atmosphere is a guarantee for a happy family. Therefore, the trainings aimed at increasing our knowledge regarding gender issues, the rights of vulnerable groups, and the protection of migrants' rights."[66] (Member of SHG)

„After completing the trainings and participating public events, we understand that „peacebuilding" does not only apply to war or conflicts on the border, but this also applies to families. We must build peace and harmony at home, between husband and wife, between parents and children, between neighbors."[67] (Member of SHG)

5. ***Finding 12.*** There **are some positive changes in the community perceptions about women's role in community development, peacebuilding and reasons for their migration**. Repeatedly, the community members and representatives of local authorities mentioned that this project helped them to realize that women and girls can and should be politically and economically empowered and contribute to the community development and somehow stabilize the migration. As the findings illustrate[68], the proportion of local population in support of gender equality and who stand against harmful gender norms towards WGAM has increased by more than 10%. According to the endline assessment a total of 57.8% of target community members believe that WGAM play a positive role and contribute to peacebuilding and community development (51.4% baseline). This is confirmed by the interviewed local authorities and members (mostly women) of the LSHG: *„The project changed the perception of our population, people started to recognize the huge role of women in community development and began to think about the reasons for their migration. Many reasons are not only linked to poverty, but also to negative aspects, such as early marriage, domestic violence against women and children etc."*[69] (LSG staff)

6. The project used a wide range of awareness raising approaches and communication tools: such as TV and radio shows, social media, round tables, festivals, competitions and public dialogues, sport tournaments, poetry events, which increased the access of community

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[63] *Peacebuilding* - a set of measures intended to create or sustain peace or prevent the outbreak, escalation, continuation, or recurrence of violence. See: Oxford Languages Dictionary, https://languages.oup.com
[64] International Alert 2021. See: https://www.international-alert.org/what-we-do/what-is-peacebuilding
[65] Key informants' interviews.
[66] Ibidem
[67] Ibidem
[68] Endline assessment report *Empowering Women and Girls Affected by Migration for Inclusive and Peaceful Community Development"* Project, Empirica International Research and Consultancy Institute, October 2021
[69] Key informants' interviews.

members to the information and knowledge on the role of WGAM in community development and peacebuilding by more than 20% as shown above. A total of 1,745 people (1,418 women, 327 men) in target municipalities were outreached during information campaigns and outreach activities.[70]

7. The analyses of the results of the piloted GALS approach and respective tools[71] show that the approach is effective and well appreciated[72] by the local stakeholders due to the user-friendly and easy-going learning style. It influenced positively and shifted gender dynamics at the individual, household and community levels and (as reflected in the table) enabled 1,600 target community members (1,152 women, 448 men) and increased awareness on harmful gender norms towards WGAM. In particular, women appreciated:
"We learned that men could do women's work. Women can do men's work. There is no need to strictly divide the chores. We need to do all the work together. We understood that men could also take care of children"[73]. (Member of SHG)

8. As a result of GALS activities, 90% (71% women, 29% men) of the targeted respondents ([74 ***have positively changed their opinion on women's role in the community development. The household members, who were engaged in the GALS process, became more gender-sensitive, recognizing unpaid care work and supporting women's interests and rights to run activities in the social, economic, and political sphere***. There was no distinction in terms of gender regarding the proportion that changed their opinions (targeted respondents were 72% women and 28% men, and the 90% that changed their opinion included 71% women and 29% men). It is worth noting that, within this outcome the project also strengthened the capacities of the implementing partners and piloted successfully the innovative approach of Positive Deviance (PD)[75]. It identified local good practices of addressing common development and peacebuilding challenges and used them during the awareness raising campaigns and outreach actions. The project beneficiaries, particularly GALS participants and champions – also used cases of PD practices to inform local advocacy campaigns aimed to transform social gender norms at the community level.

9. ***Finding 13.*** As the tangible effects, the ***women increased their self-confidence and are more actively involved in the community level social and economic initiatives. The project had family strengthening effects*** as illustrated below:

„I was very concerned about the issues of domestic violence, therefore the GALS trainings were important and useful. For example, in my family we discussed and used the Happy Family Tree tool. My husband and relatives also received such information and everyone understands that non-violent methods of resolving conflicts in the family are very important for family strengthening."[76] (Member of LSHG)

«We did not get a big financial investment from this project, but we have experienced a change in our capacity in defining jointly with our community members the solutions for

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[70] According to the final narrative report.

[71] The project rolled out 5 GALS tools: *Visioning, Vision Journey, Happy Family Tree, Income Increase Tree* and *Gender Justice Diamond.*

[72] Confirmed by the findings of the endline assessment.

[73] Key informants' interviews.

[74] Endline assessment report *Empowering Women and Girls Affected by Migration for Inclusive and Peaceful Community Development"* Project, Empirica International Research and Consultancy Institute, October 2021

[75] *Positive Deviance* - is based on the observation that in every community there are certain individuals or groups whose uncommon behaviors and strategies enable them to find better solutions to problems than their peers, while having access to the same resources and facing similar or worse challenges. The PD approach is an asset-based, problem-solving, and community-driven approach that enables the community to discover these successful behaviors and strategies and develop a plan of action to promote their adoption by all concerned. See: https://positivedeviance.org/

[76] Key informants' interviews.

the problems, we changed our attitude towards the needs of vulnerable groups and women`s role in community development".[77] (LSG staff)

<u>Outcome 2:</u> ***Women and girls in communities affected by migration are empowered economically and socially to protect their rights and participate in peaceful community development.***

10. This project outcome included four outputs: *2.1 Women and girls in target communities are equipped with knowledge and skills to effectively advocate for their rights* with the key actions: Creation of the SHG of women and girls, including returnees; Trainings on human rights, safe migration, gender equality and WPS agenda; awareness-raising campaign on gender equality and; community level joint peacebuilding initiative by women affected by migration;

    2.2 Women and girls in migrant communities have an improved access to economic (employment and self-employment) opportunities with the key actions: Gender-sensitive business skills gap and value chain analysis; adaptation of the GET Ahead training programme and delivery of the business trainings.

    2.3 Women and girls affected by migration have strengthened their financial capabilities and have access to gender-sensitive financial products with the key actions: gender-based assessment of the financial services and demand; Strengthen financial service providers' capacities and trainings on financial education to WGAM

    2.4 Skills development scheme for women designed and implemented with the key actions: of mapping of the available providers and delivery of the business skills training for WGAM.

11. ***Finding 14.*** Overall, the evaluation findings evidence that ***the project performed well within this outcome***, which was focused preponderantly on: the individual level and contributed significantly to women`s and girls` economic, social and political empowerment, which enhanced their civic engagement in peaceful community development and consolidated perspectives for a better protection of their rights.
    The analysis of the evidences reflected in the written documents[78], including endline assessment and data gathered as the result of the final evaluation consultations, show ***positive individual-level changes***, for instance: the targeted women and girls, according to the results of the training tests[79], are better equipped with knowledge and skills on their rights and economic empowerment (business, leadership; digital and finance knowledge; women, peace and security (WPS); migration, labor rights); improved access to economic opportunities; increased the number of women who refer to social services for exercising their rights; increased the number of women who participate in the peacebuilding initiatives; increased number of women elected in the local governments. The table 5 reflects the performance within the outcome 2.

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[77] Ibidem
[78] Indicators Tracking Table, progress reports.
[79] Following a series of trainings, compared to a pre-test on basic concepts related to social mobilization and advocacy, participants scored 39.5 per cent higher than the baseline values. Progress report 2021

Table 5: Key achievements [80] Outcome 2

Indicator	Intervention			Status
	*Baseline**	*Target*	*Endline***	
Outcome indicator 2 a: % of women from the target group participating in peacebuilding initiatives.	14,8 %	50%	19.87%	Partially Achieved
Outcome indicator 2 b: % of women from the target group who refer to social services for protection of their rights.	33,12%	15% over baseline	37,64%	Partially Achieved
Outcome indicator 2 c: % of women from target groups with increased access to economic and community development opportunities.	25,3%	30%	28.07%	Mostly Achieved
Indicator 2.1.1 % of women and girls from target communities who are equipped with knowledge and skills on how to advocate for their rights.	31,3%	20% over baseline	36,87%	Mostly Achieved
Indicator 2.1.2 % of increased knowledge among training participants on HR, safe migration, GE and WPS agenda and labour rights.	65%	25% over baseline	81%	Achieved
Indicator 2. 1.3 # of initiatives implemented by women /girls affected by migration within awareness raising and advocacy campaigns on gender equality	0	20	20	Achieved
Indicator 2.2.3 a % of increased knowledge among women training participants on entrepreneurship and on social responsibility and cohesion .	40%	20% over baseline	59,6%	Achieved
Indicator 2.2.3 b # of women self-employed / operators of income generation activities who access VCD opportunities in a specific sector.	0	150	166	Achieved
Indicator 2.3.3 a % of increased knowledge and skills on financial literacy among trained women	57%	20% over baseline	84%	Achieved
Indicator 2.4.2 % of improved knowledge & technical skills of women affected by migration on successful business start-up and access to VCD opportunities.	49%	20% over baseline	91%	Achieved

* According to the baseline report.
**Source: Endline assessment report *Empowering Women and Girls Affected by Migration for Inclusive and Peaceful Community Development"* Project, Empirica International Research and Consultancy Institute, October 2021
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12. ***Finding 15. The project contributed positively to mobilization of the community members majority of the targets were fully or mostly achieved*** and two outcome-level targets (2a and 2b) were partially achieved. As the interviewed stakeholders remarked[81], those targets are related to the behavioral changes (participation and referring) and require more time and efforts than the targets linked to capacity enhancing (e.g. increasing knowledge, providing access). In addition, evaluation team concluded that the target 2a seems to be too ambitious. The project managed to increase the percentage of women from the target group participating in peacebuilding initiatives from approx. 15 % to almost 20%, but still far away from the targeted 50%. The project represented a mobilization factor (about 1,500

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[80] The evaluation team selected the key performance indicators.
[81] Key informants' interviews.

persons[82]) in all six targeted sites into 145 Self-Help Groups (SHGs)[83]. It provided a multi-dimensional and comprehensive support (social, economic and political empowerment) to the end-beneficiaries, particularly women and girls by:

a) Enhancing their knowledge and developing the skills on how to advocate for their rights, gender equality, WPS, labor rights (31.3% baseline, 36.8% endline);
b) Increasing access to economic opportunities (25.3% baseline versus 28% endline) through tailored business training programs and support to income generating activities;
c) Encouraging community involvement to implement community development and peacebuilding initiatives (baseline 14.8%, endline 19.8%);
d) Supporting thematic awareness raising activities;
e) Encouraging referring to social services for protection of their rights (33.1% baseline versus 37.6% endline, i.e. 20 women[84]);
f) Increasing the financial literacy and digital skills of the beneficiaries;
g) Engagement of women in political leadership trainings and participation in honoring events[85]
h) Promoting participation at the local level and in decision-making through elected 13 women (out of 24) to the local councils (kenesh).

13. As a *social empowerment* indicator can be also perceived the high number (39) of the local community development initiatives submitted by the women from the created SHGs and supported (23) by the project through small grants scheme. As the result of the support provided the project improved social infrastructure, particularly: created workout places for recreational activities; established public spaces for WGAM for information exchange and meetings of the networks; created job spaces for women and girls.

14. *Finding 16. The project contributed significantly to the economic empowerment of the end-beneficiaries, particularly WGAM*[86], *who increased their financial education and digital literacy* through the ILO`s Gender and Entrepreneurship Together (GET) Ahead training programme[87] provided in both formats online and offline. The training program was tailored to the needs of the women as the results of the previously undertaken needs assessment. The collaboration with the National Bank of the Kyrgyz Republic (NBKR) increased the access to the programme as the course was translated in the Kyrgyz language and have promising sustainability prospects given the NBKR commitments. See the *Sustainability* part of the report. As the result of the economic development support, the beneficiaries improved access to the available financial resources, including the Savings Fund of the SHGs and, as mentioned the interviewed stakeholders, who accessed value chain development[88] (VCD) opportunities and run income generating activities[89] and get

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[82] Progress reports and endline assessment.

[83] Ibidem

[84] Seven of them resolved their issues during project duration time.

[85] For additional information: https://eca.unwomen.org/en/news/stories/2021/08/elected-women-deputies-of-local-councils-honored-in-innovative-event

[86] According to the project documents (progress reports), a total of 1,437 WGAM, members of 145 SHGs.

[87] The training package Gender and Entrepreneurship Together – GET Ahead for Women in Enterprise – aims to assist ILO partner organizations in promoting enterprise development among women in poverty who want to start or are already engaged in small-scale business.

[88] The ILO`s Value Chain Development approach looks at market dynamics and relationships between the different actors in the chain with the objective of strengthening the whole market system - enterprises, business relationships, financial networks, supporting functions, rules and norms, and the business environment – in a way that ensures greater benefits for the poor from economic development. See: *A Rough Guide to Value Chain Development.* https://www.ilo.org/empent/areas/value-chain-development-vcd/WCMS_366005/lang--en/index.htm

[89] The project financially supported 73 women in running their businesses: farming, catering, garment, handicrafts, beauty salon, education.

employed[90], increased their household incomes[91]. Some illustrative examples gathered during the field mission are described below:

„The training on digital skills was very useful, because I learned how to use the advantages of our phones, how to use Google, Google map, Instagram. We also created WhatsApp groups, which enhanced the communication between the SHR members and the community. Thanks to the project, I use Zoom application and I benefitted from remote trainings during the pandemic. This was the most useful trainings for me.''[92] (Member of the SHG.)

„The women began to participate actively in the life of the village. As the result of the business trainings we gained new knowledge and learned how to run an income generating activity. We learned business ideas and began to apply them and to communicate with each other, support each other and solve problems together.''[93] (Member of SHG)

„With the support of the project, we created an opportunity for ourselves to increase our income and 14 people received equipment for their income generating activities. For example, after participating in the project and business trainings, four women received sewing equipment, one man, the husband of a SHG member received molds for making paving stones, another man received a welding machine for forging products, women received display refrigerators for trade.''[94] (Member of the SHG.)

15. ***Finding 17. In terms of political empowerment, the project had catalytic effects on the women by promoting their public engagement in local decision-making processes***. As the result, 24 women from SHGs participated in local elections and 13 of them were elected as the members of the Local Councils (April 2021) across all six localities. A comparative analysis with the similar elections from 2016 shows that in 2021 about 2.5 times more women candidate for the local elections and 5 times more were elected.[95] In other words in 2016 there were 10 women candidates, out of which were selected 3 (i.e. 30%), while in 2021 - 24 women candidates, out of which 13 (54%) were elected. Analysis of the data evidences the increased number of women candidates for the local authorities, but also the number and percentage of those elected. It also illustrates the contribution of the project, which delivered political engagement activities to those women.

16. The end-beneficiaries from one of the project sites, Ak-Turpak LSG, Kadamjai district, Batken oblast, interviewed during the field mission consultations remarked: *„We consider, as direct result of the project that now there are 9 women members[96] out of 21 members in the local kenesh, instead of one as was before the project. These women defend the interests of women, support the initiatives and protect the rights of socially vulnerable population. Before the project, many of these women did not even think about nominating themselves for the local kenesh. The project consolidated us in the SHG, we found support and understanding, and we found common interests and better solutions. We can say now we are for "women's solidarity", therefore, during the elections, many women supported women candidates.''[97]*

17. And last but not least, one of the best illustrations of the solidarity and peacebuilding awareness levels is the public reaction of the envisaged targeted communities to the armed

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[90] 42 women from target communities got a job placement as the result of the local initiatives. Final narrative report. 2021.
[91] Key informants' interviews.
[92] Key informants' interviews.
[93] Ibidem
[94] Ibidem
[95] Final narrative report.
[96] As revealed in the local consultations, 17 women empowered by the project ran for Local Parliament in Ak-Turpak LSG and 9 of them were elected.
[97] Key informants' interviews.

border conflict in Batken region between Kyrgyzstan and Tajikistan (April 2021)[98]. Thus, according to the field mission consultations[99] and desk review findings[100] around 500 SHGs members previously involved in the project activities and originally from two project villages (Ak-Turpak and Orozbekov) were actively involved in the emergency response such as: accommodation of the refuges, mobilization of the financial resources[101], distribution of the humanitarian aid (clothes, foods, blankets, etc). This public reaction, as confirmed by the interviewed respondents, underlines the contribution and the effects of the social empowerment and peacebuilding awareness actions delivered by the project.

