



Review of IOM Development Fund Projects
Focusing on Diaspora
2015 – 2020

IOM Development Fund
October 2021

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EXECUTIVE SUMMARY

This review assesses both active and completed diaspora projects funded by the IOM Development Fund between 2015 and 2020. Gathering insight from 52 selected projects, this review seeks to identify best practices, explore innovative approaches and share lessons learned in order to provide recommendations and guide both current and future diaspora projects.

Key Findings

- The IOM Development Fund supported 52 diaspora projects between 2015 and 2020, accounting for 14 per cent of the fund's total projects and total allocated budget.
- Diaspora projects contributed to the following four main diaspora engagement programme areas: human capital transfer (79 per cent of projects), direct investment (50 per cent of projects), remittances (50 per cent of projects), and philanthropy (37 per cent of projects).¹
- The regional distribution of projects was highly uneven, with 63 per cent of projects emanating from the Africa region, while Asia, Europe and the Middle East combined accounted for less than 20 per cent of projects. In addition, Latin America and the Caribbean encompassed 15 per cent of projects, whilst four per cent of projects were global.
- In total, 61 per cent of completed projects reached all of their intended outcomes and produced all of their expected outputs. Key challenges included reaching diasporas, consultant challenges, changing governmental counterparts and IOM internal challenges, requiring 83 per cent of projects to undergo a revision.
- Despite the challenges, 72 per cent of completed projects reached all of the intended beneficiaries, and 16 per cent also reached unintended beneficiaries. In total, 56 per cent of projects reported having a “very good” impact.
- Innovation is central to diaspora projects, with 75 per cent of projects featuring innovative approaches, particularly with regards to (1) innovation in technology, digitalization and data usage, (2) innovation in approaches to community engagement and (3) innovation in partnerships and governance.

¹ Respondents could select as many programme areas as applicable. On average, between two and three programme areas were selected per project.

Key Recommendations

- **Project design:** Integrate participatory approaches from the stage of project design bringing together key partners and beneficiaries to ensure project buy-in and ownership. Co-assess the risks and challenges, particularly relating to the difficulties reaching diasporas as well as internal and external coordination mechanisms. Collaboratively design contingency plans for activities susceptible to being impacted by such risks.
- **Institutional Coordination:** Considering the wide inter and intra-regional disparities in experience with diaspora engagement, institutional forums to exchange on good practices and lessons learned represent a key resource and should be strengthened. Missions have expressed an interest in attending thematic webinars bringing together project management teams implementing diaspora projects. Such inter and intra-regional cooperation is occurring at an ad hoc basis. For instance, IOM Fiji is conducting a first pilot for diaspora engagement in the Pacific and is designing its training materials based on training led by IOM Egypt in 2017.
- **Sustainability:** Develop continuity plans during the second half of project implementation, in coordination with governmental counterparts, for diaspora mapping and research projects to ensure the operationalization of results. Secondly, in line with the IOM Development Fund's mission, projects primarily support government counterparts. However, incorporating further capacity-building elements for diaspora organizations would promote sustained dialogue between governments and diasporas, allowing the diaspora organizations to carry forward the momentum built during project implementation and ensure sustainability of project outcomes beyond the project cycle.
- **Innovation:** *The Open Book of Social Innovation*² identifies six stages that lead to social innovation, namely:
 1. Prompts, inspiration and diagnoses: identifying and framing a problem
 2. Proposals and ideas: generating ideas through creativity and ideation processes
 3. Prototyping and pilots: testing the ideas in practice
 4. Sustaining: turning the idea into everyday practice
 5. Scaling and diffusion: spreading innovation
 6. Systemic change: creating new frameworks

As a global resource offering seed funding, the IOM Development Fund represents a unique avenue to promote the first three stages of social innovation. Additional focus to the sustaining, scaling and systemic change phases could be integrated prior to project closure, to entrench the longer-term integration of innovation.

² Robin Murray, Julie Caulier-Grice and Geoff Mulgan. *The Open Book of Social Innovation* (London, March 2010), 12-13. Available at: <https://youngfoundation.org/wp-content/uploads/2012/10/The-Open-Book-of-Social-Innovationg.pdf>

I - INTRODUCTION

1. Defining Diasporas

The International Organization for Migration (IOM) acknowledges diasporas as “important development actors” who “facilitate increased trade, investment and cultural linkages.”³ The COVID-19 pandemic has further highlighted the role that diasporas play in supporting their countries of origin. While the World Bank had predicted a 20 per cent decrease in remittances in 2020 as a result of the pandemic,⁴ remittance resilience as well as counter-cyclical trends have been observed.⁵ As IOM’s report ‘Global Diasporas reacting to the COVID-19 crisis’ notes, “diasporas have been particularly active in the response of COVID-19 and the development of new initiatives to face the sanitary, social and economic challenges faced by their communities in both their home and host countries. However, in order to harness the potential of diasporas for responding to such crises, the international community must encourage a sustained dialogue between stakeholders.”⁶ Against this backdrop, this review explores the breadth of diaspora projects funded by the IOM Development Fund between 2015 and 2020.

