



Review of IOM Development Fund Projects  
Focus on IOM Gender Marker  
2017 – 2020

IOM Development Fund  
May 2021

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## IOM Gender Marker

The [IOM Gender Marker](#) is a tool that assesses to what extent IOM projects effectively integrate gender and age considerations.<sup>1</sup> It aims to foster assistance that is more sensitive to the different needs and capacities of women, girls, boys, and men, inclusive of those identifying as LGBTQI+, of different ages, by tracking gender- and age-sensitive actions and financial allocations. A coding system is set out for gender, along with more general guidance on age:

**2b:** Projects that include gender in the assessment, outputs and activities **and** whose objective targets a gender group and/or a gender inequality issue.

**2a:** Projects that include gender in the needs assessment, outputs, and activities **but** whose objective **does not** target a gender group and/or a gender inequality issue.

**1:** Projects that include gender in **only one or two** of the following: needs assessment, outputs, activities.

**0:** Projects that **do not** include gender in any of the following: needs assessment, outputs, activities.

The IOM Gender Marker code is mandatory for all projects and project developers are responsible for entering it on PRIMA upon submitting their project document for endorsement.

Once the project is submitted for endorsement, the Regional Technical Specialist (RTS) verifies the code. When the RTS disagrees with the coding given by the project developer, the project is returned with an explanation as to why it is considered that a different code should be provided. The project developer reviews the explanation and either changes the code accordingly, modifies the project proposal to correspond to the original code, or explains in more detail to the endorser why they think the rating should stand. At times, project developers and RTSs code proposals as 0 or 1. When this happens, the IOM Development Fund Unit reviews and revises the proposals to ensure the project reaches **a minimum of 2a in all project applications**.

In addition, the project developer must insert the beneficiary disaggregation at proposal development phase. During project implementation and reporting phases, the project manager and the IOM Development Fund monitor the progress and beneficiary information. An ex-post evaluation is conducted six to twelve months after project implementation to also evaluate cross-cutting themes considerations including gender mainstreaming.

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<sup>1</sup> IOM Gender Marker Guide (2018). Available at: <https://intranetportal/Pages/ControlNo.aspx?controlNo=MA/GCU/00010>

## EXECUTIVE SUMMARY

This review assessed Gender Marker 2b projects and a selection of 2a projects funded by the IOM Development Fund between 2017 and 2020. Gathering insight from 27 selected projects, the purpose of the review was to identify best practices and share lessons learned, in order to provide recommendations to better inform future 2b and 2a projects and to contribute to IOM's annual report on progress implementing the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP). The review is evidence of the IOM Development Fund's ongoing commitment to promote and achieve gender equality.

### Key Findings

- The IOM Development Fund supported eight 2b projects and over 250 2a projects between 2017 and 2020.
- Of the sample projects, **79** per cent of completed projects met all of their planned outcomes and outputs that made reference to gender. Key challenges included the change of governmental counterparts and Covid-19 restrictions, requiring **50** per cent of the sample projects to undergo a revision.
- Despite the challenges, **75** per cent of completed projects reached all of the intended beneficiaries, and **29** per cent also reached unintended beneficiaries.
- **70** per cent of projects involved measures to promote the equal participation of women and men in project activities such as training and meetings.
- **11** per cent of the projects identified some kind of gender-based discrimination, exclusion, stigmatization or bias within the community towards the project beneficiaries, and **44** per cent reported on structural barriers to gender equality.
- **33** per cent of the projects reported that local organizations working on gender equality issues were involved in project implementation.
- **88** per cent of the sample had some level of sex-disaggregation of data, with **59** per cent of the projects disaggregating 80 per cent or more of all data sets on beneficiaries by sex; **29** per cent collected sex-disaggregated data partially (1-79%), and **11** per cent (3 projects) did not collect sex-disaggregated data.
- **41** per cent of the projects noted that gender parity<sup>2</sup> with regard to non-migrants beneficiaries had been reached in 80 per cent or more of all relevant instances.

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<sup>2</sup> According to the GETTING TO EQUALITY: Measuring Gender Results to Improve IOM's Performance Report (2021), gender parity is defined as a participation rate of between 40 and 60 per cent by women and men across all relevant activities. Available at: <https://intranetportal/Pages/ControlNo.aspx?controlNo=SR/GCU/0002>

## Key Recommendations for future 2a and 2b projects

Based on the lessons drawn from the successes and challenges faced by the projects assessed in this report, the following recommendations were developed to inform the IOM Development Fund's strategic gender approach for future projects:

### Trainings:

- Facilitators of trainings in project activities should be aware of the cultural differences of participants and actively encourage the participation of any underrepresented gender groups in project activities and discussions while ensuring that local customs and traditions are respected.<sup>3</sup>
- Overall capacity to mainstream gender should be enhanced at country mission level.

### Partners:

- Governments should take greater steps to provide opportunities and incentives for female officers in the fields where women are likely to be underrepresented.
- Projects should include local organizations working on gender equality issues in project planning, implementation, and reporting to strengthen the work in promoting gender equality.

### Budget:

- A specific budget allowance for supporting equal representation in beneficiaries should be included in project budgets. For example, if women participants are underrepresented in an activity due to their childcare, the funds should be allocated to build the environment that enables them to participate, such as by supporting fees of their paid childcare or having some professional childcare staff where the activity takes place.
- Budget should be allocated to have a gender specialist involved in all phases of the projects, wherever possible.

### Project Design:

- Gender considerations should be researched and discussed with target beneficiaries and other stakeholders during the project design phase to ensure gender concerns are adequately incorporated into projects from the start. This includes:
  - Promoting early gender needs assessments as part of programming tools to address absent or weak gender indicators.
  - Identifying the main barriers to gender equality and including strategies to overcome these within the project design.

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<sup>3</sup> The assessment conducted shows that women are underrepresented in most of the project activities.

- Gender perspectives should be more actively taken into consideration when designing a project, for instance by making concrete reference to gender at the project output and/or outcome level to help project management teams ensure that gender is mainstreamed through the project cycle.
- A gender-sensitive risk assessment should be developed by IOM and its partners in order to ensure everyone in need is reached and gender equality is achieved, beyond equal participation in activities.

#### Implementation:

- It is of great importance to strive for gender balance in the initial selection of partners, contractors, and consultants, and make sure all phases of the project are gender-sensitive and inclusive.
- It is important to make sure partners and consultants for projects are aware of the importance of gender mainstreaming, diversity, and inclusion.
- Gender-disaggregated data should always be collected for all project events and activities, including with regard to beneficiaries, event participants, and members of steering committees/technical working groups.

#### Monitoring:

- The correct application of existing gender policies should be monitored in projects.
- Gender-related outcomes and outputs monitoring should be done in cooperation with partners so that the partners can be empowered and encouraged by the results.
- The Results Matrix and report template could be revised/restructured to ensure that gender-related results are reported in a systemic manner, through the four levels of the Results Matrix –activity, output, outcome, and objective.
- Monitoring methodology and data analysis should be tailored to be more gender responsive.
- Project monitoring should assess to what extent the project activities address the different needs of migrants of all gender groups and allow for midterm corrections, if necessary, to make the projects more inclusive and gender-sensitive.

#### Evaluation:

- Expected outcomes of gender equality efforts should take into consideration the fact that long-term time frames are often needed to assess the results and successes of project objectives that target a gender inequality issue and to address the structural barriers to gender equality.

- The project evaluation should assess the gender sensitivity of the project activities and to what extent the gender has been mainstreamed at all stages of the project development and implementation and provide recommendations on how to better integrate the gender component to future projects.
- Good practices towards gender equality should be identified and explicitly mentioned in final reports so that recommendations for future projects can be discussed and considered within the project management team. All lessons learned should be compiled and regularly shared with country offices.

## I - INTRODUCTION

### 1. Defining Gender

Gender refers to the socially constructed roles, behaviours, activities, and attributes that a given society considers appropriate for individuals based on the sex they were assigned at birth.<sup>4</sup> It is known that a person's gender shapes every stage of the migration experience, whether by influencing the reason for migrating and the relation with the country of origin, the means and networks used, the risks and vulnerabilities faced during the journey, and the different opportunities and resources available at destinations.<sup>5</sup> As the IOM Gender Equality Policy Report 2015-2019<sup>6</sup> states: *“the roles, expectations, relationships, and power dynamics associated with being a man, woman, boy or girl significantly affect all aspects of the migration process and can also be affected in new ways by migration”*.<sup>7</sup> It is therefore crucial to further understand how gender interacts with migration and to respond accordingly. Against this backdrop, this review explores the wide range of Gender Marker 2b and 2a projects funded by the IOM Development Fund between 2017 and 2020.

### 2. Gender and IOM

The International Organization for Migration strongly believes that gender considerations are fundamental to upholding human dignity and the well-being of migrants.<sup>8</sup> The Organization's adoption of gender equality as a guiding principle is founded on long-standing and widely recognized international norms and standards of particular relevance to its mission. Since 1995, IOM codified its commitment *“to ensuring that the particular needs of all migrant women are identified, taken into consideration and addressed by IOM projects and services”*<sup>9</sup> in its policy (MC/1853). In 2009, IOM reiterated that principle in the document entitled *“The human rights of migrants – IOM policy and activities”* (MC/INF/298).

As a way to enhance its commitment to gender equality, IOM began to implement the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (SWAP) in 2012. The SWAP is an accountability framework that provides IOM and the United Nations system with a strategy and a common set of standards to which to adhere and aspire, made up of 15 gender mainstreaming<sup>10</sup> indicators based on international best practice.<sup>11</sup>

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<sup>4</sup> IOM SOGIESC Glossary. Available at: <https://intranetportal/en-us/Documents/IOM%20SOGIESC%20Glossary%20of%20Terms.pdf>

<sup>5</sup> IOM Gender Equality Policy 2015–2019 Report. Available at: <https://www.iom.int/sites/default/files/about-iom/gender/C-106-INF-8-Rev.1-IOM-Gender-Equality-Policy-2015-2019.pdf>

<sup>6</sup> Ibid, p.3.

<sup>7</sup> Ibid, p.3.

<sup>8</sup> Ibid, p.2.

<sup>9</sup> Ibid, p.4.

<sup>10</sup> Gender mainstreaming is the process of assessing the gendered implications for all migrants of any planned action, including policies, programming, or legislation. It is a strategy for making the concerns and experiences of women, men, boys, and girls an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes so that all migrants benefit equally, and inequality is not perpetuated. The ultimate goal is to achieve gender equality. Ibid, p.2.

<sup>11</sup> Ibid, p.2.

Moreover, in 2015 the IOM's Gender Coordination Unit developed the Gender Equality Policy 2015-2019<sup>12</sup> to formalise the Organisation's commitment to identifying and addressing the needs of all beneficiaries of IOM projects, assessing the gendered implications for all migrants of any planned action, and to ensure equality of opportunity and treatment of all staff members within IOM; and in 2018 the IOM Gender Marker<sup>13</sup> was launched globally within IOM.

Gender Marker 2b and 2a projects also further institutional frameworks and strategies. The target projects in this review align with the IOM Migration Governance Framework (MiGOF), particularly **Principle 2** "Formulating policy using evidence and a 'whole-of-government' approach," **Principle 3** "Engagement with partners to address migration and related issues," and **Objective 3** "Ensure that migration takes place in a safe, orderly and dignified manner".<sup>14</sup> They also contribute to the IOM Institutional Strategy on Migration and Sustainable Development (M&SD), especially **Deliverable 1.2** "We will support governments to enhance pathways for safe and regular migration," **Deliverable 3.1** "We will strengthen institutions and systems to institute good migration governance," and **Deliverable 3.2** "We will advocate for policy coherence to harness the linkages between migration and development".<sup>15</sup>

Furthermore, by joining the United Nations System in 2016, IOM has committed to the 2030 Agenda for Sustainable Development. The target Gender Marker 2b and 2a projects contribute, among others, to the Sustainable Development Goals (SDGs) **5** "Achieve gender equality and empower all women and girls," **8** "Promote sustained, inclusive and sustainable economic growth, full, and productive employment and decent work for all," and **10** "Reduce inequality within and among countries".<sup>16</sup>

### 3. The IOM Development Fund and Gender Marker 2b and 2a Projects

The IOM Development Fund supports developing Member States in their efforts to build and strengthen their migration management capacities. In the last 20 years, the Fund has provided seed-funding for over 800 projects in more than 122 countries worldwide.<sup>17</sup>

Since its creation in 2001, the IOM Development Fund recognised the central importance of addressing gender issues, funding the "Research Study on Gender Mainstreaming Strategies to Integrate the needs and Capacities of Internally Displaced Women in Projects and Programmes" project in 2002. Additionally, in 2017 the IOM Development Fund piloted the Gender Marker initiative by committing to mainstream gender in all project proposals and setting a Gender Marker code of 2a

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<sup>12</sup> IOM Gender Equality Policy 2015–2019. Available at: <https://www.iom.int/sites/default/files/about-iom/gender/C-106-INF-8-Rev.1-IOM-Gender-Equality-Policy-2015-2019.pdf>

<sup>13</sup> Intranet Portal IOM Gender Marker. Available at: [https://intranetportal/en-us/pages/hq\\_odg\\_gcu\\_igm.aspx](https://intranetportal/en-us/pages/hq_odg_gcu_igm.aspx)

<sup>14</sup> International Organization for Migration. *Migration Governance Framework* (2016), p. 1. Available at: [https://www.iom.int/sites/default/files/about-iom/migof\\_brochure\\_a4\\_en.pdf](https://www.iom.int/sites/default/files/about-iom/migof_brochure_a4_en.pdf)

<sup>15</sup> International Organization for Migration. *IOM Institutional Strategy on Migration and Sustainable Development* (2020), p.24-25. Available at: <https://publications.iom.int/system/files/pdf/iom-institutional-strategy.pdf>

<sup>16</sup> United Nations General Assembly. *Transforming our world: the 2030 Agenda for Sustainable Development A/RES/70/1* (2015), p.14. Available at: <https://www.refworld.org/docid/57b6e3e44.html>

<sup>17</sup> IOM Development Fund. *About the Fund*. Available at: <https://developmentfund.iom.int/about>

or 2b as a requirement for all projects approved by the Fund, initiative that then applied to IOM as a whole.

In fact, since 2017 **100** per cent of project proposals have had at a minimum a Gender Marker code of 2a and have successfully mainstreamed a gender perspective prior to project approval and activation. Additionally, of the 75 project proposals (USD 20,425,296) approved by the Fund in 2020 on PRIMA for ALL, three projects in 2020 had a code of 2b (**3** per cent of funding available for projects).

#### 4. Objective

The objective of this review was to assess active and completed Gender Marker 2b and 2a projects funded by the IOM Development Fund between 2017 and 2020, with a focus on their outcomes, sustainability, and prospects of impact. Ultimately, the purpose of the review was to identify best practices and share lessons learned to provide recommendations to better inform future 2b and 2a projects. In parallel, the review also consolidated the main challenges during project implementation in promoting gender equality and assessed the negative findings, to avoid or mitigate them in future. Moreover, this review contributes to IOM's annual report on progress implementing the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP).

## II - METHODOLOGY

### 1. Selected Projects and Parameters for Analysis

This review encompasses 27 Gender Marker 2b and 2a projects, funded by the IOM Development Fund between 2017 and 2020 (**Annex 1: List of Projects**).

The project sample for the review comprised six 2b projects (active and completed), and a sample of the 2a completed projects from 2017, looking at an equitable distribution among thematic areas and regions over the period under review.

The 27 selected projects span across the following types: Community and Economic Development (CD)/Migration and Economic Community Development (CE),<sup>18</sup> Protection and Assistance to Vulnerable Migrants (PX)/ Counter Trafficking (CT),<sup>19</sup> Technical Cooperation on Migration Management and Capacity Building (TC), Migration Research and Publication (PR), International Migration Law (IM), Labour Migration (LM), Health Promotion and Assistance for Migrants (MA), Migration Policy Activities (PO), Media and Communications (PM), Community Stabilization Initiatives (CS), Mainstreaming Migration into Development (MD), Migration Management Support (MS), and Migration, Environment and Climate Change (NC).

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<sup>18</sup> CE was replaced by CD in 2018. In this report the original project type was maintained to ensure consistency throughout the report.

<sup>19</sup> CT was replaced by PX in 2018. In this report the original project type was maintained to ensure consistency throughout the report.

In elaborating this review, particular focus was paid to project outcomes, beneficiaries, impacts, challenges, sustainability, and gender-related recommendations.

