



**Final Evaluation “Making Migration Safe
for Women (MMS)”**

Project #: 00119034

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Abbreviations and Acronyms

APAC	l'Association des Professionnelles Africaines de la Communication
BMZ	Federal Ministry for Economic Cooperation and Development, Germany
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CSO	Civil Society Organisations
CSW	Commission on the Status of Women
ECOWAS	Economic Community of West African States
EWG	Expert Working Group
FAD	Femmes, Actions et Développement
FGD	Focus Group Discussions
GCC	Gulf Cooperation Council
GCM	Global Compact for Migration
GRASPI	Groupe de Réflexion et d'Action pour la Solution au Phénomène d'Immigration
ILO	International Labour Organization
INS	Institut National de la Statistique du Niger
IOM	International Organization for Migration
KII	Key Informant Interview
M&E	Monitoring and Evaluation
MMS	Making Migration Safe
MPFA	Migration Policy Framework for Africa
NCE	No-cost Extension
NGO	Non-governmental Organisation
NMP	National Migration Policy
NPC	National Programme Coordinator
NSC	National Steering Committee
PMF	Performance Monitoring Framework
PSC	Project Steering Committee
RBM	Results-Based Management
SDG	Sustainable Development Goals
TOT	Training of trainers
UNEG	United Nations Evaluation Group

Executive Summary

This summary presents the evaluation results for the first phase of the project “Making Migration Safe for Women” (MMS) implemented by UN Women in Niger and globally. Funded by the Federal Ministry for Economic Cooperation and Development (BMZ), Germany, the project had a total budget of Euro 2.2 million¹. The original project duration was three years (December 2019-December 2022) with a six month No-Cost Extension awarded until June 2023.

The overall goal of the project was to ensure that “Migration is safe and regular for all women migrating from, into and through Niger and international norms and standards for protecting and promoting migrant women’s rights are strengthened”. The project sought to bring about transformative change at three levels (outcomes): (1) National governments develop/strengthen migration policies, laws and services that are gender-responsive, (2) Migrant women and their organizations advocate for the promotion and protection of migrant women’s rights, and (3) Governments and relevant international human rights bodies ensure the promotion and protection of migrant women’s rights through strengthened global norms and standards.

The scope of the evaluation was focused on the implementation in Niger and at the global level. The evaluation assessed the implementation period of the project from December 2019 to June 2023. The target audience of the evaluation are UN Women project management, UN Women country offices, partner organizations, the donor of the project as well as other prospective donors interested in UN Women’s migration portfolio.

The evaluation was conducted using UN Women Evaluation guidelines and UN Evaluation Group, norms, standards, and ethical guidelines.³ To consult key stakeholders, the evaluator conducted a combination of virtual and in-person interviews, including a **5-day field mission to Niger**. Overall, a **total of 43 key stakeholders were consulted / interviewed** during the data collection phase, including UN Women staff, representative of the donor (Germany/BMZ), MMS project management and operational staff, representatives of the Government of Niger, Representatives of UN agencies and other organizations, partner non-governmental organisations (NGOs), and migrant women beneficiaries.

KEY FINDINGS

Relevance

The evaluation found the MMS program to be aligned at all key levels including UN Women’s Strategic Plan 2018-2021, UN SDGs, and BMZ’s priorities in the region and at the global. In addition, the MMS programme also responded to the priorities of the Government of Niger and the needs of the migrant women transiting from, into, and through Niger. Moreover, to ensure alignment at the national level, UN Women conducted a multi-stakeholder meeting with 22 individuals representing various relevant stakeholders including government ministries, NGOs, and civil society organisations (CSOs), other UN agencies, and international organisations to discuss effective and gender-responsive entry points through which the National Migration Policy could be implemented². Similarly, the MMS programme

¹ Donor Agreement.

² First Narrative Report, Making Migration Safe for Women, *UN Women*, 2.

staff also conducted a *Rapid Assessment of the Situations of Women Migrating from, into and through Niger* (including a chapter on legal and policy framework on migration and gender in Niger) highlighting entry points on how to better respond to the challenges and needs of migrant women³

Efficiency

The MMS program was managed under the Economic Empowerment Section, UN Women HQ and had a dedicated program management team comprising of a total of 3 staff members, including a *Global Coordinator*, a *Global Policy Analyst*, and a *National Programme Coordinator (NPC)*⁴. Additionally, the MMS team was supported by UN Women auxiliary staff including regional finance and monitoring and evaluation (M&E) teams as well as short term consultants who provided technical expertise as needed. Although seemingly lean, given the overall program implementation structure, the evaluation team found the MMS project to be adequately staffed.

The programme had a total budget of EUR 2.2 million (USD 2,473,874.17)⁵. By the end of the programme (June 30, 2023), the project had utilized 80 per cent (USD 1,967,534.67) of the total assigned funds over a period of 3.5 years (including the 6-month NCE phase).

MMS established important partnerships and efficient coordination mechanisms at both national and global levels. In terms of coordination with the donor, UN Women remained in close contact with the BMZ Gender Section, responsible for the MMS project. Similarly, the evaluation found the collaboration between national and global teams to be equally efficient, while overcoming COVID-19 related travel restrictions and challenges.

While the MMS Program endeavoured to provide a holistic approach for making migration safe for women, based on the findings of the evaluation, the programme design could have further benefitted from: (i) Including a wider set of risk mitigating measures, which could potentially provide important guidance for effective implementation of the program particularly at the National level, (ii) strengthening consultations with national key stakeholders at the design stage and (iii) defining project impact statements based on principles of SMART indicators.

Effectiveness

Outcome 1

Outcome 1 of the MMS program aimed to assist the Government of Niger in developing and strengthening gender-responsive migration governance. Some of the achievement of results against this outcome was impacted due to various factors including COVID 19, post-election political tensions including a failed coup attempt in 2021, slow operationalization of the National Migration Policy institutional framework responsible for the NMP implementation and delayed recruitment of the NPC. Despite these challenges, the MMS program implemented various interventions which primarily included: (i) advocacy and capacity building activities mostly in partnership with relevant government departments and other UN agencies and development organizations, (ii) published 3 knowledge products and provided substantive contributions in several policymaking/processes to mainstream

³ First Narrative Report, Making Migration Safe for Women, *UN Women*, 2.

⁴ The NPC served as a member of the national implementation team, in addition to the finance assistant.

⁵ Based on the figures provided in Project Delivery Report (Atlas), 66% was assigned to the global component and 33% to the national level implementation.

gender equality considerations, (iii) conducted a survey of 1,200 women (in collaboration with the Institut National de la Statistique du Niger (INS)) to collect quantitative information on their experiences migrating from, into, through and returning to Niger, (iv) produced an accompanying guide on how to develop surveys on the links between gender and migration to inspire replication of similar efforts in different country contexts.

Overall, UN Women's efforts to promote the rights of migrant women at different levels were widely acknowledged. For instance, inputs of UN Women were particularly appreciated during the elaboration of the second Action Plan to Combat Trafficking in Persons (National Migration Policy).

Outcome 2

Similar to Outcome 1, results against the second national level outcome were also impacted due to various internal and external factors. The project faced a particular challenge related to the identification and selection of partner CSOs, due to the limited capacity of local NGOs. Consequently, UN Women focused on building the capacity of existing CSOs and awareness raising among migrant women. By the end of the project, MMS had officially partnered with three local CSOs and trained 106 CSO staff (51 women and 60 men)⁶ with knowledge, skills, and techniques on how to conduct gender-responsive pre-departure trainings for aspiring migrant women from Niger and migrant women living in Niger⁷. Similarly, in partnership with local CSOs, MMS also carried out a media campaign and information sharing sessions and peer-to-peer messaging for over 600 potential and actual migrant women on their rights and on safe, orderly, and regular migration. In terms of outreach activities, the evaluation found the concept of peer-to-peer messaging to be extremely relevant, and would be even more effective in tandem with tangible interventions such as livelihood support, social protection, and legal assistance etc.

Outcome 3

To ensure effective implementation of the global component of the MMS programme under Outcome 3, UN Women made commendable efforts to promote as well as advance the agenda of gender-responsive migration governance across diverse international platforms. Among other key inputs, one of the most vital contributions of the global component has been the development of the online tool *Policies and Practice: A Guide to Gender-Responsive Implementation of the GCM*. By comprehensively addressing the linkages between gender and migration in all its dimensions, the guide aims to provide clear, concrete, and practical guidance to governments and other key stakeholders on gender-responsive implementation of the GCM⁸. Other achievements under the global component include:

- Produced 10 knowledge products
- Produced 3 tools to promote the gender-responsive migration governance
- Reviewed and provided substantive inputs to 33 knowledge products
- Organized and/or participated in 25 events and side-events at the margins of key intergovernmental meetings

⁶ Second and Third Narrative Report.

⁷ Third Narrative Report (Draft), Making Migration Safe for Women, *UN Women*, 3.

⁸ Policies and Practice: A Guide to Gender-Responsive Implementation of the GCM, *UN Women*, <https://migrationnetwork.un.org/resources/policies-and-practice-guide-gender-responsive-implementation-gcm>

Monitoring, Evaluation, and Knowledge Management

The performance of the MMS programme was largely measured against three outcomes and seven corresponding outputs and indicators. In addition, MMS programme had also developed a comprehensive knowledge monitoring strategy. In terms of the overall effectiveness, the evaluation found the monitoring framework to be flexible allowing for greater adaptability of the programme's interventions. The evaluation found that the monitoring framework could be improved by formulating more SMART⁹ indicators both at Outcome and Output levels, to make the tracking and assessment of the performance and impact of project interventions more effective.

Human Rights Approach and Gender Equality Principles

Based on the finding of the evaluation, the MMS programme not only worked closely with different human rights bodies, but the programme also integrated various gender equality considerations into the design and implementation of all activities. For instance, the programme ensured to include both women and men in consultations and program implementation activities such as capacity building exercises and trainings etc. Overall, the evaluation found human rights considerations were integrated into the programme design and implementation to a strong extent.

Sustainability

Entrusted with an extensive mandate on gender-responsive migration, the programme interventions of UN Women are highly sustainable particularly under the global component of MMS. Conversely, there are some concerns regarding the sustainability of the MMS program at the national level due to the challenges faced by the project during implementation. For instance, in Niger, although project interventions under Outcome 1 had a somewhat higher chance of sustainability due to their integration aimed at the policy level, this remained highly conditional upon the government's commitment to the programme goals and objectives.

CONCLUSIONS, LESSONS LEARNED, AND RECOMMENDATIONS

Conclusions

Conclusion 1: The MMS programme is aligned at all key levels including UN Women's Strategic Plan 2018-2021, UN SDGs, and BMZ's priorities in the region and at the global level. The MMS programme also responded to the priorities of the Government of Niger and the needs of the migrant women transiting from, into, and through Niger. However, needs assessment of the govt, local CSOs, and highlighting entry points on how to better respond to the challenges and needs of migrant women, were identified only during the implementation phase. This resultantly impacted the achievement of key targets in national level outcomes such as limitations on establishing new migrant responsive CSOs, and designing complementary initiatives for migrant women in terms of livelihood support etc.

⁹ SMART indicators are specific, measurable, achievable, relevant, and time-bound indicators. SMART indicators help to ensure that the indicators chosen are well-defined and can be effectively measured.

Conclusion 2: The MMS Program endeavoured to provide a holistic approach for making migration safe for women. However, whilst consultations at the global level effectively informed the project design, lack of involvement of national stakeholders resulted in missed opportunity for timely identification of potential risks and challenges. This consequently affected overall progress on the national level outcomes in Niger.

Conclusion 3: At the global level, the MMS programme made noteworthy progress by providing significant inputs in diverse sub-topics inter-alia, sexual and gender-based violence, trafficking, informal employment, impact of COVID-19, remittances, and human rights in migration etc. Among other key inputs, one of the most vital contributions of the global component has been the development of the online tool *Policies and Practice: A Guide to Gender-Responsive Implementation of the GCM*. While these diverse contributions enabled UN Women to further strengthen its position as a key player in gender-responsive migration, the program benefits could be augmented through an additional focus on labour migration as initially intended in the MMS project design.

Conclusion 4: Migrant women may experience heightened situations of vulnerability and multiple and intersecting forms of discrimination increasing their risks to human rights violations. Consequently, unless accompanied with other tangible support such as livelihood support, social protection, and legal support etc; outreach activities through awareness sessions alone, have much less interest and utility for this vulnerable segment of population, who may lack even the most basic human necessities.

Conclusion 5: The inherent flexibility of the 'Performance Monitoring Framework' of the MMS programme allowed for greater adaptation of the project to the changing dynamics at both national and global levels. However, while the project outcomes statements were found to be well articulated and reflective of the planned outputs and activities, in some instances, these indicators and targets were either not comprehensive and/or inconsistent with the SMART principle of Results-Based Management (RBM).

Lessons Learned

Lesson 1: The MMS programme has two distinct components responding to the national and global needs on women's migration. Yet they are complementary to each other. This is reflected through frequent exchange of knowledge and expertise, where global activities influence national ones and vice versa, thereby creating synergies and providing key lessons for implementation.

Lesson 2: The programme faced multiple challenges in terms of lack of capacity of local CSO's and government staff, including other competing priorities of the government resulting in reduced focus on gender and migration. This impacted the achievement of some key targets in the national level outcomes. In future interventions, the MMS programme can benefit from prioritizing consultation with relevant stakeholders at the design stage to prevent or minimize project implementation risks.

Lesson 3: As coordination throughout the project remained virtual (due to travel restrictions during the pandemic and political unrest in Niger), both teams highlighted the missed opportunity of in-person meetings and visits for enhanced learning and improved project implementation. However, these were mitigated through regularly scheduled online meetings.

Lesson 4: The collection and analysis of both quantitative and qualitative data are crucial to better understand the experiences of migrant women in all their diversity. The MMS programme developed a survey tool to collect data on the experiences of migrant women in Niger, which was the first of its kind. The programme has produced knowledge products which fill existing gaps in the literature to not only increase the availability of information but also to provide tools for advocacy and to support the development of relevant policies, programmes and services.

Lesson 5: In terms of outreach activities peer-to-peer messaging was found to be extremely relevant. Through pairing migrant women with peer educators, who are essentially settled migrants from the same countries of origin, the program can reach a wider number of women that are often on the move due to homelessness and irregular migration status.

Lesson 6: Given the dire predicament of the migrant women most of whom are faced with multiple socio-economic challenges (including prejudices that migrant women feel from local communities regarding their status as outsiders), the beneficiaries did not seem to have much utility for awareness sessions unless accompanied with tangible interventions such as livelihood support, social protection, and legal assistance etc.

Lesson 7: One of the most vital contributions of the global component has been the development of *Policies and Practice: A Guide to Gender-Responsive Implementation of the Global Compact for Migration (GCM)*. By comprehensively addressing the linkages between gender and migration in all its dimensions, the guide aims to provide clear, concrete, and practical guidance to governments and other key stakeholders on gender-responsive implementation of the GCM¹⁰.

Lesson 8: Performance Monitoring Frameworks must include specific and measurable indicators that are designed in consultation with local staff/stakeholders. This will allow project staff to objectively measure the project’s impact and set realistic and achievable targets.

Recommendations

The evaluation has identified five recommendations that are critical for UN Women’s Making Migration Safe for Women programme (MMS) at both National and Global levels. They are based on the evaluation framework and the analysis that informed findings and conclusions. The recommendations were validated by key stakeholders during the mission and through the review of the evaluation report by the assigned Evaluation Specialist and Global Coordinator, MMS.

#	Recommendations	Responsibility	Priority
1.	To ensure relevance of the project interventions, conduct the prioritization of needs and capacity assessments of the national stakeholders at the design and conceptualization stages of the programme rather than at the implementation stage (Finding 1).	UN Women	Immediate

¹⁰ Policies and Practice: A Guide to Gender-Responsive Implementation of the GCM, *UN Women*, <https://migrationnetwork.un.org/resources/policies-and-practice-guide-gender-responsive-implementation-gcm>

2.	<p>In Niger, the lack of local capacity of CSOs and government staff coupled with a general lack of interest in the programme severely jeopardized progress on national level outcomes. To avoid similar risks in the future, it is strongly recommended for the MMS programme to engage national stakeholders (government, civil society, migrant women) starting from the design process, and include the work on migration in Strategic Note, developed together with National Government. This will not only help in timely identification of potential risks and challenges, but also create a sense of ownership among key partners from the very onset. (Finding 2, 10)</p>	UN Women	Immediate
3.	<p>While many migrant women face multiple and intersecting forms of discrimination requiring support at different levels, the MMS programme is likely to generate a higher impact if it consolidates efforts on some of the key gender-responsive migration issues at the national and global levels. For instance, as women and girls make up the majority of migrants in the East and Horn of Africa¹¹, in addition to other entry points, UN Women can effectively use this opportunity to improve the labour migration outcome for these migrants, while at the same time contributing to the overall economic empowerment of women in the region. As an example, by leveraging its position in gender-responsive migration, UN Women can engage in platforms such as the Regional Ministerial Forum on Migration for East and Horn of Africa, which is an ISCM¹² bringing together 11 States from East and Horn of Africa Region to jointly address labour migration policies, foster labour mobility and protect the fundamental human, labour, and social rights of migrant workers migrating within</p>	UN Women	Medium-Long term

¹¹Women and Girls Account for the Majority of Migrants in East and Horn of Africa: IOM Report, News, *IOM* <https://www.iom.int/news/women-and-girls-account-majority-migrants-east-and-horn-africa-iom-report>

¹² Inter-State Consultation Mechanisms on migration (ISCM) are state-led, restricted, ongoing information-sharing and policy dialogue forums at the regional, inter-regional or global level for those States with an interest in promoting cooperation in the field of migration.

	the continent and from Africa to EU, GCC Member States and other countries ¹³ . (Finding 7)		
4.	Consider complementary measures aimed at improving the overall wellbeing of the migrant beneficiaries, especially those in the most vulnerable situations. Suggested interventions can include livelihood support, social protection, and legal support etc. This can be achieved by enhancing cooperation with other UN agencies while creating synergies for improved outcomes for migrant women. (Finding 7)	UN Women	Immediate
5.	All upcoming phases of the MMS programme-framework to be designed on the principles of SMART Results-based management and developed in consultation with the country office M&E staff, who can provide valuable input in terms of designing a robust framework that responds to the local context. This will not only allow the programme staff to identify quality indicators, but also effectively measure progress at each milestone. (Finding 7, 8)	UN Women	Immediate

¹³Regional Ministerial Forum On Migration For East And Horn Of Africa (RMFM), IOM, <https://www.iom.int/regional-ministerial-forum-migration-east-and-horn-africa-rmfm>

1. Introduction

This report provides evaluation results for the first phase of the project “Making Migration Safe for Women” (MMS) implemented by UN Women in Niger and globally. Funded by the Federal Ministry for Economic Cooperation and Development (BMZ), Germany the project had a total budget of USD 2,062,301 (EUR 1,854,557¹⁴).

The overall goal of the project is to ensure that “Migration is safe and regular for all women migrating from, into and through Niger and international norms and standards for protecting and promoting migrant women’s rights are strengthened”. The original project duration was three years (December 2019-December 2022) with a six month No-Cost Extension awarded until June 2023.

