



IOM Development Fund
DEVELOPING CAPACITIES IN MIGRATION MANAGEMENT

Review of Labour Migration Funded Projects 2011-2014

IOM Development Fund
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Executive Summary

The IOM Development Fund (IDF) completed a review of labour migration (LM) projects that were funded between the years of 2011- 2014. The goal of the review was to gather information about the success and sustainability of these projects as well as good practices and trends, in particular in terms of the governments' needs in the area of labour migration.

The report constitutes a 'rapid assessment' of 14 projects. Questionnaires were sent out to country mission offices and the information provided was analyzed along with the final projects reports and evaluations.

The key findings from this data analysis include:

- ✚ Labour Migration projects constituted on average around 11% of all the IOM Development Fund projects for the funding years of 2011 to 2014. Asia received most of the budget allocated to LM projects during these funding years (50%), followed by Africa (23.5%), the Americas and the Caribbean (16%) and Europe (7.5%); one project was global (3%).
- ✚ Each of the 14 reviewed projects pursued one of the following objectives: Strengthen governments' labour mobility management capacities (9 projects); Protection of rights of migrant workers (2); Facilitate labour mobility through enhanced regional cooperation (2); Reducing drivers of forced, unsafe migration, encouraging creation of livelihood, empowerment of migrants (1).
- ✚ According to the answers from questionnaires sent to the country missions, 84% of the outputs from the 14 reviewed projects have been sustained, 2% have been partially sustained and 14% have not been sustained. In particular, assessments (labour markets, labour mobility flows and/or legislative/institutional frameworks) as well as developing and distributing training and information material were sustainable activities. In addition, training and capacity building activities have also had sustainable effects according to some of the missions as trained participants (government officials, but also civil society organizations) have applied their acquired knowledge. Not surprisingly, outputs/outcomes that were appropriated by the governments, such as the Migrants Resource Centre in Vietnam, have also been sustained.

- ✚ Outputs/outcomes not sustained (14%) belong to different categories. The main reason why they were not maintained was the lack of sufficient financial resources.
- ✚ The most common challenges during project implementation that were identified by project managers were “difficulty in accessing data” (for assessments), “consultant challenges” in particular to find local expertise, and “lack of enough funding”.

Key recommendations:

- ✚ A prominent trend identified in the review is that projects are not completed on time and need No-Cost Extensions (NCE). It is recommended that project developers scale down projects to be more manageable given the timeframe allotted by the IOM Development Fund. This may mean limiting the outputs and activities planned in each project, as well as a better assessment of time required for implementation for each activity.
- ✚ Since “lack of funding” was one of the most common reasons why certain project outcomes were not sustained, it is recommended that project developers have a plan in place to stretch their funds or generate new sources of funding to sustain the project outcomes after completion. Or, again, scale down the projects.
- ✚ It can be difficult to assess the impact and sustainability of outputs upon project completion. An evaluation should be planned a year or more after a project has been finalized and the IOM Development Fund could consider such evaluations for a set of selected projects.
- ✚ In addition, the IOM Development Fund would likely increase the sustainability of projects by carrying out project monitoring visits (PMVS) during the project implementation process to see what the missions’ challenges are and address issues earlier.
- ✚ More efforts are required to ensure that gender mainstreaming is taking place. In addition, crosscutting themes such as gender issues should be reported more consistently in the interim and final reports.

- ✚ More efforts are also required to ensure that projects are developed taking into account the 2030 Agenda and its Sustainable Development Goals (SDGs). Project managers should be asked to include in the project document a short analysis of how the project is contributing to SDGs and to report on the contribution in the interim and final reports.

Objective

The objective of this review is to gather information about labour migration related projects approved by the IOM Development Fund between the years of 2011 and 2014. This review aims to determine what types of projects, outcomes and outputs have been most sustainable overall. The review also seeks to discover the reasons why certain projects are successful, as this will help to inform the IOM Development Fund on the types of projects to fund in the future. The findings and recommendations from this review are intended to inform the broader IOM Development Fund strategic perspective.

Methodology

For the purpose of this review, the phrase “labour migration projects” refers to all IOM Development Fund projects that addressed labour migration as the primary topic. All of the projects examined were taken from the IOM Development Fund labour migration thematic area categorization.

The methodology for this review consisted of browsing the current IOM Development Fund projects database from the funding years 2011- 2014 that focused on labour migration as the primary topic. When the relevant projects were identified, a questionnaire was developed and distributed for the project managers to complete. After the questionnaires were completed and returned to IOM Development Fund, they were reviewed, along with the final report and evaluation form for each project. A qualitative database was created in order to categorize the data and generate relevant statistics for the review. Objectives, outcomes and outputs of the 14 projects were reviewed and then separated into groups of similar topics. The following categories were identified:

Objectives:

- ✚ Strengthen governments' labour mobility management capacities
- ✚ Protection of rights of migrant workers
- ✚ Facilitate labour mobility through enhanced regional cooperation
- ✚ Reducing drivers of forced, unsafe migration, encouraging creation of livelihood and empowerment of migrants

Outcomes:

- ✚ Governments develop labour mobility related policies and legislation
- ✚ Governments utilize improved labour mobility management competences, including offering better protection of rights of migrant workers
- ✚ Migrant workers make informed decisions
- ✚ Potential migrant workers draw on created livelihoods opportunities as alternative to irregular migration
- ✚ N.B.: two projects did not have defined outcomes

Outputs/Activities:

- ✚ Assessments (labour markets, labour mobility flows and/or legislative/institutional frameworks), through:
 - ❖ Assessments in the form of studies, reports and gap analysis. The assessments generally aim at strengthening the evidence base for the development of policies and include recommendations. For a list of all the outputs falling under this category, see Annex 4.
- ✚ Contribution to the creation of livelihood opportunities as alternative to irregular migration, through:
 - ❖ Development of collective business plans for potential beneficiaries
- ✚ Enhancement of cross-border recognition of skills, through:
 - ❖ Fora on increased mobility of skilled labour;
 - ❖ Training and capacity building for government officials on competency assessment and certification;
 - ❖ Regional meetings on guidelines for skills recognition;
 - ❖ Consultation workshops on labour market situations and migration policy frameworks
- ✚ Promotion of ethical recruitment, through:
 - ❖ Training and capacity building for pre-departure trainers from licensed recruitment companies
- ✚ Enhancement of governments' labour mobility management capacities, through:

- ❖ Training and capacity building for government officials in the area of labour migration in general, but also more specific trainings on subjects such as issuing permits;
 - ❖ Development and distribution of a guide on labour mobility for work inspectors;
 - ❖ Distribution of migration law terms glossary to secure uniformity of usage of terms;
 - ❖ Study tours to other countries;
 - ❖ Establishment of a One-Stop-Shop (OSS) registration service provision;
 - ❖ Creation of coordination mechanisms to facilitate coordination between different ministries
- ✚ Improvement of governments' services for/ protection of migrant workers, through:
- ❖ Training and capacity building for government officials (including work inspectors) on the rights of migrant workers;
 - ❖ Development of job-matching tools
- ✚ Promotion of labour migration policies, through:
- ❖ Labour mobility seminars for government officials aimed at establishing effective labour migration policies;
 - ❖ Translation and distribution of supporting documentation such as the Labour Migration Handbook or the Comparative Study of Immigration Laws of the EU Members States;
 - ❖ Review draft laws governing the immigration of foreign national workers and give recommendations
- ✚ Mainstreaming migration into economic policy, through:
- ❖ Development of roadmaps on labour mobility
- ✚ Empowerment of migrant workers, through:
- ❖ Activities that improve the access to information for migrant workers: Migrant Resource Centres (MRCs), including training for MRC staff; websites; development and distribution of information material for migrants such as Destination Country Profiles (DCP); but also campaigns on promotion of safe migration; development of networks of support services

Limitations

This report uses the methodology of a 'rapid assessment', based on a desk review of project reports and the above mentioned questionnaires.

