



IOM DEVELOPMENT FUND
DEVELOPING CAPACITIES IN MIGRATION MANAGEMENT

Review of Migration, Environment and Climate Change Projects 2013-2018

IOM Development Fund
August 2019

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EXECUTIVE SUMMARY

The IOM Development Fund completed this review of Migration, Environment, and Climate Change (MECC) projects funded from 2013-2018 with the purpose of identifying best practices, challenges, and trends to consider when designing and implementing future projects. This is the first review of IOM Development Fund funded MECC projects since the inception of the IOM MECC Division in 2015. As migration rates due to environmental changes are continuously increasing, it is critical to examine the impacts, successes, challenges, and sustainability of these projects. The findings and recommendations from this report are to be used to assist the IOM Development Fund in its decision-making on the use of the funds and inform future overall disbursement strategies.

This report consists of a rapid assessment of 21 projects. Questionnaires, final reports, and evaluations from each of the selected projects were reviewed and analyzed. The following key statistical findings and recommendations were generated during this review:

Key Findings

- 6.91% of the Fund's funded projects (21 of 304) were MECC-related from 2013-2018.
- 7.75% (\$3,675,000) of the Fund's budget has been allocated to MECC projects from 2013-2018.
- In 2018, 10.14% (\$900,000 of \$8,876,544) of the Funds budget went towards MECC projects, compared to 2.47% (\$200,000 of \$8,110,981) in 2013.
- 80.95% (17) of the projects obtained Line 2 funding, while 19.05% (4) received Line 1 funding.
- MECC funded projects reached 34 different Member States from 2013-2018.
- The Pacific and Asia regions each encompassed 28.57% (6 of 21) MECC projects from 2013-2018.
- Thus far, all completed projects have successfully achieved all outcomes and produced all outputs.
- While one project was unable to reach all intended beneficiaries, two were able to positively reach unintended beneficiaries.
- 33.33% (7 of 21) projects produced unforeseen positive impacts from their implementation, and none have generated negative impacts.
- Thus far, 52.38% (11 of 21) of the funded MECC projects have received duration revisions (overall, 31.48% (96 of 305) were granted duration revisions from 2013 to 2018).
- All 10 of the completed projects recorded successful sustainability of project objectives.
- Three projects received follow-up budget allocations from donors, while three projects received follow-up budget allocations from both the national government and donors. These six projects received the funding to implement follow-up activities. The IOM implemented these activities in all six of the projects. One project however, had an activity implemented by the donor itself in addition to the activity implemented by the IOM.
- All projects incorporated gender mainstreaming in project design and implementation.
- All projects considered human rights in project development.
- 9.52% (2 of 21) projects have disclosed that there was insufficient IOM Regional Office/Headquarter support during project design, and one during implementation.

Key Recommendations

- Encourage the continued submission of MECC related project proposals.
- Address common challenges when designing and implementing future projects.
- Keep sustainability as a key objective for all funded projects.
- Continue to ensure gender is mainstreamed in all funded MECC-related projects.

- Continue to build IOM staff related capacity and skills development.

1 INTRODUCTION

1.1 Environmental Migration

Natural hazards, water stress, food insecurity, climate change, environmental degradation, and poor environmental sustainability are among the myriad of factors which increase one's exposure and vulnerability to migration, whether forced or voluntary or somewhere in between. Climate change has been increasing both the frequency and severity of natural and weather-related disasters and has become an apparent factor in human mobility. Between 2008 and 2016, an estimated 227.6 million people were displaced by disasters.¹ In 2017, 18.8 million people in 135 countries were displaced due to sudden-onset disasters in their countries.²

Although there is currently no internationally accepted definition for persons on the move due to environmental reasons, IOM has put forward a working definition which seeks to capture the complexity of the issues at stake:

“Environmental migrants are persons or groups of persons who, predominantly for reasons of sudden or progressive change in the environment that adversely affects their lives or living conditions, are forced to leave their places of habitual residence, or choose to do so, either temporarily or permanently, and who move within or outside their country of origin or habitual residence.”³

All persons moving for environmental reasons are protected by international human rights law. The movement of people is and will continue to be affected by natural disasters and environmental degradation. Environmental migration should not be understood as a wholly negative or positive outcome; migration can amplify existing vulnerabilities, but it can also allow people to build resilience.

1.2 Migration, Environment and Climate Change at the IOM

The IOM is the leading intergovernmental migration agency and has been at the forefront of operational, research, policy, and advocacy efforts which seek to bring environmental migration to the heart of international, regional, and national concerns in collaboration with its Member States, observers and partners. In 2015, a dedicated Migration, Environment, and Climate Change (MECC) Division was created to address the migration, environment, and climate change nexus. The MECC Division has the institutional responsibility to oversee, support, and coordinate the development of policy guidance for activities with a migration, environment, and climate change dimension. Contemporary migration governance, policy, and practice reflect the significance of environmental, disaster, and climate change factors on human mobility. These environmental factors must be integrated across all areas of migration management

¹ 2018. *Global Migration Indicators 2018*. Global Migration Data Analysis Centre (GMDAC) and IOM, Germany. p 44 Available at <https://environmentalmigration.iom.int/global-migration-indicators-2018>

² *Ibid.* p 45

³ 2019. *Glossary on Migration*, 3rd Edition. International Migration Law No. 34, IOM, Geneva. Available at http://publications.iom.int/system/files/pdf/iml_34_glossary.pdf

including prevention, preparedness and response to displacement, border management, labour migration and integration, and return and reintegration.

1.3 Migration, Environment and Climate Change and the IOM Development Fund

The IOM Development Fund was established in 2001 to provide seed funding and support for innovative initiatives and empowering migration management capacities for countries most in need. Through the Fund, IOM has provided support to its developing Member States in designing and implementing over 700 joint government-IOM projects in over 122 countries worldwide.

The groups who are most vulnerable to environmental changes are those who lack adequate resources or capacity for proper planning and migration management and who face high exposure to environmental and climate effects. The IOM Development Fund has become a critical donor for governments in developing countries who seek to strengthen their capacity to manage environmental related migration. In 2016, the Migration, Environment and Climate Change project code (NC) was created and became operational. Following the creation of the NC project code in 2016, all MECC-related projects were categorized as either a primary or secondary NC type (primary type: the project's main objective addresses MECC; while secondary type would be a project with a component on MECC).

In 2016, a review was conducted on MECC-related projects funded by the IOM Development Fund from 2008-2015. It is therefore necessary to undertake a review of IOM Development Fund MECC projects that have been created after the inception of the MECC Division, to continue to identify the best practices that can be extracted from past and present initiatives.

2 OBJECTIVES

The objective of this review is to assess 21 MECC projects (Annex 1) that have been approved and funded by the IOM Development Fund between the years of 2013-2018. This review aims to identify the best practices used to achieve the most success in capacity building and sustainability within these projects. The review seeks to discover the reasons behind project success in order to improve the outcomes of future projects. Furthermore, project challenges and their causes will be identified with the purpose of developing recommendations to avoid similar issues and overcome such barriers when designing and implementing projects in the future. There will additionally be a focus on project sustainability to evaluate the success the IOM Development Fund has had as a seed funding mechanism for MECC projects. The findings and recommendations evaluated in this review are intended to inform the broader IOM Development Fund strategic perspective.

3 METHODOLOGY

3.1 Projects and Parameters

This review provides an evaluation of all MECC-related IOM Development Fund funded projects from 2013-2018. All projects categorized as an NC project type were selected to be included in the review. Projects funded prior to May 2016 were chosen based on the criteria that they produced MECC related outputs/outcomes, targeted migrants affected by environmental or climate change, or resulted in MECC

capacity-building. The components of the projects that were of interest included project outcomes/outputs, successes, challenges, sustainability, gender, and human rights.