1.1. Purpose and Intended Users of the Evaluation

The final evaluation took place during the final year of project implementation and aims to inform the second phase of the project. The recommendation resulting from the final evaluation will be utilized for improving project implementation and identify the lessons learnt and good practices for the project to grow and adapt accordingly to achieve the intended results. The final evaluation will also identify the specific challenges of implementation as a result of the impacts of the COVID-19 pandemic.

The target audience of the evaluation will be UN Women project management, UN Women country offices, partner organizations, the donor of the project as well as other prospective donors interested in UN Women’s migration portfolio.

1.2. Scope and Objectives of the Evaluation

The scope of the evaluation was focused on the national-level implementation in Niger and the global component. The evaluation assessed the implementation period of the project from December 2019 to June 2023.

The final evaluation aims to inform the second phase of the MMS project. The recommendations resulting from the final evaluation will be utilized for improving project implementation and identify lessons learnt and good practices for the project to grow and adapt accordingly to achieve the intended results.

Figure 1 provides the main objectives of the evaluation.

¹⁴ Exchange Rates as of Dec 2019

Figure 1: Evaluation Objectives

Objectives of the Final Evaluation
<ul style="list-style-type: none">• Analyse how a human rights-based approach and gender equality principles are integrated into the interventions.• Assess the effectiveness and organizational efficiency in achieving expected results, including the effectiveness of programming strategies in implementing both national (Niger) and global commitments. The review should also investigate the contextual factors that are enabling or restricting the achievement of results, including financial management and human resource investment.• Assess the initial impact of the intervention on the lives of beneficiaries, communities, and institutions involved in the project.• Assess the relevance of activities undertaken to meet the outputs and outcomes.• Assess the relevance of measures taken to mitigate the COVID-19 pandemic on project implementation.• Assess the potential sustainability of the interventions to protect and promote the rights of migrant women.• Assess the effectiveness and gaps in the project communication efforts, in accordance with the project’s Communications and Advocacy Strategy

1.3. Approach and Methodology

The evaluation was conducted using a consultative, participatory, and gender-responsive approach and employed mixed methodologies to capture information relating to the evaluation objectives. This was achieved through a preliminary desk review followed by the development of an Evaluation Matrix (Annex 1). The Evaluation Matrix sets out the evaluation criteria and questions and summarizes the approach per evaluation question.

The evaluation methodology included:

- Desk Review and Document Analysis
- Development of an Evaluation Matrix
- Primary Data Collection using:
 - Key Informant Interviews
 - Focus Group Discussions

Sampling Design

For the purpose of data collection, the Consultant adopted the purposive sampling method. The stakeholders were purposively selected in close consultation with the Global Coordinator and National Project Coordinator. This sampling approach was used to ensure that the Consultant can meet with all

the relevant key stakeholders and beneficiaries of the project, especially given the two distinct components at the National and Global Levels.

To reach the maximum number of stakeholders, the consultant conducted a combination of virtual and in-person interviews. While global stakeholders were consulted through online meetings, a 5-day field mission to Niger was arranged to consult key stakeholders of the MMS Programme at the national level. The list of key stakeholders to be consulted during the evaluation was finalized in close consultation with the global and national programme staff.

1.4. Data Collection and Analysis

The evaluation obtained information from both primary and secondary data sources to ensure a robust triangulation of findings. This included the review of relevant project documents, listed in Annex 2, as well as collection of primary data through key informant interviews (KIIs) and focus group discussions (FGDs) using semi-structured questionnaires. The detailed questionnaires are presented in Annex 3.

Four different KII sheets were developed for the purpose of collecting primary data from the MMS Program Staff, Representative of the donor (BMZ), Other UN agencies, and Representatives of the Govt of Niger (including different ministries and departments responding to the needs of migrant women). In addition, two FGD guides were developed to collect data from the CSOs and migrant women beneficiaries.

Overall, a **total of 43 key stakeholders were consulted / interviewed** during the data collection phase, including:

- UN Women Staff
- Representative of the donor (Germany/BMZ)
- MMS project management and operational staff
- Representatives of the Government of Niger
- Representatives of UN agencies and other organizations
- Partner non-governmental organisations (NGOs)
- Migrant women beneficiaries

These stakeholders were selected as they had comprehensive knowledge of different aspects of the programme. The sample of interviewees was selected in a way that ensured that complete information on all aspects of the project could be captured, from design to results delivery, and from the global to the national level. The evaluator made sure that women were appropriately represented, and that focus group discussions with migrant women beneficiaries were conducted in order to gain a broad perspective regarding the impact of the project interventions on migrant women.

To assess the overall project, the consultant consulted **9 key stakeholders at the global level** and **34 stakeholders at the national level**. (including 12 migrant women) during the 5-day mission to Niamey, Niger. The lists of different stakeholders consulted at the global and national levels are included in Annex 4 and 5 respectively.

1.5. Ethics, Gender, and Human Rights Approach

Throughout the evaluation process, the Consultant was aware of the sensitive dynamics that underscore working with marginalized groups, in the case of this project, women in all their diversity. Moreover, their vulnerable situation is amplified because they face multiple and intersecting forms of discrimination and marginalization, based on their migratory status and other factors. As such, certain safeguarding techniques were employed by the Consultant to ensure the safety of research participants belonging to marginalized groups and the overall ethical conduct of the evaluation. These safeguarding techniques were derived from UNEG's Ethnical Guidelines for Evaluation and other such relevant documents. The Consultant followed the 'Do No Harm' principles and adhered to UN WHO's guidelines for conducting research with victims and survivors of gender-based violence.

The Consultant recognised the extent to which gender, ethnicity, class, age, religion, and other factors that cause marginalisation impact power and other dynamics in such scenarios. Therefore, the Consultant adopted a gender-responsive and human rights-based approach in conducting the evaluation. The Consultant understood UNEG's Guidance in Integrating Human Rights and Gender Equality in Evaluation, the UN Women Evaluation Policy GERAAS evaluation report quality checklist, and the UN Women's "How To Manage Gender-Responsive Evaluation" handbook such that they were sufficiently equipped to integrate a gender and human rights sensitive approach in all stages of the evaluation, including the final research design, data collection techniques, data analysis methods, and presentation of data.

For example, the Consultant adhered to and implemented, where possible, the above-mentioned guidelines etc. These include but were not limited to:

- UNEG Guidance in Integrating Human Rights and Gender Equality¹⁵
 - Methodology: The Consultant used a mix of qualitative and quantitative approaches, to ensure the inclusion of different stakeholders
 - Prioritised the usage of Disaggregated Data to appropriately identify statistical impacts the project may have had on women, where possible
 - Triangulation: Since the Consultant could not interview all stakeholders due to time constraints, the findings were validated through triangulation. Additionally, the Consultant has attempted to the inclusion of women and men in diverse stakeholder group.
- UN Women's 'How to Manage Gender Responsive Evaluation' Handbook¹⁶
 - Inclusiveness: Considered all parties involved, duty-bearers, right-holders, and groups that are directly and indirectly impacted, and was sensitive to any differences between them.
 - Participatory and Reflective: Engaged stakeholders in an active and meaningful involvement in the evaluation to assess whether or not the stakeholders were able to participate in the design, implementation and monitoring of programme and reflects their engagement.
 - Respect: Treated all stakeholders, particularly those who are vulnerable, with respect for their culture, language, gender, location, and abilities, and developed appropriate ways to engage and be accountable to them.

¹⁵ <http://www.uneval.org/document/detail/980>

¹⁶ <https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/Library/Publications/2015/UN-Women-Evaluation-Handbook-en.pdf>

2. Challenges and Mitigation Measures

While carrying out the evaluation, the consultant faced several challenges/limitations which were mitigated as follows:

- In view that the project is planned to assess outcome/impact of activities as part of the final narrative reporting, the consultant primarily relied on the data collected during interviews to assess the potential impact of the MMS project
- As the final donor report is due to be finalized within 12 months of project closing, the consultant incorporated findings from the first two progress reports and supplemented data for the third and final year of the project through interviews and individual data/reports shared by the national and global MMS staff.
- To assess the global component of the project, the consultant was able to conduct interviews with only 2 out of the 4 identified external stakeholders/members of the Reference Group. Due to this limitation, the findings of the global component have primarily been based on the available donor reports, knowledge products, and interviews with UN Women staff.
- Due to the recent change in donor staff, project specific donor feedback could not be captured during the data collection phase.
- Due to security concerns, the Consultants' field mission was limited to Niamey. However, with the support of the national programme coordinator, the consultant was able to meet with diverse key stakeholders at both institutional and beneficiary level. In some instances, telephonic interviews were also arranged.

Despite these limitations, the evaluation was able to construct a robust set of findings with the information the consultant was able to capture through desk review and field visit. It should however be noted that project-specific donor perspectives could have shed more light on the project's performance.

3. Background and Context

3.1. Contextual Background

Global Context

Women account for approximately 50 percent of the world's migrants and are responsible for sending half of the estimated USD 601 billion in remittances. Migration has the potential to stimulate equitable, inclusive, and sustainable development for countries of origin, transit, and destination. However, because migration governance continues to be largely gender-blind – overlooking the specific needs, challenges, and situations of vulnerability of migrant women and girls – an urgent need exists to address the gender dimensions of migration.

With increasing numbers of women migrating autonomously for many complex and interdependent reasons, it is necessary to address the multiple and intersecting forms of discrimination they may face.

It is critical that national migration policies, laws and measures recognize and address the specific needs, challenges, and situations of vulnerability of persons of all genders in migration – thus contributing to the achievement of Sustainable Development Goals (SDG 5, 8, 10 and 17). The implementation of gender-responsive migration policies is particularly relevant in East Africa, the Horn of Africa, and the Sahel. With limited economic opportunities for women in these regions, there are growing numbers of women migrating intra-regionally as well as internationally, including those migrating to the Gulf Cooperation Council States as domestic workers, where they face a high rate of labour exploitation and abuse.

Since irregular migrants are unlikely to have access to information regarding the journey, they are vulnerable to exploitation and abuse along the way and at their destinations. This is particularly true for migrant women, who in addition to their gender, are discriminated against based on intersecting elements of identity, such as their caste, ethnicity, and race. Due to this discrimination, migrant women are more likely to be employed in low paying, informal, and unregulated sectors of economy such as domestic and care work where they have significantly fewer rights than those employed in more formal sectors of the economy. These women are more likely to have their rights abused and these abuses can manifest in the form of low or no pay, lack of healthcare services available to them, physical, sexual, and gender-based violence, among others. The International Organization for Migration (IOM) reported that in 2016, 40 percent of migrant women in Niger reported to have been victim to some form of abuse during their journey or upon arrival to their destination.

While several legal and policy instruments exist at the regional level to address the exploitation of migrant women in the labour market – both within Africa and internationally – overarching governance and enforcement mechanisms are lacking to address the multiple and intersecting forms of discrimination migrant women in the region face. Several international and national agencies exist to ensure that migrants and women are safe and that their rights are protected.

National Context

Niger is a country of origin, transit and destination for migrants. Migrant women account for 53.5 per cent of the 348,056 international migrants in Niger, who come mainly from other countries in West Africa and include women transiting through Niger en route to Europe via North Africa. Women from Niger migrate for a variety of reasons, including escaping poverty, a lack of sustainable livelihood options and food insecurity stemming from environmental degradation and climate change, as well as deeply entrenched gender inequalities, including risks of sexual and gender-based violence (SGBV). They mostly migrate regionally within West Africa and to a lesser extent to North Africa and Europe. With an increasing number of women migrating independently and/or with their children, gradual shifts in household dynamics are taking place. The model of male-headed households, with men as the main breadwinners, is being altered as more women send remittances from abroad to support their families. As such, women are beginning to have a greater role in household decision-making¹⁷.

¹⁷ Rapid Assessment of the Women Migrating from, into, and through Niger, UN Women; <https://africa.unwomen.org/sites/default/files/Field%20Office%20Africa/Attachments/Publications/2021/10/RAPID%20ASSESSMENT%20OF%20THE%20SITUATIONS%20OF%20WOMEN%20MIGRATING%20FROM-INTO%20AND%20THROUGH%20NIGER.pdf>

The gender impacts of migration in Niger¹⁸ are further highlighted below:

Women's Migration from, into, and through Niger: Migrant women from Niger mostly migrate within West Africa and to a lesser extent to North Africa and Europe. In recent years, the number of women migrating from the Zinder and Maradi regions of Niger to Algeria appears to be on the rise, mainly due to a lack of employment opportunities in their communities of origin and cultural factors such as the search for social recognition and respect from their families and communities. Data from 2020 showed that women and girls comprised approximately 54 per cent of the estimated 350,000 international migrants in Niger, who mainly originate from other countries in Western Africa. Around 65 per cent of women were of working age (20 to 64 years of age). At the crossroads of the Economic Community of West African States (ECOWAS) and North Africa, Niger has increasingly become a transit country for West African migrant women heading to North Africa and Europe.

Trafficking in Persons: Women and girls from Niger are at high risk of being trafficked to Nigeria, North Africa, the Middle East and/or Europe for the purposes of sexual exploitation and forced labour. The process of trafficking often begins with false promises of work opportunities abroad, usually made by an acquaintance. In 2018, 60 victims of trafficking were detected in Niger; women and girls represented the majority of these victims (72 per cent), over half of whom had experienced sexual violence. Just over two thirds received assistance such as legal assistance and support for family reunification by the Nigerien authorities and its partners.

Migrant Smuggling: Women from Niger and women from other West African countries who migrate through Niger often use smugglers to migrate to North Africa and Europe because of a lack of access to regular migration pathways, limited information on safe migration and lack of legal documentation. In 2018, 66 victims of migrant smuggling heading to Algeria and Libya were detected in Niger. Almost one third of the victims were women and girls from Cameroon, Niger and Nigeria. Migrant women are at high risk of abuse, including sexual and gender-based violence and abandonment by smugglers, which can have devastating consequences. In October 2013, a group of rescuers found the bodies of 92 migrants—36 per cent of whom were women—abandoned by smugglers near the Algerian border.

Sexual and Gender Based Violence (SGBV): Women and girls migrating through Niger continue to be at high risk of SGBV including sexual exploitation and the use of survival sex to gain passage, shelter, sustenance or money for their journeys. There are reports that migrant women have been forced by smugglers into prostitution in brothels in Agadez, in Northern Niger, to make the money they need to continue their journey. Violence and abuse against migrant women and girls are perpetrated not only by smugglers, traffickers, criminal gangs and fellow migrants but also by law enforcement officials. Almost 40 per cent of migrant women from Niger and other West African countries experience SGBV and abuse during their migration in Niger, Libya and Algeria. Migrant women and girls from Niger who are subjected to SGBV often do not seek support from authorities for a variety of reasons, including limited knowledge of their rights, lack of evidence, fear of detention and/or deportation, lack of trust in the authorities, perceived stigmatization and being dependent on the person—often an intimate partner.

Labor Right Violations: In 2020, only 21 women migrant workers, mainly from Turkey and France, were granted work authorization by Nigerien authorities. This low number suggests that the vast majority of foreign migrant women work without legal documentation in Niger, exposing them to a high risk of

¹⁸ The Gendered Impacts of Migration in Niger, Factsheet, UN Women: <https://interactive.unwomen.org/africa/niger/en/index.html#:~:text=Women%20migrate%20from%2C%20into%20and,and%20reuniting%20with%20family%20members>

labour rights violations. In Niger, the majority of migrant women work in the informal economy, as workers in small shops or restaurants, as sex workers in urban areas and as short-term domestic workers. Women migrant domestic workers, particularly those who are undocumented, often experience rights violations such as excessive working hours, lack of rest or annual leave, sexual and gender-based violence, lack of freedom of movement and restricted communication resulting in physical, social and cultural isolation.

Access to Social Protection: From January 2017 to April 2021, only 173 migrant workers have been registered with social security coverage in Niger. Access to social protection is dependent on migration status with only migrant women in a regular situation being eligible. Moreover, migrant women are often overrepresented in the informal sector and therefore lack social protection coverage in Niger.

In recognizing the complex challenges faced by migrant women in the region, UN Women implemented the 'Making Migration Safe' (MMS) programme with the goal of ensuring that the development and implementation of national migration policies and laws in the selected pilot countries are gender-responsive, and that international norms and standards for protecting and promoting migrant women's rights are strengthened. The programme has aimed to improve the use and collection of sex-disaggregated data and provide robust evidence and research on migrant women to inform national policy making. It has also sought to enable migrant women and their organizations to advocate for the protection of their rights and strengthen the alliance building of migrant women's organizations.

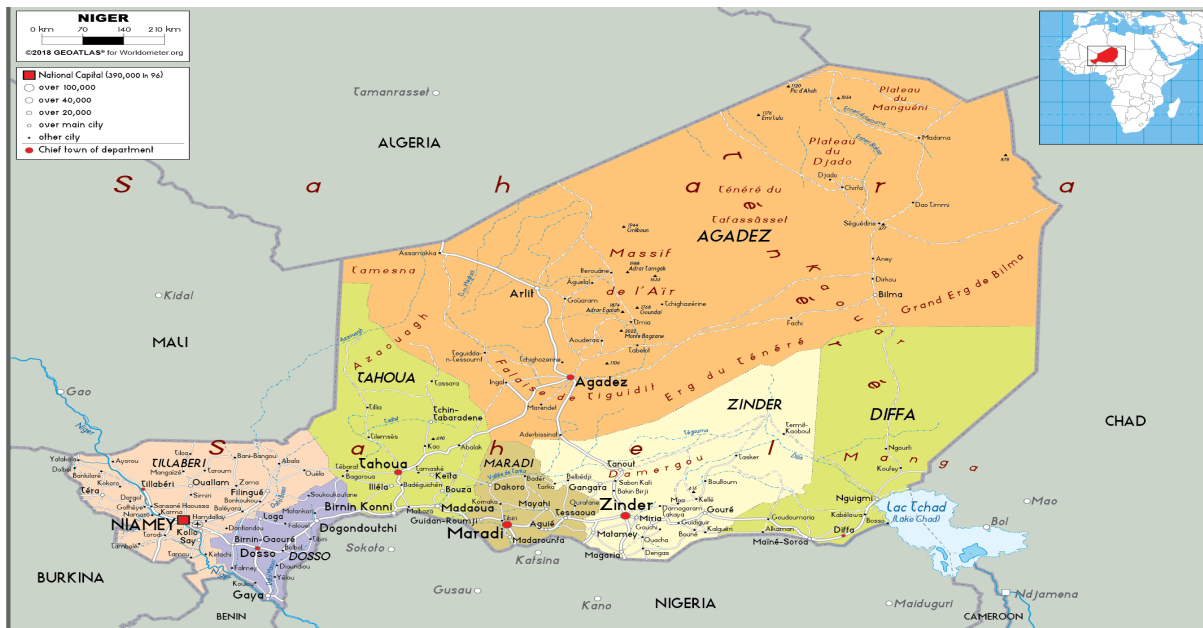
The overarching goal/impact of the 'Making Migration Safe' project has been to ensure that migration is safe and regular for all women migrating from, into and through Niger and international norms and standards for protecting and promoting migrant women's rights are strengthened.

The project was supported by the BMZ and was eventually slated to occur on both a global and national level, with the first national phase being implemented in Niger. This phase was to last 3 years between December 2019 and December 2022. The total funding of the project was USD 2,062,301. The project's implementation was effected significantly by the COVID-19 pandemic and Niger's political turmoil, which resulted in a six-month no-cost extension resulting in an eventual project completion date of June 2023.