Only a limited number of projects were reviewed (14), omitting those whose responses were still pending at the time of the review.

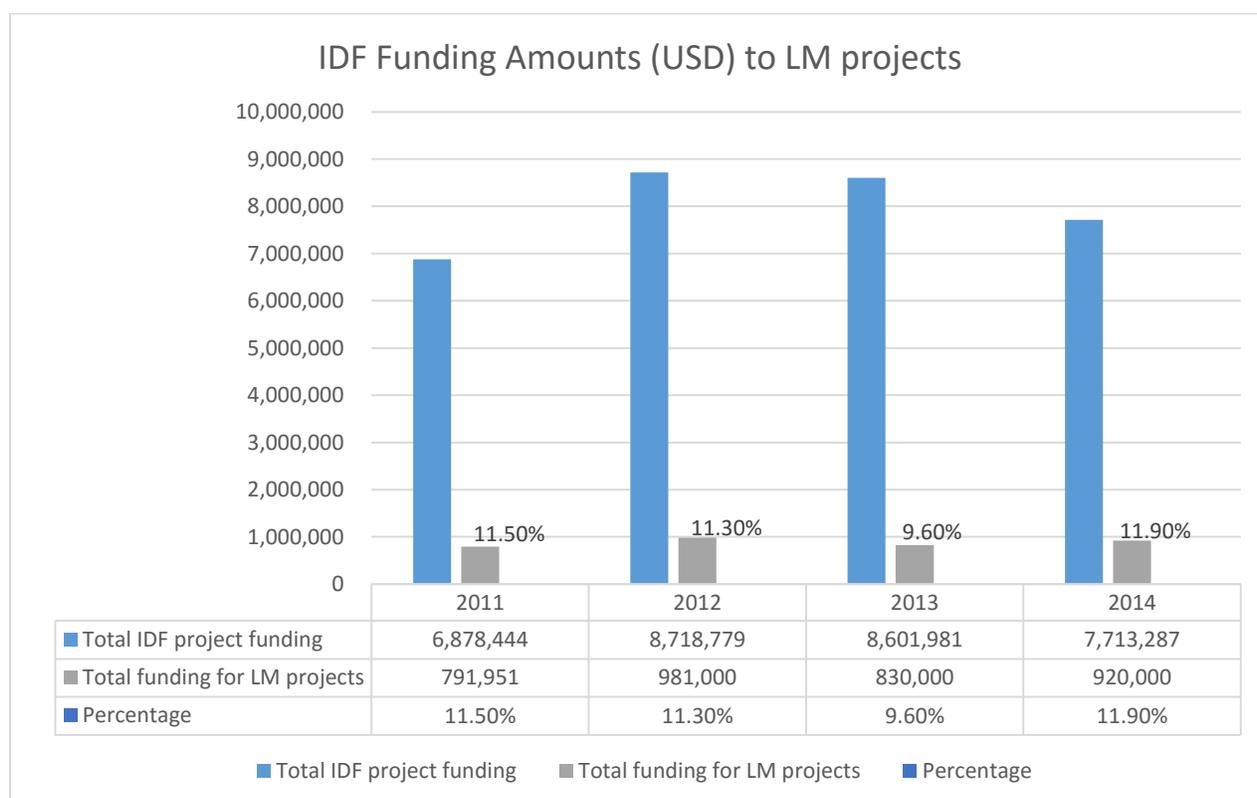
The questionnaires were filled out by the project managers and objectivity of the answers could not always be verified.

Access to complete information was challenging for some projects as they were completed several years prior to this review and some of the staff members at the IOM Missions who were working for the specific projects were no more available. This created limitations in obtaining additional information and replies to the questionnaire, with items left blank and some of the responses either "N/A" or "unknown".

Key Findings

Statistical Overview of all IOM Development Fund funded LM projects, 2011-2014:

IOM Development Fund Funding Amount to Labour Migration (LM) Projects, 2011-2014 (in USD):



 **Funding Year:** The following table reflects the number of LM projects per Funding Year:

FUNDING YEAR	NUMBER OF PROJECTS (%)
2011	6 (23%)
2012	7 (27%)
2013	7 (27%)
2014	6 (23%)
TOTAL	26 (100%)

✚ **Funding Lines:** The 26 LM projects funded in the years 2011-2014 categorized by funding line show that 10 (38.5%) are Line 1¹ and 16 (61.5%) are Line 2.

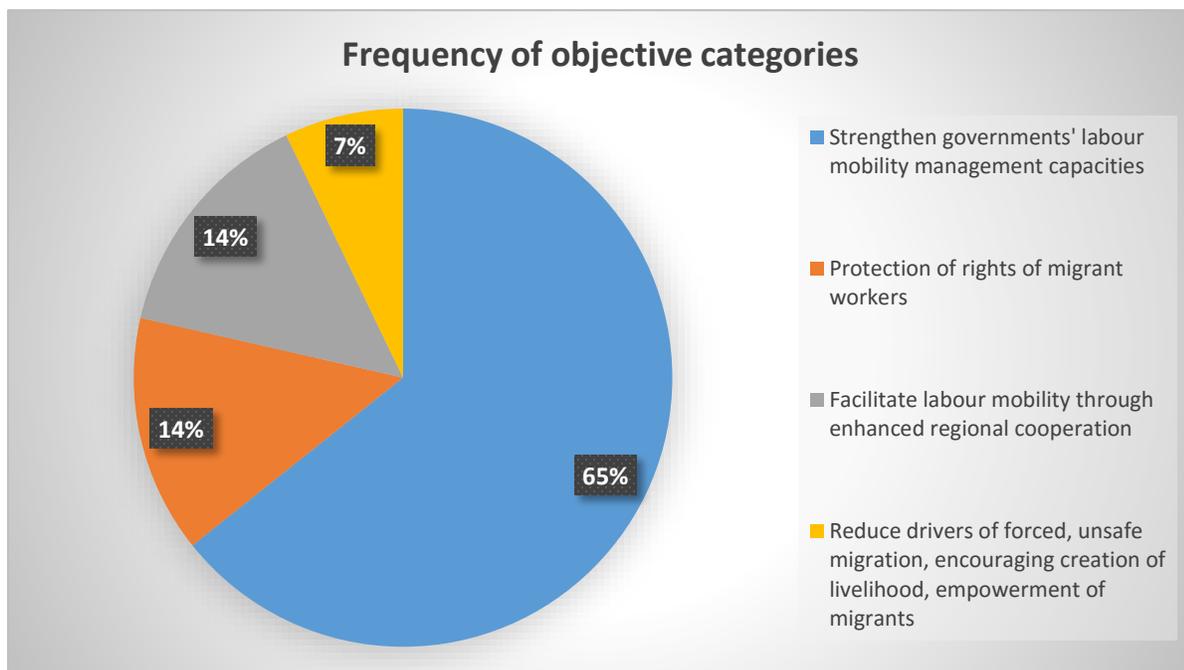
✚ **Number of LM projects and budget allocated per region:**

