



**IOM Development Fund**  
DEVELOPING CAPACITIES IN MIGRATION MANAGEMENT

## **Review of Migration Policy Funded Projects**

**2007-2016**

IOM Development Fund

2017

## Contents

Executive summary .....	1
Objective .....	2
Methodology.....	2
Limitations.....	2
Findings .....	3
Good practices: Three successful projects at a glance .....	14
Recommendations for future migration policy projects .....	20
Annexes.....	22
Annex 1: Terms of Reference.....	22
Annex 2: Questionnaire .....	24
Annex 3: List of analysed projects .....	27

## Executive summary

The IOM Development Fund (IDF) completed a review of Migration Policy projects that were funded between 2007 and 2016. The goal of the review was to gather information about the components of these projects, in order to identify best practices, but also lessons learnt from challenges encountered, in particular in terms of the governments' needs in the area of migration policy (Annex 1).

The report constitutes a rapid assessment of 23 projects (Annex 3). Questionnaires (Annex 2) were sent out to country mission offices and the information provided was analysed along with final project reports and evaluations.

## Key findings

The key findings from this data analysis include:

- Between 2007 and 2016, 23 migration policy projects were funded by IDF;
- 2,9 million USD were spent by IDF on migration policy projects, which represents 5% of its total budget spent on projects in this period;
- The region that implemented the most migration policy projects in this period, and which consequently received the highest funding, is the Americas and the Caribbean (52% of projects implemented – 1,4 million USD funding);
- All 23 projects analysed cover at least one of the Migration Governance Framework (MiGoF) principles;
- All 23 projects cover Sustainable Development Goal (SDG) n.10: Reduced inequality, and more than half of the projects (57%) cover SDG8: Decent work and economic growth;
- 94% of the projects met their planned outcomes and produced their expected outputs;
- All completed projects reached the direct beneficiaries;
- 66% of the projects reached indirect beneficiaries;
- Out of 17 projects, eight projects had positive unforeseen impacts, and no project had any negative unforeseen impact;
- The three most frequently encountered challenges were (equally frequent): (1) a lack of collaboration by partners, (2) a lack of coordination amongst agencies, and (3) a change in governmental priorities;
- 14 projects (82%) received a no-cost extension, and three projects (18%) didn't;
- 13 projects out of 17 had outcomes sustained after the project ended;
- All outcomes identified throughout the 17 projects analysed were at least qualified once as "sustained after the project ended". The main one, "The government utilizes increased skills, knowledge and experience to more effectively manage migration" was sustained in nine projects.
- Six projects (35%) had follow-up activities/projects implemented.

## Key recommendations

- Ensure early and constant liaison with stakeholders and partners to prevent and quickly address challenges;
- Better assess the amount of time required to implement project activities (and consider limiting the outcomes), and take measures to prepare for the start of the project, to avoid later requesting for a No-Cost Extension (NCE);
- Better assess the social and political context;

- For sustainability:
  - Ensure a continued, close and sound relationship with the relevant ministries;
  - Provide continued support to the government as a technical advisor;
  - Ensure institutional and legal policy coherence;
  - Ensure consultation and involvement of civil society in the design, implementation and evaluation of migration policies;
- Take note of previous project reports and reports review, in order to build on lessons learnt.

## Objective

The objective of this review was to gather information about migration policy projects approved by the IOM Development Fund between the years of 2007 and 2016. This review aimed to determine what types of projects, outcomes and outputs have been most effective for capacity building and sustainable overall. The review also seeks to discover the reasons why certain projects were successful, as this will help to inform the IOM Development Fund on the types of projects to fund in the future. It therefore looked at specific components of the projects, to identify what kind of activities worked or didn't work, and for what reasons. The findings, recommendations and lessons learned from the review are intended to inform the broader IOM Development Fund strategic direction.

## Methodology

The methodology for this review consisted of browsing the current IOM Development Fund project database for projects from funding years 2007-2016 that focused on migration policy as the primary topic. Once the relevant projects were identified, a questionnaire was developed (see annex 2, p.25) and distributed for the appropriate project managers to complete, considering however that for old projects such a survey was not feasible (see section on Limitations). After the questionnaires were completed and returned to the IOM Development Fund, they were reviewed, along with the final reports and evaluation forms for each project. A qualitative database was created in order to categorize the data and generate relevant statistics for the review.

## Limitations

It is important to note that this report constitutes a 'rapid assessment' carried out over a two-month period. The core activity involved sending out questionnaires to field missions and analysing the information provided.

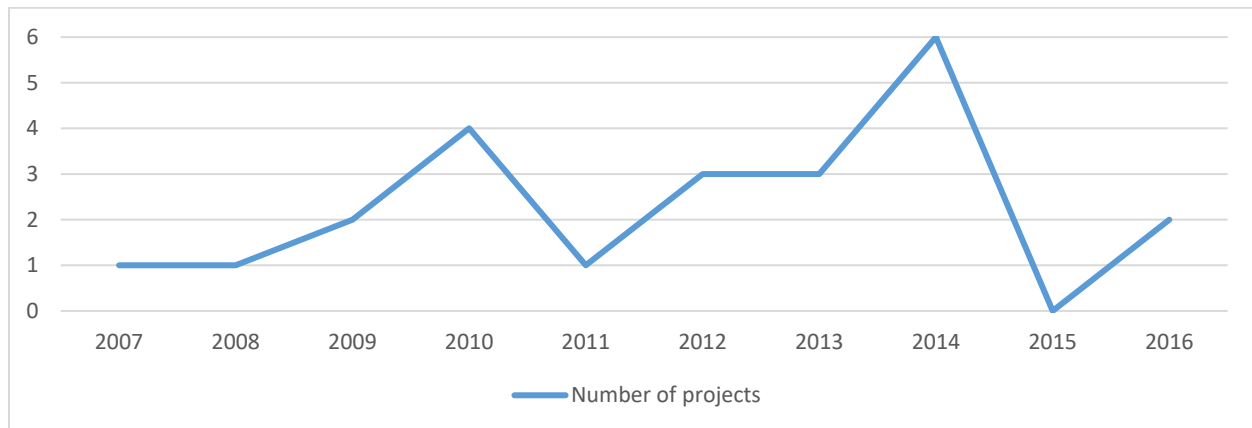
A total of 23 projects were reviewed. Although this is an informal assessment, the outcomes identified in this report are statistically sound and can be considered to provide an accurate overview of the main successes, challenges, and sustainability factors relating to the assessed projects. There were mainly three key limitations for the review:

- Lack of access to relevant information because some former staff (both IOM and government staff) who were previously responsible for the implementation of the project were unavailable;
- Difficulty to transpose IOM Offices' responses, which were at times very detailed, into statistical data;
- Difficulty to assess the sustainability of projects that are not completed yet;
- Objectivity of the information used: the short timeframe to conduct this review implied that IDF had to rely entirely on the project reports and the results from the questionnaire, which both

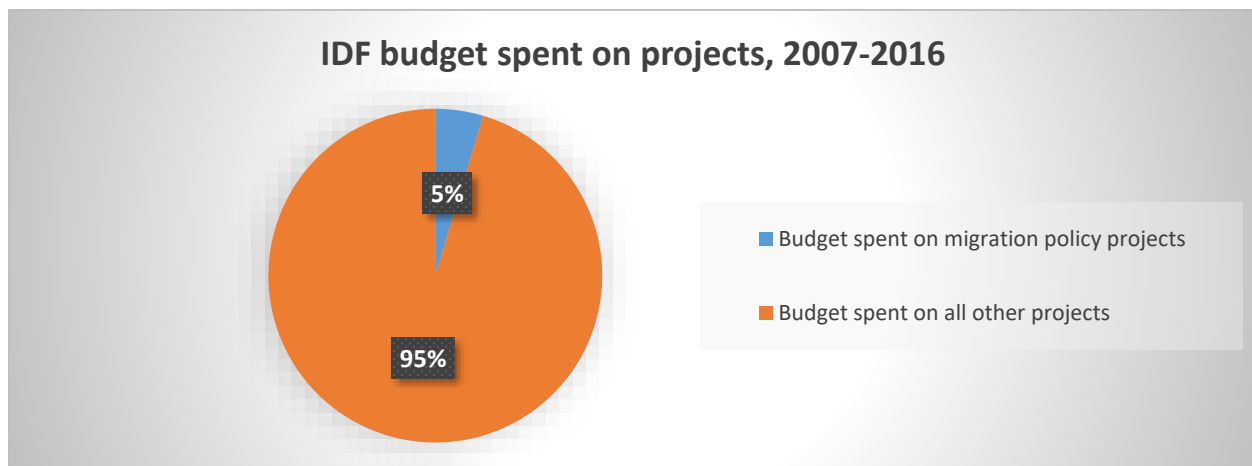
represent a kind of self-assessment from the project management team. More time to conduct this review would have offered the possibility to cross-check the information collected through the reports and the questionnaire, and ensure a complete objectivity of the information on which the results were based.