3.2. Description of the Project

Phase one of Making Migration Safe for Women was a three-year project funded by the BMZ that worked to ensure that migration was safe for women migrating from, into and through Niger, and that international norms and standards for protecting and promoting migrant women's rights were strengthened. The programme aimed to improve the use and collection of sex-disaggregated data and provide robust evidence and research on migrant women to inform national policy making. It also sought to enable migrant women and their organizations to advocate for the protection of their rights and strengthen the alliance building of migrant women's organisations.

Figure 2: Map of Niger¹⁹



The programme sought to bring about transformative change at three levels: grassroots (working with migrant women and their organizations), national (laws, policies, and institutions), and global (human rights and gender equality normative processes).

Figure 3: Outcomes and Outputs

Outcome 1: National governments develop/ strengthen migration policies, laws and services that are gender responsive.

Outputs:

1.1: Targeted government and public institution staff in pilot countries have knowledge and skills to mainstream gender equality considerations in the development and implementation of migration policies, laws, and services.

1.2: Targeted national statistics office staff in pilot countries have knowledge and skills to produce and analyse sex-disaggregated and gender data in migration.

Outcome 2: Migrant women and their organizations advocate for the protection of migrant women’s rights in pilot countries.

Outputs:

2.1: Women have access to information on migration, and knowledge about their rights.

2.2: Migrant women’s organizations are established and/or strengthened to advocate for the rights of migrant women in pilot countries.

Outcome 3: Governments and relevant international human rights bodies ensure the promotion and protection of migrant women’s rights through strengthened global norms and standards.

¹⁹ Obtained from: <http://t3.gstatic.com/images>

Outputs:

3.1: Governments, human rights treaty bodies, and other key stakeholders have access to evidence on the situations of migrant women and good practices on safe, orderly and regular migration.

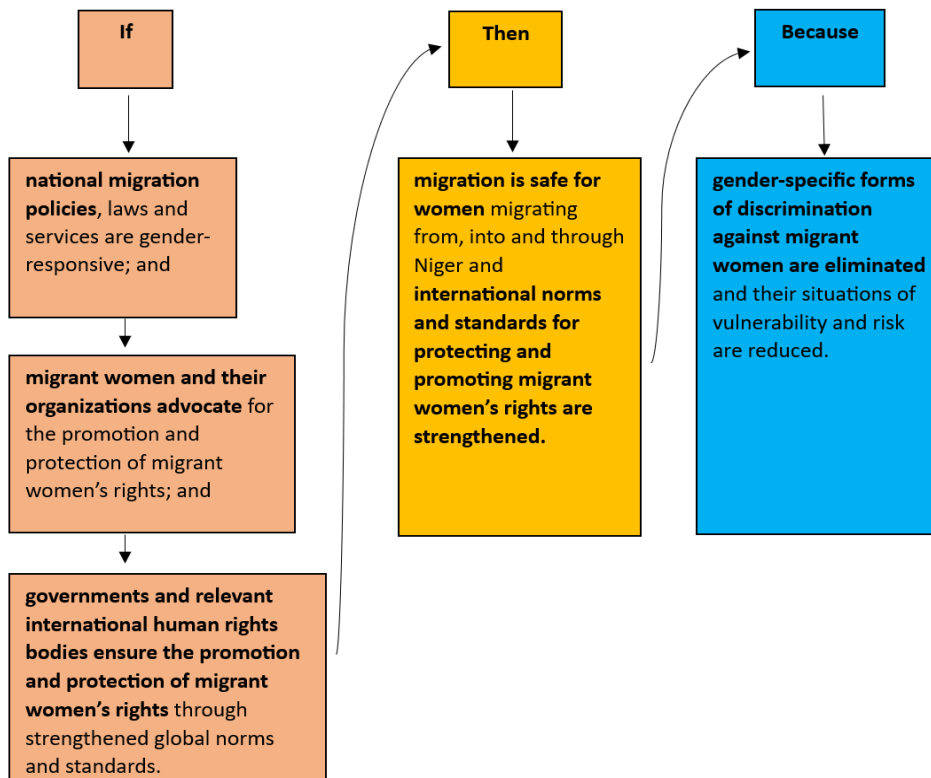
3.2: Through advocacy, relevant stakeholders have strengthened capacity to include gender equality considerations into international processes and forums on migration.

3.3. Theory of Change

As defined in the project document, the MMS project's theory of change is that migration would be safe for women migrating from, into, and through Niger if national migration policies and services were gender-responsive, migrant women and their organisations advocated for the promotion and protection of their rights, and global norms and standards of migration were strengthened by governments and relevant international human rights bodies, because as a result, gender-specific forms of discrimination against migrant women would be eliminated and their situations of vulnerability and risk would be reduced.

The theory of change is illustrated in figure 4 below:

Figure 4: Theory of Change



4. Key Findings

4.1. Relevance

This section assesses the relevance of the MMS programme, its coherence between the national and global components, and the extent to which the programme was aligned with the needs and priorities of the beneficiaries.

Key Finding 1: The MMS program is aligned at all key levels including UN Women’s Strategic Plan 2018-2021, UN SDGs, and BMZ’s priorities in the region and at the global level. In addition, although not prioritised at the design stage, the programme also responded to the priorities of the Government of Niger and the needs of the migrant women transiting from, into, and through Niger.

The MMS programme was conceived after extensive deliberations that took place over a period of almost two years. The programme was originally planned to be implemented globally and regionally in East Africa, the Horn of Africa, and the Sahel with a specific focus on the following four pilot countries: Ethiopia, Kenya, Mali, and Niger. In addition, the programme also aimed to target women migrant workers leaving for or having returned from the GCC. However, given specific challenges related to resource mobilization, the programme instead decided to adopt a phased approach. Accordingly, while retaining the global component, the project began implementation at a national level starting with Niger, which was selected due to its alignment with BMZ’s priority for development cooperation in the Sahel region at the time.

During the project design phase, UN Women consulted a wide range of stakeholders to ensure that the MMS programme was aligned with the needs and priorities of all key stakeholders including the donor, national government, the UN, and intended beneficiaries.

Guided by the Global Compact for Migration (GCM), which is the first-ever UN global agreement on a common approach to international migration in all its dimensions²⁰, the MMS programme was formulated after in-depth consultations with key human rights treaty bodies, special procedures mandate holders, national human rights institutions, UN agencies, civil society organizations, and academia. In addition, key lessons from previously implemented projects also informed the MMS programme design. These included, Joint UN Women–European Union project, “Promoting and protecting women migrant workers’ labour and human rights: piloted in Mexico, Moldova and the Philippines, and the EU-funded project in partnership with International Labour Organisation (ILO): ‘Development of a Tripartite Framework for the Support and Protection of Ethiopian and Somali Women Domestic Migrant Workers to the GCC States, Lebanon and Sudan.’

More specifically, the program was aligned with UN Women’s Strategic Plan 2018-2021 contributing to Outcome 1 ‘A comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened and implemented’, which notes that particular attention to gender equality and women’s empowerment will be paid in the context of the New York Declaration for Refugees and Migrants (which called for the development of the Global Compact for Migration). In addition, the project also aimed to contribute to Outcome 3 ‘Women have income security, decent work, and economic autonomy’ as the projects seeks to ensure that labour migration policies mainstream a gender perspective including by aligning with Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), thus helping to ensure that

²⁰ Global Compact for Migration, Refugees and Migrants, *UN Women*: <https://refugeesmigrants.un.org/migration-compact>

migrant women have access to decent work²¹. In terms of the UN SDGs, the MMS programme was also in line with the implementation of the 2030 Agenda, and in particular to the 7 SDGs targets outlined in the project document.

The program was equally aligned with the donor's priorities. Along with the Paris Agreement, the 2030 Agenda forms the framework for Germany's development policy, for which the German Federal Ministry for Economic Cooperation and Development (BMZ) is responsible within the German Government²². Furthermore, the donor's commitment to making migration safe for women is also underpinned by the recently launched Africa strategy²³, which includes 'feminist development policy and gender equality' as one of its six focus areas of development cooperation in Africa²⁴.

Finally, although not consulted during the design phase, the MMS programme also responded to the priorities of the Government of Niger and to some extent the needs of the migrant women transiting from, into, and through Niger. To govern migration in Niger more effectively, make it more secure and tap into its economic potential, the Government has adopted a National Migration Policy (NMP)²⁵. Similarly, to safeguard the rights of migrant women, 'Human rights and gender' is one of the five guiding principles of the Policy, which is a critical entry point to ensure that the protection of migrant women's rights is a key part of its implementation²⁶. Additionally, based on the international human rights conventions signed by Niger, the policy refers to the GCM, the Migration Policy Framework for Africa (MPFA) and the joint migration policy approach of the Economic Community of West African States (ECOWAS) -- effectively the same frameworks and covenants which informed the MMS programme design.

Moreover, to ensure alignment at the national level, during the inception phase, UN Women conducted a multi-stakeholder meeting with 22 individuals representing various relevant stakeholders including government ministries, NGOs, and civil society organisations (CSOs), other UN agencies, and international organisations to discuss effective and gender-responsive entry points through which the National Migration Policy could be implemented²⁷. Similarly, the MMS programme staff also conducted a *Rapid Assessment of the Situations of Women Migrating from, into and through Niger* (including a chapter on legal and policy framework on migration and gender in Niger) highlighting entry points on how to better respond to the challenges and needs of migrant women²⁸.

In terms of coherence between different components of the MMS program, the evaluation found that while there are distinctions between the global and national goals, the two are complementary to each other. This is reflected through frequent exchange of knowledge and expertise, where global activities influence national ones and vice versa. For instance, the national level component in Niger fed into the global level advocacy work by providing case studies and lived examples of specific challenges in gender-responsive migration. One of the key examples that demonstrates this coherence is the UN Women publication titled "[Strengthening Migration Programming from a Gender Perspective](#)", which is a compilation of key lessons learned from phase one – both from the national

²¹ Project Document, Making Migration Safe for Women, *UN Women*, 25.

²² 2030 Agenda for Sustainable Development, GIZ: <https://www.giz.de/en/aboutgiz/40669.html>

²³ Shaping the future with Africa – The Africa Strategy of the BMZ, BMZ: <https://www.bmz.de/en/countries/bmz-africa-strategy>

²⁴ Ibid

²⁵ 2030 Agenda for Sustainable Development, GIZ: <https://www.giz.de/en/aboutgiz/40669.html>

²⁶ Rapid Assessment of the Situations of Women Migrating from, into, and through Niger, UN Women, <https://africa.unwomen.org/sites/default/files/Field%20Office%20Africa/Attachments/Publications/2021/10/RAPID%20ASS-ESSMENT%20OF%20THE%20SITUATIONS%20OF%20WOMEN%20MIGRATING%20FROM-INTO%20AND%20THROUGH%20NIGER.pdf>

²⁷ First Narrative Report, Making Migration Safe for Women, *UN Women*, 2.

²⁸ Ibid

and at the global level – that aims to support policymakers and practitioners in designing and implementing gender-responsive migration.

4.2. Efficiency

This section provides the assessment of the MMS Programme’s efficiency and the extent to which the programme’s design, institutional arrangements, operational mechanisms, and financial resources contributed to an efficient and timely implementation of project interventions.

4.2.1. Project Design

Key Finding 2: The MMS program design can be improved by (i) Including a wider set of risk mitigating measures, which could potentially provide important guidance for effective implementation of the program particularly at the National level, (ii) strengthening consultations with national key stakeholders at the design stage and (iii) defining project impact statements based on principles of SMART indicators.

While the MMS Program endeavours to provide a holistic approach for making migration safe for women, the evaluation has made the following key observations regarding the robustness of the MMS project design.

- Although the project logical framework aptly identifies Outcome and Output level assumptions and risks, the project agreement falls short of identifying risk mitigating measures, which could provide important guidance for effective implementation of the program particularly at the National level. For instance, as anticipated in the project design, the MMS program faced multiple challenges in terms of lack of capacity of local CSO’s and government staff, including other competing priorities of the government resulting in reduced focus on gender and migration. This impacted the achievement of some key targets in both national level outcomes (explained in section 5.3). In future interventions, the MMS programme can benefit from closely consulting with relevant stakeholders at the design stage to prevent or minimize risks.
- During the design phase, even though UN Women consulted an extensive list of stakeholders, the program could have equally benefitted from consulting national key stakeholders in Niger including the government and local CSOs. Interlinked with the preceding point, consultations with national stakeholders would have not only provided an opportunity for a detailed risk assessment at the country level, but potentially also to design more robust interventions.
- As expected in the context of migration, where multiple factors contribute to the overall impact, understandably, the MMS project impact statements are rather general and therefore difficult to measure. It remained unclear to what degree multiple interventions specifically of the MMS programme would contribute to the intended impact. For instance, “*Indicator 1: # of migrant women using regular migration channels in Niger by reducing the use of irregular migration channels*”, does not indicate how this impact will be measured through MMS

interventions alone considering there are other contributing factors and partner agency programs active in the region.

4.2.2. Implementation Arrangements

Key Finding 3: The evaluation found the MMS project to be adequately staffed. In addition to the project management team, MMS also established two project steering committees (PSC) including a Global PSC and a National PSC to provide strategic guidance and oversight for implementation.

Managed under the Economic Empowerment Section at the UN Women HQ, the MMS program had a dedicated program management team comprising of a total of 3 staff members. These included:

- A *Global Coordinator* responsible for coordinating the overall implementation of the MMS project such as providing guidance in planning and implementation of activities at both global and national level; overseeing monitoring and evaluation; knowledge management and communication; workplan development and managing donor coordination through providing regular progress updates
- A *National Programme Coordinator (NPC)* responsible for the management and implementation of the project in Niger
- A *Global Policy Analyst* supporting the implementation of interventions under outcome 3, such as the development of global knowledge products and organization of key global advocacy events

In addition to the above, the MMS team was supported by UN Women auxiliary staff including regional finance and monitoring and evaluation (M&E) teams as well as short term consultants who provided technical expertise as needed. In Niger, however, due to limited capacity of consultants, the majority of the technical documents were produced by the NPC. The MMS team had no staff turnover during the LOP, except for the National Programme Coordinator whose contract expired prior to the No-Cost Extension phase. The NPC was subsequently replaced by an interim NPC for the last six-months of the project.

In addition to the project management team, MMS also established two project steering committees (PSC) including a Global PSC and a National PSC to provide strategic guidance and oversight for implementation. Annexes 6 and 7 provides the list of members of the respective PSCs. During the first year (November 2020), both PSCs met for the first time, in which members of the PSC validated their respective steering committee's TORs, the MMS workplan and performance management framework. While both PSC and NSC had planned to convene annually, only the global PSC meeting was held in the following year (2021) in which progress on both National and Global Outcomes were discussed.

To assess the relevance and efficiency of the NSC, the consultant met with two of the representatives of government who were also the original members of the PSC. However, neither of the representatives could recall the meeting or make any additional comments.

4.2.3. Partnerships and Coordination

Key Finding 4: MMS established important partnerships and efficient coordination mechanisms at both national and global levels. Similarly, the evaluation found the collaboration between national

and global teams to be equally efficient, while overcoming COVID-19 related travel restrictions and challenges.

During the first phase of programme, MMS established important partnerships and efficient coordination mechanisms at different levels.

At the global level, these included leveraging the strong partnerships that UN Women had established with key stakeholders working in the field of gender and migration. This included members of the Expert Working Group on Addressing Women’s Human Rights in the Global Compact for Migration (EWG) for which UN Women was the substantive secretariat. The EWG membership included Human rights treaty bodies²⁹, Special Procedures mandate holders³⁰ UN agencies³¹, and Civil society and academia.³² At the national level, in Niger, MMS also endeavoured to establish effective relationships with a variety of key stakeholders, including relevant government departments, ministries, and local civil society organizations and other UN agencies. The potential impact of these partnership is assessed in detail in the effectiveness section.

In terms of coordination, UN Women remained in close contact with BMZ Gender section, responsible for the MMS project. In a bid to keep the donor updated, the MMS team provided regular updates through submission of annual progress reports and via emails, hosting PSC meetings, sharing knowledge products and inviting Germany to participate in global advocacy events. Based on discussions with the Global team, the donor was supportive throughout the project and remained flexible to programmatic needs reflective of the evolving dynamics both in Niger and globally.

Similarly, the evaluation found the collaboration between national and global teams to be equally efficient with one important exception. As coordination throughout the project remained virtual (due to travel restrictions during the pandemic and political unrest in Niger), both teams highlighted the missed opportunity of in-person meetings and visits for enhanced learning and improved project implementation. This was however, mitigated through weekly online meetings and close coordination via emails. Additionally, the teams had to work around the language barrier during the last six months of the project which was also mitigated through close collaboration in the form of written weekly status updates and bi-monthly meetings, while also including bi-lingual colleagues.

As French is the official language of Niger, this meant extra time was spent by the coordinators in reviewing and translating documents from English to French and vice versa. However, this did not have any adverse impact on the programme implementation.

²⁹ Human Rights Treaty Bodies: Committee on the Elimination of All Forms of Discrimination Against Women, Committee on Migrant Workers, Committee on the Elimination of Racial Discrimination, Committee on Economic, Social and Cultural Rights, Committee on the Rights of Persons with Disabilities.

³⁰ Special Procedure Mandate Holders: Special Rapporteur on the human rights of migrants, Special Rapporteur on contemporary forms of racism, Working Group on the Elimination of Discrimination in Law and Practice)

³¹ UN Agencies: ILO, IOM, OHCHR, UNFPA, UNICEF, UNHCR

³² Civil Society/Academia; Humanity and Inclusion, International Migration Research Centre, NGO Committee on Migration, Women in Migration Network

4.2.4. Timeliness

Key Finding 5: The impact of the COVID-19 pandemic and the political instability in Niger resulted in national level project activities having to be delayed, reevaluated, and redesigned in order to be completed. This resulted in a 6-month extension to take the project's conclusion to June 2023.

Since its inception, the MMS project experienced several delays, some of which have impacted the project's progress particularly at the national level. Although, start-up related delays were mostly linked with COVID-19, the socio-political environment in Niger contributed to further delays during the first two years of the project.

In terms of start-up delays, while the global team was already in place at the start of the inception phase allowing for planned activities to get underway immediately, delays to the recruitment and subsequent arrival of the National Programme Coordinator (9 months after the project launch date) meant that several planned activities in Niger were only implemented when the NPC joined. As a result, no interventions could be implemented under **Outcome 2** (discussed in detail in the effectiveness section)³³ until 2021.

The first quarter of 2021 was characterised by political tensions (an attempted coup) and anti-government protests, preventing the implementation of many activities given the stretched security situation in Niger. In addition, the limited capacity of government partners and their slow response rate, coupled with staff turnover after the election in the country, hampered the pace of activity implementation. These challenges were further compounded with the resurgence of COVID-19, which required UN Women Niger staff to work from home, while physical meetings with key partners continued to be restricted during the start of 2022³⁴.

To compensate for the above-mentioned delays, the MMS programme was awarded a six-months No-Cost Extension (NCE) until June 2023.