GEOGRAPHICAL REGION	NUMBER OF PROJECTS	BUDGET ALLOCATED (USD)
AMERICAS AND THE CARIBBEAN	5 (19%)	561,192 (16%)
AFRICA	6 (23%)	831,000 (23.5%)
ASIA	11 (42.5%)	1,750,000 (50%)
EUROPE	3 (11.5%)	270,000 (7.5%)
GLOBAL	1 (4%)	98,477 (3%)
TOTAL	26 (100%)	3,510,669.00 (100%)

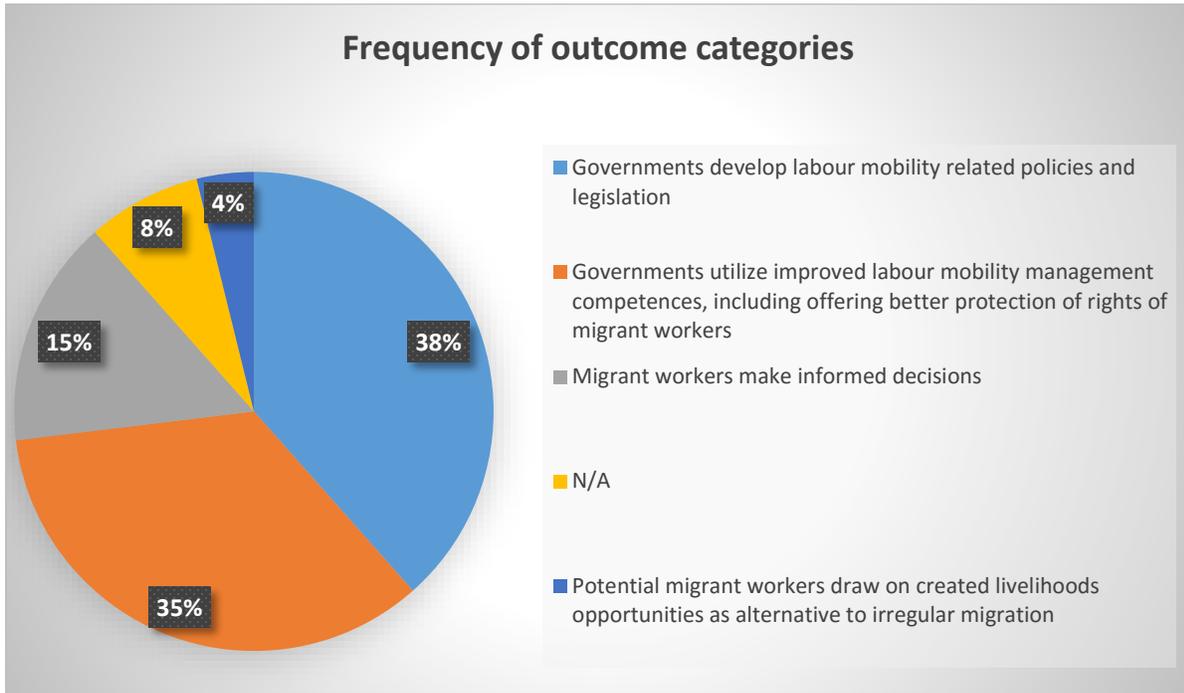
¹ For Line 1, all eligible Members States may apply for IOM Development Fund funding and/or benefit from funded projects, whereas for Line 2, all eligible Member States not subject to Article 4 of the IOM Constitution may apply for funding and/or benefit from funded projects.

Statistical Overview of the 14 reviewed LM projects, 2011-2014:

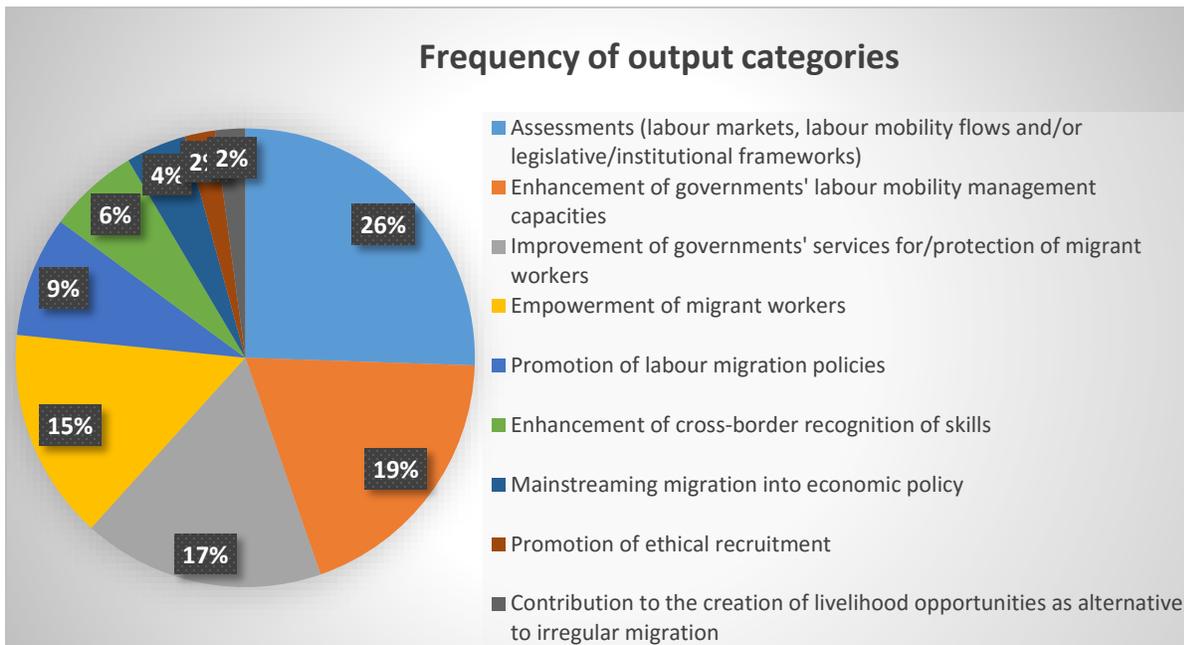
- ✚ **Total allocation and average budget allocation:** The total budget allocation for all 14 projects was USD 1,650,000.00. The average budget allocation was USD 117,857.14 and the median USD 100,000.00.
- ✚ **Average length:** The average length of projects was 18.3 months, with a median of 18 months. The maximum length was 37 months and the minimum 9 months.
- ✚ **No Cost Extensions:** Each of the 14 projects was extended through one or several NCE requests. The average extension was 5.7 months, with a median of 5 months. The maximum extension was 13 months and the minimum 1 month.
- ✚ **Objective categories:**



Outcome categories:



Output categories:



Sustainability of the outputs

Assessments (labour markets, labour mobility flows and/or legislative/institutional frameworks):

The missions indicated in their replies to the questionnaires that all the outputs categorized as “Assessments (labour markets, labour mobility flows and/or legislative/institutional frameworks)” were sustained. As already mentioned, these assessments normally contain recommendations for the development of policies which – after the end of the project – have been taken into consideration by governments, at best, for the adoption of new policies. In other cases, they have been incorporated in new laws or resulted in the development of new initiatives, programmes or projects.