Outcome 3: **National and Local authorities apply socially inclusive approaches in policy making and implement gender-responsive peacebuilding at the local level in communities affected by migration.**

18. The Outcome 3 included two outputs:

3.1 A draft gender-responsive state migration policy is produced with the following key actions: support in drafting gender-responsive state migration policy; policy recommendations based on the community engagement and delivery of the workshops for national and local authorities on migration issues, gender responsive peacebuilding and social inclusive community development; and

3.2: Local authorities in pilot communities affected by migration and prone to conflict are able to develop and implement LAPs on gender-responsive peacebuilding in line with NAP 1325 with the key actions: Creation of the local security councils and development of the LAPs on WPS; Roadmaps development on the implementation of LAPs; Policy recommendations to inform NAP on UNSCR 1325; Support Women- Peacekeepers Network and the Forum of Women-MPs to monitor implementation of the Roadmap on WPS and the national policy on GEWE.

Finding 18. The project performed well and contributed significantly (by providing technical expertise, capacity enhancement and community engagement) to the development of the national and local gender-sensitive and socially inclusive peacebuilding policies. Particularly, it contributed to development of the social inclusive and gender -sensitive migration policy and LAPs and to a better implementation of the gender-responsive peacebuilding in the targeted sites. As the result of the thematic capacity development workshops and consultations delivered jointly with the Women Peace Network for the LPAs, six LAPs were elaborated after the wide public consultations. The LAPs incorporated community development and GEWE considerations, including measures on Women Peace and Security and NAP 1325 localization. The new LAPs compliments the national level NAP 1325 and supports the realization of the UNSCR 1325 national commitments at the local level.

Table 6: Key achievements[102] Outcome 3

Indicator	*Intervention*			*Status*
	Baseline*	*Target*	*Endline***	
Outcome indicator 3 a: # of national or local level policies, frameworks or guidelines, that include recommendations on gender-sensitive state migration policy.	0	3	5	Achieved

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[98] For additional information about the border clash Between Kyrgyzstan and Tajikistan: https://www.usip.org/publications/2021/05/border-clash-between-kyrgyzstan-and-tajikistan-risks-spinning-out-control
[99] Key informants' interviews.
[100] See final narrative report, 2021.
[101] According to the CDA`s progress report the financial support represented KGS 183 170 (about $ 2,200).
[102] The evaluation team selected the key performance indicators.

Outcome indicator 3 b: # of target municipalities, who support women and girls affected by migration through consultations on safe migration, civic activism, and peacebuilding.	3	6	6	Achieved
Outcome indicator 3 c: # of target municipalities who apply gender-responsive peacebuilding principles in support of women's participation in community development.	4	4	6	Achieved
Output Indicator 3.1.1 Availability of a draft concept of state migration policy.	Not available	Concept developed	1	Achieved
Output Indicator 3.1.3 b Availability of a SoP for local authorities to provide consultations for women migrants, including referral services.	Not available	Developed SOP	1	Achieved
Output Indicator 3.2.1 # of LAPs developed on gender-sensitive peacebuilding.	4	6	6	Achieved

* According to the baseline report.

﹡ Source: Endline assessment report *Empowering Women and Girls Affected by Migration for Inclusive and Peaceful Community Development"* Project, Empirica International Research and Consultancy Institute, October 2021

19. An analysis of the achievements reflected in the table show that *the project achieved its key targets as reflected in the endline values*. Thus, the project provided much appreciated (by the State Migration Service) national policy-making support in development of the Concept of the State Migration Policy[103] (2021-2030), which represents a long-term vision for managing migration processes. The project provided financial support for organizing the meetings of the task force group and technical support through the experts, including the gender expert to make sure the policy is gender-sensitive. The project also facilitated various consultations of the task force group with the women leaders of the Kyrgyz diaspora, community members (project beneficiaries). The same type of support was provided at the stage of developing the Action Plan of the State Migration Policy.

20. As highlighted the interviewed representative of the State Migration Service: „*After a 10 year-break, and thanks to the consistent support provided by IOM, Kyrgyzstan have a new policy, which was developed in a participatory manner[104] and approves the main country's priorities on addressing migration and making it work for the development of Kyrgyzstan.*"[105] Among other areas, the strategic document highlights the importance of creating a special assistance program to ensure the return and sustainable reintegration of returning migrants, especially women and children.[106]

21. *Finding 19.* Following the national policy-making process, *the project was successful in mainstreaming gender-sensitive approaches and indicators at the policy level in the National Action Plan (NAP) on Migration Policy* and Local Action Plans/Local Socio-Economic Development Plans The technical assistance to the respective Task Force Group culminated with the recommendations provided to (and incorporated by) the Parliament on engaging diaspora and local migrant communities and policy recommendations to inform NAP on UNSCR 1325. However, due to political reshuffles and turbulences, the NAP is still in the drafting process, and it is not clear the extent to which the recommendations will be taken into consideration by the Parliament of the country. There are tangible policy level

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[103] Concept of the State Migration Policy (2021-2030) adopted by the Government of Kyrgyzstan in May 2021.
[104] Beside the resident citizens of Kyrgyzstan, the women migrants were also involved by IOM in the public consultations.
[105] Key informants' interviews.
[106] See: https://www.kg.undp.org/content/kyrgyzstan/en/home/presscenter/pressreleases/2021/09/migration-research.html

results at the local level, where six (one in each locality) Local Action Plans/Local Socio-Economic Development were developed[107] in a participatory manner with the involvement of the members of the SHG and other community members empowered by the project interventions. All LAPs contain NAP 1325-related actions, as well as activities focused on: promoting of women and girls; supporting migrant families; women's healthcare; prevention of domestic violence; family strengthening issues; job creation for women, construction of kindergartens, and recreational infrastructure.

22. The LSGs also included peacebuilding goals and strategies on social cohesion and engaging women and girls into these processes, which had not been done before. All six municipalities are equipped with the Standard Operating Procedures (SOPs) on referral and consultations for WGAM, which include guidelines on referral services to WGAM. The SOPs are helping LSGs to provide necessary consultations and advisory support to women, including those affected by migration. The need for the SOPs was identified during consultations with the LSGs and representatives of the State Agency for Local Self-Government, religious issues, and inter-ethnic issues, as LSGs did not have any gender-sensitive SOPs which were aimed at assisting women. Since the project ended, the LSGs remarked that the SOPs are indeed quite useful when providing consultations or referring the women to different state services.

23. The national and local authorities mentioned during the evaluation field consultations[108] that they apply socially inclusive approaches in policy-making and implement peacebuilding in their communities. For example, the Ak-Turpak municipality (Batken) organized a community festival called "*Migrant women are the foundation for peace and development*". One illustrative feedback provided by the interviewed representative of the local government: „*Almost every family in our villages has a migrant, thanks to the project we started to work with diaspora and recognized the ultimate role of women and men in migration for local development.*"[109] (LSG staff)

24. However, the common difficulties mentioned by the representatives of all six local authorities are related to the technical expertise and securing the necessary resources for the implementation of their elaborated LAPs. See *Sustainability* part of the report.

Finding 20. The Women Peace Network benefited from consistent thematic events, which increased its functionality and enhanced its monitoring and implementation capacity of the WPS Agenda Roadmap and national policies on women empowerment and gender equality issues. The Women Migrants Network[110] (WMN) represents one of the tangible project accomplishments and the first-ever platform created for facilitating the engagement of women from the Kyrgyz diaspora working abroad and women affected by migration living in the country of origin. The WMN`s engagement generated a positive impact during the pandemic outbreak, when Kyrgyz diaspora provided comprehensive financial support, which was used for health care purposes in the targeted communities of the project. The WMN has an ascending development trend, given the constantly increasing interest of its members and the WMN is in the process of development of the three-year Action Plan. The, interviewed WMN members illustrated commitments for lobbying for necessary legislative and institutional changes in migration policy, support in advocating for the rights and empowerment of women through information exchange, mentoring successful women migrants and other women involved in migration processes. As confirmed during the remote

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[107] LAPs were developed in March 2021.
[108] Key informants' interviews.
[109] Key informants' interviews.
[110] Women Migrants Network was created in May 2021 and brought together about 20 women from the Kyrgyz diaspora based in different cities and 12 local women migrants and returning women migrants from the pilot municipalities.

consultations[111] with the Kyrgyz migrant women (based in Russia and Ukraine), the WMN members communicate periodically, participate at different events and are interested in promotion of the issues of women migrants at national and local levels. The further strategy of the RUNOs is to sustain this Network as a permanent dialogue and advocacy platform through supporting the initiatives and the projects of the Kyrgyz diaspora, including those focused on promotion of the GEWE agenda.

Factors, which influenced project implementation.

25. *Finding 21. There are two key factors and one key driving force identified by the evaluation team, which somehow influenced project delivery and modus operandi.* Thus, the COVID-19 pandemic restrictions and trans-border armed conflict between Kyrgyzstan and Tajikistan. The feedback provided by one of the representatives of the local authorities underlines the influence of the pandemic, but also the relevance of the project: *«COVID 19 was a big challenge for us, the number of returning migrants has sharply increased in Kyrgyzstan in June 2020, most of them were women and children. The project was on time in supporting us to start working with them directly and improve the related data for proper decisions."* (LSG staff)

26. The adaptation measures used by the project included non-monetary and monetary adjustments and specific additional activities. The pandemic restrictions changed the *modus operandi* to the online interaction (non-monetary adjustments), which negatively affected somehow the communication and interaction between the implementing partners and the communities, but also between the local authorities and community members. Given the pandemic situation, the women from the project sites sewed protective masks for the community members, including for the most vulnerable ones. The project also provided economic support to the beneficiaries through community development and peacebuilding initiatives, business initiatives, and grants – diminishing the effects of the pandemic. As the management response to the armed conflict between Tajikistan and Kyrgyzstan and involvement of two project sites in the humanitarian assistance, the project team shifted some activities in both sites planned for April –May 2021. The monetary adjustments included financial reallocations for purchasing the personal protective equipment and communication costs.

27. *The implementing partners were the key driving forces of the project*. Thus, the implementing partners, among others: established and maintained close communication and cooperation with the local stakeholders; provided tailored capacity development actions; and monitored on-going processes and provided respective guidance. Analysis of the project development dynamics shows that none of the factors generated significant deviations from the work plan and the project was able to deliver all planned activities and to mostly reach the expected results as planned.

4.4 EFFICIENCY

1. The efficiency was examined in terms of the implementation of the major project activities and timeliness of the achievements, delivery methods and use of available resources. The aspects of project management, monitoring and evaluation system and jointness were also considered along the evaluation process.

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[111] Key informants' interviews.

2. ***Finding 22. The project overall was efficient. The technical expertise (on gender mainstreaming, economic empowerment, national and local policy-making, WPS, migration, peacebuilding, social and political empowerment) and the resources, i.e. inputs invested in the project (financial, human, material, time) were adequate and sufficient for reaching the expected results.*** The tracking of financing in support of GEWE allocation[112] contributed to a better efficiency. The RUNOs were not aware of such methodology, which was piloted for the first time in the country. As remarked one representative of RUNOs: *„We did it in the early beginning - almost prior to the inception phase. Initially, we did it on the outcome level and then - on the output level. We could see our gaps in terms of financing at the early stage. Later it was also important to do it in mid-term to ensure we are still on track with efficient financing. Once the gaps were identified - we revised the budget. This methodology helped us budget-wise, but also to reflect on what we actually mean when we say gender-transformative or gender-sensitive. Overall, it was useful to see the extent to which we are tracking our budget efficiency. I would definitely use in the future this approach and ideally it has to be further used by the implementing partners, as well."[113]*

3. The financial resources were allocated and split equally between the RUNOs as they agreed at the project design phase, even though in the regular practice the leading agency receives higher amount of budget, because of the higher amount of the efforts to coordinate the implementation, communication, decision making, reporting etc. The RUNOs and the evaluation team consider that the current formula is adequate, because somehow recognizes equal responsibility of the project partners over project implementation and performance. The project managed to reach the majority of the targets with the available inputs. The project was adequately staffed and the financial resources were used for the budget lines as planned without significant deviations. No information was found about misuse of resources, inefficient approaches or contra-productive partnerships. The evaluation also did not find any alternative solutions, which could be provided at fewer expenses and / or would be more economical for the project.

4. The interviewed local stakeholders particularly appreciated the capacity development actions (GALS and GET Ahead approaches) and the high qualification of the thematic trainers, who used interactive and accessible communication styles and facilitated learning. Some of them mentioned some fatigue because of the duration and intensity of the online training events. The consulted stakeholders repeatedly mentioned that the online trainings reduced the efficiency of the capacity development and affected interaction and communication with other participants and the trainers, because of the poor internet connection, insufficient digital equipment (computers, smartphones). The diversity of the awareness raising methods (e.g. caravans, festivals, recreational events, TV and radio shows, social media etc) was also remarked by the stakeholders.

5. ***Finding 23. The management of the project was mostly proactive, receptive with clearly divided roles between the RUNOs, strong communication, robust monitoring and evaluation (M&E) system and periodical joint reporting (progress and financial reports), which highlight the equally distributed accountability aspects.*** In terms of the timeliness of the implementation of the planned activities, as mentioned the project was somehow influenced by the COVID-19 pandemic restrictions and trans-border conflict. The project response mechanism, such as: remote (online) modus operandi and rescheduling of some

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[112] The tracking of financing in support of GEWE allocation methodology was proposed by UN Women to help the UN agencies to consider/maximize the budget allocation for GEWE at each stage of project implementation, to re-consider allocation for GEWE and to ensure lessons learned/recommendations.

[113] Key informants' interviews.

of the activities in the two affected by the conflict project sites, proved to be efficient and the activities were mostly implemented without significant deviations. The joint approach of the RUNOs was the key factor, which generated valuable assets: brought different thematic expertise, particularly gender mainstreaming (UN Women), economic empowerment (ILO), and migration (IOM); stimulated joint reflection, learning and adaptation (RLAs); avoided duplication and increased cost-sharing[114] and determined participatory reporting and community-based monitoring. All these increased the relevance and performance of the project. The joint approach is the key factor, which reduced duplication and increased cost-sharing.

6. The M&E system facilitated timely tracking of the progress, identification of the risks and opportunities and well-informed management decisions. The key M&E elements are:
   o Three-lateral (IOM, UN Women, ILO) regular consultations between the RUNOs;
   o Multi-stakeholder RLA sessions with the implementing partners;
   o Consistent technical and quality assurance support provided by a cost-shared dedicated M&E expert and the regional M&E specialists of each RUNO;
   o Comprehensive baseline and endline assessments;
   o Two-level reporting and data collection undertaken by the implementing partners and the RUNOs;

The M&E was done accordingly to the M&E plan reviewed by the PBF Secretariat`s M&E specialist and overseen by the project`s M&E expert. The reflection, learning and adaptation sessions/workshops facilitated accountability, exchange of information, learning and discussions of challenges (e.g. difficulties with the access to the internet of the end-beneficiaries; overloaded schedule of the women during the daytime) and adaptation measures (e.g. decrease of the nr of online events and increase the number of the offline events; online events during the evening time etc.[115]).

5. IMPACT

7. As mentioned in the *Relevance* chapter, the expected *impact* is not expressly formulated in the project document and it is not included neither in the Results Framework nor in the progress reporting templates. Subsequently, there are no indicators and targets for measurement.

8. The evaluation team deducted it from the project goal as formulated in the project document: *The project aims to make a tangible contribution to peacebuilding in Southern regions of Kyrgyzstan by promoting the full recognition of the role of women and girls migrants in inclusive community development and peacebuilding.[116]* The final evaluation findings show that the project was catalytic and brought some gender- transformative quantitative and qualitative changes[117]. It contributed to long-term changes such as: increased gender awareness; enhanced gender equality literacy of the public authorities and end-beneficiaries/women political and socio -economic empowerment; increased recognition of the role of women and girls affected by migrants and their role in the inclusive community development and peacebuilding; and increased gender-sensitiveness of the national and local policy-making.

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[114] E.g joint (IOM and UN Women) contracts with the implementing partners, M&E specialist, evaluation team, baseline and endline assessment providers) as well as cost-sharing of some events.
[115] RLA Workshop Log, February 2021
[116] PBF Project Document *Empowering women and girls affected by migration for inclusive and peaceful community development,* page 11.
[117] See *Effectiveness* part of the report.

9. ***Finding 24. The changes generated by the project interventions are in line with the anticipated change pathway reflected in the ToC.*** Thus, the targeted communities enhanced their perceptions about the WGAM role in the community development (1st *If)*; the women and girls increased their self-confidence, knowledge and developed skills to protect their rights and benefit from development opportunities (2nd and 3rd *Ifs)* and the national and local authorities applied inclusive approaches in national and local policy-making (State Migration Policy, LAPs) and are in the process of their implementation (4th *If)*. Subsequently, the women and girls are more empowered (politically, socially and economically) and included in the development of their societies (ToC`s *Then)*.

10. In addition to the quotes already provided in the report, below are presented a few more, which support the claim. „*We, as women, gained confidence in ourselves that we can make a great contribution to the development of our community and we are more actively involved in the local development initiatives. The population began to recognize and to take into account the contribution of women to the development of the village*."[118] (Women, member of the SHG).