3.2 Data Collection

Once relevant projects were identified, a Terms of Reference (Appendix 2) and a questionnaire (Appendix 3) was developed and distributed to respective project managers for their completion based on the parameters of interest. Completed questionnaires, final and interim reports, and evaluation forms from each of the selected projects were reviewed. Since the projects in this review were in different stages of completion, interim reports were predominately used when the project in question was still active.

3.3 Data Analysis

This review analyzed the collected data through both quantitative and qualitative means. The accumulated data was categorized, and statistics and visualizations were generated. The analysis of certain parameters was affected due to the differing levels of project completion of the selected projects, thus where appropriate, statistics influenced by incomplete projects were noted. Ways forward and recommendations for designing and implementing future IOM Development Fund projects were created.

3.4 Limitations

This review contains limitations associated with rapid assessments. There has not been an in-depth analysis into each project, nor any cause-and-effect or confounding variable examinations. Involving projects that are still ongoing created analysis issues pertaining to outputs and sustainability statistics. Furthermore, transposing the, sometimes vague, information from the various data sources into defined statistics posed additional unique challenges. Due to IOM staff turnover, the availability of staff who were directly involved in each project varied widely between projects. This made it difficult to acquire detailed data and to ensure a high level of data coherence across the target projects. Lastly, due the small sample size of 21 projects, it is difficult to fully assess the strength and validity of any detected trends found throughout this report.

4 FINDINGS

The following section will discuss the findings from the statistical analysis of project reports and questionnaires. Where applicable, results affected by ongoing projects will be noted.

4.1 MECC Projects

This review considered 21 MECC-related projects funded by the IOM Development Fund. Figure 1 denotes the proportion of funded projects from 2013-2018 with a focus on MECC. Figure 2 below shows (a) the number of funded MECC projects per year from 2013-2018 in comparison to all funded projects and (b) the proportion of these projects illustrated per year.

Apart from 2016, where there was less funding available and fewer projects, the proportion of MECC funded projects has been steadily increasing from 2013 to 2018.

Figure 1. Proportion of MECC projects funded by the IOM Development Fund 2013-2018.

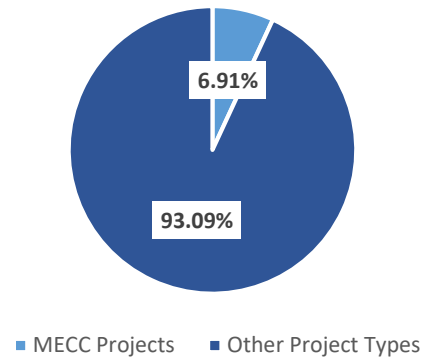


Figure 2. MECC funded projects per year (a) as total numbers and (b) as proportions.

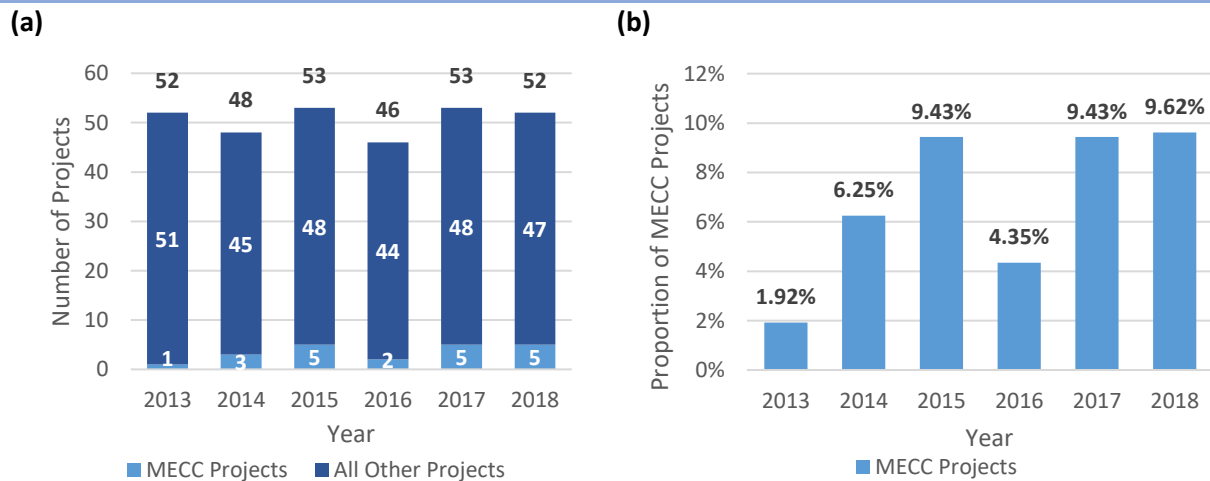
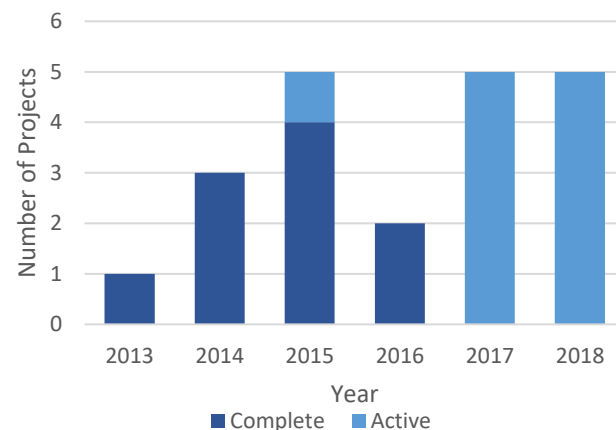


Figure 3 provides a visual representation of the completion status of all 21 projects involved in this review. Of the projects, 11 (52.4%) are still active and 10 (47.6%) have been completed. 10 projects finished within the originally specified time frame, while 11 have obtained duration revisions to extend the projects' timeline. Duration revisions and other challenges that arose during project design and implementation will be further discussed in section 4.6.

Figure 3. Completion status of target projects.



4.2 Budget

Figure 4 illustrates the proportion of the IOM Development Funds budget allocated to all MECC projects from 2013-2018. Figure 5 visualizes the Fund's budget allocation per annum. Figure 5 (a) showcases the Fund's total amount of funding distributed globally across all projects and the total funding for all MECC projects, whereas (b) gives the proportion of the Fund's budget that is given to MECC projects. Again, aside from 2016, there has been a steady increase in both the amount of funding and the proportion of the IOM Development Funds budget allocated to MECC projects since 2013.

Figure 4. Proportion of IOM Development Fund budget allocated to MECC projects.