Contribution to the creation of livelihood opportunities as alternative to irregular migration:

The only output in this category has been considered un-sustained by the relevant mission due to the lack of financial resources.

Enhancement of cross-border recognition of skills:

The outputs aiming at the enhancement of cross-border recognition of skills (all are part of one project) were evaluated as sustained since the free flow of skilled labour has remained high on the agenda of the benefitting countries.

Promotion of ethical recruitment:

No information was given regarding the sustainability of this output.

Enhancement of governments’ labour mobility management capacities:

The outputs falling under this category have been well sustained. The One-Stop-Shop (OSS) established during the project has been kept running by the government after the end of the project. In the case of the project in Armenia, training materials distributed during the project considerably contributed to the enhancement of the capacities of national institutions responsible for readmission, and best practices learnt during the study tour were utilized for the migration data management. In another project, the trainings provided during the project were adapted to the new legislation under a new IOM Development Fund project.

Improvement of governments' services for/ protection of migrant workers:

Improved governments’ services for migrant workers through training and capacity building activities have in one case been evaluated as a sustained output since the trained people “used

their gained knowledge every day and improved their services for foreigners”. In another project, labour inspectors’ capacity in protecting migrant workers was evaluated as an un-sustained output since no follow-up activity to further increase the capacity of the inspectors was conducted. However, the training materials developed as part of the same project were widely circulated and used as reference material. The job matching tools developed in Uganda, which fall also under this output category, are not always functional. However, the government has fully integrated these tools and is trying to find additional resources to expand them and ensure their sustainability and full functionality.

Promotion of labour migration policies:

The outputs in this category were all regarded as sustained by the relevant country mission as they resulted in new policies and in the ratification of international conventions relating to labour.

Mainstreaming migration into economic policy:

The two roadmaps on labour migration developed in two different projects were evaluated as sustained. In one case, the government took steps to develop a labour mobility policy. In the other case, recommendations were included into national development documents such as the National Development Plan.

Empowerment of migrant workers:

As already mentioned, activities for pursuing this output consisted largely of informing migrants, for example through websites and/or printed documents. Of the two websites created or updated, one is still running and maintained by the government whereas the other is not due to lack of financial resources. Printed documents such as MRC guides or brochures for migrants are reported to be still in use, respectively produced and distributed. The Vietnamese Department for Overseas Labour export (DOLAB) has for example updated the profiles of destination countries for wider distribution. The MRC established in Vietnam is still running thanks to government’s funds for the daily staffing and operations. The expertise of this MRC has also been used for establishing a second MRC.

Un-sustained outcomes/outputs:

Five of the projects reported outcomes/outputs that were not maintained after the conclusion of the project. Three of the projects listed “lack of financial resources” as the reason why the outcome/output was not maintained. The other two reasons listed were that “no follow-up activity to further increase the labour inspectors’ capacity in protecting migrant workers was conducted in any of the three countries” and “once off event”. One outcome was evaluated as

partially sustained: “Law drafting group has increased understanding of benefits of law that encourages skilled migration and protects migrant rights”. Even though a new law on labour migration is in draft process, “the political climate of the country/vested interests of senior ranking government officials and parliamentarians is a continuing challenge for the sustainability of this project outcome”. The un-sustained outcomes also included update of websites, high-level review meetings and continued trainings.

Conclusion:

According to the answers from questionnaires sent to the country missions, 84% of the outputs from the 14 reviewed projects have been sustained, 2% have been partially sustained and 14% have not been sustained. In particular, assessments (labour markets, labour mobility flows and/or legislative/institutional frameworks) as well as developing and distributing training and information material were sustainable activities. In addition, training and capacity building activities have also had sustainable effects according to some of the missions as trained participants (government officials, but also civil society organizations) have applied their acquired knowledge. Not surprisingly, outputs/outcomes that were appropriated by the governments, such as the Migrants Resource Centre in Vietnam, have also been sustained.

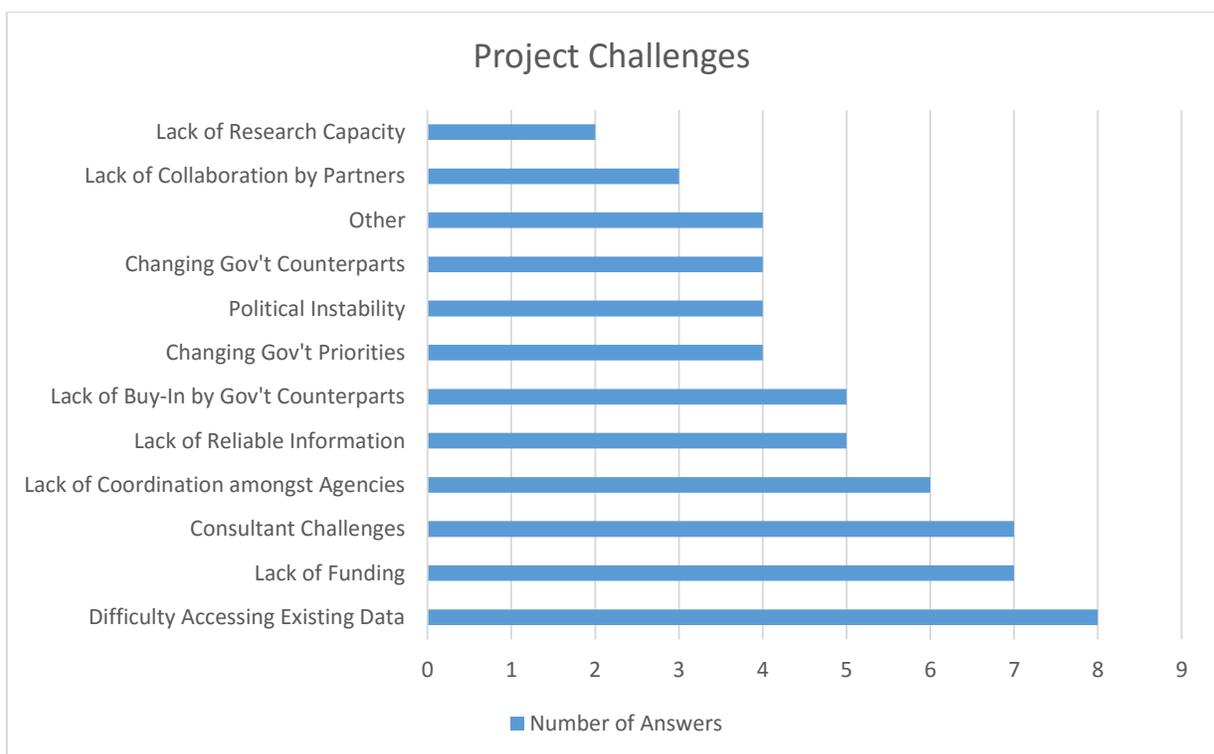
Outputs/outcomes not sustained belong to different categories. The main reason why they were not maintained was the lack of sufficient financial resources.

Project Challenges

The questionnaire that was sent to the missions listed 11 common project challenges and included a space to list “other” challenges. The table below lists the challenges and the frequency with which each challenge was identified in the questionnaires. The most commonly identified challenges were “difficulty accessing data” (8), “consultant challenges”, and “lack of funding” (7 each).