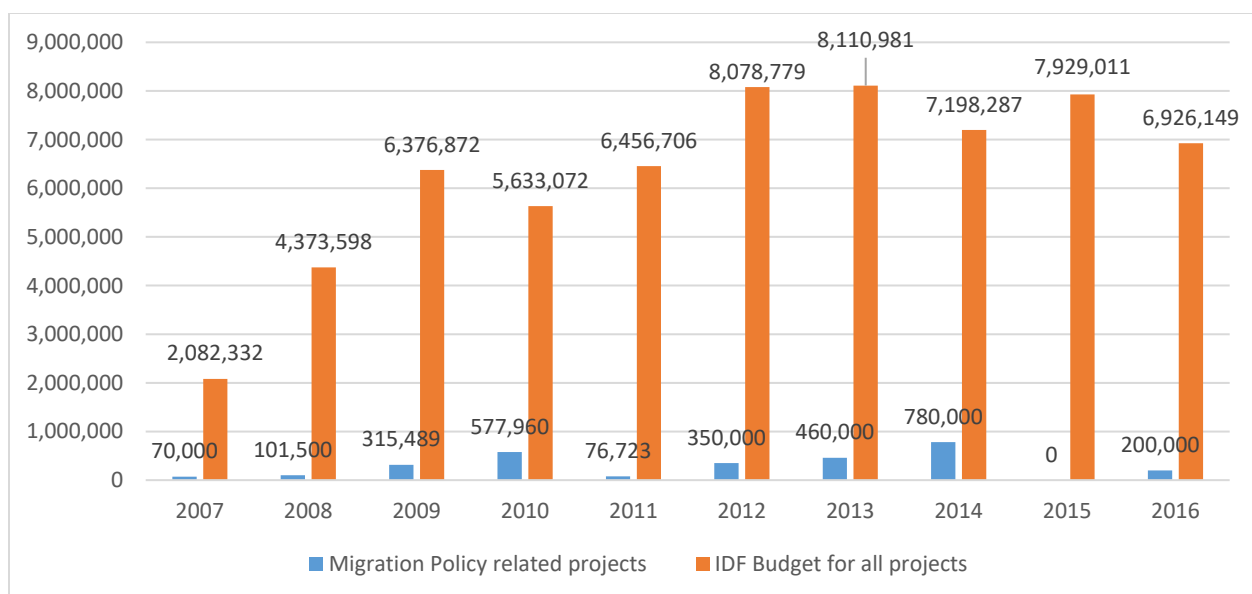
## Findings

**Funding Year:** The following table reflects the number of migration policy projects per funding year:



**IDF funding amount spent on migration policy projects:** The two following tables reflects the part of IDF's budget spent on migration policy projects, compared to IDF's global budget for projects (in US dollars). Between 2007 and 2016, out of 63,165,787 USD spent by IDF on projects, 2,931,672 USD (5%) were spent on migration policy projects.





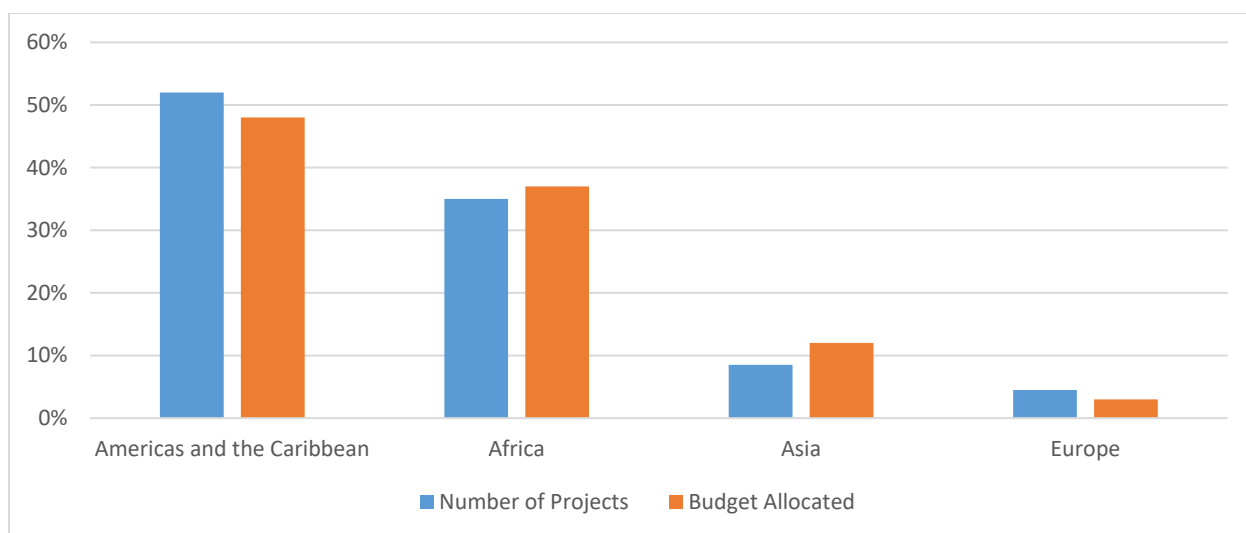
**Budget lines<sup>1</sup>:** The migration policy projects funded between years 2007-2016 show that 9 (39%) are Line 1, and 14 (61%) are Line 2.

**Number of projects per region, and budget allocated:** The following table reflects the number of migration policy projects implemented between 2007 and 2016, and the budget allocated, per region.

GEOGRAPHICAL REGION	NUMBER OF PROJECTS	BUDGET ALLOCATED (USD)
Americas and the Caribbean	12 (52%)	1,401,672 (48%)
Africa	8 (35%)	1,080,000 (37%)
Asia	2 (8.5%)	350,000 (12%)
Europe	1 (4.5%)	100,000 (3%)
<b>Total</b>	<b>23 (100%)</b>	<b>2,931,672 (100%)</b>

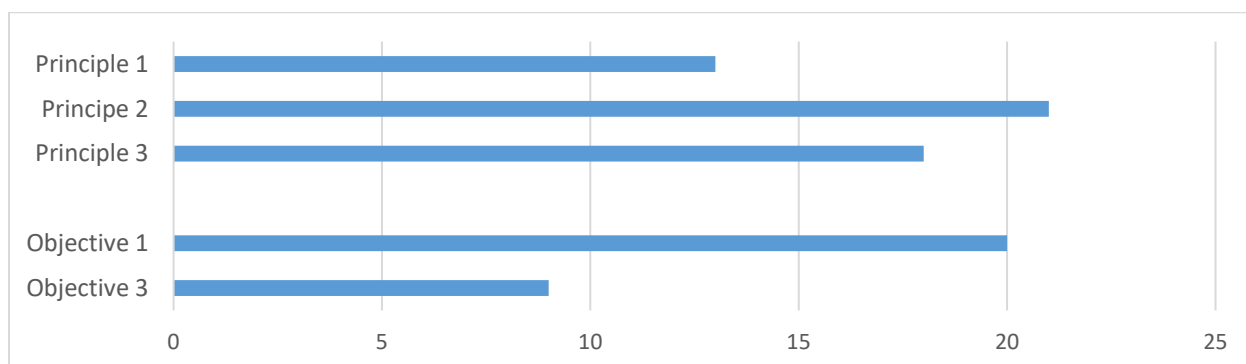
The following table reflects the percentage distribution of all migration policy projects funded by IDF and implemented between 2007 and 2016.