## 2. Data collection and analysis

Following the project selection, a questionnaire was distributed to the relevant IOM Missions in March 2021 (**Annex 2: Gender Questionnaire**). In line with the review's objectives, the questionnaire was structured as follows: (1) Background Information, (2) Outcomes and Outputs, (3) Beneficiaries, (4) Project Impact, (5) Challenges Encountered and Revisions, (6) Covid-19, Gender and Migration, (7) Contribution to Institutional Goals, Frameworks and Strategies, and (8) Sustainability and Gender-related Recommendations. IOM Missions with completed projects responded to all sections, while Missions implementing active projects (three projects) disregarded section 8.

All but one of the selected projects returned the questionnaire and participated in the elaboration of this report due to complications in the region (CT.1082). To complement the information gathered through the questionnaires, the following additional sources were consulted: Proposals, Interim and Final Reports, the Project Information and Management Application (PRIMA), and IOM institutional frameworks and strategies.

Quantitative and qualitative approaches were used to analyse the findings of the document review. The information gathered through the questionnaires, reports and additional sources was aggregated and categorized in a master database to conduct statistical analysis and generate data visualisations. Results were subsequently interpreted using qualitative methods. Recommendations were drawn from the observations emerging from this report.

## 3. Limitations

The following limitations were identified:

- The review was a rapid assessment conducted between March and April 2021.
- The findings in this review come from self-assessments from Project Managers rather than objective ex-post evaluations.
- Defining and refining the list of Gender Marker 2b and 2a projects required a degree of interpretation.
  - o Over 250 2a and eight 2b projects between 2017 and 2020 were initially considered. It was decided to include six 2b projects (active and completed), and a sample of the 2a completed projects from 2017, looking at an equitable distribution among thematic areas and regions.
    - A fairly equal distribution among regions was achieved in the selection of 2a projects, with five projects from Latin America and the Caribbean, five from Asia and Oceania, five from Africa, five from Europe and one global project. Due to their main focus on gender issues, it was decided to include all of 2b projects: one project from the Latin America and Caribbean region, four from

Asia and Oceania, and one global project. Projects from the Middle East region were not included in this review.

- Two 2b projects were not included in the review due to the following reasons 1) for one project it was too early to assess the impact given that the project started in February 2021 (PX.0235), and another project was not able to complete the questionnaire due to complications in the region (CT.1082) (both projects were from the Latin America and Caribbean region).
- Nevertheless, the Latin America and Caribbean and Asia and Oceania regions are slightly over-represented in comparison to the other regions. As a result, the lessons learned as well as the recommendations formulated could be skewed to these two regions and should not be over-generalized.
- Finally, with the aim to gather as many lessons learned as possible from completed projects, it was decided to include only completed projects among the 2a sample. Therefore, most of the projects selected were activated in 2017, close to the launch of the IOM Gender Marker.

### III – FINDINGS

#### 1. Project Types and Budget

Between 2017 and 2020, over USD 1 million (USD 1,163,339) were allocated to fund gender-focused 2b projects. Moreover, as the number of requests for funding from eligible Member States continues to increase, and since the Fund’s commitment in 2017 to comply, at a minimum, with Gender Marker 2a, there has also been a steady increase in the number of 2a projects funded year by year. The IOM Development Fund supported eight 2b projects and over 250 2a projects between 2017 and 2020 (**Figure 1**).

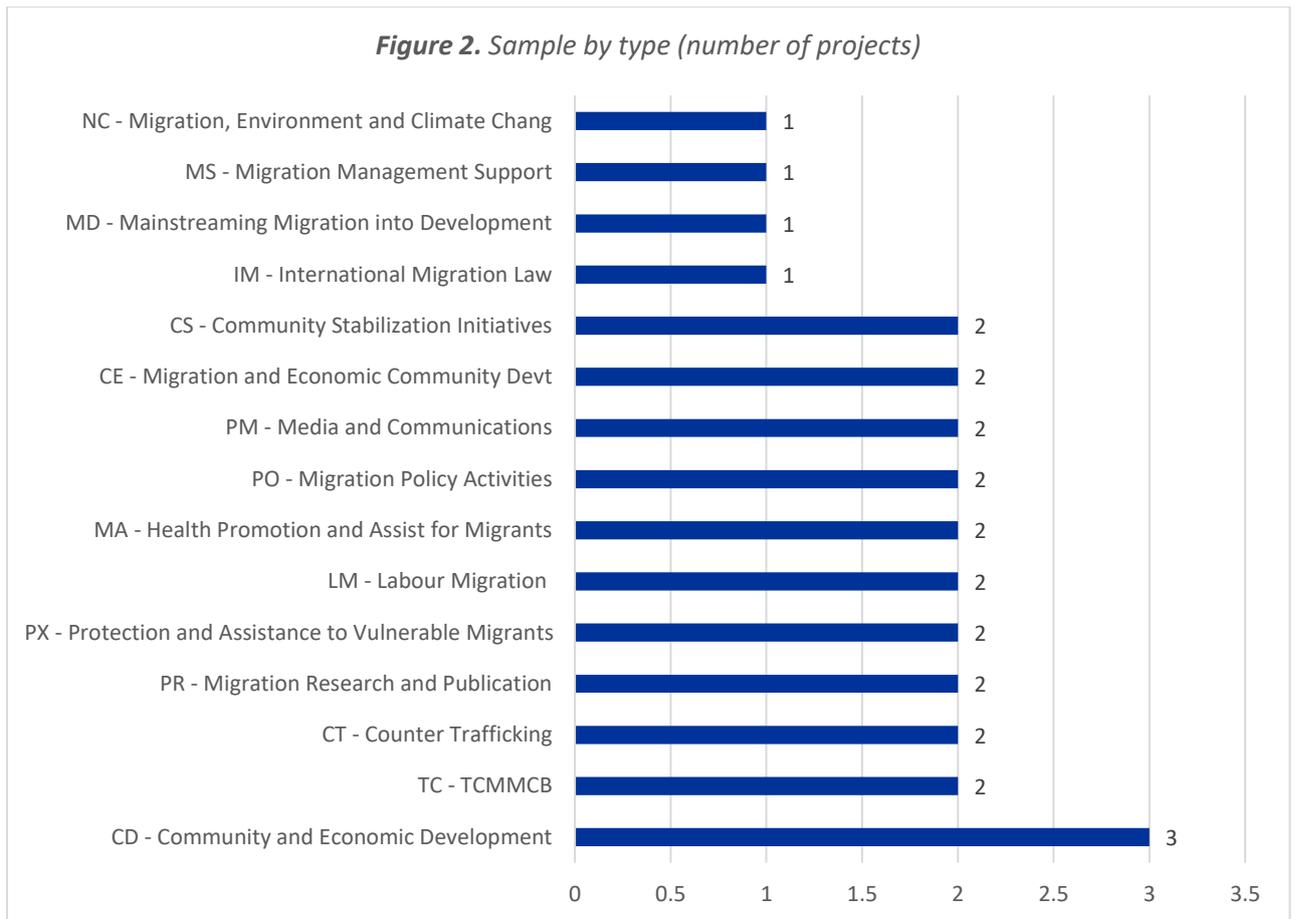
By 2020, of the 75 project proposals (USD 20,425,296) approved by the Fund in 2020 on PRIMA for ALL, **100** per cent had at a minimum a Gender Marker code of 2a and had successfully mainstreamed a gender perspective prior to project approval and activation. Moreover, three projects had a code of 2b (3% of funding available for projects).

The Gender Marker 2b and 2a projects in this review span across multiple project types (**Figure 2**). These include: Community and Economic Development (CD)/Migration and Economic Community Development (CE), Protection and Assistance to Vulnerable Migrants (PX)/Counter Trafficking (CT), Technical Cooperation on Migration Management and Capacity Building (TC), Migration Research and Publication (PR), International Migration Law (IM), Labour Migration (LM), Health Promotion and Assist for Migrants (MA), Migration Policy Activities (PO), Media and Communications (PM), Community Stabilization Initiatives (CS), Mainstreaming Migration into Development (MD), Migration Management Support (MS), and Migration, Environment and Climate Change (NC). Indeed, Gender Marker 2b and 2a projects range widely in their scopes and aims, from improving government officials’ capacities, knowledge, and skills to address challenges and vulnerabilities of migrant women, to supporting rural tourism development and related women-owned enterprises.

**Figure 1. Projects by Gender Marker 2017-2020**

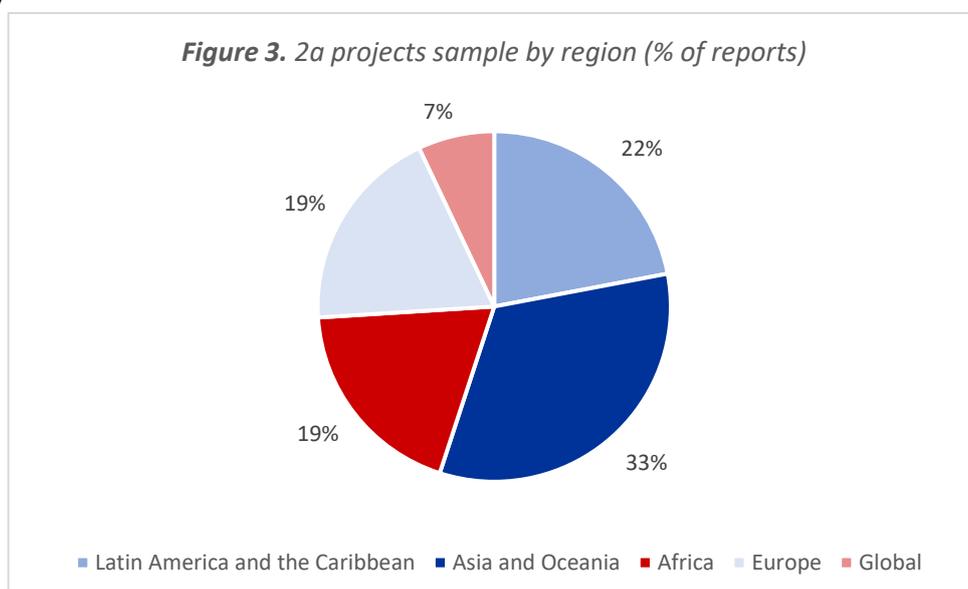
(Graph retrieved from PRIMA for ALL’s Gender Analysis Marker Dashboard)



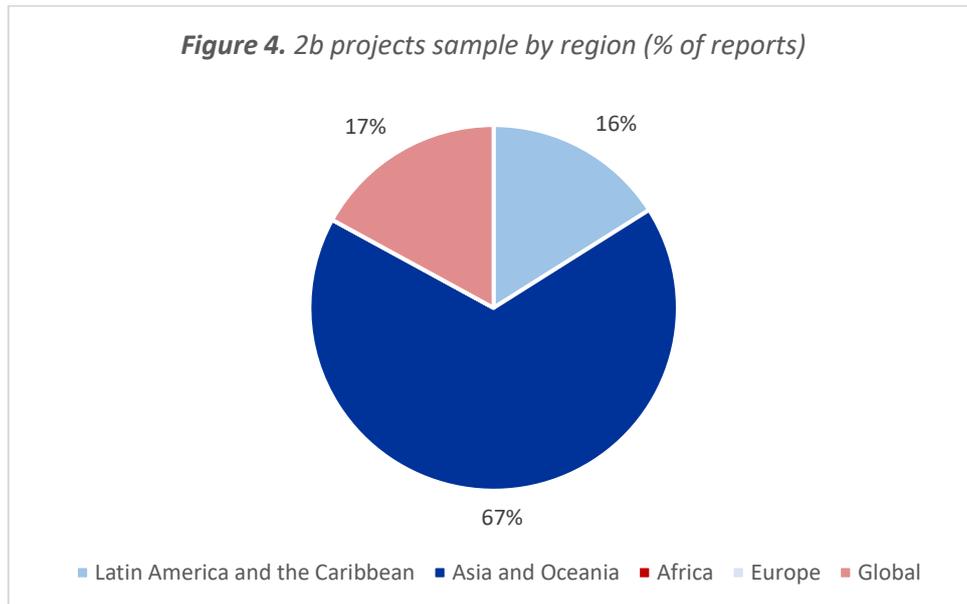


## 2. Geographic Distribution of Projects

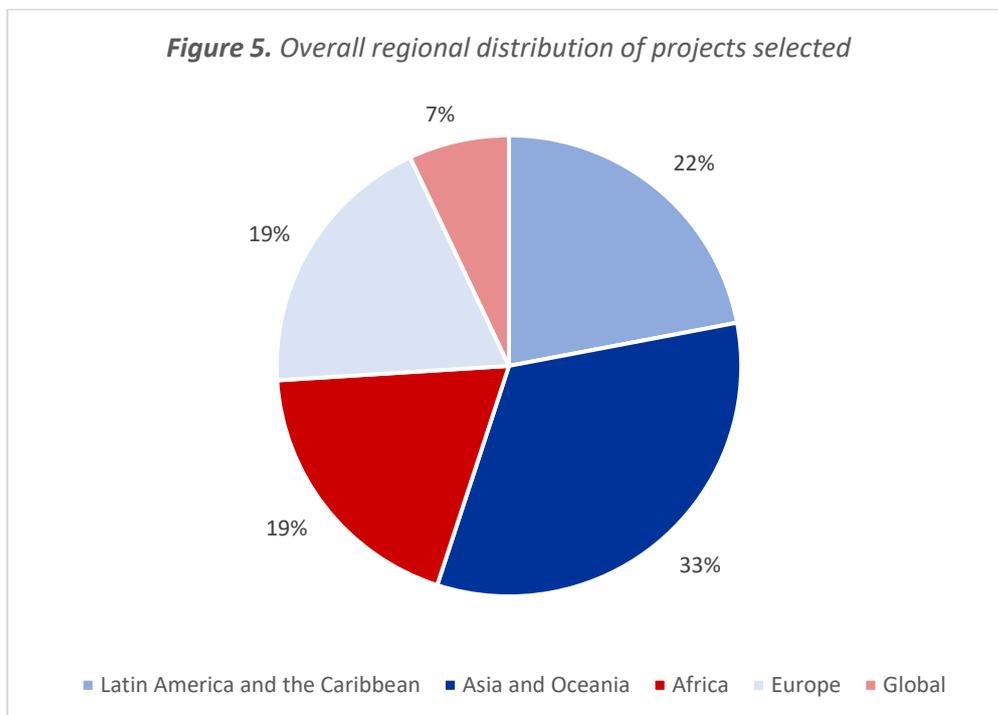
IOM Development Fund projects are categorized by five regions: (1) Africa; (2) Asia and Oceania; (3) Europe; (4) Latin America and the Caribbean; (5) Middle East; and Global. A fairly equal distribution among regions was achieved in the selection of 2a projects, with five projects from Africa, five from Asia and Oceania, five from Europe, five from Latin America and the Caribbean and one global project (Figure 3).



Due to their main focus on gender issues, it was decided to include all of 2b projects: one project was from Latin America and the Caribbean, four from Asia and Oceania, and one global (**Figure 4**).



Therefore, taking into consideration all the selected projects, the Latin America and the Caribbean and Asia and Oceania regions are slightly over-represented in comparison to the other regions (**Figure 5**).

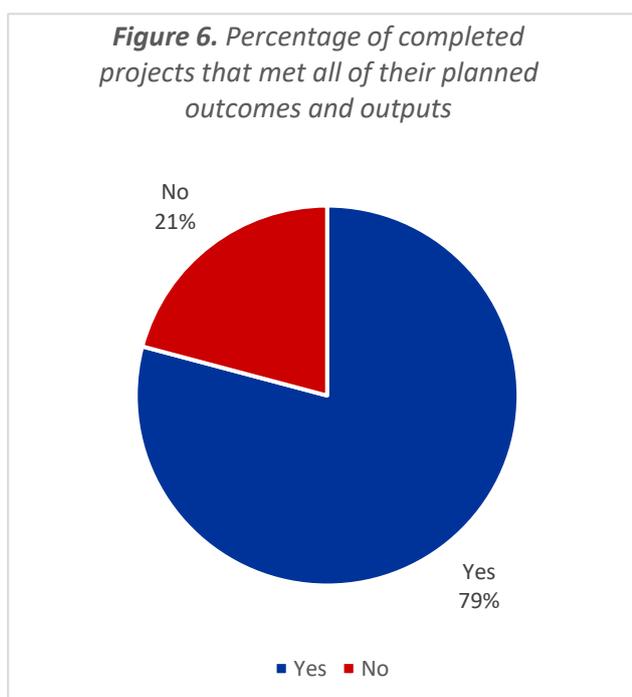


### 3. Outcomes and Outputs

As per the IOM Project Handbook, outcomes refer to the “intended changes in institutional performance, individual or group behaviour, or the political, economic or social position of the beneficiaries”,<sup>20</sup> while outputs represent the “intended changes in skills or abilities of the beneficiaries, or the availability of new products or services as a result of project activities”.<sup>21</sup> The following findings come from self-assessments from Project Managers rather than objective ex-post evaluations.