The “other” challenges that were listed included:

- ✚ Ambitious objectives of the project coupled with insufficient budgeting
- ✚ Unplanned delays (unforeseen government decisions)
- ✚ Difficulty in engaging government officials due to elections which led to important delays
- ✚ Competing priorities of different benefitting countries in the case of regional projects
- ✚ Limited internal expertise on some of the issues tackled/mismatch between member states’ requests and the areas of expertise offered by IOM
- ✚ Lack of access to locations for interviews
- ✚ Short project duration
- ✚ The entire project implementation depended completely on the progress of the Government in adopting the new Law on Foreigners and in reconstructing the OSS premises. Related project activities had to be postponed.



Good practices: Three successful projects at a glance

These three projects were selected because they have had sustained effects, represent three different regions (Asia, Africa and Europe) as well as three different objective categories.

1. PROMOTING SAFE LABOUR MIGRATION FROM VIETNAM THROUGH THE ESTABLISHMENT OF A MIGRANT RESOURCE CENTRE	
Year of implementation: June 2011 – June 2014	Project total budget: USD 200,000
Geographical coverage: Vietnam	
Target beneficiaries: Potential migrants, actual migrants and returning migrants; mass organizations; relevant public and private agencies within the labour sector	
Partner(s): Ministry of Labour, Invalids and Social Affairs (MoLISA), Department of Overseas Labour and the Vietnamese Women Union (VWU)	
Project general objective: To contribute to the efforts of the Vietnamese Government to promote safe labour migration.	
	Protection of rights of migrant workers
Project outcomes:	
Provide reliable and accurate information, professional advice and relevant referral services to potential, actual and returning migrants through the establishment of a pilot MRC.	Migrant workers can make informed decisions
Increase the awareness and understanding of the risks of labour migration and related policy responses among the public and other stakeholders, including policy makers	
Project outputs:	
<ul style="list-style-type: none"> ✓ A Migrant Resource Center (MRC) is established ✓ A comprehensive information campaign was conducted ✓ Information products for safe migration and MRC advertisement were developed and disseminated ✓ Training of Trainers (TOT) on pre-departure orientation for 40 trainers of 32 recruitment agencies 	<p>Empowerment of migrant workers</p> <p>Promotion of ethical recruitment</p>
Project supporting activities:	
<ul style="list-style-type: none"> ❖ Establishment of a MRC ❖ Training for MRC staff on MRC establishment and operation ❖ ToT on pre-departure orientation for recruitment companies aimed at consolidating basic knowledge on pre-departure orientation and focus on the migrant-centred training skills and tools for trainers 	

- ❖ Development of fifteen Destination Country Profiles (DCP)
- ❖ Training session for Government officials and Consular staff on MW protection skills and competency
- ❖ Development of a MRC website
- ❖ Workshop entitled “Promoting Safe Labour Migration” organized around two thematic sessions: ‘information and support for migrant workers’ and ‘migrant workers management’
- ❖ Radio broadcast: The Voice of Vietnam (VOV) radio aired a 30 minutes live interview with DOLAB and IOM experts which focused on safe and regular labour migration, remittances and development, concerns regarding fraudulent and illegal brokers, preparedness and pre-departure information and government policies to protect overseas migrant workers
- ❖ MRC visibility and communication activities : A six-minute PSA was produced to introduce the MRC to the public emphasizing the importance of making an informed decision on migration and exhibits the assistance services made available by the MRC: aired several times in different TV channels; pens, bags, t-shirts, flyers etc.
- ❖ Development of a network of existing support services for international migrants from Vietnam
- ❖ Network meetings: The meetings focused on transferring information on MRC and safe labour migration from the central level to community level through the vertical structure of each agency in the network
- ❖ A two-day training session on communication and promotion of safe labour migration organized
- ❖ Public debates at municipal or district level to mobilize participation of grassroots people. Their objectives included: to improve community knowledge on safe labour migration through providing updated and reliable information on regular migration; to create a forum for the people to raise questions or problems and express their concerns and interests; and for the local authorities to listen to the problems and issues on the ground and promote legal rights of migrant workers and their families

Sustained outputs/outcomes:

- ✓ The MRC is still running
- ✓ The profiles of destination countries are updated and used for wider distribution
- ✓ Further community events for awareness raising have been conducted

How they were sustained:

- ✓ The Ministry of Labour, Invalids and Social Affairs – Department for Overseas Labour export (DOLAB) provides funds to maintain the daily staffing and operations of the MRC
- ✓ The DOLAB updates and distributes the profiles
- ✓ The DOLAB organized further awareness raising events

Follow-up activities:

Another MRC was established in another location in Vietnam through an IOM project. The expertise of the MRC counsellor from this project was used.

The materials developed for the first MRC were also used for the establishment of the second MRC.

2. STRENGTHENING LABOUR MIGRATION MANAGEMENT AND PRODUCTIVITY IN UGANDA

Year of implementation: June 2013 – April 2015 **Project total budget:** USD 149,682

Geographical coverage: Uganda

Target beneficiaries: Government officials

Partner(s): Government of Uganda: Ministry of Gender, Labour and Social Development including the External Employment Unit of the Employment Services Department, Ministry of Foreign Affairs, Ministry of East African Community Affairs, Population Secretariat and Uganda Bureau of Statistics, National Planning Authority. Employers' Organization: Federation of Ugandan Employers Workers' Organization; Ugandan National Organization of Trade Unions

Project general objective: To enhance Ugandan socioeconomic development through strengthened labour migration policies, practices, productivity and protection in Uganda.

Strengthen governments' labour mobility management capacities

Project outcomes:

Recommendations from the assessment reports have been mainstreamed into the national planning strategies and policies of Ministry of Gender, Labour and Social Development (MGLSD)

Governments develop labour mobility related policies and legislation

The External Employment Unit (EEU) is able to meet its regulatory functions in respect to the monitoring and licensing of employment agencies

The EEU is able to provide stronger protection mechanisms to Ugandan migrant workers and labour migrants within Uganda

Governments utilize improved labour mobility management competences, including offering better protection of rights of migrant workers

Project outputs:

- ✓ A comprehensive roadmap has been devised by the Government of Uganda in collaboration with a wide range of stakeholders on LM
- ✓ An institutional assessment of the EEU's technical and resource needs has been conducted
- ✓ A web portal and labour migration database have been created, tested, and maintained by the MGLSD in close collaboration with the MFA

Mainstreaming migration into economic policy

Assessment of the institutional framework

Improvement of governments' services for/ protection of migrant workers

Project supporting activities:

- ❖ Labour Migration Management assessment: This is the first publication in Uganda that gives an overview of policies, practices, structures and legislation governing labour migration. It also analyses labour migration within the regional context of East African Community integration. This publication outlines the benefits of labour migration and gaps in migration management.
- ❖ Assessment of skills in the oil and gas sector: Although oil companies in Uganda had produced a major industrial baseline survey, which helped to capture the existing and future demand for labour in this sector, there was no data available on the supply of labour.
- ❖ Rural-Urban labour migration of young Ugandans: Rural-urban migration is a centrepiece of Ugandan life; yet it is an understudied phenomenon. Moreover, it is usually placed in the context of urbanization and not migration. This study analyses rural-urban mobility and gives a voice to youth.
- ❖ Development of a Roadmap on Labour Migration with 45 recommendations.
- ❖ Two training courses on labour migration, which provided an opportunity for government officials and other stakeholders to discuss their roles and responsibilities vis-à-vis labour migration and discuss coordination challenges. One of the courses was under the training of trainer's modality.
- ❖ Institutional assessment of technical and resource needs of the External Employment Unit of the MGLSD was prepared and shared with MGLSD and other project partners.
- ❖ The project supported the development of two modules of the Labour Management Information System (LMIAS): the External Employment Management System (EEMIS) and a Job-Matching Database.