4.2.5. Financial Management

Key Finding 6:

The MMS programme had a total budget of Euro 2.2 Million (USD xx)³⁵. By the end of the programme (June 30, 2023), it had utilized 80 per cent (USD 1,967,534.67) of the total assigned funds over a period of 3.5 years (including the 6-month NCE phase). Of the total expenditure (USD 1,967,534.67), 40 per cent of the budget was utilized by the global component whereas 60 per cent of the funds were availed at the national level. This is shown in figure 5. Based on the review of the project documents and interviews with the project staff, the combination of underutilization/slow utilization of funds was predominantly attributed to COVID-19, which affected the overall project implementation, as well as the limited capacity of the national stakeholders to absorb multiple project interventions.

At the global level, the underutilization in fact contributed to cost savings as the continued impact of the COVID-19 meant that all events and meetings, including on the margins of key intergovernmental

³³ First Narrative Report, Making Migration Safe for Women, *UN Women*, 3.

³⁴ Second Narrative Report, Making Migration Safe for Women, *UN Women*, 6.

³⁵ Based on the figures provided in Project Delivery Report (Atlas), 66% was assigned to the global component and 33% to the national level implementation.

and global events and processes such as the Commission on the Status of Women (CSW) took place virtually and side events and other project meetings therefore took place online. Consequently, for outcome 3, expenditures were lower than anticipated given that physical meetings continued to be restricted due to the pandemic and virtual meetings were facilitated at zero cost. In addition, many activities were carried out by staff and publications were also only launched online and not in print format, which contributed to cost savings³⁶. As the travel restrictions began to ease, the global team was finally able to attend events in person again.

In contrast, at the national level, while the pandemic has had implications on project implementation other factors also contributed to the underutilization as well as slow utilization of funds. The limited capacity of government partners and their slow response rate, coupled with staff turnover after the election in the country, hampered the pace of activity implementation. For instance, the slow operationalization of the Steering Committee for the Implementation of the NMP and its technical commissions affected the possibility to organize trainings for government staff. Whereas, due to limited capacity and expertise of the CSOs, the project could not create new migrant women's organizations as originally envisaged during the design phase³⁷.

By the end of project, the global component had utilized 90% of the assigned budget (1,238,898) compared to only 46% utilization at the National level (316,755). This is depicted in figure 6.

4.3. Effectiveness

This section provides the assessment of effectiveness of the MMS program interventions and their contribution to intended outcomes and impact.

Key Finding 7: The MMS programme made commendable progress under the Global component (Output 3). In contrast, serious gaps remained in the effective implementation at the national level (Outcome 1 and 2). Some of the key challenges that affected progress on the achievement of national level outcomes included COVID-19, limited local capacity on technical aspects of migration, the political situation (including a failed coup attempt on 31 March 2021) in Niger, and limited interest from the Government to effectively implement the programme.

4.3.1. Outcome 1

Outcome 1 of the MMS program focused on assisting the Government of Niger in developing and strengthening gender-responsive migration governance. This was originally planned to be achieved under two corresponding outputs which sought to provide capacity building (to national statistics office) and trainings to relevant government departments and ministries. However, a third output was later added to ensure the development of knowledge in Niger was adequately reflected in the log frame.

In terms of implementation, the MMS program experienced several setbacks, which adversely affected the overall progress of the national outcomes. For instance, in the first year of the project, restrictions due to COVID-19 along with delayed recruitment and the subsequent late arrival of the NPC meant that almost all activities had to be postponed until the following year. Given these limitations, the project could only initiate start up activities, including development of various knowledge products

³⁶ First and Second Narrative Reports.

³⁷ Ibid.

and carrying out a stakeholder mapping and capacity needs assessment. In addition, to building effective relationships, MMS conducted a Stakeholder Mapping exercise where it identified a variety of national stakeholders that could influence migrant women’s safety in Niger. These included various government ministries, international agencies based in Niger, and CSOs. A multistakeholder was held in November 2020. It was attended by representatives of these various stakeholders. A complete list of the participants of this meeting is included in Annex 8. Regarded as a vital step, UN Women used this event as an opportunity to identify key actions and assigning stakeholders’ responsibilities for implementing the National Migration Policy in a gender-responsive and human-rights based manner.

In 2021, project implementation remained affected as the first months of the year were characterised with resurgence of COVID-19, and post-election political tensions with frequent anti- government protests including a failed coup attempt. While continuing to navigate through these multiple operational challenges, in the second year, UN Women published 3 knowledge products and provided substantive contributions in several policymaking/processes to mainstream gender considerations. Conversely, however, trainings of the government staff were postponed to the third year of the project due to lack of gender experts within the relevant departments and other operational challenges. Another setback for the programme was the slow operationalization of the National Migration Policy institutional framework responsible for the NMP implementation, namely the Steering Committee and its thematic commissions and nomination of their members³⁸. While the Steering Committee was created in 2021, its thematic commissions members, Presidents and Rapporteurs were chosen in August 2022. This in turn affected the possibility for MMS to organize trainings and to provide technical support to selected relevant ministries, thus undermining the timely support provided by UN Women to facilitate the implementation of the National Migration Policy in a gender-responsive manner³⁹. Consequently, during the final year of the project, MMS continued its work on advocacy and capacity building via different platforms, mostly in partnership with relevant government departments and other UN agencies and development organizations. Figure 5 below shows capacity building activities implemented under Output 1.1 and 1.2.

Figure 5: Capacity Building Activities

Corresponding Output	Collaborating Partners	Activity	Beneficiaries	Date
Output 1.1: Targeted government and public institution staff have knowledge and skills to mainstream gender equality	Ministry of Employment	Trainings on the international and national legal framework on domestic work (ILO C189).	Governmental authorities, employers’ and workers’ organisations, and civil society organisations	February and March 2022
	IOM	Half-day round table on the role of women in border management	Border management staff	May 2022
	Ministry of Women Advancement and Child Protection	Essential services package for migrant women subject to gender-based violence	Governmental authorities	September and December 2022

³⁸ Third Narrative Report (Draft), Making Migration Safe for Women, *UN Women*, 5.

³⁹ Ibid.

considerations in the development and implementation of migration policies and laws	Ministry of Interior	Three advocacy dialogues on gender-responsive implementation of the National Migration Policy at central and decentralised levels.	Members of the thematic commissions in charge of the implementation of the Action Plan of the Policy	August and November 2022
	National Agency to Combat Trafficking in Persons and Smuggling of Migrants	Three capacity building training sessions on the nexus between trafficking in women and migration	Defence and security forces	September and November 2022
	OHCHR	Presentation on the linkages between gender and migration	Local authorities	October 2022
	UNODC	Various presentations on gender-responsive approach for migrants' smuggling and trafficking in persons	Government authorities	November 2022
	UN Women	Providing technical assistance to develop a gender-responsive legal framework on the protection of returnees	Ministry of Justice and the Ministry of Interior	
Output 1.2: Targeted national statistics office staff have knowledge and skills to produce and analyse sex-disaggregated data and gender statistics in migration	National Institute of Statistics	Two capacity building on the production and analysis of sex-disaggregated data and gender statistics in migration	National Institute of Statistics staff and relevant government officials	December 2022, June 2023

During the third and last year of the project, the MMS programme also implemented two key interventions with regard to the collection of gender statistics on migration. UN Women in collaboration with the Institut National de la Statistique du Niger (INS) conducted a study of the situation of women migrating from, to and through Niger, as well as those returning to the country. In this regard, a survey instrument was piloted with a sample of 120 migrant women. Based on the lessons learned from the pilot, 1,200 additional women were interviewed in three regions of Niger— Niamey, Zinder and Agadez— to collect quantitative information on their experiences migrating from, into, through and returning to Niger. It is anticipated that the findings of this survey will help design

more effective gender-responsive migration programmes and inform policymaking in Niger⁴⁰. In addition, UN Women also produced an accompanying guide on how to develop surveys on the links between gender and migration to inspire replication of similar efforts in different country contexts. Additionally, UN Women in collaboration with INS, organized a training for relevant governmental authorities on the production and analysis of sex-disaggregated data and gender statistics on migration.

By the end of the project, under Output 1.1 and 1.3, UN Women and reviewed and provided substantive contributions in several policymaking/processes and developed 4 knowledge products in Niger as shown in Figure 6.

Figure 6: Knowledge Products and Contributions to Policymaking Processes, Niger

Corresponding Outputs	Project Activities
	Substantive Contributions to Policymaking Processes
Output 1.1: Targeted government and public institution staff have knowledge and skills to mainstream gender equality considerations in the development and implementation of migration policies and laws	<ul style="list-style-type: none"> • Technical assistance provided to the ongoing development of the 2nd National Action Plan to Combat Trafficking in Persons (NMP) • Technical inputs to the development of the Communication Plan of the NMP • Technical support to the ongoing process of revising Law No. 2015-36 on the Illicit Smuggling of Migrants • Technical support to the Ministry of Justice and the Ministry of Interior to develop a gender-responsive legal framework on the protection of returnees. (NMP) • Technical support to the ongoing development of the reports on the progress made on the implementation of the International Convention on the Protection of the Rights of All Migrant Workers and Members of their Families.
	Knowledge Products
Output 1.3: Evidence and knowledge on the situations of migrant women in Niger is gathered and shared by UN Women, with government agencies, UN agencies, civil society organisations and other key stakeholders	<ul style="list-style-type: none"> • Rapid Assessment of the Situations of Women Migrating from, into and through Niger • Op-ed on Addressing the situations of women migrating from, into and through Niger in times of COVID-19 and beyond, • A 2-pager providing an overview of the MMS programme in English. • "How to" guide on how to conduct a gender-responsive survey on the situations of migrant women • Development of an Essential Services Package for migrant women subject to gender-based violence. • Online infographic and factsheet on the situation of migrant women migrating from, into and through Niger on the UN Women website

To assess the effectiveness and anticipated impact of the MMS project interventions under Outcome 1, the consultant met with representatives of the government departments and development partners during the mission to Niger. Overall, UN Women’s efforts to promote the rights of migrant women at different levels were widely acknowledged. For instance, inputs of UN Women were particularly

⁴⁰ Strengthening Migration Programming from a Gender Perspective, *UN Women*, <https://www.unwomen.org/sites/default/files/2023-06/Strengthening-migration-programming-from-a-gender-perspective-Lessons-learned-en.pdf>

appreciated on the elaboration of the second Action Plan to Combat Trafficking in Persons (National Migration Policy), which sought to ensure that gender equality issues were mainstreamed throughout the new Action Plan. Similarly, during discussion with representative of INS, it was reported that after provision of capacity building trainings to relevant govt personnel, participants were able to capture the importance of sex- disaggregated data and gender statistics and how to use gender data to design effective gender-responsive migration programmes. In another example of MMS' contribution to the project outcome, it was reported that the Essential Services Package which contains a series of guidance on how provide quality services to migrant women subject to gender-based violence by the health, social services, police, and justice sectors⁴¹ had already been utilized by border personnel.

4.3.2. Outcome 2

To support migrant women and their organizations, the national component of the MMS project had planned several interventions under Outcome 2. However, as mentioned in the preceding section, implementation of activities under this outcome were also affected due to multiple reasons. Similar to Outcome 1, COVID-related delays in the first year of the project meant that all activities under Outcome 2 had also to be postponed until the following year. In the second year (2021), while the pace of activities slowly picked up⁴², the project was met with additional challenges, particularly related to the identification and selection of partner CSOs, which was postponed by another year (2022).

According to the MMS project staff, even though the establishment of a migrant women's organization was envisioned, it was challenging to identify CSOs that had the necessary potential and capacity. This gap has largely been attributed to the lack of capacity of local NGOs including limited understanding of linkages between gender and migration, as well as how to mobilize and advocate for the rights of migrant women. In addition, the project also highlighted the lack of interest by CSOs in setting-up migrant women organisations due to concerns stemming from legal and sustainability aspects.

In view of the above challenges, UN Women focused instead on building the capacity of existing CSOs and awareness raising among migrant women. By the end of the project, MMS had officially partnered with three local CSOs including l'Association des Professionnelles Africaines de la Communication (APAC), Femmes, Actions et Développement (FAD), and Groupe de Réflexion et d'Action pour la Solution au Phénomène d'Immigration (GRASPI) and trained more than 106 CSO staff (51 women and 60 men)⁴³ as well as arranged a training of trainers (TOT) session. The capacity building sessions mainly focused on enhancing the participants' understanding on the linkages between gender equality and migration through various topics as shown in Figure 7 below whereas the TOT and follow-up training focused on equipping potential CSOs staff with knowledge, skills, and techniques on how to conduct gender-responsive pre-departure trainings for aspiring migrant women from Niger and migrant women living in Niger⁴⁴.

Figure 7: Capacity Building and other Activities Conducted with CSOs, Migrant Women, and other Stakeholders

Corresponding Output	Date	Type of Activity	Participants	Topic
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⁴¹ Third Narrative Report (Draft), Making Migration Safe for Women, *UN Women*, 7.

⁴² First few months of 2021 were characterized with resurgence of COVID-19 and political tensions in Niger.

⁴³ Second and Third Narrative Report.

⁴⁴ Third Narrative Report (Draft), Making Migration Safe for Women, *UN Women*, 3.

Output 2.1: Women have access to information on safe, orderly, and regular migration, and knowledge about their rights	1-2 December 2020	Training	28 participants from CSOs (15 women and 13 men) attended the training.	<p>Linkages between gender and migration, as well as the existing national, regional, and international normative frameworks protecting the human rights of women and of migrants</p> <p>Identification of innovative ways and measures that CSOs can use to share information with migrant women on the gendered risks of migration, how to migrate safely and realize their rights</p>
	15 July 2021	Focus Group Discussions	19 migrant women (8 Nigerien women returnees and 11 migrant women in Niger)	<p>To better understand what information migrant women received before their departure, during the journey, upon arrival in the country of destination and return to Niger (where appropriate). The discussions also sought to identify what information was lacking and what knowledge they would have wished to receive before migrating</p> <p>The results of the FGDs informed the development of a training manual for CSOs and government partners on gender-responsive pre-departure orientations for aspiring and actual migrant women</p>
	2-3 November 2021	Training	23 participants (13 women and 10 men) CSOs (18), governmental authorities (2) other relevant stakeholders such as UN agencies and GIZ (2).	To increase participants' understanding between gender equality and migration and how to mainstream gender equality considerations into migration policies, programmes and services

	May 2022	Training of Trainers	CSOs	To equip potential CSOs staff with knowledge, skills, and techniques on how to conduct gender-sensitive pre-departure training for aspiring migrant women from Niger and migrant women living in Niger
Output 2.2: Migrant women's organisations are established and/or strengthened to advocate for the rights of migrant women	April 2022	Trainings	CSOs	UN Women provided technical support and organized capacity building trainings to CSOs in the development of the shadow report on the progress made on the implementation of the International Convention on the Protection of the Rights of All Migrant Workers and Members of their Families. In addition to theoretical sessions on topics such as the linkages between gender and migration, the situation of migrant women in Niger and its gender's analysis, the participants identified the topics for the development of the gender-responsive Nigerien shadow report. The identified topics were (lack of) gender-responsiveness of the existing legal framework; non-discrimination; gender-based violence, exploitation, and abuse; access to justice; and migrants' access to information, and capacity building on the ICMW targeting government and non-government authorities.
	26th January 2022 and 2nd	Online Forum	GRASPI	With support of UN Women, Groupe de Réflexion et d'Action pour la Solution au Phénomène de

	February 2022.			l'Immigration (GRASPI) participated online in the Dialogues on International Migration Review Forum Round tables 2 and 3
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Moreover, in partnership with the selected CSOs, MMS implemented the following activities aimed at fostering direct outreach to migrant women:

In collaboration with GRASPI, the project carried out information sharing sessions and peer-to-peer messaging for potential and actual migrant women on their rights and on safe, orderly, and regular migration. As part of this intervention, four sessions targeting 120 migrant women were organized, whereas 12 migrant women peer educators delivered messages to 544 migrant women in 7 cities/towns/villages in October 2022⁴⁵.

In partnership with APAC-Niger, UN Women implemented a media campaign to raise awareness among migrant women on safe migration and the promotion and protection of migrant women's rights in Niger. The media campaign, launched in multiple local, regional and international languages (Hausa, Zarma, English and French) included spots and sketches on Nigerien radio, television, and social media, as well as flyers⁴⁶.

UN Women collaborated with FAD to provide information to migrant women on gender-based violence and how to access assistance and support services.

As the project did not conduct any impact assessments, the effectiveness and anticipated impact of Outcome 2 was validated through discussions with the MMS project staff, representatives of the CSOs, and migrant women during the consultant's field mission to Niger.

In terms of outreach activities, the consultant found the concept of peer-to-peer messaging to be extremely relevant. Through pairing migrant women with peer educators, who are essentially settled migrants from the same countries of origin, the program can reach a wider number of women that are often on the move due to homelessness and irregular migration status. In case of actual implementation, however, the evaluation found the 'one-time, half-day' awareness sessions conducted by peer educators to be less effective. To assess the impact of MMS, the consultant conducted a 2-hour focus group discussion with 12 migrant women⁴⁷ from various countries of origin (Liberia, Togo, Benin, Mali) as well as deportees (Algeria). During the discussion it was noted that majority of the women couldn't recall the messages imparted during the formal sessions conducted by the peer educators. The consultant concluded that this was most likely due to the short duration of sessions as well as the use of suboptimal awareness materials which only included cluttered pictorial flyers with relatively complicated messaging (please see Annex 9). More importantly, the consultant noted that the recently arrived migrants were living in destitute conditions, lacking even

⁴⁵ Third Narrative Report (Draft), Making Migration Safe for Women, UN Women, 3.

⁴⁶ 6 flyers with key messages produced in English and French

⁴⁷ Including 3 peer educators

basic human necessities. Given the dire predicament of the migrant women who were faced with multiple socio-economic challenges (including prejudices that migrant women feel from local communities regarding their status as outsiders), the participants did not seem to have much utility for awareness sessions unless accompanied with tangible interventions such as livelihood support, social protection, and legal assistance etc.

In regard to the media campaign run in partnership with APAC, the evaluation noted that although an effective concept to reach wider audiences, the finalization of this campaign took place a year later. Based on discussions with the representative of APAC, while the contract with UN Women was signed in January 2022, the spots and sketches were diffused on national and local radio channels between January-February 2023⁴⁸. The APAC representative attributed these delays to extensive reviews at the National and HQ level, which were necessary as per UN Women as the initial versions of the campaign were substandard, thereby requiring multiple reviews. The IP further noted that flyers with key messages (English version) also took time to be finalized, thereby affecting overall implementation.

Based on the above listed observations and considering that MMS had to shift its focus and implement most of the activities almost towards the end of the project, the evaluation found the duration of interventions were shorter than expected which ultimately affected the achievement of results under Outcome 2.

4.3.3. Outcome 3

To ensure effective implementation of the global component of the MMS programme under Outcome 3, UN Women made commendable efforts to promote as well as advance the agenda of gender-responsive migration across diverse international platforms.

In line with the overall objective of making migration safe for women, the MMS global team made substantive contributions at three key junctures which involved; identification of gaps and opportunities for policy work on gender-responsive migration, followed by the development of and contribution to knowledge products and organizing and participating in advocacy events to promote gender-responsive governance in migration.

