



Report on IOM Development Fund
2020 Ex-post Evaluations

IOM Development Fund
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Abbreviations

DTM	Displacement Tracking Matrix
OECD/DAC	Organisation for Economic Co-operation and Development/Development Assistance Committee
NGO	Non-governmental organization
PDO	Pre-departure orientation
PRIMA	Project Information and Management Application
SDG	Sustainable Development Goal
SMART	Specific, measurable, achievable, relevant, time-bound
TWG/SC	Technical working group/steering committee

Executive summary

Introduction

The IOM Development Fund has completed a review of all ex-post evaluations (internal and external) of Fund projects that were carried out between 2012 and 2018¹ and for which evaluation reports were submitted during the 2020 calendar year. The purpose of the review was to collate and analyse the main evaluation findings, identify lessons learned and make recommendations. This report on the review will be shared with project developers, managers, technical specialists and any other relevant stakeholders in order to better equip IOM staff to improve the effectiveness and efficiency of current and future Fund projects. It is intended to promote transparency and accountability, which will in turn facilitate the Fund's decision-making in respect of future project funding approval. The review is evidence of the IOM Development Fund's ongoing commitment to results-based management.

This report constitutes a brief assessment of 18 projects.

Key findings

This section presents the key findings of the data-collection and -analysis process. It is organized according to the OECD/DAC main evaluation criteria of relevance, effectiveness, efficiency, sustainability and impact.

Relevance

- The projects were highly relevant to the needs of the beneficiary countries and aligned with national priorities.
- Although United Nations/IOM institutional strategies and frameworks (e.g. the SDGs, the IOM Migration Governance Framework, the IOM Institutional Strategy on Migration and Sustainable Development) were not systematically mentioned, all the projects were aligned with and contributed to them.
- The projects were logically developed overall, with activities leading to the delivery of outputs and outputs leading to achievement of outcomes. However, inconsistencies were found in the project design (e.g. absence of a theory of change, flawed results matrices with non-SMART indicators, poorly formulated outcomes), which made monitoring, reporting and evaluation planning difficult.
- When a theory of change was developed, stakeholder involvement was found to be insufficient.
- The projects demonstrated good levels of flexibility and increased stakeholder coordination during implementation.
- The projects were closely aligned with the IOM Development Fund's objective of supporting developing Member State efforts to strengthen their migration management capacity.

Effectiveness

- The projects delivered high-quality outputs.
- When project objectives were not achieved, it was often because they had been formulated too ambitiously.

¹ The review did not include the external ex-post evaluations carried out by OWL RE, a research and evaluation consultancy.

- Crucial factors of project effectiveness were the key beneficiaries' involvement in project design and active participation during implementation; coordination mechanisms and working groups; a clear definition of individual roles and responsibilities (e.g. terms of reference); a stable political context; and a high capacity to adapt to the evolving priority needs of target countries.
- Crucial factors hampering overall project effectiveness were staff turnover (e.g. IOM/government); political turmoil; delays in reviewing/validating project products; delays in hiring consultants; overall project design defects (e.g. absence of a clear theory of change); the non-involvement of relevant stakeholders; and the absence or irregular use of a results monitoring framework.

Efficiency

- The overall average implementation rate for all 18 target projects was 90 per cent.
- The projects were cost-effective and delivered on budget.
- In many cases, synergies were created and collaboration with key partner institutions increased, resulting in rationalization of efforts, reduced costs and maximization of impact.
- The use of results monitoring frameworks, coupled with effective coordination mechanisms and clearly defined terms of reference, were found to promote project efficiency.
- Key factors hindering project efficiency were the absence of coordination mechanisms and slow project take-off, the lack of monitoring tools, staff turnover and political turmoil.
- Monitoring procedures and compliance with the Fund's reporting requirements were weak for almost all projects.

Sustainability

- Overall, the project benefits were found to be of continued relevance after project completion.
- Factors of success heightening the prospects for sustainability were the early involvement and active engagement of key partners throughout implementation.
- The main factors negatively affecting overall project sustainability were limited human and financial resources; political instability and government staff turnover; lack of coordination and competing priorities among key institutions; and the absence of sustainability plans and/or resource mobilization strategies.

Impact

- While in most cases it was too early to assess long-term impact, all the projects achieved quality outputs with the potential to lead to the intended stated impact if the project momentum was maintained and further sustainability measures were taken.
- The projects were found to have directly resulted in numerous positive changes likely to influence forthcoming migration-related programmes and policies.
- Two of the 18 projects reviewed had a negative impact.

Cross-cutting issues

- Gender issues gained in prominence (compared to last year's review) and were increasingly factored into project design, implementation and monitoring/evaluation.
- The above finding notwithstanding, gender mainstreaming was still too often limited to data disaggregation by sex, and other factors and further analysis of how gender roles, relations and inequalities were addressed were often missing or not sufficiently developed.

- While most of the project documents made no explicit mention of mainstreaming human rights, project objectives, outcomes and outputs were all inherently linked to protecting the rights of migrants.

Key recommendations

The review findings resulted in recommendations that are set out below according to the OECD/DAC criteria of relevance, effectiveness, efficiency, sustainability and impact.

Relevance

- Involve key project partners in project design using a participative and coordinated approach and in-depth consultations in order to identify priority needs and existing gaps.
- In line with the above, develop a theory of change in coordination with key stakeholders and make sure that it explains how and why a set of activities and intended results will bring about the change the project seeks to achieve, clearly laying down the assumptions and hypotheses on which those results are predicated.
- Develop sound results matrices, as per the *IOM Project Handbook*² (e.g. formulation of outcomes and outputs), and make sure that they comprise SMART indicators that correspond to their respective results statements.
- Conduct an external environment analysis to develop an accurate risk assessment plan.
- Clearly mention in the project documents how the project is linked to broader national, regional and/or global initiatives, and to United Nations/IOM internal strategies and results frameworks (e.g. the SDGs, the IOM Migration Governance Framework, the IOM Institutional Strategy on Migration and Sustainable Development).

Effectiveness

- Establish a coordination mechanism/stakeholder working group to facilitate project implementation, monitor progress on activities, bolster ownership and strengthen sustainability.
- Draft terms of reference when setting up the coordination mechanism/stakeholder working group, to ensure that the relevant roles and responsibilities are well understood, and develop its workplan accordingly.
- Communicate efficiently with stakeholders in order to facilitate information-sharing and avoid misunderstandings about what is expected of them and of the project.
- Develop robust results monitoring frameworks and detailed workplans to ensure proper monitoring of activities; use PRIMA for All regularly, in particular the Results Monitoring Framework and MS Project modules, and track progress for every single indicator constantly.
- Continue to create and/or nurture existing working relationships and synergies in order to expand project activities.

Efficiency

- Determine whether certain activities can take place before the project code is issued (e.g. set up coordination mechanisms before the project is activated to avoid slow project take-off).

² IOM, *IOM Project Handbook* (second edition) (Geneva, 2011). Available at https://publications.iom.int/system/files/pdf/iom_project_handbook_6feb2012.pdf.

- Continue to create synergies and work with partners, using effective coordination mechanisms to reduce costs and maximize impact.
- Make sure that all stakeholder roles and responsibilities are well understood and in line with the workplan.
- Encourage contributions from partners (e.g. coverage of certain costs and/or in-kind contributions).
- Verify that the theory of change remains valid and monitor progress regularly using the results monitoring frameworks available on PRIMA, in order to anticipate risks and/or develop timely corrective measures.
- Remain attentive to the partners' evolving needs and continue to respond flexibly, always in coordination with the Fund. Assess project revision needs as holistically as possible (e.g. changes to project activities almost always require a budget revision) and use realistic time frames when planning a no-cost extension, to avoid multiple consecutive revision requests.
- Develop and implement a robust risk management plan, to mitigate negative impacts and promote project resilience.
- Make sure to communicate important deadlines as far ahead as review/validation of project outputs.
- Start the reporting process on PRIMA at least one month before the due date, to allow enough time for the regional office to review the reports (interim/final) and ensure their timely submission to the donor.

Sustainability

- Encourage key partners to take the lead in activities in order to strengthen ownership, and start discussing a solid sustainability plan from project inception.
- Encourage working groups to meet frequently during implementation and after project completion, to monitor progress and continuity of activities.
- From inception onwards, involve a multitude of stakeholders (private sector, academia, NGOs, civil society organizations, etc.) and advocate a whole-of-government approach, to increase coordination, encourage synergies and maximize the possibilities to secure further funding and/or continuity of activities.
- From inception onwards, encourage the development of a more holistic programmatic approach, to promote synergies with broader processes and to attract external donors.
- Expand the reach, use and update of capacity-building products (e.g. online courses, workshops, manuals) and advocate their incorporation into annual national programmes, to avoid loss of capacity/memory caused by staff rotation/turnover.
- Advocate the importance of allocating resources to sustain project activities among government counterparts, in order to scale up results by building on added knowledge and capacity, and on the project legacy.

Impact

- Develop robust results matrices with adequately formulated outcomes seeking to achieve a change in institutional performance, individual or group behaviour, or the political, economic or social position of the beneficiaries.

- Develop SMART indicators for impact assessments, especially with regard to increases in and application of knowledge, changes in behaviour and numbers of beneficiaries.
- Include sustainability measures from the design phase, to allow synergies to emerge during implementation and help strengthen project impact.
- If possible, allocate human resources from IOM to follow up on activities and provide further support to scale up the project.
- Further disseminate the project's legacy tools to enhance project impact and promote their use in forthcoming policy development.

Cross-cutting recommendations

- When conducting a needs assessment, pay attention to all gender groups and make sure no rights will be infringed.
- Strive to further mainstream gender and a rights-based approach in the project deliverables and all project stages (e.g. result matrices) and make explicit reference to guidelines and relevant terminology. An additional effort should be made to promote international standards and mainstream rights-based terminology in the project's outputs.
- Report not only sex-disaggregated data but also the implications of project activities/deliverables for different gender groups and overall project efforts, to ensure that inequality is not perpetuated.
- Demonstrate intent to increase knowledge and enjoyment of rights through innovative awareness-raising campaigns.

Overall recommendations

- **For regional offices:** Strengthen IOM project development capacity, especially with regard to the design and formulation of clear and explicit theories of change, robust results matrices and SMART indicators. If necessary, involve regional monitoring and evaluation officers and the IOM Development Fund.
- **For regional offices:** Strengthen overall IOM monitoring capacity and advocate the regular use and update of results monitoring frameworks through PRIMA, including the MS Project tab. PRIMA dashboards and reports should also serve to obtain specific project details and overall trends per region/theme/donor, etc.
- **For regional and country offices:** In line with the above, encourage the use of PRIMA so that IOM offices are fully aware of programming continuity and institutional memory is maintained at the country and global levels.
- **For project developers:** Factor national contexts and socioeconomic conditions into project design and align the project scope, time frame and budget accordingly.
- **For project developers:** During the project development phase, carefully assess, with key project partners, the human and financial resources needed to ensure continuity of activities and develop a sound and feasible approach to sustainability.
- **For project developers/endorsers/IOM Development Fund:** Ensure that there is a clear dissemination/visibility strategy for legacy tools. The purpose of developing knowledge-sharing products (e.g. capacity-building workshops/online courses/manuals/research) should be explicitly stated and accompanied by a dissemination strategy, which should itself be supported by a strong

theory of change explaining the place of product dissemination in the causality chain, to ensure the achievement of project objectives.

- **For project managers:** Good migration governance requires partnerships to broaden understanding of migration and develop comprehensive and effective approaches. Ensure, therefore, that a variety of stakeholders provide input for and participate in project implementation (e.g. civil society organizations, private sector, NGOs, academia).
- **For project managers/endorsers/IOM Development Fund:** In line with the above, ensure that the project is linked to broader national, regional and/or global initiatives, including wider United Nations/IOM institutional strategies and results frameworks (e.g. IOM Migration and Sustainable Development Strategy, the SDGs, results-based management).
- **For the IOM Development Fund:** Make sure project managers use the evaluation terms of reference set out in the *IOM Project Handbook*, and verify that all deliverables are duly included, as per the IOM Development Fund's Evaluation Guidelines.
- **For the IOM Development Fund and Office of the Inspector General:** Make it mandatory to use the standard Final Evaluation Report Template,³ to avoid variations in scope/quality and to ensure a more standardized and systematic approach to results-based management.
- **For the IOM Development Fund and Office of the Inspector General:** Ensure that the ex-post evaluation process encompasses gender considerations and a rights-based approach, and that relevant findings and recommendations are included in the evaluation reports.

³ Ibid., p. 476.

Objective

Ex-post evaluations of all IOM Development Fund projects within 6 to 12 months of project completion have been mandatory since 2017. They enable the Fund to provide information on what worked, what didn't, and why, and more systematically to identify good practices and lessons learned with a view to building on project achievements for potential future interventions. They play a crucial role in holding the Fund, IOM offices and project partners accountable for project results.

The objective of the review conducted in 2021 was to assess all the ex-post evaluations (internal and external) of projects carried out between 2012 and 2018 for which reports were submitted to the Fund during the 2020 calendar year.⁴ This report, in turn, summarizes the review's key findings, identifies lessons learned and provides recommendations to be taken into consideration by IOM staff when developing, implementing and monitoring Fund projects, with a view to improving the effectiveness and efficiency of current and future projects, and by the Fund itself during the disbursement decision-making process.