Among the **24** completed projects, **79** per cent reported meeting all the planned outcomes and producing all the expected outputs, while **21** per cent either unachieved or partially achieved outcomes and outputs (**Figure 6**).

Despite the different thematic areas targeted, all the selected projects have sought to include gender considerations in their outcomes and outputs. Some outputs included developing an effective gender-sensitive communication strategy (CD.0035), a protocol of attention to the migrant population with a transferred gender perspective (CE.0373), a training plan for the prevention and care of cases against



trafficking in persons from a gender perspective (CT.1095), modules covering the essentials of migration management in line with international best practices and standards, mainstreaming human rights and gender-sensitive perspectives (MS.0003), improving national methodologies and tools to identify and protect (potential) victims of trafficking vis-à-vis gender differentials (CT.1093), conducting research on the placement of children in Residential Care Institutions (MA.0407), producing short films to encourage contributions of migrants, combat anti-migrant rhetoric, engender greater tolerance, and strive for gender equality (PM.0003), drafting a gender-sensitive and human rights-based Concept of the State Migration Policy (PO.0143), developing an inventory of the challenges of research and data collection with a gender perspective (PR.0222), and facilitating women-owned enterprises’ access to start-up financial support and technical knowledge (CD.0057).

In terms of the intended changes in the skills or abilities of the beneficiaries, some outputs included improving the judicial staff’s skills and knowledge to apply law with a rights-based and gender-sensitive approach according to international standards for trafficking in human beings (THB) cases (CT.1093), providing companies and UN Global Compact members with the skills and knowledge to

<sup>20</sup> International Organization for Migration. *IOM Project Handbook, Module 2* (2011), p.134.

Available at: [https://reliefweb.int/sites/reliefweb.int/files/resources/IOM%20Project%20Handbook\\_6Feb2012.pdf](https://reliefweb.int/sites/reliefweb.int/files/resources/IOM%20Project%20Handbook_6Feb2012.pdf).

<sup>21</sup> Ibid, p.138.

design corporate programmes and policies that facilitate the labour insertion of migrants, with special provisions for women (IM.0043), improving the capacity, knowledge and skills of local authorities, community-based organizations, NGO partners and community leaders to address challenges and vulnerabilities of migrant women and to build tolerance for migrant women to combat stigmatization and discrimination (MD.0001), strengthening government official’s capacity to protect migrant women victims of human trafficking (PX.0189), and enhancing evidence-based knowledge and capacities to address the nexus of migration, gender, climate change, and agriculture (NC.0029).

After cross-checking with each project’s Results Matrix on PRIMA, it was identified that projects CD.0023, CS.0936, LM.0321, MA.0400, PR.0221, and TC.1039 made no reference to gender at the outcome nor output level. However, reference to gender was made at the indicator level, for instance: “number of programme guide document with all the administrative and operational tools necessary for the transparent implementation of the programme available, and including a section on the specific needs associated with young women volunteers” (CD.0023), “assessment report on violent extremism developed for target communities which includes gender-sensitive recommendations” (CS.0936), “number of border police psychologists (men and women) trained, with appropriate consideration of the gender perspective, human rights-based approach, anticorruption and data protection principles” (MA.0400), “Regional Network for Migration Governance in the Americas on migration data with a gender perspective is established and coordinating” (PR.0221), and “inclusion of gender components into the institutional strategy and the training curricula “ (TC.1039).

The key outcomes achieved were:

Projects	Outcomes
<b>CD.0023</b>	With the necessary capacities and experiences acquired, the institutional partners of the project formulate and implement volunteer programs for young people from the diaspora.
<b>CD.0035</b>	Private recruitment agencies and the government assist Nigerien youth by providing job counselling and helping them find employment.
<b>CE.0373</b>	Trained local authorities improve the identification, care, and referral of migrants; Improve the social and economic conditions of population in rural areas through the implementation of income-generation pilot initiatives.
<b>CS.0936</b>	Technical working group on preventing violent extremism (PVE) designs PVE measures based on analytical and comprehensive data; Teachers, local school psychologists, social workers and community leaders actively engage structured discussions about violence extremism.
<b>CT.1093</b>	Enhanced judicial capacity enables effective justice delivery on human trafficking cases; Rights of (potential) victims of trafficking are better protected by the relevant government agencies; Diplomatic missions and relevant government agencies increasingly identify, refer, and provide services to victims and potential victims of trafficking.
<b>CT.1095</b>	The institutions member of the National Coalition Against Trafficking in Persons assist and protect victims of trafficking accordingly with human rights approach through a gender perspective; Specialized national bodies successfully investigate and condemn traffickers thanks to enhanced capacities.

<b>IM.0043</b>	The Federal Public Attorney of Brazil has strengthened its operative capacity needed and guarantees legal protection of and assistance to migrants, in particular women and irregular migrants; Global Compact Network and selected private sector organizations have adopted corporate policies and facilitate the labour insertion of migrants, with special provisions for women.
<b>LM.0321</b>	Migrants demonstrate greater willingness to practice safe and informed migration and reduce risk of exploitation and overall excessive costs as a result of access to reliable and indisputable information on migration and recruitment processes; Migrant Resource Centres (including staff) at the national and local level use their improved capacities and structures to assist migrant workers and their families during all phases of migration.
<b>MA.0400</b>	The system of integrated psychological services improves access of vulnerable migrants and border personnel of the Border Police Department to quality psychological services.
<b>MA.0407</b>	Ministries and civil society partners demonstrate ability to conduct qualitative and quantitative research at international standards; Cambodian government officials and civil society use research on impacts of migration on families and children left behind to help formulate future policy interventions.
<b>MD.0001</b>	Local actors promote and facilitate mainstreaming gender into local migration and development planning.
<b>MS.0003</b>	Government officials attend training, use EMM2.0 resources to strengthen their knowledge and skills in migration management.
<b>PM.0003</b>	Host communities, governments and other stakeholders are more receptive, cooperative towards migrants and promote a positive narrative about migration related issues; Host communities, governments and other stakeholders are more receptive, cooperative towards migrants and promote a positive narrative about migration related issues.
<b>PM.0008</b>	General public accesses migration related information and media contents more actively and participate in migration related social activities.
<b>PO.0105</b>	The institutional performance of the government of China will adapt to effectively address international migration through enhanced capacity.
<b>PO.0143</b>	Improved capacities of the Kyrgyz government address the challenges in migration management and align national migration policies to global frameworks.
<b>PR.0221</b>	The DNMs have improved their capacities, which allows them to generate migration information through the cooperation mechanisms established to produce this information.
<b>PR.0222</b>	The Human Geography Laboratory (LGH) develops a number of recommendations and priorities concerning the challenges related to research and data collection in the field of migration, integrating a gender perspective, thanks to the knowledge acquired; Researchers and administrative research staff are using new methodologies including a gender perspective in their migration research; Junior researchers deepen their research work thanks to the methodological recommendations of the training and respond to new calls for contributions on the migration theme at national and international conferences.
<b>TC.1039</b>	DCIC is actively using the national Immigration Training Academy and offering its services to national and international partners.
<b>PX.0189</b>	The Ministry of Women improves its response and provides specialized attention for the protection of migrant women victims of gender-based violence (GBV), including human trafficking; The authorities and social actors specialized in the prevention of gender-based

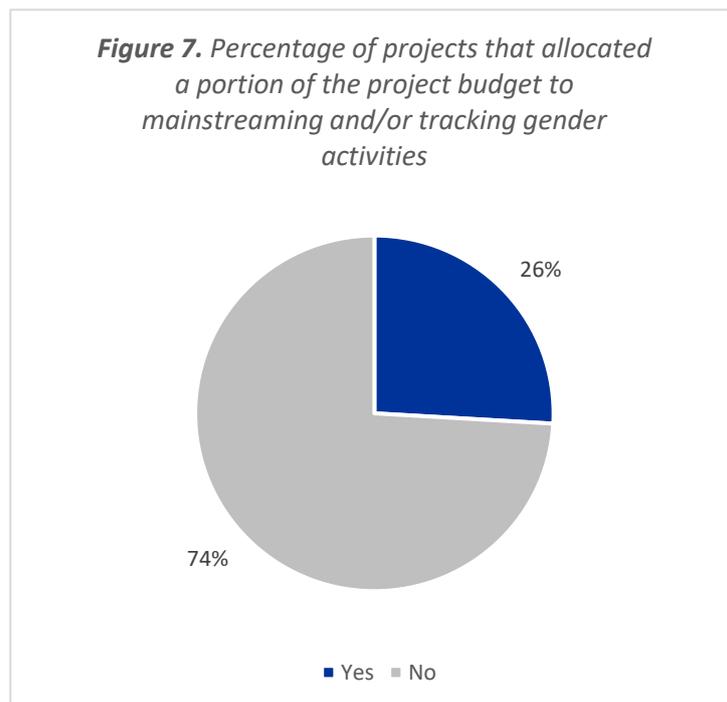
	violence and the protection of victims, the immigration authorities and the justice system at the national and local levels have changed their practice and their attitude about the violence that affects migrant women in the Dominican Republic, improving inter-institutional coordination at the national and international level.
<b>CD.0057</b>	Government agencies and other national stakeholders working in commerce, investment and tourism use new evidence to support rural tourism development and related women-owned enterprises.
<b>NC.0029</b>	Enhanced evidence-based knowledge and capacities address nexus of migration, gender, climate change and agriculture in Tajikistan.

21 per cent of the completed projects did not meet all of its planned outcomes and outputs that made reference to gender, or met them partially, mainly due to the lack of gender parity in the representation of government officials, high turnover of officials and Covid-19 preventive measures:

<b>Projects</b>	<b>Outcomes and outputs unachieved / partially unachieved</b>
<b>CE.0396</b>	Interministerial Steering Committee is established and functional (The Steering Committee was established but was not able to reach the goal of 15 members and the goal of 10 members being women).
<b>IM.0045</b>	The representatives of the Mercosur countries did not make statements with a gender and human rights perspective on migration policies in the media. Those who participated in the activities were officials with a more technical than political profile, and they did not participate in the formulation of said speeches, which is why the indicator was not met.
<b>LM.0326</b>	The project document included a description of consultations with women, men, and young people on labour mobility perspectives in communities. However, this activity was not included in the workplan and budget and therefore it was not implemented. Gender considerations were addressed in the research reports in the form of gendered impacts of climate change and migration, and in the development of the Labour Market Information Systems (LMIS) which incorporated gender inclusive language. The project did not include users and/or jobseekers training on confidentiality and data protection principles, preventing discrimination, or promoting equal access to labour migration opportunities.
<b>TC.1057</b>	All outputs were completed except the one related to the training of officials on the new passenger referral protocol, which could not be carried out during the project due to the high turnover of staff to be trained. Therefore, the training of staff took place in the first half of 2019, after the end of the project.
<b>PX.0011</b>	The project aimed to develop two gender-sensitive tools to be implemented or utilized by the Gendarmerie to strengthen inter-agency coordination by the end of the project. IOM organized one inter-agency coordination meeting to strengthen the coordination between the Gendarmerie and other governmental and non-governmental agencies engaging in counter trafficking efforts through the NRM. However, due to the Covid-19 prevention measures, changes in the Gendarmerie's management structure and the increased workload of the Gendarmerie, the second inter-agency coordination meeting and working group meetings did not take place. Therefore, gender-sensitive tools to be utilized by the Gendarmerie were not developed.

To mitigate some of these challenges, it was mentioned that it would be useful to provide standard guidance that help IOM staff include gender elements in proposals,<sup>22</sup> allocate a small percentage of the budget to mainstreaming and tracking gender activities and provide gender-related support from the RO to further assist country missions in this endeavor. Of the 27 selected projects for this review, **26** per cent reported allocating a portion of the project budget to mainstreaming and/or tracking gender activities (**Figure 7**).

In some cases, the budget was used to contract a local organization working on gender issues to mainstream gender in project activities; provide women-owned enterprises with start-up funding, technical and business training and capacity building sessions (USD 24,552); develop a draft programme on gender mainstreaming into local migration and development planning (USD 9,710); produce the “Gender and Migration” EMM2.0 Handbook chapter and pedagogical video (available at [e-Platform](#)) (USD 15,092); organize activities, hire a consultant to mainstream the gender and human rights approach in the development of the Concept of Migration Policy and in socio-economic development programmes, and organize meetings with UN Women and women-led organizations/experts to make sure that gender considerations were mainstreamed in the project (USD 3,465); and to create a gender-sensitive communication strategy (USD 6,000).



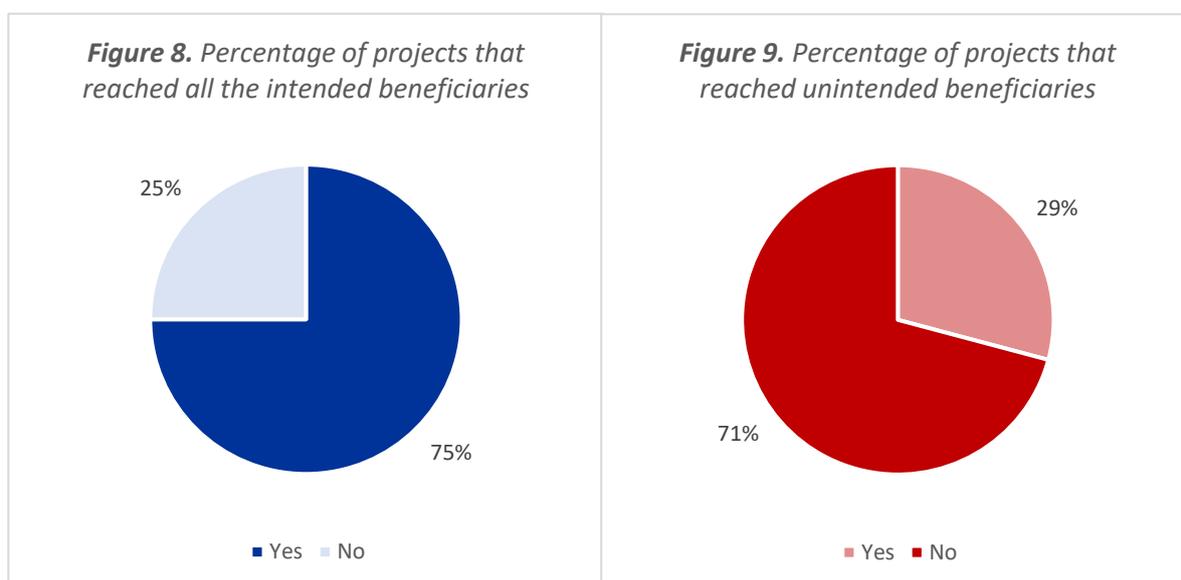
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<sup>22</sup> IOM Gender Marker e-course, launched in 2020, provides the basic guidance on gender concepts, gender analysis, gender-sensitive outputs and activities. Available via [I-Learn](#) and [E-Campus](#). The IOM Gender Marker also works within existing IOM project development, endorsement, and activation processes.

#### 4. Beneficiaries

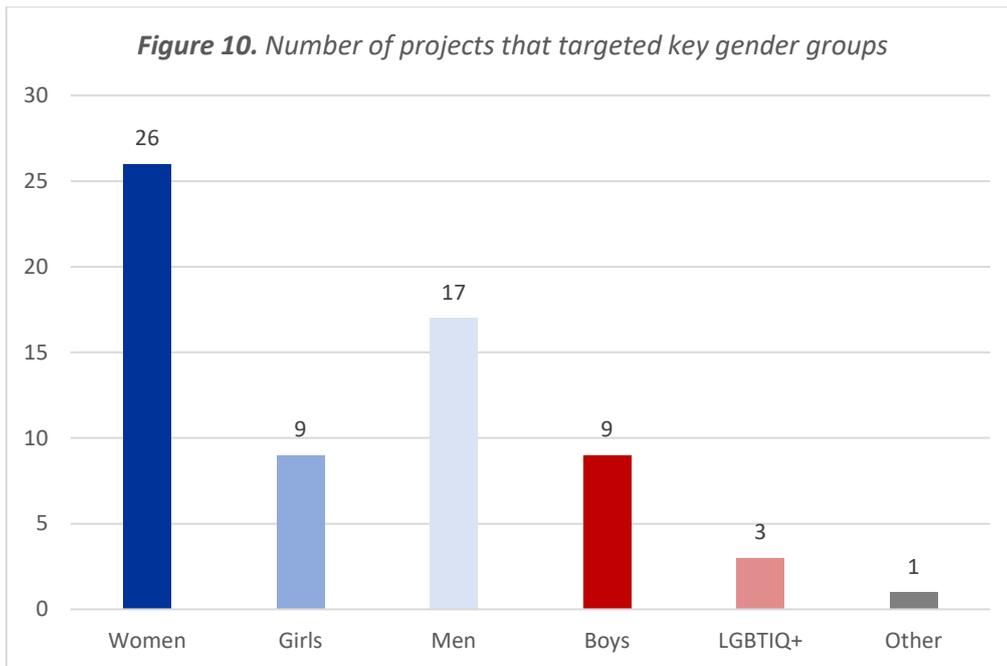
**75** per cent of completed projects reached all of the intended beneficiaries (**Figure 8**). Beneficiaries included government officials, women's ministries and other national government institutions, migration authorities, members from civil society organizations, shelters for victims of trafficking and NGOs, stayed behind family members including children and elderly caregivers of migrants' households, female-headed households, internally displaced persons, third-country nationals, diasporas, youth researchers, research institutions, community leaders, teachers, school psychologists, social workers, international and regional institutions.