   „*In our community, there were negative norms and stereotypes in relation to women in migration. The project began to change positively the attitude of the population towards migrant women. The project helped women to gain knowledge in the field of migration, especially those women who returned during the pandemic, to learn about our rights and obligations as migrants, as well as some other useful information, for instance about information about the registration procedure in Russia, about the ways to obtain compulsory health insurance.*[119] (Women, member of the SHG).

   „*Compared to other projects, such as the one funded by the Asian Development Bank, this project is quite small in terms of the funding. It did not invest a lot of money, but in many cases changed the minds of people, provided education, information and changed people's attitude to issues of women migration and the role of women in the family.*"[120] (Staff member of the LSG).

   „*This project is aimed at promoting the interests of women and girls exposed to migration. Previously as the local government, we did not work on this topic, although the level of migration among women is high. The project is not significant in terms of financial support, but has a colossal social effect on strengthening the status of women subject to migration. The women, members of the SHG, became active in the local budgeting process. They are not the same as before when most of them were silent and reluctant to speak considering that it is not their business to interfere in the local governance issues*" [121](Staff member of the LSG).

11. However, as remarked by some of the interviewed stakeholders[122] and highlighted in the endline assessment report[123], despite the positive changes generated with the project contribution and described in the evaluation report, the harmful gender behavior still persists in the communities, and women cannot always make decisions for their activities[124]. Therefore, there is a need for further sustained efforts to generate long-term sustainable changes. For the strategizing efforts - see the *Sustainability* part of the report.

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[118] Key informants' interviews.
[119] Ibidem
[120] Ibidem
[121] Ibidem
[122] Ibidem
[123] Endline Assessment Report *Empowering Women and Girls Affected by Migration for Inclusive and Peaceful Community Development"* Project, Empirica International Research and Consultancy Institute, October 2021, page 72.
[124] Ibidem. Key infomrants` interviews.

12. The project also contributed to implementation of the global norms and standards on gender equality regarding migration, inclusive community development and peacebuilding, such as: implementation of the UN SCR 1325 (Women, Peace and Security), CEDAW norms as well as, the Global Compact on Safe, Orderly and Regular Migration, which underlines the importance of mainstreaming migration for the development purposes.

13. ***Finding 25. The project contributed to implementation of some national policies beyond the project document (unplanned results)***. Thus, the community development and socio-economic planning subcomponents (LSED plans, Regulation on selecting and financing local initiatives by LSG bodies) of the project contributed to the implementation of the Regional Development Policy of the Kyrgyz Republic (2018-2022)[125], which among others targets: „*strategic planning and acceleration of the regional socio-economic development and improvement of the welfare and quality of life of the population*", „*capacity development of the regional and local stakeholders*" and „*civic engagement in the local governance and community development*".[126]

14. The project (component II) contributed to implementation of the Road Map" "Digital Kyrgyzstan Concept" (2019-2023)[127] by: 1) boosting digital skills and knowledge of the participating community members and LSGs staff; 2) introduction of an on-line capacity development course[128] and educational tools jointly by the National Bank, ILO and PF "ATiC" as well as development and launching of the new electronic mobile application "Human Rights. Migration. Mobile directory"[129]. This innovative mobile tool was designed based on the community needs, including the WAGM. It contains information on Human Rights, Labor rights, safe migration and women's rights and is meant to serve not only for women but also for men. It facilitates the access to information and supports local authorities in public consultations. The tool accesses the information after the project closure, and in the case of other projects there is an opportunity to add information, features etc. The mobile application enhanced the access of the population to information on various topics, including human rights, migrations etc.

15. The project also contributed to implementation of the Programme on Family Support and Child Protection of the Kyrgyz Republic (2018-2028)[130] by supporting the targeted LSGs (through SOPs development), which are collecting migration-related data and creating a respective database necessary for estimation and analysis of the migration and protection of families and children affected by migration.

6. SUSTAINABILITY

1. In terms of the likelihood of sustaining the benefits of the project, the achievements at the final evaluation are particularly important. Given the relatively short project implementation period, the evaluators assessed the potential sustainability prospects of the project achievements.

2. ***Finding 26. Generally, the sustainability of the achievements presents a mixed picture: in some cases, there are promising sustainability prospects, while in other case– - fragile and even weak***, as described below. In terms of *policy sustainability,* the project among

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[125] The Regional Development Policy of the Kyrgyz Republic (2018-2022), March 2017, page 1, pages 22-23. https://www.gov.kg/ru/programs/7

[126] Ibidem

[127] The Road Map (Chapter 3) targets digital skills and and digital literacy development. See Road Map "Digital Kyrgyzstan Concept" 2019-2023, February 2019. https://www.gov.kg/ru/programs/12

[128] For additional information: https://www.finsabat.kg/education/online_course_ILO

[129] The mobile versions of GALS manuals on 5 basic tools in Kyrgyz, Russian and Uzbek languages were developed and disseminated among GALS participants through WhatsApp and Telegram. Community members can save and have manuals in the smartphones and have access whenever they might need them. For additional information: https://play.google.com/store/apps/details?id=com.atlassoft.wom

[130] Programme on Family Support and Child Protection (2018-2028), August 2017, page 4-6.

others was focused on supporting and influencing the national and local policy- making. Adoption of the long-term State Migration Policy and multi-year LAPs in the targeted communities represents promising sustainability perspectives given the long-term commitments reflected in those policies and illustrates the national ownership of the achievements. The elaborated standard operating procedures have also consistent sustainability prospects, because they are approved and valid for undefined period. The field mission consultations with the representatives of the State Migration Service and local public authorities show that there is a clear will and demand to implement the adopted policies, but in both cases (national and local level) the stakeholders remarked the difficulties in implementing the policies, mostly because of the insufficient financial resources.

3. The project was geared towards institutional capacity development of the local authorities and individual empowerment of the end-beneficiaries, particularly women and girls affected by the migration. Evaluation findings show that the *institutional and individual sustainability perspectives* are promising in terms of knowledge acquired, developed skills and perceptions changed. *„In line with the LAPs, we will continue the work on the social issues in our community and we will keep involving women in the community development actions and policies, including in adjusting the LAP, if needed. The municipal employees improved knowledge and skills on inclusive community development and these knowledge and skills are important to us in our current and future work. We will identify problems and solutions in our village with the participation of the population, including the vulnerable people."*[131] (Staff member, LSG)

„We have learned to reflect and work together. Even if the project is completed, we continue to work given the available resources. We cooperate with community leaders, teachers, specialists of local self-government bodies, youth organizations, Court of Aksakals and the Women's Council"[132]. (Staff member, LSG).

4. The sustainability of the established SHG seems to be promising, Thus, the SHGs periodically benefit from the in-kind support (location) from the local authorities and they continue to get involved in community development initiatives
„My sister and I participated in online trainings with my mother. As a result, we have acquired new knowledge, for example, we know that the law protects us from gender-based violence. I am going to actively participate in the community actions, but also to inform and discuss with my classmates about the problems of early marriage, children rights and migration. I also learned how to use social media. I want to be economically strong and I set a long-term goal to continue to study, enter a university, and become self-sufficient".[133] (Member of the SHG)

„I pay special attention to integrate gender equality knowledge acquired by me in my school. As a teacher, I will continue to be active in our SHG. I am working on gender literacy and gir's' empowerment, because it provides them better opportunities for the future."[134] (Member of the SHG)

5. There are also promising sustainability perspectives in the case of institutionalisation of the adapted ILO's Financial Education Training into e-learning course[135]. Thus, as mentioned the interviewed representatives of the NBKR[136], the institution is committed to use this e-

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[131] Key informants' interviews.
[132] Ibidem.
[133] Ibidem.
[134] Ibidem.
[135] For additional information: See: https://ecampus.itcilo.org/login/index.php
[136] Key informants' interviews.

course to support implementation of priorities within the National Strategy of Financial Inclusion, which is in the process of elaboration[137].

In addition to that, the project prepared a team of certified trainers, who can be involved in the delivery of the e-learning course and other similar initiatives. The *financial sustainability* prospects are overall weak. The e-learning course on financial education has promising prospects, should it be incorporated in the financial inclusion strategy, while the implementation of the LAPs and the State Migration Policy requires adequate financing, as mentioned by the respective representatives of the local and national public authorities. The project had some catalytic effects and leveraged additional non-PBF funding support from UK Foreign, Commonwealth and Development Office in the amount USD 187,491. The duration of the complementary project was November 2020 - May 2021.

6. ***Finding 27. The project has a well-structured and justified logic of intervention (entry strategy), but no exit strategy as mentioned in the project document***.[138] Beside the lesson which should be learned in this regard[139], the consultations with the project stakeholders revealed that the project partners and RUNOs had made efforts, discussed[140] and sensitized the engaged local counterparts to ensure the national and local ownership over the project's results. For example: 1) According to developed six SOPs on referral support and advisory to WAGM, LSGs are responsible for providing this support as part of their regular work; 2) The local initiatives launched within the project are fully integrated into municipalities' LAPs, therefore the oversee functions and ownership are delegated to the LSGs; 3) The internal network of GALS champions, who previously benefitted from the ToT, and the local authorities are committed to further use and apply the GALS approach and the RUNOs are committed to further engage the project's beneficiaries and local authorities in the next projects; 4) The implementing partners are committed to upscale and replicate the *Positive Deviance Approach* in the future projects and 5) the ILO partner, AMFI is engaged in further implementation of the e-learning course on Financial Education together with National Bank within other projects[141].

Even though the Exit Strategy was not developed as a formal document, the evaluation concluded that the RUNOs, as described contributed positively to the consolidation of the sustainability prospects of the achievements. The RUNOs are also committed to replicate and further engage the project stakeholders, including the beneficiaries in the next projects.

Partnerships.

7. The partnership and coordination arrangements between the recipient organizations are defined in the project document[142]. The project was implemented smoothly according to the defined roles and responsibilities of the RUNOs.

8. ***Finding 28. The project established multi-dimensional partnerships with the key stakeholders, which worked well.*** In addition to the joint approach of RUNOs, which contributed to better results and improved communication, coordination and information sharing, the project established multi-dimensional partnerships with: 1) implementing

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[137] For additional information: https://www.nbkr.kg/newsout.jsp?item=31&lang=RUS&material=94253

[138] PBF Project Document „*Empowering women and girls affected by migration for inclusive and peaceful community development.",* pages 18-19.

[139] See the *Lessons Learnt* part of the report.

[140] Close-out Workshop, June 2021.

[141] *For instance:* Within the joint IFAD - Ministry of Agriculture project, the organization will use ILO`s Financial Education course. The project will cover all the regions of Kyrgyzstan including the current project sites and the beneficiaries (women). It will help to mobilize, organize trainings, consultation for the other women's group.

[142] PBF Project Document „*Empowering women and girls affected by migration for inclusive and peaceful community development.".* Project implementation team. pages 16-18.

partners (ROI, CDA, ATiC, AMFI), 2) national public authorities (State Migration Service, NBKR, State Agency on Local Self-Government & Interethnic Relations), 3) local actors (SHG, LSG) and Kyrgyz diaspora, which worked well. Despites several attempts of UN Women, the Ministry of Labour and Social Welfare had a limited involvement in the project, due to several governmental reshuffles and staff turnover.

9. At the community level, besides the productive partnership with the mentioned actors, the project contributed to enhancement of the partnership with the schools and diaspora organizations. Some teachers and diaspora representatives are either part of the SHG or benefitted of the thematic capacity development actions. The figure 2 illustrates the community level partnerships.

Figure 2. *Community partnerships before and after the project delivery*

10. The multi-stakeholder partnership was one of the main success factors, which positively influenced the project implementation, quality and accessibility of the deliverables (e.g. State Migration Policy, LAPs, financial literacy course), outreach, dissemination of the thematic information and increased the visibility and effectiveness of the outreach efforts, but also contributed to sharing the good practices and institutionalisation of the achievements.

PART V. CONCLUSIONS, GOOD PRACTICES AND LESSONS LEARNT

This chapter of the final evaluation report summarizes key conclusions and lessons learnt based on the analyses of collected data and elaborations along the evaluation criteria.

5.1 Conclusions

1. *Conclusion 1. The project is multi-dimensional and highly relevant to the needs of the stakeholders and is aligned to the thematic priorities and national development strategies of Kyrgyzstan.* The project used a multi-level and multi-stakeholder participatory approach based on the involvement of a wide range of national and local partners and state and non-

state (community members) stakeholders. The project tackled different topics (migration, peacebuilding, gender, community development) at different dimensions and is relevant to the needs of the local (SHG, LSG, community members) and national (e.g. State Migration Service, NBKR) stakeholders and the selected methods of delivery were adequate. It reflects the thematic priorities of the 2030 Agenda for Sustainable Development and is aligned to the nationalized SDGs.

2. ***Conclusion 2. The project is change -oriented, based on valid ToC and is mostly consistent in terms of results` chain, except the fact that the impact level result is not reflected in the project documents.*** The project has two types of well-articulated expected results (outputs and outcomes) interconnected with the baselines, targets, milestones, performance indicators and end-lines. The project outputs are linked to the outcomes without any significant gaps. The expected impact, as 3rd type of the project result from the results` chain is not reflected in the project document and reports.

3. ***Conclusion 3. The project is gender-sensitive and rights-based and has a balanced approach targeting „rights holders" (or demand side) and „duty bearers" (or supply side).*** The gender and women empowerment aspects are integrated within the project design and the project was focused on the one side on local and national policy development and capacity development of the „*duty bearers*" (LSG, State Migration Service, other state stakeholders), and on the other side on empowerment of the „*rights holders*" (SHG, community members, especially women and girls). The project follows the LNOB principle and among others is focused on women empowerment. Other vulnerable people (e.g. minorities, PwD, elderly people) are not specifically targeted.

4. ***Conclusion 4.*** *The* **coherence** *of the project represents a mixed picture in terms of strengths and weaknesses, mostly well aligned in terms of internal coherence*, i.e. the project is well aligned with other relevant projects implemented by the RUNO), *but weak regarding the external coherence*, i.e. communication and synergy with other PBF-funded initiatives. The two main reasons for the weak external coherence are: inactive Joint Steering Committee of the PBF-funded projects and poor bi-lateral interactions with other initiatives from the same thematic area.

5. ***Conclusion 5. In terms of effectiveness and impact, the project performed well and generated positive changes across all three outcomes and levels (community, individual and national).*** Thus, at the *community level* the project contributed to public attitude change in support of women's role in community development and peacebuilding by increasing awareness on: a) the role of women and girls in peacebuilding and b) harmful gender norms towards women and girls in migrant communities. At the *local level,* the project was effective in: 1) increasing the access to information on the role of women and girls in peacebuilding and promoting public engagement of the women in local decision-making processes (political empowerment), which among others contributed to improved awareness and increased number of the elected women in the local governments; 2) providing financial literacy and increasing access to economic development opportunities (economic empowerment), which contributed to economic empowerment of the women; 3) increasing the role of women in the local development and family strengthening (social empowerment) social and political empowerment of the targeted women. At the *policy level*, the project was instrumental in providing national and local policy-making assistance and mainstreaming the gender –sensitive approach and norms in the developed National Migration Policy and LSEDP/LAP.

6. ***Conclusion 6.*** As regards **efficiency**, analyzing the project fulfillment versus use of financial resources, it can be concluded that *the project operated in an efficient manner reaching the majority of the targets within the anticipated budget lines*. The resources were

used for the budget lines as planned without the significant deviations. The evaluation team did not find any alternative solutions, which could be provided at fewer expenses and/ or would be more economical for the project.

7. ***Conclusion 7.*** *The analysis of the ownership and **sustainability** prospects leads to the conclusion that overall the sustainability of the project differs from component to component*. Thus, in terms of policy sustainability, the prospects seems to be promising given the commitment of the national and local public authorities to implement the State Migration Policy and LSEDP/LAPs developed with the project support, while in terms of institutional and financial sustainability the perspectives are in some cases promising (capacity development of the local stakeholders, approval of the SOP, institutionalisation of the financial literacy course, functionality of the SHG, commitment of the local actors) and in some cases weak (technical expertise and financial sources for implementation of the developed national migration Policy and and LSEDP/LAPs).

5.2 Good practices

8. *The project generated and promoted some scalable good practices and innovative approaches, which brought added values*. Thus, the innovative GALS methodology and the Positive Deviance method were successful and facilitated gender mainstreaming at the community level. Both were positively remarked by the interviewed stakeholders, who are committed to further replicate and use them. The adjusted GET Ahead approach and online delivery of the course enhanced the accessibility of the financial literacy of the end-beneficiaries and contributed to their economic empowerment. Currently the course is scaled up by the National Bank.

9. *Using participatory methods in the community needs assessment for GEWE oriented strategic development (LAPs/LSEDPs), gender responsive budgeting as well as non-formal learning methods and remote communication means are positive examples for replication*. However, the SOP procedures needs to be approved by the State Agency on Local Self-Government & Interethnic Relations and institutionalized for replication.