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



### **Migration Governance Framework (MiGoF) Principles and Sustainable Development Goals (SDGs):**

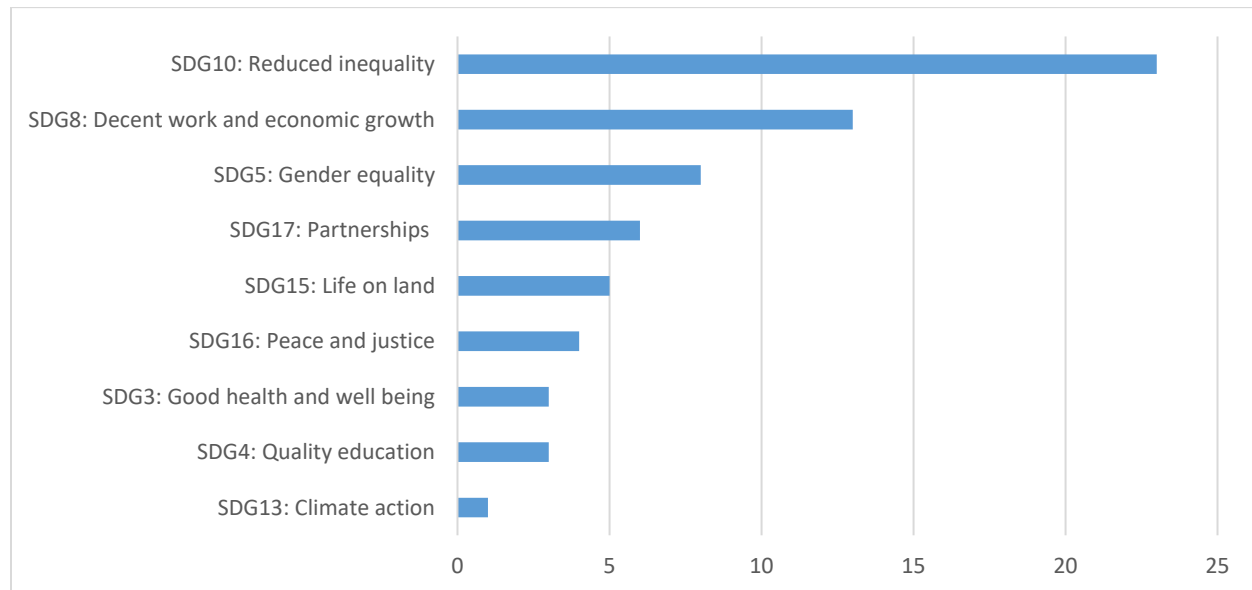
**MiGoF:** From the analysis of the 23 Migration Policy Projects funded by the IDF between 2007 and 2016, it appears that 13 projects (57%) cover Principle 1: *Good migration governance would require adherence to international standards and the fulfilment of migrants' rights*, 21 projects (91%) cover Principle 2: *Migration and related policies are best formulated using evidence and whole of government approaches*, and 18 projects (78%) cover Principle 3: *Good migration governance relies on strong partnerships*. All projects cover at least one of the three principles. The analysis also revealed that 20 projects (87%) cover Objective 1: *Good migration governance and related policy should seek to advance the socioeconomic well-being of migrants and society*, and nine (39%) projects cover Objective 3: *Migration should take place in a safe, orderly and dignified manner*.



**SDGs:** Of the 23 projects analysed, it appears that all the projects cover SDG10: Reduced inequality, especially under 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*. It also appeared that:

- 13 projects (57%) cover SDG8: Decent work and economic growth;
- Eight projects (35%) cover SDG5: Gender equality;
- Six projects (26%) cover SDG17: Partnerships;
- Five projects (22%) cover SDG15: Life on land;

- Four projects (17%) cover SDG16: Peace and justice;
- Three projects (13%) cover SDG3: Good health and well-being;
- Three projects (13%) cover SDG4: Quality education;
- One project (4%) cover SDG13: Climate action.



*Gender:* About a third of the projects addressed gender equality. This low figure can be explained by the fact that most projects were relatively old and at the time of their conception, gender equality was not considered a key priority. However, as part of IOM’s global strategy for gender issues, gender-mainstreaming is now required for all IDF-funded projects. Since 2017 all projects must qualify as “2a”, which implies the following: “General project with gender sufficiently mainstreamed so that it will likely make a significant contribution to gender equality, and where the rationale section and project activities and outputs include adequate attention to gender.”

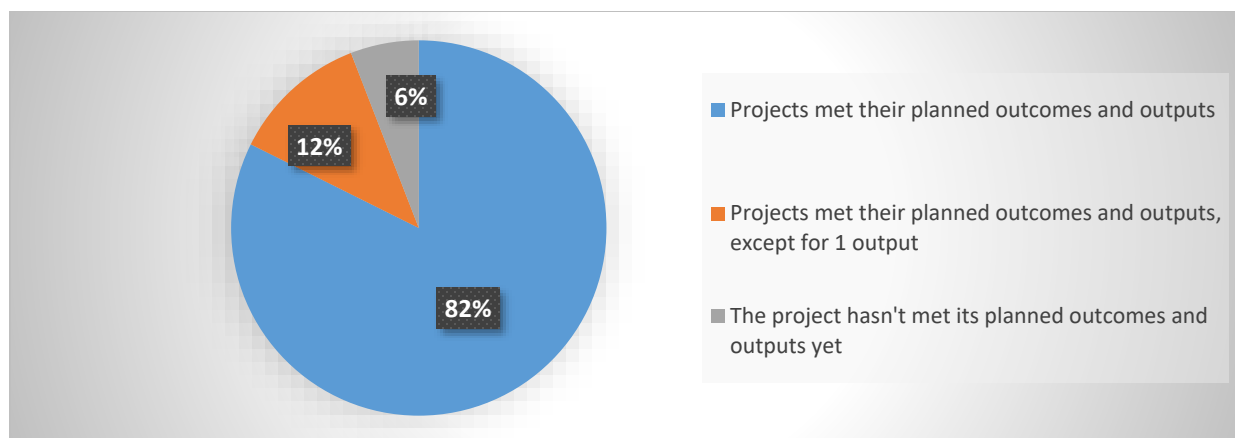
### **Results from the questionnaire:**

Out of 23 questionnaires sent to the field missions, 17 were received back. Two missions were willing but unable to fill in the questionnaire, essentially due to major changes in the mission’s staff and/or government counterparts, which made the collection of required information impossible. For four projects, the missions failed to respond.

### **Outcomes and outputs**

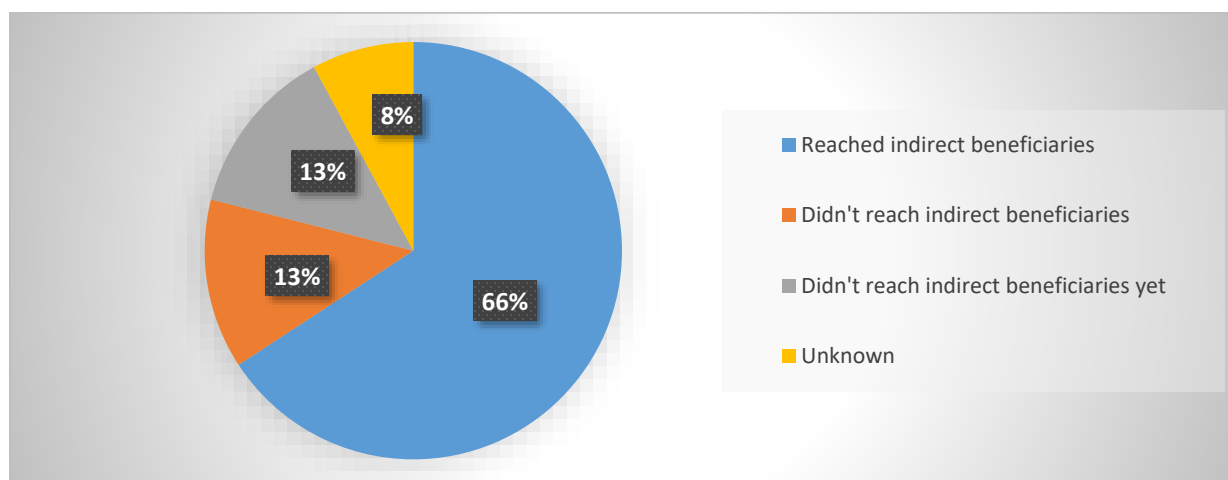
To the question “Did the project meet its planned outcomes and produce its expected outputs?”, out of 17 project teams who responded, 14 (82%) confirmed that their project met its planned outcomes and produced its expected outputs, and one mission responded yes, except for one output – which means that, essentially, 94% of the projects analysed met their outcomes and delivered their planned outputs. Two missions (6%) responded “not yet” because these two projects are still being implemented.





**Direct beneficiaries:** Globally, all projects (16) reached their direct beneficiaries. One hasn't reached them yet (still being implemented).

**Indirect beneficiaries:** 12 projects (66%) reached indirect beneficiaries. Four projects (26%) didn't reach indirect beneficiaries, but two of them (13%) haven't reached them yet. For one project, it is unknown if it reached indirect beneficiaries.



The responses to the questionnaire revealed that indirect beneficiaries from migration policy projects usually belong to the following categories:

- Other entities within the government(s);
- Vulnerable migrants;
- Vulnerable communities;
- Local civil society organisations;
- Diaspora;
- Private sector;
- Other governments;
- Other Development partners (international or non-governmental organisations).

**Unforeseen impacts of the project:** Out of 17 projects, eight (47%) projects had positive unforeseen impacts, and nine projects (53%) didn't see any unforeseen impact (whether positive or negative). According to the responses from the field missions, no project had negative unforeseen impact.

Positive impacts:

- Visibility given to the project through mass media;
- Involvement of media and academia in policy development processes;
- The government attaches a greater importance to migration issues and takes concrete measures on its own initiative to enhance its migration management;
- Funding interest from other donors;
- Presentation of project results at an international meeting;
- Inclusion of IOM representatives in a national experts' council;
- Inclusion of the benefiting States in an international event.