Recognizing that many migrant women face multiple and intersecting forms of discrimination, the programme continued to stay relevant and provided significant inputs in diverse sub-topics inter-alia, sexual and gender-based violence, trafficking, decent work, impact of COVID-19, multiple forms of discrimination, and human rights in migration including migrant women human rights defenders etc. In fact, among other key inputs, one of the most vital contributions of the global component has been the development of *Policies and Practice: A Guide to Gender-Responsive Implementation of the GCM*. By comprehensively addressing the linkages between gender and migration in all its dimensions, the guide aims to provide clear, concrete, and practical guidance to governments and other key stakeholders on gender-responsive implementation of the GCM⁴⁹.

⁴⁸ Based on KII discussions with the representative of APAC

⁴⁹ Policies and Practice: A Guide to Gender-Responsive Implementation of the GCM, *UN Women*, <https://migrationnetwork.un.org/resources/policies-and-practice-guide-gender-responsive-implementation-gcm>

Key achievements of the MMS global component are listed below: (A detailed list of interventions can be found in Annex 10).

- Produced 10 knowledge products
- Produced 3 tools to promote the gender-responsive migration governance
- Reviewed and provided substantive inputs to 33 knowledge products
- Organized and/or participated in 25 events and side-events

While the MMS global component made noteworthy progress, it also saw its share of COVID-related challenges during the implementation period. According to the annual donor reports, and based on discussions with the MMS global team, the first 18 months of the programme were characterised with challenges related to the pandemic which caused cancellation of several planned in-person events and side events. Major cancellations included the 64th session of the Commission on the Status of Women, the High-Level Political Forum, and the General Assembly. However, while the lack of in-person events impacted on opportunities for in person stakeholder engagement and advocacy, the MMS project was able to respond to these challenges by organizing virtual events together with key partners. Eventually, with ease in travel restrictions, the staff was able to join in person events starting in May 2022.

Based on the findings of the evaluation, key contributions implemented under Outcome 3 such as the development of a comprehensive gender responsive guide for the implementation of GCM, the MMS project contributed to strengthening UN Women's position as a key player in promoting gender-responsive migration. The current global impact of the MMS program is evidenced through continued influence of UN Women on strengthening the gender perspectives in knowledge products, and active participation in advocacy events and other processes. This has also resulted in strong donor confidence, with commitments to retain the global component of the MMS programme in the second phase to be implemented in Ethiopia.

4.4. Monitoring, Evaluation, and Knowledge Management

Key Finding 8: The monitoring framework lacked SMART⁵⁰ indicators both at Outcome and Output levels, thus making it very difficult to track and assess the performance and impact of project interventions. This was particularly challenging for the national level components.

In accordance with the Performance Monitoring Framework (PMF) outlined in the Project Document, the performance of the MMS programme was largely measured against (7) outputs and corresponding indicators. To ensure that the programme interventions are demand driven, UN Women decided to set targets for different interventions during the inception phase of the project. Accordingly, the monitoring framework for the MMS programme was validated with global and national stakeholders during the first PSC and NSC meetings. As part of the overall monitoring and learning process, MMS programme staff was further mandated to develop Annual Workplans before the end of each project year. With the exception of the first year, the project was required to present progress made in the preceding year, linking it to the proposed work to be undertaken in the following year. Subsequently, the progress was then compiled in the form of annual donor reports which were submitted to BMZ.

⁵⁰ SMART indicators are specific, measurable, achievable, relevant, and time-bound indicators. SMART indicators help to ensure that the indicators chosen are well-defined and can be effectively measured.

In terms of the overall effectiveness, the evaluation found the monitoring framework to be flexible allowing for greater adaptability of the programme's interventions. In fact, it was this inherent flexibility which enabled the project staff to make alterations to planned activities while responding to changing dynamics both at the global and national levels. Two key examples of how MMS was able to alter its approach included COVID-19 and the national context in Niger. For instance, during the pandemic, global level interventions of the MMS were seamlessly transitioned online. Similarly, at the national level, following the adoption of Niger's National Migration Policy and Action Plan in September 2020, the focus of output 1.1 was redirected to gender-responsive implementation of the Policy, thus embedding the MMS action within the national efforts in migration management⁵¹.

Conversely, however, the evaluation found that the monitoring framework lacked SMART⁵² indicators both at Outcome and Output levels, thus making it very difficult to track and assess the performance and impact of project interventions. This was particularly challenging for the national level components. In fact, in many cases while reporting progress, the project staff either left the achievements blank or provided % targets achieved without having conducted any assessments (Please see Annex 11 which presents The MMS Monitoring Results compiled from different donor reports). For instance, it is unclear how the programme planned to assess progress against Output indicator "1.1.2 Degree of knowledge of gender equality considerations in migration policy making and programming," yet the project has included % actual and % planned figures as performance measurement against the said indicator. Moreover, even though the project was mandated to assess outcome and output level impacts through conducting baseline and follow up surveys, the evaluation did not find any evidence of this except for needs assessment conducted with partner staff⁵³, and summary reports of FGDs with migrant women and training on migrant women's rights for CSOs⁵⁴.

To ensure the development and proper dissemination of knowledge products, the MMS programme also developed a knowledge monitoring strategy during the inception phase. The strategy outlined a comprehensive list of knowledge products to be developed including policy briefs, infographics, reports, multimedia material, programmatic material, evaluation reports and donor reports, and internal meeting and briefing notes. Additionally, the strategy also identified the target audience as well as different platforms for public dissemination. These included Communities of Practice, that are identified as "thematic expertise from groups of people working on a common theme or issue"⁵⁵, UN Women websites and digital libraries, UN Women social media, and at key events on gender/migration.

Based on the findings of the evaluation, the knowledge management strategy was largely well-adhered to, with project activities being well-documented including meeting agendas, participant lists, and summaries. Moreover, the 15 knowledge products produced during the project were distributed appropriately and in accordance with the knowledge management strategy. The evaluation further confirmed the knowledge products to be easily accessible through a combination of quick keyword search. For example, a combination of simple keywords "women, migration, Niger" pulls up all the

⁵¹ First Narrative Report, Making Migration Safe for Women, *UN Women*, 16.

⁵² SMART indicators are specific, measurable, achievable, relevant, and time-bound indicators. SMART indicators help to ensure that the indicators chosen are well-defined and can be effectively measured.

⁵³ Annex 10, First Narrative Report. UN Women Niger conducted a capacity building needs assessment from August to October 2020 to assess the knowledge, skills and capacity building needs on gender and migration of potential project partners via tailored questionnaires.

⁵⁴ First Narrative Report, Making Migration Safe for Women, *UN Women*

⁵⁵ Knowledge Management Strategy: Making Migration Safe for Women Programme, UN Women, (2020), 3.

relevant knowledge products produced at the national level on the first results page. While keywords “women, migration, Africa” also generate somewhat similar results.

In terms of impact, it is anticipated that wider availability of these knowledge products will assist relevant stakeholders such as government ministries, other UN agencies, international organisations, local CSOs, and academics to improve their understanding of women in migration for enhanced policy making and implementation of similar programs.

4.5. Human Rights Approach and Gender Equality Principles

Key Finding 9: Human rights considerations were well integrated throughout project design at both the global and national level. All project activities attempted to promote and strengthen migrant women’s rights. Project activities also involved migrant men, increasing the overall inclusivity of the project.

The MMS project was designed to improve human rights outcomes for migrant women, who suffer from multiple and intersecting forms of discrimination due to their migration status, economic statuses, nationalities, ethnicities, education level, and of course, gender. In Niger, project activities were focused on developing a strong understanding of migrant women’s rights within government ministries, CSOs, and migrant women themselves. At the global level, the MMS staff worked towards ensuring that gender was seen as a vital component of migration policy at a high level.

Based on the finding of the evaluation, the MMS programme not only worked closely with different human rights bodies, but the programme also integrated various gender equality considerations into the design and implementation. For instance, the programme ensured to include both women and men in consultations and program implementation activities such as capacity building exercises and trainings etc.

Overall, the evaluation found human rights considerations were integrated into the programme design and implementation to a significant extent.

4.6. Sustainability

Key Finding 10: The project’s efforts at the global level have ensured that migrant women’s rights are suitably incorporated into global migration policy. At the national level, however, sustainability of positive changes is highly dependent on government’s motivation to continue to work towards migrant women’s rights.

Entrusted with an extensive mandate on gender-responsive migration, the programme interventions of UN Women are highly sustainable particularly under the global component of MMS as they aim to: (i) support the strengthening of global norms and standards for gender equality and the empowerment of women in migration; (ii) lead, coordinate and promote the accountability of the United Nations system in its work on gender equality and the empowerment of women in the context of migration governance; and (iii) support Member States, upon request, in implementing commitments to the empowerment of migrant women and girls through operational activities⁵⁶.

⁵⁶ Project Document, Making Migration Safe for Women, *UN Women*

Conversely, there are concerns regarding the sustainability of the MMS program at the national level due to the challenges faced by the project during implementation. For instance, in Niger, although project interventions under Outcome 1 had a somewhat higher chance of sustainability due to their integration aimed at the policy level, this remained highly conditional upon the government's commitment to the programme goals and objectives. Unfortunately, however at the time of writing this report, the risk of sustainability became even more apparent as the government of Niger was toppled in a recent coup d'état jeopardizing the sustainability of all development related projects in the country.

5. Conclusions, Lessons Learned and Recommendations

The MMS programme has taken essential steps towards achieving the project goal i.e., “Migration is safe and regular for all women migrating from, into and through Niger and international norms and standards for protecting and promoting migrant women’s rights are strengthened”. However, while the progress on the global component (Outcome 3) is highly commendable, serious gaps remained in the effective implementation at the national level (Outcome 1 and 2). Some of the key challenges that affected progress on the achievement of national level outcomes included COVID-19, limited local capacity on technical aspects of migration, the political situation (including a failed coup attempt on 31 March 2021) in Niger, and limited interest from the Government to effectively implement the programme.

This section provides a list of conclusions and lessons learned along with corresponding recommendations for the subsequent phases of the MMS programme and or other similar interventions implemented by UN Women on gender-responsive migration.

5.1. Conclusions

Relevance of the MMS Programme and its alignment to needs of beneficiaries.

Conclusion 1: The MMS programme is aligned at all key levels including UN Women’s Strategic Plan 2018-2021, UN SDGs, and BMZ’s priorities in the region and at the global level. The MMS programme also responded to the priorities of the Government of Niger and the needs of the migrant women transiting from, into, and through Niger. However, needs assessment of the govt, local CSOs, and highlighting entry points on how to better respond to the challenges and needs of migrant women, were identified only during the implementation phase. This resultantly impacted the achievement of key targets in national level outcomes such as limitations on establishing new migrant responsive CSOs, and designing complementary initiatives for migrant women in terms of livelihood support etc.

Efficiency of the programme in terms of the project design.

Conclusion 2:

The MMS Program endeavoured to provide a holistic approach for making migration safe for women. However, whilst consultations at the global level effectively informed the project design, lack of involvement of national stakeholders resulted in missed opportunity for timely identification of potential risks and challenges. This consequently affected overall progress on the national level outcomes in Niger.

Effectiveness of the programme in terms of the progress made towards the achievement of the expected results.

Conclusion 3: At the global level, the MMS programme made noteworthy progress by providing significant inputs in diverse sub-topics inter-alia, sexual and gender-based violence, trafficking, informal employment, impact of COVID-19, remittances, and human rights in migration etc. Among other key inputs, one of the most vital contributions of the global component has been the development of the online tool *Policies and Practice: A Guide to Gender-Responsive Implementation of the GCM*. While these diverse contributions enabled UN Women to further strengthen its position as a key player in gender-responsive migration, the program benefits could be augmented through an additional focus on labour migration as initially intended in the MMS project design.

Conclusion 4: Migrant women may experience heightened situations of vulnerability and multiple and intersecting forms of discrimination increasing their risks to human rights violations. Consequently, unless accompanied with other tangible support such as livelihood support, social protection, and legal support etc; outreach activities through awareness sessions alone, have much less interest and utility for this vulnerable segment of population, who may lack even the most basic human necessities.

Monitoring & Evaluation of the programme in terms of performance measurement

Conclusion 5: The inherent flexibility of the 'Performance Monitoring Framework' of the MMS programme allowed for greater adaptation of the project to the changing dynamics at both national and global levels. However, while the project outcomes statements were found to be well articulated and reflective of the planned outputs and activities, in some instances, these indicators and targets were either not comprehensive and/or inconsistent with the SMART principle of Results-Based Management (RBM).

5.2. Lessons Learned

Lesson 1: The MMS programme has two distinct components responding to the national and global needs on women's migration. Yet they are complementary to each other. This is reflected through frequent exchange of knowledge and expertise, where global activities influence national ones and vice versa, thereby creating synergies and providing key lessons for implementation.

Lesson 2: The programme faced multiple challenges in terms of lack of capacity of local CSO's and government staff, including other competing priorities of the government resulting in reduced focus on gender and migration. This impacted the achievement of some key targets in the national level outcomes. In future interventions, the MMS programme can benefit from prioritizing consultation with relevant stakeholders at the design stage to prevent or minimize project implementation risks.

Lesson 3: As coordination throughout the project remained virtual (due to travel restrictions during the pandemic and political unrest in Niger), both teams highlighted the missed opportunity of in-person meetings and visits for enhanced learning and improved project implementation. However, these were mitigated through regularly scheduled online meetings.

Lesson 4: The collection and analysis of both quantitative and qualitative data are crucial to better understand the experiences of migrant women in all their diversity. The MMS programme developed a survey tool to collect data on the experiences of migrant women in Niger, which was the first of its kind. The programme has produced knowledge products which fill existing gaps in the literature to not only increase the availability of information but also to provide tools for advocacy and to support the development of relevant policies, programmes and services.

Lesson 5: In terms of outreach activities peer-to-peer messaging was found to be extremely relevant. Through pairing migrant women with peer educators, who are essentially settled migrants from the same countries of origin, the program can reach a wider number of women that are often on the move due to homelessness and irregular migration status.

Lesson 6: Given the dire predicament of the migrant women most of whom are faced with multiple socio-economic challenges (including prejudices that migrant women feel from local communities regarding their status as outsiders), the beneficiaries did not seem to have much utility for awareness sessions unless accompanied with tangible interventions such as livelihood support, social protection, and legal assistance etc.

Lesson 7: One of the most vital contributions of the global component has been the development of *Policies and Practice: A Guide to Gender-Responsive Implementation of the Global Compact for Migration (GCM)*. By comprehensively addressing the linkages between gender and migration in all its dimensions, the guide aims to provide clear, concrete, and practical guidance to governments and other key stakeholders on gender-responsive implementation of the GCM⁵⁷.

Lesson 8: Performance Monitoring Frameworks must include specific and measurable indicators that are designed in consultation with local staff/stakeholders. This will allow project staff to objectively measure the project’s impact and set realistic and achievable targets.

5.3. Recommendations

The evaluation has identified five recommendations that are critical for UN Women’s Making Migration Safe for Women programme (MMS) at both National and Global levels. They are based on the evaluation framework and the analysis that informed findings and conclusions. The recommendations were validated by key stakeholders during the mission and through the review of the evaluation report by the assigned Evaluation Specialist and Global Coordinator, MMS.

#	Recommendations	Responsibility	Priority
1.	To ensure relevance of the project interventions, conduct the prioritization of needs and capacity assessments of the national stakeholders at the design and conceptualization stages of the programme rather than at the implementation stage (Finding 1).	UN Women	Immediate

⁵⁷ Policies and Practice: A Guide to Gender-Responsive Implementation of the GCM, *UN Women*, <https://migrationnetwork.un.org/resources/policies-and-practice-guide-gender-responsive-implementation-gcm>

2.	<p>In Niger, the lack of local capacity of CSOs and government staff coupled with a general lack of interest in the programme severely jeopardized progress on national level outcomes. To avoid similar risks in the future, it is strongly recommended for the MMS programme to engage national stakeholders (government, civil society, migrant women) starting from the design process, and include the work on migration in Strategic Note, developed together with National Government. This will not only help in timely identification of potential risks and challenges, but also create a sense of ownership among key partners from the very onset. (Finding 2, 10)</p>	UN Women	Immediate
3.	<p>While many migrant women face multiple and intersecting forms of discrimination requiring support at different levels, the MMS programme is likely to generate a higher impact if it consolidates efforts on some of the key gender-responsive migration issues at the national and global levels. For instance, as women and girls make up the majority of migrants in the East and Horn of Africa⁵⁸, in addition to other entry points, UN Women can effectively use this opportunity to improve the labour migration outcome for these migrants, while at the same time contributing to the overall economic empowerment of women in the region. As an example, by leveraging its position in gender-responsive migration, UN Women can engage in platforms such as the Regional Ministerial Forum on Migration for East and Horn of Africa, which is an ISCM⁵⁹ bringing together 11 States from East and Horn of Africa Region to jointly address labour migration policies, foster labour mobility and protect the fundamental human, labour, and social rights of migrant workers migrating within</p>	UN Women	Medium-Long term

⁵⁸Women and Girls Account for the Majority of Migrants in East and Horn of Africa: IOM Report, News, *IOM* <https://www.iom.int/news/women-and-girls-account-majority-migrants-east-and-horn-africa-iom-report>

⁵⁹ Inter-State Consultation Mechanisms on migration (ISCM) are state-led, restricted, ongoing information-sharing and policy dialogue forums at the regional, inter-regional or global level for those States with an interest in promoting cooperation in the field of migration.

	the continent and from Africa to EU, GCC Member States and other countries ⁶⁰ . (Finding 7)		
4.	Consider complementary measures aimed at improving the overall wellbeing of the migrant beneficiaries, especially those in the most vulnerable situations. Suggested interventions can include livelihood support, social protection, and legal support etc. This can be achieved by enhancing cooperation with other UN agencies while creating synergies for improved outcomes for migrant women. (Finding 7)	UN Women	Immediate
5.	All upcoming phases of the MMS programme-framework to be designed on the principles of SMART Results-based management and developed in consultation with the country office M&E staff, who can provide valuable input in terms of designing a robust framework that responds to the local context. This will not only allow the programme staff to identify quality indicators, but also effectively measure progress at each milestone. (Finding 7, 8)	UN Women	Immediate

⁶⁰Regional Ministerial Forum On Migration For East And Horn Of Africa (RMFM), IOM, <https://www.iom.int/regional-ministerial-forum-migration-east-and-horn-africa-rmfm>

Annexes

Annex 1 – Evaluation Matrix

RELEVANCE		
Questions	Elements of analysis and possible indicators	Data collection methods and sources
<ol style="list-style-type: none"> 1. How has the project design been participatory with all the key stakeholders? 2. How did the project design take into consideration needs of the migrant women and their organizations? E.g., were any surveys conducted with migrant women and their organizations to inform the project design? 3. Has the project design been meaningfully informed by similar UN Women implemented projects regionally/ globally? 4. Has the project addressed priorities of the Government of Niger on gender and/ or migration? 5. Has the project contributed to the overall objectives of the BMZ, inter alia in terms of gender equality and feminist development policy, and its development related goals in the region? 6. Is the project consistent with the development priorities of UN SDGs and UN Women programming in Niger and globally? 	<ul style="list-style-type: none"> • Need to explain how the project was initially conceptualized and designed. Explain the process of consultation, data review and formulation which led to the project document. • Provide evidence and references to which key documents or data sources were used to select the pilot country/migrant women and their respective organisations. • Collect the views of the key development stakeholders to understand whether UN Women took into consideration their views in the project design. Similarly, consult the donor, relevant MMS staff, and other UN agencies to determine whether the project design made good use of UN Women’s global knowledge into account. • Assess if the project is consistent with the development priorities of the Government of Niger <ul style="list-style-type: none"> • Determine the extent to which the project is in line with the national migration policy. • Assess the extent to which the project is aligned with the donor’s development priorities in the region/Niger • Assess the extent the project has worked to strengthen international norms and standards to protect and promote migrant women’s rights • Assess the nature/impact of measures (short, medium, long-term) introduced by the project to strengthen the capacities of migrant women and their organizations in the aftermath of COVID-19 and political landscape 	<ul style="list-style-type: none"> • Key informant interviews (Relevant departments and ministries of the govt of Niger, UN Women MMS Staff (national and global), Donor, Other UN agencies) • FGDs with CSO/NGOs working with migrant women <p>Document Review:</p> <ul style="list-style-type: none"> ○ Project Documents ○ National Migration Policy ○ Addressing the situations of women migrating from, into and through Niger in times of COVID-19 and beyond, IOM, UN Women ○ Rapid Assessment of the situations of women Migrating from, into and through Niger, UN Women

<p>7. Did the interventions envisaged at the design stage in any way help mitigate the challenges faced by migrant women in the event of COVID-19 and the political landscape?</p>		
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EFFECTIVENESS

Questions	Elements of analysis and possible indicators	Data collection methods and sources
<p>1. What has been the overall contribution of MMS in creating an impact at the grassroots and policy level?</p> <p>2. How effective is the MMS project management structure in terms of delivering the project objectives?</p>	<ul style="list-style-type: none"> • Assess the situation of migrant women and their organizations before and after the project interventions to determine the changes brought about as a result of the MMS program. • Identify any marked social changes the intervention contributed to at community level? (Attitudes, behaviour, knowledge, socio-cultural practices & norms related to gender equality) • Identify any policy and/or legislative changes the project has contributed to at both national and global level. • Assess the project management structure and overall project staffing capacities (technical, administrative, HR and advocacy skills) at both national and global level to determine the effectiveness of project delivery. Identify any gaps for improvement. 	<ul style="list-style-type: none"> • Desk review (Project document, M&E database, M&E reports, Log frame, and other progress review reports) • Key informant interviews (UN Women MMS Staff (national, global), Relevant departments and ministries of the govt of Niger, Other UN agencies) • FGDs with CSO/NGOs working with migrant women • Surveys and training reports • Discussions with migrant women where possible.