Easy-going (non-formal) training style with the usage of the well-known folklore proverbs is also a good practice to be replicated, because (as confirmed interviewed beneficiaries) it increased the accessibility and improved the assimilation of the abstract terms. WhatsApp, Instagram, Zoom and social media and other remote communication tools used by the community members improved coordination and communication between stakeholders (IPs, LSGs, SHG and diaspora) and are perceived as good and easy replicable practices.

10. *There are some good practices in project planning and management*. Thus, the *joint* approach is one of them, given the added value described above[143]. In addition, it increased the comprehensiveness of the project, stimulated cost-sharing and avoided duplication. Still, there is one recommendation explained below regarding the adjustment of the triple 3 approach. The project`s focus on the GEWE issues, WGAM and their role in community development and peacebuilding at the grass-roots level was repeatedly mentioned by the interviewed local stakeholders (both end-beneficiaries and local authorities) as innovative. *„This is the first project in our village focused on gender issues and on raising the issue of the status of women migrant in the community.''[144]* (LSG staff). The methodology of tracking financing in support of GEWE allocation promoted by UN Women[145] and used by

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[143] Described in the *Partnership* subcomponent.
[144] Key informants' interviews.
[145] Described in the *Efficiency* part of the report.

the RUNOs in the financial analysis and management is an innovative practice, which is going to be scaled up by the RUNOs and integrated in future.

11. *The use of the baseline and endline assessment represents a good practice* to be followed in the future similar actions. Despite some inconsistencies described above, both assessments provided valuable data, which was used by the final evaluation as important sources of information, especially in the case of assessing the effectiveness and occasionally the impact of the project.

5.3 Lessons Learnt

12. Usually, any aspect or approach, which did not fully work as expected or functioned surprisingly well, represents and delivers a lesson, which normally should be learned and inform future similar actions. Thus, based on the evaluators' review of project documents, interviews with the key informants, and analysis of the performance-related information, evaluation suggests the following lessons that may be of value to RUNOs and other stakeholders:

o *Coherence, beside the Joint Steering Committee, can be secured through direct bi- (multi) lateral interaction with the respective projects*. As mentioned the PBF JSC was inactive during 2020-2021 and this affected the external coherence of the project, but the project partners had no barriers in interaction directly (beyond the JSC) with other relevant (PBF) projects. Therefore, the future similar projects should use different approaches to share good practices and lessons learnt and create synergies with other projects, i.e. to improve coherence.

o *Online capacity development events, beside the disadvantages have also some important advantages, but needs to be adjusted in terms of intensity and duration.* Despite the difficulties generated by the online *modus operandi* described in the *Efficiency* part of the report, the online mode had also one positive effect. Although the online trainings did not include means to evaluate their impact, the post-training discussions and the evaluation findings show that the online mode increased the accessibility of the capacity development actions , because the women participated to the events without spending time and efforts to join the events. Moreover, they were doing the house work, while getting the new knowledge. However, the training providers should reduce the duration and intensity of the on-line events to avoid fatigue of the participants. Whenever is needed, the online events should be preceded by the digital literacy activities to increase the accessibility of the online events for the most vulnerable stakeholders.

o *A pilot project might not need an exit strategy[146].* As mentioned, the project is perceived by some stakeholders, including RUNOs as a pilot initiative and a piloting action, among others, is testing the innovative approaches and or topics with different types of stakeholders. Subsequently, as the result of the piloting it might be necessary as opposite to exit strategy to develop a replication, reinforcement or scale up concept. Therefore, while developing the project proposal, the RUNOs might find it useful to describe both dimensions, i.e. under, which circumstances the project will develop the exit strategy and when, on contrar– - a scale up one, which will reinforce the projects` presence.

13. The evaluators recognize that there are additional specific lessons already identified, analyzed and discussed by RUNOs during the reflection sessions. There are also valuable

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[146]As asked in the project document template, see PBF Project Document „*Empowering women and girls affected by migration for inclusive and peaceful community development.",* pages 18-19.

lessons identified by the endline assessment[147]. See the Annex 7.7 List of Lessons Learnt from Nonetheless, the evaluation team have restricted itself to four lessons that are overarching and that are less covered by the RUNOs and endline assessment. As "basic" the lessons learned may be, their application offers the opportunity for RUNOs and other stakeholders to increase the relevance, effectiveness, and efficiency of the interventions in other future similar actions.

PART VI. RECOMMENDATIONS

1. This part of the evaluation report provides a manageable number of seven recommendations based on the findings, conclusions and lessons learned of the final evaluation and are set forth for RUNOs, their partners and donor to use in a follow-up initiative, if this is considered most feasible. The recommendations are developed and explained by the evaluation team to its best professional judgment following analysis of the gathered data and face-to-face and remote consultations with the key stakeholders, including the ERG members. Presentations of the evaluation's preliminary findings, and conclusions took place in December 2021 separately with the members of the EMG and the members of the ERG and informed the final recommendations below.

6.1 General framework of the recommendations

The table presents the general framework of the final evaluation recommendations.

N	Recommendations	Priority	Time frame
Rec. 01	RUNOs to capitalize on achievements, use the momentum and scale up the good practices generated by the project.	High	Immediate
Rec. 02	RUNOs to reinforce the „peacebuilding" component and develop trans-border peacebuilding projects.	High	Immediate
Rec. 03	RUNOs to focus on supporting implementation of the elaborated national gender-sensitive migration policy and local socio-economic development plans.	High	Immediate
Rec. 04	RUNOs to reduce the training component and increase the mentoring one, as capacity development method.	Medium	Mid-term
Rec. 05	RUNOs to involve more actively the territorial offices of the Ministry of Labour, Social Welfare and Migration.	Medium	Mid-term
Rec. 06	RUNOs to plan for baseline and endline assessments and use the lessons learned and recommendations provided by the endline assessment.	High	Long-term
Rec. 07	Donor to update the templates of the project proposal and progress reports and to include impact, sustainability and coherence related aspects.	Medium	Mid-term

6.2 Detailed recommendations

Below all recommendations are explained, which, as to the evaluator, could enhance the relevance and performance, stimulate learning and consolidate the sustainability prospects. The order of the recommendations does not reflect their value or importance.

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[147] Endline Assessment Report *Empowering Women and Girls Affected by Migration for Inclusive and Peaceful Community Development"* Project, Empirica International Research and Consultancy Institute, October 2021, pages 70-73.

Rec. 01	*RUNOs to capitalize on achievements, use the momentum and scale up the good practices generated by the project.*

2. This is a strategic recommendation for RUNOs to continue development of the comprehensive and multi-dimensional support projects focused on gender mainstreaming in the local community development, women empowerment (social, economic and political) and peacebuilding. RUNOs gained valuable implementation experience and should make sure that it was not a one-phase project.

3. Therefore, the partners should capitalize on the achievements, use the momentum and replicate the subcomponents, which generated good practices (GALS, mini-grants scheme, GET Ahead, SHG), maintain and consolidate the national and local partnerships and increase the coverage of the project. Regardless of the pandemic situation, combine online and offline capacity enhancement approaches. Use the lesson learned (see above) to fine-tune the online events. The below described recommendations might be useful in this regard.

Rec. 02	*RUNOs to reinforce the „peacebuilding" component and develop trans-border peacebuilding projects.*

4. The participants perceive *peacebuilding* differently, usually in a much narrower way (including peacebuilding in their families) than the peacebuilding elements described in the project document.[148] This is confirmed by the endline assessment, as well.[149] Therefore, there is a need to align the project stakeholders` perceptions of *peacebuilding* with the project`s understanding of *peacebuilding.* In this regard, there is a need to make sure that the implementing partners and members of SHG and LSG promote more or less similar dimensions of the peacebuilding targeted by the project.

5. The trans-border conflict, which happened during the project implementation period in the Batken region (partially covered by the project) revealed that the armed conflict between Kyrgyzstan and Tajikistan (April 2021) happened because of the access to the natural resources. This underlines the need for a more straightforward approach towards peacebuilding given the reasons of the Tajikistan-Kyrgyzstan border conflict. The RUNOs, can take advantage of their international presence and expertise and develop jointly with other UN entities from Tajikistan and Uzbekistan the trans-border peacebuilding initiatives. The thematic actions and areas might be established jointly during the planning phases and can include cross-border confidence and peacebuilding measures between the communities on different socio-economical and cultural issues, including on effective sharing of available resources and prevention of conflicts. Both concepts *peacebuilding* and *gender equality* refers equally to men/boys and women/girls, therefore reinforcement of the *peacebuilding* component also includes more active participation of the men and boys alongside with the women in the future similar projects.

Rec. 03	*RUNOs to focus on supporting implementation of the elaborated local and national gender-sensitive migration policy and local socio-economic development plans.*

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[148] The project document does not describe expressly what means *peacebuilding,* but it can be indirectly deducted from the folwowing paragraph: „ *To reinforce the women and girls migrants' role in peacebuilding, the project will focus on empowerment of women migrants through promoting positive gender norms towards recognition of women's contribution to community development, strengthening their agency in decision-making and supporting women's activism in economic activities.".* page 11.

[149] Endline Assessment Report *Empowering Women and Girls Affected by Migration for Inclusive and Peaceful Community Development"* Project, Empirica International Research and Consultancy Institute, October 2021, page 75.

6. The local and national policy-making achievements, particularly the elaborated LAPs and State Policy on Migration are important, but they represent the first step and the transformative changes will take place when and if those adopted policies will be adequately implemented as planned. Despite the positive changes (e.g. increased number of women in the local councils and new gender-sensitive policies), there is a need for further systematic work to promote and implement those planned actions and to bring the long-term changes, i.e. impact. The fact that the number of women in the local governments increased, does not automatically mean that the gender equality and women empowerment issues are solved.

7. The interviewed representatives of the national and local public authorities are committed to implement the migration policy and LAPs. The SHG and the community leaders also expressed the willingness to further support and promote gender mainstreaming and local community development initiatives. However, in both cases (national and local) there is a need for technical and financial support (to be further discussed and confirmed with the national and local authorities) to implement at the post-project implementation phase the thematic, sometimes still abstract actions on: peacebuilding gender equality, women empowerment, and migration.

Rec. 04	*RUNOs to reduce the training component and increase the mentoring one, as capacity development method.*

8. The project delivered a wide range of capacity development trainings and workshops, both on-line and offline, which were highly appreciated by the local public authorities and community leaders and members. In some cases, those trainings (especially online) were quite intensive and long and, as mentioned, created some fatigue of participants. The trainings/workshops are mostly focused on increasing the knowledge, awareness, motivation during the participation, while the mentoring is a follow up assistance mostly focused on developing the skills of the training participants during the application of those knowledge. The two methods are different, but complementary and provide different types of relationship and benefits for the participants. Therefore, the capacity development approach should be balanced in terms of transfer of knowledge and developed practical skills during the post-training stage. Implementation of this recommendation would orient the project towards new approach *learning by doing*[150] in addition to the current *learning and doing* approach.

Rec. 05	*RUNOs to involve more actively the territorial offices of the Ministry of Labour, Social Welfare and Migration.*

9. As mentioned, because of governmental reshuffles and staff turnover, the project had limited interaction with the representatives of the ministry both at the national, but also at the regional/local levels. However, recently (15 November 2021) during the meeting with the UNRCO, the Minister reconfirmed the commitments of the ministry to work on the peacebuilding initiatives in the border areas of Kyrgyzstan.[151] This represents an opportunity for a more active involvement of the ministry and should be used by RUNOs during the next project/s. A more consistent cooperation especially with the territorial

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[150] For additional information about the benefits of the *learning by doing* approach: https://en.wikipedia.org/wiki/Learning-by-doing and/or https://www.the-learning-agency-lab.com/the-learning-curve/learning-by-doing/

[151] For additional information: *The Minister of Labor, Social Welfare and Migration discussed UN Peacebuilding programmes with the UN Resident Coordinator.* https://kyrgyzstan.un.org/en/159094-minister-labor-social-welfare-and-migration-discussed-un-peacebuilding-programmes-un

employment offices of the ministry would reinforce the economic empowerment component of the project, particularly the employment.

Rec. 06	*RUNOs to plan for baseline and endline assessments and use the lessons learned and recommendations provided by the endline assessment.*

10. Having baseline and endline assessments, as mentioned represents a good practice to be followed by RUNOs. Despite some methodological gaps, both assessments provide in-depth indicator-specific data, mostly regarding the outcome and output-level effectiveness of the project and to a less extent regarding its relevance, impact and sustainability prospects. The endline assessment also generated some valuable endline-related and project-related lessons learned and a few recommendations, which are advisable to be used by the RUNOs in the future programming. Therefore, whenever is feasible, maintain this baseline versus end-line assessment approach, to get a more in-depth data about the project performance.

Rec. 07	*Donor to update the templates of the project proposal and progress reports and to include impact, sustainability and coherence related aspects.*

11. In line with the aspects described in the *Relevance* and *Impact* part of the report, include the *impact*-related chapter in the narrative part of the project proposal`s template, as well as in the template of the Results Framework. It is also advisable to include in the final reporting template a chapter on analysis of the changes generated by the project interventions and the extent to which those changes are generated as predicted in the ToC described in the project document.

12. The same recommendation is valid for the *sustainability* and *coherence* aspects, which are advisable to be expressly included in the final reporting template. The *coherence* subchapter should be linked to the respective subchapter of the project document, which asks for description of the existing projects in the proposal`s sector (the external dimension of the coherence). Implementation of this recommendation would increase the in-depth tracking, analysis and triangulation of the data regarding the results` chain and long-term changes (i.e. impact), as well as sustainability prospects and synergy of the project.

PART VII. ANNEXES

Annex 7.1 Evaluation Matrix

Evaluation Criteria	Key evaluation questions	Sub-questions	Type of Indicators	Indicators related to Eqs	Sources of data	Data collection Tools/Methods
Relevance	To what extent is the project consistent with relevant government priorities and national development strategies of Kyrgyzstan?	How the project contributes to the Agenda 2030 and its SDGs, as well as UNDAF?	Mainly qualitative Partially quantitative	Confirmation of the relevance by the stakeholders.	Written project and thematic policy documents, incl. UNDAF (2018-2022) Project stakeholders	Analysis of the project documents, progress reports and thematic documents on the development priorities.
		To what extent the project is consistent with/reflects the national development strategies on: GEWE, ICD and PB?	Mainly qualitative	Consistency of the project. Linkages of the project with the national priorities of Kyrgyzstan	Project and strategic documents, incl. National strategic documents: Peacebuilding Priority Plan (2017-2020) Concept of State Migration Policy for 2021-2030) (SMP); Action Plan on the implementation of the SMP; National Gender Equality Strategy till 2020; National Gender Equality Action Plan 2018-2020. NAP on 1325 Concept of WMN;	Key informants Interviews KII, FGD Desk review KII, FGD with project stakeholders KII, FGD with project stakeholders
	To what extent is the design of the project relevant to the needs and priorities of the beneficiaries?	To what extent and how were stakeholders, including beneficiaries involved/ consulted in the project's development stage? To what extent the activities are relevant to the target group`s needs?	Mainly qualitative Partially quantitative	Confirmation of relevance by the stakeholders. Evidences of the causality inter-linkage between the actions delivered by the project and changes generated. Confirmation of relevance by the beneficiaries and stakeholders.	Project documents. Stakeholders, including beneficiaries of the project.	
	To what extent the overall project design is consistent in terms of RBM?	To what extent the results` chain is interconnected with the baselines, milestones, targets and indicators? Are there any significant project design gaps?	Qualitative Quantitative	Consistency of the project design. Linkage of the result`s chain.	Mostly project documents. Eventually, project team.	Desk review. KII with the project team.

Evaluation Criteria	Key evaluation questions	Sub-questions	Type of Indicators	Indicators related to Eqs	Sources of data	Data collection Tools/Methods
	To what extent the cross -cutting issues were considered?	To what extent the GEWE, disability inclusion, minority and youth issues were reflected in the PMC?	Qualitatively

Quantitatively | The degree of inclusion of the cross-cutting issues in the project framework (objectives, expected results, indicators, data base). | Project proposal, logframe, results` framework. | Mostly desk review. |
| | To what extent the project design is consistent in terms of HRBA and LNOB? | To what extent the project targeted *duty bearers* and *rights holders*?
To what extent the LNOB aspects were reflected?
To what extent youth, ethnic minorities and persons with disabilities were involved in and benefitted of the project actions? | Mainly qualitative
Partially quantitative | Consistency and focus of the project approach in terms of RBM, HRBA and LNOB.