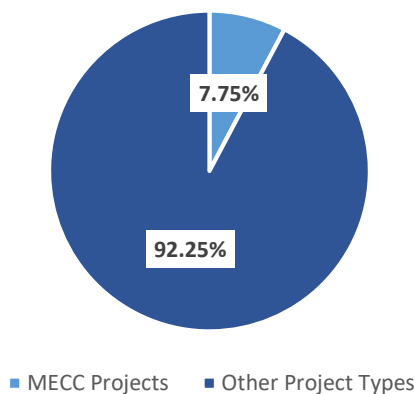
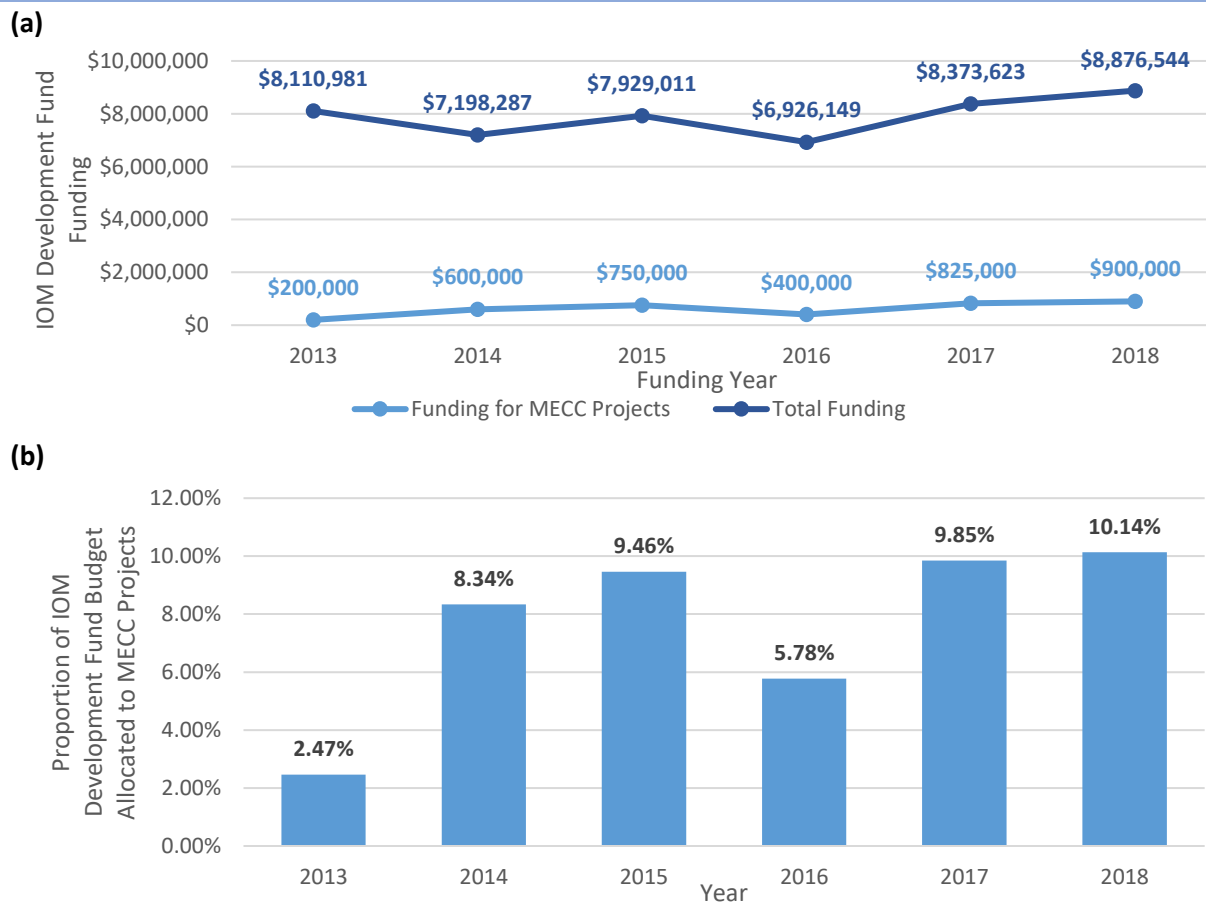
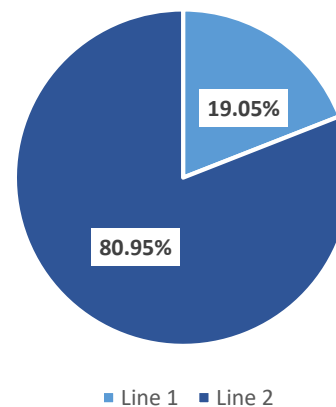


Figure 5. IOM Development Fund budget allocation to MECC projects per year (a) as total amounts and (b) as proportions.



Member States are eligible for funding if they are classified as low- to upper middle-income countries by the World Bank. There are two lines of IOM Development Fund funding: **Line 1:** all eligible Member States may apply for funding up to USD 100,000 for national projects and USD 200,000 for regional projects; and **Line 2:** all eligible Member States not subject to Article 4 of the IOM Constitution (regarding financial standing) may apply for funding up to USD 200,000 for national projects and USD 300,000 for regional projects. As can be seen in Figure 6, the majority (80.95%) of the projects involved in this review obtained Line 2 funding.

Figure 6. Proportion of Line 1 and Line 2 funding for MECC projects 2013-2018.



4.3 Region

The IOM Development Fund formally categorizes all projects into six different regions: (1) Africa, (2) Asia and the Pacific, (3) Europe, (4) Global, (5) Latin America and the Caribbean, and (6) the Middle East. For the purpose of this report, Asia and the Pacific have been separated into two different regional categories. Figure 7 showcases the regional distribution of all IOM Development Fund funded projects from 2013-2018. Figure 8 shows the regional distribution of specifically MECC-related funded projects from 2013-2018. There were no MECC projects funded by the IOM Development Fund in Europe or the Middle East during the time period under review. The various projects benefitted 34 different Member States (Annex 1).

While only represented in 3.95% of all funded projects, in terms of MECC funded projects, the Pacific ties with Asia as the region most benefiting from the Fund, each encompassing 28.57% of MECC projects. This observation is congruent with the fact that South and East Asia, as well as the Pacific, are two of the most affected regions by sudden onset disasters driven by climate and environmental change. Small Island Developing States (SIDS) in the Pacific experience the world's highest vulnerability to climate change.⁴ They are faced with a disproportionate occurrence of adverse effects of climate change such as recurring natural hazards, unpredictable weather patterns, and long-term effects of sea-level rise, which increasingly influence internal and external migration. From 2008 to 2017, 320,000 people in the Pacific region were displaced due to climate induced disasters.⁵

As one of the many objectives of the IOM Development Fund is to act as a donor for governments in developing countries who seek to increase their capacity to manage environmental related migration, it is understandable how a strong focus has been placed on this vulnerable region. The projects featured in this review that have taken place in the Pacific region have a pattern of capacity-building to: address

⁴ 2019. *Climate Change and Migration in Vulnerable Countries: A snapshot of least developed countries, landlocked developing countries and small island developing States*. IOM, Geneva. p 23 Available at: https://publications.iom.int/system/files/pdf/climate_change_and_migration_in_vulnerable_countries.pdf

⁵ *Ibid.* p 25

climate change and disaster induced displacement, create evidence-based policy, adapt through labour mobility, create sustainable development, and create durable solutions to the effects of climate change.

Figure 7. Regional distribution of all IOM Development Fund funded projects from 2013-2018.

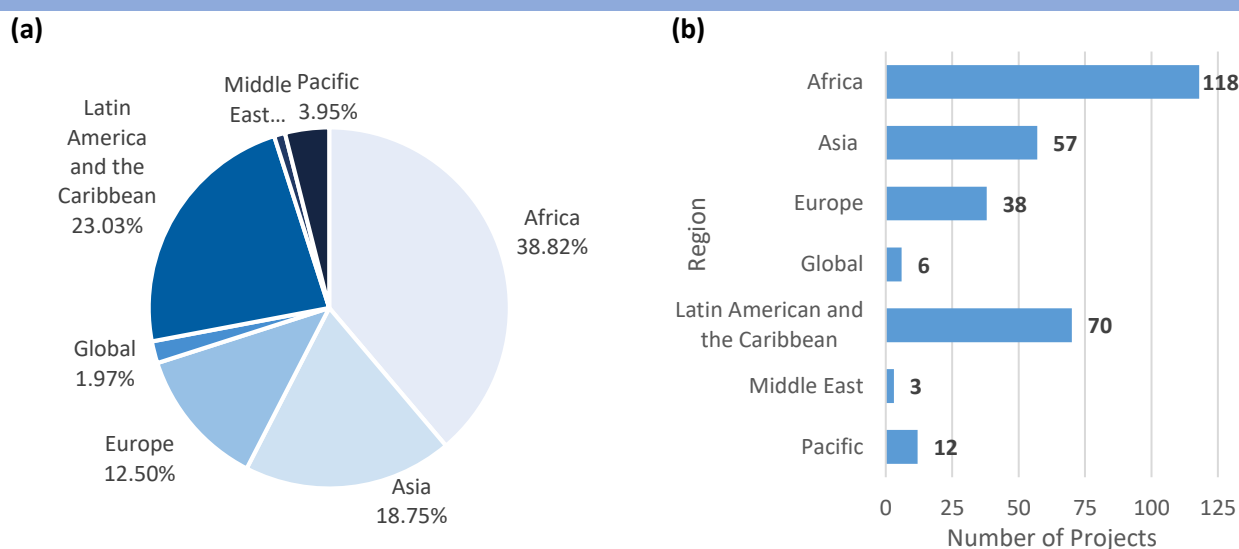


Figure 8. Regional distribution of all IOM Development Fund funded MECC projects from 2013-2018.