While **25** per cent of the completed projects fell short of reaching all beneficiaries, **29** per cent reached unintended beneficiaries, including unintended migrants' and non-migrants' households, potential migrants, job seekers, diasporas, and educational institutions (**Figure 9**).

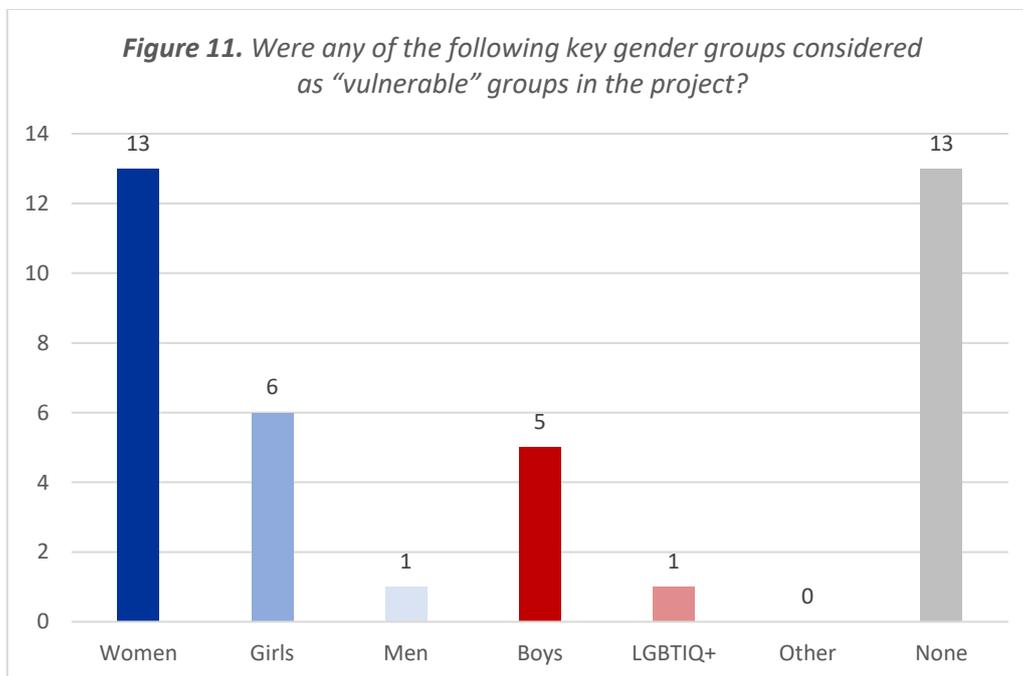


The IOM Gender Marker has been identified useful for improving the quality of IOM interventions, as it fosters assistance that is more sensitive to the different needs and capacities of all gender groups of different ages, by tracking gender- and age-sensitive actions and financial allocations. Among the target projects, all but one<sup>23</sup> project reported that women were specifically targeted in the project (**Figure 10**). However, it should be noted that women are not always necessarily the most vulnerable individuals, as this very much depends on the context. It is important to avoid automatically labelling women as “vulnerable” as this promotes the gender stereotype that all women are vulnerable and perpetuates the negative stereotypes of migrant women.

<sup>23</sup> The activities of the project that selected “other” (no gender group was targeted) were conducted at the policy level, so the project indirectly targeted all categories.



In addition, **52** per cent of the projects considered that at least one gender group was considered vulnerable. Specifically, **48** per cent of the projects considered women as a “vulnerable group” in the project,<sup>24</sup> followed by girls (**22** per cent) and boys (**19** per cent) (**Figure 11**).



<sup>24</sup> All of these projects provided a brief explanation as to why women are considered vulnerable in their contexts, whether in the answers provided in the questionnaire or in the project proposal.

Some of the explanations about these gender groups' roles<sup>25</sup> and responsibilities provided to justify that categorization were:

Key groups	Roles/responsibilities/justification
<b>Women</b>	<p>-Women are at great risk of human trafficking and sexual exploitation (CT.1093, CT.1095, PM.0003, PX.0011).</p> <p>-Migrant women suffer obstacles to access the labour market (IM.0043).</p> <p>-Many women from the migrants' households are left behind (NC.0029).</p> <p>-Nepal Government has imposed travel restrictions for women migrants to migrate for domestic work sector in the G.C.C, Middle East and Malaysia. As a result, many of the young unskilled migrant women travel through irregular routes and informal networks, exposing them to higher vulnerabilities and risks (LM.0321).</p> <p>-The objective of the research study was to identify the impact of migration on children and family left behind (caregivers). After data collection, it was found that most of caregivers were women elderly (maternal grandmothers) and they were the most impacted at a health and social level. Female caregivers were the more vulnerable to overweight, depression, and anxiety than male caregivers (MA.0407).</p> <p>-Women are more impacted by unemployment than men in Niger (CD.0035) and the Marshall Islands<sup>26</sup> (CD.0057). Industry disparities between women and men are also evident. Most industries in the Marshall Islands are male dominated with very little participation of women<sup>27</sup> (CD.0057).</p> <p>-Findings of the 2016 Gender in Society Perceptions Study<sup>28</sup> revealed that labour migration from Kyrgyzstan influences women's equality and empowerment. However, 38% of women and 45% of men stated that "women in migration begin to lead immoral lives", which is a possible explanation for the stigmatization and discrimination of returning women migrants in the Kyrgyz society (MD.0001).</p> <p>-59.6% of all labour migrants from Kyrgyzstan are women. Women migrants suffer from gender-based discrimination and violence throughout the migration circle, including lack of recognition of migrant women's contribution to the community and the country's development. There are many obstacles to their full participation in the community, which include economic barriers and</p>

<sup>25</sup> According to the IOM Gender Marker, gender roles are the types of behaviours and duties that are expected of people based on their assigned sex (e.g., caretaking role, role of maintaining household chores, role of looking after dependents, responsible for a specific action such as collecting water, etc).

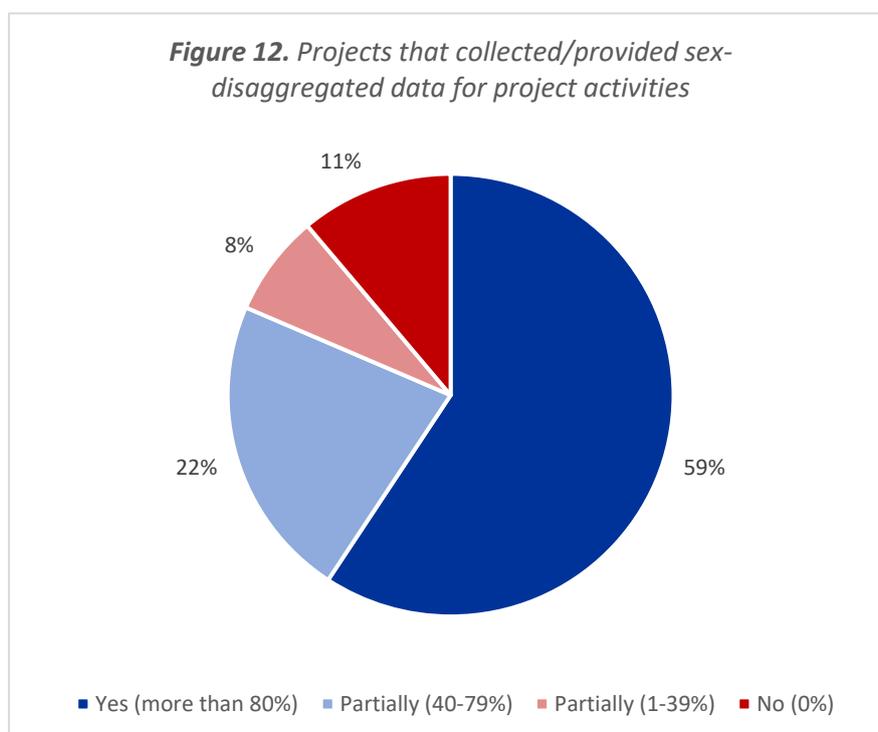
<sup>26</sup> Information obtained from the project proposal. Economic, Policy Planning and Statistics Office (EPPSO) 2011. RMI Census 2011. Available at: <https://www.rmieppso.org/social/census-report>

<sup>27</sup> Ibid.

<sup>28</sup> Information obtained from the project concept note. Gender in Society Perceptions Study (2016). Available at: <http://stat.kg/media/publicationarchive/f776d502-fec6-454c-ab6c-08d77eadff9f.pdf>

	gendered poverty due to inequitable division of labour between men and women (PO.0143). <sup>29</sup>
<b>Girls</b>	-Girls are a group at risk of human trafficking for sexual exploitation and forced labour (CT.1093, CT.1095, PM.0003).
<b>Men</b>	-Men were not mentioned as a vulnerable group.
<b>Boys</b>	-Boys are a group at risk of human trafficking for sexual exploitation and forced labour (CT.1093, CT.1095). -The objective of the research study was to identify impact of migration on children and family left behind. Gendered differences of health vulnerability: boys showed a higher risk of malnutrition than girls. Also, they were less likely to have resilience, pro-social behaviors, and a secured attachment, in comparison to girls (MA.0407).
<b>LGBTIQ+ people</b>	-LGBTIQ+ migrants suffer obstacles to access the labour market (IM.0043).

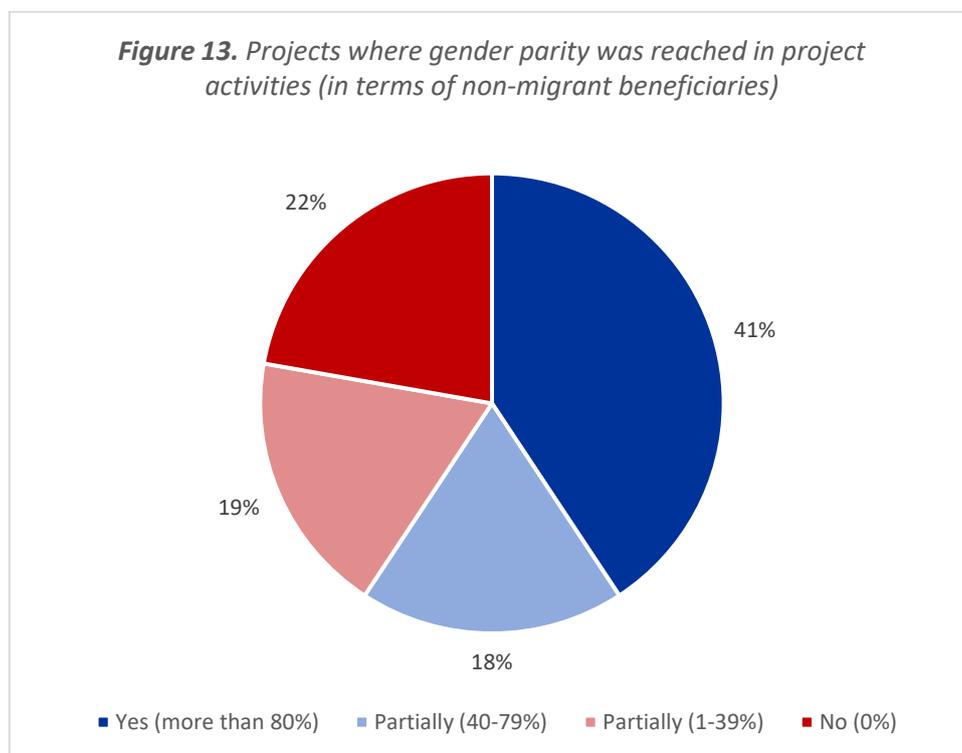
IOM strives to collect and provide sex- gender- age- disaggregated data as much as possible, since disaggregated data is a key to better understand the needs of people of different gender groups and structural barriers in different contexts. **59** per cent of the sample projects reported disaggregating **80** per cent or more of all data sets on beneficiaries by sex. **22** per cent provided partial sex-disaggregated data (40-79%), **8** per cent also partially disaggregated sex data but a lesser degree (1-39%) and **11** per cent (three projects) did not collect sex-disaggregated data (**Figure 12**).



<sup>29</sup> Information obtained from the project proposal. PBF Project Document\_2019\_IOM\_UNW\_ILO. Available at: [https://kyrgyzstan.un.org/sites/default/files/2020-10/PBF%20Project%20Document\\_2019\\_IOM\\_UNW\\_ILO.pdf](https://kyrgyzstan.un.org/sites/default/files/2020-10/PBF%20Project%20Document_2019_IOM_UNW_ILO.pdf)

The reasons for the lack of sex-disaggregated data were 1) the activities did not deal with target population directly (although the project did have a list of contributors to the EMM2.0 Handbook disaggregated by sex, among other information such as region, etc.) (MS.0003); 2) the project (PX.0189) was focused on strengthening the personnel of attention to victims of trafficking and gender violence of the Ministry of Women, and these officials were almost entirely women; and 3) it was a communication campaign that did not require sex-disaggregated data (PM.0008).<sup>30</sup>

According to the GETTING TO EQUALITY: Measuring Gender Results to Improve IOM’s Performance (2021) Report,<sup>31</sup> gender parity is defined as a participation rate of between 40 and 60 per cent by women and men across all relevant activities. In terms of non-migrant beneficiaries (government officials, members from civil society organizations, NGOs, partners, etc.) **41** per cent of the projects reached gender parity in project activities (**Figure 13**).



<sup>30</sup> The campaign gained more than 40,000 page likes and reached out to 400 students; however, no sex-disaggregated data or information about gender groups reached is available.

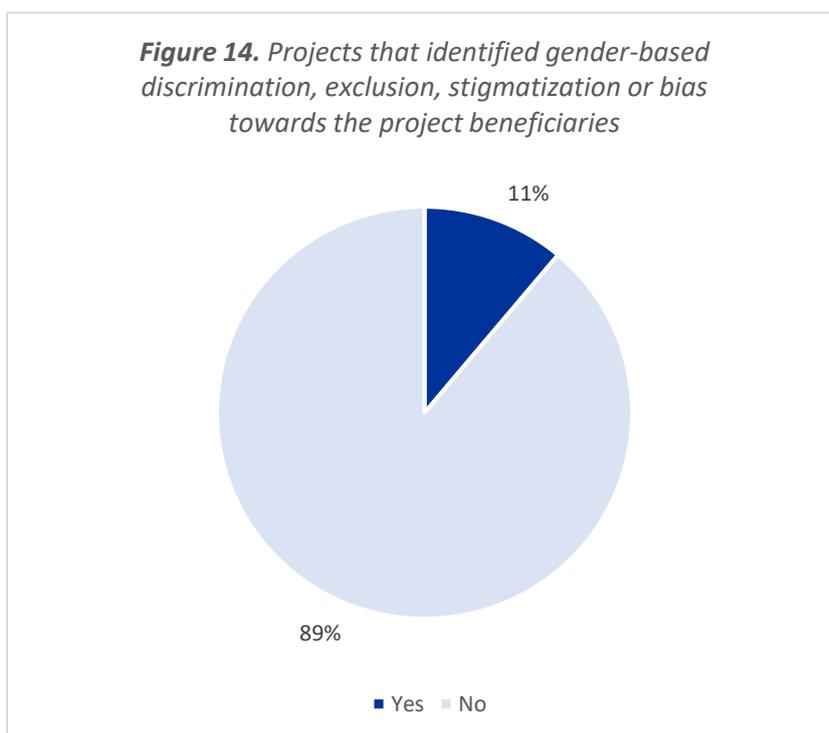
<sup>31</sup> GETTING TO EQUALITY: Measuring Gender Results to Improve IOM’s Performance (2021) Report. Available at: <https://intranetportal/Pages/ControlNo.aspx?controlNo=SR/GCU/0002>

In addition, **70** per cent of projects involved measures to promote the equal participation of women and men in project activities such as training and meetings. Besides promoting equal participation by sending out invitations that emphasized the importance of achieving an equal number of participants/officials both men and women in events and trainings, some of the main measures implemented were:



On the other hand, **11** per cent of the projects identified gender-based discrimination, exclusion, stigmatization, or bias towards the project beneficiaries within the community. For instance, in Tajikistan, women were not fully involved in managing the households' budget and did not have enough knowledge on financial literacy (NC.0029). Moreover, in several cases IOM reported a low participation of women during the trainings for the diplomatic staff and judicial staff, mainly because most officials holding such positions and working in those fields were men (CT.1093) (**Figure 14**).