The IOM Glossary on Migration defines diasporas as “migrants or descendants of migrants whose identity and sense of belonging, either real or symbolic, have been shaped by their migration experience and background. They maintain links with their homelands, and to each other, based on a shared sense of history, identity, or mutual experiences in the destination country.”⁷ In addition, as noted in IOM’s Strategy to Enable, Engage and Empower Diaspora, diasporas are also referred to as “transnational communities, because in a world of unprecedented global mobility, they comprise people who are connected to more than one country.”⁸

Recognising the potential for diaspora engagement, governments are taking an increased interest in strengthening their relations with their diasporas as a vector for development. Building on these diverse potentials, the IOM and Migration Policy Institute (MPI) ‘Road Map for Engaging Diasporas in Development’ identifies six programme areas in which diasporas contribute to the development of countries of origin, namely remittances, direct investment, human capital transfer, philanthropy, capital market investment and tourism.⁹

³ International Organization for Migration. *IOM’s Strategy to Enable, Engage and Empower Diaspora* (Geneva, June 2013).

Available at: <https://diaspora.iom.int/ioms-strategy-enable-engage-and-empower-diaspora>

⁴ The World Bank. *The World Bank Predicts Sharpest Decline of Remittances in Recent History* (Washington DC, April 2020).

Available at: <https://www.worldbank.org/en/news/press-release/2020/04/22/world-bank-predicts-sharpest-decline-of-remittances-in-recent-history>

⁵ Luis Felipe López-Calva. *Stand by me: COVID-19 and the Resilience of Remittance Flows to LAC* (New York, December 2020).

Available at: <https://www.latinamerica.undp.org/content/rblac/en/home/presscenter/director-s-graph-for-thought/stand-by-me--covid-19-and-the-resilience-of-remittance-flows-to-.html>

⁶ International Organization for Migration. *Global Diasporas reacting to the COVID-19 crisis* (Geneva, 2020), 1.

Available at: <https://publications.iom.int/fr/system/files/pdf/idi diaspora-global-diaspora.pdf>

⁷ International Organization for Migration. *Glossary on Migration* (Geneva, 2019), 49.

Available at: https://publications.iom.int/system/files/pdf/iml_34_glossary.pdf

⁸ International Organization for Migration. *IOM’s Strategy to Enable, Engage and Empower Diaspora* (Geneva, June 2013).

Available at: <https://diaspora.iom.int/ioms-strategy-enable-engage-and-empower-diaspora>

⁹ International Organization for Migration and the Migration Policy Institute. *Developing a Road Map for Engaging Diasporas in Development: a handbook for policymakers and practitioners in home and host countries* (Geneva, 2012), 17.

Available at: https://publications.iom.int/system/files/pdf/diaspora_handbook_en_for_web_28may2013.pdf

2. Diasporas and IOM

The IOM Strategy (MC/INF/287) nests diaspora engagement within the scope of IOM's work. The Strategy provides that "the Organization will continue to address the migratory phenomenon from an integral and holistic perspective, including links to development, in order to maximize its benefits and minimize its negative effects."¹⁰ Specifically, Article 8 states that in agreement with or at the request of Members States, IOM will undertake activities "to assist States to facilitate the integration of migrants in their new environment and to engage diasporas, including as development partners."¹¹

Institutionally, diaspora engagement falls within the purview of the Labour Mobility and Human Development Division (LHD), which is "responsible for providing policy and operational guidance in matters related to labour mobility, diaspora communities and their links to development, and migrant integration."¹² Among its flagship initiatives is the [iDiaspora platform](#) which serves to connect diasporas as well as share resources and best practices from across the globe. In its own terms and directly addressing diasporas, iDiaspora represents a "platform to share your voice, to gain knowledge, and to engage with the global community committed to the importance of diaspora."¹³

Diaspora projects also further institutional frameworks and strategies. Firstly, these projects align with the IOM Migration Governance Framework (MiGOF), particularly Principle 3 "Engagement with partners to address migration and related issues" and Objective 1 "Advance the socioeconomic well-being of migrants and society."¹⁴ They also contribute to the IOM Institutional Strategy on Migration and Sustainable Development (M&SD), especially Deliverable 2.3 "We will harness migrants' economic and social capitals for broad based development", Deliverable 3.1 "We will strengthen institutions and systems to institute good migration governance" and Deliverable 3.2 "We will advocate for policy coherence to harness the linkages between migration and development."¹⁵

Furthermore, by joining the United Nations System in 2016, IOM has committed to the 2030 Agenda for Sustainable Development. Diaspora projects contribute, among others, to the Sustainable Development Goals (SDGs) 10 "Reduce inequality within and among countries" and 17 "Strengthen the means of implementation and revitalize the global partnership for sustainable development."¹⁶

¹⁰ International Organization for Migration. *IOM Strategy* (Geneva, November 2007), 3. Available at: https://www.iom.int/jahia/webdav/shared/shared/mainsite/about_iom/docs/res1150_en.pdf

¹¹ Ibid, 3.