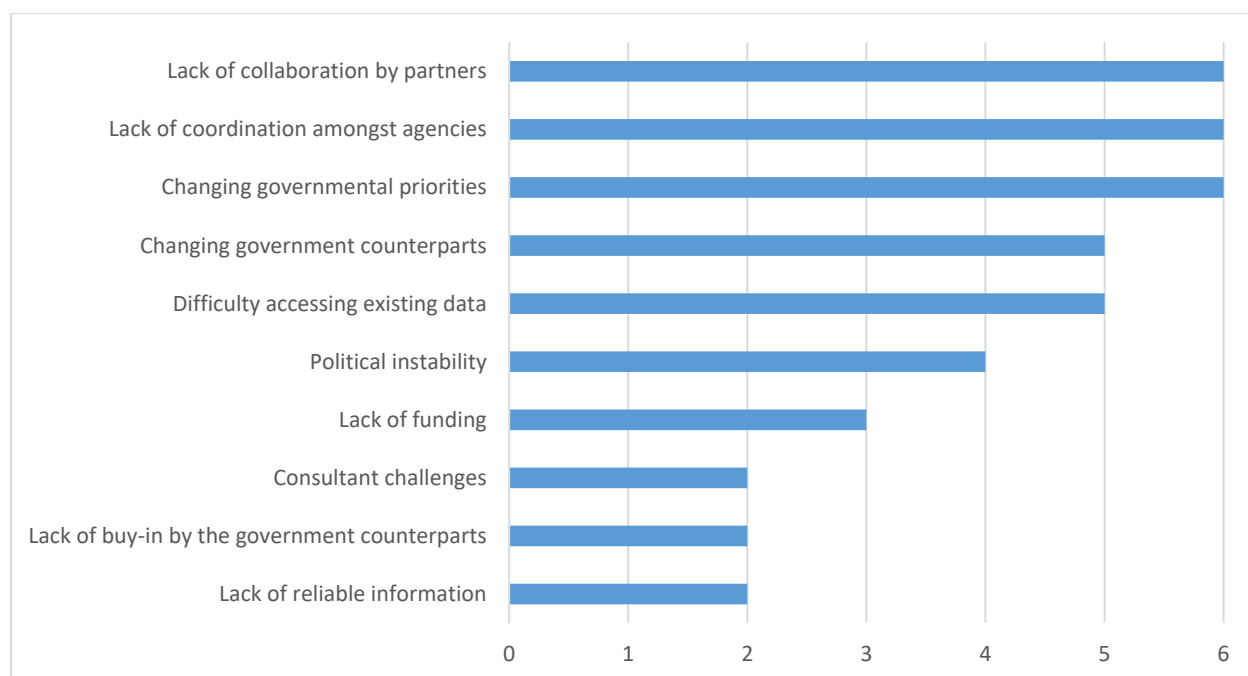
**Outcome categories (in no particular order of frequency):** Outcomes from the analysed projects can be classified by the five following categories:

- The government develops and implements a national policy on migration, or integrates migration in existing policies;
- The government utilizes increased skills, knowledge and experience to more effectively manage migration;
- The government contributes to international collaboration on migration;
- Consultation processes enable a comprehensive approach to migration management;
- State institutions demonstrate a better coordination on migration management.

**Output categories (in no particular order of frequency):** Outputs from the analysed projects can be classified by the six following categories:

- The government demonstrates increased capacity to collect data on migration;
- The government has new tools to improve its migration management;
- The government has increased skills and knowledge to better manage migration;
- Civil society has increased knowledge on migration;
- The government undertakes consultations on migration issues;
- Data on migration is available for policy makers and researchers.

**Main challenges encountered:** The following table reflects that out of 17 projects, the three most frequently encountered challenges were (equally frequent): (1) a lack of collaboration by partners, (2) a lack of coordination amongst agencies, and (3) a change in governmental priorities



Other challenges brought up by some missions included:

- Changes in government's needs;
- Lack of guidance at the global level;
- Difficulty of coordination among partners.

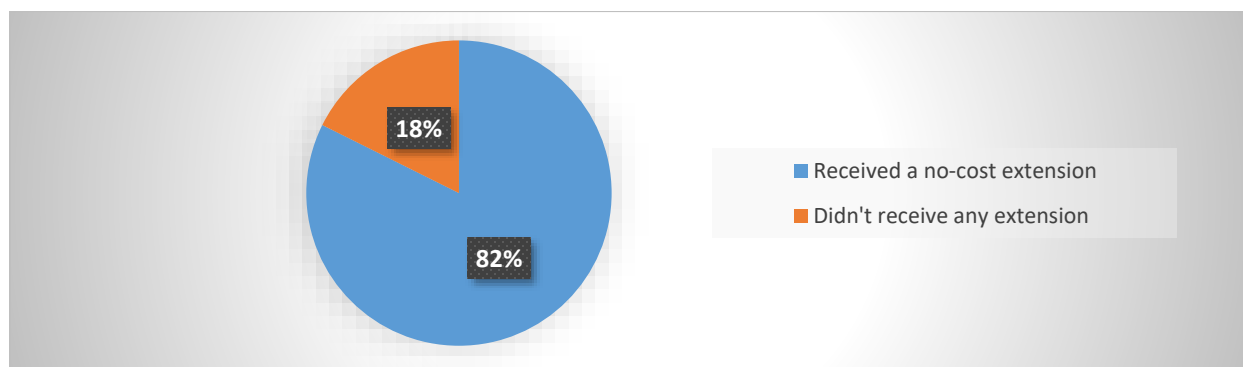
**Measures taken to address challenges:** The following table reflects the measures that were usually taken to address the main challenges.

<b>Lack of collaboration by partners</b>	Continuous liaison with partners and organization of regular meetings; Reschedule of some activities;
<b>Changing governmental priorities</b>	Liaise continuously with focal points to ensure a maintained support; Provide counselling and technical assistance to the government; Reschedule the workplan;
<b>Changing government counterparts</b>	Organize meetings with the new counterparts; Make material used replicable and easy to use for new actors;
<b>Difficulty accessing existing data</b>	Organize stakeholders' meetings to discuss the issue and best solutions; Maintain constant communication to obtain information when required; Establish an advisory panel/coordination mechanism on data collection and sharing; Meet with the partners responsible for data collection;
<b>Political instability</b>	Reschedule of some activities;
<b>Lack of funding</b>	Mobilize other sources of funding; Complement funds with other projects;

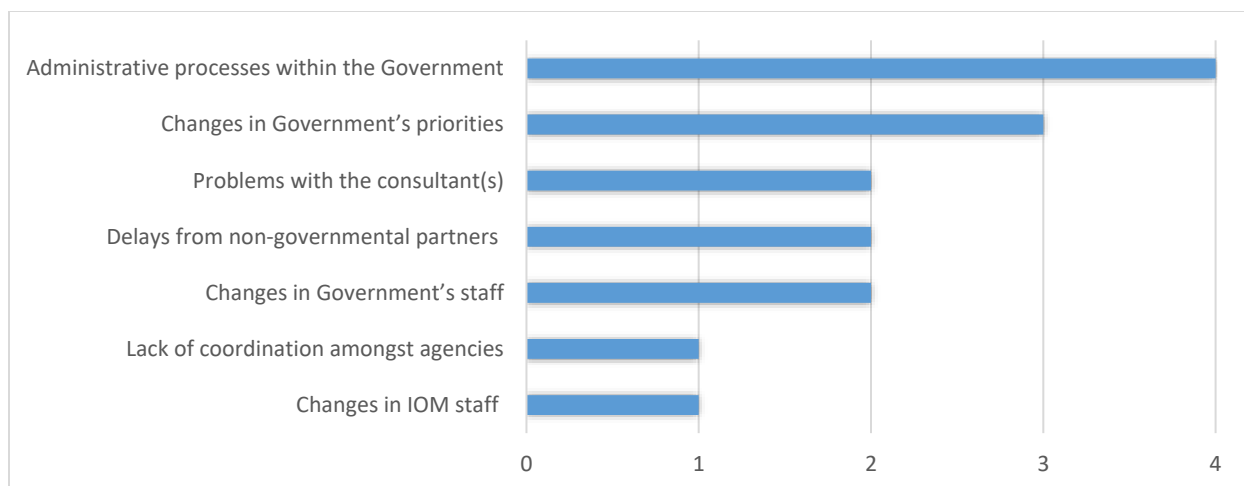
<b>Lack of coordination amongst agencies</b>	Organize more meetings to encourage dialogue among stakeholders; Produce and disseminate information notes among stakeholders; Mobilize agencies through common actions/activities; Increase meetings between IOM staff and agencies to compensate for the gap; Creation of sub-committees, to facilitate coordination by reducing the size of the meetings;
<b>Consultant challenges</b>	Revision of the consultant's work by government representatives, to ensure quality of the work delivered; Hire a new consultant;
<b>Lack of buy-in by the government counterparts</b>	Liaise directly with higher levels of the government;
<b>Lack of reliable information</b>	Seek support among other actors; Create new data sources.

One of the mission who replied provided this additional input: *“The most appropriate strategy to reach the proposed objectives is to know the context and the institutional situation of the country. Always be informed of the changes and priorities of the government to explore possibilities of adjustments required to achieve the expected objective.”*

**No-cost extensions:** As reflected in the chart below, out of 17 projects, 14 projects (82%) received a no-cost extension, and three projects (18%) didn't (see Annex 3 for more details).