The report will be shared widely with IOM practitioners engaged in project activity.

Methodology

The project sample for the review comprised all projects funded by the IOM Development Fund from 2012 to 2018 for which ex-post evaluation reports were submitted during the 2020 calendar year.

The 18 projects reviewed were all national projects and spanned multiple geographical regions and thematic areas (see Figures 1 and 2 below). The total number of ex-post evaluation reports considered by the review was 18. The list of all target projects is provided in Annex 1.

The review was conducted in conformity with international evaluation standards, in particular the OECD/DAC principles and guidelines.

The conclusions reached are those of the evaluator, based on the findings and evidence collected from the target projects.

⁴ The review did not include the external ex-post evaluations carried out by OWL RE, a research and evaluation consultancy.

Figure 1. Number of target projects by region

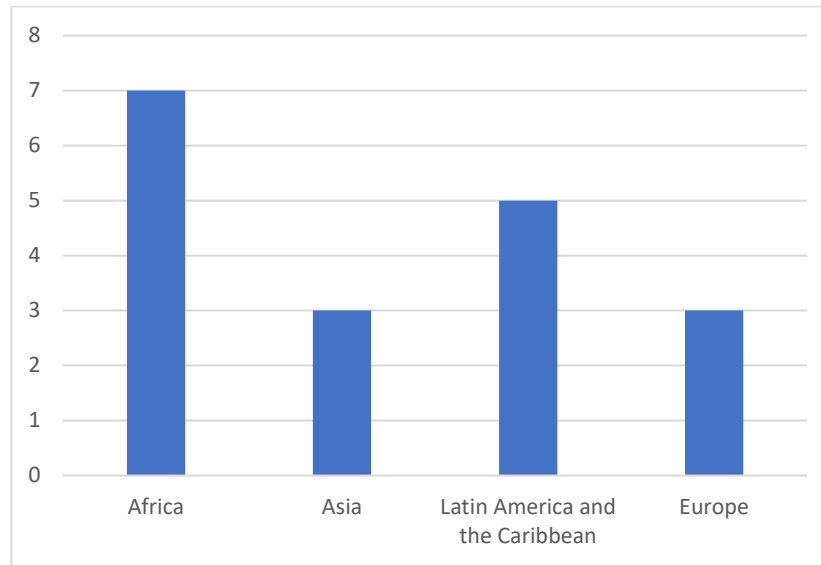
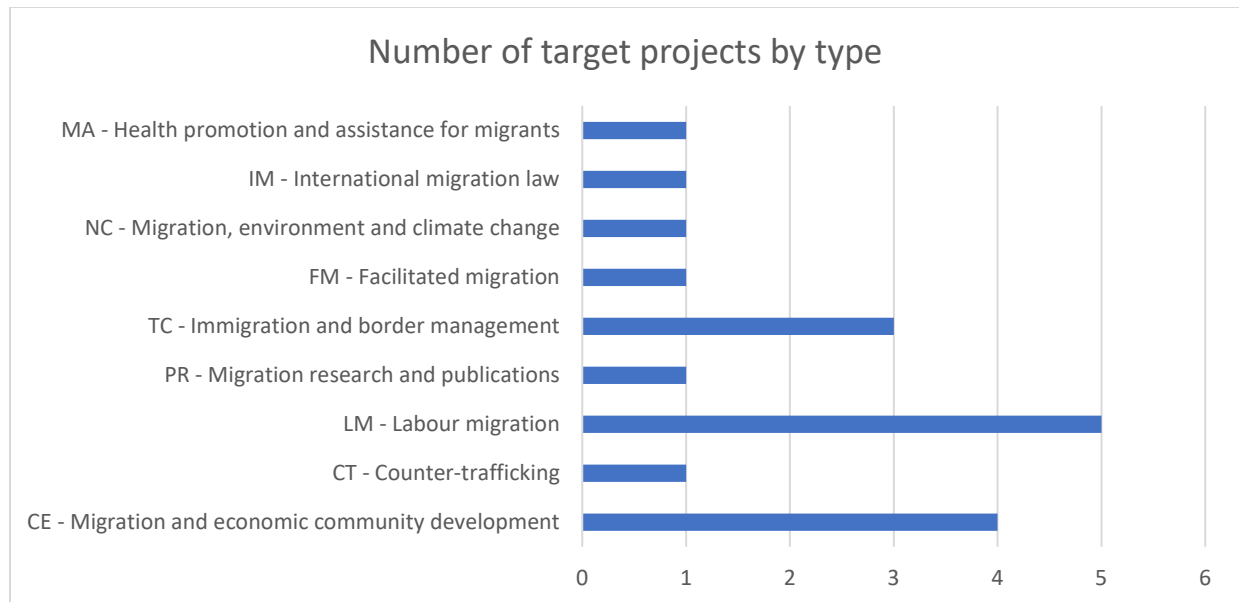


Figure 2. Number of target projects by type



Data sources and collection method

Data were collected by reviewing all ex-post evaluation reports received throughout the 2020 calendar year and the final narrative and financial reports of all relevant projects. The input provided by

beneficiaries⁵ in the course of consultations carried out during the ex-post evaluations was also considered.

A master database was developed to collect the data and organize the findings according to the OECD/DAC criteria of relevance, effectiveness, efficiency, sustainability and impact. Cross-cutting themes of gender mainstreaming and a human rights-based approach to programming were also included.

Data analysis

Quantitative and qualitative approaches were used to analyse the findings of the document review. Triangulation (reviewing two sources of data) was used to confirm and substantiate findings and bring to light any weaknesses in the evidence.

By consolidating the collected inputs from the master database, the review produced a qualitative analysis per OECD/DAC criteria and a quantitative analysis of trends across the target projects. In addition, lessons learned were identified and summarized in order to formulate recommendations.

The findings were analysed by evaluation criteria based on the scale set out in Table 1.

Table 1. Evaluation criteria scale and explanation

Rating		Explanation
5	Excellent (always)	There is evidence of strong collaboration and/or contributions exceeding the level expected by the intervention.
4	Very good (almost always)	There is evidence of good contributions but with some areas for improvement remaining.
3	Good (mostly, with some exceptions)	There is evidence of satisfactory contributions but continued improvement is required.
2	Adequate (sometimes, with many exceptions)	There is evidence of some contributions, but significant improvement is required.
1	Poor (never or occasionally, with clear weaknesses)	There are few or no observable contributions.

Limitations and mitigation strategies

The following limitations were identified:

- The review was a rapid assessment (conducted between February and March 2021);
- The evaluations varied in scope (while some covered five OECD-DAC criteria, others only covered three or four, making it difficult to compare all findings consistently);
- The evaluations varied widely in quality, making it difficult to identify comparable findings;

⁵ Given the nature of the IOM Development Fund, which aims to support developing Member State efforts to strengthen their migration management capacity, the term “beneficiaries” refers essentially to government officials.

- The review is based on the findings of the ex-post evaluation reports, which were the main source of information, as time constraints precluded the inclusion of beneficiaries/project management teams.

While the above-mentioned challenges made it difficult to ensure data coherence and consistency across the reports, an effort was nonetheless made to implement a consistent and systematic review methodology. In addition, final narrative and financial reports, along with previous reviews carried out by the IOM Development Fund⁶, were analysed in order to corroborate findings, cross-check their plausibility and identify common trends.

Findings

Overall, the target projects were found to be highly relevant, responding to the priorities and needs of the benefiting Member States and effectively helping to strengthen their migration management capacities. The projects were designed in collaboration with the main government partners and built on the experience of IOM offices in their respective areas. They were found to be aligned with IOM's institutional frameworks and strategies, and with the Fund's priorities and criteria. All target projects delivered high-quality products and were implemented cost-effectively. In general, their long-term impact could be reinforced and/or significantly strengthened if sustainability measures were taken by the main partners and relevant stakeholders.

Relevance

Score: 4/5

IS THE INTERVENTION DOING THE RIGHT THINGS?⁷

***Relevance** is the extent to which the intervention design and objectives respond to beneficiaries' global, country and partner/institution needs, policies and priorities, and continue to do so if circumstances change.*

"Respond to" means that the objectives and design of the intervention are sensitive to the economic, environmental, equity, social, political economy and capacity conditions in which it takes place.

Relevance assessment involves looking at differences and trade-offs between different priorities or needs. It requires analysing any changes in the context to assess the extent to which the intervention can be (or has been) adapted to remain relevant.

In evaluating the relevance of a programme or a project, it is useful to consider the following questions:

- *To what extent are the objectives of the programme/project still valid?*
- *Are the activities and outputs of the programme/project consistent with the overall goal and attainment of its objectives?*

⁶ IOM Development Fund, *Report on IOM Development Fund 2019 Ex-Post Evaluations* (Geneva, 2020), *Report on IOM Development Fund 2018 Ex-Post Evaluations* (Geneva, 2019), *Report on IOM Development Fund 2017 Ex-Post Evaluations* (Geneva, 2018) and *IOM Development Fund Sustainability Review* (Geneva, 2019). Available at <https://developmentfund.iom.int/reports>.

⁷ Unless otherwise stated, the texts in the boxes in this section are drawn from the updated set of definitions and principles approved by the DAC Network on Development Evaluation for its evaluation criteria (available at <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>).

- *Are the activities and outputs of the programme/project consistent with the intended impact and effects?*

Overall, all the target projects were found to be highly relevant to the needs of the beneficiary countries. In most cases, they were implemented in direct response to prior needs assessments and therefore addressed identified gaps in migration management governance.

Providing Technical Support to Improve Border and Migration Management in Sudan (TC.0970)

The 2012 project originally entitled Research Project on Remittances to Sudan was designed to improve the information available on the flow of remittances to Sudan in order to support the development of sound policies that would maximize remittances and their impact on sustainable investment and community development. There was very little consultation with the Government, however, and the need for such information had not been agreed by key government counterparts. This led to a lack of involvement by the authorities and the project was ultimately abandoned. It was subsequently decided, in 2014 and in full coordination with the Government, to redirect the earmarked funding to a most pressing need at the time: improve the Government's immigration and border management capacities in response to a mixed migration influx in Sudan. In 2016, the Ministry of the Interior commissioned a needs assessment at Khartoum International Airport to measure the extent of the issue. The renamed project that was subsequently launched (with the 2012 IOM Development Fund funding) addressed the recommendations arising from the needs assessment and stakeholder consultation.

This is a compelling example of the importance of carrying out formal and extensive consultations with relevant government counterparts to ensure that their needs and priorities are properly understood and mainstreamed in the project proposal documents and throughout project implementation.

With the exception of the above-mentioned 2012 project, the target projects were all closely aligned with national priorities and strategies, and were also very relevant vis-à-vis the most recent policy developments. They responded to the current needs of governments and partners at the time, providing capacity-building and creating an environment conducive to discussions of migration management issues and policy strategies.

Projects involving in-depth and wide-ranging stakeholder consultation were also found to be more effective during implementation and were more likely to be sustainable in the future.

Given the government changes occurring in some target countries (e.g. change in political structure, staff turnover, dissolution of a specific unit/ministry) and the evolving nature of migration-related issues, the projects were highly adaptive and had a demonstrated capacity to accommodate emerging challenges and/or government priorities. This flexibility took several forms: reviewing the results matrices (adding one or several activities and/or modifying existing ones); amending the budget and reallocating funds; and extending the project duration. In addition, the fact that the target beneficiaries often praised IOM's flexibility made it possible on many occasions to heighten the project's relevance.

With regard to project design and logical framework, although in most cases the projects were logically developed, with activities leading to the delivery of outputs and outputs leading to achievement of

outcomes, key assumptions and external factors (socioeconomic and political context, upcoming elections, legal framework in place, etc.) were not always taken into consideration and inconsistencies were found in almost all of the results matrices. Explicit theories of change were for the most part absent.

*The **theory of change** aims to explain how the implementation of activities will lead to the delivery of outputs, how the delivery of outputs will influence the achievement of outcomes, and how the achievement of outcomes will contribute to the project objective. It aims to take into account the broader context in which the project is being implemented and factors in the assumptions and hypotheses underlying the causal relationships between activities, outputs and outcomes, making sure that they hold true for the results to be realized. The theory of change should be developed through a participatory and coordinated process involving all key stakeholders.*

In many instances, the indicators were not SMART, leading to difficulties in monitoring project progress and/or capturing impacts. Outputs and outcomes were not always formulated in line with the *IOM Project Handbook*, occasionally causing confusion about what was really expected from both the project and the beneficiaries in terms of institutional and/or behavioural change. In some instances, the overall project objectives were found to be formulated relatively ambitiously, raising the beneficiaries' expectations and potentially affecting IOM's capacity to deliver.