CONTRIBUTION TO INTENDED OUTCOMES AND IMPACTS

Questions	Elements of analysis and possible indicators	Data collection methods and sources
<p>1. What progress has the project made towards achieving its intended three (3) outcomes?</p> <p>2. To what extent has project achieved the targets established in the log frame?</p> <p>3. What were the enabling factors that led to positive results and what were the challenges has the project faced in achieving these targets?</p> <p>4. To what extents did the project actually achieve a gender responsive approach and what results and lessons can be drawn?</p> <p>5. Did the project directly or indirectly, mitigate (or exacerbate) any potential conflicts among different population groups (e.g., between different beneficiary groups, or between beneficiaries and non-beneficiaries)?</p>	<ul style="list-style-type: none"> • Provide evidence to the extent the project has contributed towards making migration safe for women vis-à-vis: <ul style="list-style-type: none"> • National governments develop/strengthen migration policies, laws and services that are gender-responsive • Migrant women and their organizations advocate for the promotion and protection of migrant women’s rights • Governments and relevant international human rights bodies ensure the promotion and protection of migrant women’s rights through strengthened global norms and standards. • Assess the projects quantitative progress against the targets set out in the log frame and elaborate on hindrances where the project could not achieve its targets. • Assess the extent to which activities contribute to the intended outputs and outcomes of the project, and identify areas for improvement, where relevant. • Assess the extent to which any intended gender-responsive approach, and any specific provisions for vulnerable groups (e.g., persons with disabilities) were carried out and with what results. • Assess any unintended impacts of the project (for example conflicts arising because of project intervention between migrant women and their families, or other non-migrant communities etc.) 	<ul style="list-style-type: none"> • Desk review (Project document, M&E database, M&E reports, Log frame, and other progress review reports • Key informant interviews (UN Women MMS Staff (national and global), Relevant departments and ministries of the govt of Niger, Donor, Other UN agencies) • FGDs with CSO/NGOs working with migrant women

EFFICIENCY		
Questions	Elements of analysis and possible indicators	Data collection methods and sources
<p>1. To what extent has the MMS project delivered results in an economic and timely way?</p>	<ul style="list-style-type: none"> • Determine if the project experienced any delays, if yes, what extent and did delays hinder the achievement of the project's objectives (e.g., COVID-19, lack of local capacity, delayed approvals, issues of coordination and lack of finances / delayed procurement/releases of finance etc)? • Asses the measures which were put in place to overcome any of these challenges? • Check if any policies and institutional priorities changed during project implementation and how did this effect the capacity of the project to deliver on the established outcomes (e.g., delayed releases finances and or reduced finances)? • Explain the coordination mechanism between the global and national staff • Assess how effective was the HQ support to the project in Niger. Identify areas for strengthening the support. 	<ul style="list-style-type: none"> • Desk review (Project documents, donor reports, finance reports, etc) • Key informant interviews (UN Women MMS Staff (national and global), Donor)

COHERENCE		
Questions	Elements of analysis and possible indicators	Data collection methods and sources
<p>1. How compatible has the project been with other relevant interventions, if any, in Niger and in the region where it is being implemented?</p>	<ul style="list-style-type: none"> • Identify projects/interventions similar to the MMS program being implemented in Niger/ region. • Assess how compatible the MMS program is with these projects • Identify comparative advantages of the MMS program 	<ul style="list-style-type: none"> • Key informant interviews (UN Women MMS Staff (national and global), Relevant departments and ministries of the govt of Niger, Donor, Other UN agencies, CSO/NGOs)

SUSTAINABILITY

Questions	Elements of analysis and possible indicators	Data collection methods and sources
<p>1. What is the likelihood that the project results and positive changes will be sustained after the end of the project, and what are the key factors relating to these conclusions?</p> <p>2. What longer term changes has the project contributed to, if any?</p>	<ul style="list-style-type: none"> • Assess to what extent the capacity of the relevant stakeholders (the national government, relevant departments, CSO/NGOs and migrant women) has been developed to ensure the sustainability of efforts and benefits? • Identify the contextual factors for sustaining and replicating the project interventions and their impact at a national and regional level? E.g. policy/legislation, increased awareness, new co-financing support from other donors. • Assess the extent to which civil society organizations and women’s organizations are committed to promoting the rights of women at all stages of migration? (e.g., identification and enhanced knowledge of migrant women issues, awareness programs, trainings, fund raising, advocacy etc.) • Assess the Government Partners commitment towards advancing the rights of migrant women in Niger? (e.g., improved data collection practices on migrant women, introduction of new legislation, policy on migrant women, effective implementation of the NMP) 	<ul style="list-style-type: none"> • Key informant interviews (UN Women MMS Staff (national and global), Relevant departments and ministries of the govt of Niger, Donor, Other UN agencies, CSO/NGOs)

HUMAN RIGHTS APPROACH, GENDER EQUALITY, AND INTENTIONALITY

Questions	Elements of analysis and possible indicators	Data collection methods and sources
<p>1. Have human rights considerations been integrated into the programme design and implementation?</p>	<ul style="list-style-type: none"> • Assess if the migrant women, their families, and organizations were consulted during the design phase. • Assess to what extent were marginalized groups involved in the project implementation? What approach was used to ensure that such groups have been integrated and empowered and their participation been strengthened? (eg assess the diversity of migrant women being served by the CSO/NGOs vis-à-vis, age, religion, race, sexual orientation, disability etc.) • Identify and assess the extent to which the Government has included any measures to safeguard the human rights of migrant women in general, and specific measures to protect the population in vulnerable situations and conditions. • Assess how and the extent to which the integration of gender equality and human rights mentioned above have advanced the area of work in making migration safe for women. 	<ul style="list-style-type: none"> • Review of Project Design and project reports. • Key informant interviews (UN Women MMS Staff (national and global), Relevant departments and ministries of the govt of Niger, Donor, Other UN agencies, CSO/NGOs)

STRATEGIC POSITIONING

Questions	Elements of analysis and possible indicators	Data collection methods and sources
<p>1. How well is the UN Women strategically positioned to leverage partnerships and advance the advocacy strategy on gender and migration?</p>	<ul style="list-style-type: none"> • Assess the level of engagement with other UN agencies, networks, and other key stakeholders. • Assess how, and the extent to which the MMS project is leveraging these partnerships in terms of strengthening international norms and standards for protecting and promoting migrant women's rights. • Identify the added value of UN Women in terms of the resources, oversight and technical support? 	<ul style="list-style-type: none"> • Key informant interviews (UN Women MMS Staff (national and global), Other UN agencies and networks)

MONITORING AND EVALUATION AND KNOWLEDGE MANAGEMENT		
Questions	Elements of analysis and possible indicators	Data collection methods and sources
<p>1. Does the project have a robust M&E system?</p> <p>2. How effective is the project's knowledge management system in achieving the objectives of the MMS program?</p>	<ul style="list-style-type: none"> • Assess the effectiveness of the M&E system based on the following indicators, baseline information, SMART indicators, gender segregated indicators, result tracking and adaptive management etc.? • Evidence of timely reporting and asses reports in terms of quality (based on discussion and feedback from various stakeholders) • Assess if the M&E system design was flexible to respond to the M&E plan and key objectives of the project? Determine if information is gathered in a systematic manner, using appropriate methodologies? • Determine if the information from the M&E system has been appropriately used to make timely decisions and foster learning during project implementation? (provide examples of potential good practices and areas of improvement) • Assess if the knowledge produced by the project is sufficiently used, published, and disseminated? E.g., publication of various knowledge products on migrant women, types of platforms for dissemination, and the extent of outreach to multiple stakeholders. 	<ul style="list-style-type: none"> • Review of the M&E system including databases and key knowledge products • KIIs with National M&E staff and Donor. • Review of the KM portal, products, dissemination timelines etc.

Annex 2 – Project Documents

#	Document Name
Pro Doc & M&E	
1	Making Migration Safe Pro Doc
2	Making Migration Safe - No Cost Extension
3	MMS Workplan Year 1 + 2, 10 Nov
4	MMS Workplan Year 3, April 2023
5	MMS Reporting Activity 3.2.1 March 2023
6	MMS Reporting Knowledge Products
7	List of Stakeholders - Niger
Monitoring Reports Global	
8	MMS Reporting June 2021
9	MMS Reporting Nov 2021
10	MMS Reporting June 2022
11	MMS Reporting Nov 2022
First Donor Report (Dec 2019 - November 2020)	
12	MMS Narrative Report
13	Interim Financial Statement for Period ended 31 December 2019
14	Interim Financial Statement for Period ended 31 October 2020
15	TOR Project Steering Committee (PSC)
16	Participants List for first PSC meeting
17	Summary Report of first PSC meeting
18	TOR National Steering Committee (NSC)
19	Participants List for first NSC meeting
20	Summary Report of first NSC meeting
21	MMS Workplan (Years 1,2)
22	MMS Budget (Years 1,2,3)
23	Stakeholder Mapping in Niger
24	Capacity Assessment Report in Niger
25	Performance Management Framework
26	Knowledge Management Strategy
27	Communication and Advocacy Strategy
28	MMS Two-Pager (Global)
29	MMS Two-Pager (Niger) Draft
30	Social Media Report

31	Niger Multi-Stakeholder Meeting TORs
32	Niger Multi-Stakeholder Meeting TORs List of Participants
33	Niger Multi-Stakeholder Meeting Agenda
34	Niger Multi-Stakeholder Meeting Summary
Second Donor Report (Dec 2020 - Nov 2021)	
35	MMS Narrative Progress Report (Dec 2020 - Nov 2021)
36	GIZ CSO Workshop Concept Note
37	GIZ Workshop Labor Inspectors Concept Note
38	OHCHR-UNODC Roundtable CSO Concept Note
39	OHCHR-UNODC Roundtable Govt Concept Note
40	UNW Workshop Parliament Concept Note
41	GIZ Capacity Building Needs for Labor Inspectors Niger
42	GIZ CSO Workshop Shadow Report
43	UNW Workshop Summary Report C189
44	TOR Consultant 2nd National Action Plan to Combat Trafficking in Persons
45	Interim Financial Statement for Period ended 31 December 2020
46	Interim Financial Statement for Period ended 31 October 2021
47	Gender Debate 2021 Agenda IOM
48	UN Women Statement at 32nd Session of the CPRAMW
49	CSW 65 2021 Concept Note
50	CSW 65 Side Event Agenda
51	CSW 65 Summary Report
52	HRC 47 Interactive Dialogue
53	IOM Research Project: COVID-19 Impacts on Migration and Migrants from a Gender Perspective
54	PP Guide Launch Event Doc
55	PP Guide Launch Event Summary
56	IOM Thematic Session Promotion
57	A Gendered Journey Webinar Concept Note
58	Making Migration Safe Social Media Report 2021
59	FGD Information Received Concept Note
60	GIZ Training on the Links between Gender Equality and Migration
61	GIZ Training on the Links between Gender Equality and Migration Summary
62	GIZ Training with CSOs on Migrant Women's Rights
63	GIZ Training with CSOs on Migrant Women's Rights Summary
64	Survey Instrument Concept Note
65	Factsheet on the Gendered Impacts of Migration in Niger (EN, FR)

Other Documents	
66	Rapid Assessment Report June 2021 (EN, FR)
67	Migrant Women Data Collection Guide
68	Infographic on Migrant Women in Niger
69	MMS: Communication and Advocacy Strategy
70	Survey Instrument for the Situations of Women Migrating from, into, through, and returning to Niger
71	Reference Group for Final Evaluation

Annex 3 – Data Collection Tools

Key Informant Interview (KII)

UN Women MMS Project Staff

Informed Consent Form

Thank you for agreeing to meet with us today. I, **Munazza Zia** have been engaged by the UN Women as an independent consultant to undertake the **Final Evaluation** of the three-year German-funded project **"Making Migration Safe for Women"** in Niger. The aim of this evaluation is to identify the successes and areas for improvement of the MMS project, which will contribute to the development of lessons learnt and key recommendations for future phases of this project, and other migration/women empowerment projects in the future. As part of the Evaluation, we aim to undertake **Key Informant Interviews (KIIs)** with selected key stakeholders involved with the project design and implementation. To that end, you have been identified as one of the relevant stakeholders and would like to seek your opinion. The interview is expected to be between **2 – 2.5** hours long and will follow a semi-structured format. Your participation in this interview will be highly appreciated. All information provided by you will remain confidential and shall not be used for any purpose other than this study. Similarly, your identification will not be disclosed either without your consent.

You will be asked a number of questions regarding your perception and experience concerning the referenced project. Your participation in this interview is voluntary. You may refuse to participate in this interview and can at any stage withdraw your consent or discontinue participation even after the interview has started. Your decision relating to participation in this interview is not linked to any penalty or loss of benefits. If there is any question posed to you during the interview that causes discomfort, embarrassment or is in conflict with your privacy and thinking, you can refuse to answer it.

The findings of the evaluation will be presented anonymously, without disclosing your identity and will be solely for academic, policy and project related use. If quotations from the interview will be used in the report, they will not be attributed to you personally. The collected data and study findings will be available to the evaluation Consultant and UN Women.

Thank you for your time.

Name of the Respondent (s)	
Designation (s)	
Name of Department	
Contact Details	
Date of KII	
Starting Time of KII	
Finishing Time of KII	

UN WOMEN / PROJECT MANAGEMENT

Background

1. How is the MMS project managed? Within UN Women, which department has the ownership of the PMU?

Staffing

2. What is the staffing structure of the MMS project at country level? Global level?
3. Please provide the following information for all staff involved in managing the programme since the beginning of the MMS Project. Please also provide an organogram, if available.

Staff Name	Title	Gender	Niger/Global	Joining Date (Month/Year)	Departure Date (If Any)	Reason for Leaving (If Any)

4. Has this staff been sufficient for managing the project? If no, why not?
5. What measures are being taken to bolster staffing capacity? E.g., hiring of short-term experts
6. Please provide a list of the short-term experts/Consultants hired by the project, as follows:

Name of Consultant	Assigned Activity	Start Date	End Date

Design

7. What other projects focusing on “Gender and Migration” has UN WOMEN undertaken over the past five years globally?
8. Also, what other projects related to migration have been undertaken in Niger/region by other UN agencies/organizations over the past 05 to 10 years?
9. How do these prior projects (UN WOMEN/non-UN WOMEN) link to the current project?
10. What was the timeframe for design of the current project? E.g., time of project design, approval, etc.
11. What was the process of project design? E.g., how stakeholders were consulted, when was the baseline study undertaken, etc.
12. Who were the key stakeholders involved in the design?
13. Were any of the key staff currently working on the project involved in the project design? E.g., Global coordinator, National coordinator, etc. If yes, who and what was the role of these staff members?

14. Based on your experience of implementing this project, what have been the major positive elements of the project design? E.g., flexibility, partnership, and inclusion of particular activities that are easy to implement and / or highly welcomed by beneficiaries, SMART log frame, etc. Please elaborate.
15. And what have been the major elements of design that are resulting in implementation challenges? E.g., ambitious targets, ambiguity in activities, etc. Please explain.
16. Have any measures been taken to resolve some of these issues? If yes, please explain what measures have been taken and what are the outcomes of these?
17. Have there been any changes to project activities or logical framework since the project started? If yes, what are these changes, why, when, and how were these made? And how have these now affected project delivery?

Geographic Focus

18. What were the reasons for selecting Niger as a pilot country? And global?
19. How has the project benefited from having a national/global scope? How well do project activities at Niger and Global level complement each other? To what extent has the global component been able to support activities at the country level?
20. What are the lessons learned based on implementing the project in the format i.e at national and global level?

Timeliness

21. Has the project met all its milestones according to the schedule in the project document?
22. If no, what have been the major delays in implementation?
23. What have been the reasons for these delays? And what measures were undertaken to cover for the delays?
24. How have these delays affected overall project implementation?

COVID – 19 Implications

25. How has COVID-19 affected project implementation at the activity level? Please provide details.
26. Did the project take up any additional activities with migrant women impacted by COVID-19? If yes, please provide details, including a list of activities, associated budgets, etc.
27. What has been the outcome of these activities?

Finance

Donor Funds

28. Has the project faced any problems with financing? E.g., late approvals, difficult reporting processes, unrealistic budgeting at design or AWP stage, etc.?
29. How have these issues affected the project's performance?
30. What measures have been taken thus far to resolve some of these issues?

Also, please provide budget in the following format:

	Donor Fund Allocation	Expenditure (as of 30 June 2023)
Outcome 1		
Outcome 2		
Outcome 3		

Monitoring and Reporting

31. What are the major Monitoring and Reporting tools used by the PMU? E.g., log frame, AWP, donor reports, etc.
32. Have all the project monitoring reports been submitted on time? If not, what have been the challenges with the development of the reports?
33. What is the process of data collection for monitoring?
34. In what format is the project monitoring data stored? E.g., MS Excel, Access Database, Word, etc.
35. To what extent has M&E information been adaptive to cater to the program considering the rapid contextual and/or political developments during the project period? Accordingly, has the project made any major changes in implementation based on the results of the monitoring activities? If yes, please provide examples.
36. Have you faced any problems with regards to tracking programme results framework indicators outlined in the Project's Logical Framework? If yes, please explain which KPIs and what are the problems with measuring progress?