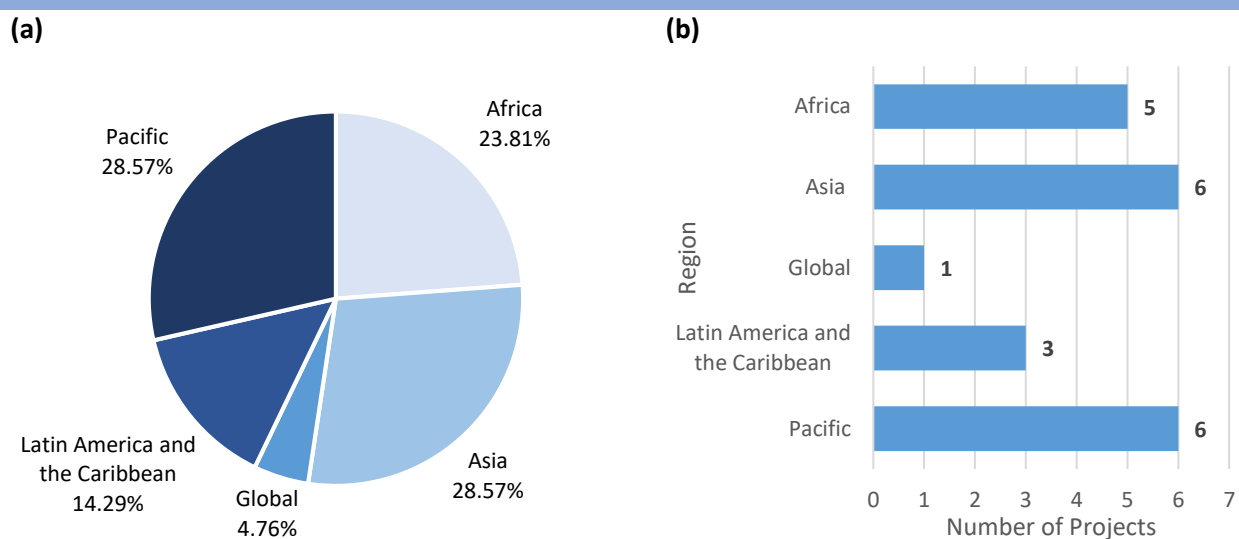


Table 1. MECC funded projects by region per year.

Year	Region	Number
2018	Africa	2
	Asia	1
	Pacific	2
2017	Africa	2
	Asia	1
	Pacific	2
2016	Africa	1
	Pacific	1
2015	Asia	2

Table 1 shows the regional distribution of MECC funded projects per annum. Projects funded in the Pacific and Africa have become increasingly more prevalent over time, whereas projects in Asia have had a consistent occurrence over the analyzed

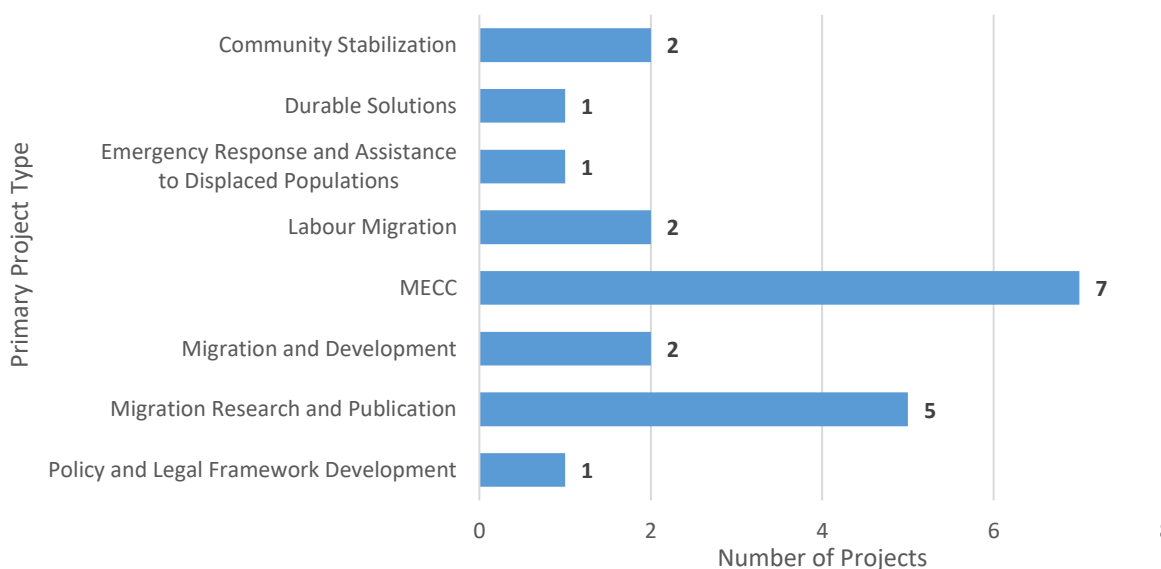
	Latin America and the Caribbean	2
	Global	1
2014	Asia	1
	Pacific	1
	Latin America and the Caribbean	1
2013	Asia	1

time period. In addition, there have been no IOM Development Fund funded MECC-related projects in the Latin America and the Caribbean region or on the global scale since 2015. The fund has focused on funding capacity-building projects in the areas which experience, or will soon experience, a severe increase of environmental migration.

4.4 Project Type

All projects at the IOM are categorized by project type. These types include, among many others, Migration, Environment and Climate Change (project type NC), Counter Trafficking, Disaster Risk Reduction, Durable Solutions, and Labour Migration. Projects were chosen for this review based on their relation to MECC. Since the project type NC was only created in 2016, projects before this date fell under other project types, even when primary objective was to address environmental migration. The majority of projects funded after 2016 were either categorized as primary or secondary NC. Figure 9 below shows the distribution of the project types of those involved in the review. The primary project type of the projects in this review fell under eight different categories: Community Stabilization, Durable Solutions, Emergency Response and Assistance, Labour Migration, MECC, Migration and Development, Migration Research and Publication, and Policy and Legal Framework Development.

Figure 9. Project type categorization of all MECC-related projects from 2013-2018.



4.5 Outcomes and Outputs

Out of the 21 projects in this review, 11 projects remain active while 10 have been completed. All 10 of the completed projects have successfully achieved all desired outcomes and have produced all expected outputs. The remaining projects were not far enough along in their implementation to determine their

success in this category, however one going project will be unable to produce one of their expected outputs due to challenges in project implementation.