In addition, all the projects were aligned with the IOM Migration Governance Framework⁸, the SDGs⁹ and the IOM Institutional Strategy on Migration and Sustainable Development¹⁰; however their link to broader regional and/or global initiatives was not always developed in the project documents. Most of the projects were more particularly aligned with Principles 2 and 3 and Objective 1 of the Migration Governance Framework¹¹, with SDG targets 10.7,¹² 8.3,¹³ 8.8,¹⁴ 17.9 and 17.17¹⁵, and with Outcome 3 (Migration is increasingly well governed), Deliverable 1 (We will strengthen institutions and systems to institute good migration governance) of the Strategy on Migration and Sustainable Development, outlining a whole-of-organization approach to comprehensively integrate migration and development into policymaking and programming, and recognizing that migration, when well managed, can be both a development strategy and a development outcome.

Finally, all the projects were found to be closely aligned with the IOM Development Fund's objective to support developing Member State efforts to strengthen their migration management capacity, in that they implemented a wide array of activities, ranging from the generation of reliable migration data, the

⁸ Available at https://www.iom.int/sites/default/files/about-iom/migof_brochure_a4_en.pdf.

⁹ For more information, see <https://sustainabledevelopment.un.org/?menu=1300>.

¹⁰ Available at <https://publications.iom.int/system/files/pdf/iom-institutional-strategy.pdf>.

¹¹ 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.

¹² SDG 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.

¹³ SDG target 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

¹⁴ SDG target 8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

¹⁵ SDG target 17.9: Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South and triangular cooperation; SDG target 17.17: Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

development of standard operating procedures and the organization of capacity-building workshops on many different topics (e.g. immigration and border management, the environment, labour migration, health) to strengthening border management systems and conducting awareness-raising campaigns.

Effectiveness

Score: 3/5

IS THE INTERVENTION ACHIEVING ITS OBJECTIVES?

Effectiveness is the extent to which the intervention achieved, or is expected to achieve, its objectives and its results, including any differential results across groups.

In evaluating the effectiveness of a programme or a project, it is useful to consider the following questions:

- *To what extent were/are the objectives achieved/likely to be achieved?*
- *What were the major factors influencing the achievement or non-achievement of the objectives?*

Overall, the target projects achieved their intended outputs and stated outcomes, and the beneficiaries expressed a high level of satisfaction, particularly with capacity-building and awareness-raising activities. Opportunities to discuss migration in great depth among different ministries (e.g. increased coordination within a government) and to conduct multisectoral policy debates with policymakers and external partners (e.g. civil society organizations, academia) were also identified as factors contributing to greater overall project effectiveness, and were praised by the main beneficiaries.

Supporting the Government of Guinea in Mobilizing its Disapora (CE.0384), project evaluator

The project largely contributed to improved and increased coordination among the three key stakeholders (Ministry of Foreign Affairs and Guineans Abroad, Private Promotion Investment Agency and diaspora members), resulting in greater synergy and complementarity of actions in favour of the diaspora for the overall socioeconomic development of the country.

In general, the review showed that the projects were very effective at producing quality outputs with the potential to lead to medium- and longer-term desired results. The outputs delivered included the provision of a space to discuss migration and enable knowledge-sharing; innovative outreach campaigns to counter negative rhetoric on migration and increase awareness of its benefits; the provision of IT equipment; and capacity-building workshops covering a wide array of current migration topics.

However, the review produced limited solid evidence that outcomes were of the level defined in the *IOM Project Handbook* and it is therefore difficult to ascertain that the target projects brought systemic changes to migration management governance.

The active involvement and commitment of target beneficiaries in project planning and execution were found to be success factors for effective and efficient project implementation. In this regard, coordination

mechanisms (e.g. TWG/SCs, task forces) were found to be beneficial, as they encouraged the active participation of key stakeholders, creating and/or reinforcing working relationships within and among key target institutions and promoting synergies with partners. This in turn reinforced the beneficiaries' sense of ownership. Regular TWG/SC meetings also enhanced overall project monitoring, providing a space in which to discuss any challenges and brainstorm on potential mitigation strategies and corrective measures, and thereby contributing to overall project effectiveness. In addition, the target projects were most likely to be sustainable whenever these coordination mechanisms had continued to operate after project end. It was found to be equally important clearly to define the roles and responsibilities of each TWG/SC member from the outset and throughout the implementation process.

In addition, the overall evidence-based approach (e.g. developing needs assessment reports identifying the current situation and gaps, producing high-quality documents generating important useful and reliable data) adopted by most of the projects helped obtain government buy-in and provided the basis for sustainable evidence-based policymaking.

Strengthening the National Capacities in Counter Trafficking in Human Beings in North Macedonia (CT.1168), national partner

The project aimed to contribute to national efforts to effectively counter human trafficking and strengthen its efforts to protect trafficked persons, vulnerable migrants and groups vulnerable to migration-related risks. The support provided by IOM was specifically targeted towards increasing skills and knowledge to apply the law using a victim- and rights-based, gender-sensitive approach in line with international counter-trafficking standards and norms governing irregular migration cases.

The project's planned results were achieved: the knowledge acquired enhanced the participants' understanding of the specific protection required by persons in vulnerable situations, such as victims of human trafficking and unaccompanied minors. The stakeholders were generally satisfied with the results and the way they were achieved. "The expertise and experience of selected trainers were invaluable. We could not afford such experts to be engaged in our regular training programmes and IOM did an excellent job in selecting these profiles of trainers."

Strengthening the National Capacities in Counter Trafficking in Human Beings in North Macedonia (CT.1168), project evaluator

As stated by one beneficiary, the training helped improve their daily job and was an additional source of motivation.

In addition, there was great satisfaction with the quality of policy documents, studies, technical tools and capacity-building training delivered by the Fund-supported activities. The participatory approach involved multidisciplinary groups from relevant ministries and institutions in project design and implementation, thereby enhancing ownership and accountability.

The question of institutional memory and ongoing sustainability was raised, as there is very often a high turnover rate among beneficiaries.

As mentioned in the section on relevance above, the projects' success in achieving their outcomes was often due to their capacity to be highly flexible vis-à-vis key partner institutions. This flexibility tended to involve changes in certain activities, budget amendments and approval of no-cost extensions, which in

turn led to stronger working relationships and the delivery of higher-quality products, further contributing to the positive impact of certain activities. IOM's counterparts were highly appreciative of the Organization's flexibility to adapt to emerging priorities and evolving needs.

The overly ambitious formulation of objectives and the absence of a theory of change clearly explaining how the activities undertaken by the project contribute to a chain of results that leads to the intended impacts were identified as the main internal factors of project shortfalls. Project assumptions were often disregarded, preventing the development of solid risk assessment plans, invalidating any risk mitigation strategies and thereby affecting the delivery of project results. When a theory of change was developed, failure to include all relevant stakeholders in the process was also identified as a major issue.

Supporting Strategic Interventions Towards Effective and Sustainable Labour Migration Management and Information Sharing in Tanzania (LM.0279)

This project is a good example of the importance of defining a clear and explicit theory of change and making sure that it remains relevant during implementation. The project ran smoothly, but its design did not factor in the extent to which the political climate was conducive to supporting strategic labour migration practices. To influence and advocate for regularized labour migration management through strategic interventions (e.g. the formulation of a labour migration policy) is a long-term objective and requires strong buy-in from the government and the involvement of many other stakeholders: civil society organizations, NGOs, the private sector, etc. These elements were not properly addressed by the project because some of the assumptions in the theory of change did not hold true. The reasons why not all activities were successfully implemented were more systemic and reflected a lack of cooperation from key stakeholders and a change of attitude and priorities within the government.

Other factors (e.g. lengthy project take-off, delays in reaching a consensus on priority needs, delays in hiring staff and consultants, lack of or limited monitoring and evaluation capacity) were also identified as factors stunting successful project implementation.

The main external factors preventing the projects from achieving their intended outputs and outcomes included lack of ownership by counterparts; limited outreach to and consultation with certain partners (e.g. with the diaspora in diaspora engagement projects); government delays in reviewing and validating certain products (e.g. difficulty to reach a consensus); political instability; and high staff turnover.

The assessments of overall project effectiveness were limited by several factors:

- As explained above, the absence of a clear and explicit theory of change and the use of non-SMART indicators, especially at the outcome level, hindered the measurement of progress and limited any increase in and application of knowledge;
- Even when some of the indicators were SMART, the data were not always collected regularly or systematically disaggregated by sex;
- The lack of results monitoring frameworks made it difficult to track the progress of each indicator and overall project effectiveness;
- The rotation of IOM/government staff led to a loss of institutional memory;

- Too much time elapsed between project end and the ex-post evaluation (staff were unavailable and/or institutional memory had been lost, limiting the possibilities to obtain reliable and objective data).

Efficiency

Score: 3/5

HOW WELL ARE RESOURCES BEING USED?

Efficiency is the extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

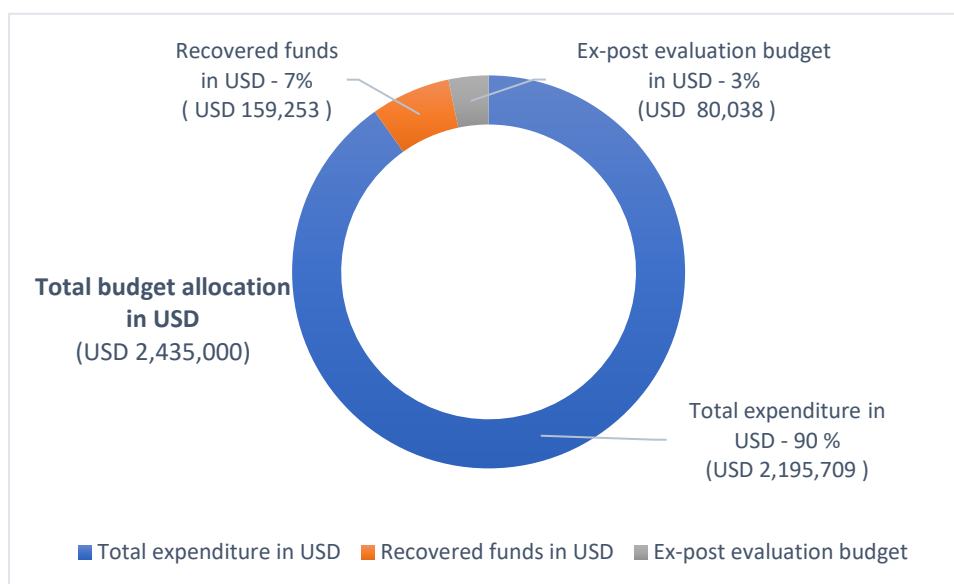
“Economic” is the conversion of inputs (funds, expertise, natural resources, time, etc.) into outputs, outcomes and impacts, in the most cost-effective way possible, as compared to feasible alternatives in the context. *“Timely”* delivery is within the intended time frame, or a time frame reasonably adjusted to the demands of the evolving context. This may include assessing operational efficiency (how well the intervention was managed).

When evaluating the efficiency of a programme or a project, it is useful to consider the following questions:

- *Were activities cost-efficient?*
- *Were objectives achieved on time?*
- *Was the programme or project implemented in the most efficient way compared to alternatives?*

For many of the target projects, no systematic cost-efficiency analysis had been carried out; in general, however, there was good evidence of project efficiency, especially in terms of the limited human resources allocated to implement the projects. The overall average implementation rate for all 18 target projects was 90 per cent (USD 2,195,709 of the total budget of USD 2,435,000, see Figure 3 below).

Figure 3. Average total expenditure



In many instances, the projects created synergies and worked with key partner institutions to avoid duplication of efforts, reduce costs and maximize impact. This was all the more likely to occur when coordination mechanisms were in place (e.g. TWG/SCs) and involved a multitude of stakeholders (e.g. different ministries, the private sector, civil society organizations, academic institutions). The leverage of key partners was extremely helpful and came in various shapes (including cost-sharing with other donor-funded projects; selection of partnership alliances vis-à-vis the outputs produced; data-sharing with other donors; in-kind contributions in the form of venues, time and resources). Close collaboration was identified as a key factor of cost-efficiency as well as of government ownership.