Furthermore, two projects reported that contrary to experiencing gender-based discrimination, the projects proactively counteracted these challenges by presenting study cases related to LGBTQI+ and other gender-based discrimination actions to promote awareness (CT.1095), and by taking the gender perspective into consideration when selecting the award winners (IM.0045).



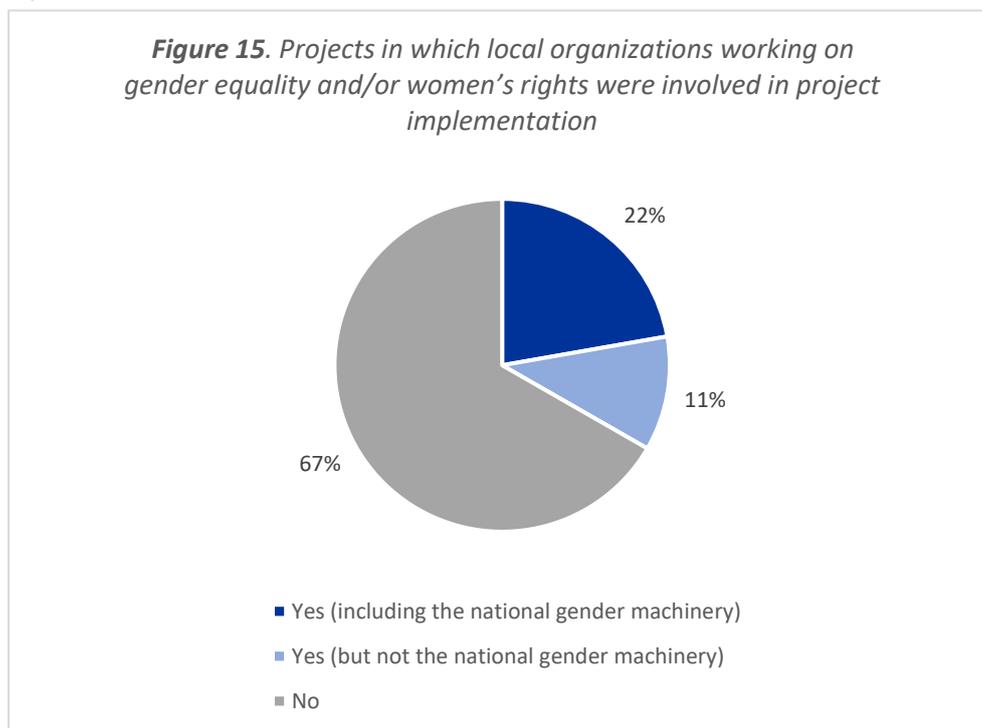
Besides the previously mentioned measures that project management teams implemented to promote gender equality, involving local organizations<sup>32</sup> that work on gender equality issues in project planning, implementation, and reporting can help to achieve greater gender parity and mainstreaming.<sup>33</sup> This review therefore analysed whether local organizations and the national gender machinery<sup>34</sup> were involved in project implementation, to which: **33** per cent of the sample projects reported involvement by local organizations working on gender equality issues (in **22** per cent of the

<sup>32</sup>According to the GETTING TO EQUALITY: Measuring Gender Results to Improve IOM's Performance (2021) Report, local organizations include national and regional entities addressing gender issues, such as government, academic and civil society organizations. Available at: <https://intranetportal/Pages/ControlNo.aspx?controlNo=SR/GCU/0002>

<sup>33</sup> Ibid, p.49.

<sup>34</sup> According to the GETTING TO EQUALITY: Measuring Gender Results to Improve IOM's Performance (2021) Report, the national gender machinery refers specifically to government bodies, whether national or local, that are responsible for gender equality issues throughout the government and/or the country. Available at: <https://intranetportal/Pages/ControlNo.aspx?controlNo=SR/GCU/0002>

projects the national gender machinery was involved in project implementation, while in **11** per cent of the projects local organizations working on gender equality and/or women’s rights were involved) (**Figure 15**).



## 5. Impact

As per the IOM Project Handbook, impact is an “*evaluation criterion that assesses the positive and negative, primary and secondary long-term effects produced by a project, directly or indirectly, intentionally or unintentionally*”.<sup>35</sup> Results presented below are based on the respondents’ personal appreciation of project impacts.

All projects reported positive impacts produced by the project, these included:

### Short-term:

- ❖ Local capacities are in place in the targeted community of Tetovo to continue to carry out prevention activities and there is shown evidence of ongoing prevention of violent extremism efforts at the community level, which is a good sign of continued active engagement (CS.0936).
- ❖ Concerned state institutions will make use of the IOM Manual for Direct Assistance to Victims of Trafficking (VoTs), and the manual for diplomatic staff “Combating Human Trafficking: What Diplomats should know and do” (CT.1093).
- ❖ The project improved data collection and management systems to monitor labour migration in Kiribati and Tuvalu. Gender considerations were addressed in the research reports in the form of gendered impacts of climate change and migration, and in the development of the

<sup>35</sup> International Organization for Migration. *IOM Project Handbook, Module 6* (2011), p.375.  
Available at: [https://reliefweb.int/sites/reliefweb.int/files/resources/IOM%20Project%20Handbook\\_6Feb2012.pdf](https://reliefweb.int/sites/reliefweb.int/files/resources/IOM%20Project%20Handbook_6Feb2012.pdf).

Labour Market Information Systems (LMIS) which incorporated gender inclusive language (LM.0326).

- ❖ Two socio-economic development programmes, mainstreaming gender and migration issues, were designed and approved (MD.0001).
- ❖ An advanced version of the EMM2.0 training module was piloted in the Philippines and in the Republic of Tanzania, which generated dynamic discussions among participating government agencies on the future of gender-responsive policymaking (MS.0003).
- ❖ A database that includes data from Central American countries, disaggregated by gender and nationality, was developed (PR.0221).

Long-term:

- Improved legal assistance to migrants in Brazil and facilitated promotion of labour market insertion of women and irregular migrants (IM.0043).
- The Ministry of Women recognised and made visible the violence against migrant women, in particular human trafficking as a serious type of violence against women in the Dominican Republic. As a result, the ministry is training its staff and improving their capacity to receive cases (PX.0189).
- The perception of the stakeholders is that PVE work is ongoing and that this will contribute to youth resilience to PVE (CS.0936).
- As a result of the capacity building programme, partner Migrant Resource Centres in Nepal are now able to provide counselling services on safer migration and foreign employment which will minimize risks of unsafe and irregular migration (LM.0321). The pre-departure orientations (PDO) and Training for Trainers (ToT) had one module about “gender and migration” and the SOPs developed highlighted the need for a gender-sensitive approach when delivering MRC services.
- Improved capacities of the Kyrgyz government will address the challenges in migration management and align national migration policies to global frameworks, including gender considerations (PO.0143).
- The staff from the Women and Child Department within the Gendarmerie who participated in the trainings reported that the quality and effectiveness of the interviews with women and children significantly improved after participating in the trainings (PX.0011).

## **Diaspora Youth Volunteer Programme in Madagascar (CD.0023)**

### **Positive and long-term impacts**

- ❖ The volunteers emphasized the positive impact of the programme on their relationship with their country of origin, through the determination of their Malagasy identity, the strengthening of their sense of belonging to the local society and culture, and the restoration of a relationship of trust with national institutions.
- ❖ Consultation with key stakeholders in host communities revealed a positive change in the local population's perception of the diaspora and a successful integration of volunteers into host communities.
- ❖ The integration process was supported by the implementation of local development activities, which provided host communes with socially useful long-term structures for students, children, and local entrepreneurs, and strengthened social cohesion between volunteers and local communities.
- ❖ The central role of institutions in the conceptualization and implementation of the programme reinforced the MFA's commitment to institutionalising this innovative programme and its long-term commitment to further pursue similar initiatives.
- ❖ The MFA has expressed its willingness to continue the networking and mobilisation activities of the private sector, using the visibility and mobilisation tools provided by IOM.

### **Direct:**

- Through the implementation of income-generation pilot initiatives, 309 families expected a 40% increase in their household income in 2019 (CE.0373).
- A total of 2,680 beneficiaries, including 2,663 General Inspectorate of Border Police officials (1,800 men and 863 women) and 17 migrants (one irregular migrant and 16 asylum seekers - 13 men and three women) were provided with quality psychological support, including primary psychological assistance, psychological evaluation, and diagnoses (MA.0400).

### **Indirect:**

- ❖ As a result of the local demand for MRC services and project intervention to facilitate dialogue between local authorities and federal government, three municipalities have allocated funding for three selected SAMRIDDHI MRCs to support MRCs in undertaking safer migration and outreach programmes in the upcoming fiscal year (LM.0321).
- ❖ The project has contributed to improving the visibility and public perception of the General Inspectorate of Border Police, as demonstrated in the 3,4% increase of public perception of the Moldovan police reported in the Barometer of Public Opinion (MA.0400).
- ❖ The public attending the screenings and debates of the Global Migration Film Festival also increased their knowledge around different thematics related to migration and perceptions towards migrants (PM.0003).

### Gender-Sensitive Capacity-building to Manage Irregular Migration Between Colombia and Venezuela (CE.0373)

#### Short-term:

- ❖ The design and implementation of the assistance protocol to migrant population, with a gender approach, allows a continuous knowledge transfer to local authorities and social organizations.

#### Long-term:

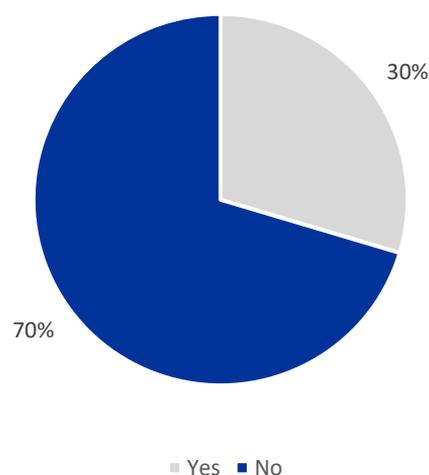
- ❖ The local Governments of Colombia have new mechanisms and information available with a gender approach, to provide migrants with guidance.

#### Direct:

- ❖ Through the implementation of income-generation pilot initiatives, 309 families were expecting a 40% increase in their household income in 2019.

Additionally, among the 24 completed projects, **70** per cent reported having unforeseen positive impacts, particularly on women. A few of these unforeseen positive impacts were the appointment of a female Senior Immigration Officer as Commandant of the Immigration Training Academy (TC.1039), and the request from the Executive Office of the President of Brazil to IOM Brazil to offer the online migration training developed under the project to relevant authorities and actors in Brazilian municipalities (IM.0043) (**Figure 16**).

*Figure 16. Projects that had unforeseen positive impacts on a specific gender group(s)*



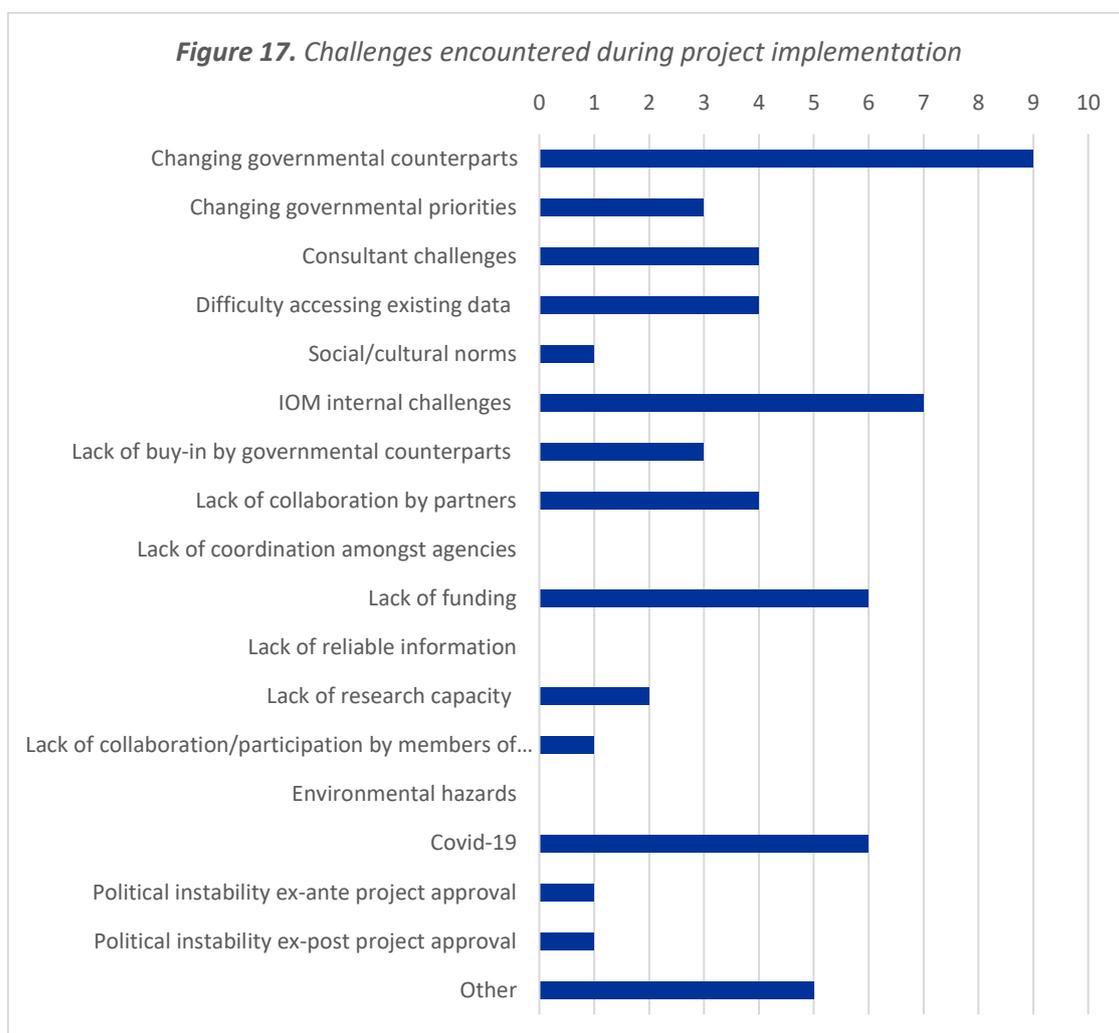
## 6. Challenges Encountered and Revisions

A number of challenges were reported during project implementation in the various projects (**Figure 17**). The most frequently encountered challenge, reported by **41** per cent of the projects, related to changing governmental counterparts. To mitigate this challenge, certain projects liaised with the new counterparts, started negotiations again with the new government officials to explain the relevance of the project, maintained constant communication with the counterpart and conducted regular strategic decision-making meetings (TC.1057, TC.1039, PR.0221).

In addition, internal challenges were experienced by a total of **seven** projects. For instance, the Project Manager left the Mission in Uganda unexpectedly (TC.1039), and the Missions in Madagascar

(CD.0023) and the Marshall Islands (CD.0057) reported that it was difficult to recruit qualified applicants. As such, maintaining stability in dedicated personnel both internally and with partners appeared as a predominant challenge.

Six projects also highlighted the Covid-19 emergency as a challenge, which caused the delay and suspension of multiple community-based activities (NC.0029), and the cancellation of interagency coordination and working group meetings (PX.0011). Furthermore, domestic and international mobility restrictions as part of the Covid-19 precautionary measures slowed down the migration flow, which resulted in a huge reduction in the number of VoTs interviews and referrals made by the Gendarmerie in 2020 (PX.0011). Activities such as capacities’ strengthening on youth job counselling, consultation on communication strategy for the National Agency for Employment of Niger and consultation on labour demand analysis among the private sector in Niger also had to be postponed until the lockdown was waived (CD.0035).