As per the IOM Project Handbook, an outcome is described as the intended change in institutional performance, individual or group behaviour, or the political, economic, or social position of the beneficiaries.⁶ The completed projects successfully achieved a variety of outcomes. The main outcomes included: the implementation of evidence-based public policies using strategic action plans, workshops, and training manuals; mainstreaming environmental migration into government policy and national legal frameworks; and improved government responses in line with national policies.

On a narrower scope, project outputs are defined as the intended changes in skills or abilities of the beneficiaries, or the availability of new products or services as a result of project activities.⁷ Some of the successfully produced outputs included: enhanced capacity and knowledge of policy makers to mainstream migration into climate adaptation strategies and to make evidence-based policies and interventions; the availability of training manuals; national action plans for governments and policy makers; comprehensive review of the MECC nexus; and the availability of data.

Thus far, all projects, but one, have reached all intended beneficiaries. The reason behind the inability to reach all beneficiaries stemmed from the fact that after the project was initiated, project partners were not able to contribute in implementation due to the mandates and internal regulations of the main implementing partners. In addition, the number of the intended environmental migrant beneficiaries was too high, and thus deemed unrealistic during implementation.

Two completed projects, however, were able to positively reach unintended beneficiaries during project implementation. These beneficiaries included policy makers from other countries which use materials produced from the project and regional research entities who participated in regional policy forums.

As of yet, the completed and activated projects in this review have not produced any unforeseen negative impacts as a result of project implementation. Seven projects did, however, see unforeseen positive impacts from their implementation. These positive impacts include: newfound relationships with various governments, ministries, and departments; the institutionalization of training approaches; demonstration and solidification of IOM's commitment to countries in addressing climate change; the inclusion of MECC as a topic in all relevant events, meetings, and workshops; and an overall change in mindset regarding planning and decision making for impacts of climate change.

4.6 Challenges

There were several challenges that projects encountered during implementation. Figure 10 below highlights 13 common challenges among the projects in this review. A lack of reliable data while implementing the project and its activities was the most widespread problem experienced. Additional challenges brought up by representatives of the projects included: logistic difficulties, delays in data entries, and insufficient human resources.

Figure 10. Challenges encountered by IOM Development Fund funded MECC projects from 2013-2018.

⁶ 2017. *IOM Project Handbook Second Edition*. IOM, Geneva. p 121

⁷ *Ibid.*

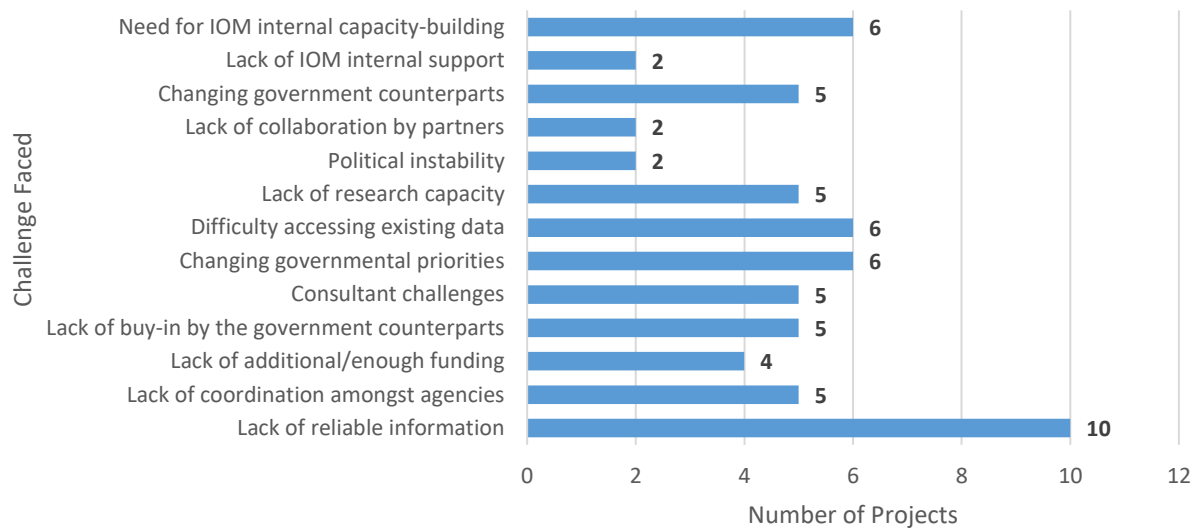


Figure 11 below highlights the responses regarding the possibility of avoiding the encountered challenges during implementation. Six of the projects (28.57%) recorded that the problems faced could have been prevented. For example, challenges could have been avoided through identifying consultants with the relevant experience and commitment and using a strict timeline to ensure deliverables; increasing the IOM project team's capacity on specific MECC topics; including more stakeholders in project design; better coordination with team members including Regional Technical Specialists; support from the government; and a concerted effort to continue to use the findings to raise awareness among various stakeholders to increase the scale and reach of the project.

Figure 11. Response as to whether the challenges encountered in Figure 10 were avoidable.

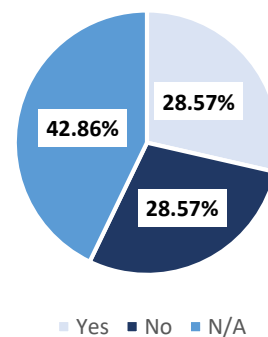
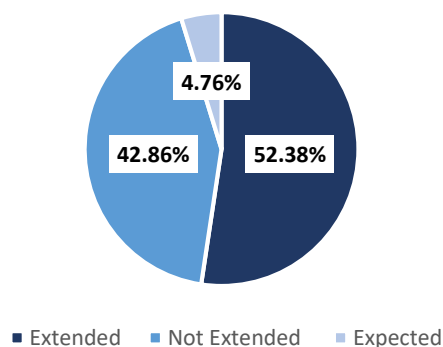


Figure 12. Proportion of funded MECC projects from 2013-2018 which received an extension.

There are a variety of reasons as to why a project may require a revision to its original plan. These revisions can comprise of changes in the duration, budget distribution, results matrix, or key data. Of the reviewed projects, so far 11 (52.38%) were granted no-cost extensions. Causes of these extensions included: the identification of an opportunity to disseminate and discuss project results with important actors which required time to prepare for; limited supplies and unavailability of materials due to geographical settings; human resources needed elsewhere in emergency responses; delays in editing, finalizing, and publishing outputs; limited staff and accounting capacity; and difficulties organizing dates for large workshops.



4.7 Sustainability

Of the completed projects, all have had sustainable outcomes and outputs. Sustainability was shown through the continuation of training workshops, meetings, assessments, written articles, studies used by policy makers, MECC becoming mainstreamed into policies, and various community exercises after the completion of the funded projects.

Of the completed projects, three (30%) have received follow-up national government budget allocation, and six (60%) have received a follow-up donor budget allocation. Six (60%) of completed projects had follow-up activities implemented by IOM. These activities included training workshops, studies, conferences, and lessons learnt exercises. One (10%) of completed projects had follow-up activities implemented by a donor. The donor allocated funds for sea wall construction, seaweed farming, and enhanced water harvesting to adapt to the changing climate.

Figure 13 below illustrates that 15 projects (71.43%) ensured that local partners and stakeholders participated in the planning and implementation of the projects to guarantee a sense of ownership and interest in long-term sustainability.

Although the data on partner financial capacity for seven projects (33.33%) was unavailable due to the completion status of the project or lack of information, Figure 14 shows that nine projects (42.86%) had partners with the financial capacity to maintain the benefits of the projects on a long-term basis, while five (23.81%) did not.

Figure 13. Proportion of projects where local partners and stakeholders participated in the planning and implementation of the project.

Figure 14. Proportion of projects where partners have the financial capacity to maintain the benefits of the project on a long-term basis.