Youth involvement and project | Project proposal, logframe, results` framework. Thematic guidelines on RBM, HRBA and LNOB. | Desk review.
KII, FGD. |
| **Coherence** | To what extent is the project aligned with international agreements and conventions on GEWE in the context of inclusive community development and PB? | To what extent is the project aligned with international agreements and conventions on GEWE in the context of inclusive community development and PB? | Qualitative
Quantitative | External coherence of the project and alignment with the international thematic conventions | International conventions on GEWE

Progress reports RUNOs, other UN entities, and other project stakehoders | Desk review.
Mostly KII. |
| | To what extent the project is coherent with other actions focused on GEWE and PB[152]? | Is there a synergy/ coordination with the government and other key partners?
What is the synergy with the similar work of the UN Country Team[153]? | Qualitative
Quantitative | External coherence and synergy of the project | | |

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[152] Particularly with *"Communities resilient to Violent Extremism„* Project implemented by UN Women, UNFPA and led by UNICEF and *"Inclusive Governance and Justice system for Preventing Violent Extremism"* Project implemented by UN Women, OHCHR and led by UNDP.

[153] Ibidem

Evaluation Criteria	Key evaluation questions	Sub-questions	Type of Indicators	Indicators related to Eqs	Sources of data	Data collection Tools/Methods
	What is the comparative advantage in the project`s area of the RUNOs in comparison with other actors?	What is the uniqueness of the project? What is the added value of brought by the RUNOs?	Mainly qualitative	Internal and external coherence of the project Uniqueness and added value of the partners	Progress reports Project stakeholders	Desk review KII, FGD with the project stakeholders
Effectiveness	To what extent have the **expected results** been achieved at all three levels?	What are the main project accomplishments at the community, individual and policy levels against the set of indicators and target values? To what extent the capacities of the *rights-holders* (women and girls affected by migration and community members) and *duty-bearers* (Local Self-Governments) were consolidated as the result of the project actions?	Qualitative Quantitative	Project (mostly) outcome – level fulfilment. Performance according to quantitative and qualitative indicators. Evidences of increased capacities of the stakeholders.	Progress reports Secondary informational materials/documents Project stakeholders, including LSGs, and end-beneficiaries.	KII, FGD. Desk review Field mission observations
		To what extent the targeted communities recognize and support women & girls' contribution to PB and ICD?	Mostly qualitative	Evidence/examples of PB and (economic) empowerment of the beneficiaries.	Local policies, Progress documents, Local authorities, end-beneficiaries	Mostly FGD. Desk review Field mission observations
		To what extent women and girls in communities affected by migration were empowered to protect their rights and participate in ICD?	Qualitative Quantitative	Evidence/examples of empowered women and girls who are active in protection of their rights and participate in ICD.	Women and girls, who benefitted of the project support. Progress report.	Mostly FGD. Desk review. Field mission observations

Evaluation Criteria	Key evaluation questions	Sub-questions	Type of Indicators	Indicators related to Eqs	Sources of data	Data collection Tools/Methods
		To what extent local authorities apply inclusive approaches in policy making and implement gender-responsive PB in communities affected by migration?	Qualitative Quantitative	Evidence/examples of inclusive approach in policy making and gender responsive PB of the local authorities	Local policies, Progress documents, Local authorities	KII, FGD. Desk review. Field mission observations
	What are the positive or negative, intended or unintended, effects brought about by the Project's interventions?	What are the good practices generated by the project?	Qualitative Quantitative	Positive changes and added value generated by the project Positive or negative unintended effects of the project.	Project documents, Stakeholders of the project.	Desk review KII and FGD with the project stakeholders Field mission observations
	What are the major factors influencing the achievements / non-achievements?	What were the key driving forces (KDF)? How did the project adapt to (unforeseen) external and internal factors, including COVID 19?	Mostly Qualitative	Degree of influence of the internal and external factors (enablers and barriers) on achievements. Influence of the KDF. Degree of flexibility and adaptability of the project.	Project documents, Stakeholders of the project.	KII and FGD with the project stakeholders Desk review. Field mission observations
	To what extent is the project approach innovative for achieving GEWE affected by migration?	What -if any- types of innovations have been introduced for achievement of GEWE for ICD and PB?	Mostly Qualitative	Innovativeness of the project approach	Project documents, Stakeholders of the project.	KII and FGD with the project stakeholders Desk review. Field mission observations
	What are the key recommendations for increasing the project performance?	What should be adjusted, dropped off or reinforced to deliver better results in the future?	Qualitative Quantitative	Recommendations for increasing effectiveness	Stakeholders of the project.	KII and FGD with the project stakeholders

Evaluation Criteria	Key evaluation questions	Sub-questions	Type of Indicators	Indicators related to Eqs	Sources of data	Data collection Tools/Methods
Efficiency	Have the outputs been delivered in a timely manner? How, if at all, has the joint nature of the project affected efficiency of delivery?	Have resources been allocated and split between the RUNOs strategically? Has there been any reduced duplication and increased cost-sharing? Do established levels or mechanism of "jointness" lead to better GEWE results?"	Qualitative Quantitative	Timely delivery of the project. Efficiency and benefits of the financial management arrangements. Efficiency of the joint approach.	Work plans, financial documents versus project achievements. RUNOs, project stakeholders	Desk review KII and FGD with the stakeholders UNPBSO
	How efficient were the project actions and the project's response mechanisms?	How efficient were the project approaches in achieving the results?	Mostly Qualitative	Receptiveness and flexibility of the project. Project adaptability.	Annual work plans versus progress reports	Desk review KII with project team UNPBSO
	To what extent the project management and leadership was efficient? Where does accountability lie?	Has tracking financing in support of GEWE allocation led to improved efficiency? How financial tracking, following results-based budgeting was efficient to achieve greater GEWE results?	Mostly Qualitative	Efficiency and benefits of the (financial) management arrangements of the project.	Project documents	Desk review KII with project team UNPBSO
	To what extent was the project's M&E system consistent and efficient?	To what extent M&E actions facilitated timely tracking of the progress, identification of the risks and opportunities and well-informed decisions?	Qualitative Quantitative	Timely tracking of the progress and well-informed decisions. Efficiency of the M&E system of the project	Project documents Project team	Desk review. KII, FGD with stakeholders, incl. UNPBSO.
		How M&E facilitated learning and accountability to project stakeholders?	Mostly Qualitative	Accountability and learning aspects of the project.	Stakeholders of the project. Project documents.	Desk review. KII, FGD with stakeholders, incl. UNPBSO.

Evaluation Criteria	Key evaluation questions	Sub-questions	Type of Indicators	Indicators related to Eqs	Sources of data	Data collection Tools/Methods
Impact	What has been changed quantitatively and qualitatively as the result of the project, in terms of higher-level and longer term results?	To what extent the project made a tangible contribution to PB, ICD and GEWE, considering both impact on the target group and on implementing global norms and standards?	Qualitative Quantitative	Long-term changes generated with the project contribution.	Progress reports. Stakeholders of the project.	KII and FGD with the stakeholders. Field mission observations
		To what extent has the project been catalytic in bringing the expected gender-transformative changes? Is there a potential measurable impact of the project intervention on the target group across economic and social dimensions of empowerment for inclusive community development and peacebuilding?	Qualitative Quantitative	Gender transformative changes 55egarding GEWE, ICD and PB generated with the project contribution.	Progress reports. Baseline and endline assessments. Stakeholders of the project.	Desk review. KII and FGD with the stakeholders
	To what extent the changes happened as predicted in the Toc?	To what extent the *If..then..because ..* change pathway and the initial assumptions are valid? What unintended changes were generated, if any?	Qualitative Quantitative	Validity of ToC of the project Identification of the resistances to change Identification of the unintended results	Project documents RUNOs Implementing partners and other stakeholders	Consultations with RUNOs, implementing partners and other stakeholders
	What contribution are RUNOs making to implementing global norms and standards on GEWE regarding migration, ICD and PB?	What contribution are RUNOs making to implementing global norms and standards on GEWE regarding migration, ICD and PB?	Mostly Qualitative	RUNOs` contribution to implementing global norms and standards on GEWE	Project documents Stakeholders of the project.	KII with RUNOs
		To what extent the benefits of a project are continuing after the completion?	Mostly Qualitative	Sustainability of the generated changes with the project support.	Progress reports, visual adds.	Desk review. KII, FGD with the stakeholders.

Evaluation Criteria	Key evaluation questions	Sub-questions	Type of Indicators	Indicators related to Eqs	Sources of data	Data collection Tools/Methods
Sustainability	What are the sustainability prospects of the project*?*	What are: *policy, institutional, financial sustainability* perspectives? To what extent the project succeeded in building individual and institutional capacities of *rights-holders* and *duty-bearers* to ensure sustainability of benefits and more inclusive practices to local development and PB?	Partially Quantitative	Evidences of the sustainability prospects of the capacity building achievements. Degree of use of the increased knowledge/enhanced capacities of the *rights holders* and *duty bearers.*	Financial plans, decisions or other commitments. Stakeholders of the project.	Field mission observations
	What were the major factors, which influenced the sustainability of the project?	How and why those factors influenced the sustainability prospects?	Quantitative Qualitative	Type and complexity of the factors	Project reports and key stakeholders	Desk review. KII, FGD with the stakeholders.
	How has the project generated national and local ownership of the results achieved?	Is there will and commitment of the stakeholders/local authorities to continue their initiatives? To what extent has the project been able to promote replication and/or up-scaling of successful practices?	Mostly qualitative	National and local ownership perspectives. Project replicability and scale up perspectives.	Stakeholders of the project.	KI and FGD with the stakeholders.
Partnership	What were the partnership arrangements and how did they work?	What worked well and what didn't in terms of partnership and joint approach of RUNOs? To what extent the joint programme modality led to better results, improved communication, coordination and information exchange within the UN family in Kyrgyzstan?	Quantitative Qualitative	Partnership framework of the project. Effects of the joint UN approach. Communication, coordination and information exchange between the UN entities.	Project documents and progress reports. Key stakeholders	Desk review. KII with IOM, ILO, UN Women, UNRC
	What can be learned and adjusted from the	How to go about the IOM-UN Women-ILO partnership in	Quantitative Qualitative		Key stakeholders	KII with IOM, ILO, UN Women,

Evaluation Criteria	Key evaluation questions	Sub-questions	Type of Indicators	Indicators related to Eqs	Sources of data	Data collection Tools/Methods
	partnership experience?	future? What to learn from experiences for the future?		Extension of the partnerships, replicability and sustainability of the project.		FGD with the stakeholders.

Annex 7.2 List of consulted stakeholders

RUNOs, PBF, other UN Agencies

#	Position	Sex	Organization
1	Project manager	F	IOM
2	Project manager	F	ILO
3	Programme Officer	F	UN Women
4	Project Specialist	F	UN Women
5	Programme Associate	M	IOM
6	Representative	F	PBF
7	Project Coordinator	M	UNDP
8	Project Coordinator	M	OHCHR

Implementing partners

#	Position	Sex	Organization
9	Project manager	F	PF "CDA"
10	Project coordinator	F	PF "IRO"
11	Project manager	M	PF "IRO"
12	Training specialist	M	PF "IRO"
13	PM	M	PF "ATiC"
14	M&E Specialist	M	PF"ATiC"
15	Training Specialist	F	PF "ATiC"
16	Director	M	PF "AMFI"

National partners

#	Position	Sex	Organization
17	Leading Specialist	F	State Agency on Local Self-Government & Interethnic Relations
18	Head of Department for Migration Policy	M	Department of External Migration of the Ministry of Foreign Affairs
19	NBKR	F	NBKR
20	NBKR	F	NBKR
21	NBKR	M	NBKR

Diaspora representatives

#	Position	Sex	Location
22	Migrant women, Member of WMN	F	Kyiv, Ukraine
23	Migrant women, Member of WMN	F	Ekaterinburg, Russia

Local end-beneficiaries

#	Position/Organization	Sex
24	Head, LSG	M
25	Specialist on social issues, LSG	F
26	Director, Manas School, Local Parliament member, GALS champion	F
27	Teacher, Leader SHG	F
28	Family member, Kyzyl Adyr resident	M
29	Small business owner -Sewing shop, GALS champion.	M
30	GALS champion, Village activist	F
31	Director of school Village activist	M
32	Teacher at Kirov school, SHG member	F
33	Teacher at Kirov school, SHG member	F
34	Director, school in Uch-Bulak village. Village Activist	F
35	SHG member	F

36	GALS Champion SHG member	F
37	Teacher, Kyzyl Adyr resident	F
38	Teacher, Kyzyl Adyr resident	F
39	SHG member	F
40	Teacher, Kyzyl Adyr resident	F
41	GALS Champion SHG member	F
42	SHG member	F
43	SHG member	F
44	SHG member	F
45	Teacher, Family member	M
46	SHG member	F
47	Teacher	F
48	Deputy Head of Bel LSG	M
49	SHG member	F
50	Head, Finance and Economic Department of the LSG. Village activist.	F
51	Head, Youth committee. Shyktan youth center	F
52	Farmer, family member	M
53	Local Parliament Member. Leader, SHG	F
54	Director, School in Bel village. Leader, SHG	F
55	Specialist on social issues, LSG	F
56	Social worker, Nookat District administration	F
57	LSG specialist. Village Activist	F
58	Local Parliament Member	F
59	Librarian, Local Women Committee member. GALS Champion, SHG member	F
60	GALS Champion	F
61	LSG specialist	F
62	SHG member	F
63	SHG member	F
64	Deputy Head of Toolos LSG	M
65	Aiyl bashchy, Toolos LSG	M
66	Head, Women Committee. Village activist	F
67	Farmer, family member. Drawing contest winner village resident	M
68	GALS Champion, SHG Leader	
69	Village coordinator	F
70	SHG member, Village activist, Leader, SHG "Akniet"	F
71	Teacher, Village activist, Leader, SHG "Rayana"	F
72	SHG member	F
73	Economist, LSG	F
74	SHG member	F
75	Deputy Head of Ak-Turpak LSG	M
76	Teacher. SHG member	F
77	Migrant, taxi driver in Moscow. Drawing contest winner "The role of woman in the household"	M
78	Teacher, Local Parliament member Village activist, SHG member	F
79	IT Specialist, LSG	M
80	Local Parliament Member	M
81	Director, School Village Activist	F
82	Director, School Village activist	F
83	Deputy Director, School in Minchinar	F
84	SHG member	
85	SHG leader	F
86	Deputy Head, LSG	F
87	Village activist	F

88	Family member. Village resident	M
89	SHG, GALS Champion	F
90	SHG member	F
91	SHG member	F
92	SHG member	F
93	Farmer, Family member	M
94	Chairman, Local Parliament	M
95	Local Parliament Secretary	F
96	Head, Orozbekov village LSG	M
97	VUZ specialist, LSG	M
98	Leader, SHG	F
99	Local Parliament Member. Leader, SHG	F
100	Local Parliament Member. Leader, SHG	F
101	Entrepreneur/ Leader, SHG	F
102	Leader, SHG	F
103	Academia Rosta, teacher. Member, SHG	F
104	Teacher, SHG member	F
105	Local parliament member, SHG member	F
106	Farmer, family member	M
107	SHG member	F
108	SHG member	F
109	Chief specialist on social affairs of LSG	M
110	Head, Kysyl-Suu LSG	M
111	Deputy Head, LSG	M
112	School director	M
113	Teacher	M
114	Specialist on Statistic, LSG	F
115	Teacher. Village activist	F
116	Family Member	F
117	Teacher, activist Leader, SHG	F
118	SHG member	F
119	SHG member	F
120	SHG member	F
121	Student, Family member	F
122	Teacher. Leader, SHG	F
123	Family Member, Drawing	M
124	SHG member	F
125	Driver, activist's family member	M
126	Farmer, SHG member's family	M
127	Leader, SHG	F
128	SHG member	F
129	Local Parliament Member, Teacher	F

Annex 7.3 The list of documents reviewed

Project documents

1. PBF Project Document: *Empowering women and girls affected by migration for inclusive and peaceful community development and peacebuilding, Kyrgyzstan* No MPTF-O Gateway/ 00118849/2019
2. PBF No-cost extension Project Document: *Empowering women and girls affected by migration for inclusive and peaceful community development and peacebuilding, Kyrgyzstan* No MPTF-O Gateway/ 00118849/2021

Project implementation documents

3. Semi-annual year of report: 2020
4. Annual year of report: 2020
5. Semi-annual year of report: 2021
6. Draft annual year of report: 2021
7. Project's results matrix
8. Joint M&E framework of the project
9. M&E Plan, M&E Indicator Tracking Matrix
10. Methodology to track financing for GEWE applied on GPI project
11. GPI Project budget expenditure track 2020-2021
12. Information on RUNO project monitoring
13. Indicator Matrix by implementing partners and Joint workplan
14. Brief information on Working Group for technical assistance in project implementation
15. Minutes of Joint Steering Committee Meeting (March 2, 2020)
16. Minutes of Working Group to discuss the work plan as of March 25, 2020
17. Information on selection process of target municipalities by Working Group
18. TOR for M&E specialist
19. ToR for baseline study
20. Baseline assessment report
21. Endline assessment report
22. Information and agenda of the GPI kick-off workshop
23. Information on selection of target villages
24. Project's media strategy
25. Participatory gender-sensitive business skills gap and value chain analysis report.
26. Gender-based assessment of financial services for women
27. Report on masterclasses with diaspora
28. Report on positive practices in support positive gender norms
29. Database of communication products
30. Database of outreach activities within Outcome 1
31. GALS participants database
32. SHG database: members and savings
33. Database of Local Initiatives within Outcome 3
34. Report on Get Ahead and financial literacy trainings
35. Report from the workshop with local communities and diaspora
36. Concept on establishing Women Migrants Network
37. Concept of State Migration Policy (adopted)
38. Gender expertise on LSEDPs
39. LSEDP of Orozbekov AO
40. Table of local initiatives (LAPs)
41. Policy recommendations to inform NAP on UNSCR 1325
42. Information on "Reflection, Learning, and Adaptation" workshop, February 2021
43. Information on MEL Session for RUNOs and IPs
44. Training materials GALS (Gender Action Learning System) methodology
45. Women Diaries on GALS activities
46. CDA Mobile application
47. Access to video lessons on human rights
48. Access to video lessons on development of local initiative projects

49. Access to video lessons on SHG development and formation
50. Animation on peacebuilding topic
51. Animation on human rights topic
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8. The 2017-2020 Peacebuilding Priority Plan (PPP
9. The National Programme on Countering Extremism and Terrorism (NAP on CVE) 2017-2022
10. The State Migration Policy of the Kyrgyz Republic (2020-2030) in socially inclusive and gender-sensitive

Annex 7.4 Evaluation Team

Gheorghe Caraseni – International Evaluation Consultant, Team Leader. Gheorghe has a Master degree in Non-Profit Management. He has 25 years in capacity development and 13 years of experience in national, international and global evaluations. Gheorhe assessed about 70 projects/programmes (including 20 as Team Leader) in over 25 countries and implemented by a wide range of organizations, including UN entities. Many of the evaluated projects/programmes were focused on: governance, sustainable development, gender mainstreaming, human rights, civil society development, women (economic) empowerment, migration and development, social inclusion, peace and confidence building and community development. Gheorghe has evaluation experience in Central Asia, particularly Kazakhstan, Tajikistan, Uzbekistan and Kyrgyzstan (two remote assessments) and in the post-conflict regions of Chechnya (Russia), Transnistria (Moldova) and Eastern regions of Ukraine.