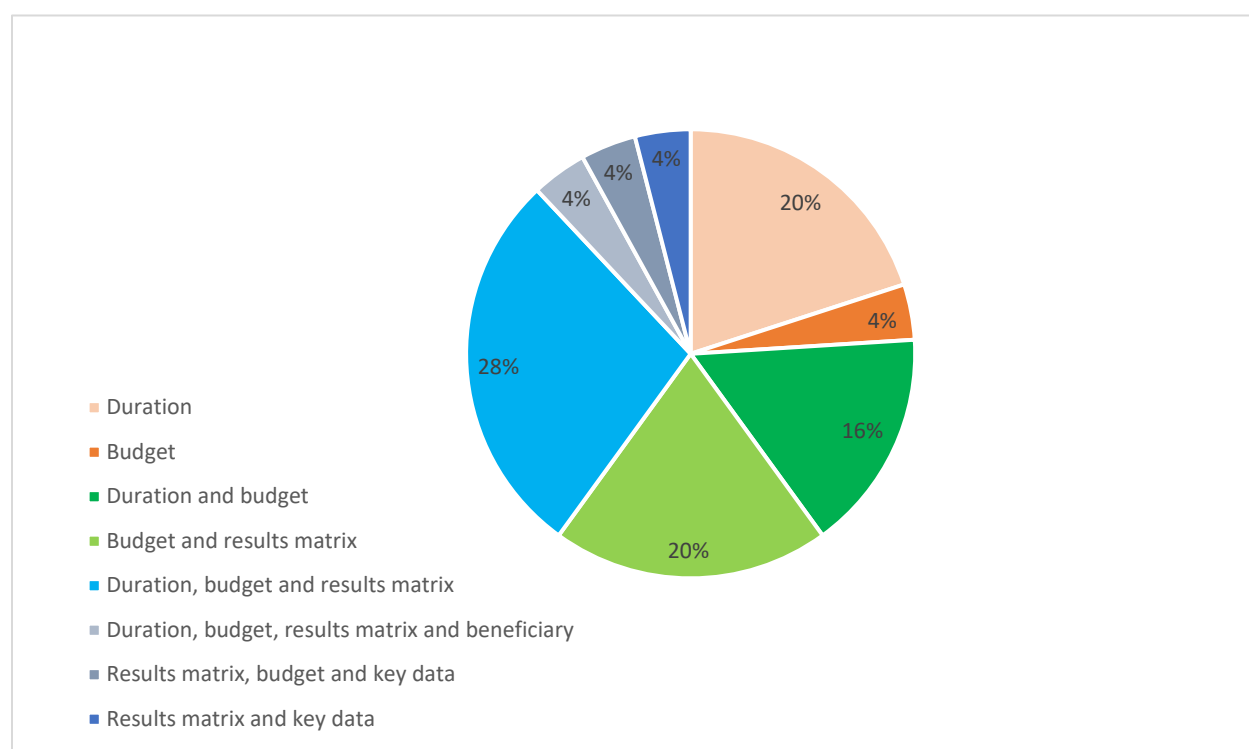
Strengthening the National Capacities in Counter Trafficking in Human Beings in North Macedonia (CT.1168), project evaluator

The stakeholders harmonized and coordinated their interventions with other partners, such as the Council of Europe, the Organization for Security and Co-operation in Europe, the German Agency for International Cooperation and the Office of the United Nations High Commissioner for Refugees. Joint or bilateral coordination meetings promoted synergies between projects and maximized project impact. The programme achieved the results with optimal efficiency, with resources invested in capacity-building being used efficiently. The activities were coordinated and conducted in close cooperation with all stakeholders, ensuring efficient implementation. The financial reports indicate no additional charges compared to the agreed budget, meaning that resources were adequate to meet project objectives and indicating a high level of efficiency and capacity to use resources as planned.

One of the key factors of project efficiency was, as stated earlier, IOM's capacity to be flexible and accommodate the constantly evolving project context by adapting the project activities, reallocating funds and/or exceptionally approving no-cost extensions.

Fourteen projects (nearly 78%) requested a revision. Of these, six requested one revision to complete their activities, while six requested two consecutive revisions. One project requested three revisions in a row (LM.0279) and one requested a total of four revisions (LM.0207). The following four projects were completed within the original time frame: CE.0384 Guinea, CE.0373 Colombia, TC.1066 Republic of Belarus, TC.1052 Kenya. Figure 4 below indicates the percentage of each type of revision; the combination of duration, budget and results matrix was the type of revision most often requested by country offices (28%), followed by the combination of duration and results matrix (20%) and duration alone (20%).

Figure 4. Type of revision requested and approved by the Fund



In all cases, the revisions were deemed necessary to deliver the project outputs and contribute to the project objectives. They also shed light on numerous underlying issues, including lack of clarity from the stakeholders about what was really expected of the projects, which also led, in some cases, to lack of government buy-in; a general tendency to underestimate the amount of time needed to achieve the project outcomes and/or overly ambitious outcomes and objectives; and the absence of a clear theory of change and risk assessment plans.

There were also many reasons for delays in project implementation, as illustrated in the following non-exhaustive list:

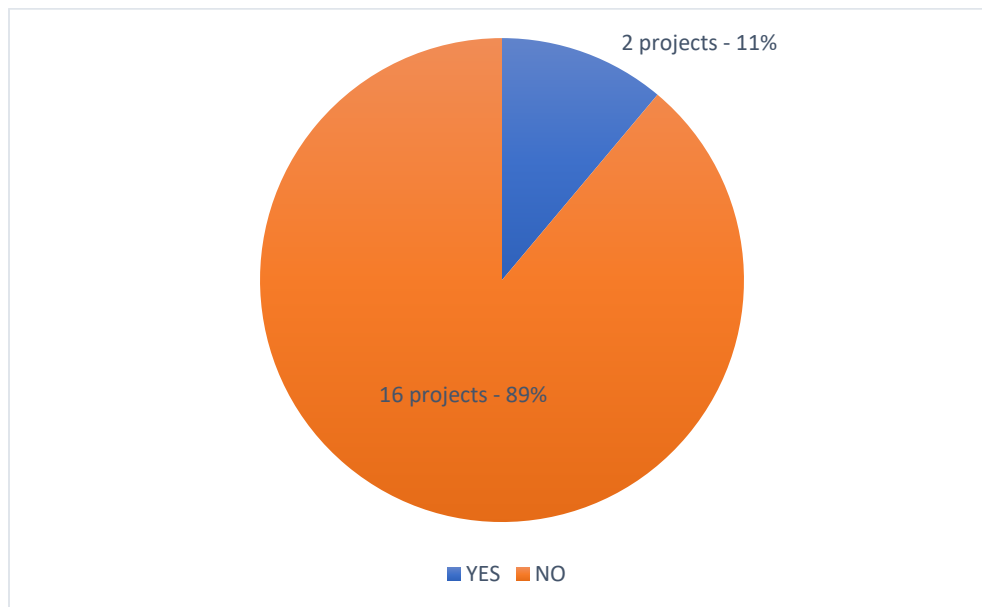
- The absence of a coordination mechanism and clear terms of reference from the outset, resulting in miscommunication and misunderstanding among government counterparts;
- Implementation of activities far away from the IOM office and limited staffing;

- Lack of coordination among stakeholders;
- Lengthy project take-off;
- Delays in identifying and recruiting consultants;
- Absence of data-monitoring systems, leading to weak planning and forecasting;
- Turnover within IOM/government institutions;
- Slow government processes and delays in obtaining permission to review or validate certain outputs;
- Political turmoil and elections.

As mentioned above, the establishment and proper functioning of TWG/SCs and clearly defined terms of reference tended to contribute to a higher level of project efficiency, were found to be crucial to a smoother, more participatory and inclusive approach, and fostered a proactive working relationship. In addition, the use of SMART indicators from the outset and the regular use of results monitoring frameworks appeared to have improved progress monitoring and helped anticipate risks and/or develop timely corrective measures.

Almost all the target projects fell short when it came to monitoring capacity and compliance with the Fund's reporting requirements (see Figure 5). Only 11 per cent (2 projects) submitted all of their reports (whether interim or final) to the Fund on time, while 89 per cent (16 projects) submitted late reports. Of those 16 projects, 13 (72 per cent) submitted all their interim/final reports late.

Figure 5. Target projects reporting on time



Finally, there is overall good evidence that the projects endeavoured to promote synergies, enabling them to share best practices and reduce costs, notably thanks to their great adaptive capacity. Almost all the projects met the “seed-funding” criterion and acted as catalysts for a wide range of future scaled-up projects, despite their relatively low initial budgets.

Sustainability

Score: 2/5

WILL THE BENEFITS LAST?

Sustainability is the extent to which the net benefits of the intervention continue, or are likely to continue, after donor funding has been withdrawn.

It includes an examination of the financial, economic, social, environmental and institutional capacities of the systems needed to sustain net benefits over time. It involves analyses of resilience, risks and potential trade-offs. Depending on the timing of the evaluation, this may involve analysing the actual flow of net benefits or estimating the likelihood of net benefits continuing over the medium and long term.

When evaluating the sustainability of a programme or project, it is useful to consider the following questions:

- *To what extent did the benefits of a programme or project continue after donor funding ceased?*
- *What were the major factors which influenced the achievement or non-achievement of programme or project sustainability?*

Even though the project activities were found to be insufficiently integrated into broader processes and the government authorities insufficiently committed to ensure project sustainability, the projects tended to act as “seed funds”, sparking interest among partners and encouraging synergies with similar activities, thanks to their high relevance and good overall level of effectiveness.

Nonetheless, the lack of a clear and robust theory of change was identified as a major obstacle to sustainability. Some projects had no overall programme logic ensuring that causal linkages between project activities, outputs, outcomes and ultimate goal were explicit stated and took account of the wider socioeconomic and political context.

In many instances, moreover, the project partners found it difficult to obtain financial resources to take complete charge immediately after project completion. The limited availability of financial resources, political factors, government staff turnover, lack of coordination among key institutions, and the failure of project design to incorporate sustainability measures were reported as the main factors negatively affecting project sustainability. In this regard, it was found that IOM technical support was often needed to accompany governments after project completion.

The prospects for sustainability were also hampered by other factors: some projects failed to plan and/or monitor product dissemination, to ensure that the project deliverables reached all stakeholders and continued to be used after the Fund’s withdrawal; sustainability and/or resource mobilization strategies were often lacking in the project concept and not thought through during implementation; and no provision had been made for a monitoring mechanism to follow up after project end.

Training of Master Trainers on Pre-Departure Orientation (PDO) and Orientation of Central and State Government Officials on PDO (LM.0204)

One of the key findings of the ex-post evaluation report of this project, which was carried out in India, was that it was a landmark initiative. It paved the way for many improvised versions of PDO modules

currently in use. It was reported that, by the end of the project, the initiative had full government ownership and many costs, such as translation and printing, were borne by state governments during the implementation period. At the time of the ex-post evaluation, the training material was being used to provide PDO by recruitment agents, the India International Skill Centre and other institutions raising awareness among migrant workers of the entitlements available and the context in the destination country. It was also used to create a set of interactive products on PDO. For example, the Overseas Manpower Company of Andhra Pradesh created audiovisual content from the manual to strengthen PDO training. Similarly, the Rajasthan Skill & Livelihoods Development Corporation created a slide presentation from the content presented in the manual.

Higher initial investment, the early involvement of future project owners and the active engagement of all key stakeholders throughout implementation appear to heighten the prospects for sustainability.

Examples of activities sustained after target project end are listed below:

- Coordination mechanisms (e.g. TWG/SCs) and engagement with multisectoral partners were maintained;
- Partnerships built during project implementation and linkages established with other programmes were maintained;
- Train-the-trainer capacity-building workshops were included in national institutions' annual programmes and involved the local administration at community level, resulting in the wide application of knowledge;
- National pre-departure health assessment guidelines were endorsed by the Ministry of Health (Sri Lanka);
- The Bureau for Relations with the Diaspora and the Ministry of Education pledged to promote and pursue the project activities in the Bureau's budget for 2019 (Republic of Moldova);
- High-quality products developed during project implementation were used and replicated after project end (e.g. the directories developed to facilitate migrants' orientation and serve as a reference for them were used and updated; two new issues of the magazine *Ser Migrante* were published (Mexico); a handbook on the legal protection of and assistance for migrants was used and an online course repeated (Brazil));
- Recommendations were embedded into national plans and programmes (e.g. DTM action plan integrated into National Emergency Management Agency operations at national and local level (Mongolia));
- The manual developed to serve as standard operating procedures for accelerated readmission was institutionalized and incorporated into the Border Service Institute's curricula and distributed to border checkpoints and other key stakeholders (Belarus Ministry of Foreign Affairs and Interior Ministry);
- Self-learning English language kits were procured and distributed to State Border Committee staff for their daily use;
- Lobbying activities were conducted to secure further funding.

Improving Legal Assistance for Migrants in Brazil and Promoting Their Access to Labour Markets (IM.0043)

This project demonstrated a very good level of sustainability.

According to the ex-post evaluation report, “Sustainability has been outstanding, with the Brazil Public Defender’s Office (DPU) running repeated iterations of the online course and continuously adding to the handbook since the end of the project.”

In addition, and at the time of the ex-post evaluation:

- The Public Defender’s Office was negotiating with the National School of Public Administration to host the online course on their platform, to allow for unlimited enrolment;
- There was high demand for both print and electronic copies of material (e.g. pamphlets and guides on migrant recruitment) among government stakeholders and NGOs, which also led to additional funding from the Netherlands Ministry of Foreign Affairs to update, reprint and distribute the Fund’s project materials. Revised materials were funded and disseminated as part of the Brazilian Government’s Operation Welcome. According to anecdotal evidence, this continued dissemination led some companies to change their practices, making it easier for migrants to secure jobs.

Providing Technical Support to Improve Border and Migration Management in Sudan (TC.0970)

This project, on the other hand, had much dimmer prospects for sustainability at the time of the ex-post evaluation, because the key assumptions on which sustainability hinged did not materialize. For example, the senior government officials who had championed the project’s vision and on whom its successful implementation depended left after the political upheaval of 2019. Moreover, there was no guarantee that the cadre of master trainers certified by the project would stay on for as long as needed to transfer their skills and knowledge: some of them had already moved on to other duties, and those remaining did not have a national training programme or academy to host them, which may have led them to pursue their careers elsewhere.

Impact

Score: n/a

WHAT DIFFERENCE DOES THE INTERVENTION MAKE?