¹² International Organization for Migration. *Migration Management* (Geneva, November 2016). Available at: <https://www.iom.int/migration-management>

¹³ International Organization for Migration. *iDiaspora*. Available at: <https://idiaspora.org/en>

¹⁴ International Organization for Migration. *Migration Governance Framework* (Geneva, 2016), 1. Available at: https://www.iom.int/sites/default/files/about-iom/migof_brochure_a4_en.pdf

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

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

3. Diasporas and the IOM Development Fund

The IOM Development Fund was established in 2001 and provides a unique global resource with a mission of “building the capacity of Member States to strive for and benefit from effective and sustainable migration governance.”¹⁷ In particular, the Fund provides “accountable and effective seed funding for innovative migration-related projects.”¹⁸ Since 2001, the IOM Development Fund has supported over 800 projects implemented in countries with low-income to upper middle-income economies, as designated by the World Bank.¹⁹ Funding is equitably allocated across and within the following regions: Africa, Asia, Europe, Latin America and the Caribbean, and the Middle East.

From its inception, the IOM Development Fund recognised the key potential for diaspora engagement in development and its relevance to the Fund’s mission, supporting “diaspora for development” projects as early as 2001.²⁰ In addition, the IOM Development Fund conducted a first diaspora review in 2014 which reviewed 28 projects from 2001 to 2014 with a focus on sustainability. The 2014 review found that 72 per cent of the diaspora projects’ outputs were sustained, with training, workshops and study tours recording the highest levels of sustainability. Lack of financial resources and political instability were the key factors explaining why certain outputs were not sustained.

4. Objectives

The objective of this review covering diaspora projects funded by the IOM Development Fund between 2015 and 2020 is two-fold. Firstly, this review assesses completed diaspora projects, with a focus on their outcomes, challenges, sustainability and prospects of impact. Secondly, considering both the 18 completed and the 34 active projects funded over the studied period, this review assesses the potential for harnessing innovation within diaspora projects. Ultimately, the review seeks to identify positive findings and best practices, with a view of replicating and sustaining them across both time and space. In parallel, the review also assesses the challenges encountered and the negative findings, in order to avoid or mitigate them in future. This review promotes institutional learning and serves to guide the development and monitoring of current and future diaspora projects.

¹⁷ IOM Development Fund. *Strategic Plan 2019-2021* (Geneva, 2019), 6. Available at: <https://developmentfund.iom.int/sites/g/files/tmzbd141/files/documents/IOM%20Development%20Fund%20Strategic%20Plan%202019-2021.pdf>

¹⁸ *Ibid.*, 8.

¹⁹ IOM Development Fund. *About the Fund*.

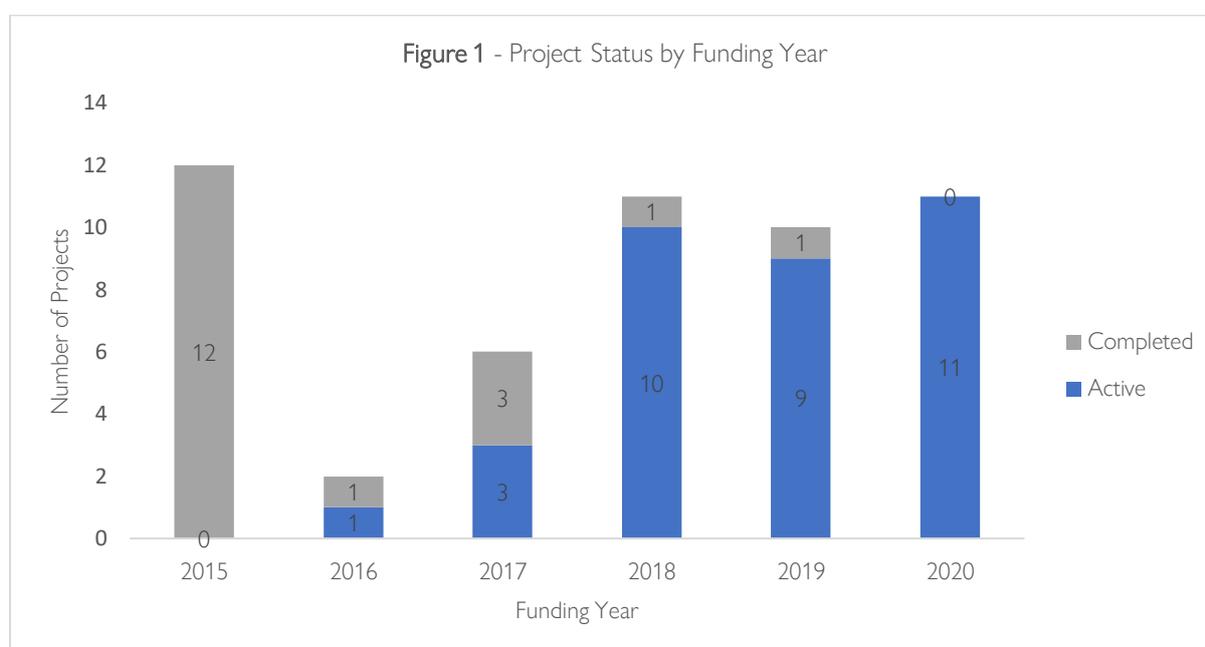
Available at: <https://developmentfund.iom.int/about>