Elmira Brown, National Evaluation Consultant - Team member. Elmira has over 15 years of experience in civil service: development and implementation of public budget management policy including development of strategies and legal framework for result based public finance management with focus on education and social sectors. She also has over 12 years of experience in project management: managing, monitoring and evaluation of development projects funded by World Bank, ADB, UNDP, DFID, EU, SECO, GIZ, and working experience with NGOs. She has developed the number of strategic documents, analytical reports, and normative documents and managed the projects including ones focused on women and youth empowerment. Since 2003 she was actively involved in promoting gender-responsive, equity-focused, and human rights- based project management. For example, in 2003 – 2010 she has coordinated DFID and GIZ funded projects components and managed UNDP Area based programme focused on rural women empowerment and peacebuilding in border areas of Kyrgyzstan, Tajikistan and Uzbekistan. In 2004-2005 she has developed the number of Women success stories enabling communities recognize and support rural women role and contribution to peacebuilding and community development. She has co-edited and published several Manuals and training materials on project management and delivered the number of professional trainings for civil and municipal servants at the national and regional level. She has directly participated as a national consultant in evaluation of the number of UN Women/ FAO/ IFAD/ WFP projects in Kyrgyzstan. The above experience in implementing development projects and policy paper development with focus on education and social services enriched her knowledge and skills on evaluation techniques and promoting a gender agenda. She has also worked closely with government counterpart agencies, international and local consulting companies and is adept at working within diverse cultural contexts.

Annex 7.5 Evaluation Terms of Reference

Final External Evaluation of the Joint IOM / UN Women/ ILO project *Empowering Women and Girls affected by Migration for Inclusive Community Development and Peacebuilding*

1. Background

When elaborating the joint proposal, IOM, UN Women and ILO took into consideration the results of the 2016 UN-led nationwide Gender in Society Perception Study on Women and Labor Migration[154] (GSPS) with over 350 respondents to ensure that the proposed joint intervention is fully aligned and will address the main recommendations of the GSPS Study, related to the (i) provision of greater state support and advice to potential migrant workers and returnees to ensure they know their rights and can access services including health care, social insurance, civil documentation (such as birth registration) and legal aid; (ii) awareness-raising campaigns on the feminization of migration and the positive contributions that migration can make to the development-rights nexus to address popular negative perceptions of women working abroad; and (iii) support for mentoring schemes and networks between successful women migrants and women who are considering working abroad; support women's self-help groups to be able to claim their rights and improve their access to empowerment opportunities. The below description of the problem statement and analysis derive mainly from the results of GSPS report but also additional data from national consultations and few other sources.

According to the Conflict and Peace Analysis (CPA, 2019), 59.6% of all labour migrants from Kyrgyzstan are women. Most of them come from less privileged social backgrounds and originate from Southern regions of Kyrgyzstan. The main drivers of migration among women and men are the same: poverty, unemployment and community tensions over resources and power, favourable labour market conditions in destination countries, and environmental considerations. However, women become more vulnerable to be in a way 'forced'[155] or coerced[156] by their families to migrate constituting a negative driver of women's migration. This is evidenced by GSPS findings which found that women and girls are perceived different in terms of family and community stereotypes. Often, the migration decisions of women and girls is not made fully voluntarily, as they may be strongly coerced or even financially exploited by their parents, as they are perceived as more enduring, hardworking and willing to make sacrifices for their family. Women, girls, and their family members perceive migration for their families' well-being as a last resort solution, due to economic and financial necessity, rather than the expression of their fully personal free and independent will. Families also perceive migration for their daughters as the only way to escape from gendered risks and vulnerabilities at home, including kidnapping for the purpose of forced marriage (bride kidnapping) or post-divorce stigmatization, not seeing any other options including employment opportunities at the local level.

The GSPS also highlights that 'migration of women and girls is connected to the level of gender-based discrimination and violence against women and girls, which is why besides the overall drivers of migration across the country (poverty, unemployment, etc.) the increase of migration among women is observed in southern regions of Kyrgyzstan where traditional patriarchal views of women's role dominate as well as conflict tensions lead to gender-based violence. For instance, the GSPS found that respondents, "in packaging their migration aspirations as familial duties and forced choices, de-accentuated any hopes for personal gain, liberation and individual development." The role of women

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[154] Gender in Society Perception Study on Women and Labour Migration, 2016, UN Women/IOM/UNFPA, available at: https://eca.unwomen.org/en/digital-library/publications/2020/04/gender-in-society-perception-study-kyrgyz-republic

[155] According to IOM, *forced migration* is "a migratory movement which, although the drivers can be diverse, involves force, compulsion, or coercion." (IOM Glossary on Migration, 2019).

[156] According to IOM, *coercion* is "the use of force or threat thereof, and some forms of nonviolent or psychological constraint or threat thereof, including but not limited to: (i) Threats of harm or physical restraint of any person; (ii) Any scheme, plan or pattern intended to cause a person to believe that failure to perform an act would result in serious harm to or physical restraint against any person; (iii) Abuse or any threat linked to the legal status of a person; (iv) Psychological pressure." (IOM Glossary on Migration, 2019)

and girls both at the community and family levels, in particular in southern regions of Kyrgyzstan because of stronger influence of religion, is often limited to obedient wife, housemaker or caring mother, women are considered the property of male family members – with young women and girls at risk of kidnapping for the purpose of marriage or being burdened with disproportionate chores in their households. Women's opinions on public matters are generally valued less, with men taking responsibility for decision-making and community leadership roles. These harmful gender norms are being imposed on women and girls affected by migration as well. Thus, because of entrenched gender roles and perceptions in society of what women can do and what women can decide on, women migrants are limited in decision making including on migration choices, they are being sent for migration by their families. Further, for the same reason, they are also unable to access resources throughout the whole migration circle.

The GSPS study also confirms women are not allowed to decide how to spend their remittances, this decision to be made by family members, particularly by male family members, which means that women migrants do not gain ownership over their earning during migration. Upon return home from migration, women and girls do not receive recognition for their hard-earned money from families either. Even though the government and migrant communities recognize the importance of remittances as crucial source of income for the families and development of the country, women migrants, who make up majority of labour migrants, are still not recognized for their contribution even after remittances gender gap has been closed[157]. Similarly, communities do not recognize women's ability and rights to participate in decision-making, gaining no recognition from family members and community, stigmatized and eventually forced to leave back to the country of destination, women migrants and girls forced to migrate seem to be completely removed from community life.

Therefore, the dynamics of migration in and out of area where dynamics of inclusion and marginalization prevail creates particular vulnerabilities for two specific groups of women and girls affected by migration: a) girls who have less control over the decision to migrate than men and so become forced to migrate – the decision to migrate is often made by their families; and b) women returning from migration back to the communities of origin, including those who return as a result of divorce or family break-up who later become victims of post-divorce stigmatization from family members, unlike those women who return with their partners constituting "full" family, and are forced by them to re-migrate. As a result, girls and women forced to migrate face a highly uncertain future during migration or face risks of becoming victims of potential conflict or violence if they stay. Women, those returning from labour migration due to divorce or other reasons, become stigmatized by their communities and even some family members for so called "immoral behaviour" and psychologically and economically isolated in households where they resided. Consequently, the desire of families to avoid stigma and social isolation forces women to 'settle' in the country of destination for permanent residence. In other words, the reasons which give rise to the migration of women and girls from their communities turn into causes for their systematic exclusion upon their return back home.

Gender-based discrimination of women and girls resulting in increased migration outflows can exacerbate conflicts at community level. According to CPA (2019), there is a strong correlation between increased return migration and spread of conflicts in communities. Communities with increased return migration became more prone to conflicts due to social disbalance characterized by youth and women leaving communities affected by migration leads to non-inclusive decision making, pervasive marginalization or underrepresented groups, non-representative power structures and increased incidents of discriminatory practices which can give a rise to community tensions and inter-community conflict including the examples of multi-ethnic communities in Osh and Jalal-Abad or cross-border communities in Batken, where women peacekeepers were not allowed to participate in mediation process.

Such communities are characterized by lack of women's inclusion in conflict prevention due to increased migration outflows among women and girls, and unequal distribution of power and economic resources towards male domination. They are more vulnerable to conflicts over resources or power and further escalation of community tensions since women can act as agents of peace in conflict resolution as well as in preventing conflicts. On the other hand, conflict risks include tensions between home communities and returning migrants, including women and girls, over scarce economic resources,

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[157] Gender in Society Perception Study on Women and Labour Migration, 2016, UN Women/IOM/UNFPA, available at: https://eca.unwomen.org/en/digital-library/publications/2020/04/gender-in-society-perception-study-kyrgyz-republic

including employment opportunities, and frustration with lack of prospects to support their livelihood can also undermine peacebuilding efforts in the country.

Given the country's multiple political challenges (political turbulence leading to political instability including constant change in the Government structures, failure to comply with government programs and policies) and economic challenges (high rates of unemployment leading to increasing migration outflows, dependence of remittances, which account for almost 33% of country's GDP)[158], the significant impact of women's leadership and participation in ensuring sustainable peacebuilding and conflict prevention and resolution has been proven by the review of the National Action Plan (NAP) on United Nations Security Council Resolution (UNSCR) 1325 implementation (2018).

Given the fact that increased migration flows among women has grown rapidly for the past 5 years, there was an identified need to work on different levels including a) community level by working with community members to change public perception and social norms to build community environment conducive to women migrants' engagement in peacebuilding; b) policy level to introduce gender-responsive policies to recognize the role of women migrants and their contributions; and c) women and girls migrants to be empowered to participate in community development, decision making and peacebuilding initiatives at the local level.

2. Description of the project
IOM, ILO and UN Women are jointly implementing a project funded by the UN Peacebuilding Fund within the Gender Promotion Initiative (GPI) pillar of the UN Peacebuilding Fund (PBF) Portfolio: "Empowering women and girls affected by migration for inclusive and peaceful community development". Total project budget is USD 1,450,000 with the implementation period of November 2019 to August 2021 (18 months).

This joint project proposes a comprehensive approach to promote a community and policy environment favourable to women's and girls' empowerment and their active involvement in peacebuilding as well as inclusive community development in six communities affected by migration and prone to conflict in the Kyrgyz Republic, and particularly in Osh, Jalalabad, Batken and Talas provinces.

The overall goal of the project is to make a *tangible contribution to peacebuilding in target provinces of Kyrgyz Republic by promoting the full recognition of the role of women and girl migrants in inclusive community development and peacebuilding*.

Given the fact that rapid growth in migration flows among women has been observed for the past 5 years[159], the project aims to work at different levels, including:

a) The community level, by working with community members to change public perception and social norms and build a community environment favourable to women migrants' engagement in peacebuilding
b) The policy level to introduce gender responsive policies recognizing the role of women migrants and their contributions and
c) With women and girls migrants to empower their participation in community development, decision-making and peacebuilding initiatives at the local level.

The underpinning logic of the project is based on the consideration, based on GSPS results, that migration of women and girls constitutes a destabilizing factor for social cohesion and creates visible barriers to women's engagement in peacebuilding in the country as whole.

2.1. Project strategy and key objectives
The project proposes a comprehensive approach to creating a conducive environment for women migrants' empowerment in communities affected by migration and prone to conflict, their safe return to their communities from migration and their engagement in community life and peacebuilding processes both at the institutional and community levels. It introduces innovative, social and behaviour change methodologies to create an enabling environment for women to be involved in economic initiatives, to have more informed choices and to reach their potential as peacebuilders and leaders in their

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[158] World Bank data on Migration and Remittances by country, available at:
https://www.worldbank.org/en/topic/migrationremittancesdiasporaissues/brief/migration-remittances-data
[159] International Migrant Stock, 2015, UNDESA, available at:
https://www.un.org/en/development/desa/population/migration/data/estimates2/estimates15.asp

communities. It will facilitate local positive social practices in support of gender norms that were identified to empower women and girls, played by the various forms of interaction based at the community level and social integration.

Project works both at the institutional and community levels by collaborating with key stakeholders, including State Migration Service to promote gender-sensitive state migration policy, the forum of women Members of Parliament (MP), responsible ministries, and agencies for implementation of NAP on Gender Equality and the UNSR 1325, local self-governments (LSGs), Civil Society Organisations (CSOs) and community leaders and women and girls affected by migration.

To reinforce women and girl migrants' role in peacebuilding and community development, the project focuses on empowerment of women and girl migrants through promoting positive gender norms towards recognition of women's contribution to community development, strengthening their agency in decision-making and supporting their activism in economic activities. The project also works on increasing the recognition of their contributions and strengthening their agency in promoting women-led economic activities.

The project aims to make a tangible contribution to peacebuilding in Jalal-Abad, Osh, Batken and Talas provinces of Kyrgyzstan by promoting the full recognition of the role of women and girls affected by migration in inclusive community development and peacebuilding.

The project's expected results are in line with project's Theory of Change:
IF communities affected by migration and risks of violence positively perceive the role of women and girls to participate in community development and peacebuilding;
IF women and girls living in communities affected by migration are empowered and equipped with knowledge and skills to protect their political, economic and civic rights, and provided with access to resources, decent work and sustainable livelihood opportunities and IF women and girls returning to their home communities are provided with opportunities for better inclusion and livelihoods;
IF national and local authorities are equipped to apply socially inclusive approaches in policymaking and implement gender-responsive peacebuilding at the local level in target communities;
THEN women and girls in communities that are affected by migration and risk of violence can meaningfully be included in the political, economic and social life of their societies, take part in in inclusive community development and peacebuilding, which will help mitigate the challenges for women and girls at highest risk
BECAUSE community members will break down/change existing harmful gender norms and recognize girls and women's role in community development and peacebuilding;
BECAUSE national and local authorities will better understand challenges that migrant women and girls face and the role and contributions that migrant women and girls can have in the peacebuilding process;
BECAUSE national and local authorities will be more inclined and able to design and implement national policies and legislation that are more inclusive and gender-sensitive;
BECAUSE women and girls will be economically and socially empowered and have agency/be enabled to make informed decisions and participate in decision-making at community level.

Project is designed around the following three outcomes: (i) target communities recognize and support women and girls' role and contribution to peacebuilding and community development; (ii) women and girls in communities affected by migration are empowered economically and socially to protect their rights and participate in peaceful community development; and (iii) national and local authorities apply socially inclusive approaches in policy making and implement gender-responsive peacebuilding at the local level in communities affected by migration.

i.   *Target communities recognize and support women and girls' role and contribution to peacebuilding and community development.*
The project facilitates the knowledge sharing to light the local positive social practice to empower women migrants and to create a positive perception within the target communities and wider networks about the role of women and girls affected by migration to participate in community development and peacebuilding and show how gender relations change over the time.