Coordination with Donor

37. What has been the role played by the donor in project design and implementation?
38. What is the mechanism of coordination with the donor?
39. Did UN WOMEN face any challenges when collaborating with the donor? E.g., delayed decision making, etc. How were these resolved?

Partnership and Coordination

40. What are the major methods used for coordination of various stakeholders? E.g., face to face meetings, periodic workshops, etc. Please provide details for all key stakeholders.
41. What are the key challenges with stakeholder coordination? E.g., lack of responsiveness/interest, limited capacity, too many stakeholders, etc.

42. Does the placement of the PMU at the HQ level hinder the project's progress? If yes, how?
43. What challenges have you faced in your relationship with the UN Women HQ E.g., delayed fund transfers, limited technical support, difficult monitoring, and reporting processes, etc.
44. How can partner and stakeholder collaboration be improved for better project results?

Impact

45. In your opinion, which project activities have had the highest impact? Why?
46. Also, which project activities do you think have had the lowest impact? Why?
47. How can the potential impact of these activities be enhanced?

Sustainability

48. In your opinion which project outputs/outcomes are the most sustainable? why?
49. Which project partners/stakeholders are the key to the sustainability of outputs/outcomes? How?
50. Which project outputs or outcomes are least sustainable, in your opinion?
51. What are the potential (social, economic, political, and environmental, etc.) threats to the sustainability of these outputs?
52. What steps has the programme undertaken to enhance sustainability at the design and/or implementation stage? Please provide examples.

Human Rights & Gender Equality

53. Have any assessments or surveys been conducted to gauge or learn more about the target groups' attitudes towards gender and human rights?
54. Were rights-based strategies and gender responsiveness integrated into the programme? If yes, what was the process, please elaborate?
55. What activities has the project undertaken to reach out to men? And what was the process of engaging men?
56. What percentage of the beneficiaries have been men and women?

Exit Strategy

57. What is the project's exit strategy?
58. What are the foreseen threats to this exit strategy?

Effectiveness

Performance against Outcomes and Targets

59. What major activities at the national/global level have been undertaken under each outcome?
60. Who are the major stakeholders and beneficiaries for each of the two outcomes?
61. What has been the outcome / impact of these activities?
62. What have been the challenges in implementing these activities?
63. What are the major activities outcome-wise that are not expected to be completed by project end, i.e., June 2023?
64. What are the foreseen opportunities and challenges in their implementation?

Knowledge Management and Dissemination

65. What mechanisms and tools does the project have in place to organize and store knowledge gathered and generated during the course of project implementation? E.g., knowledge management strategy, use of a website, etc.
66. Who are the intended recipients / beneficiaries of this information / data?
67. What methods of dissemination is the project using to share this information with beneficiaries and various stakeholders?
68. How have knowledge management and dissemination activities undertaken by the project been effective? Please provide examples.
69. How can the knowledge management and dissemination activities of the project be improved?
70. How has the project ensured ongoing dissemination and sharing of this knowledge in the medium to long term?

Lessons Learnt and Recommendations

71. Based on your experience, what are the major lessons learned from the project design and implementation?
72. What are your overall recommendations for the improvement of project design and implementation going forward?

KEY INFORMANT INTERVIEW (KII) SHEET
UN WOMEN MAKING MIGRATION SAFE FOR WOMEN

Govt. Ministry/Agency/Department

Informed Consent Form

Thank you for agreeing to meet with us today. I, **Munazza Zia** have been engaged by the UN Women as an independent consultant to undertake the **Final Evaluation of** the three-year German-funded project **"Making Migration Safe for Women"** in Niger. The aim of this evaluation is to identify the successes and areas for improvement of the MMS project, which will contribute to the development of lessons learnt and key recommendations for future phases of this project, and other migration/women empowerment projects in the future. As part of the Evaluation, we aim to undertake **Key Informant Interviews (KIIs)** with selected key stakeholders involved with the project design and implementation. To that end, you have been identified as one of the relevant stakeholders and would like to seek your opinion. The interview is expected to be between **60 – 75 minutes** long and will follow a semi-structured format. Your participation in this interview will be highly appreciated. All information provided by you will remain confidential and shall not be used for any purpose other than this study. Similarly, your identification will not be disclosed either without your consent.

You will be asked a number of questions regarding your perception and experience concerning the referenced project. Your participation in this interview is voluntary. You may refuse to participate in this interview and can at any stage withdraw your consent or discontinue participation even after the interview has started. Your decision relating to participation in this interview is not linked to any penalty or loss of benefits. If there is any question posed to you during the interview that causes discomfort, embarrassment or is in conflict with your privacy and thinking, you can refuse to answer it.

The findings of the evaluation will be presented anonymously, without disclosing your identity and will be solely for academic, policy and project related use. If quotations from the interview will be used in the report, they will not be attributed to you personally. The collected data and study findings will be available to the evaluation Consultant and UN Women.

Thank you for your time.

Name of the Respondent (s)	
Designation (s)	
Name of Ministry /Agency Department	
Country	
Contact Details	
Date of KII	
Starting Time of KII	
Finishing Time of KII	

GOVERNMENT MINISTRY / AGENCY / DEPARTMENT

BACKGROUND

1. What is the mandate of your department/ministry?
2. What are some of the major challenges faced by migrant women (from, into, through and returning to Niger)? E.g., racial discrimination, gender inequality, domestic violence etc.
3. What are the current priorities of your government in terms of making migration safe for women?
4. What are the major limitations in addressing the issues faced by migrant women in Niger? E.g., Govt. priority, funding support, lack of awareness, etc. and how are these addressed?

ROLE IN THE PROJECT

5. Since when has your department/ministry been involved with the MMS project implemented by UN Women?
6. What activities has your department/ministry undertaken as part of this project? E.g., participation in training programs, stakeholder workshops, contribution to sex-disaggregated data collection on migrant women etc.
7. Do you consider the project in line with the needs of your country in terms of addressing the challenges faced by migrant women? If yes, please provide examples of this strategic alignment.
8. Are you aware of the recently adopted National Migration policy (NMP)? What is the primary role of your department in implementing the NMP?
9. What are some of the key challenges faced by your department in implementation of the NMP? And how are these challenges mitigated?
10. What are some of the other key agencies which are involved in this role, especially in relevance to the adoption and implementation of NMP?

PROJECT DESIGN

11. Has your department/ministry been involved in the design and/or implementation of the current project activities?
12. If yes, how did your department/ministry contribute to the design process? E.g., participation in stakeholder mapping exercises, National Steering Committee etc.
13. If not, in your opinion, how did this lack of involvement affect your role with regards to project implementation?

PROJECT IMPLEMENTATION

14. What role, if any, is played by your department/ministry in the implementation of this project? E.g., policy support (implementation of NMP), provision of sex-disaggregated data, advocacy, and awareness etc.
15. Which staff from your department/ministry are involved in the implementation of the project's activities?
16. Prior to this project, were you aware of the gender dimension in migration? If no, how has the making Migration Safe for Women project contributed to your knowledge and practices on the issues concerning migrant women? E.g., production and analysis of sex-disaggregated data, effective implementation of NMP, support in revision of laws pertaining to migration and trafficking etc.
17. In your opinion, what are the key achievements of this project?
18. What challenges have you faced with implementation of the project, in general? and specifically in the context of COVID-19.

19. How were these challenges addressed? Did UN Women play any key role in mitigating some of these challenges?
20. How can the role of UN WOMEN be improved for better project performance? E.g., more proactive support to key stakeholders, improved linkages and coordination, quicker decision making, etc.

SUSTAINIBILITY

21. In your opinion is the MMS a sustainable programme? why?
22. Which other project partners/stakeholders are the key to the sustainability of the project?
23. What are the potential (social, economic, political (protests, military coup), and environmental, etc.) threats to the sustainability of the project outcomes?
24. How can these challenges/threats be mitigated?

Human Rights & Gender Equality

25. Are there any measures in place within your ministry/dept. to ensure human rights and gender equality? What are some of these key measures?

LESSONS AND RECOMMENDATIONS

26. What have been some of the other major similar projects being implemented in Niger over the past three years? How would you compare the “Making Migration Safe for Women” to other projects being implemented in Niger?
27. To what extent has this project successfully addressed the challenges faced by the migrant women in your country?
28. Being the pilot country for this project, to what extent are the project results sustainable in Niger?
29. In your opinion, does the project have sufficient experience to expand to other countries in the next phase? (e.g. Ethiopia, Kenya, Mali) If no, please provide reasons.
30. Based on your experience with implementation of the project activities, what are the key lessons learned? And recommendations for the next phase of the MMS Programme

KEY INFORMANT INTERVIEW (KII) SHEET
UN WOMEN MAKING MIGRATION SAFE FOR WOMEN

DONOR

Informed Consent Form

Thank you for agreeing to meet with us today. I, **Munazza Zia** have been engaged by the UN Women as an independent consultant to undertake the **Final Evaluation of** the three-year German-funded project **"Making Migration Safe for Women"** in Niger. The aim of this evaluation is to identify the successes and areas for improvement of the MMS project, which will contribute to the development of lessons learnt and key recommendations for future phases of this project, and other migration/women empowerment projects in the future. As part of the Evaluation, we aim to undertake **Key Informant Interviews (KIIs)** with selected key stakeholders involved with the project design and implementation. To that end, you have been identified as one of the relevant stakeholders and would like to seek your opinion. The interview is expected to be between **60 – 75 minutes** long and will follow a semi-structured format. Your participation in this interview will be highly appreciated. All information provided by you will remain confidential and shall not be used for any purpose other than this study. Similarly, your identification will not be disclosed either without your consent.

You will be asked a number of questions regarding your perception and experience concerning the referenced project. Your participation in this interview is voluntary. You may refuse to participate in this interview and can at any stage withdraw your consent or discontinue participation even after the interview has started. Your decision relating to participation in this interview is not linked to any penalty or loss of benefits. If there is any question posed to you during the interview that causes discomfort, embarrassment or is in conflict with your privacy and thinking, you can refuse to answer it.

The findings of the evaluation will be presented anonymously, without disclosing your identity and will be solely for academic, policy and project related use. If quotations from the interview will be used in the report, they will not be attributed to you personally. The collected data and study findings will be available to the evaluation Consultant and UN Women.

Thank you for your time.

Name of the Respondent	
Designation	
Department	
Contact Details	
Date of KII	
Starting Time of KII	
Finishing Time of KII	

DONOR

1. What are the development priorities of BMZ in Niger? And the region? And who are your key program implementing partners?
2. How does the MMS project fit into these development priorities?
3. How was the project design for MMS conceived? Which stakeholders were consulted during the design phase? (e.g., relevant Ministries, Govt depts, Academia, CSOs, Migrant Women, other UN agencies etc.)
4. UN Women is also implementing the MMS project on a global level – Given this unique position, has BMZ been able to leverage UN Women’s nuanced knowledge on gender and migration during the design phase? If yes, please provide details.
5. Did your organization conduct any situational analysis during the inception/ design phase of the project? If yes, can you please share the document with the Evaluation Team (eg geo-political context-analysis)
6. If yes to the above question, in your opinion, did the use of this study have any meaningful impact on the project’s performance or guided the project in mitigating any local conflicts or frictions.
7. What challenges has your organization faced regarding the “design” of the MMS And how were these challenges overcome?
8. And what challenges has your organization faced regarding the “efficiency” of the MMS (eg. weak M&E reporting, inflexibility to adapt to changes in design, insufficient inter-coordination with UN Women etc.)
9. Did your organization take any special measures to provide an emergency response for the migrant women during the COVID-19 pandemic? If yes, please provide details.
10. How did the pandemic affect the overall program implementation of the MMS program?
11. In your opinion, what are the most sustainable features of MMS? And the least sustainable? Please provide reasons.
12. Does your organization have any plans for replication or up scaling the MMS project? In Niger and/or other countries, If yes, please provide details.
13. What are some of the lessons learned and recommendations for similar scoped projects in the future?
14. Are there any areas of intervention you would particularly like the Evaluation Team to focus on during this Final Evaluation? Please elaborate.

KEY INFORMANT INTERVIEW (KII) SHEET
UN WOMEN MAKING MIGRATION SAFE FOR WOMEN

Other UN Agencies and Organizations

Informed Consent Form

Thank you for agreeing to meet with us today. I, **Munazza Zia** have been engaged by the UN Women as an independent consultant to undertake the **Final Evaluation** of the three-year German-funded project "**Making Migration Safe for Women**" in Niger. The aim of this evaluation is to identify the successes and areas for improvement of the MMS project, which will contribute to the development of lessons learnt and key recommendations for future phases of this project, and other migration/women empowerment projects in the future. As part of the Evaluation, we aim to undertake **Key Informant Interviews** (KIIs) with selected key stakeholders involved with the project design and implementation. To that end, you have been identified as one of the relevant stakeholders and would like to seek your opinion. The interview is expected to be between **60 – 75 minutes** long and will follow a semi-structured format. Your participation in this interview will be highly appreciated. All information provided by you will remain confidential and shall not be used for any purpose other than this study. Similarly, your identification will not be disclosed either without your consent.

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Thank you for your time.

1. Name of the Respondent (s)	
2. Designation (s)	
3. Organization	
4. Contact Details	
5. Date of KII	
6. Starting Time of KII	
7. Finishing Time of KII	

OTHER UN AGENCIES AND ORGANIZATIONS

1. What are the development priorities of your organization in Niger, and globally?
2. How does the MMS project align with the development priorities of your organization?
3. What are some of the key issues in the context of gender and migration in Niger? And globally?
4. Has your organization been involved with the MMS project implemented by UN Women? If yes, in your opinion, what are some of the important features of this project?
5. Was your organization consulted during the design phase of MMS? If yes, what was your role during the design phase of the Project?
6. Did your organization play any role during the implementation stage of the MMS project? If yes, please provide details.
7. Did your organization face any challenges during collaboration with UN Women on this project, if yes, which specific challenges were encountered and how were they mitigated?
8. In your opinion, which project activities of the MMS are most sustainable, why?
9. In your opinion, which project activities of the MMS are least sustainable, why?
10. Do you know of any other organizations implementing similar projects to MMS in Niger? and globally?
11. Based on your experience, what are some of the comparative advantages of the MMS project in the context of making migration safe for women? In Niger, and globally? (e.g., strengthening international norms and standards to protect and promote migrant women's rights, technical oversight, leveraging partnerships, advocacy etc.)
12. What are some of the key lessons learned and recommendations you would like to share for improved design and implementation of the next phase of the MMS project?

FOCUS GROUP DISCUSSIONS (FGD) SHEET
UN WOMEN MAKING MIGRATION SAFE FOR WOMEN

CSOS/ NGOS

Informed Consent Form

Thank you for agreeing to meet with us today. I, **Munazza Zia** have been engaged by the UN Women as an independent consultant to undertake the **Final Evaluation of** the three-year German-funded project **"Making Migration Safe for Women"** in Niger. The aim of this evaluation is to identify the successes and areas for improvement of the MMS project, which will contribute to the development of lessons learnt and key recommendations for future phases of this project, and other migration/women empowerment projects in the future. As part of the Evaluation, we aim to undertake **Key Informant Interviews** (KIIs) with selected key stakeholders involved with the project design and implementation. To that end, you have been identified as one of the relevant stakeholders and would like to seek your opinion. The interview is expected to be between **60 – 75 minutes** long and will follow a semi-structured format. Your participation in this interview will be highly appreciated. All information provided by you will remain confidential and shall not be used for any purpose other than this study. Similarly, your identification will not be disclosed either without your consent.

You will be asked a number of questions regarding your perception and experience concerning the referenced project. Your participation in this interview is voluntary. You may refuse to participate in this interview and can at any stage withdraw your consent or discontinue participation even after the interview has started. Your decision relating to participation in this interview is not linked to any penalty or loss of benefits. If there is any question posed to you during the interview that causes discomfort, embarrassment or is in conflict with your privacy and thinking, you can refuse to answer it.

The findings of the evaluation will be presented anonymously, without disclosing your identity and will be solely for academic, policy and project related use. If quotations from the interview will be used in the report, they will not be attributed to you personally. The collected data and study findings will be available to the evaluation Consultant and UN Women.

Thank you for your time.

Name of Respondent	Designation	Organization
Date of FGD		
Starting Time of FGD		
Finishing Time of FGD		

CSOS/RESEARCH ORGANIZATIONS/NGOS

BACKGROUND

1. What is the mandate of your organization?
2. How long has your organization been involved with the UN Women Making Migration Safe for Women programme (MMS)?
3. What other similar projects have been implemented by your organization over the past three years?
4. What is the geographical presence of your organization? Is it at the country level or regional level? If regional level, please provide name of other countries of operation.
5. Does your organization have experience of implementing other UN projects in the past? If yes, please provide details of the projects.

DESIGN

6. Were you or your organization involved in the design of the UN Women MMS programme?
7. If yes, what was your role in the design phase? E.g., stakeholder mapping, provision of data on migrant women etc.
8. If no, in your opinion, how did this lack of involvement affect your role with regards to project implementation?
9. Based on your experience, is the MMS project design aligned with the priorities of your organization? If yes, please provide examples.
10. Based on your experience of working with migrant women, is the MMS program aligned with the needs as defined by these beneficiaries? If not, what are some of the key gaps?

IMPLEMENTATION

11. Since when has your organization been involved in the MMS project implementation? (Please provide date.)
12. What is the primary role of your organization in implementing MMS project activities in Niger?
13. What have been some of the major challenges faced by your organization with the implementation of the project? E.g., political turmoil, organizational challenges such as delayed decision making, budgetary constraints, etc.
14. What measures have been/can be taken to overcome these challenges? And what are the outcomes of these?

COVID-19

15. What challenges has your organization faced due to COVID-19 with regard to implementation the project activities? E.g., suspension of operations, delays, limited outreach to communities, etc.
16. How have some of these challenges been mitigated? E.g., modification of implementation modalities?
17. Also, under the MMS programme, has your organization undertaken any special activities to respond to the needs of migrant women impacted by the COVID-19 pandemic? If yes, please provide examples.
18. What trends have you seen with regards to negative trends on women migrants during the COVID-19 pandemic? E.g., increase in violence, loss of work, decreased trafficking etc. Please elaborate
19. What challenges has your organization faced in responding to these challenges during the COVID-19 pandemic? (e.g. lack of financial resources, limited access to the beneficiaries etc.)

COLLABORATION WITH UN WOMEN

20. Can you please provide the details of support/assistance received by your organization from UN Women for the implementation of the project activities? (e.g., training and workshops on effective organizational management, advocacy, enhanced knowledge of gender dimension in migration, etc.)
21. Based on your experience, was the support/assistance sufficient in the effective implementation of project activities?
22. If yes, how did your organization benefit from this support? (e.g., effectively reach out to migrant women communities, strengthened administrative, HR and/or advocacy skills etc.)
23. If not, in your opinion how did the lack of support affect the implementation process?
24. What challenges have you faced in your relationship with the UN WOMEN? E.g., delayed fund transfers, limited technical support, difficult monitoring, and reporting processes, etc.
25. In case of any issues, were these brought to the attention of UN Women, if yes, did UN Women take any concrete steps to resolve the highlighted issues? Please provide examples.
26. Does your organization partner with any other organizations similar to the MMS project? If yes, what have been the comparative challenges and opportunities of partnering with UN WOMEN?
27. How can the role of UN WOMEN be improved for better project performance? E.g., more proactive support to key stakeholders, improved linkages and coordination, quicker decision making, etc.