²⁰ See projects (1) TB3-805 Diaspora for Development Study Tour and Program Development Support – Pakistan and (2) TE1-805 Diaspora for Development Study Tour: Data and Management Structures – Africa and Middle East.

II. METHODOLOGY

1. Selected Projects and Parameters for Analysis

This review encompasses 52 active and completed diaspora projects, funded by the IOM Development Fund between 2015 and 2020 (**Annex 1: List of Projects**). These projects were selected through a review of all IOM Development Fund projects' titles, objectives and summaries over the period under review. In the absence of a specific diaspora project type, the selected projects span across the following types: Migration and Economic/Community Development (CD), Community and Economic Development (CE), Transfer of Migrant Knowledge and Resources (TK), Migration, Environment and Climate Change (NC), Migration Research and Publications (PR) and Mainstreaming Migration into Development (MD). In elaborating this review, particular focus was paid to project outcomes, challenges, impacts, sustainability and innovative approaches.



2. Data Collection and Analysis

Following the project selection, a questionnaire was distributed to the relevant IOM Missions in the first quarter of 2021 (**Annex 2: Diaspora Questionnaire**). In line with the review's objectives, the questionnaire was structured as follows: (1) Background Information, (2) Outcomes and Outputs, (3) Challenges Encountered and Revisions, (4) Beneficiaries, (5) Project Impact, (6) Project Sustainability, (7) Contribution to Institutional Goals, Frameworks and Strategies, (8) Integrating Innovative Approaches and (9) Evaluation and Lessons Learned. IOM Missions with completed projects responded to all sections, while Missions implementing active projects only responded to Sections 1, 7 and 8.

All of the selected projects returned the questionnaire and participated in the elaboration of this report, rendering the present review comprehensive and eliminating the risk of insufficient data. To complement the information gathered through the questionnaires, the following additional sources were consulted: Interim and Final Reports, the Project Information and Management Application (PRIMA), IOM institutional frameworks and strategies, as well as the ex-post evaluations when available. In several cases, calls with Project Managers and IOM staff involved in project implementation were also carried out to further elaborate on the gathered information.

Following the data collection phase, the relevant information was assembled and assessed using both quantitative and qualitative methods. The information gathered through the questionnaires, reports and additional sources was aggregated and categorized in order to conduct statistical analysis and generate data visualisations. Results were subsequently interpreted using qualitative methods, through content analysis of the open-ended questions. Recommendations were drawn from the observations emerging from this report.

3. Limitations

This review is an internal assessment conducted during the first quarter of 2021. In light of this project's constrained parameters, a number of limitations ought to be mentioned.

Firstly, defining and refining the list of diaspora projects required a degree of interpretation. Over 70 projects concerning relations between migrant populations and their countries of origin were initially considered as potentially related to diasporas. As noted in the IOM Glossary on Migration, qualifying as a diaspora is not a mere factual assessment but rather depends on individual perceptions, on "identity and sense of belonging, either real or symbolic."²¹ The guiding criteria for inclusion was the framing and terminology employed in the project title, summary and objective.

In addition, in the absence of ex-post evaluations for certain projects, elements such as sustainability and impact were determined through subjective assessments. This limitation is compounded for the projects which were assessed by IOM personnel who were not directly involved in the project implementation as a result of staff turnover.