The first step in ensuring women's inclusion and empowerment in six target communities (Kyzyl-Tuu municipality in Jalalabad province, Kara-Buura municipality in Talas province, Ak-Turpak and Orozbekov municipalities in Batken province, Bel and Toolos municipalities in Osh province) was to

ensure the potential and positive contributions of women as change agents are recognized by their communities. To address the gap in gendered analysis and research in peacebuilding highlighted in the context analysis, the project conducted an assessment to identify existing attitudes towards women migrants and their role in community development and peacebuilding. Also, public information campaigns and outreach activities were conducted to demonstrate the positive potential and contribution of women and girls migrants to community development and peacebuilding.

In order to foster a positive change in attitude and transform social perception within the target communities related to gender equality and women's empowerment, the project included activities to identify and engage positive gender norm holders in target communities and implement GALS (Gender Action Learning System) in the pilot communities to address harmful gender norms and attitudes towards women and girls affected by migration, which envisaged working with men and boys, as well as other family and community members.

ii.   Women and girls in communities affected by migration are empowered economically and socially to protect their rights and participate in peaceful community development.

The project ensured that women and girls affected by migration in target communities are equipped with knowledge and skills to effectively advocate for their basic rights and have an improved access to economic opportunities to strengthen their financial capabilities through capacity building and specific skills development scheme. Being involved in self-help groups created and reinforced new positive values in gender relations. This enhanced meaningful participation of women and girls affected by migration in the community development and peacebuilding through access economic opportunities, participating in joint community initiatives, decision making processes.

In order to empower and increase the capacities of women and girls migrants, IOM, UN Women and ILO focused on awareness raising and skill development for targeted groups of women and girls, by organizing self-help groups for women and girls, conducting thematic trainings to strengthen their capacities, and awareness-raising campaigns on gender equality and organize joint peacebuilding initiative in support of Local Action Plans. To ensure that communities have an improved access to economic opportunities, Recipient UN Agencies (RUNOs) conducted a participatory gap analysis and then adapting and contextualizing ILO tools such as Gender and Entrepreneurship Together (GET Ahead) and Do-No-Harm approach and complemented it with information on business continuity management in the event of shocks, including violence. Financial capabilities of women migrants were ensured through providing them with necessary financial literacy through conducting gender-based assessment to assess the financial services available. In addition, ILO strengthened the capacities of currently available financial service providers in target municipalities and nearest city centers offering adapted gender sensitive financial products to women, adapting ILO training material on financial education to the needs of women migrants and conducting a training of trainers on financial education.

iii.   Enabling Policy Environment

To ensure that key national and local processes and mechanisms are favourable and opportun for participation of women and girls affected by migration in peacebuilding and community development, RUNOs put specific focus on supporting drafting gender-responsive state migration policy, which is aligned to respective national strategies[160] around peacebuilding and Gender Equality and Women Empowerment (GEWE). This included informing development of the concept of migration policy through community engagement and dialogues with local migrant communities and diaspora representatives, as well as establishing Analytical Center for migration data to ensure gender-sensitive migration data and creating Migrants Network to inform future policy documents.

In order to address the needs of women and girls on a level of local authorities in pilot communities and their participation in community peacebuilding, the project organized local security councils to localize WPS (Women, Peace and Security) agenda in pilot communities, developed roadmaps on the implementation of Local Action Plans (LAPs), developed policy recommendations to inform NAP on UNSCR 1325 on outcomes of community engagement and efforts aimed at behavior and social norm change etc.

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[160] National Action Plan on 1325 and Gender Equality 2021 - 2023National Strategy on Gender Equality 2021 – 2030

2.2. Project beneficiaries and stakeholders

The project targeted women and girls in communities affected by migration and prone to conflict, in particular: 1) girls and women vulnerable to forced migration or willing/plan to migrate (unemployed, girls and divorced women vulnerable to forced migration/potential future migrants); 2) returning migrant women and girls (who may be potentially forced to re-migrate). Women and girls affected by migration were provided with trainings to strengthen their advocacy abilities to stand for their rights and to increase their knowledge on WPS agenda as well, which encourages them to participate in peacebuilding activities on local level.

The project also targeted the following beneficiaries:
- Men and boys in targeted communities which were engaged in awareness-raising activities, including GALS activities targeting family members of women and girls affected by migration to promote gender norms in support of women and girls affected by migration to participate in inclusive community development and peacebuilding.
- Community population engaged during whole project cycle including needs assessment, awareness raising activities and joint implementation of peacebuilding activities which enable participation of women and girls affected by migration
- Local stakeholders (local government and authorities) were engaged from the very beginning of the project, but most importantly when developing LAPs on WPS agenda and implementation of joint peacebuilding initiatives
- National stakeholders engaged when developing draft of the concept of State Migration Policy with gender-sensitive approaches

Government counterparts in the project are State Migration Service, State Agency for Inter-Ethnic Relations and Local Self-Governance, the Gender and Decent Employment Units at Ministry of Labour and Social Development, National Parliament, Forum of Women MPs of the Kyrgyz Republic, local self-government authorities in six target municipalities. Responsible parties are the NGO Community Development Alliance, NGO Rosa Otunbayeva's Initiative Public Fund, JIA Business Association, Public Fund "Alliance of Trainers and Consultants" (BDS-ILO-SIYB).

2.4. Project management

Operational Management of the programme

GPI project programme team, represented by the Project Managers/Coordinators from each participating UN Agency (IOM, UN Women and ILO), is responsible for day-to-day management, implementation and monitoring of the project. To ensure ownership of government stakeholders, RUNOs established Technical Group on project coordination and implementation, which consisted of RUNOs, representatives of State Migration Service, Ministry of Labour and Social Development and State Agency on Inter-Ethnic Relations and Local Self-Governance. This Technical Group was responsible for the coordination of project's activities, identifying target groups and reviewing the progress on the implementation of project activities and, adapting project to challenges and current circumstances.

IOM served as the lead agency for the coordination of the project. Regular meetings were organized to coordinate actions, share progress, challenges and discuss adaptive approaches between IOM, ILO and UN Women under the lead of IOM.

Joint Steering Committee

The Joint Steering Committee (JSC), established by President's order, oversees overall project implementation and provide guidance. The JSC is co-chaired by the Head of the Department for Monitoring Humanitarian Development and Interaction with Civil Society Institutions and the UN Resident Coordinator (RC) to ensure project implementation was timely and coherent.

3. Evaluation scope, purpose, and objectives

3.1 Evaluation scope

The final evaluation of the *Empowering women and girls affected by migration for inclusive and peaceful community development and peacebuilding* project will be conducted at the end of project implementation and will cover the entire duration of the project 25 December 2019 to 21 November 2021. The evaluation is scheduled between June and September 2021.

The results of baseline and endline assessments, and project monitoring results will be available to the evaluation team in order to inform the evaluation process.

The evaluation includes a data collection offline or online, depending on the COVID-19 epidemiological situation in the country, in six project sites (target municipalities) in Kyrgyzstan. The project will hire two consultants for conducting the evaluation process:

- TEAM LEADER: one International consultant to lead, coordinate the process and division of labour (with the Team Member), conduct desk review of background documentation, produce inception report, develop the methodology and instruments, prepare workplan, collect data, prepare analytical framework and draft and final evaluation reports
- TEAM MEMBER: one national consultant (based in Kyrgyzstan) under the overall guidance of International Consultant to contribute to desk review of background documentation, to conduct all field missions (given the COVID-10 situation), collect information and data (including producing written summaries of meetings for the team lead, and collecting audio recordings that will be transcribed), plan communication and consultation with beneficiaries, engage stakeholders, and contribute to report writing.

The evaluation shall cover all aspects of the project, and broadly allocate resources (time) in relation to the relative expenditure between the various project components.

3.2. Evaluation purpose, users and intended use

A final external evaluation of the *Empowering women and girls affected by migration for inclusive and peaceful community development and peacebuilding* project is conducted with a special focus on lessons learnt both from programmatic and coordination perspectives. The main purpose of this final evaluation is to assess the programmatic progress and performance of the above described intervention, including from the point of view of *relevance* of the programme objectives, strategy and approach at the local and national levels for empowerment of girls and women affected by migration towards achieving project results; *coherence* with international agreements and conventions as well as synergies and coordination with other initiatives; *effectiveness* of the project in achieving its objectives; organizational *efficiency* and coordination mechanisms in progressing towards the achievement of the project results;, and *sustainability* of the results and the *impact* of the intervention in advancing GEWE and participation in community development and peacebuilding initiatives in the target group. The evaluation will also integrate attention to the use of a *human rights* based approach and *gender equality* principles. In addition, evaluation will contribute to overall accountability and learning processes.

Targeted users of the evaluation are the personnel of the participating UN agencies in Kyrgyzstan, UN Peacebuilding Fund and responsible parties, and the government counterparts at local and national levels, CSOs, and other UN agencies, donor community and development partners present in Kyrgyzstan, and the programme beneficiaries.

The evaluation should identify and document lessons learned, good practices and innovations, success stories, and challenges within the project (what worked, and also what didn't work and why), as well as strategies for replication and up-scaling of the project's best practices.
The evaluation should also provide specific and actionable recommendations as to the priority areas that should be considered in further Peacebuilding Portfolio, including interventions that require continued support, successful interventions for expansion, and recommendations on prioritizing interventions to maximize impact. It should also include actionable recommendations on how to improve project management and maximize ownership by national partners, as well as to inform the future work of participating UN agencies on empowering women affected by migration and their contributing role in peacebuilding and community development.

The findings of the evaluation will contribute to effective programming, refining the approaches of participating UN agencies to women and girls affected by migration, empowerment, learning, capacity building and ability to participate in community development and peacebuilding. It will also be a key input to knowledge management on joint programmes and programmes for gender equality and women's empowerment. The findings of the evaluation will moreover be used to engage policy makers and other stakeholders at local, national and regional levels in evidence-based dialogues and to advocate for

gender-responsive strategies to promote the role and contribution of girls and women affected by migration for inclusive local development with a particular focus on peacebuilding.

4. Evaluation methodology and key evaluation questions

4.1 Evaluation methodology

The evaluation will be a transparent and participatory process involving relevant RUNOs' stakeholders and partners in Kyrgyzstan. The evaluation will be based on gender and human rights principles, including the Do-No-Harm approach and adhere to the UNEG Norms and Standards and Ethical Code of Conduct and IOM, ILO and UN Women Evaluation Policy and guidelines[161] and following safety protocols of WHO COVID-19 transmission measures[162].

The evaluation is a final programme evaluation and both a summative approach focusing on capturing the lessons learned during the implementation and assessing the achievement of the results at output and outcome levels, as well as a formative, forward-looking approach assessing the applicability of the results will be employed. The evaluation methodology will furthermore follow a ToC approach and employ mixed methods including quantitative and qualitative data collection methods and analytical approaches to account for complexity of gender relations and to ensure participatory and inclusive processes that are culturally appropriate. Methods may include but are not limited to:

- Desk review of relevant documents and data such as project and programme documents, progress reports, financial records, meeting minutes and monitoring reports, results of the baseline assessment, and secondary data or studies relating to the country context and situation
- Online or offline consultations and discussions with the senior management, programme and project management staff of the three participating agencies
- Semi-structured interviews, focus group discussions, and surveys with direct and indirect beneficiaries, implementing partners, donor and other stakeholders
- Offline (field visits) or online session for observation at selected project sites

The national consultant will provide the lead consultant with written summaries of data collected from the interviews and focus group discussions during the field visit. To the extent possible, the national consultant will also record the meetings and transcriptions will be produced (TBC by evaluators), to complement the written summaries by the national consultant, in order to improve quality of data analysis, increase reliability and resolve conflicts related to disagreement with findings as the verbatim inputs can be checked.

Data from different research sources will be triangulated to increase its validity. The proposed approach and methodology have to be considered as flexible guidelines rather than final requirements, and the evaluators will have an opportunity to make their inputs and propose changes in the evaluation design. The methodology and approach should, however, incorporate human rights and gender equality perspectives. It is expected that the Evaluation Team will further refine the approach and methodology and submit a detailed description in the inception report.

Comments provided by the evaluation reference and management groups are aimed at methodological rigor, factual errors, errors of interpretation, or omission of information and must be considered by the evaluators to ensure a high-quality product. The final evaluation report should reflect the evaluator's consideration of the comments and acknowledge any substantive disagreements.

4.2. Evaluation criteria and key evaluation questions

The evaluation will be guided by the six OECD-DAC evaluation criteria of relevance, coherence, effectiveness, efficiency, sustainability and impact, with attention to human rights and gender equality integrated throughout. Preliminary evaluation questions under each of criterion include the following:

Relevance

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[161] Please see section XI References below

[162] COVID-19 transmission protective measures, WHO, 2021, available at:
https://www.who.int/westernpacific/emergencies/covid-19/information/transmission-protective-measures

1. To what extent was the design of the project relevant to the needs and priorities of the beneficiaries, and the choice of interventions relevant to the situation of the target group?
2. To what extent is the project consistent with relevant government priorities and national development strategies?
    o To what extent is the intervention consistent with the national development strategies in the area of gender equality and women's empowerment, participation in community development and peacebuilding, and reflect national priorities and commitments on Gender Equality and Women's Empowerment (GEWE), Peacebuilding Priority Plan (2017-2020) and the related UNDAF outcomes
    o To what extent does the intervention and its results relate and contribute to the Agenda 2030 and its Sustainable Development Goals?
3. To what extent have gender and human rights principles and strategies been integrated into the programme design and implementation?
4. To what extent were key national partners involved in the project's conceptualization and design process?

Coherence
5. To what extent is the intervention aligned with international agreements and conventions on gender equality and women's empowerment in the context of inclusive community development and peacebuilding?
6. To what extent has the implementation ensured synergies and coordination with the government and other key partners, including both national and international, in relation to addressing the role of women affected by migration in peacebuilding and community development and gender equality norms, while avoiding duplications?
7. To what extent and in what way did the participating agencies possess a comparative advantage in the project's area of work in comparison with other UN entities and key partners in the Kyrgyz Republic?
8. To what extent is the project achieving synergies with the work of the UN Country Team?

Effectiveness
9. To what extent have the expected results (outcomes and outputs) been achieved?
10. What are the reasons for the achievement or non-achievement of expected results?
    o How effective have the selected programme strategies and approaches been in achieving programme results?
    o To what extent and how has the project adapted to COVID 19 pandemic?
    o What are the good practices in overcoming obstacles, including in the context of COVID-19 and socio-political situation or other shortcomings encountered?
11. How well did the intervention succeed in involving and building the capacities of rights-holders (women and girls affected by migration and community members) , duty-bearers (representatives of Local Self-Governments), as well as the project partners?
12. To what extent are the programme approaches and strategies innovative for achieving empowerment of women and girls affected by migration for inclusive community development and peacebuilding? What -if any- types of innovative good practices have been introduced by the project for achievement of GEWE results?
13. To what extent did the project's design process include a collaborative process, shared vision for delivering results, strategies for joint delivery and sharing of risks among implementing UN entities?
14. To what extent the joint programme modality led to improved communication, coordination and information exchange within the United Nations family in Kyrgyzstan?

Impact
15. Have any unintended results been delivered, either positive or negative? For whom?
16. Does any evidence exist that the joint project has contributed to longer term results?

17. Is there a potential measurable impact of the project intervention on the target group across economic and social dimensions of empowerment for inclusive community development and peacebuilding?18. To what extent has the project been catalytic in bringing gender transformative changes that address some of the root causes of gender inequalities, including prevailing social norms, attitudes and behaviours, discrimination and social systems, related to women affected by migration empowerment and participation in community development and peacebuilding?

18. 19. What contribution are participating UN agencies making to implementing global norms and standards for gender equality and empowerment of women and girls affected by migration for inclusive community development and peacebuilding?

Efficiency
19. Have the outputs been delivered in a timely manner?
20. How, if at all, has the joint nature of the project affected efficiency of delivery?
    o Have resources (financial, human, technical support, etc.) been allocated and split between the UN participating agencies strategically to achieve outcomes?
    o Has there been any reduced duplication and increased cost-sharing, reduced or transferred burdens and transaction costs? What factors have influenced this?
    o Do established levels or mechanism of "jointness" lead to better GEWE results?
21. Has tracking financing in support of GEWE allocation within the project led to improved efficiency in the management of resources and how financial tracking, following results-based budgeting approach, was efficient to achieve greater GEWE results?
22. Has there been effective leadership and management of the project including the structuring of management and administration roles to maximize results? Where does accountability lie?
23. To what extent did the project's M&E actions facilitate a) timely tracking of the progress towards its objectives, b) well-informed management decisions, and c) learning and accountability to project stakeholders?