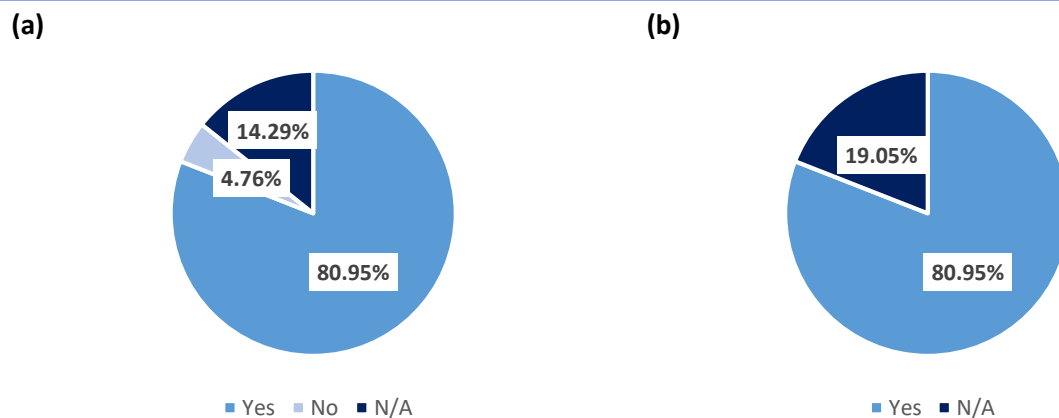


When asked what support was needed to ensure the sustainability of the projects, responses included: funding more training workshops and studies; collaborating with donor agencies during implementation; ensuring capacity-building of IOM staff on MECC to facilitate more MECC related activities; consulting with governments to support community driven initiatives; increasing knowledge on specific MECC subjects; and ensuring that government institutions include MECC into national plans.

4.8 Gender

It is required for projects funded by the IOM Development Fund to reach the 2a gender marker⁸ by including and addressing gender mainstreaming throughout project implementation. Figure 15 (a) shows that of the 18 projects able to provide an accurate answer, 17 projects incorporated gender mainstreaming in their project design. Furthermore, Figure 15 (b) shows that all projects able to provide information included gender mainstreaming in project implementation.

Figure 15. Proportion of funded projects from 2013-2018 where gender mainstreaming was evident in (a) project design and (b) project implementation.



⁸ "Projects that sufficiently include gender in all three of the following: Needs Assessment, Outputs, Activities, and whose main project objective does not focus on addressing gender inequality (but gender inequality is addressed as one part of the overall project). These projects are likely to make a significant contribution to gender equality." 2018. *IOM Gender Marker Guide*. IOM Gender Coordination Unit, Geneva. p 7

4.9 Human Rights

Of the 13 IOM Development Fund funded MECC projects who were able to provide accurate information, all conducted needs assessments of the direct and indirect beneficiaries in a participatory and non-discriminatory manner as shown in Figure 16. The remaining eight projects were unable to respond due to the ongoing status of the project or a lack of data.

Figure 17 illustrates that 13 projects, of the 14 that were able to answer, successfully collected and disaggregated data (i.e. by age, disability, displacement, ethnicity, gender, nationality, and migration status) during project implementation.

Figure 16. Proportion of funded projects where needs assessments of the direct and indirect beneficiaries were conducted in non-discriminatory manners.

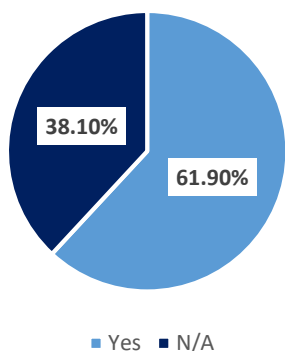
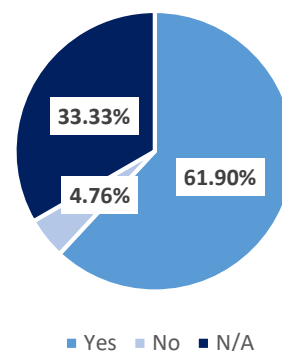


Figure 17. Proportion of funded projects whose data was collected and disaggregated (i.e. by age, disability, displacement, ethnicity, gender, nationality, and migration etc.).



4.10 Support

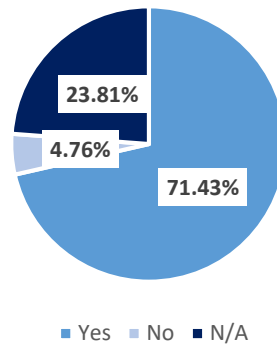
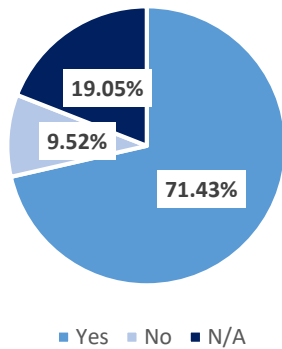
Figure 18 demonstrates the amount of funded MECC projects which felt that there was enough technical support provided from IOM Regional Offices and Headquarters during both (a) project design and (b) implementation. Two projects disclosed that there was insufficient support during project design, and one project during implementation, as there were no relevant thematic specialists available in their region⁹.

Figure 18. Proportion of funded projects who felt that there was enough technical support from IOM Regional Offices and Headquarters during (a) project design and (b) project implementation.

(a)

(b)

⁹ As per August 2019 there are five MECC Regional Thematic Specialists established in five regional offices for the Americas; Asia-Pacific; East and Horn of Africa; South-Eastern Europe, Eastern Europe and Central Asia; and West Africa..



5 RECOMMENDATIONS

The review sought to discover the reasons behind projects success in order to improve the outcomes of future projects; to discover challenges faced and their causes to develop recommendations to avoid and overcome such barriers when designing and implementing projects in the future; and to evaluate the success of the IOM Development Fund as a seed fund through project sustainability. Based on the findings in this review, the following recommendations were created with the intention to inform the broader IOM Development Fund strategic perspective.

- **Encourage the continued submission of MECC related proposals.** As climate change has been increasing both the frequency and severity of mainly weather-related disasters and has become an apparent factor influencing human mobility, governments of affected countries should be encouraged to create effective management, adaptation, and preventative strategies.
- **Address common challenges when designing and implementing future projects.** Many of the projects involved in this review disclosed that establishing early and consistent cooperation and communication with stakeholders is the key to overcoming many common challenges. To build relationships and capacity-building among stakeholders, it is recommended that there be a concerted effort to continue using project findings to raise awareness among stakeholders such as the public, development partners, government officials/policymakers, and the private sector. There should be higher levels of communication with various stakeholders before designing the project and better coordination with these stakeholders at the project development stage. External partners should be carefully selected, and timeframes should be kept to strictly ensure project deliverables. Schemes should be put in place to ensure a smooth and successful staff turnover. Lastly, the capacity of researchers at the local levels should be strengthened in the MECC thematic area.
- **Prepare accordingly to avoid no cost extensions.** In order to avoid the possibility of a no cost extension, it is recommended to duly address the common challenges above, create SMART (specific, measurable, achievable, relevant and time-bound) goals and indicators for the project, ensure the quantity and scales of all outputs and outcomes are realistic, and to discuss any challenges as soon as possible with the IOM Development Fund.