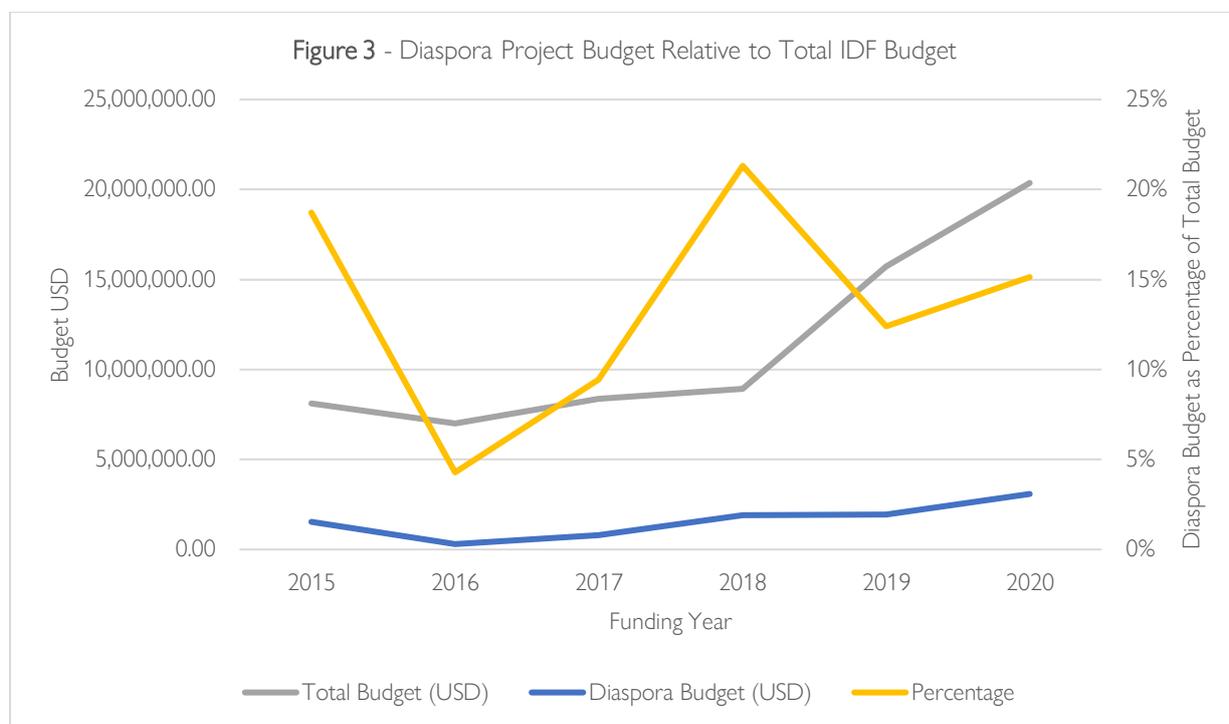
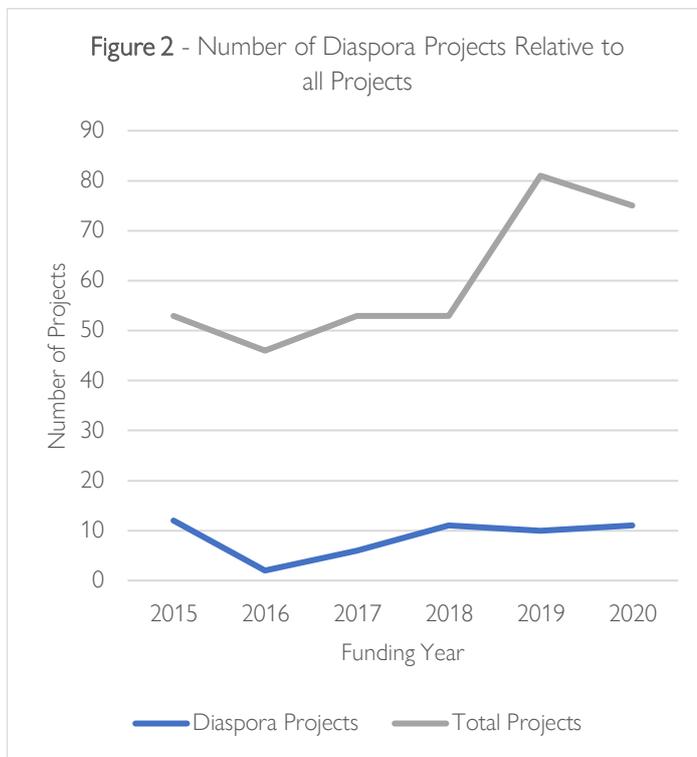
Finally, 63 per cent of the assessed projects emanate from the Africa region, while Asia, Europe and the Middle East combined account for less than 20 per cent of projects, and Latin America and the Caribbean for 15 per cent of projects. In addition, four per cent of the projects are global. As a result, the lessons learned as well as the recommendations formulated could be skewed to this particular region and should not be over-generalized.

²¹ International Organization for Migration. *Glossary on Migration* (Geneva, 2019), 49. Available at: https://publications.iom.int/system/files/pdf/iml_34_glossary.pdf