26 per cent of projects reported that the challenges could not have been foreseen. Regarding the actions that could have been taken to avoid or mitigate them, particularly the experienced delays due to the lack of qualified candidates, one project mentioned they could have advertised the position earlier and allocate more budget on the promotion of the open vacancy. Moreover, one project

highlighted the need to prepare in advance all authorization letters considering political sensitivities before conducting field activities, to conduct prior research before selecting any villages for research data collection, and to ensure accessibility to the location (MA.0407). Finally, it was recommended to strengthen the risk management toolkits, including avoidance and mitigation actions by specific external factors, as the political instability can affect the implementation of the project and the communicational channel between IOM and counterparts (CT.1095).

With respect to **structural barriers**<sup>36</sup> to gender equality, the main ones identified during the project implementation were the following:

- Prejudice against migrant women in the labour market and the lack of an assistance network to support migrant women workers (IM.0043).
- Limited participation of women in trainings due to androcentric<sup>37</sup> thinking (CE.0373).
- Difficulty for women to own land (CE.0373).
- Child caring duties give the impression to senior management that women are not capable of taking on more responsibilities and thus limit their career growth, leading to demotivation and disappointment. Women are considered less capable to learn technical skills and are rather given administrative roles, thus limiting their opportunities to become experts and specialists in border operations (MA.0400).
- The girls from rural areas were not able to stay until the end of the workshops implemented because public transportation was not available in the afternoon. Travel expenses for participants were not envisaged in the budget (CS.0936).
- The security roles are dominant by men and protection roles are led by women. Therefore, mixing both groups for capacity building and awareness sometimes was difficult to achieve the 50% parity of the groups (CT.1095).
- Officials from the judicial system and diplomatic missions in Azerbaijan are mostly men. The lack of equal number of women to the trainings was due to the structure present in Azerbaijan (CT.1093).
- Most frontline staff and officials of the Gendarmerie and other governmental stakeholders involved in counter trafficking efforts in Turkey are men, while most of the victims of trafficking in Turkey are women. This can be a structural barrier to incorporating gender-sensitive approach into the process of identification, referral, and provision of assistance to VoTs, as most of the service providers may not be fully aware of female-specific needs (PX.0011).

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<sup>36</sup> According to the GETTING TO EQUALITY: Measuring Gender Results to Improve IOM's Performance (2021) Report, structural barriers refer to how gender roles, norms, responsibilities, or dynamics affect the realization of the project and/or whether the project contributes to addressing them. Available at: <https://intranetportal/Pages/ControlNo.aspx?controlNo=SR/GCU/0002>

<sup>37</sup> Focused or centered on men.

The following measures to overcome these barriers to gender equality were mentioned by the respondents:

**IM.0043** Direct assistance to gender groups in vulnerable situations should be taken more into consideration in proposals.

**CE.0373** Schedule trainings with women when other training sessions were established with the rest of the beneficiaries, to facilitate their participation. As a product of a strong sensitization process, some husbands allowed their wives' participation in trainings, recognising their role within the project.

**MA.0400** Promoting women's participation in technical trainings and in leadership roles (instead of only administrative roles).

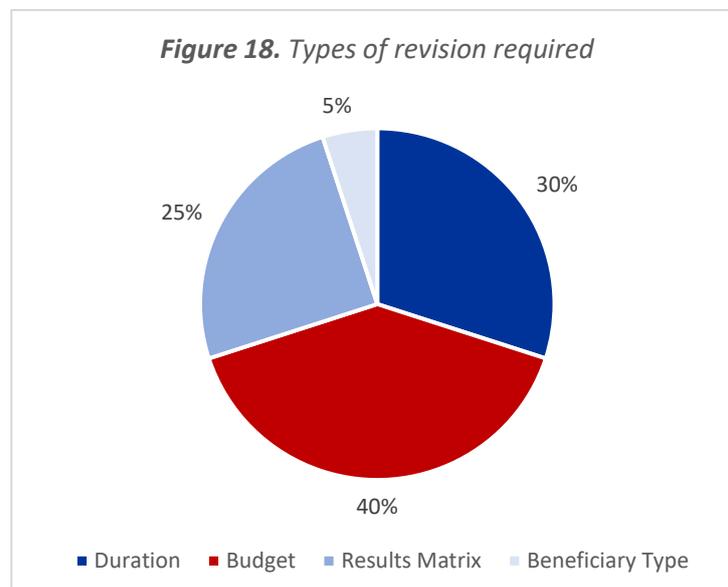
**CT.1095** The capacity building plan should include a gender roles information sheet as a reference.

**CS.0936** Include budget lines that take into consideration the cultural norms that impact the participation of girls.

**CT.1093** IOM should advocate, together with other actors such as OHCHR and national counterparts, for the inclusion of more female staff within diplomatic missions and the judicial systems. Root causes of this underrepresentation should be identified and addressed.

**PX.0011** The project promoted gender mainstreaming into the process of identification, referral, and provision of assistance to VoTs by incorporating gender-sensitive approaches into the training modules and coordination mechanism. IOM also encouraged the participation of female staff to the ToT to ensure representation of female trainers in the subsequent trainings.

As a result of these challenges, **50** per cent of the completed projects required a revision (**Figure 18**). The most common revision types were budget (**eight** projects), duration (**six** projects) and results matrix (**5** projects).



## 7. Sustainability

In total, **85** per cent of completed projects reported that at least one outcome was sustained after project implementation. Some of the sustained outcomes included: the online training course developed by the project had several new editions sponsored by academic institutions and is now offered as a permanent course at the National School of Public Administration Virtual School of Governance; during the project implementation, 196 public attorneys and civil servants successfully concluded the training online (144 women and 52 men), strengthening the Federal Public Attorney of Brazil's operative capacity for the protection and assistance of migrants, in particular women and irregular migrants (IM.0043); the EMM2.0 Handbook chapters (including the "Gender and Migration" chapter and pedagogical video) are now the foundation of the overall programme, and the videos are being used as an integral part of its trainings (MS.0003); local authorities trained local staff in the orientation of the migrant population, with special emphasis on women, and the Assistance Protocol to migrant population with a gender approach was implemented (CE.0373); there is ongoing psychological support provided to border police staff and vulnerable migrants (particularly women and unaccompanied minors) including primary psychological assistance, psychological evaluation and organizational diagnosis (MA.0400); the government of Chad has a better knowledge of issues related to migration and development and is more aware of the role that women play in the development of the country; the repertoire developed as a result of the mapping exercise continues to be a tool of reference to identify and communicate with members of the Chadian diaspora (CE.0396); Uganda-specific training modules on Humanitarian Border Management (HBM), Immigration Intelligence and Trafficking in Persons have been developed based on the training catalogue developed under the project; the Uganda's Immigration Training Academy that includes a gender component in its institutional strategy continues to host trainings and workshops for government officials (TC.1039); given the success of the journalists award as part of the project, a second version of the award is being implemented in 2021, with a focus on migration and development; the Migrations and Media module of the *Mar del Plata* course has continued in 2021; the virtual course on migration and human rights with a gender perspective was adjusted; and additional versions of the course were conducted with civil society organizations and journalism foundations in 2020-2021 (IM.0045).

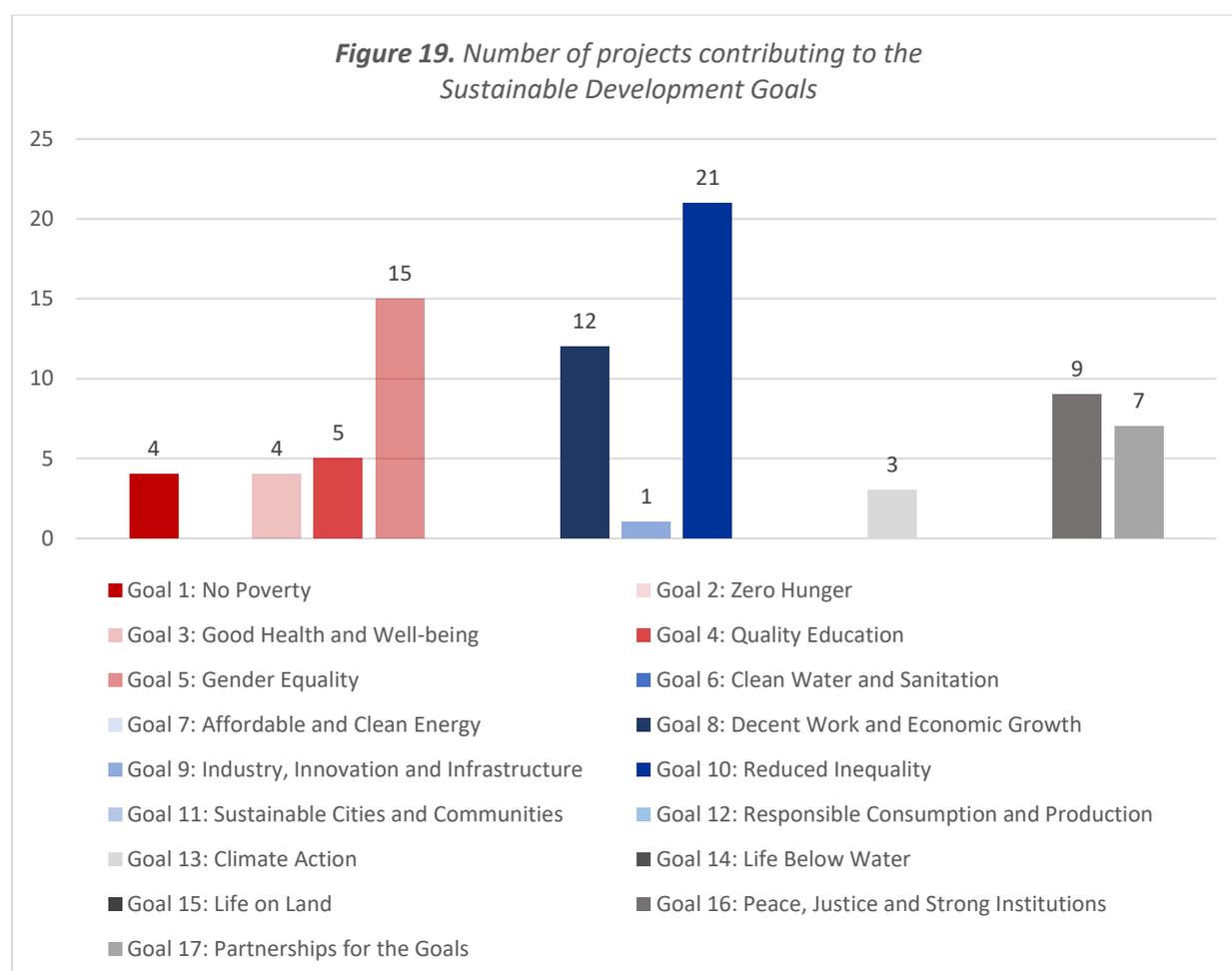
At the same time, several follow up initiatives or projects have been implemented to promote gender equality as a result of the projects that were successfully completed:

- ✓ The trainings to the private sector were incorporated into other IOM Brazil projects. The training to the Federal Public Attorney for the protection and assistance of migrants, in particular women and irregular migrants in Brazil, was made available to the general public through the National School of Public Administration Virtual School of Governance (ENAP/EVG) (IM.0043).
- ✓ IOM Development Fund-funded national project "Improved Migration Management through Policy Development in Kyrgyzstan" (PO.0143, Gender Marker 2a) and UN Peacebuilding Fund (PBF)-funded joint project "Empowering women and girls affected by migration for inclusive and peaceful community development" (PB.0033, Gender Marker 2b) were implemented (MD.0001).
- ✓ Many EMM2.0 trainings are coming down the pipeline, most of which will have a gender component that will utilize the information present in the Handbook chapter "Gender and Migration" (MS.0003).

- ✓ IOM has supported the creation of a TiP hotline. The Government of Azerbaijan has also opened a shelter/reception centre for VoTs women and girls. The project allowed the national stakeholders to consider gender as a main risk to TiP and focused their services on women VoTs or vulnerable to TiP (CT.1093).
- ✓ Regarding the Diaspora Youth Volunteer Programme in Madagascar, the Ministry of Foreign Affairs has expressed its strong desire to institutionalise this innovative programme and its long-term commitment to further pursue similar initiatives, and the private sector has expressed its willingness to financially support such projects. The second edition of the programme is planned for 2021. The realization of similar initiatives will contribute to the promotion of gender equality and women’s empowerment as they will be developed based on the programme which made emphasis on the engagement of young women and ensured gender mainstreaming in all project documents and tools (CD.0023).

## 8. Contribution to Institutional Goals, Frameworks and Strategies

Illustrative of the broad scope of gender projects, the selected active and completed projects contributed to the majority of the Sustainable Development Goals (**Figure 19**).<sup>38</sup>

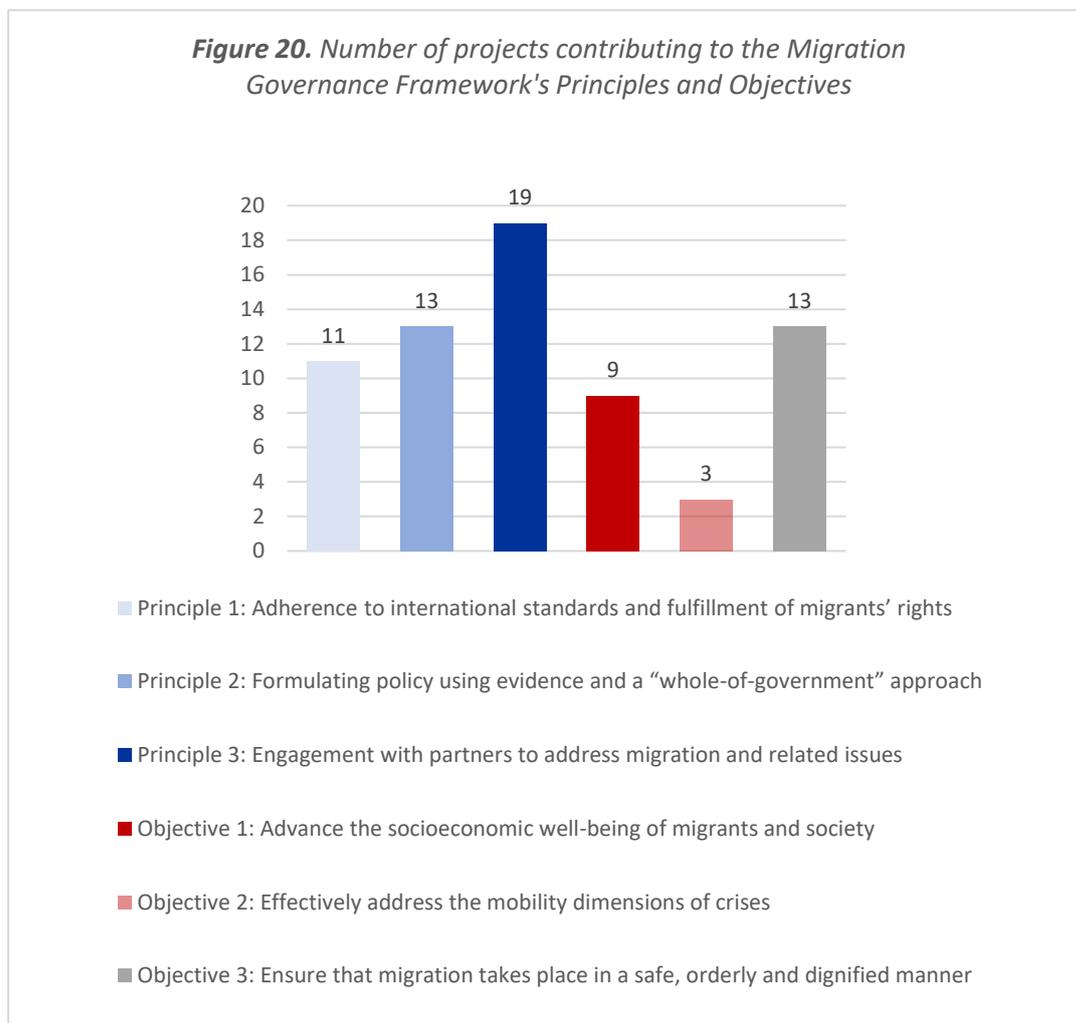


<sup>38</sup> United Nations General Assembly. *Transforming our world: the 2030 Agenda for Sustainable Development A/RES/70/1* (2015), p.14. Available at: <https://www.refworld.org/docid/57b6e3e44.html>