- **Keep sustainability as a key objective for all funded projects.** There should be a greater dissemination of assessment reports and studies to encourage the longevity of their utility. There should be continued engagement with research and academic institutes to motivate them to increase their own time, human, and financial resources to MECC research and studies. Generated evidence should be effectively and continuously disseminated to relevant actors to generate knowledge and to develop evidence-based activities. Government representatives should be involved throughout all project stages and should be encouraged to undertake capacity-building training. MECC should be mainstreamed in all strategic national documents to strengthen potential donors and government stakeholders' knowledge on topics related to MECC to ultimately create a sense of ownership among these stakeholders. The needs, rights, and legitimate interests of climate change affected persons should be the primary considerations guiding policies and decision on durable solutions.
- **Continue to ensure gender is mainstreamed in all funded MECC related projects.** Gender investigation and considerations should be included within each project's context analysis, needs assessment, design, implementation, and evaluation. Gender specific groups should be involved in discussions during the project development stage and during the development of indicators. In addition to the standard gender mainstreaming, gender should be involved in the project's policy discussion where relevant. In cooperation with partners, there could be a practical guide with tools and tips to integrate the gender perspective into a policy/programming cycle for the MECC thematic area. Lastly, projects could consider partnering with local organizations specializing in these topics.
- **Continue to build IOM staff capacity and support skills' development.** As MECC is a relatively novel topic at the IOM, there requires the provision of additional technical support in relation to designing and delivering workshops and training and facilitating dialogue with governments. Building the capacity of the project team on specific MECC related topics will ensure improved project implementation and sustainability of projects. Furthermore, new project officers should be provided close supervision and support, and internal staff capacity-building training workshops should be encouraged.

ANNEXES

Annex 1: List of Evaluated Projects

Funding Year	Project Code	Project Title	Benefitting Member States	Region	Funding (USD)	Duration (months)
2018	DS.0008	Vanuatu: Building Capacity to Address Climate Change and Disaster-Induced Displacement Phase II	Republic of Vanuatu	Pacific	\$200,000	20
2018	NC.0019	Strengthening the Capacities of Local Authorities in Burkina Faso to Mainstream Migration, the Environment and Climate Change into Local Planning	Burkina Faso	Africa	\$200,000	24
2018	NC.0018	Diaspora Engagement in Agroecology Development in Morocco	Kingdom of Morocco	Africa	\$200,000	24
2018	NC.0017	Building Resilience of Communities Affected by Climate Change and Environmental Degradation in Viet Nam	Socialist Republic of Viet Nam	Asia	\$200,000	18
2018	PR.0230	Migration Profile in Fiji: Building the Capacity for Evidence-Based Policy	Republic of Fiji	Pacific	\$100,000	24
2017	LM.0326	Pacific Adaptation through Labour Mobility in the Low-lying Atoll States of Kiribati, Marshall Islands and Tuvalu	Republic of the Marshall Islands, Republic of Kiribati, Tuvalu	Pacific	\$300,000	24
2017	LM.0327	Capacity-building for Migration and Sustainable Development in Tonga	Kingdom of Tonga	Pacific	\$200,000	24
2017	NC.0009	Climate Change and Disaster Related Migration in Mongolia	Mongolia	Asia	\$150,000	18
2017	NC.0008	Assessing the Migration, Climate Change and Conflict Dimension in the Lake Chad Region (Chad and Nigeria)	Republic of Chad, Federal Republic of Nigeria	Africa	\$75,000	12
2017	NC.0007	Assessing the Migration, Climate Change and Conflict Dimension in the Lake Chad Region (Cameroon and Niger)	Republic of Cameroon, Republic of Niger	Africa	\$100,000	12
2016	CS.0837	Development of a National Framework for Durable Solutions in Vanuatu	Republic of Vanuatu	Pacific	\$100,000	9
2016	NC.0005	Migration, Environment and Climate Change: Evidence for Policy in Southern Africa and the Indian Ocean	Republic of Madagascar, Republic of Mauritius, Republic of Namibia, Republic of Mozambique	Africa	\$300,000	22
2015	CE.0310	Migration and Climate Change in Indigenous and Rural Communities in a Vulnerable Situation - Bolivia	Plurinational State of Bolivia	Latin America and the Caribbean	\$100,000	21
2015	CS.0702	Assessing the Current and Future Dynamics of Environmental Migration for Enhanced Policy Making: Kyrgyzstan	Kyrgyz Republic	Asia	\$100,000	12
2015	CS.0738	Strengthening the Capacity in Migration Management in the Regions with Trans-boundary Water Resources, in the Context of Disaster Risk Reduction and Climate Change Adaptation, in Kazakhstan	Republic of Kazakhstan	Asia	\$100,000	15
2015	PR.0177	The Effects of Climate Change on Vulnerable Populations and Human Mobility in El Salvador, Guatemala, Honduras and Nicaragua (Central America)	Republic of Honduras, Republic of El Salvador, Republic of Nicaragua, Guatemala	Latin America and the Caribbean	\$150,000	24
2015	PR.0152	Development of Training Manual and Capacity-building on Migration, Environment and Climate Change (MECC)	Republic of Azerbaijan, Dominican Republic, Republic of Kenya, Kingdom of Morocco, Independent State of Papua New Guinea	HQ - Global	\$300,000	18
2014	CE.0263	Building Capacity of Papua New Guinean Government to Respond to Climate Change and Engage Grassroots Structures in Development Planning for the Atolls (ATOLLS)	Independent State of Papua New Guinea	Pacific	\$200,000	20
2014	PO.0060	Development, Promotion and Inclusion of a Migratory Perspective in Colombia's National Climate Change Policies	Colombia	Latin America and the Caribbean	\$100,000	14
2014	PR.0144	Assessing the Climate Change, Environmental Degradation and Migration Nexus in South Asia	Federal Democratic Republic of Nepal, Republic of Maldives, People's Republic of Bangladesh	Asia	\$300,000	27
2013	PR.0127	Assessing Vulnerabilities and Responses to Environmental Changes in Cambodia	Kingdom of Cambodia	Asia	\$200,000	28

Annex 2: Terms of Reference

Project Review Context

IOM Development Fund

The IOM Development Fund was established in 2001 to provide seed funding and support for innovative initiatives and empowering migration management capacities for countries most in need. Through the Fund, IOM has provided support to its developing Member States in designing and implementing over 700 joint government-IOM projects in over 122 countries worldwide. Some of the most recent areas of focus are: counter-trafficking; enhancement of inter-governmental dialogue and cooperation; labour migration; migration and development; migration, environment and climate change; migration and health; migration management systems (including travel documents) and border control; databases; policy and legal framework development; research; assessments; and training activities.

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

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

Line 2: all eligible Member States not subject to Article 4 of the IOM Constitution (regarding financial standing) may apply for funding up to USD 200,000 for national projects and USD 300,000 for regional projects.

Environmental Migration

Although there is currently no internationally accepted definition for persons on the move due to environmental reasons, IOM has put forward a working definition which seeks to capture the complexity of the issues at stake:

“Environmental migrants are persons or groups of persons who, predominantly for reasons of sudden or progressive change in the environment that adversely affects their lives or living conditions, are forced to leave their places of habitual residence, or choose to do so, either temporarily or permanently, and who move within or outside their country of origin or habitual residence.”¹⁰

All persons moving for environmental reasons are protected by international human rights law. The movement of people is and will continue to be affected by natural disasters and environmental degradation. Environmental migration should not be understood as a wholly negative or positive outcome, migration can amplify existing vulnerabilities, but it can also allow people to build resilience.

Migration, Environment and Climate Change at the IOM

The IOM is the leading intergovernmental migration agency and has been at the forefront of operational, research, policy, and advocacy efforts, seeking to bring environmental migration to the heart of international, regional, and national concerns in collaboration with its Member States, observers and partners. In the beginning of 2015, a dedicated Migration, Environment, and Climate Change (MECC) Division was created to address the migration, environment, and climate change nexus. The MECC Division

¹⁰ 2019. *Glossary on Migration*, 3rd Edition. International Migration Law No. 34, IOM, Geneva.

has the institutional responsibility to oversee, support, and coordinate the development of policy guidance for activities with a migration, environment, and climate change dimension.