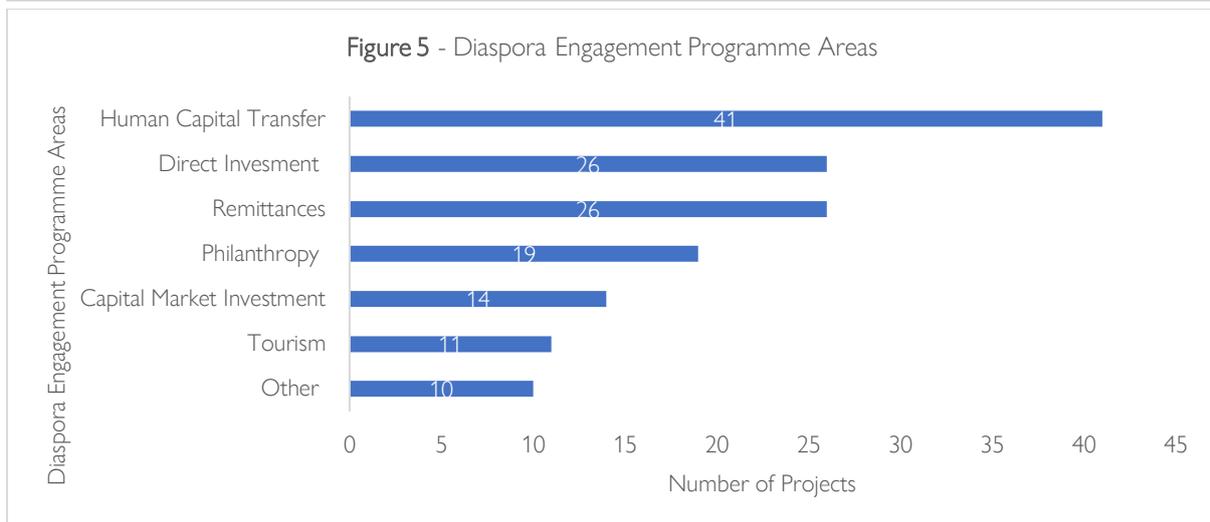
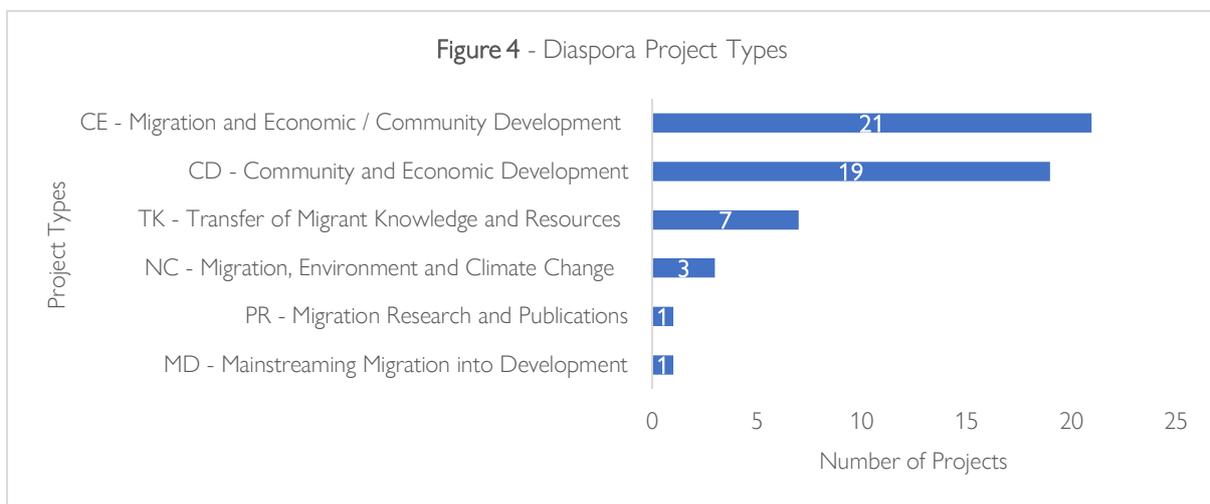
III - FINDINGS

1. Diaspora Project Types and Budget

Between 2015 and 2020, diaspora projects accounted for 14 per cent of all IOM Development Fund projects as well as 14 per cent of the total allocated budget. **Figure 2** illustrates the number of diaspora projects relative to all projects, while **Figure 3** shows the budget allocated to diaspora projects relative to the total budget, in absolute values and as a percentage. From 2015 to 2016, the budget allocated to diaspora projects dropped from 19 to 4 per cent of the total budget. However, the proportion rose again up to 21 per cent in 2018 and stabilised around 14 per cent in 2019 and 2020. In 2020, the IOM Development Fund allocated 3 084 957 USD to diaspora projects, supporting a total of 11 projects.



The diaspora projects in this review span across six project types, as listed in **Figure 4**. These include: Community and Economic Development (CE), Migration and Economic/Community Development (CD), Transfer of Migrant Knowledge and Resources (TK), Migration, Environment and Climate Change (NC), Migration Research and Publications (PR) and Mainstreaming Migration into Development (MD). Indeed, diaspora projects range widely in their scopes and aims, from carrying out mapping and capacity-building exercises, to creating youth volunteering programmes and micro-entrepreneurship initiatives. **Figure 5** illustrates the main areas of diaspora engagement to which projects contributed, as listed in the IOM and MPI Roadmap.²² Seventy-nine per cent of projects (41 projects) reported contributing to human capital transfer, while 50 per cent of projects (26 projects) contributed respectively to direct investment and remittances. Other identified areas include diaspora policies and mappings, the development of governmental and institutional coordination mechanisms and the engagement of diasporas in climate action, highlighting the multi-faceted role that diasporas play in development.²³



²² International Organization for Migration and the Migration Policy Institute. *Developing a Road Map for Engaging Diasporas in Development: a handbook for policymakers and practitioners in home and host countries* (Geneva, 2012), 17.