**Main reason for extension:** As reflected in the chart below, from the 14 projects that required a no-cost extension, the most frequently quoted reason for an extension request was administrative processes within the government (quoted 4 times). The second most frequently quoted reason was changes in government's priorities (3), followed by problems with the consultant(s), delays from non-governmental partners and changes in government's staff (2 each). Other reasons quoted (once each) included: changes in government's staff; lack of coordination amongst agencies; and changes in IOM staff.



**Possibility of avoiding an extension:** Out of 17, only two project teams reported that the extension could have been avoided. The requirements they mentioned to avoid an extension request were:

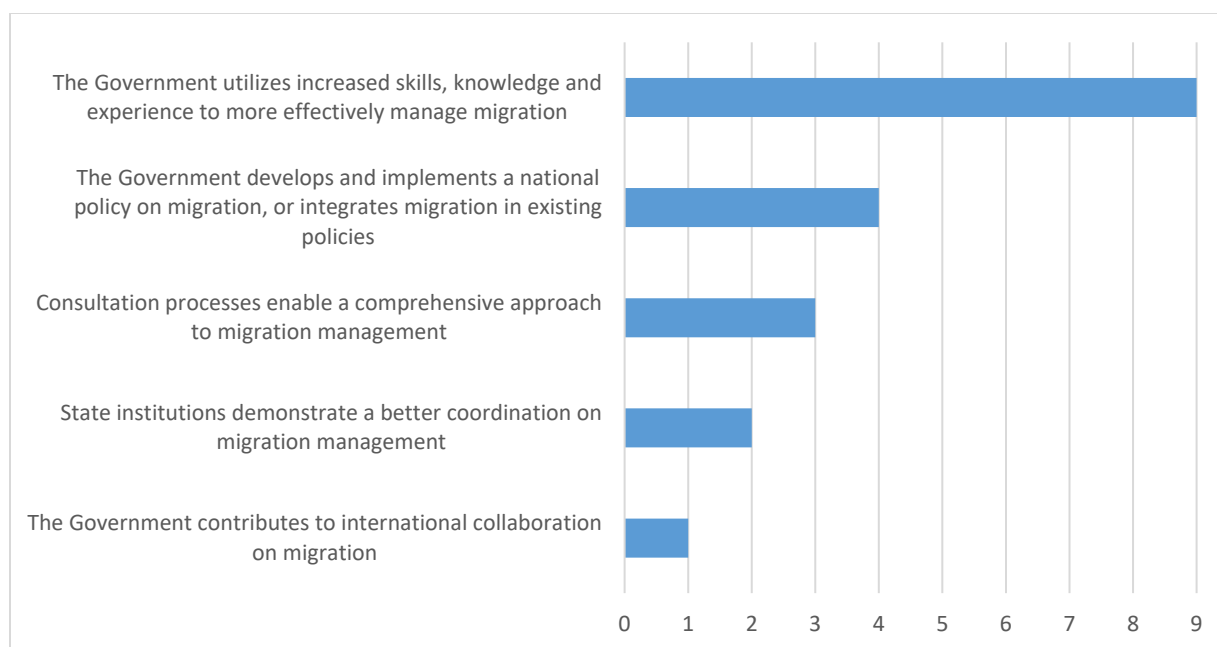
- More efficient government approval process in project related activities;
- Implementing partners' staff working solely for the project (no conflict with other priorities);
- More resources for IOM staff to push things forward.

### Sustainability

Out of 17 projects, 13 (76%) confirmed that their outcomes were sustained after the project ended. The four remaining projects are still ongoing. Out of the four project teams whose project is still ongoing, two expressed their optimism about the sustainability of the outcomes, and two couldn't provide information at this stage. None of the responses stated that an outcome was not sustained.

All outcomes identified throughout the 17 projects were at least qualified once as "sustained after the project ended".

- "The government utilizes increased skills, knowledge and experience to more effectively manage migration" was sustained in nine projects.
- "The government develops and implements a national policy on migration, or integrates migration in existing policies" was sustained in 4 projects.
- "Consultation processes enable a comprehensive approach to migration management" was sustained in three projects.
- "State institutions demonstrate a better coordination on migration management" was sustained in two projects.
- "The government contributes to international collaboration on migration" was sustained in one project.



The following table shows, for each outcome sustained, the method(s) used. A government institution was in all cases the organisation which sustained the outcome (s). Most of the time the institution was a Ministry (depending on the thematic area – Ministry of Labour, Environment, Foreign Affairs, Internal Affairs or National Department of Statistics) and sometimes, in cases of workshops/training events, the institution in charge was a University.

Outcome	Method
<b>The government develops and implements a national policy on migration, or integrates migration in existing policies.</b>	<ul style="list-style-type: none"> <li>• SOP's</li> <li>• Manuals/guides</li> <li>• Website</li> <li>• Sample files</li> <li>• Plan of action</li> <li>• Trainings events/workshops</li> </ul>
<b>The government utilizes increased skills, knowledge and experience to more effectively manage migration.</b>	<ul style="list-style-type: none"> <li>• Trainings events/workshops</li> <li>• Migration profile</li> <li>• New study with recommendations</li> <li>• National consensus includes questions on migration</li> </ul>
<b>The government contributes to international collaboration on migration.</b>	<ul style="list-style-type: none"> <li>• Meetings</li> <li>• New study</li> <li>• Signature of an international agreement</li> </ul>
<b>Consultation processes enable a comprehensive approach to migration management.</b>	<ul style="list-style-type: none"> <li>• National-wide consultations</li> <li>• Meetings</li> <li>• Training events</li> </ul>

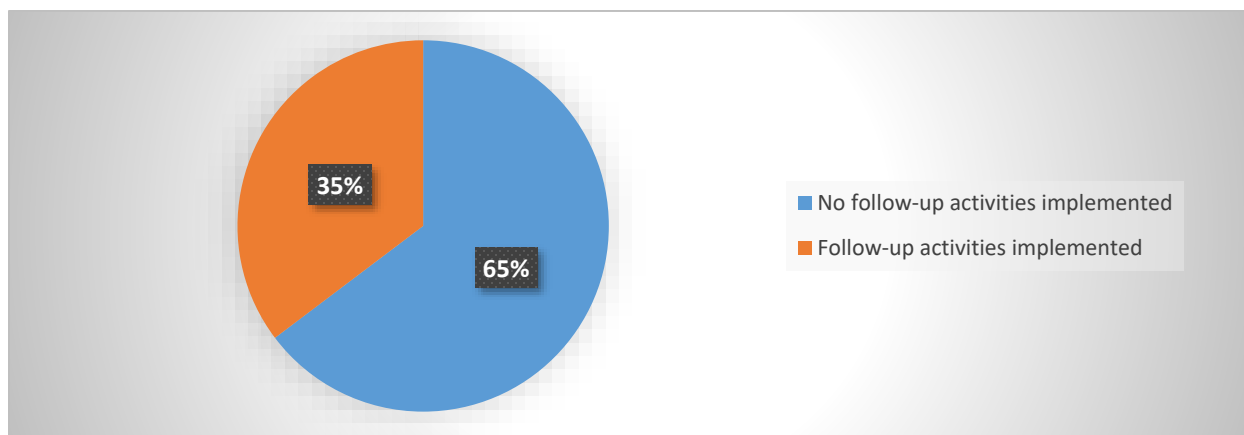
**State institutions demonstrate a better coordination on migration management.**

- Meetings
- Establishment of a Secretariat for the taskforce

**Recommendations on sustainability:** Out of 17 responses to the questionnaire, 10 provided recommendations on specific measures to ensure sustainability of the project outcomes. These recommendations included:

- Ensure the government's buy-in from the level of decision makers;
- Ensure a continued, close and sound relationship with the relevant ministries;
- IOM staff in Regional Offices and Headquarters to provide inputs to the documents shared;
- IOM staff to provide continued support to the government as a technical advisor;
- Provide more technical and financial support to strengthen newly established mechanisms;
- Ensure institutional and legal policy coherence;
- Ensure consultation and involvement of civil society in the design, implementation and evaluation of migration policies.

**Follow-up activities/projects:** Out of the 17 responses to the questionnaire, six (35%) confirmed that follow-up activities/projects were implemented, and 11 (65%) stated that no follow-up activities/projects were implemented (or not yet).



The responses to the questionnaire provided the following list of donors, and the amount of their respective funding to follow-up activities/projects.