In 2016, a review was conducted on MECC-related projects funded by the IOM Development Fund from 2008-2015, prior to the creation of the MECC Division. It is therefore necessary to undertake a review of IOM Development Fund MECC projects since the inception of the MECC Division, to continue to identify the best practices that can be extracted from past and present initiatives.

Objectives of the Review

The objective of this review is to assess MECC projects that have been approved and funded by the IOM Development Fund between the years of 2013 – 2018. This review aims to identify the best practices used to achieve the most success in capacity building and sustainability within these projects. The review seeks to discover the reasons behind projects success in order to improve the outcomes of future projects. Furthermore, project challenges and their causes will be identified with the purpose of creating recommendations to avoid and overcome such barriers when designing and implementing projects in the future. There will additionally be a focus on project sustainability to evaluate the success the IDF has had as a seed fund for MECC projects. The findings and recommendations evaluated in this review are intended to inform the broader IOM Development Fund strategic perspective.

Review Criteria

This review will consider the following: 1) the prevalence of MECC funded IOM Development Fund projects, 2) budget allocation to MECC projects, 3) MECC projects by region, 4) primary project types of the selected projects, 5) outcomes and outputs of the projects, 6) challenges encountered during project design and implementation, 7) project sustainability, 8) the prevalence of gender mainstreaming, 9) the consideration of human rights, and 10) IOM support given to the projects.

Review Questions

The following questions will be investigated during this review based on the 10 criteria listed above.

- 1) The prevalence of MECC funded IOM Development Fund projects
 - a. What proportion of IOM Development Fund funded projects are MECC related per year?
- 2) Budget allocation to MECC projects
 - a. How much funding have MECC related projects received each year?
 - b. What proportion of the Fund's budget has been allocated to MECC related projects?
- 3) MECC projects by region
 - a. What regions have MECC related projects occurred in?
 - b. Have there been any trends in location?
- 4) Categorized primary project type
 - a. What are the projects categorized as (i.e., durable solutions, labour migration, etc.)?
- 5) Outcomes and outputs of the projects
 - a. Did the projects achieve all desired outcomes and produce all expected outputs?
 - b. Did the projects reach all intended beneficiaries?
 - c. Did the projects reach any unintended beneficiaries?
 - d. Were there any unforeseen negative impacts of the projects?

- e. Were there any unforeseen positive impacts of the projects?
- 6) Challenges encountered during project implementation
 - a. What were the main challenges encountered during implementation of the projects?
 - b. Could something have been done to avoid these challenges?
 - c. What could help in future projects to avoid these challenges?
 - d. How many projects received an extension?
- 7) Project sustainability
 - a. Were the outcomes sustained after the projects ended?
 - b. Has there been a follow-up government or other donor budget allocation?
 - c. What kind of support is needed to make project outcomes sustainable?
 - d. Have any follow-up IOM activities/projects been implemented due to these projects?
 - e. Have any follow-up donor activities/projects been implemented due to these projects?
 - f. Did local partners and stakeholders participate in the planning and implementation of these project/programme to guarantee a sense of ownership and interest in sustainability?
 - g. Do partners have the financial capacity to maintain the benefits of the project/programme on a longer-term basis?
- 8) Gender mainstreaming
 - a. Was there gender mainstreaming evident in project design?
 - b. Was there gender mainstreaming evident in project implementation?
- 9) The consideration of human rights
 - a. Were the needs assessment of the direct and indirect beneficiaries conducted in a participatory and non-discriminatory manner?
 - b. Was the data collected and disaggregated (ex, by age, disability, displacement, ethnicity, gender, nationality, and migration status)?
- 10) IOM support
 - a. Was there enough technical support from RO/HQ during project design?
 - b. Was there enough technical support from RO/HQ during project implementation?

Methodology

The methodology for this review will begin with a review of all MECC-related IOM Development Fund projects from 2013 – 2018. Once relevant projects are identified, a questionnaire will be developed and distributed to the respective project managers for their completion based on the criteria of interest, considering that there may have been staff turnover that will limit the feasibility of this task. The criteria included in the questionnaire will cover project outcomes/outputs, successes, challenges, sustainability, gender, human rights, and IOM provided support. Completed questionnaires, final reports, and evaluation forms from each of the selected projects will be reviewed. In the analysis phase, the data will be categorized in a database to generate statistics and visualizations for this review. Recommendations and ways forward will be discussed based on the accumulated data.

Annex 3: Questionnaire

Outcomes and Outputs

1. Did this project achieve all desired outcomes? ☐ Yes ☐ No

If no, please briefly explain why.

2. Did this project produce all expected outputs? ☐ Yes ☐ No

If no, please briefly explain why.

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

According to the IOM Project Handbook:

Outcomes are the intended changes in institutional performance, individual or group behaviour, or the political, economic or social position of the beneficiaries. Examples of outcomes include: Government institute developed a policy, government institute continued training of trainers, etc.

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

	Outcome	Output(s)
1		
2		
3		

4. Did this project reach all intended beneficiaries? ☐ Yes ☐ No

If no, please briefly explain why.

5. Did this project reach any unintended beneficiaries? ☐ Yes ☐ No

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

6. Were there any unforeseen negative impacts of the project? ☐ Yes ☐ No

If yes, please give a brief description of these impacts and how they could have been avoided.

7. Were there any unforeseen positive impacts of the project? ☐ Yes ☐ No

If yes, please give a brief description of these impacts and how they can be encouraged.

Challenges

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

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

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

9. Could something have been done to avoid the above challenges? ☐ Yes ☐ No

Please briefly explain.

10. What do you think could help in future projects to avoid these challenges?
-

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

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

Sustainability

12. Were the outcomes sustained after the project ended?

a) ☐ **Yes, the outcomes have been sustained**

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

	Outcome maintained	Organisation	Method used
1			
2			
3			

b) ☐ **No, the outcomes have not been sustained**

Please explain why.

	Outcome not sustained	Explanation
1		
2		
3		

c) Has there been a follow-up national government budget allocation? ☐ Yes ☐ No

d) Has there been a follow-up donor budget allocation? ☐ Yes ☐ No

13. What kind of support do you need to make it sustainable?

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

If yes, please specify.

15. Have any follow-up IOM activities/projects been implemented due to this project? ☐ Yes ☐ No

If yes, please specify (name of activity/project and amount of funding)

16. Have any follow-up donor activities/projects been implemented due to this project? ☐ Yes ☐ No

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

17. Did local partners and stakeholders participate in the planning and implementation of the project/programme to guarantee sense of ownership and interest in sustainability? ☐ Yes ☐ No
18. Do partners have the financial capacity to maintain the benefits of the project/programme on a longer-term basis? ☐ Yes ☐ No

Gender

19. Was there gender mainstreaming evident in the project design? ☐ Yes ☐ No
20. Was there gender mainstreaming evident in the project implementation? ☐ Yes ☐ No

If no, please briefly explain why.

21. Do you have recommendations for future projects on how to include gender mainstreaming?
-

Human Rights

22. Was the needs assessment of the direct and indirect beneficiaries conducted in a participatory and non-discriminatory manner? ☐ Yes ☐ No

If no, please briefly explain why.

23. Has data been collected and disaggregated (ex, by age, disability, displacement, ethnicity, gender, nationality, and migration status)? ☐ Yes ☐ No

Support

24. Do you feel there was enough technical support from RO/HQ during project design? ☐ Yes ☐ No

Please specify why or why not.

25. Do you feel there was enough technical support from RO/HQ during project implementation? ☐ Yes ☐ No

Please specify why or why not.