In particular, **56** per cent of projects reported contributing to **Goal 5**, while **44** per cent indicated aligning with **Goal 8**, and **78** per cent with **Goal 10**. Below are the main goals and targets towards which the selected Gender Marker 2b and 2a projects contributed:

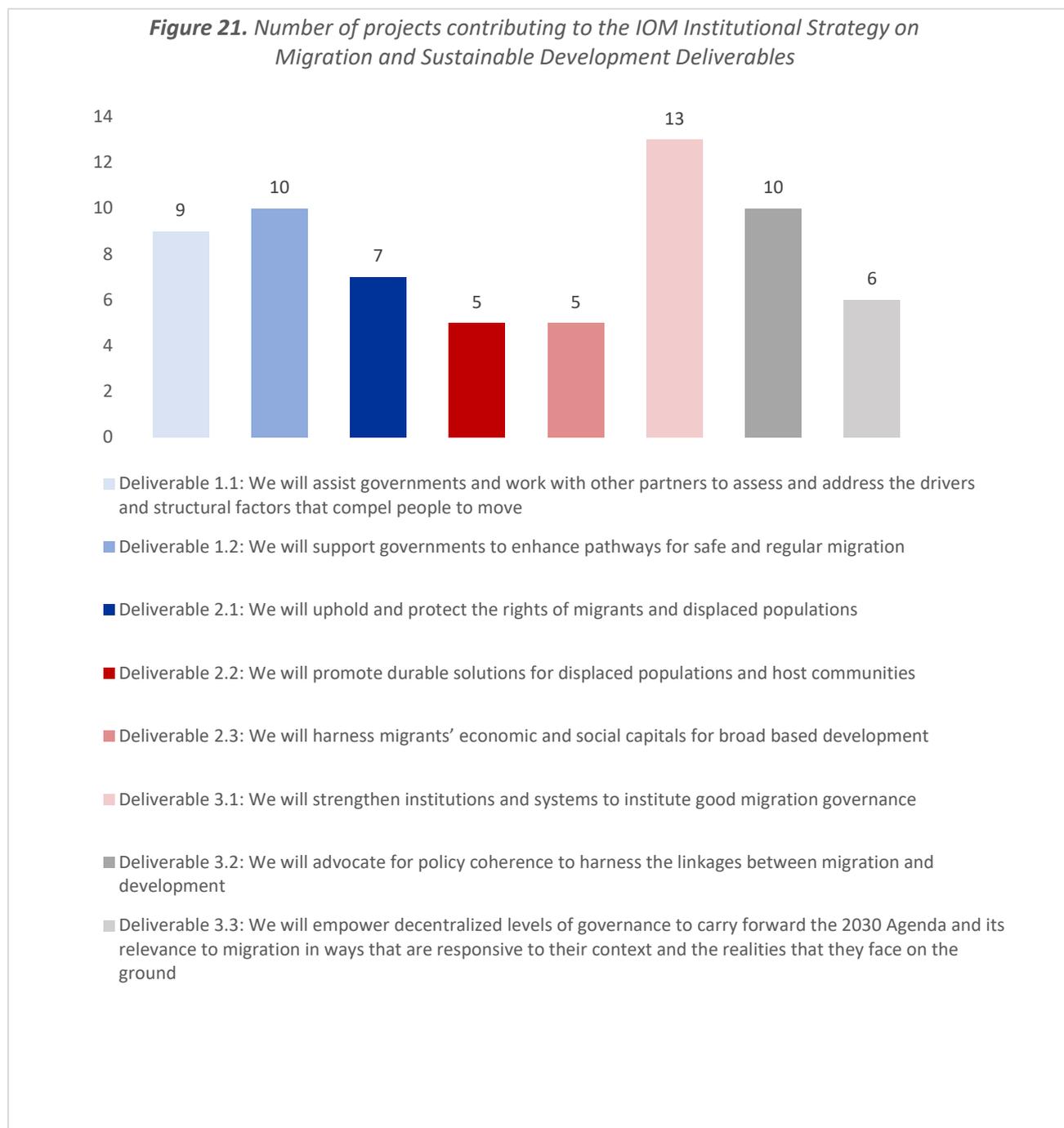
- **Goal 5:** Achieve gender equality and empower all women and girls.
  - Target 5.1. End all forms of discrimination against all women and girls everywhere.
  - Target 5.2. Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.
  - Target 5.5. Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life.
  
- **Goal 8:** Promote sustained, inclusive, and sustainable economic growth, full, and productive employment and decent work for all.
  - Target 8.1. Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries.
  - Target 8.5. By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.
  - Target 8.7. Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.
  - Target 8.9. By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.
  
- **Goal 10:** Reduce inequality within and among countries.
  - Target 10.1. By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average.
  - Target 10.2. By 2030, empower and promote the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.
  - Target 10.3. Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies, and action in this regard.
  - Target 10.7. Facilitate orderly, safe, regular, and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies.

Moreover, these projects aligned with the IOM Migration Governance Framework (MiGOF), particularly **Principle 2** “Formulating policy using evidence and a ‘whole-of-government’ approach”, **Principle 3** “Engagement with partners to address migration and related issues”, and **Objective 3** “Ensure that migration takes place in a safe, orderly and dignified manner” (Figure 20).<sup>39</sup>



<sup>39</sup> International Organization for Migration. *Migration Governance Framework* (2016), p.1. Available at: [https://www.iom.int/sites/default/files/about-iom/migof\\_brochure\\_a4\\_en.pdf](https://www.iom.int/sites/default/files/about-iom/migof_brochure_a4_en.pdf)

Finally, they also contributed to the IOM Institutional Strategy on Migration and Sustainable Development (M&SD), especially **Deliverable 1.2** “We will support governments to enhance pathways for safe and regular migration”, **Deliverable 3.1** “We will strengthen institutions and systems to institute good migration governance”, and **Deliverable 3.2** “We will advocate for policy coherence to harness the linkages between migration and development” (**Figure 21**).<sup>40</sup>



<sup>40</sup> International Organization for Migration. *IOM Institutional Strategy on Migration and Sustainable Development* (2020), p.24-25. Available at: <https://publications.iom.int/system/files/pdf/iom-institutional-strategy.pdf>

## IV - LESSONS LEARNED AND RECOMMENDATIONS

### Lessons Learned

#### *Positive findings*

- The likelihood of women participating in projects increases when their particular situations are taken into account, for instance by ensuring that activities are organised at convenient times for them.
- Including trainers and staff of all gender groups helps to encourage a more diverse group of participants. For instance, including female trainers and staff in projects helps to encourage more female participants and to legitimise and empower local female leadership more generally. Additionally, participants reported that featuring women migrants in online communication campaigns about the projects helped to encourage and empower other women and girls reading these accounts. Social media posts featuring migrant women received high online engagement and reaction rates.
- Finally, providing sex and age disaggregated data from projects allows IOM to monitor its own performance in integrating gender and age considerations into programming.

#### *Negative findings*

- When activities are organized without consideration of gender equal participation and necessary arrangement (such as providing childcare or playroom during training sessions), women were more likely to be underrepresented.
- There is a lack of sufficient knowledge and systematization of gender mainstreaming in local border police forces.
- There is also often no specific budget allocated for gender-related initiatives.
- At times, gender equality is neither consistently nor sufficiently considered in the project development and needs assessment phase.
- There is limited participation of women in workshops and training. Because a majority of employees in partner ministries and state committees are often male, more men were appointed by government official to attend project activities, which prevented gender equal participation.
- At times, project partners do not understand the scope and importance of gender equality and think that it involves only responding to indicators.
- A more systematic guidance on gender mainstreaming and reporting would help avoid inconsistencies in the level of gender mainstreaming across projects.

## Key Recommendations for future 2a and 2b projects

Based on the lessons drawn from the successes and challenges faced by the projects assessed in this report, the following recommendations were developed to inform the IOM Development Fund's strategic gender approach for future projects:

### Trainings:

- Facilitators of trainings and project activities should be aware of the cultural differences of participants and actively encourage the participation of any underrepresented gender groups in project activities and discussions while ensuring that local customs and traditions are respected.<sup>41</sup>
- Overall capacity to mainstream gender should be enhanced at country mission level.

### Partners:

- Governments should take greater steps to provide opportunities and incentives for female officers in the fields where women are likely to be underrepresented.
- Projects should include local organizations working on gender equality issues in project planning, implementation, and reporting to strengthen the work in promoting gender equality.

### Budget:

- A specific budget allowance for supporting equal representation in beneficiaries should be included in project budgets. For example, if women participants are underrepresented in an activity due to their childcare, the funds should be allocated to build the environment that enables them to participate, such as by supporting fees of their paid childcare or having some professional childcare staff where the activity takes place.
- Budget should be allocated to have a gender specialist involved in all phases of the projects, wherever possible.

### Project Design:

- Gender considerations should be researched and discussed with target beneficiaries and other stakeholders during the project design phase to ensure gender concerns are adequately incorporated into projects from the start. This includes:
  - Promoting early gender needs assessments as part of programming tools to address absent or weak gender indicators.
  - Identifying the main barriers to gender equality and including strategies to overcome these within the project design.

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<sup>41</sup> The assessment conducted shows that women are underrepresented in most of the project activities.

- Gender perspectives should be more actively taken into consideration when designing a project, for instance by making concrete reference to gender at the project output and/or outcome level to help project management teams ensure that gender is mainstreamed through the project cycle.
- A gender-sensitive risk assessment should be developed by IOM and its partners in order to ensure everyone in need is reached and gender equality is achieved, beyond equal participation in activities.

#### Implementation:

- It is of great importance to strive for gender balance in the initial selection of partners, contractors, and consultants, and make sure all phases of the project are gender-sensitive and inclusive.
- It is important to make sure partners and consultants for projects are aware of the importance of gender mainstreaming, diversity, and inclusion.
- Gender-disaggregated data should always be collected for all project events and activities, including with regard to beneficiaries, event participants, and members of steering committees/technical working groups.

#### Monitoring:

- The correct application of existing gender policies should be monitored in projects.
- Gender-related outcomes and outputs monitoring should be done in cooperation with partners so that the partners can be empowered and encouraged by the results.
- The Results Matrix and report template could be revised/restructured to ensure that gender-related results are reported in a systemic manner, through the four levels of the Results Matrix –activity, output, outcome, and objective.
- Monitoring methodology and data analysis should be tailored to be more gender responsive.
- Project monitoring should assess to what extent the project activities address the different needs of migrants of all gender groups and allow for midterm corrections, if necessary, to make the projects more inclusive and gender-sensitive.

#### Evaluation:

- Expected outcomes of gender equality efforts should take into consideration the fact that long-term time frames are often needed to assess the results and successes of project objectives that target a gender inequality issue and to address the structural barriers to gender equality.

- The project evaluation should assess the gender sensitivity of the project activities and to what extent the gender has been mainstreamed at all stages of the project development and implementation and provide recommendations on how to better integrate the gender component to future projects.
- Good practices towards gender equality should be identified and explicitly mentioned in final reports so that recommendations for future projects can be discussed and considered within the project management team. All lessons learned should be compiled and regularly shared with country offices.

## Recommendations to encourage gender-specific 2b projects

Additionally, the following recommendations were made by the missions to encourage gender-specific (2b) IOM Development Fund's projects:

- ❖ It is essential to identify gender specific needs in relation to the communities or issues that expect impact through projects, especially in recognition of priority actions based in four criteria:
  - a) The actions have a positive impact on gender equality;
  - b) The actions ensure gender mainstreaming;
  - c) The actions do not perpetuate gender inequality and gender stereotypes; and
  - d) The actions produce positive transformation for the rights of migrants of all gender groups, especially women, girls, and those with diverse gender identities and/or expressions.
- ❖ Encourage inter-agency projects with a strong gender component and/or results explicitly focused on gender so that efforts are oriented towards complementary learning.
- ❖ It is important to enhance dialogues with government counterparts on gender equality.
- ❖ Increase the materials and guidance on the use of the IOM Gender Marker (e.g., for every project type).
- ❖ Elaborate instructions on how to strengthen the Theory of Change of the projects to evidence the real intersectional approach between objectives and activities and their intended changes within beneficiaries.
- ❖ Further guidance and emphasis are needed from Headquarters on incorporating the gender 2b framework throughout the project cycle. Besides guidelines for the development of proposals, it would also be good to have training on how to comply with 2b in the implementation and evaluation.
- ❖ Provide specific training on the IOM Gender Marker to staff involved in IOM projects.<sup>42</sup>

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<sup>42</sup> IOM Gender Marker e-course, launched in 2020, provides the basic guidance on gender concepts, gender analysis, gender-sensitive outputs and activities. Available via [I-Learn](#) and [E-Campus](#). The IOM Gender Marker also works within existing IOM project development, endorsement, and activation processes.

## V - ANNEXES

### Annex 1: List of Projects

#### 2b Projects

Funding Year	Project ID	Project Title	Benefiting Eligible Member States	Project Duration (months)	Budget Amount (USD)	IDF Region
2017	IM.0043	Improving Legal Assistance to Migrants in Brazil and Promoting their Access to Labour Markets	Brazil	18	100000	Latin America and the Caribbean
2018	MD.0001	Mainstreaming Gender into Local Migration and Development Priorities In Kyrgyzstan	Kyrgyzstan	15	100000	Asia and Oceania
2020	CD.0057	Republic of the Marshall Islands: Piloting a Women-Led Domestic Tourism Programme for Increased Self-Reliance and Livelihood Diversification	Marshall Islands	15	80339	Asia and Oceania
2020	PX.0235	Enhancing the Response to Gender-Based Violence (GBV) and Trafficking in Persons in the Solomon Islands	Solomon Islands	24	300000	Asia and Oceania
2019	NC.0029	Tajikistan: Understanding the Nexus of Migration, Gender, Climate Change and Agriculture	Tajikistan	18	200000	Asia and Oceania
2018	MS.0003	Mainstreaming Human Rights and Cross-Cutting Themes in the Essentials of Migrations Management (EMM2.0)	Global	18	100000	Global

#### 2a Projects

Funding Year	Project ID	Project Title	Benefiting Eligible Member States	Project Duration (months)	Budget Amount (USD)	IDF Region
2019	CD.0023	Diaspora Youth Volunteer Programme in Madagascar	Madagascar	12	100000	Africa
2017	TC.1039	Support to Uganda's Immigration Training Academy	Uganda	12	80000	Africa
2017	CE.0396	Promoting the Engagement of the Chadian Diaspora to Support the Development of Chad	Chad	12	75000	Africa
2017	CE.0396	Strengthening the Capacities of the Migration Research Institutions in Senegal	Senegal	18	100000	Africa
2019	CE.0396	Supporting Youth with Efficient and Effective Employment Counselling Centres in Niger	Niger	15	200000	Africa
2017	CT.1095	Strengthening the Capacities of the National Coalition Against Trafficking in Persons in Nicaragua	Nicaragua	12	120000	Latin America and the Caribbean
2017	PR.0221	Regional Capacity-building for the Production and Analysis of Regional Migration Information in Mesoamerica and the Caribbean	Mesoamerica and the Caribbean	24	300000	Latin America and the Caribbean
2017	CE.0373	Gender-Sensitive Capacity-building to Manage Irregular Migration Between Colombia and Venezuela	Colombia	12	100000	Latin America and the Caribbean
2017	TC.1057	Strengthening Migration Management in Paraguay's Border Areas	Paraguay	15	150000	Latin America and the Caribbean

2017	IM.0045	Strengthening the Capacity of the MERCOSUR Member States and the Media to Promote the Positive Contribution of Migration	MERCOSUR	12	39236	Latin America and the Caribbean
2017	LM.0326	Pacific Adaptation through Labour Mobility in the Low-lying Atoll States of Kiribati, Marshall Islands and Tuvalu	Kiribati; Marshall Islands; Tuvalu	24	300000	Asia and Oceania
2017	LM.0321	Increasing the Capacity of Migrant Resource Centres (MRCs) in Nepal to Foster Safe, Humane and Orderly Migration	Nepal	24	200000	Asia and Oceania
2017	MA.0407	Migration and its Impact on Cambodian Children and Families (MICCAF)	Cambodia	18	200000	Asia and Oceania
2017	PO.0105	Supporting China's Engagement in the Global Migration Debate	China	27	100000	Asia and Oceania
2018	PM.0008	My Great Story: Integrated Communications Campaign for Greater Understanding on Migration Issues - Pilot in the Philippines	Philippines	9	36834	Asia and Oceania
2017	MA.0400	Development of Psychological Integrated Services of the Border Police Department in the Republic of Moldova (SPINS)	Republic of Moldova	24	170000	Europe
2017	CS.0936	Community-Based Approach to Support Youth in a Targeted Municipality in North Macedonia	North Macedonia	12	100000	Europe
2017	CT.1093	Supporting the Enhancement of National Capacities to Combat Human Trafficking in Azerbaijan (SNCT)	Azerbaijan	24	180000	Europe
2018	PX.0011	Supporting the Turkish Gendarmerie in Building the Capacity of the Department of Counter Trafficking and Smuggling	Turkey	24	200000	Europe
2019	PO.0143	Improved Migration Management through Policy Development in Kyrgyzstan	Kyrgyzstan	3	37887	Europe
2017	PM.0003	Community-Based Film Production to Promote a Better Understanding of Migration	Global	18	100000	Global

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### QUESTIONNAIRE

#### Gender Review

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**Purpose:** The IOM Development Fund is currently carrying out a review of all its Gender Marker 2b projects and a selection of 2a projects between 2017 and 2020.