Name of donor	Amount of funding per project (in USD)
US Department of State: Bureau of Population, Refugees, and Migration (PRM)	1,100,000
	1,700,000
	1,565,000
	1,500,000
IOM Development Fund (IDF), line 2	100,000
	135,000
Swiss Agency for Development and Cooperation (SDC)	52,700
	86,780

	94,500
<b>United Nations Department of Economic and Social Affairs (UN/DESA)</b>	485,982
<b>FAO Multipartner Programme Support Mechanism (FMM)</b>	50,000
Unknown donor	156,180
<b>UK Aid</b>	Unknown amount
<b>US Aid</b>	Unknown amount
<b>European Union (EU)</b>	Unknown amount
<b>Spanish Agency for International Development Cooperation (AECID)</b>	Unknown amount
<b>Direction Générale des Sénégalais de l'Extérieur (DGSE)</b> (General Directorate for Senegalese Abroad)	Unknown amount

### Good practices: Three successful projects at a glance

The following three projects were selected because they managed to sustain their outcomes, had follow-up activities/projects (meaning the seed funding was successful) and were implemented in three different regions (Asia, Africa and the Americas).

<b>1. INSTITUTIONAL STRENGTHENING FOR MIGRATION MANAGEMENT IN THE DOMINICAN REPUBLIC</b>	
<b>Year of implementation:</b> August 2012 – December 2014	<b>Project total budget:</b> USD 100,000
<b>Geographical coverage:</b> Dominican Republic	
<b>Target beneficiaries:</b> The General Directorate of Migration (DGM) and members of the National Migration Council; migrant communities; relevant stakeholders in the private sector and civil society.	
<b>Partners:</b> Government of the Dominican Republic: Ministry of Foreign Affairs, Ministry of Interior and Police, General Directorate of Migration, Ministry of Labour, Central Electoral Board.	
<b>Project general objective:</b> To contribute to the strengthening of effective migration management in the Dominican Republic through the implementation of legal instruments, in accordance with national and international laws, principles and instruments.	
<b>Project outcome(s):</b> <ul style="list-style-type: none"> <li>Government actors implement the Regulation for the Application of the General Migration Law 285-04.</li> </ul>	
<b>Project outputs:</b> <ol style="list-style-type: none"> <li>DGM and the other agencies assigned implementation responsibilities in the Regulation for the Application of the General Migration Law 285-04 have identified existing gaps and formalized implementation priorities.</li> </ol>	



2. Physical and digital forms as well as procedural manuals that enable the implementation of priority elements of the Regulation have been developed.
3. Officials of the government agencies involved in migration management have increased understanding about the regulation and implementation policies, in coordination with DGM's National School of Migration.

**Project supporting activities:**

- IOM consultant assessor hired and working in DGM to assist in set up of Non-Resident section and define its role and internal procedures to process applications.
- Bilateral meetings held between IOM and DGM to define internal DGM processes of temporary migrant workers, Students and Border Habitants regularization processes.
- Meeting with Ministry of Foreign Affairs to provide technical assistance on Temporary worker visa and Haitian documentation.
- Bilateral meeting with Ministry of Labour to define processes to certify companies hiring temporary migrant workers.
- Inter-agency meeting (DGM, Ministry of Foreign Affairs and Ministry of Labour) to define procedures to process applications of temporary migrant workers.
- Three high level meetings to address the problem of temporary migrant workers access to social security and pension schemes, including the Minister of Labour and with Ex vice-president and ex-Minister of Labour, in addition to the meeting held with President of the Republic.
- Sample file updated to describe step by step the temporary migrant workers processing for both contingent and individual modalities.
- Procedures and manuals of the Non-Resident section were drafted with the support of Deca Systems.
- The DGM has been assisted on the development of procedures and requirement for migrant students and border in-habitants, and provided inputs to the related resolution DGM 02/2013.
- Provision of regular feedback and recommendations to the Ministry of Interior and Police regarding the difficulties and challenges reported in the regularization process
- Ministry of Interior and Police has been assisted to draft and print the NRP registration forms.
- 100,000 brochures and 15,000 posters in Spanish and Creole printed and distributed / donated to the Ministry of Interior and Police to increase migrants' access the National Regularization Plan were prepared and printed.
- Procurement and donation of once server and one storage centre.

**Sustained outcomes:**

- Government actors implement the Regulation for the Application of the General Migration Law 285-04.

**How they were sustained:**

Routine systems derived from the project are still in use:

- ✓ Sample files and step by step guide on temporary migrant workers processing for contingent and individual modalities are still used by the DGM as their standard procedure.

- ✓ Procedures and manuals of the Non-Resident Section are still used by the DGM as their standard procedure.
- ✓ Procedures and requirements for migrant students and border inhabitants are available on the DGM website. The Student category is fully implemented by the DGM.
- ✓ Trainings of staff are still going on.

**Follow up activities:**

All the following activities were funded by the US Department of State, Office of Population, Migration and Refugees (PRM).

<b><i>Project title</i></b>	<b><i>Duration</i></b>	<b><i>Budget</i></b>
Reduction of Haitian Migrant Vulnerability in the Dominican Republic via Regularization and Assisted Voluntary Return and Reintegration	October 2014 – September 2015	USD 1,100,000
Protecting highly vulnerable Haitian migrants or their descendants on the Hispaniola Island through capacity building for migration management and migrant assistance	October 2015 – September 2016	USD 1,700,000
Capacity building and assistance for the protection of vulnerable migrants and migrant descendants of Haitian origin at the Dominican Republic – Haiti border.	October 2016 – September 2017	USD 1,565,000
Hispaniola - Caribbean PACTA: Prevention, Assistance to vulnerable migrants at major crossing points along the Haitian-Dominican border, facilitation of inter-institutional Coordination, provision of Training and technical assistance and Advocacy	October 2017 – September 2018	USD 1,500,000

## 2. FOSTERING OF THE NATIONAL POLICIES ON THE PROTECTION OF MIGRANTS' RIGHTS AND THE CAPACITY OF THE NATIONAL COUNTERPARTS IN MIGRATION POLICY IMPLEMENTATION IN KAZAKHSTAN

**Year of implementation:** September 2012-December 2013

**Project total budget:** 150,000 USD

**Geographical coverage:** Kazakhstan, Astana

**Target beneficiaries:** The Government of Kazakhstan and migrants in Kazakhstan

**Partners:** National Human Rights Commission under the President of Kazakhstan, Ministry of Interior

**Project general objective:** Contribute to the development of Kazakhstan migration management system through a migrants' rights based approach

**Project outcome(s):**

- Government of Kazakhstan takes into consideration the recommendations of the Special Report on Migrants' Rights and develops appropriate migration policy and legislation.

#### **Project outputs:**

1. Baseline study on supply and demand in labour markets carried out, printed and disseminated.
2. Special Report on Migrants' Rights, including recommendations, drafted and disseminated.
3. E-learning training course on migrants' rights specially tailored for Kazakhstan and tested during the pilot training is developed and made available to the key stakeholders in Kazakhstan.
4. Enhanced capacity of policy makers on best practices in migrants' rights protection.
5. Public at large including mass-media, NGOs, employers and migration police informed about migrant's rights especially with focus on legal employment of foreigners.

#### **Project supporting activities:**

##### Outputs 1&3

- The international trainer of the manual on International Migration Law was selected.
- The training agenda was drafted, edited, approved by National Human Rights Commission and finalized.
- The list of the participants was elaborated.
- The Pilot Migrants' Rights Training was conducted for 90 participants.
- Terms of reference for a Media Developer of the e-learning course on migration' rights were developed. A national consultant was selected.
- Terms of reference for an IT specialist of the e-learning course on migration' rights were developed. A national consultant was selected.
- Editor's works to transfer the files was finalized, the files were elaborated.
- An e-learning training course on migrants' rights was developed.
- The course was launched in two cities (Karaganda, Almaty). The recommendations on improving the course were elaborated by 60 participants.
- The course was finalized and placed on the IOM website where it will continue to be available following the project completion.

##### Output 2

- Terms of reference for a national consultant were developed. A national consultant was selected through a competitive process.
- The Special Report on Migrants' Rights was developed.
- The Special Report was discussed and approved by the National Human Rights Commission.
- The Special Report was approved by the President of Kazakhstan.
- The Special Report was translated into Kazakh and English from Russian.
- The English version of the Special Report was edited.
- 4000 copies in English and 1000 copies of Russian versions of the Report were printed.
- The Special report was presented in Astana, Almaty, Shymkent.

##### Output 4

- Three trainings on migrants' rights were delivered for 90 participants overall.
- An e-learning course on migrants' rights was developed and made available on-line.

- A meeting on organizing the study tour on readmission with the national partners was held and the agenda was discussed.
- The list of the participants was coordinated and approved by the Ministers of MIA RK.
- The agenda of the study tour to Ukraine was developed.
- 3 – day study tour to Ukraine was arranged.
- Relevant information was provided and best practices in migrants’ rights protection were shared during the tour.
- The follow up meeting between IOM and MOI RK was organized, the results of the study tour were discussed, and the recommendations were elaborated.
- Terms of reference for the national consultant to conduct an analytic review of the readmission legislation and its implementation in Kazakhstan was developed, the consultant was selected.
- The review of the readmission legislation in Kazakhstan was drafted, discussed and finalized.
- The expert meeting on readmission in Kazakhstan conducted based on the findings of the review was conducted and the recommendations were elaborated.