Sustainability
24. What is the likelihood that the benefits from the project will be maintained for a reasonably long period of time after the project phase out?
25. To what extent the intervention succeeded in building individual and institutional capacities of rights-holders (women and girls affected by migration and community members,) , duty-bearers (representatives of Local Self-Governments)to ensure sustainability of benefits and more inclusive practices to local development and peacebuilding?
26. How effectively has the project generated national ownership of the results achieved, the establishment of partnerships with relevant stakeholders and the development of national capacities to ensure sustainability of efforts and benefits?
27. To what extent has the project been able to promote replication and/or up-scaling of successful practices?

Considering the mandates to incorporate human rights and gender equality in all UN work and the IOM, ILO and UN Women Evaluation Policy, which promotes the integration of women's rights and gender equality principles into evaluation, these dimensions will require special attention for this evaluation and will be considered under each evaluation criterion.

It is expected that the evaluation team will develop an evaluation matrix, which will relate to the above questions (and refine them as needed), the areas they refer to, the criteria for evaluating them, the indicators and the means for verification as a tool for the evaluation. Final evaluation matrix will be approved in the evaluation inception report.

5. Evaluation process and management structure

5.1. Evaluation process

The evaluation process has five phases:

1) Preparation: gathering and analysing programme data, conceptualizing the evaluation approach, internal consultations on the approach, preparing the TOR, establishment of the Evaluation Management

Group (EMG) and the Evaluation Reference Group (ERG), stakeholders mapping and selection of evaluation team.

2) Inception: consultations between the evaluation team and the EMG, programme portfolio review, finalization of stakeholder mapping, inception meetings with the ERG, review of the result logics, analysis of information relevant to the initiative, finalization of evaluation methodology and preparation and validation of inception report.

3) Data collection and analysis: in depth desk research, in-depth review of the project documents and monitoring frameworks, in online interviews as necessary, staff and partner survey/s, and/or field visits.

4) Analysis and synthesis stage: analysis of data and interpretation of findings, and drafting and validation of an evaluation report and other communication products. This will include a draft report and final evaluation report, and communication products.

5) Dissemination and follow-up: once the evaluation is completed IOM, ILO and UN Women are responsible for the development of a Management Response, publishing of the evaluation report, uploading the published report on the GATE (UN Women) website as well as respectively by IOM and ILO on their websites, and the dissemination of evaluation findings.

In additional to oversight by the EMG and ERG, the donor will also be involved in review and approval of deliverables, including PBF local representatives and the UN Peacebuilding Support Office (PBSO) in New York. Details are outlined in the next section below.

5.2 Evaluation timeframe and expected outputs

The evaluation team is expected to produce the following deliverables:
- **An inception report**: The evaluation team will present a refined scope, a detailed outline of the evaluation design and methodology, evaluation questions and indicators, and criteria for the approach for in-depth desk review and field work to be conducted in the data collection phase. The report will include an evaluation matrix and detailed work plan. A first draft report will be shared with the EMG and, based upon the comments received the evaluation team will revise the draft. The revised draft will be shared with the ERG for feedback. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the final inception report. The Inception report will also need to be reviewed and approved by PBSO.
- **Presentation of preliminary findings:** A PowerPoint presentation detailing the emerging findings of the evaluation will be shared with the EMG for feedback. The revised presentation will be delivered to the ERG for comments and validation. The evaluation team will incorporate the feedback received into the draft report.
- **A draft evaluation report**: A first draft report will be shared with the EMG and PBF for initial feedback. The second draft report will incorporate EMG feedback and will be shared with the ERG for identification of factual errors, errors of omission and/or misinterpretation of information. The third draft report will incorporate this feedback and then be shared with the ERG for final validation. The evaluation team will maintain an audit trail of the comments received and provide a response on how the comments were addressed in the revised drafts. The draft report will need to be reviewed and approved by PBSO.
- **The final evaluation report:** The final report will be shared with the EMG and PBF for their review. The final report will include a concise Executive Summary and annexes detailing the methodological approach and any analytical products developed during the course of the evaluation. The structure of the report will be defined in the inception report. Evaluation team is also responsible for translating final evaluation report to Russian/or Kyrgyz. The final report will need to be reviewed and approved by PBSO.
- **Evaluation communication products:** Online presentation of the preliminary findings at the closing event of the project in August 2021 (date TBD), a PowerPoint/Prezi presentation of the final key evaluation findings and recommendations, and a 2-pager/infographics on the final key findings, lessons learned and recommendations in a format preferably adjustable for individual project sites both in English and Russian.

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Payment will be issued in three instalments upon the satisfactory submission of the deliverables cleared by the evaluation task manager to certify that the services have been satisfactorily performed: 25% upon the signing of the contract, 30% upon approval of evaluation inception report, 45% upon the submission of the draft report and the validation of the final evaluation report and communication products.

5.3. Evaluation timeframe and outputs

The final evaluation will be conducted between July and September 2021. The preliminary calendar for the process is detailed in the table below.

Task	Tentative timeframe	no days international consultant	no of days national consultant
Inception phase May-June 2021			
Desk review of background documentation	TBD	2	2
Inception meeting with EMG and ERG	TBD	1	1
Inception report (including two rounds of revision)	TBD	6	2
Data collection phase July-August 2021			
Documents review, (online) interviews, interviews, visits to project sites (online/offline)	TBD	12	14
Preparation of written notes and summaries for the team lead	TBD		7
Analysis and reporting phase August-September 2021			
Drafting and presentation of preliminary findings (including one round of revision)	TBD	3	1
Preparation and submission of draft report (including two rounds of revision)	TBD	10	2
Review and submission of final report and communication products (PPT and a brief)	TBD	3	1

5.4 Management structure for the joint evaluation

An **Evaluation Management Group (EMG)** comprising of senior management of the participating UN agencies and their delegated programme staff will be established to oversee the evaluation process, make key decisions, quality assure and jointly approve the different deliverables.

The evaluation process will be supported by regional representatives from each participating agency. This will include IOM's Regional Monitoring and Evaluation Officer and the UN Women Europe and Central Asia Regional Evaluation Specialist who is a staff member of the UN Women Independent Evaluation Office, both of whom are members of the United Nations Evaluation Group (UNEG). The IOM's Regional Monitoring and Evaluation Officer who was providing overall programmatic support for the overall coordination process, but was not involved in direct management of the programme, will serve as the evaluation task manager responsible for the day-to-day management of the evaluation and ensures that the evaluation is conducted in accordance with the Evaluation Policy of the different UN entities, United Nations Evaluation Group Ethical Guidelines and Code of Conduct for Evaluation in the United Nations system and other key guidance documents.

The establishment of an **Evaluation Reference Group (ERG)** that will include key national stakeholders key national stakeholders from government, civil society organizations and relevant programme partners will be an integral part of the evaluation management structure. The purpose of the ERG will be to facilitate the participation of relevant stakeholders in the design and scope of the evaluation, raising awareness of the different information needs, quality assurance throughout the process and in disseminating the evaluation results.

6. Evaluation team composition and requirements

An evaluation team will consist of an international consultant as a Team Leader and a national consultant as a Team Member supporting all substantive aspects of the evaluation. The international consultant as

Team Leader is responsible for coordination during all phases of the evaluation process, ensuring the quality of outputs and application of methodology as well as timely delivery of all evaluation products in close collaboration with the Team Leader and the EMG. The national consultant will provide support to the international consultant in all the aspects of conducting the evaluation, including translation and interpretation, and analysis of collected data, and drafting the reports. The national consultant also will be engaged in offline field work (site visits) or online communication (depending on epidemiological situation in the country due to COVID-19 pandemic), while Team Leader will be working remotely (online).

In further detail, the duties and responsibilities of the international consultant are as follows:
- Leading the inception phase and developing an inception report outlining design, approach and methodology of the evaluation and an indicative workplan of the evaluation team within the framework of this ToR, including conducting desk review of background materials.
- Directing and supervising the national consultant in carrying out collection, research and analysis of relevant documentation and other data, and reporting.
- Overseeing and assuring quality of data collection and leading the analysis of the evaluation evidence.
- Preparing for meetings with members of the EMG, ERG and other stakeholders to review findings, conclusions and recommendations.

- Lead the preparation of reports, with contribution of national consultant and submission of all evaluation products
- Finalizing all evaluation documents by ensuring all feedback is integrated

- Leading the preparation of the evaluation communication products.

The duties and responsibilities of the national consultant are as follows:
- Contribute to the development of inception report, including conducting desk review
- Plan, organize and conduct data collection (online/offline) under close supervision of the International Consultant
- Provide written summaries of the data collected during field visit for the team lead
- Contribute to report writing (draft and final evaluation reports) and communication products
- Assist with translation to International Consultant throughout the evaluation process

6.1. Required skills and expertise of the International Consultant

Competencies

- Sensitivity and adaptability to culture, gender, religion, nationality and age
- Strong analytical, writing and reporting abilities
- Strong interpersonal and communication skills, ability to lead a team and negotiate amongst a wide range of stakeholders
- Commitment to quality products and deadlines
- Demonstrated facilitation and communications skills, experience in participatory approaches and ability to negotiate amongst a wide range of stakeholders
- Ability to produce well-written analytical reports

Qualifications and experience

- At least a master's degree in peacebuilding, social sciences, international relations, migration studies, gender studies or a related area
- At least 7 years of relevant experience conducting evaluations of strategies, policies and/or development programmes and projects
- Proven experience of designing and leading or participating in gender-responsive and human rights-based evaluations utilising participatory approaches and methodologies

- Knowledge and experience in gender equality and women's empowerment, gender mainstreaming in migration, women' participation in peacebuilding and development, gender analysis
- Previous work experience of countries in transition. Previous experience working in Central Asia and/or in particular in Kyrgyzstan will be considered a strong asset
- Experience with the United Nations system will be considered an asset
- Fluency in English. Knowledge of Russian or Kyrgyz will be considered an asset

6.2. Required skills and expertise of the National Consultant

Competencies

- Sensitivity and adaptability to culture, gender, religion, nationality and age
- Strong analytical, writing and reporting abilities
- Strong interpersonal and communication skills, ability to lead a team and negotiate amongst a wide range of stakeholders
- Commitment to quality products and deadlines

Qualifications and experience
- At least a master's degree in peacebuilding, social sciences, international relations, migration studies, gender studies or a related area
- 3 years of relevant experience and involvement in evaluations of strategies, policies and/or development programmes and project
- Experience/knowledge of gender equality and women's empowerment, gender mainstreaming in migration, women participation in peacebuilding and development, gender analysis and the related mandates at the country level
- Demonstrated analytical and presentation skills and ability to collect data and structure information
- Demonstrated facilitation and communications skills, experience in participatory approaches and ability to negotiate amongst a wide range of stakeholders
- Experience within the United Nations system will be considered an asset
- Excellent knowledge of English, Russian and Kyrgyz

7. Submission of application/expression of interest

Documents to submit as a part of the application should include:
- The CV of the individual evaluator (in the case of individual consultancy) or the CV of the team leader (in the case of a consultancy firm);
- Expression of interest;
- The proposal outlining the proposed methodology for the evaluation, including data collection and analysis techniques, and quality control measures;
- The detailed budget proposal (all-inclusive including consultancy fees, travel, accommodation, subsistence, data collection and analysis costs, etc.)
- A sample of previous work.

Please send your application package via email to xx not later than XX March 2021.

8. References

Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women/2012/8): www.un.org/ga/search/view_doc.asp?symbol=UNW/2012/12&Lang=E
IOM Evaluation Policy:
https://evaluation.iom.int/sites/evaluation/files/documents/iom_evaluation_policy_in_266_external_18.pdf

OIG Strategy for the Management of Its Evaluation and Monitoring Functions: https://evaluation.iom.int/sites/evaluation/files/documents/oig_evaluation_and_monitoring_strategy_2018-2020.pdf
https://evaluation.iom.int/sites/evaluation/files/documents/IOM-IN74Rev1-Charter-of-OIG_0.pdf

IOM Evaluation Guidelines: https://intranetportal/Pages/ControlNo.aspx?controlNo=MA/00066
How to Manage Gender Responsive Evaluation. Evaluation Handbook: www.unwomen.org/en/digital-library/publications/2015/4/un-women-evaluation-handbook-how-to-manage-gender-responsive-evaluation

UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS): www.unwomen.org/~/media/headquarters/attachments/sections/about%20us/evaluation/evaluation-geraasmethodology-en.pdf

Standards for Evaluation in the UN System: www.uneval.org/document/detail/22

Norms for Evaluation in the UN System: www.uneval.org/document/detail/21

Integrating Human Rights and Gender Equality in Evaluation – towards UNEG Guidance: www.uneval.org/document/detail/980

UNEG Guidance Integrating Human Rights and Gender into Evaluation: www.uneval.org/document/detail/1616

UN SWAP Evaluation Performance Indicator: www.uneval.org/document/detail/1452

UNEG Quality Checklist for Evaluation Reports: www.uneval.org/document/detail/607

UNEG Ethical Guidelines: www.unevaluation.org/document/detail/102

UNEG Code of Conduct for Evaluation in the UN: www.unevaluation.org/document/detail/100

UN Women Kyrgyzstan Country Portfolio Evaluation: http://gate.unwomen.org/Evaluation/Details?EvaluationId=5014

Joint Evaluation of Joint Gender Programmes: http://gate.unwomen.org/Evaluation/Details?evaluationId=4603ILO Policy Guidelines for results-based evaluation, 2020 https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_571339.pdf

ILO Policy Guidelines for results-based evaluation, 2020 https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_571339.pdf

Annex 7.6 Visual adds from the field mission consultations

Annex 7.7 The List of key lessons learnt by the RUNOs

Project-related lessons learned
o *Changes in the community perceptions about women's role.* The project demonstrated that women can be (economically) empowered and contribute to the community development. The future projects can replicate the method of the current project. Make sure that people rightly understand GE and do not exacerbate the existing inequalities.
o *GALS approach.* Project participants (mostly women) highly appreciated the GALS approach that was used in the project, indicating that this needs to be used in future projects.
o *Women's empowerment.* The community members and LPA representatives appreciated the project's contribution to women's empowerment and capacity building. The civic activism increased as a result of the project, which should be continued in future projects.
o *Strengthened link between the local authority and community members, particularly women.* The local stakeholders were enabled to improve their interaction, and are engaged in community-related matters. The LPAs learned that the local authority should be in close connection with people.
o *Psychological training.* This type of training was well-received by women who appreciated the content and repeatedly emphasised its positive impact on them. Future projects can continue providing psychosocial training to women in the communities.
o *Selection of project sites.* Even though all the project sites appreciated the impact of the project, some LPAs representatives noted that their community should not have been in the project since they did not have a high rate of migration. They noted that a careful study should be conducted at the beginning of the project.
o *GE is about women and men. Involvement of men.* The men's involvement was minimal, which limited their support to their wives in the transformation journey. The GE is not only about women but also about men. The rights and responsibilities of men, especially those exposed to migration, should equally be discussed and given attention.
o *Visibility of the project could have been stronger.* Some FGD participants of the endline assessment said that, for the most part, only project participants knew about the project; while, other community members could have had more information that would boost their involvement and promote further changes in their beliefs and attitudes.
o *Long-term changes take time.* The sustainable long-term changes on GE would take time and, thus, there was a need to sustained work on this area. The harmful gender norms still persist in the communities, and women cannot make decisions for their activities.
o *Religion and GE.* The projects could find crossing points between GE and Islam to ensure acceptance of GE by communities less supportive of ideas perceived to be coming from Europe.

Endline assessment-related lessons learned

o *Wording of some questions* in the survey, especially with regard to such key concept as *peacebuilding* was either broad or unclear. As a result, it was up to respondents' interpretations of the terms. At the endline stage, it was not possible to change the survey questions to rectify the issue as this action would result in the creation of a new questionnaire making it impossible to compare the baseline and endline data. For this reason, at the endline stage, a glossary was added. The learning for the future is that key

project terms need to be broken down into measurable items. It would also be a good practice to have a glossary of the key terms at the outset of the project.

o *The survey questionnaire, developed at the baseline, was too long* – it had over 200 questions (around 300 with sub-questions); while, it is recommended in the social research literature to have a survey questionnaire that can be completed in 20-30 minutes (which is around 60 questions) to avoid respondent fatigue, ensure participants' engagement with questions, and be respectful and ethical with regard to participants' time.

o *Increasing a budget for similar assessments* in the future will also mitigate an issue with piloting the tools. A formal piloting exercise in a site similar to the project site could benefit the data collection.

o *Adding control sites to the endline assessment* helped strengthen the methodological design. However, including control sites at the baseline stage would have enabled the research team to do a more advanced statistical analysis at the endline to identify the project's impact.