Impact is the extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

Impact addresses the ultimate significance and potentially transformative effects of the intervention. It seeks to identify social, environmental and economic effects of the intervention that are longer term or broader in scope than those already captured under the effectiveness criterion. Beyond the immediate results, this criterion seeks to capture the indirect, secondary and potential consequences of the intervention. It does so by examining the holistic and enduring changes in systems or norms, and potential effects on people’s well-being, human rights, gender equality and the environment.

When evaluating the impact of a programme or project, it is useful to consider the following questions:

- *What has happened as a result of the programme or project?*

- *What real difference has the programme/project made to the beneficiaries?*
- *How many people have been affected?*

While in most cases it was too early to assess long-term impact, the target projects were found to have directly resulted in numerous positive changes and there were strong signs of impact. Examples include:

- Improved practices and quality of the beneficiaries' services to identify, refer and assist victims and potential victims of trafficking;
- Capacity-building for law enforcement officers, social workers, prosecutors and judges, resulting in greater awareness of the phenomena of trafficking in human beings and irregular migration;
- Improvements in the processing of identity documents, resulting in more people acquiring such documents and improved customer service in specific counties in Kenya;
- Improved overall interministerial coordination, and empowerment of and reinforced coordination among key migration stakeholders, including United Nations agencies, civil society organizations and academic institutions;
- Partnerships built and sustained after project end and linkages established with other related programmes;
- Support for educational centres included in the 2019 plan (Republic of Moldova);
- Behavioural change among government authorities in terms of their perception of migrants, resulting in a shift from a security-based to a more comprehensive development and human rights-based approach;
- Certification of curricula, methodological guidelines and manuals;
- Evidence collected on the barriers preventing migrants from accessing education and the labour market, resulting in a change of attitude by the National Migration Office (Argentina);
- Establishment of pools of certified cascade trainers on different topics within the government (pre-departure orientation, document examination and fraud detection, protection of victims of trafficking, etc.) (India);
- Establishment of the Migration Data Analysis Unit to generate evidence to inform labour mobility policymaking (Egypt);
- High level of State ownership leading to the institutionalization of standard operating procedures for accelerated readmission, now incorporated into the Border Service Institute's curriculum (Republic of Belarus);
- Migrant workers made aware of their rights through outreach and communication campaigns;
- Establishment of TWG/SCs to discuss migration-related priorities and needs, highlighting behavioural change;
- Greater government commitment to migration-related issues in the national development agenda.

Climate Change and Disaster Related Migration in Mongolia (NC.0009)

One timely unintended positive impact was the use of DTM data by the Government of Mongolia, with support from IOM, to coordinate responses to the COVID-19 pandemic. Even though the project's focus was to strengthen migration management in Mongolia in the context of climate change and natural hazards, one of the project's outputs was to provide capacity-building sessions on the use of IOM's DTM to design assessments and collect data enabling the government to take informed decisions. IOM

support was still needed, but the Government of Mongolia did make use of the DTM tools and apply the knowledge acquired within the framework of the Fund project with a view to responding to the pandemic.

Developing Capacities for Forecasting and Planning Migration from Egypt (LM.0282), project evaluator

Another positive impact: multisectoral round-table discussions on labour migration policy and relevant thematic areas made stakeholders aware of the importance of pursuing long-term labour migration programmes and policies of benefit to all. The study triggered salient political debate, questions, reflections and recommendations from both the Government of Egypt and the European Union delegates; this would not have happened without the project and is a commendable achievement. The findings prompted Egyptian labour migration policymakers and influencers to recommend a follow-up study that would assess labour migration needs by relevant sector in Europe, including Italy, France, the United Kingdom and Germany.

Out of the 18 projects reviewed, two seem to have had a negative impact that came to light during the ex-post evaluation process. In Belarus, the underinvolvement of certain stakeholders compared to others in the project design and implementation may have resulted in their dissatisfaction with the project and IOM as a whole. In Mexico, one of the main project partners said that the fact that some shelters had not authorized the publication of migrant-related data in the main directory had directly resulted in discontent and undermined trust between the various stakeholders involved; given the effort that IOM makes to preserve the confidentiality of personal data and the anonymity of data subjects, this criticism is not to be taken lightly.

The challenges to achieving greater impact were as follows: the political context; differences in the level of engagement among government counterparts throughout implementation coupled with competing government priorities; high rotation of staff; and the non-availability of IOM staff to follow up on activities and provide support for scaling up projects.

Overall, further dissemination and use of legacy tools (e.g. the pre-departure orientation manual, the standard operating procedures for accelerated readmission, national pre-departure health assessment guidelines), coupled with increased multisectoral discussions, not only make key stakeholders aware of the issues, they were also likely to influence forthcoming migration-related programmes and policies.

Finally, all projects mentioned quality outputs with the potential to lead to the intended impact if the project momentum was maintained and further sustainability measures were taken.

Cross-cutting issues

Score: 3/5

This section considers only gender mainstreaming and a rights-based approach to programming.¹⁶

*A **rights-based approach** is a conceptual framework and methodological tool for developing programmes, policies and practices that integrate the rights, norms and standards derived from international law. For IOM staff, this means, in practice, the conscious and systematic integration of rights and rights principles into all stages of the project cycle; the rights issues at stake in a particular project must thus be identified and considered throughout each phase of the project.*¹⁷

***Gender mainstreaming** is the process of assessing the gendered implications for different groups of people of any planned action, including policies, programming or legislation. It is a strategy for incorporating the concerns and experiences of people of all genders into the design, implementation, monitoring and evaluation of policies and programmes so that everyone benefits equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality for all.*¹⁸

It is relatively difficult to ascertain whether gender and a rights-based approach to programming were satisfactorily mainstreamed during the implementation of all 18 target projects, since four ex-post evaluation reports mentioned no cross-cutting themes, two analysed gender but not the rights-based approach, and one mainstreamed gender superficially, without dedicating a specific section to it.

The review nevertheless showed that gender was the cross-cutting theme most often factored into project design, implementation and monitoring/evaluation. Furthermore, while most of the project documents made no explicit mention of mainstreaming human rights, the project objectives, outcomes and outputs were all inherently linked to protecting the rights of migrants. In this regard, rights holders and duty bearers were often clearly identified, but the assessment of whether and to what extent rights were being respected, protected and fulfilled was cursory. Again, even though the documents did not explicitly mention migrant rights, most of the target projects aimed to enhance knowledge and enjoyment of such rights, mainly through capacity-building activities and awareness-raising campaigns.

In addition, until 2015, gender was not sufficiently or satisfactorily mainstreamed in project concepts, making it difficult to integrate during implementation, monitoring and evaluation. The situation changed in 2016, mainly because the Fund committed to mainstream gender in all project proposals and comply, at a minimum, with Gender Marker 2a. Moreover, gender-related issues had greater prominence than in the previous review, in that gender was more clearly integrated into specific project outputs (more data disaggregated by sex and/or more systematic gender-balanced participation in meetings and capacity-building events). Nonetheless, like the previous review, this one found that insufficient consideration had

¹⁶ Other cross-cutting themes, such as environmental sensitivity and sustainability, principled humanitarian action and mainstreaming protection into crisis response, were not considered in this review. “Sustainability of project results” is, of course, considered, sustainability being one of the OECD/DAC criteria.

¹⁷ F. Dufvenmark, *Rights-based approach to programming* (IOM, Geneva, 2015). Available at https://www.iom.int/sites/default/files/our_work/ICP/IML/rba_manual.pdf.

¹⁸ Definition most commonly used by the IOM Gender Coordination Unit, in particular for the “I Know Gender” module on migration and gender, which was developed in coordination with UN Women.

been given to how gender roles, relations/dynamics and inequalities were addressed in order to ensure that everyone benefitted equally and inequality was not perpetuated.

Climate Change and Disaster Related Migration in Mongolia (NC.0009), project evaluator

The project provided women and men with equal opportunities to join and benefit from its implementation, in terms of capacity development and sharing of perspectives. Gender differences and cultural dynamics were also considered when designing the DTM assessments, including gender-specific questions and protection against gender-based violence. All data were disaggregated by sex and age, and an attempt was made to understand differential impacts, responses and experiences based on gender. Regarding human rights, the assessment tools also included questions related to access to social services, health care and protection services.

Recommendations

Relevance

- Involve key project partners in project design using a participative and coordinated approach and in-depth consultations in order to identify priority needs and existing gaps.
- In line with the above, develop a theory of change in coordination with key stakeholders and make sure that it clearly explains how and why a set of activities and intended results will bring about the change the project seeks to achieve, clearly laying down the assumptions and hypotheses on which those results are predicated.
- Develop sound results matrices, as per the *IOM Project Handbook* (e.g. formulation of outcomes and outputs) and make sure indicators are SMART and correspond to their respective results statements.
- Involve a monitoring and evaluation expert in the design of the logical framework and the theory of change.
- Conduct an external environment analysis to develop an accurate risk assessment plan.
- Include the establishment of coordination mechanisms in the design phase, to encourage ownership during and after implementation.
- Clearly state in the project documents how the initiative is linked to broader national, regional and/or global initiatives, and to United Nations/IOM internal strategies and results frameworks (e.g. the SDGs, the IOM Migration Governance Framework, the IOM Migration and Sustainable Development Strategy).
- Include a dissemination and visibility strategy in the project design, to ensure that all beneficiaries are reached during implementation and that the project's results are effectively communicated, so as to encourage the continuity of activities.
- Apply the lessons learned and best practices collected from previous reviews/reports.

Effectiveness

- Establish a coordination mechanism/stakeholder working group to facilitate project implementation, monitor progress on activities, and strengthen ownership and sustainability prospects.
- Draft detailed terms of reference for the coordination mechanism/working group, to ensure that roles and responsibilities are well understood, and develop a workplan accordingly;
- If possible, set aside time and resources to organize the consultant recruitment process (e.g. preparation of terms of reference, posting of vacancies), to ensure that their recruitment does not delay project implementation.
- Make sure to communicate efficiently and regularly with stakeholders, to facilitate information-sharing and avoid misunderstandings about what is expected of them and of the project. A quick assessment of project relevance with key stakeholders may help determine whether any adjustments are required to project design.
- Ensure that all stakeholders participate actively in implementation by holding regular meetings.
- Develop robust results monitoring frameworks and detailed workplans to ensure proper monitoring of activities; use PRIMA for All, in particular the Results Monitoring Framework and MS Project modules, and track progress for every single indicator on a regular basis.

- Continue to create and/or nurture existing working relationships and synergies, to expand project activities.

Efficiency

- Determine whether certain activities can take place before the project code is issued (e.g. set up coordination mechanisms before the project is activated to avoid slow project take-off).
- Carefully consider the time frame needed for the project to be successfully achieved.
- Continue to create synergies and work with partners, making effective use of coordination mechanisms to reduce costs and maximize impact.
- Make sure that all stakeholder roles and responsibilities are well understood and in line with the workplan, which should be detailed and prepared well in advance, in order to avoid delays.
- Encourage contributions from partners (e.g. coverage of certain costs and/or in-kind contributions).
- Verify that the theory of change remains valid and monitor progress regularly using the results monitoring frameworks available on PRIMA. Regular monitoring facilitates forecasting and makes it possible to anticipate risks and/or develop timely corrective measures.
- Remain attentive to the partners' evolving needs and continue to respond flexibly, always in coordination with the Fund. Assess revision needs as holistically as possible (e.g. changes in project activities almost always require a budget revision) and use realistic time frames when planning for a no-cost extension, to avoid multiple consecutive revision requests.
- Develop and implement a robust risk management plan, to mitigate negative impacts and promote project resilience.
- Make sure to communicate important deadlines for the review/validation of project outputs.
- Use the IOM Development Fund guidance note¹⁹ and financial guidelines²⁰ to promote knowledge of the Fund's requirements and ensure compliance.
- Start the reporting process on PRIMA at least one month before the reporting deadline, to allow enough time for the regional office to review the reports (interim/final) and ensure their timely submission to the donor.

Sustainability

- Encourage key partners to take the lead in activities, to strengthen ownership, and start discussing a solid sustainability plan from project inception. In particular, discuss specific human/financial resource and potential capacity gaps and try to reduce them during implementation and/or as part of the sustainability measures.
- Encourage the conduct of frequent working group meetings during implementation and after project completion, to monitor progress and continuity of activities.
- From inception onwards, involve a multitude of stakeholders (private sector, academia, NGOs, civil society organizations, etc.) and advocate a whole-of-government approach to promote coordination, encourage synergies and maximize the possibilities to secure further funding and/or continuity of activities.

¹⁹ Available at <https://developmentfund.iom.int/sites/devfund/files/2021-03/Guidance-Note-IOM-Development-Fund-2021-External.pdf>.

²⁰ Available at <https://developmentfund.iom.int/sites/devfund/files/2021-03/IOM-Development-Fund-Financial-Guidelines-2021.pdf>.

- From inception onwards, encourage the development of a more holistic programmatic approach, to allow synergies with broader processes and to attract external donors.
- Expand the reach, use and update of capacity-building products (e.g. online courses, workshops, manuals) and advocate their incorporation into annual national programmes, to avoid loss of capacity/memory as a result of staff rotation.
- Advocate the importance of allocating resources to sustain project activities among government counterparts, in order to scale up results by building on added knowledge/capacity and on the project legacy.
- Update the project's deliverables to ensure that they remain relevant in the long run.