#### Output 5

- Two round tables in Almaty and Shymkent were organized.
- A bilateral meeting discussing the possibilities of legal employment of Kyrgyz migrant workers in Kazakhstan was organized in Almaty.

#### **Sustained outcomes:**

- Government of Kazakhstan takes into consideration the recommendations of the Special Report on Migrants’ Rights and develops appropriate migration policy and legislation.

#### **How they were sustained:**

Outputs from the project are still in use:

- ✓ The Ministry of Labour and Social Protection still uses the baseline study as a key source of information.
- ✓ The Special Report on Migrants Rights is still used by the Human Rights Commission when conducting workshops.
- ✓ The E-learning training course on migrants’ rights is still used by the Ministry of Internal Affairs, notably by the Police Academies in Karaganda and Almaty, when conducting trainings for police officers.

#### **Follow up activities:**

<i><b>Title</b></i>	<i><b>Duration</b></i>	<i><b>Donor</b></i>	<i><b>Budget</b></i>
Central Asia Regional Migration Programme (CARMP) <sup>2</sup>	2014-2015	Department for the International Development (DFID), United Kingdom	440,000 USD

<sup>2</sup> This programme aimed to contribute to better protection of rights and enhancing social and economic opportunities of migrant men, women and their families. For more information, please visit IOM Kazakhstan website: [http://iom.kg/en/?page\\_id=460](http://iom.kg/en/?page_id=460)

Dignity and Rights	2015-2017	United States Agency for International Development (USAID)	Unknown
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3. DEVELOPING A MIGRATION POLICY TO INTEGRATE MIGRATION INTO THE NATIONAL DEVELOPMENT FRAMEWORK FOR GHANA	
<b>Year of implementation:</b> August 2014 - April 2016	<b>Project total budget:</b> 150,000 USD
<b>Geographical coverage:</b> Ghana	
<b>Target beneficiaries:</b> Ministries, Departments and Agencies (MDAs) of Ghana and the Centre for Migration Studies, University of Ghana	
<b>Partners:</b> Ministry of the Interior, Centre for Migration Studies of University of Ghana, Inter-Ministerial Steering Committee on Migration (comprised of 15 ministries)	
<b>Project general objective:</b> To contribute to the efforts of Government of Ghana to effectively manage and harness the benefits of migration by mainstreaming migration into the national development framework.	
<b>Project outcome(s):</b> <ul style="list-style-type: none"> <li>• The Government of Ghana has an improved regulatory framework to manage migration more effectively.</li> <li>• Policy makers and practitioners better understand the complexities of human mobility and development and enhance the capacity to implement a national policy.</li> </ul>	
<b>Project outputs:</b> <ol style="list-style-type: none"> <li>1. A comprehensive and coherent national migration policy is in place.</li> <li>2. A policy implementation framework is developed into roadmap.</li> <li>3. The Migration and Development Training Programme becomes available for policy makers and practitioners.</li> <li>4. A pool of qualified trainers is equipped to conduct the Migration and Development Training Programme within Ghana.</li> </ol>	
<b>Project supporting activities:</b> <ul style="list-style-type: none"> <li>• Prepared for the validation workshops including developing information materials.</li> <li>• Reviewed the current situations and draft an implementation strategy.</li> <li>• Held a validation workshop with Ministers, Deputy Ministers, and Chief Directors (1st validation).</li> <li>• Revised the policy to incorporate the feedback and inputs.</li> <li>• Held a validation workshop with Parliament Select Committee on Migration (2nd validation).</li> <li>• Sought Cabinet approval and adoption for Draft policy.</li> <li>• Revised the policy to incorporate the feedback and inputs.</li> <li>• Submitted the finalised policy to the Cabinet and receive an approval.</li> <li>• Organized publicity activities to sensitize the launch of a national migration policy.</li> <li>• Convened the final stakeholder/policy launch meeting.</li> </ul>	

<ul style="list-style-type: none"><li>• Identified a research firm to conduct mapping and coasting exercise for the policy implementation.</li><li>• Strengthened the International Migration and Development Training Modules with Ghana-specific information.</li><li>• Conducted Trainings of Trainers (ToTs) with 16 participants.</li><li>• Revised the training modules and manual taking into consideration the feedback and inputs.</li><li>• Conducted pilot trainings to policy makers and practitioners.</li><li>• Revised the training modules and manual taking into consideration the feedback and inputs and finalise.</li></ul>			
<b>Sustained outcomes:</b> <ul style="list-style-type: none"><li>• The Government of Ghana has an improved regulatory framework to manage migration more effectively.</li><li>• Policy makers and practitioners better understand the complexities of human mobility and development and enhance the capacity to implement a national policy.</li></ul>		<b>How they were sustained:</b> <p>Routine systems derived from the project are still in use:</p> <ul style="list-style-type: none"><li>✓ The Ministry of Interior continues to conduct trainings, workshops and implement national routine systems of managing intra- and inter-regional migration flows.</li><li>✓ The Ministry of Interior continues to hold routine meetings to affirm its oversight responsibility for the implementation of the National Migration Policy</li><li>✓ The Centre for Migration Studies, University of Ghana, continues to implement the Migration and Development training modules that were strengthened with specific information on Migration in Ghana: the “psychological dimensions of migration” and the “national migration policy roadmap”.</li></ul>	
<b>Follow up activities:</b>			
<b>Title</b>	<b>Duration</b>	<b>Donor</b>	<b>Budget</b>
Integrating migration into national development plans: towards policy coherence and the achievement of SDGs at the national and global levels	September 2017 – August 2019	2030 Agenda for Sustainable Development Sub-Fund	485,982 USD

## Recommendations for future migration policy projects

**Common challenges:** Whether the challenge encountered during the project implementation is a lack of collaboration from partners, having difficulty to access data, or a change in Government priorities, it appeared through the responses to the questionnaire that the best way to address challenges is, in many

cases, to ensure an **early and constant liaison with stakeholders**, as it enables to build a stable relationship, ensure the stakeholders' buy-in, and then ensure that challenges are prevented or at least quickly addressed, and do not negatively impact the project's implementation.

**Lack of funding:** For the "lack of funding" challenge, it is recommended that project developers have a plan in place to stretch their funds or generate new sources of funding - or scale down the project's outcomes.

**No-Cost Extensions (NCE):** A prominent trend identified in this review is that projects are not completed on time and need No-Cost Extensions. It is recommended that project developers scale down projects to be more manageable given the timeframe allotted by the IOM Development Fund. This may mean:

1. Limiting the outputs and activities planned in each project;
2. Better assessing the amount of time required to implement each activity, and taking steps in preparation for the project's implementation, in order to start the activities on time (e.g. start contacting and involving future stakeholders, start the recruitment procedure if a consultant is needed, etc.);
3. Better assess the social and political context, to avoid surprises due to political instability.

**Internal IOM issues:** Due to rotation, it would be important to make sure clear handover is carried out every time, and make sure the staff uses PRIMA.

**Gender mainstreaming:** Effort should be made in project development to mainstream gender. Not only should attention be given to gender issues, but gender should be sufficiently mainstreamed so that it will likely make a **significant** contribution to gender equality.

**Sustainability:**

Regarding sustainability, the field missions provided the following recommendations:

- Ensure the government's buy-in from the level of decision makers;
- Ensure a continued, close and sound relationship with the relevant ministries;
- IOM staff in Regional Offices and Headquarters should provide a stronger support to field missions;
- IOM staff to provide continued support to the government as a technical advisor;
- Provide more technical and financial support to strengthen newly established mechanisms;
- Ensure institutional and legal policy coherence;
- Ensure consultation and involvement of civil society in the design, implementation and evaluation of migration policies.

Furthermore, we recommend that:

- To build on lessons learnt from previous projects implemented, project developers and managers should take note of relevant **project reports and (when available) project reviews**, in order to maximize the potential of the project they plan to implement.
- Country offices should continue to **build on project successes** in order to achieve the project objective(s), notably through the elaboration of follow-up activities and new projects with active fundraising.

## Annexes

### Annex 1: Terms of Reference

#### Background

##### IOM Development Fund

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

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

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

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

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

##### What is Migration Policy?<sup>3</sup>

A review of IDF Migration policy projects could be done using the IOM Migration Governance Framework as a reference for the analysis as IOM intends to promote the use of MiGOF by governments to assess the progress in migration governance, including at the policy level. Referring to the GIZ migration policy guidelines, the field of analysis is not limited only to policy but includes national policy approaches for designing and managing in- and out-migration, in particular (legal) labour migration, as well as data

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<sup>3</sup> This paragraph is based on: GIZ (2013). *Migration Policy – Guidelines for Practice*. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Eschborn, Germany.



collection and assessment. It also includes legal regulations, the responsible government institutions and non-state actors. On the other hand, it also encompasses international migration management, which regulates the relations between origin and host countries and regional migration movements.