SUSTAINABILITY

28. To effectively reach out to the migrant communities, will your organization continue to use the knowledge gained as part of the MMS Project?
29. If yes, what are the some of the key factors that will enhance your engagement in the context of making migration safe for women?
30. If no, what are the some of the key factors that will limit your engagement in the context of making migration safe for women?

Human Rights & Gender Equality

1. Were any assessments or surveys undertaken to measure/learn about the beneficiaries' understandings of gender and human rights?
2. Did persons of all genders participate as equal stakeholders in the process?
3. Were rights-based strategies and gender responsive or transformative approaches implemented into the project? And what was the process?

LESSONS AND RECOMMENDATIONS

31. What are the key lessons learned from your involvement in project design and implementation?
32. What are your recommendations for the development of future projects like this in Niger and other countries?

Annex 4 – Global Stakeholders

	Name	Title	Organisation
1	Inkeri Von Hase	Global Coordinator	UN Women (MMS Global & HQ)
2	Michael Stewart-Evans	Policy Specialist	
3	Seemin Qayum	Policy Advisor, Economic Empowerment	
4	Ekaterina Dorodnykh	Evaluation Data Specialist	
Donor			
5	Cormac Ebken	Division 202: Sahel, Afrique de l'Ouest	BMZ
Other UN Agencies / Organizations			
6	Jenna Hennerby	Project Leader	Gender Migration Hub
7	Xin Guo	Migration Policy Officer, CSW Focal Point	IOM
8	Amira Nassim	Migration Policy Officer/Gender Focal Point	
9	Mutya Izora Maskun	Head of Gender and Diversity Coordination Unit	

Annex 5 – National Stakeholders

#	Name	Title	Organisation
1	Dr Mahaman Salissou EL HADJI ADAM	Specialist UN Coordination & GEWE Economist	UN Women
2	Rabi Sidikou	Focal Point MMS	
3	Soumana Mamoudou	MEAL	
4	Habou Moussa	Program Manager PBF	
5	Kassoum Abdoulaye	Strategic partnership specialist	
6	Maina Boukar	Consultant	
7	Djibo Ousseini	Consultant	
Other UN Agencies and International Organizations			
8	Hamza Assoumana Bayere	Program Coordinator	OHCHR
9	Mahaman Lawan Garba	Head of Project APM	GIZ
10	Zalika Boubakar	Head of M&E	
NGOs/CSOs			
11	Aboubacar Lamine	Coordinator	GRASPI
12	Raaya Issifou Nadiah	Assistant Project Manager	FAD
13	Amina Noma	Chragée de Programme	APAC
Government Stakeholders			
14	Sahadtou Diop	Interim Director	Ministry for the Advancement of Women and Child Protection
15	Binta Maiga	National Director of Migration	Ministry of Interior and Decentralization
16	Soumana Oumarou		
17	Abdoul Karim		
18	Abdoul Salam Maman		
19	Rabiou Assetou traoré	Magistrat, Director General	Ministry of Justice
20	Zouéra Haousseisé	Principal Commissioner/Directorate for the Protection of Women and Children	National Police
21	Idrissa Boukary Abdoulaye	Assistant Director Projects	National Institute of Statistics
22	Abdoul Rahim	Program officer	Ministry of Planning
Beneficiaries			
	12 migrant women (including 3 paire educatrices) Liberia, Benin, Togo, Mali		GRASPI

Annex 6 – Project Steering Committee

#	Name	Designation	Organisation
1	Julia Lehmann	Head of Division, Human Rights, Gender, and Inclusion of persons with disabilities	BMZ
2	Halimatou Hima	Counsellor	Permanent Mission of the Republic of Niger to the United Nations
3	Seemin Qayum	Officer in Charge, Economic Empowerment	UN Women
4	Caterina Torchiaro	Niger Programme Coordinator, MMS Project	UN Women
5	Inkeri von Hase	Global Coordinator, MMS Project	UN Women
6	Michael Stewart-Evans	Policy Analyst	UN Women

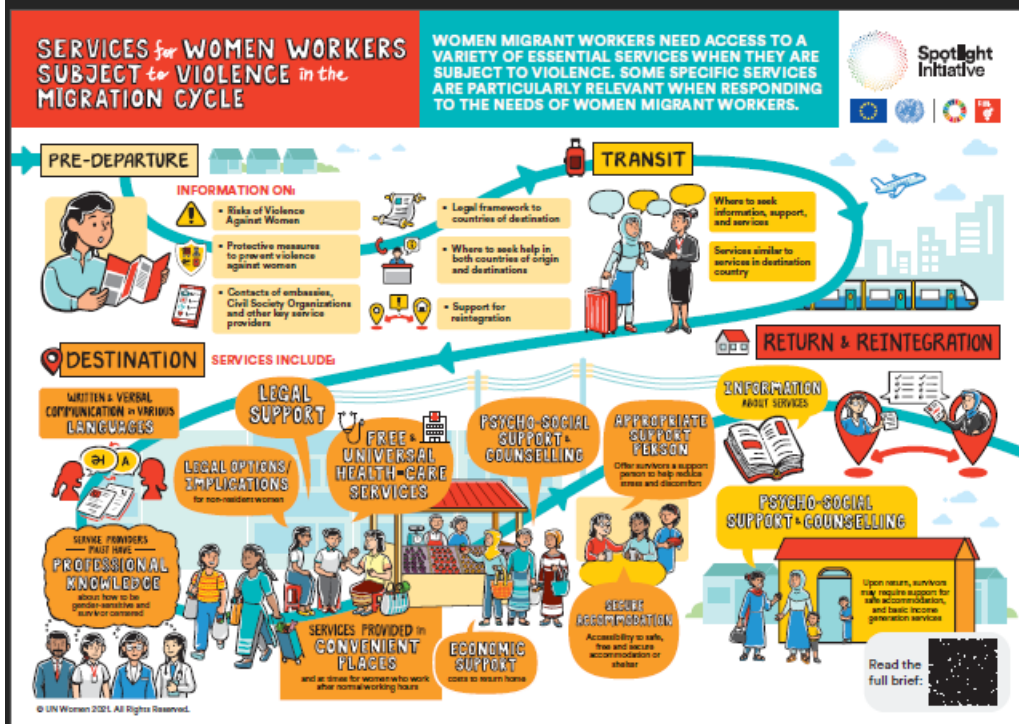
Annex 7 – National Steering Committee

#	Name	Organisation	Designation
1	Mamane Mai Moussa	CNDH	Divisionaire Migration
2		HISP/D/ACR	Director
3	Assetou	Justice	DDH
4	Abdoulaye Idrissa Boukary	INS	Chef de Division
5	Adouma Moussa	UN Women	Representative
6	Christine Plastrotmann		Chef de Cooperation
7	Mohamed Garba	GIZ	Representative
8	Mamadou Brah Ali	CNDH	Commissioner
9	Abdoulaye Kassoum	UN Women	Assistant Project
10	Caterina Torchiaro	UN Women	Programme Coordinator

Annex 8 – Multi-stakeholder Meeting

#	Name	Organisation	Designation
1	Luigi Limone	UNODC	Assistant Project Officer
2	Mamane Mai Moussa	CNDH	Divisionnaire Migration
3	Abdoulaye Idrissa Boukary	INS	Chef De Division
4	Ludwik Girard	IOM	Chef Soutien Programme
5	Samailou Karimoun	MEJ	
6	Adamou Moussa	MPFIPE	DGPE
7	Chatou Mahamadou	AEC	Journaliste
8	Garba	UJEMCE	President
9	Fatma-Zara Wassiri	GIZ	ProGEM
10	Ali Noma	MDCAT	Chef Division
11	Seimi Abdou	GIZ	CT
12	Issa Sadou	UNFPA	NPO
13	Amani Salhatou	ONG SOS FE VVF	Chef de Mission
14	Fatenima Nana	HAE	Assistante
15	Aboubacar Lamine	GRASPI	Coordinator
16	Caterina Torchiario	UN Women	Programme Coordinator
17	Wardougou Ahmed	UN Women	Assistant Programme
18	Kassoum Abdoulaye	UN Women	Assistant Programme

Annex 9 – Infographic



Annex 10 – Knowledge Products/Substantive Inputs Provided by MMS Global Staff

Knowledge Products Produced by MMS
<ul style="list-style-type: none"> • Policy brief on "Migrant women and remittances: Exploring the data from selected countries". • Guidance notes on "Addressing the impacts of COVID-19 on women migrant workers". • Policies and Practice Guide to Gender-Responsive Implementation of the Global Compact for Migration. • From evidence to action: Tackling gender-based violence against migrant women and girls. • Infographic on women and international migration. • Lessons Learned document
Knowledge Products Reviewed/Provided Substantive Inputs to
<ol style="list-style-type: none"> 1. Special Rapporteur on the human rights of international migrants report on Ending immigration detention of children and providing adequate care and reception for them 2. Policy Brief: COVID-19 and People on the Move 3. UN Network on Migration brief: The impact of COVID-19 on family remittances: a lifeline cut for migrant families. 4. IOM training on gender and migration 5. Remittance Community Taskforce: Remittances in Crisis: Response Resilience Recovery Blueprint for Action (not published yet) 6. UN Network on Migration: Training for UN Country Teams: Integrating Migration into Common Country Analyses and Cooperation Frameworks 7. UN Network on Migration: Implementing the GCM: Guidance for governments and other stakeholders 8. Special Rapporteur on the human rights of international migrants report on Ending immigration detention of children and providing adequate care and reception for them 9. Independent Expert on the human rights of older persons thematic report to the General Assembly on the Human rights of older women: the intersection between ageing and gender 10. Special Rapporteur on contemporary forms of slavery, including its causes and consequences report on the Nexus between displacement and contemporary forms of slavery 11. Special Rapporteur on the human rights of international migrants report on means to address the human rights impact of pushbacks of migrants on land and at sea

12. **World Health Organization COVID-19 immunization in refugees and migrants: principles and key considerations 6. International Labour Organization (ILO) Organizing women migrant workers: Manual for trade unionists in ASEAN**
13. **IOM: The Impacts of COVID-19 on Migration and Migrants from a Gender Perspective**
14. **IOM: Gender and Migration Data: A guide for evidence-based, gender-responsive migration governance**
15. **African Union Draft Policy on Prevention and Combating Smuggling of Migrants in Africa**
16. **UNICEF Uncertain Pathways: How gender shapes the experiences of children on the move**
17. **Special Rapporteur on the human rights of migrants report on the 16 impact of COVID-19 on the human rights of migrants**
18. **UN Network on Migration Workplan 2021-2022**
19. **UN Network on Migration Guidance Note: Regular Pathways for Admission and Stay for Migrants in Situations of Vulnerability**
20. **UN Network on Migration Guidance on Bilateral Labour Migration Agreements**
21. **'A very beautiful but heavy jacket – Including migrant voices with diverse SOGIE in Southeast Asia in policy, advocacy and services'**
22. **The Inter-Agency Coordination Group against Trafficking in Persons contribution to the IMRF Progress Declaration**
23. **'Anti-Discrimination and COVID-19 Advocacy Tool'**
24. **UNCDF, Bridging the Digital Divide: Gender insights on Remittance Access, Usage and Financial Health**
25. **UN Women, Gender-Responsiveness of Climate Finance for Sustaining Peace**
26. **Special Rapporteur's report on trafficking of persons in the context of climate change (A/77/170)**
27. **Special Rapporteur's report on the impact of climate change and the protection of the human rights of migrants (A/77/189)**
28. **UN Women statement, International Migrants Day 2020, "Human rights and gender equality at the heart of migration policies and programmes"**
29. **UN Women statement for International Migrants Day, 18 December 2021, "Taking action to promote and protect women migrants' human rights"**
30. **UN Women statement for International Migrants Day, 18 December 2022, "New lives and livelihoods – protecting the rights of women and girls on the move"**
31. **Bangladesh National Reintegration Policy for Migrants**
32. **Talking points for Executives Committee/Deputies Committee meeting on seafarers in the context of COVID-19**
33. **Reviewed concept note for GFMD thematic workshop on climate change and human mobility.**

Events Organised or Participated in

1. **Organization of a GFMD side event ‘Meeting in the Middle: Shaping Public Narratives on Migration’ (2020)**
2. **Organization of a GFMD side event ‘Preventing and Responding to Gender-based Violence against Migrants’ (2020)**
3. **Organization of a listening session with UN Network on Migration and WIMN on Gender-specific Implications of the COVID-19 Pandemic on Migrants (2020)**
4. **Organization of a joint webinar with UN Network on Migration and WIMN on the Impacts of the COVID-19 Crisis on Women and Girls in Migration (2020).**
5. **Organization of a virtual side event on the Importance of Ensuring Universal Health Coverage for all Migrant Women and Girls’ (2020)**
6. **Participation in a panel on the role of women in COVID-19 response and recovery during the International Dialogue on Migration (2020)**
7. **Organization of a CSW 65 Side Event, ‘The importance of eliminating gender-based violence to help ensure migrant women’s effective participation and decision making in public life’ (2021)**
8. **Organization of a high-Level Launch of the Policies and Practice Guide to Gender-Responsive Implementation of the Global Compact for Safe, Orderly and Regular Migration (2021)**
9. **Participation in 32nd Session of the Committee on the Protection of the Rights of All Migrant Workers and Members of Their Families: Informal meeting (2021)**
10. **Participation in an Interactive Dialogue with the Special Rapporteur on the human rights of migrants during the 47th Session of the Human Rights Council (2021)**
11. **Participation in the Migration and Development Debate Series, ‘Mainstreaming Gender and Inclusion in Migration Governance’ (2021)**
12. **Organization of a consultative Meeting on Protecting and Promoting the Rights of Migrant Women Human Rights Defenders (2021)**
13. **Participation in ‘A Gendered Journey: Driving an evidence-based, gender-responsive approach to upholding the rights of people on the move’ (2022)**
14. **Organization of a CSW 66 Side Event: ‘Protecting and promoting the rights of migrant women in the context of climate change, environmental degradation, and disasters’ (2022)**
15. **Participation in the Foreign Policy Summit: ‘Achieving Gender Equality Through Gender-Responsive Migration Governance’ (2022)**
16. **Organization of a side event on the margins of the International Migration Review Forum Side Event: ‘Approaches for gender-responsive GCM implementation in the context of migration and climate change’ (2022)**
17. **Delivery of an intervention during the Policy Debate of the International Migration Review Forum (2022)**

- 18. Delivery of a statement during the Interactive Dialogue with the Special Rapporteur on the human rights of migrants (2022)**
- 19. Organization of a side event during 16 Days of Activism, 'UNITE! against attacks on Women Human Rights Defenders at Risk in Migration Contexts Recommendations for Action' (2022)**
- 20. Participation in a Press Conference, 'Launch of the Recommendations on Women Human Rights Defenders at Risk in Migration Contexts' (2022)**
- 21. Organization of a high-level event on 'Uniting together against the trafficking of women and girls in the context of global migration' (2022)**
- 22. Participation in a Regional Symposium on Women Migrant Workers: Bilateral Labour Migration Agreements (BLMAs) – as an Instrument for Change (2023)**
- 23. Participation in the GFMD Thematic Workshops on Culture, Narratives and Human Mobility, and Climate and Human Mobility (2023)**
- 24. Organization of a HRC side event on migrant women human rights defenders (2023)**
- 25. Organized a training on gender-responsive implementation of the GCM (2023)**

Annex 11 – Year on Year Results

Outcome 1			
Output	Indicators	Results	Year on Year
1.1: Targeted government and public institution staff have knowledge and skills to mainstream gender equality considerations in the development and implementation of migration policies and laws	1: Number of employees of targeted government and public institutions who demonstrate increased knowledge and skills on gender mainstreaming in migration policies and laws.	Gender-focused workshops, meetings, and sessions provided information to 122 government officials including at least 55 women.	2020: 18 participants attended the multi-stakeholder meeting representing five government authorities and one independent authority.
			2021: 30 Women MPs and 3 Men MPs
			2022: 71 people including 25 women and girls
	2: Degree of knowledge of gender equality considerations in migration policy making and programming.	Developed the government's capacity in making migration policy and programming more gender sensitive through 15 workshops, trainings, and sessions.	2020: N/A
2021: UN Women reviewed and provided substantive contributions to seven substantive/policy making processes			
2022: 52%			
1.2: Targeted national statistics office staff have knowledge and skills to produce and analyse sex-disaggregated data and gender statistics in migration	1: Number of employees of national statistics office staff and other relevant stakeholders who demonstrate increased knowledge and skills on the production and analysis of sex-disaggregated and gender data in migration		2022: 26 employees of national statistics office and other relevant stakeholders

	2: Number of months of technical support provided by gender experts to relevant ministries		No progress in any year
1.3: Evidence and knowledge on the situation of migrant women in Niger is gathered and shared by UN Women, with government agencies, UN agencies, civil society organisations and other key stakeholders	1: Number of knowledge products published and disseminated to key stakeholders	9 knowledge products delivered including assessments, factsheets, infographics, op-eds, videos, and handouts	2020: 2 knowledge products are currently being finalized
			2021: Five knowledge products
			2022: 4 knowledge products
Output 2			
2.1: Women have access to information on safe, orderly and regular migration, and knowledge about their rights	1: Number of migrant women who demonstrate increased knowledge of their rights, and on safe and regular migration	644 migrant women	No progress in year 2020 or 2021
			2020: Four info sessions targeting 120 women, 12 peer educators spread information to 544 migrant women
2.2: Migrant women's organisations are established and/or strengthened to advocate for the rights of migrant women	1: Increase in the number of migrant women's organizations in Niger	No progress	No progress in any year
	2: Number of migrant women who demonstrate increased skills and knowledge on organizing and advocacy	No progress	No progress in any year
Output 3			
3.1: Governments, human rights treaty bodies, and other key stakeholders have access to evidence on the situations of migrant women and good practices on safe, orderly and regular migration.	1: Number of global knowledge products published and disseminated by UN Women to key stakeholders	5 knowledge products developed	2020: Three knowledge products developed
			2021: Three knowledge products finalized/developed
			2022: Three knowledge

			products finalized/developed
	2: # of knowledge products which UN Women reviewed to strengthen the gender perspective contained therein	23 knowledge products reviewed. (Year 2 and 3 are identical)	2020: Twelve knowledge products reviewed 2021: 12 knowledge products reviewed 2022: Twelve knowledge products reviewed
3.2: Through advocacy, relevant stakeholders have strengthened capacity to include gender equality considerations into international migration processes and forums on migration	1: # of advocacy events on gender-responsive migration governance co-organized or participated in by UN	10 events organised; 10 events participated in	2020: Four advocacy events organized/ 2 participated in
			2021: Organized three events and participated in four others
	2022: Organized three events and participated in four others		
	2: # of tools to promote the gender-responsive migration governance	3 tools	2020: One tool created 2021: One tool 2022: One tool