As per the IOM Gender Marker methodology, **projects coded as 2b** are “projects whose principal objective is to contribute to gender equality, such as projects where a particular gender group is targeted in order to address a specific disadvantage, or projects which specifically address a gender issue,” and where the following are included: gender analysis in the needs assessment, at least one project output makes reference to gender, and at least one project activity makes reference to gender.

A **project is coded as 2a** when it is a “general project with gender sufficiently mainstreamed so that it will likely make a significant contribution to gender equality,” and where the following are included: gender analysis in the needs assessment, at least one project output makes reference to gender, and at least one project activity makes reference to gender.

The review seeks to identify challenges and lessons learned, in order to provide recommendations to better inform future 2b and 2a projects and to contribute to IOM’s annual report on progress implementing the UN System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP). Additionally, the review will examine the impact of the COVID-19 pandemic on these projects. The final report will be shared with all relevant colleagues and IOM Member States.

**Instructions:** Please answer the following questions, only for IOM Development Fund projects, based on your knowledge of the project/final narrative report/ ex-post evaluation report if available, and information you have been able to collect from government counterparts and partners. Thank you for your assistance in this review.

#### Section 1: Background information

1. Project ID: Click or tap here to enter text.
2. Project Title: Click or tap here to enter text.
3. Funding Year: Click or tap here to enter text.
4. Project Status:
  - Completed – For completed projects, please fill in all sections of the questionnaire.
  - Active – For active projects, please disregard questions 33, 34 and 35.

#### Section 2: Outcomes and Outputs

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; and **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.

5. Please indicate the 2-3 most important outcomes and outputs that make reference to gender (whether mainstreamed or targeted) which have been achieved and delivered by this project.
  - Outcome: Click or tap here to enter text.  
Related Outputs: Click or tap here to enter text.
  - Outcome: Click or tap here to enter text.  
Related Outputs: Click or tap here to enter text.
  - Outcome: Click or tap here to enter text.  
Related Outputs: Click or tap here to enter text.
  
6. Did the project meet all of its planned outcomes and outputs that made reference to gender?
  - Yes
  - No
    - Please specify what outcomes/outputs were not met/produced and why:  
Click or tap here to enter text.
    - Please specify if any outcomes or outputs were partially achieved and why:  
Click or tap here to enter text.
  
7. Was a portion of the project budget (e.g., USD 5,000 for a budget of USD 100,000) allocated to mainstreaming and/or tracking gender activities?
  - Yes – What was the amount allocated to gender in USD? What was this amount used for? What was the total budget of the project in USD? Please explain. Click or tap here to enter text.
  - No

### Section 3: Beneficiaries

According to the IOM Project Handbook, **beneficiaries** are the individuals, groups, or organizations receiving assistance or benefitting from the IOM project (e.g.: government officials, members from civil society organizations, NGOs, female-headed households, internally displaced persons, diaspora, third-country nationals, etc.).

8. Did the project reach all the **intended** beneficiaries?
  - Yes – please specify who and how many Click or tap here to enter text.
  - No – please explain why Click or tap here to enter text.
  
9. Did this project reach any **unintended** beneficiaries?
  - Yes – please specify who and how many Click or tap here to enter text.
  - No
  
10. The IOM Gender Marker aims at improving the quality of IOM interventions. It fosters assistance that is more sensitive to the different needs and capacities of all gender groups of different ages, by tracking gender- and age-sensitive actions and financial allocations. Which of the following key gender groups were specifically targeted in the project? Please select all that apply.
  - Women
  - Girls
  - Men

- Boys
- LGBTIQ+ (lesbian, gay, bisexual, transgender, intersex and queer) people
- Other [Click or tap here to enter text.](#)

11. Were any of the following key gender groups considered as “vulnerable” groups in the project?  
 Yes - Please select all that apply and provide a brief analysis of their roles and responsibilities to justify that categorization. *According to the IOM Gender Marker, **gender roles** are the types of behaviours and duties that are expected of people based on their assigned sex. (e.g., caretaking role, role of maintaining household chores, role of looking after dependents, responsible for a specific action such as collecting water, etc.)*

Key groups	Roles/responsibilities
<input type="checkbox"/> Women	<a href="#">Click or tap here to enter text.</a>
<input type="checkbox"/> Girls	<a href="#">Click or tap here to enter text.</a>
<input type="checkbox"/> Men	<a href="#">Click or tap here to enter text.</a>
<input type="checkbox"/> Boys	<a href="#">Click or tap here to enter text.</a>
<input type="checkbox"/> LGBTIQ+ people	<a href="#">Click or tap here to enter text.</a>
<input type="checkbox"/> Other <a href="#">Click or tap here to enter text.</a>	<a href="#">Click or tap here to enter text.</a>

No

12. Was sex-disaggregated data collected/provided for all project activities? *Please count the number of data on results which should be disaggregated by sex, and then assess the percentage of data sets that are actually disaggregated.*

- Yes (more than 80%)
- Partially (40-79%)
- Partially (1-39%)
- No (0%)

13. In terms of non-migrants beneficiaries (government officials, members from civil society organizations, NGOs, partners, etc.) was gender parity reached in project activities? *According to the IOM Baseline Report on Gender Equality, **gender parity** is defined as a participation rate of between 40 and 60 per cent by women and men across all relevant activities. Results that are not, but should have been, based on sex-disaggregated data are considered as not achieving gender parity. To select “yes”, the **percentage of activities** where there is gender parity should be 80% or more.*

- Yes (more than 80%)
- Partially (40-79%)
- Partially (1-39%)
- No (0%) In case gender parity was not reached in all project activities, was a justification provided?

If yes, please give the justification. [Click or tap here to enter text.](#)

14. In terms of migrants beneficiaries, was gender parity reached in project activities? *To select “yes”, the **percentage of activities** where there is gender parity should be 80% or more.*
- Yes (more than 80%)
  - Partially (40-79%)
  - Partially (1-39%)
  - No (0%) In case gender parity was not reached in all project activities, was a justification provided?
- If yes, please give the justification. [Click or tap here to enter text.](#)
15. Has the project involved any measures to promote the equal participation of women and men in project activities such as training and meetings? (e.g., providing childcare or playroom during training sessions).
- Yes – please explain. [Click or tap here to enter text.](#)
  - No
16. Did you identify any gender-based discrimination, exclusion, stigmatization, or bias towards the project beneficiaries?
- Yes – please explain and specify if it was towards non-migrants or migrants beneficiaries. [Click or tap here to enter text.](#)
  - No
17. Were any local organizations working on gender equality and/or women’s rights involved in project implementation, especially the national gender machinery? *According to the IOM Baseline Report on Gender Equality, **local organizations** include national and regional entities addressing gender issues, such as government, academic and civil society organizations. The **national gender machinery** refers specifically to government bodies, whether national or local, that are responsible for gender equality issues throughout the government and/or the country.*
- Yes (including the national gender machinery)
  - Yes (but not the national gender machinery)
  - No

#### Section 4: Project Impact

*According to the IOM Project Handbook, **impact** is an evaluation criterion that assesses the positive and negative, primary, and secondary long-term effects produced by a project, directly or indirectly, intentionally, or unintentionally. We understand that impact cannot be fully and objectively assessed, particularly in the absence of an ex-post evaluation. As such, the following questions can be considered general indications and invitations for self-reflection.*

18. What impacts were produced by the project? Please briefly elaborate (e.g., positive, negative, short-term, long-term, direct, indirect impacts).
- [Click or tap here to enter text.](#)
19. Were there any **unforeseen positive** impacts on any specific gender group(s)?
- Yes
    - What was the gender group(s)? [Click or tap here to enter text.](#)

- What were the unforeseen positive impacts? Were they caused by project activities, external factors, or both? [Click or tap here to enter text.](#)
  - How could these positive impacts be promoted in future projects? [Click or tap here to enter text.](#)
- No

20. Were there any **unforeseen negative** impacts on any specific gender group(s)?

- Yes
- What was the gender group(s)? [Click or tap here to enter text.](#)
  - What were the unforeseen negative impacts? Were they caused by project activities, external factors, or both? [Click or tap here to enter text.](#)
  - How could they have been avoided? [Click or tap here to enter text.](#)
- No

### Section 5: Challenges Encountered and Revisions

21. Was a revision needed to effectively implement the project?

- Yes
- What kind of revision was it? Please select all that apply.
    - Duration
    - Budget
    - Results Matrix
    - Beneficiary Type
  - What was the reason for the revision? [Click or tap here to enter text.](#)
  - Did it allow the project outcomes to be achieved? Please briefly elaborate. [Click or tap here to enter text.](#)
- No

22. What major challenges, if any, arose during project implementation?

Challenges Encountered	Actions Taken
<input type="checkbox"/> Changing governmental counterparts	<a href="#">Click or tap here to enter text.</a>
<input type="checkbox"/> Changing governmental priorities	<a href="#">Click or tap here to enter text.</a>
<input type="checkbox"/> Consultant challenges	<a href="#">Click or tap here to enter text.</a>
<input type="checkbox"/> Difficulty accessing existing data	<a href="#">Click or tap here to enter text.</a>
<input type="checkbox"/> Social/cultural norms	<a href="#">Click or tap here to enter text.</a>
<input type="checkbox"/> IOM internal challenges	<a href="#">Click or tap here to enter text.</a>
<input type="checkbox"/> Lack of buy-in by governmental counterparts	<a href="#">Click or tap here to enter text.</a>
<input type="checkbox"/> Lack of collaboration by partners	<a href="#">Click or tap here to enter text.</a>
<input type="checkbox"/> Lack of coordination amongst agencies	<a href="#">Click or tap here to enter text.</a>

<input type="checkbox"/> Lack of funding	Click or tap here to enter text.
<input type="checkbox"/> Lack of reliable information	Click or tap here to enter text.
<input type="checkbox"/> Lack of research capacity	Click or tap here to enter text.
<input type="checkbox"/> Lack of collaboration/participation by members of the community	Click or tap here to enter text.
<input type="checkbox"/> Environmental hazards	Click or tap here to enter text.
<input type="checkbox"/> Covid-19	Click or tap here to enter text.
<input type="checkbox"/> Political instability ex-ante project approval	Click or tap here to enter text.
<input type="checkbox"/> Political instability ex-post project approval	Click or tap here to enter text.
<input type="checkbox"/> Other	Click or tap here to enter text.

23. What activities/outputs were impacted by these challenges?

Click or tap here to enter text.

24. Were any specific gender group(s) especially impacted by these challenges?

Click or tap here to enter text.

25. What measures could have been put in place to avoid and/or mitigate these challenges?

Click or tap here to enter text.

26. What were the main structural barriers to gender equality identified during the project implementation? *According to the IOM Baseline Report on Gender Equality, **structural barriers** refer to how gender roles, norms, responsibilities, or dynamics affect the realization of the project and/or whether the project contributes to addressing them.*

Click or tap here to enter text.

27. How can these barriers to gender equality be overcome?

Click or tap here to enter text.

## Section 6: Covid-19, Gender, and Migration

**\*For projects that were/are still in implementation from March 2020 and onwards only\***

28. Was the project implementation impacted by COVID-19? If so, how?

Click or tap here to enter text.

29. Were any gender inequalities exacerbated by COVID-19? (e.g., increase in domestic violence, increase in the exclusion of women and marginalized groups from access to resources and services -such as health and sanitation- during lockdown, etc.)

Yes – Please briefly explain how. Click or tap here to enter text.

No

## Section 7: Contribution to Institutional Goals, Frameworks and Strategies

30. To which of the [United Nations Sustainable Development Goals](#) (SDGs) did/does the project contribute? Please select all that apply, **specifying the relevant SDG Targets in the text box.**

- Goal 1:** No Poverty Click or tap here to enter text.
- Goal 2:** Zero Hunger Click or tap here to enter text.
- Goal 3:** Good Health and Well-being Click or tap here to enter text.
- Goal 4:** Quality Education Click or tap here to enter text.
- Goal 5:** Gender Equality Click or tap here to enter text.
- Goal 6:** Clean Water and Sanitation Click or tap here to enter text.
- Goal 7:** Affordable and Clean Energy Click or tap here to enter text.
- Goal 8:** Decent Work and Economic Growth Click or tap here to enter text.
- Goal 9:** Industry, Innovation and Infrastructure Click or tap here to enter text.
- Goal 10:** Reduced Inequality Click or tap here to enter text.
- Goal 11:** Sustainable Cities and Communities Click or tap here to enter text.
- Goal 12:** Responsible Consumption and Production Click or tap here to enter text.
- Goal 13:** Climate Action Click or tap here to enter text.
- Goal 14:** Life Below Water Click or tap here to enter text.
- Goal 15:** Life on Land Click or tap here to enter text.
- Goal 16:** Peace, Justice and Strong Institutions Click or tap here to enter text.
- Goal 17:** Partnerships for the Goals Click or tap here to enter text.

31. To which of the [Migration Governance Framework](#) (MiGOF) principles and objectives did the project contribute? Please select all that apply.

- Principle 1:** Adherence to international standards and fulfillment of migrants' rights.
- Principle 2:** Formulating policy using evidence and a "whole-of-government" approach.
- Principle 3:** Engagement with partners to address migration and related issues.
- Objective 1:** Advance the socioeconomic well-being of migrants and society.
- Objective 2:** Effectively address the mobility dimensions of crises.
- Objective 3:** Ensure that migration takes place in a safe, orderly and dignified manner.

32. To which of the [IOM Institutional Strategy on Migration and Sustainable Development](#) (IOM M&SD) deliverables did the project contribute?

- Deliverable 1.1:** We will assist governments and work with other partners to assess and address the drivers and structural factors that compel people to move.
- Deliverable 1.2:** We will support governments to enhance pathways for safe and regular migration.
- Deliverable 2.1:** We will uphold and protect the rights of migrants and displaced populations.
- Deliverable 2.2:** We will promote durable solutions for displaced populations and host communities.

- Deliverable 2.3:** We will harness migrants’ economic and social capitals for broad based development.
- Deliverable 3.1:** We will strengthen institutions and systems to institute good migration governance.
- Deliverable 3.2:** We will advocate for policy coherence to harness the linkages between migration and development.
- Deliverable 3.3:** We will empower decentralized levels of governance to carry forward the 2030 Agenda and its relevance to migration in ways that are responsive to their context and the realities that they face on the ground.

### Section 8: Sustainability and Gender-related Recommendations

**\*For active projects, please only answer questions 36, 37 and 38 (disregard questions 33, 34 and 35)\***

According to the IOM Project Handbook, **sustainability** refers to the durability of a project’s results, or the continuation of the project’s benefits once external support ceases.

33. Were the outcomes of this project sustained after the completion of the project? Has support to the beneficiaries been sustained?
- Yes – Please specify what outcomes were sustained and how they were sustained.  
Click or tap here to enter text.
  - No
34. Which outcomes were discontinued after the project ended? Why? Please briefly elaborate.  
Click or tap here to enter text.
35. Have any follow up initiatives or projects been implemented to promote gender equality as a result of this project?  
Click or tap here to enter text.
36. What were the main gender-related lessons learned from project implementation?
- For positive findings, please briefly indicate how to sustain or replicate good practices.  
Click or tap here to enter text.
  - For negative findings, please briefly indicate how to rectify or avoid such actions in the future.  
Click or tap here to enter text.
37. Do you have any recommendations to encourage/further mainstream gender in future IOM Development Fund projects?
- Design Click or tap here to enter text.
  - Implementation Click or tap here to enter text.
  - Monitoring Click or tap here to enter text.
  - Evaluation Click or tap here to enter text.
38. What do you suggest should be done to encourage gender-specific (2b) IDF projects?  
Click or tap here to enter text.