When drafting country-specific migration policies, issues such as the facilitation of remittances transferred by migrants to their countries of origin or relationships with the diaspora are particularly important. The promotion of knowledge transfer through returning experts, shaping vocational training and labour-market regulation and private sector development through migration are also potential components. In addition, the interaction between migration and security, climate change and gender issues within the framework of a migration-policy strategy can be presented and measures formulated. Thus, migration policy forms the “roof” or overarching structure for the above-mentioned migration-related topics.

### IOM Development Fund Migration Policy Projects

Having more than 60 years of worldwide operational experience, IOM is uniquely positioned with its mandate to build on its grassroots experience and provide guidance on migration policy. IOM provides information, advice and support to further the efforts of its stakeholders to develop effective national, regional and global migration management policies and strategies.

One of IOM’s strategic priorities in the area of migration policy is to contribute to increased dialogue between migration stakeholders at bilateral, regional and global levels. This strategic priority complements and enhances another of IOM’s strategic priorities, which is to strengthen governmental capacity to monitor and manage migration flows through effective policy making, policy dialogue, information sharing and cooperation, notably reflected in Principle 2 of IOM’s Migration Governance Framework (MiGoF): *“Principle 2: Migration and related policies are best formulated using evidence and whole-of-government approaches”*.

The IOM Development Fund has been funding migration policy projects since its inception. It has supported projects covering all the topics mentioned above, from the role of the diaspora in the development of countries of origin, to climate change and its impact on migration. It is therefore time to undertake a review of these projects and identify best practices that can be extracted from them.

### **Review Objective**

The objective of this review is to gather information about migration policy projects approved by the IOM Development Fund between the years of 2007 and 2016. This review aims to determine what types of projects, outcomes and outputs have been most effective for capacity building and sustainable overall. The review also seeks to discover the reasons why certain projects are successful, as this will help to inform the IOM Development Fund on the types of projects to fund in the future. It will therefore look at specific components of the projects, to identify what kind of activities worked or didn’t work, and for what reasons. The findings, recommendations and lessons learned from the review are intended to inform the broader IOM Development Fund strategic perspective.

## Methodology

The methodology for this review will consist of browsing the current IOM Development Fund project database for projects from the funding years 2007-2016 that focused on migration policy as the primary topic. Once the relevant projects are identified, a questionnaire (as per outline below) will be developed and distributed for the appropriate project managers to complete, considering however that for old projects such a survey may not be feasible. After the questionnaires are completed and returned to IOM Development Fund, they will be reviewed, along with the final reports and evaluation forms for each project. A qualitative database will be created in order to categorize the data and generate relevant statistics for the review.

## Annex 2: Questionnaire

### Outcomes & Outputs

1. Did this project meet its planned outcomes and produced the expected outputs ? ☐ Yes ☐ No
2. Please indicate the 2-3 most important outcomes and the related outputs achieved by the project in the box below.

According to the IOM Project Handbook:

**Outcomes** are the intended changes in institutional performance, individual or group behaviour, or the political, economic or social position of the beneficiaries. Examples of outcomes include: Policy development, training of trainers, and the use of the standard operating procedures in everyday processes, etc.

**Outputs** are the intended changes in skills or abilities of the beneficiaries, or the availability of new products or services as a result of project activities. Examples of outputs include: New policies available, officials trained in counter-trafficking activities, and standard operating procedures available, etc.

	Outcome	Output(s)
1		
2		
3		

3. Did this project reach the direct beneficiaries? ☐ Yes ☐ No

If no, please briefly explain why.

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4. Did this project reach any indirect beneficiaries? ☐ Yes ☐ No

If yes, please give a brief explanation as to who these beneficiaries are.

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5. Were any of the project's positive or negative impacts unforeseen? ☐ Yes ☐ No

If yes, please give a brief description of these impacts.

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6. What were the main challenges encountered during implementation of the project, if any?

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

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

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7. Did this project receive an extension? ☐ Yes ☐ No

If yes, what was the primary reason for the extension? Do you feel this extension could have been avoided? If so, how?

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### Sustainability

8. Were the outcomes sustained after the project ended?

☐ Yes

Please list the organisation that sustained it and the method they used. Examples of methods include: trainings, workshops, routine systems, etc.

	Outcome maintained	Organisation	Method used
1			
2			
3			

☐ No

Please explain why.

	Outcome not sustained	Explanation
1		
2		
3		

9. Do you have any recommendations on specific measures to ensure sustainability of the project outcomes? ☐ Yes ☐ No

If yes, please specify.

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10. Have any follow-up activities/projects been implemented as a result of this project? ☐ Yes ☐ No

If yes, please specify (name of donor and amount of funding)

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## Annex 3: List of analysed projects

<b>Funding Year</b>	<b>Project Code</b>	<b>Project Title</b>	<b>Total USD Allocation (Budget line)</b>	<b>Original Duration [+ NCE] (months)</b>	<b>MIGOF Principles (P) and Objectives (O)</b>	<b>Sustainable Development Goals (SDGs)</b>
2007	SL2-805	Strengthening Institutional Capacity at the National Office for Migration in Haiti	70,000	12	P1 O1, O3	10
2008	TC.0270	Program to Strengthen Institutional Capacity of the National Directorate on Population in Argentina	101,500 (2)	16	P2, P3 O1, O3	10, 17
2009	TC.0350	Technical Support to Implement Ecuador's Comprehensive Migration Policy	115,489 (2)	16	P1, P2, P3 O1, O3	8, 10, 17
2009	TC.0415	Capacity Building for a Migration Policy in Burundi	200,000 (2)	17	P1, P2, P3 O1, O3	8, 10, 17
2010	TC.0466	Strengthening the Development and Implementation of Bolivia's and Ecuador's International Migration Policies	195,390 (2)	18 [+6]	P1, P2, P3 O1, O3	5, 8, 10, 17
2010	TC.0487	Program of Cooperation to Strengthen Institutional Capacities and Modernize of Migration Policy in Venezuela	199,538 (2)	36.5 [+6]	P2	10
2010	TC.0490	Technical Assistance in the Development of a National Migration Policy in Uganda: Phase I	100,000 (2)	19 [unknown]	P1, P2, P3 O1, O3	3, 8, 10, 15, 16, 17
2010	CE.0130	National Policy and Plan of Action on International Migration and Development - Jamaica	83,032 (1)	20.5 [+2]	P1, P2, P3 O1	5, 8, 10
2011	CE.0130	National Policy and Plan of Action on International Migration and Development - Jamaica	76,723 (2)			
2012	TC.0635	Supporting the Government of Liberia to Establish a National Migration Policy Framework and to Build Capacity on Migration Management	100,000 (1)	12 [+2]	P1, P2, P3 O1, O3	8, 10, 16
2012	IM.0018	Fostering of National Policies on the Protection of Migrants' Rights and the Capacity of the National Counterparts in Migration Policy Implementation in Kazakhstan	150,000 (2)	16	P1, P2, P3 O1, O3	8, 10, 16, 17

2012	TC.0639	Institutional Strengthening for Migration Management in the Dominican Republic	100,000 (1)	12 [+15]	P1, P2, P3 O1, O3	4, 8, 10
2013	PR.0125	Promoting Development-Friendly Migration Policies in Vietnam through Enhancing the Evidence Base for Policy	200,000 (2)	24 [+24]	P1, P2, P3 O1	8, 10
2013	IM.0030	Promoting the Human Rights Approach in the Colombian Migration Policy	160,000 (2)	12 [+8]	P2 O1	5, 10, 13, 15
2013	IM.0032	Building Capacities of Benin's Institutions to Contribute to the Protection of Migrant Workers' Rights	100,000 (1)	12 [+10]	P1, P2, P3 O1	8, 10
2014	TC.0758	Technical Assistance for the Development of a National Migration Policy in Angola	200,000 (2)	12 [+6]	P2, P3 O1	10
2014	TC.0766	Developing a Migration Policy to Integrate Migration into the National Development Framework for Ghana	150,000 (2)	18 [+3]	P2, P3 O1	5, 10
2014	PO.0065	Support to the Government of Senegal to Establish a National Migration Policy	100,000 (1)	10 [+27]	P2, P3 O1	5, 10
2014	TC.0798	Strengthening Migration Governance through the Implementation of Migration Legislation in Nicaragua	100,000 (1)	12 [+6]	P2 O1	5, 10, 16
2014	PO.0060	Development, Promotion and Inclusion of a Migratory Perspective in Colombia's National Climate Change Policies	100,000 (2)	12 [+2.5]	P2, P3	5, 10, 13, 15
2014	TC.0815	Technical Assistance for the Development of a National Migration Policy in Botswana	130,000 (2)	18	P1, P2, P3 O1	3, 8, 10, 15
2016	CE.0346	Monitoring Progress in Achieving the Migration Targets of the 2030 Agenda for Sustainable Development in Armenia	100,000 (1)	20	P1, P2, P3 O1	4, 8, 10
2016	CE.0350	Strengthening Internal Migration Policies in Bolivia	100,000 (1)	12 [+6]	P2 O1	3, 4, 5, 8, 10, 15