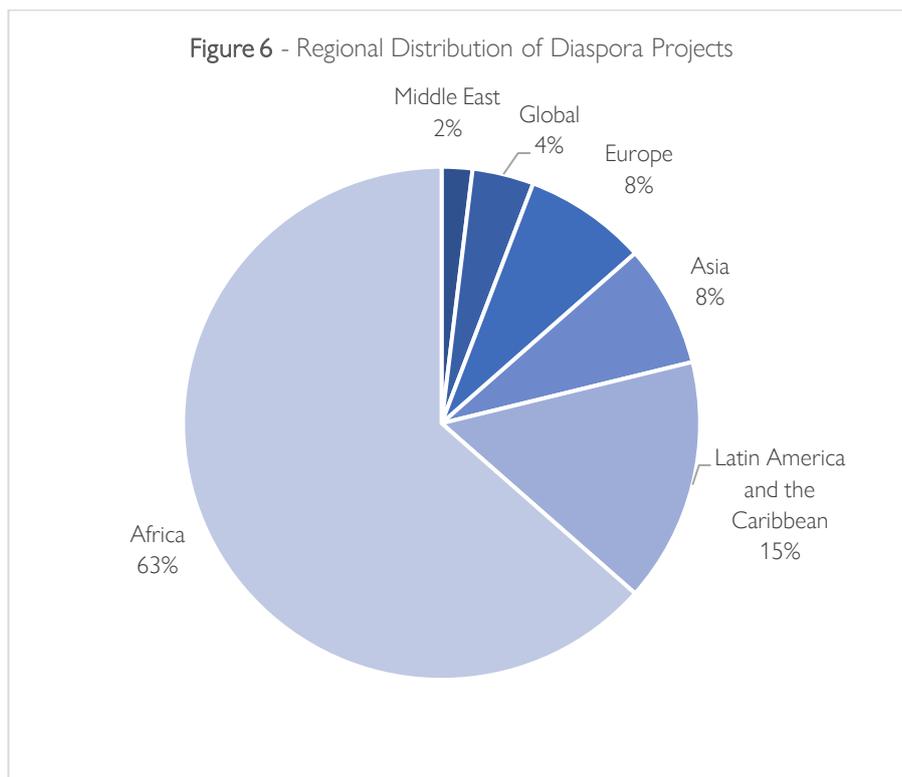
Available at: https://publications.iom.int/system/files/pdf/diaspora_handbook_en_for_web_28may2013.pdf

²³ Figure 4: Each project corresponds to one project type, as indicated by the project code.

Figure 5: Respondents could select as many programme areas as applicable. On average, between two and three programme areas were selected per project.