Sustained outputs/outcomes:

- ✓ Recommendations from the assessment reports have been mainstreamed into the national planning strategies and policies of the Ugandan Ministry of Gender, Labour and Social Development (MGLS)
- ✓ The Ugandan External Employment Unit is able to meet its regulatory functions in respect to the monitoring and licensing of employment agencies

How they were sustained:

- ✓ The MGLS and the Government of Uganda more broadly included the recommendations into national development documents, such as the National Development Plan
- ✓ The assessment allowed the MGLS to attract attention to the gaps of the EEU through advocacy. The Ministry has prioritized the EEU and labour migration in Ministry-wide projects and programmes
- ✓ The Ministry of Gender, Labour and Social Development has fully integrated the External Employment Management System into the Labour Market Information System and is trying to find additional resources to expand it and ensure its full functionality and sustainability.

Follow-up activities:

There were no follow-up activities.

3. LABOUR MOBILITY AS A FACTOR OF DEVELOPMENT IN SOUTH-EASTERN EUROPE

Year of implementation: May 2014 – January 2015 **Project total budget:** USD 70.000

Geographical coverage: Countries and territories in South-Eastern Europe, including Albania, Bosnia and Herzegovina (BiH), Croatia, former Yugoslav Republic of Macedonia, Kosovo/UNSCR 1244², Montenegro, and Serbia

Target beneficiaries: Direct beneficiaries: 1) governmental authorities (ministries of labour, economy, development) from Albania, BiH, Montenegro and Serbia, in particular members of the Regional Coordination Council (RCC)'s Working Group on Social Agenda 2020, 2) employees of the migrant service centres (MSCs), 3) migrants and potential migrants from the region. Indirect beneficiaries: governmental authorities in Croatia, former Yugoslav Republic of Macedonia, Kosovo/UNSCR 1244, regional and international scholars and researchers, public at large

Partner(s): Regional Cooperation Council (RCC)

Project general objective: Facilitate labour mobility within South-Eastern Europe and from South-Eastern Europe.

Facilitate labour mobility through enhanced regional cooperation

Project outcomes:

Labour market and government officials are aware of the overall regulative context in south eastern Europe (SEE), including bilateral and multilateral agreements related to the mobility of workers and services as well as increasing requirements to align regulative frameworks with the standards and approaches evolving in the EU (seven legislative assessments on Labour mobility published)

Governments develop labour mobility related policies and legislation

Population, including potential migrants, is aware about national and neighbouring and EU labour market regulations and requirements of employment laws (MRC Guide for Counsellors was developed as a practical info dissemination toolkit on LM; existing regional MRC web site updated)

Migrant workers make informed decisions

Project outputs:

- ✓ Seven National reports - Legislative Assessments on Labour Mobility produced and published on IOM Sarajevo website. A joint Regional Cooperation Council and IOM public report on labour mobility finalized offering an updated knowledge base on labour mobility flows within the region
- ✓ A MRC Guide for Counsellors was developed as a practical information dissemination toolkit on LM within the region for MRC's counsellors

Assessments of the legislative frameworks

² This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo declaration of independence

- ✓ Existing MRC websites updated and MRC website maintenance provided in synergy with IOM Budapest till end of 2015

Empowerment of migrant workers

Project supporting activities:

Sustained outputs/outcomes:

- ✓ Several new policies and laws were adopted in the field of labor migration in the period after the project closure
- ✓ MRC counsellors reported after the project closure that the MRC Guide was very useful
- ✓ Population, including potential migrants, is aware about national and neighbouring and EU labour market regulations and requirements of employment laws

How they were sustained:

- ✓ The produced reports were used as a tool by the government for the adoption of the new policies and laws
- ✓ Migrant Service Centers within employment offices in BiH, Republika Srpska and Brcko District held consultations and workshops with potential migrants from BiH

Follow-up activities:

There were no follow-up activities.

Recommendations for Future Labour Migration Focused Projects

The following recommendations are also based on the responses from the questionnaire asking for recommendations for sustainability, monitoring and evaluation.

Recommendations for Sustainability

The project managers identified various recommendations to ensure the sustainability of project outcomes that include:

- ✚ Continue to build on project successes with new projects in order to achieve the objective(s)
- ✚ More technical and financial support after projects ends / continued engagement by IOM technical staff after the project ends
- ✚ Clear assessment and identification of the specific value-added IOM can bring; if necessary narrow down and focus IOM's interventions, and achieve clear results
- ✚ Modify projects if necessary in a timely manner (the project manager has to be aware of the context in which the project is implemented and of the changes that occur)
- ✚ Increased training of trainers to ensure continued transfer of knowledge within the beneficiary institutions
- ✚ Document the establishment and operation of the MRC and replicate the model in other provinces/countries
- ✚ Use country assessment templates as a tool to periodically collect country specific information
- ✚ More coordination with UN system to link IOM Development Fund funded projects with United Nations Development Assistance Framework (UNDAF), and report on links with achievement of UNDAF outcomes, thus ensuring more relevance of the projects

Recommendations for Monitoring and Evaluation

Project managers were also asked to identify recommendations for monitoring and evaluation of projects after their completion. The recommendations included:

- ✚ An adequate M&E framework should be established at the outset of the project, with adequate resources

- ✦ The use of an evaluation method with a more “broken-down” set of outputs and activities to measure projects successes more regularly and accurately
- ✦ Ask project managers to include a short analysis of how the project is contributing to Sustainable Development Goals
- ✦ Include elements in the Results Matrix of what should follow as other projects or initiatives, reflecting that IOM Development Fund projects are pilots or seed money to lead to something larger
- ✦ Have a mandatory internal evaluation by an independent IOM staff
- ✦ For an in-depth review to be carried out, indicators should capture behavioural and institutional change over the long-term
- ✦ Evaluation should be done within 6-12 months following project completion

General Recommendations

- ✦ A prominent trend identified in the review is that projects are not completed on time and need No-Cost Extensions. It is recommended that project developers scale down projects to be more manageable given the timeframe allotted by the IOM Development Fund. This may mean limiting the outputs and activities planned in each project, as well as a better assessment of time required for implementation of each activity.
- ✦ Since “lack of funding” was one of the most common reasons why certain project outcomes were not sustained, it is recommended that project developers have a plan in place to stretch their funds or generate new sources of funding to sustain the project outcomes after completion. Or, again, scale down the projects.
- ✦ It can be difficult to assess the impact and sustainability of outputs upon project completion. An evaluation should be planned a year or more after a project has been finalized and the IOM Development Fund could consider such evaluations for a set of selected projects.
- ✦ In addition, the IOM Development Fund would likely increase the sustainability of projects by carrying out project monitoring visits (PMVS) during the project implementation process to see what the missions’ challenges are and address issues earlier.

- ✚ More efforts are required to ensure that gender mainstreaming is taking place. In addition, crosscutting themes such as gender issues should be reported more consistently in the interim and final reports.
- ✚ More efforts are also required to ensure that projects are developed taking into account the 2030 Agenda and its Sustainable Development Goals (SDGs). Project managers should be asked to include in the project document a short analysis of how the project is contributing to SDG and to report on the contribution in the interim and final reports.