Impact

- Develop robust results matrices with properly formulated outcomes, in order to achieve a change in institutional performance, individual or group behaviour, or the political, economic or social position of the beneficiaries.
- Develop SMART indicators for impact assessments, especially with regard to increases in and application of knowledge, changes in behaviour and numbers of beneficiaries.
- Assess the level of involvement needed from stakeholders and ensure collegial working relationship to avoid discontent.
- Comply with the *IOM Data Protection Manual*²¹ and ensure confidentiality of personal data and anonymity of data subjects.
- Include sustainability measures from the design phase, to allow synergies to emerge during implementation and help strengthen project impact.
- If possible, allocate human resources from IOM to follow up on activities and provide further support to scale up the project.
- Disseminate the project's legacy tools to enhance project impact and promote their use in forthcoming policy development.

Cross-cutting recommendations

- When conducting a needs assessment, pay attention to all gender groups and make sure no rights will be infringed.
- Strive to further mainstream gender and a rights-based approach in the project deliverables and all project stages (e.g. result matrices) and make explicit reference to guidelines and relevant terminology (e.g. systematically integrate rights and international standards). To that end, consult the handbook *Rights-based approach to programming*,²² the IOM Gender Equality Policy 2015–2019²³ and any other relevant documents and presentations available on the intranet.
- During the design phase (notably when developing the theory of change) and implementation, ensure representativity among rights holders and duty bearers.
- During implementation, include all gender groups in activities and ensure representativity among decision-makers.

²¹ IOM, *IOM Data Protection Manual* (Geneva, 2010). Available at:

https://publications.iom.int/system/files/pdf/iomdataprotection_web.pdf.

²² F. Dufvenmark, op. cit., note 21.

²³ Available at <http://intranetportal/Pages/ControlNo.aspx?controlNo=C/106/INF/00008/Rev.1>.

- Report not only sex-disaggregated data but also the implications of project activities/deliverables for different gender groups and the overall project efforts, to ensure that inequality is not perpetuated.
- Demonstrate intent to increase knowledge and enjoyment of rights through innovative awareness-raising campaigns.

Overall recommendations

- **For regional offices:** Strengthen IOM project development capacity, especially with regard to the design and formulation of clear and explicit theories of change, robust results matrices and SMART indicators. If necessary, involve regional monitoring and evaluation officers and the IOM Development Fund.
- **For regional offices:** Strengthen overall IOM monitoring capacity and advocate the regular use and update of results monitoring frameworks through PRIMA, including the MS Project tab. PRIMA dashboards and reports should also serve to obtain specific project details and overall trends per region/theme/donor, etc.
- **For regional offices:** Consider establishing a monitoring unit and allocate human and financial resources with a view to providing ad hoc technical assistance to relevant partners once the project is closed.
- **For regional and country offices:** Encourage the use of PRIMA so that IOM offices are fully aware of programming continuity and institutional memory is maintained at the country and global levels.
- **For regional offices:** Consider how IOM staff resources can be integrated into ongoing work to follow up and map changes in government and the new policies/programmes introduced, to update the project products/recommendations and continue engaging all new stakeholders.
- **For regional and country offices:** Develop a readiness assessment tool that provides a comprehensive analysis of the capacity of each country and of IOM staff to undertake a given project.
- **For regional and country offices:** Apply the lessons learned and best practices collected from previous IOM Development Fund reviews²⁴/evaluation reports to avoid repeating past errors.
- **For project developers:** Projects are not implemented in a vacuum. Factor national contexts and socioeconomic conditions into project design and align the project scope, time frame and budget accordingly.
- **For project developers:** During the project development phase, carefully assess, along with key project partners, the human and financial resources needed to ensure continuity of activities and develop a sound and feasible approach to sustainability.
- **For project developers:** Acknowledge that migration issues are complex and that migration management can be used as a strategic tool to contribute to social and economic development.
- **For project developers/managers:** Consider designing government training that targets specific departments (rather than individuals), to ensure the benefits are sustained despite turnover of staff.
- **For project developers/managers:** Pursue co-funding, creation of synergies and strategic partnerships, as they minimize risks and increase the prospects for sustainability.

²⁴ Available in the “Reports” section of the IOM Development Fund website: <https://developmentfund.iom.int/reports>.

- **For project managers:** Keep stakeholders in the loop about project achievements, continuity of activities and/or challenges at the end of the implementation cycle.
- **For project managers:** Because good migration governance requires partnerships to broaden understanding of migration and to develop comprehensive and effective approaches, ensure that a variety of stakeholders provide input for and participate in project implementation (e.g. civil society organizations, private sector, NGOs, academia).
- **For project managers/endorsers/IOM Development Fund:** In line with the above, ensure that the project is linked to broader national, regional and/or global initiatives, including wider United Nations/IOM institutional strategies and results frameworks (e.g. the IOM Migration and Sustainable Development Strategy, the SDGs, results-based management).
- **For project developers/managers/endorsers/IOM Development Fund:** Ensure that there is a clear dissemination/visibility strategy for legacy tools. The purpose of developing knowledge-sharing products (e.g. capacity-building workshops/online courses/manuals/research) should be explicitly stated and accompanied by a dissemination strategy, which should itself be supported by a strong theory of change explaining the place of product dissemination in the causality chain, to ensure the achievement of project objectives.
- **For the IOM Development Fund:** Make sure project managers use the evaluation terms of reference set out in the *IOM Project Handbook*, and verify that all deliverables are duly included, as per the IOM Development Fund's Evaluation Guidelines.
- **For the IOM Development Fund and Office of the Inspector General:** Make the standard Final Evaluation Report Template²⁵ mandatory to avoid variations in scope/quality and to ensure a more standardized and systematic approach to results-based management.
- **For the IOM Development Fund and Office of the Inspector General:** Encourage ex-post evaluations carried out within 12 months of project end, to avoid loss of memory from key project stakeholders.
- **For the IOM Development Fund and Office of the Inspector General:** Ensure that gender considerations and a rights-based approach are analysed during the ex-post evaluation process, and relevant findings and recommendations included in the reports.

²⁵ See IOM, op. cit., note 3.

Annex 1

List of target projects

Funding Year	Project Code	Project Title	Total allocation in USD	Total expenditure in USD	Original duration (month)	Actual duration (months)	Number of extensions	Number of revisions in total
2012	LM.0207	Training of Master Trainers on Pre Departure Orientation (PDO) and Orientation of Central and State Government officials on PDO	200,000	177,308	12	30	3	4
2012	TC.0970	Providing Technical Support to Improve Border and Migration Management in Sudan	100,000	97,400	12	24	1	2
2015	LM.0279	Supporting Strategic Interventions Towards Effective and Sustainable Labour Migration Management and Information Sharing in Tanzania	200,000	143,069	18	36	3	3
2015	LM.0282	Developing Capacities for Forecasting and Planning Migration from Egypt	150,000	145,993	18	22	1	1
2015	FM.0440	Promotion of Social Inclusion of Migrants in Argentina	150,000	142,420	24	27	1	1
2015	MA.0348	Promoting and Integrating Inclusive and Migrant Friendly Health Assessment Services in the National Health System of Sri Lanka	200,000	192,122	18	25	1	1
2015	CE.0333	Enhancing the Development of Moldova through Engagement with Diaspora-Homeland Partnerships	200,000	198,907	24	30	1	1
2015	LM.0274	Supporting the Ministry of Labour and the National Assembly to Develop Policies and Legislation related to Labour Migration and Human Mobility in Ecuador	150,000	146,000	18	38	2	2
2015	PR.0173	A Comprehensive Approach to Migration Flows and the Improvement of Migrants' Conditions in Mexico	100,000	63,326	18	32	1	1
2017	CE.0384	Supporting the Government of Guinea in Mobilising its Diaspora	100,000	96,838	12	12	0	0
2017	CE.0388	Strengthening Institutional Capacities and Engaging the Diaspora of the Union of Comoros	75,000	65,533	12	14	1	2
2017	CE.0373	Gender-Sensitive Capacity-building to Manage Irregular Migration Between Colombia and Venezuela	100,000	77,965	12	12	0	0
2017	IM.0043	Improving Legal Assistance to Migrants in Brazil and Promoting their Access to Labour Markets	100,000	92,246	18	18	0	1
2017	NC.0009	Climate Change and Disaster Related Migration in Mongolia	150,000	133,249	18	20	1	2
2017	TC.1066	Strengthening the Readmission Capacity of the Republic of Belarus	100,000	97,478	12	12	0	0
2017	LM.0325	Strengthening Labour Migration Management in Botswana	120,000	93,482	18	18	0	2
2017	TC.1052	Strengthening the Capacity of the Government of Kenya to Manage National Identity Programmes	150,000	144,419	18	18	0	0
2018	CT.1168	Strengthening the National Capacities in Counter Trafficking in Human Beings in North Macedonia	90,000	87,953		19	1	2

Annex 2

Target project summaries

IOM Development Fund

*Developing Capacities in
Migration Management*

To: Director General

From: Director, Migration Management Services Dept. 

Date: 11 June 2012

Financial Year: 2012

Funding Line: Line 2

Project: Enhancing Capacities for Migration Management - India

IOM Region: Asia

Funding Amount: USD 200,000

Requesting Mission/Unit: IOM India Benefiting IOM Members: India Other Benefiting Countries:

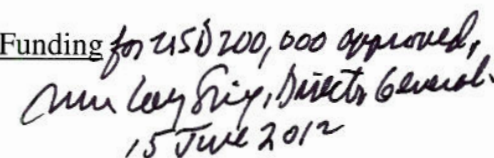
The project will contribute to strengthening migration management in India through two key areas: a) evidence based research and knowledge building on the current migration scenario in India, and b) enhance institutional and technical capacity building of different stakeholders in the field of international migration.

The project proposes an India Mobility Report which will be developed through collaboration between IOM and the Indian Council of Overseas Employment (ICOE). The report aims to enable different state governments and other stakeholders in India to better plan and respond to the various migration issues in an effective and sustainable manner.

The project further envisages providing technical assistance and cooperation to the government by building capacity at the National and State levels through the training of government officials in migration management and training of Civil Societies, Non-Governmental Organizations and Private Recruitment Agencies in migration and development.

Endorsement of project document provided: LHD, RO Bangkok

Relevant IOM Strategy section: No. 3 and 12

Recommendation: Approve DI Funding for USD 200,000 approved,

15 June 2012

IOM Development Fund

*Developing Capacities in
Migration Management*

To: Director General
From: Director, Migration Management Services Dept.
Date: 9 November 2012
Financial Year: 2012
Funding Line: Line 1
Project: Research Project on Remittances to Sudan
IOM Region: Africa
Funding Amount: USD 100,000

Requesting Mission/Unit: Benefiting IOM Members: Other Benefiting Countries:
IOM Sudan Sudan

This project aims to improve information available on the flow of remittances to Sudan in order to support development of sound policies that maximize remittance flows as well as the impact of those flows on sustainable investment and community development. In order to achieve this, IOM will work with relevant partners, including the Sudan Centre for Migration, to: create a database regarding flows of migrant remittances through formal and informal channels that will be updated and maintained by the Secretariat for Sudanese Working Abroad (SSWA); identify internal and external variables that impact the flow of migrants' remittances and; identify the main uses of remittances by remittance-receiving households in Sudan.

Endorsement of project document provided: LHD, RES, RO Cairo

Relevant IOM Strategy section: No. 6

Recommendation: Approve DI Funding

*Approved. Muu Lalg Sirij,
Director General.
9 November 2012.*



IOM Development Fund
DEVELOPING CAPACITIES IN MIGRATION MANAGEMENT

To: Director General
From: Director, Department of Migration Management
Date: 7 September 2015
Financial Year: 2015
Funding Line: Line 2
Project: Supporting Strategic Interventions Towards Effective and Sustainable Labour Migration Management and Information Sharing in Tanzania
IOM Region: Africa
Funding Amount: USD 200,000

Requesting Mission/Unit: IOM Tanzania
Benefiting IOM Members: Tanzania
Other Benefiting Countries:

The objective of this project is to increase the capacity of the Government of Tanzania (GoT) to formulate and implement strategic interventions towards effective and sustainable labour migration management and information sharing in Tanzania. In close collaboration with the Ministry of Labour and Employment, the IOM will work toward achieving the following outcomes:

- i) GoT's capacity to enhance policy and legal frameworks pertaining to labour migration agenda is strengthened;
- ii) MoLE demonstrates the ability to generate strategic Labour Market Information System (LMIS) data, inclusive of labour migration indicators; and
- iii) GoT demonstrates the ability to generate and use up-to-date labour migration data through the development and adoption of an electronic work permit system.

Through this project, the GoT will specifically benefit from increased capacity to manage and implement relevant regional frameworks on labour migration.

The project is also designed to complement the 2015 IOM Development Fund regional labour migration project *Developing a Roadmap to Facilitate South-South Labour Mobility in Southern Africa* that will bring together the selected SADC Member States in order to facilitate South-South labour mobility arrangements with a view toward ensuring the protection of the fundamental human, labour, and social rights of migrant workers, their families, and associated communities of origin and destination.