Annexes

Annex 1 - Terms of Reference

Terms of Reference

Background

IOM Development Fund

The IOM Development Fund (IDF), established in 2001, provides support to IOM Member States with economies in transition for the development and implementation of joint government-IOM projects. IOM Development Fund projects aim to strengthen the migration management capacity of Member States and include the following focus areas:

- ✚ Counter-trafficking
- ✚ Enhancement of inter-governmental dialogue and cooperation
- ✚ Labour migration
- ✚ Migration and development
- ✚ Migration and health
- ✚ Migration management systems, including travel documents, data systems and border improvements
- ✚ Policy and legal framework development
- ✚ Research and assessment
- ✚ Training activities and training system improvements
- ✚ Assisted Voluntary Return and Re-integration (AVRR) – on an exceptional basis, for projects focusing on government capacity building activities

Member States are eligible for IOM Development Fund funding if they are classified as low-income to upper middle-income economies by the World Bank.

There are two lines of IOM Development Fund funding that have different eligibility criteria.

Line 1: all eligible Member States may apply for funding up to USD 100,000 for national projects and USD 200,000 for regional projects

Line 2: all Member States that are in good financial standing (refer to Article 4 of the IOM Constitution) are eligible to apply for funding up to USD 200,000 for national projects and 300,000 for regional projects

IOM Development Fund Labour Migration Projects

International labour migration is defined as “the movement of people from one country to another for the purpose of employment”. Through its global network of more than 440 offices, IOM is able to bring together governments, civil society and the private sector to establish labour migration programmes and mechanisms that balance their various interests, and address migrants’ needs. The IOM approach to international labour migration is to foster the synergies between labour migration and development, and to promote legal avenues of labour migration as an alternative to irregular migration. Moreover, IOM aims to facilitate the development of policies and programmes that are in the interest of migrants and society, providing effective protection and assistance to labour migrants and their families.

IOM Development Fund assists with labour migration management by:

- ✦ Offering policy and technical advice to governments and private sector entities;
- ✦ Supporting the development of policies, legislation and administrative structures that promote efficient, effective and transparent labour migration flows;
- ✦ Assisting governments to promote safe labour migration practices and to provide assistance to their nationals working abroad;
- ✦ Promoting ethical recruitment and fair labour practices to prevent workplace abuse and exploitation;
- ✦ Working with companies to help mitigate the risk of labour exploitation and human trafficking for forced labour in their human resources supply chains;
- ✦ Empowering migrants with reliable information so that they can make well-informed decisions about their future, including through services provided at migrant resource centres and pre-departure training and embarkation preparedness;
- ✦ Promoting the integration of labour migrants in their new workplace and society.

IOM Development Fund implements various labour migration projects in 70 countries. The beneficiaries of these projects include:

- ✦ Migrants, their families and their communities;
- ✦ Local and national governments;
- ✦ Private sector entities such as employers, industry representatives and recruitment intermediaries who are committed to ethical recruitment principles; and
- ✦ Regional organizations.

Review Objectives

The objective of this review is to gather information about labour migration related projects approved by the IOM Development Fund between the years of 2011 and 2014. This review aims to determine what types of projects, outcomes and outputs have been most sustainable overall. The review also seeks to discover the reasons why certain projects are successful, as this will help to inform the IOM Development Fund on the types of projects to fund in the future. The findings and recommendations from this review are intended to inform the broader IOM Development Fund strategic perspective.

Methodology

The methodology for this review consisted of browsing the current IOM Development Fund project database for projects from the funding years 2011- 2014 that focused on labour migration as the primary topic. When the relevant projects were identified, a questionnaire was developed and distributed for the appropriate project managers to complete. After the questionnaires were completed and returned to IOM Development Fund, they were reviewed, along with the final report and evaluation form for each project. A qualitative database was created in order to categorize the data and generate relevant statistics for the review.

Labour Migration Review, IDF 2016

Instructions: Please fill in all of the questions based on your knowledge of the project/final report and information you have been able to collect from government counterparts and partners. Thank you for your assistance in this review.

OUTCOMES AND OUTPUTS

- Please indicate the 2-3 most important outcomes and the related outputs achieved by the project in the box below.

According to the IOM Project Handbook:

Outcomes are the *intended changes in institutional performance, individual or group behavior, or the political, economic or social position of the beneficiaries.*

Examples of **outcomes** include: Policy development, training of trainers, and the use of the standard operating procedures in everyday processes, etc.

Outputs are the *intended changes in skills or abilities of the beneficiaries, or the availability of new products or services as a result of project activities.*

Examples of **outputs** include: New policies available, officials trained in counter-trafficking activities, and standard operating procedures available, etc.

Outcome	Output(s)
1.	
2.	
3.	

SUSTAINABILITY

- For each outcome above, please mark if it has been sustained **after** the project ended?

Outcome	Yes	No
1.		
2.		
3.		

2.1 If the outcome was **not** sustained after the project ended, please explain why.

a. Examples include: Political climate in country, lack of financial resources, unknown, etc.

Outcome Not Maintained	Explanation
1.	
2.	
3.	

2.2 If the outcome was sustained, please list the organization that sustain it and the methods they used.

a. Examples of Methods include: trainings, workshops, routine systems, etc.

Outcome Maintained	Organization	Method used
1.		
2.		
3.		

2.3 Who utilized/s the deliverables from the project?

a. Examples include: Government, Migrants, NGOs, Academia, Students, Media, etc.

Outcome	Beneficiary
1.	
2.	
3.	

3. Do you have any recommendations on specific methods to ensure sustainability of the project outcomes?

4. Please specify any follow-up activities that have been implemented as a result of this project.

IMPLEMENTATION CHALLENGES

5. What were the main challenges encountered *during implementation* of the project?

Challenges	Yes/No
Lack of reliable information	
Difficulty accessing existing data	
Lack of coordination amongst agencies	
Lack of research capacity	
Lack of funding	
Political instability	
Lack of buy-in by the government counterparts	
Lack of collaboration by partners	
Consultant challenges	
Changing government counterparts	
Changing governmental priorities	
Other (Please specify)	

5.1 Please list any activities/outputs which were not realized because of these challenges.

EVALUATION

6. Do you have any recommendations for *improving the monitoring and evaluation* of IDF projects?

Annex 3 – List of analysed projects

Fun ding Year	Project Code	Total Allocation (Budget Line)	Project Title	Benefitting Countries	Project Objective	Project Period /NCEs
2014	LM.0251	USD 70,000 (2)	Labour Mobility as a Factor of Development in South-Eastern Europe	Countries and territories in SEE, including Albania, BiH, Croatia, former Yugoslav Republic of Macedonia, Kosovo/UNSCR 1244, Montenegro, and Serbia	Facilitate labour mobility within SEE and from SEE	01/05/2014 –31/01/2015 8 months + 1 months NCE
2013	LM.0238	USD 30,000 (1)	Income Generation for Vulnerable Female-Headed Households – Preparatory Project: Haiti, Jamaica And Colombia	Haiti, Jamaica, Colombia	Contribute to the community empowerment and poverty reduction of female-headed households in the Caribbean	15/01/2014 –30/11/2014 6.5 months + 4 months NCE
2013	LM.0232	USD 150,000 (2)	Supporting Asean in Moving Towards Increased Mobility of Skilled Labour	Association of Southeast Asian Nations (ASEAN) Member States	Contribute to strengthened regional integration in ASEAN through supporting ASEAN Member States preparation for increased flows of skilled labor	01/10/2013 – 26/06/2015 18 months + 3 months NCE
2013	LM.0224	USD 100,000 (1)	Streamlining Employment of Migrant Workers in Montenegro	Montenegro	Provide assistance to the Government of Montenegro in streamlining existing procedures on foreigner employment through the introduction of a one-	01/07/2013 – 31/05/2015 12 months + 11 months NCE