Endorsement of project document provided: RO Pretoria, LHD

Relevant IOM Strategy section: No. 12

Recommendation: Approve OSI Funding *Approved Mr. Cay Sir, 14 September 2015*

- Attached in the project proposal
- Alessia informs that it has gone through final rounds of consultation.
iq



IOM Development Fund
DEVELOPING CAPACITIES IN MIGRATION MANAGEMENT

To: Director General

From: Director, Dept. of Migration Management

Date: 31 August 2015

Financial Year: 2015

Funding Line: Line 2

Project: Developing Capacities for Forecasting and Planning Migration from Egypt

IOM Region: Africa

Funding Amount: USD 150,000

Requesting Mission/Unit: IOM Egypt Benefiting IOM Members: Egypt Other Benefiting Countries:

Every year approximately 750,000 new Egyptian workers join an already saturated labour market, many of which contribute to the already 3.6 million unemployed. Though efforts to develop the private sector and promote employment generation are ongoing, the absorption capacity will not be able to increase sufficiently in order to address this surplus in the foreseeable future. Conversely, the percentage of non-working above 65 years old in EU countries will nearly double to 52.6 per cent by 2060, indicating an "increasing burden to provide for social expenditure related to population aging." Targeted education, vocational training, and migration policies can help Egypt create opportunities for its youth to access European labour markets, reducing pressure on the Egyptian economy while meeting the needs of Europe.

This pilot project aims to assist Egypt and potential receiving countries to agree on realistic forecasting methods of their respective labour migration needs in order to better plan for and maximise the potential of demand driven migration. It will do so by: 1) testing and deploying an effective and responsive methodology for producing forecasts on the need for migrant labour in European countries in order to inform policy development and curriculum planning in Egypt; 2) capacitating relevant officials in Egypt to produce forecasts of migratory and labour market trends for their own country as well as those of potential receiving countries; and 3) utilising the results of these activities to initiate a dialogue between Egypt and potential European partners regarding the forecasting model, the needs identified, and potential mutually beneficial labour migration schemes which would allow Egyptian labour migrants to meet these needs.

Endorsement of project document provided: LHD

Relevant IOM Strategy section: No. 12

Recommendation: Approve OSI Funding *Approved. Anne Luyckx, 7 Sept 2015*



IOM Development Fund
DEVELOPING CAPACITIES IN MIGRATION MANAGEMENT

To: Director General

From: Director, Dept. of Migration Management *ly*

Date: 7 July 2015

Financial Year: 2015

Funding Line: Line 2

Project: Promotion of Social Inclusion of Migrants in Argentina

IOM Region: Latin America and the Caribbean

Funding Amount: USD 150,000

Requesting Mission/Unit: IOM Argentina Benefiting IOM Members: Argentina Other Benefiting Countries:

This project engages national authorities, in charge of implementing migration and anti-discrimination policies, as well as civil society organizations, for the purpose of promoting social inclusion of migrants.

The National Directorate for Migration (DNM) has requested IOM's assistance in facilitating intercultural dialogue between migrants and communities and the DNM local offices to promote social inclusion. In parallel, DNM has requested support in disseminating the National Migration Law No. 25.871. In addition, an information campaign aimed at raising awareness on the contribution of migrants is planned in association with the National Institute against Discrimination, Xenophobia and Racism (INADI).

The main activities planned fall under the following components: 1) Strengthening of intercultural dialogue and coordination between civil society and governmental offices; 2) Promotion of civic/social and labour-market participation of migrants from other continents; and 3) Prevention of discrimination against migrants and awareness-raising of their rights. It is envisaged that after implementing the project activities, mechanisms strengthening the social inclusion of migrants will be in place, and awareness will be raised among key players on migration, human rights, interculturalism, gender and discrimination.

Endorsement of project document provided: LHD, RO Buenos Aires

Relevant IOM Strategy section: No. 8

Recommendation: Approve OSI Funding



IOM Development Fund
DEVELOPING CAPACITIES IN MIGRATION MANAGEMENT

To: Director General

From: Director, Dept. of Migration Management

Date: 21 July 2015

Financial Year: 2015

Funding Line: Line 2

Project: Promoting and Integrating Inclusive and Migrant Friendly Health Assessment Services in the National Health System of Sri Lanka

IOM Region: Asia

Funding Amount: USD 200,000

Requesting Mission/Unit: IOM Sri Lanka Benefiting IOM Members: Sri Lanka Other Benefiting Countries:

The Ministry of Health reported that migrants in Sri Lanka are often deported following health assessments after arrival in the destination country. Tuberculosis (TB) is a key reason for the deportation of migrants originating from Asian countries including Sri Lanka.

To develop national guidelines on migrant sensitive health assessments, this project will conduct five main activities including:

- 1) Assessment of the various health assessment practices with a focus on TB.
- 2) Develop a common position paper on migrant friendly health assessment highlighting importance of continuity of care and minimizing unjustified deportations of migrants.
- 3) Conduct an international technical consultation to develop migrant friendly health assessment criteria including representatives from receiving countries in South East Asia, TB experts, countries of destination, and sending countries accredited by the Gulf Approved Medical Centres Association (GAMCA).
- 4) Multi-stakeholder consultation to integrate migration health assessment with national public health surveillance and information systems in Sri Lanka.
- 5) Training of Ministry of Health staff and launch of migrant friendly gender sensitive health assessment guidelines.

Endorsement of project document provided: MHD, RO Bangkok

Relevant IOM Strategy section: No. 4 and No. 6

Recommendation: Approve OSI Funding



IOM Development Fund
DEVELOPING CAPACITIES IN MIGRATION MANAGEMENT

To: Director General

From: Director, Dept. of Migration Management *dt*

Date: 26 August 2015

Financial Year: 2015

Funding Line: Line 2

Project: Enhancing the Development of Moldova through Engagement with Diaspora- Homeland Partnerships

IOM Region: Europe

Funding Amount: USD 200,000

Requesting Mission/Unit: IOM Moldova Benefiting IOM Members: Moldova Other Benefiting Countries:

In the past ten years, the Government of Moldova have implemented a number of migration related reforms. The policy focus has now broadened from a perspective of migration management to recognizing migration's potential for development. The overall goal of the project is to create enabling conditions for Moldovan diaspora's systematic engagement in their homeland's socio-economic development through sharing technical expertise and knowledge they acquired abroad and cultivating Romanian language skills among the second generation of migrants. This will be achieved through two aims:

- 1) Consolidating a framework for diaspora-homeland partnerships where diaspora representatives engage with providing consultative and advisory inputs to Moldova's socio-economic development initiatives. The project shall enhance the capacity of the national institutions to identify and implement in practice effective diaspora engagement initiatives.
- 2) Supporting innovative initiatives aimed at fostering a sense of national identity and cultural links between second-generation Moldovans and the homeland. This will provide stakeholders in Moldova with tools and methodology for fostering cultural and linguistic identity with the diaspora to maintain the communities' identification with the homeland and enhance its propensity to engage in development activities in / for the home community.

Endorsement of project document provided: LHD, RO Vienna

Relevant IOM Strategy section: No. 3 and No. 8

Recommendation: Approve OSI Funding

Approved under DIP
31/8/15



IOM Development Fund
DEVELOPING CAPACITIES IN MIGRATION MANAGEMENT

To: Director General
From: Director, Dept. of Migration Management
Date: 9 July, 2015
Financial Year: 2015
Funding Line: 2
Project: Supporting the Ministry of Labour and the National Assembly to Develop Policies and Legislation related to Labour Migration and Human Mobility
IOM Region: Latin America and the Caribbean
Funding Amount: USD 150,000

Requesting Mission/Unit: Ecuador Benefiting IOM Members: Ecuador Other Benefiting Countries:

The project aims to strengthen the capacity of the Ecuadorian government to govern labour migration and human mobility through a comprehensive approach that supports the National Assembly in the development of relevant legislation in line with Constitutional agreements and international standards; and the Labour Migration Unit of the Ministry of Labour to develop policies that incorporate labour migration. Both the National Assembly and the Ministry of Labour have requested IOM's support during these processes in order to develop a legislative migration framework, ensure inclusive coordination, and put in place registration processes of labour migrants for the public and private sectors in Ecuador.

The project will support and assess legislative initiatives, such as the currently discussed law on human mobility, while also training members of the Parliamentary Group on Human Mobility in the National Assembly regarding current challenges in migration legislation.

A study on risks for labour migrants and a manual on labour migration standards regarding employment, recruitment and productive integration in the Ecuadorian context will be developed. Furthermore, the project will raise awareness among the different directorates of the Ministry to integrate migration into their policies, facilitate coordination with other institutions, advise on the restructure of the Labour Migration Unit, and create a registry for labour migrants.

Finally, together with the Ministry of Labour, IOM will organize a regional conference on labour migration and public employment services to promote the exchange of best practices in South America.

Endorsement of project document provided: LHD, RO Buenos Aires

Relevant IOM Strategy section: No. 3 & No.12

Recommendation: Approve OSI Funding



IOM Development Fund
DEVELOPING CAPACITIES IN MIGRATION MANAGEMENT

To: Director General
From: Director, Dept. of Migration Management
Date: 20 September, 2015
Financial Year: 2015
Funding Line: 2
Project: A Comprehensive Approach to Migration Flows and the Improvement of Migrants' conditions in Mexico
IOM Region: Latin America and the Caribbean
Funding Amount: USD 100,000

<u>Requesting Mission/Unit:</u>	<u>Benefiting IOM Members:</u>	<u>Other Benefiting Countries:</u>
Mexico	Mexico	

The rise in violence directed towards migrants transiting through Mexico has contributed to creating new routes from the southern border and extending to the USA, making this one of the more dangerous migration corridors in the world. The implementation of policies and governmental programs in Mexico, to address this situation, such as the *Southern Border Program (SBP)*, has also generated new challenges both for migrants and for governmental institutions.

The SBP has now resulted in migrants seeking out new routes and transit through unfamiliar areas, exposing themselves to different types of violence and abuse (particularly women and children at risk of sexual exploitation, early motherhood, early marriage and child labour). At times, when migrants opt to remain for an extended period in communities along the migration corridor (whether along the southern or northern border), they are marginalized and without access to basic care or services. The concentration of vulnerable migrants in host communities has a high impact on social cohesion at the community level between local populations and migrants, fostering discriminatory and xenophobic practices and beliefs.

This project aims to:

- 1) Strengthen capacities of state government institutions to develop strategies and policies according to the needs of migrants.
- 2) Increase the level of coordination between and amongst civil society organizations and government institutions to protect migrants.

Endorsement of project document provided: RES, RO San Jose

Relevant IOM Strategy section: No. 3

Recommendation: Approve OSI Funding



IOM Development Fund
DEVELOPING CAPACITIES IN MIGRATION MANAGEMENT

To: Director General

From: Director, Department of Migration Management

Date: 18 September 2017

Financial Year: 2017

Funding Line: Line 2

Project: Supporting the Government of Guinea in Mobilising its Diaspora

IOM Region: Africa

Funding Amount: USD 100,000

Requesting Mission/Unit: IOM Guinea Benefiting IOM Members: Guinea Other Benefiting Countries:

Unlike other countries in the West African region (e.g. Senegal and Mali), Guinea is lagging behind in terms of diaspora mobilization and engagement. Mechanisms for diaspora outreach are almost non-existent.

Fully aware of the role of the diaspora in the socio-economic development of a country, the Ministry of Foreign Affairs and Guineans Abroad (MAEGE) is keen to implement a project to enhance their capacities and reinforce the coordination mechanisms with the diaspora.

The proposed project, therefore, aims to strengthen the participation of the Guinean diaspora, which will ultimately result in the future development of their country of origin, through three main components:

1. Strengthening the technical capacities of the Ministry of Foreign Affairs and Guineans Abroad staff through training workshops and exchange visits to countries with experience in diaspora engagement;
2. Developing a communication and coordination strategy with the diaspora through the creation of a website – to be hosted at the MAEGE; and
3. Organizing a forum for the establishment of the High Council of Guineans Abroad.

Endorsement of project document provided: RO Dakar, LHD

Relevant IOM Strategy section: No. 3, 4 and 8

Recommendation: Approve OSI Funding *Approved by Mr. [Signature], 24/09/2017*



IOM Development Fund
DEVELOPING CAPACITIES IN MIGRATION MANAGEMENT

To: Director General

From: Director, Dept. of Migration Management

Date: 12 September 2017

Financial Year: 2017

Funding Line: Line 1

Project: Strengthening Institutional Capacities and Engaging the
Diaspora of the Union of Comoros

IOM Region: Africa

Funding Amount: USD 75,000

<u>Requesting Mission/Unit:</u>	<u>Benefiting IOM Members:</u>	<u>Other Benefiting Countries:</u>
IOM Madagascar	Comoros	

It is estimated that between 15 and 25 per cent of all nationals from the Union of the Comoros live abroad (the majority in France). Their contribution, through remittances, is of paramount importance for the country's social and economic development. Establishing favourable conditions and prioritizing initiatives which aim to engage the diaspora in national development is therefore crucial for the Union of the Comoros.