			Through a one Stop Shop		stop-shop registration service provision	
2013	LM.0221	USD 100,000 (1)	Strengthening Labour Migration Management in Rwanda	Rwanda	Enhance Rwanda's socioeconomic development through strengthened labour migration policies, practices, productivity, and protection in Rwanda	01/06/2013 – 31/05/2015 12 months + 12 months NCE
2013	LM.0220	USD 150,000 (2)	Strengthening Labour Migration Management and Productivity in Uganda	Uganda	To enhance Ugandan socioeconomic development through strengthened labour migration policies, practices, productivity and protection in Uganda	01/06/2013 – 30/04/2015 18 months + 5 months NCE
2012	LM.0214	USD 200,000 (2)	Enhancing the Protection of Domestic Workers and Victims of Trafficking in Cameroon	Cameroon	Support the efforts of the Government of Cameroon to strengthen the protection of domestic workers and victims of trafficking in Cameroon, in particular women and children.	01/02/2013 – 31/07/2014 12 months + 6 months NCE
2012	LM.0204	USD 100,000 (1)	Building Capacities of Labour Inspectors in Mali, Mauritania and Senegal	Mali, Mauritania, Senegal	Strengthen the capacity of labour inspectors from the Governments of Mauritania, Mali and Senegal in order to contribute to better protection of migrant workers' rights.	01/09/2012 – 30/09/2013 12 months + 1 month NCE
2012	LM.0183	USD 100,000 (2)	Capacity Building of the Government of Libya to Conduct an Assessment of Migrant Labour Skills Supply and Demand in the Agricultural Sector of the Libyan Economy	Libya	Contribute to the strengthening of the Ministry of Labour's capacity to develop and manage effective labour migration programmes	01/04/2013 – 27/12/2013 6 months + 3 months NCE

2012	LM.0153	USD 100,000 (2)	Towards Approximation of Armenian Legislation on Migration Management with EU Acquis	Armenia	Contribute to enhanced management of the labour migration flows from Armenia to EU countries through better understanding of EU Migration policies and laws	01/08/2012 – 31/12/2013 12 months + 5 months NCE
2012	LM.0115	USD 100,000 (1)	Strengthening the Management of Labour Migration and Counter Trafficking in Mongolia	Mongolia	Contribute to strengthening migration management systems in Mongolia, particularly labour migration and counter-trafficking, in line with international norms and national priorities	10/08/2012 – 09/02/2014 12 months + 6 months NCE
2011	LM.0199	USD 150,000 (2)	Technical Cooperation on Migration for Government Institutions in Paraguay	Paraguay	Strengthen the migration management capacities of the Government of Paraguay, with a particular focus on labour migration	01/01/2012 – 28/02/ 2013 12 months + 2 months NCE
2011	LM.0181	USD 200,000 (2)	Promoting Safe Labour Migration from Vietnam through The Establishment Of A Migrant Resource Centre	Vietnam	Facilitate the safe migration of Vietnamese migrants through the establishment of a pilot MRC and increased awareness and understanding of the risks of labour migration	01/06/2011 – 30/06/2014 24 months + 13 months NCE
2011	LM.0168	USD 100,000 (1)	An Overview of the Current Migration Management Process in the Region and Recommendations	Afghanistan, Bangladesh, China, India, Indonesia, Nepal, Pakistan, Philippines, Sri Lanka, Thailand, Vietnam	Undertake a stocktaking of the current migration management process in the 11 major labour sending countries of origin in Asia to provide an overview and subsequent recommendations on its improvement	01/07/2010 – 29/02/2012 12 months + 8 months NCE

Annex 4 – List of produced assessments/reports

1. **“Preparing for Increased Labour Mobility in ASEAN: Labour Markets, Immigration Policies and Migrant Rights”**, 2016:
<http://th.iom.int/images/report/IOMaseanReportFinalLow.pdf>
2. **Assessment of Labour Market Information Sharing Arrangements and Applicability to ASEAN**
3. **“Labour Mobility as a Factor of Development in South-Eastern Europe”**, February 2015: Seven national reports and one joint IOM-RCC synthesis report published by the Regional Cooperation Council (RCC) and IOM in English and several regional languages (Albania, BiH, Croatia, FYRM, Kosovo/UNSCR 1244, Montenegro, and Serbia):
 - For the Seven National Reports: <http://bih.iom.int/pbn/iom-study-%E2%80%9Clabour-mobility-factor-development-south-eastern-europe%E2%80%9D>
 - For the Synthesis Report:
<http://bih.iom.int/sites/default/files/downloads/publications/Labour%20Mobility%20as%20a%20Factor%20of%20Development%20in%20South-East%20Europe.pdf>
4. **“Labour Migration Management Assessment: Uganda”**, July 2014:
http://publications.iom.int/system/files/pdf/labour_migration_assessment_uganda_web.pdf
5. **“Qualitative Research Study On Rural-Urban Labour Migration Of Young Ugandans”**, April 2015
6. **“Assessment of Skills in the Oil and Gas Sector”** (Uganda), December 2014
7. **“Institutional Assessment Of The External Employment Unit Of The Ministry Of Gender, Labour And Social Development”** (Uganda), December 2014
8. **“Labour Migration Skills Assessment in Rwanda”**, November 2014
9. **“Génération de revenus pour les ménages vulnérables dirigés par des femmes”** (Haiti), Mai 2014
10. **“Income Generation for Vulnerable Households”** (Jamaica), March 2014
11. **“Consultoría para el diseño de proyectos comunitarios en Generación de ingresos para madres cabeza de familia en situación de vulnerabilidad”** (Colombia)
12. **“Assessment Report on Labour Migration Law, Bilateral Labour Agreements and Labour Migration Research”** (Mongolia), January 2014
13. **“Assessment of migrant labour skills in the agricultural sector”** (Libya), January 2014:
14. **“Analysis of Armenian Migration Legislation and Practice as compared to EU Standards”**, 2013:
http://publications.iom.int/system/files/pdf/analysis_armenian_migration_legislation_eng.pdf

15. **“Progress Review of Migration Management in the Republic of Armenia”**, 2011:
http://publications.iom.int/system/files/pdf/progress_review_english.pdf
16. **“Diagnóstico de la dinámica socio laboral de los trabajadores migrantes en zonas fronterizas”**
(Paraguay), Febrero 2013:
<http://paraguay.iom.int/sites/all/archivos/Dinamica%20Socio%20Laboral%20de%20los%20Trabajadores%20Migrantes%20en%20Ciudades%20de%20Frontera%20de%20Paraguay.pdf>
17. **Análisis de las normativas y disposiciones legales del Paraguay**
18. **“Labour Migration from Colombo Process Countries: Good Practices, Challenges and Ways Forward”**, 2011:
https://publications.iom.int/system/files/pdf/colomboprocesstudy_final.pdf