This project has two main aims, which are (1) to enhance the institutional capacity of the relevant stakeholders involved in diaspora engagement, and (2) to provide an evidence base in order to enable the identification of priority intervention areas for the mobilization and engagement of the Comorian diaspora in France in inclusive and sustainable national socio economic development.

Endorsement of project document provided: LHD, RO Pretoria

Relevant IOM Strategy section: No. 4 and 8

Recommendation: Approve OSI Funding *Approved. WPhy, 12/09/17*



IOM Development Fund
DEVELOPING CAPACITIES IN MIGRATION MANAGEMENT

To: Director General

From: Director, Dept. of Migration Management

Date: 30 June 2017

Financial Year: 2017

Funding Line: Line 2

Project: Gender-Sensitive Capacity-Building to Manage Irregular Migration Between Colombia and Venezuela

IOM Region: Latin America and the Caribbean

Funding Amount: USD 100,000

Requesting Mission/Unit: IOM Colombia Benefiting IOM Members: Colombia Other Benefiting Countries:

The department of Norte de Santander in Colombia has been considerably affected by the closing of the border with Venezuela, prompting an economic crisis with severe consequences for commercial flows, employment, and population income.

At the same time, Colombians continue to migrate to Venezuela in search of income-generating opportunities, while others have been driven to return in response to the 2015 humanitarian crisis. At the moment, border municipalities lack the capacity to accommodate such high demands on employment, which has generated xenophobic sentiment, largely directed at women and children.

To address this issue, this project proposes to implement strategies to prevent and manage these irregular migratory flows in the border zones of Colombia and Venezuela. To this end, the project will 1) build the capacity of local authorities and social organizations to meet the needs of migrants and 2) improve the social and economic conditions of rural populations through the implementation of income-generating pilot initiatives.

The project serves to operationalize the IOM Indicative Work Plan (IWP) framework with the Colombian Government (2015-2019), and aligns with the country's National Development Plan (2014-2018). As per the first objective of the IWP, the project will "contribute to strengthening State capacities to promote orderly migration at the territorial, national, regional, and international level, with a tailored approach to sustainable development."

Endorsement of project document provided: LHD, RO Buenos Aires

Relevant IOM Strategy section: No. 2 and 5.

Recommendation: Approve OSI Funding

Approved. M. Silva 4 July 2017



IOM Development Fund
DEVELOPING CAPACITIES IN MIGRATION MANAGEMENT

To: Director General

From: Director, Dept. of Migration Management

Date: 14 August 2017

Financial Year: 2017

Funding Line: Line 1

Project: Improving Legal Assistance to Migrants in Brazil and Promoting their Access to Labour Markets

IOM Region: Latin America and the Caribbean

Funding Amount: USD 100,000

<u>Requesting Mission/Unit:</u>	<u>Benefiting IOM Members:</u>	<u>Other Benefiting Countries:</u>
IOM Brazil	Brazil	

Migration flows to and from Brazil have profoundly changed over the past ten years, creating new challenges for the protection of migrants' rights and access to labour markets. Although a new migration law was adopted and now incorporates the main standards and principles of international law, Brazil still lacks structured public policies to facilitate the integration of migrants.

This project will contribute to fostering migrant integration in Brazil by strengthening the capacity of the Federal Public Attorney staff and enhancing legal assistance to migrants.

An online course and training of trainers' workshop aims to build the knowledge of civil servants and public attorneys with regard to the protection of migrants' rights, in particular those of women and irregular migrants.

Furthermore, an analysis of corporate policies for migrants to access the Brazilian labour market will be carried out by the United Nations Global Compact Network partners. This analysis will review the main legal gaps preventing migrants from working for companies that are members of the UN Global Compact Network in Brazil. Finally, the UN Global Compact Network companies will take part in a workshop to acquire skills and tools to design and adopt innovative corporate social responsibility policies that focus on strengthening migrant integration, with special provision for women.

Endorsement of project document provided: IML, RO Buenos Aires

Relevant IOM Strategy section: No. 2, 3 and 8.

Recommendation: Approve OSI Funding *Approved. M. Dup, 15 August 2017*



IOM Development Fund
DEVELOPING CAPACITIES IN MIGRATION MANAGEMENT

To: Director General

From: Director, Department of Migration Management

Date: 20 October 2017

Financial Year: 2017

Funding Line: Line 2

Project: Climate Change and Disaster related Migration in Mongolia

IOM Region: Asia

Funding Amount: USD 150,000

<u>Requesting Mission/Unit:</u>	<u>Benefiting IOM Members:</u>	<u>Other Benefiting Countries:</u>
IOM Mongolia	Mongolia	

The objective of this project is to contribute to strengthened migration management in Mongolia in the context of climate change and natural hazards. The project will support officials of the Government of Mongolia (GoM) to have improved skills and knowledge to track climate change and disaster related migration and coordinate their responses.

Specifically, this project will focus on improving the coordination of onsite responses to events in rural locations and will aim to improve the efficiency and accuracy of the government's provision of shelter, water, food, fodder and other necessities to rural households. This will include a training session for government officials, specifically from the Mongolian National Emergency Management Agency (NEMA) and the municipal authorities in the use of IOM's Disaster Tracking Matrix to design assessments and conduct data collection to build evidence to inform governmental responses. The project will also support the collection and dissemination of evidence and data on current migration flows and needs, and strengthen coordination between key stakeholders when responding to migration caused by climate change and disasters, including the development of an agreed upon Plan of Action.

IOM will build upon the current presence and existing relationships, in partnership with NEMA, to implement the project successfully and with a view to extending the benefits and achievements beyond the project lifespan.

Endorsement of project document provided: RO Bangkok, MECC

Relevant IOM Strategy section: No. 3

Recommendation: Approve OSI Funding

Mu Kyu Shy, 17 March 2017



IOM Development Fund
DEVELOPING CAPACITIES IN MIGRATION MANAGEMENT

To: Director General

From: Director, Department of Migration Management

Date: 30 August 2017

Financial Year: 2017

Funding Line: Line 2

Project: Strengthening the Readmission Capacity of the Republic of Belarus

IOM Region: Europe

Funding Amount: USD 100,000

<u>Requesting Mission/Unit:</u>	<u>Benefiting IOM Members:</u>	<u>Other Benefiting Countries:</u>
IOM Belarus	Belarus	

The main objective of this project is to contribute to strengthening the capacity of the Government of Belarus to address irregular migration by effectively handling readmission cases. The project aims to strengthen the capacity of the State Border Committee (SBC) which carries out accelerated readmissions. This will be achieved through a number of capacity building activities for the officers of the SBC, as well as the Ministry of Interior (MoI) and the Ministry of Foreign Affairs (MFA). The activities will include a national workshop on readmission, a regional seminar on identification and interviewing of irregular migrants, a study visit to a country where a readmission agreement with the EU is already in place, supply of English language self-learning kits to the SBC personnel working with migrants, and production of a manual on readmission that will include, inter alia, a section on an individual complaints mechanism for readmitted migrants. Furthermore, the procurement of equipment necessary to professionally and humanely readmit irregular migrants is foreseen. Finally, the project will also explore and reflect it in the readmission manual, the possibility to implement an individual complaint mechanism (especially through the accelerated procedure). Readmitted migrants will have the opportunity to lodge a complaint in case of any alleged violation of human rights and have access to legal assistance.

Endorsement of project document provided: RO Vienna, IBM

Relevant IOM Strategy section: No. 3

Recommendation: Approve OSI Funding *Approved. W. Gray. 8 September 2017*



IOM Development Fund
DEVELOPING CAPACITIES IN MIGRATION MANAGEMENT

To: Director General

From: Director, Department of Migration Management

Date: 8 June 2017

Financial Year: 2017

Funding Line: Line 2

Project: Strengthening Labour Migration Management in Botswana

IOM Region: Africa

Funding Amount: USD 120,000

<u>Requesting Mission/Unit:</u>	<u>Benefiting IOM Members:</u>	<u>Other Benefiting Countries:</u>
IOM Botswana	Botswana	

The overall objective of this project is to support the Government of Botswana (GoB), specifically Selibe Phikwe Economic Revitalization Programme, under the Ministry of Trade and Industry, in collecting and utilising skills data to inform and guide efforts to revitalize the economy of the Selibe Phikwe region. The Ministry of Trade and Industry has requested UN Agencies and other development partners to assist in the efforts to revitalize the economy of Selebi-Phikwe region, a mining district in the Central part of Botswana, which recently collapsed due to the closure of the Bamangwato Concessions Limited (BCL) copper and nickel mine. For over 40 years, the BCL mine, which directly employed approximately five thousand workers, and another five thousand through its sub-contracts, served as the economic mainstay of Selebi-Phikwe town and the entire district. The loss of thousands of jobs as a result of this economic collapse in the region has contributed towards brain drain for the region as a result of large scale migration from the region.

IOM therefore, seeks to strengthen the government's institutional capacity to utilise quality data to guide and inform economic development planning and decision making geared at revitalizing the economy of the town and surroundings. IOM aims to achieve this overall objective through the following outcomes:

- i) Skills audit data utilized to guide economic development interventions in Botswana.
- ii) GoB demonstrates increased capacity on labour migration management.

Endorsement of project document provided: RO Pretoria, LHD

Relevant IOM Strategy section: No. 3 and 4

Recommendation: Approve OSI Funding *Approved. W. L. G. 5 August 2017*



IOM Development Fund
DEVELOPING CAPACITIES IN MIGRATION MANAGEMENT

To: Director General

From: Director, Department of Migration Management

Date: 20 July 2017

Financial Year: 2017

Funding Line: Line 2

Project: Strengthening the Capacity of the Government of Kenya to Manage National Identity Programmes

IOM Region: Africa

Funding Amount: USD 150,000

<u>Requesting Mission/Unit:</u>	<u>Benefiting IOM Members:</u>	<u>Other Benefiting Countries:</u>
IOM Kenya	Kenya	

The overall objective of the project is to contribute to improved identity management in Kenya through strengthening the capacity of the Kenyan Government, as well as creating awareness of full identity management chains, from the security of breeder documents such as birth certificates to the safe and reliable issuance of secure travel documents such as e-visas, e-passport systems and national 'identity e-citizens' (Integrated Population Registration System).

This will be achieved by supporting 1) a needs assessment in identity management and recommendations for identity chains focused on breeder documents and travel documents, 2) a Training of Trainers for the government officials from key departments involved in identity management (National Registration Bureau, Civil Registration Department, Department of Immigration Services and the Integrated Population Registration System), and 3) a pilot public awareness campaign about IDs and breeder documents, and about the rights associated in selected counties where the level of awareness is still low. The project will assist the Government of Kenya in assessing, planning and implementing improvements to their travel documents and related issuance systems, referencing the applicable travel document standards of the International Organization for Standardization (ISO) and the International Civil Aviation Organization (ICAO). IOM will provide a training of trainers to government officials focused on new e-applications in conjunction with ICAO and International Air Transport Association (IATA) and disseminate the appropriate sensitization information to Kenyan citizens.

Endorsement of project document provided: RO Nairobi, IBM

Relevant IOM Strategy section: No. 3

Recommendation: Approve OSI Funding

Disapproved. WRP, 31 Aug 2017



IOM Development Fund
DEVELOPING CAPACITIES IN MIGRATION MANAGEMENT

To: Director General

From: Director, Department of Migration Management

Date: 14 June 2018

Financial Year: 2018

Funding Line: Line 2

Project: Strengthening the National Capacities in Counter Trafficking in Human Beings in the former Yugoslav Republic of Macedonia

IOM Region: Europe

Funding Amount: USD 90,000

<u>Requesting Mission/Unit:</u>	<u>Benefiting IOM Members:</u>	<u>Other Benefiting Countries:</u>
IOM the former Yugoslav Republic of Macedonia	The former Yugoslav Republic of Macedonia	

The Balkan Route is the fastest sub-route towards Europe with well-developed road infrastructure and relatively fewer border crossings, making the former Yugoslav Republic of Macedonia a source and a transit country for human trafficking and smuggling of migrants. The country is in a process of developing new legislative frameworks in the area of migration, asylum and trafficking in human beings. In light of these circumstances, specific needs have been identified to enhance national stakeholders' capacities in the area of identification, referral and sheltering of victims of trafficking (VoTs) and resocialization and reintegration of VoTs.

The main goal of the project is to contribute to the national efforts to effectively counter human trafficking and strengthen its efforts in protecting trafficked persons and vulnerable migrants through providing capacity building training for 450 professionals from relevant national institutions and civil society organizations. The training program will be developed based on a training needs assessment in close cooperation with the national authorities, and the programme will aim to support the stakeholders in implementing the new legislation and relevant operational documents related to human trafficking. Additionally, it will strengthen the capacities of the relevant stakeholders to effectively identify migrants vulnerable to trafficking in human beings and other exploitative practices.

The project complements the efforts of the on-going EU Delegation funded project "Strengthening the national capacities in the area of asylum, migration and trafficking in human beings", which is currently implemented by IOM Skopje.

Endorsement of project document provided: RO Vienna, MPA

Relevant IOM Strategy section: No. 3

Recommendation: Approve OSI Funding *Approved W. Guir, 22 June 2018*