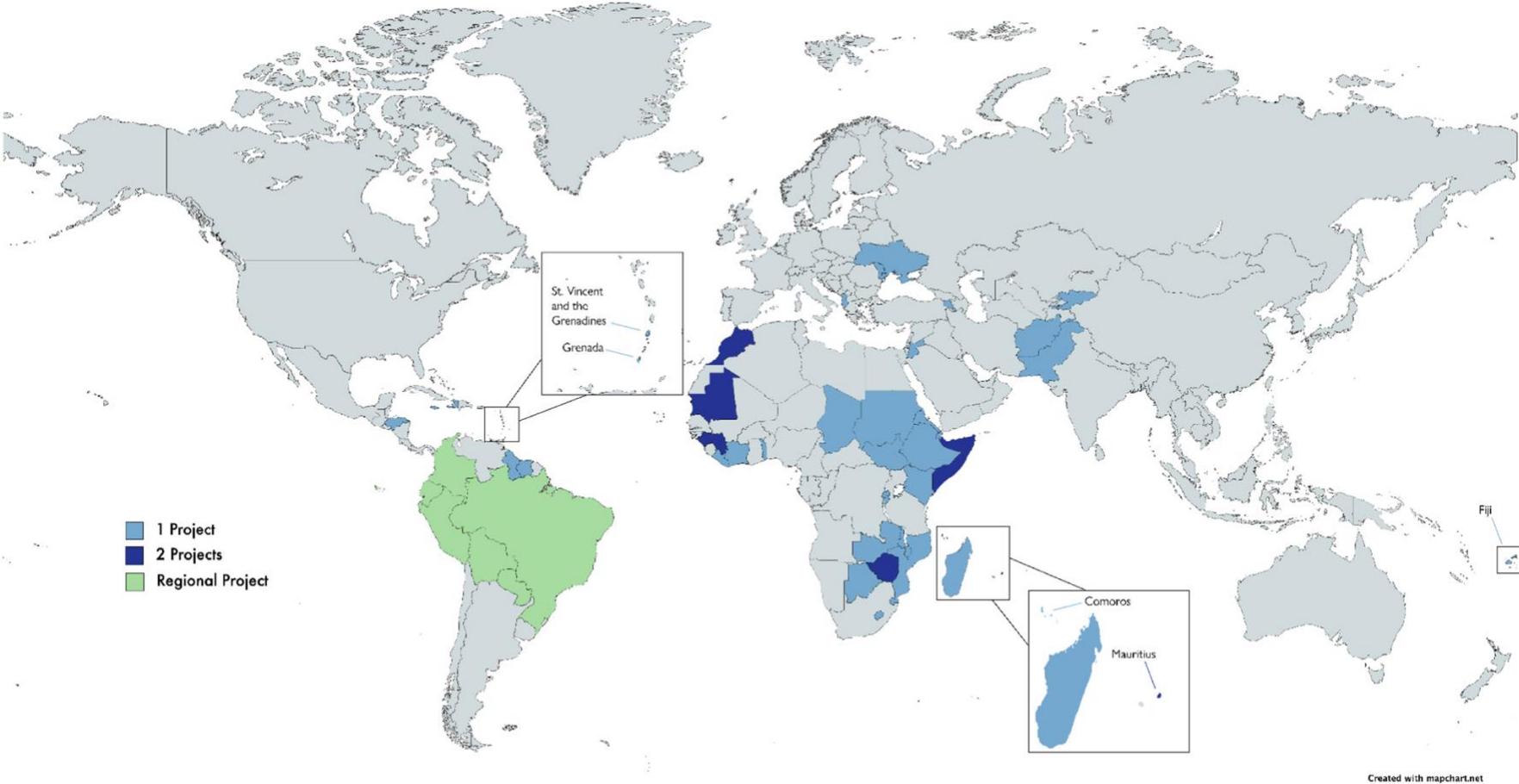
2. Geographic Distribution of Projects

The regional distribution of diaspora projects is strongly skewed towards Africa. Between 2015 and 2020, 63 per cent of the diaspora projects were based in Africa (33 projects). Meanwhile, Latin America and the Caribbean accounted for eight projects, Europe and Asia for four projects each, and the Middle East for one project. Two global diaspora projects were also implemented between 2015 and 2020 (**Figure 6**).



In addition to disparity across regions, the distribution of projects at the national scale sheds light on the differing degrees of diaspora engagement within the regions. **Figure 7** shows a concentration of diaspora projects in the Horn of Africa, North-Western and South-Eastern Africa as well as the Caribbean. Growing focus is also developing in the South and Central Asia region with two 2020 diaspora projects in Kyrgyzstan and Pakistan.

Figure 7 – Global Distribution of Diaspora Projects

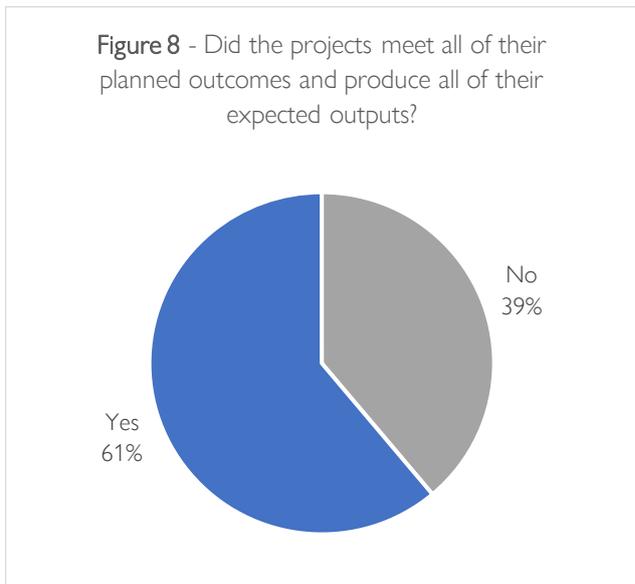


Governments play a key role in shaping such projects. Seventy-nine per cent of projects were initiated following a request by the government and this proportion reaches 88 per cent for the Africa region. This could be explained by IOM's experience in the region through the Migration for Development in Africa (MIDA) programme which represents an "institutional capacity-building programme that aims to develop the potential synergy between the profiles of African migrants and the demand from countries, by facilitating the transfer of vital skills and resources of the African diaspora to their countries of origin."²⁴ In particular, governments play a central role in the programme, as MIDA's tools "have the objective of promoting the role of African governments in a long-term process of active cooperation with the diasporas in the definition of national policies, their implementation, and the organization of multi-year economic growth programmes and poverty reduction programmes."²⁵

Six Member States implemented two diaspora projects during the period under review, all of which in Africa. In particular, five of the six Member States noted that a dedicated body for nationals abroad reached out to IOM for its support, namely: the Ministry of Foreign Affairs and Guineans Abroad, the Ministry of Foreign Affairs, Cooperation and Mauritians Abroad, the Ministry of Moroccans Living Abroad and Migration Affairs, the Somalia Office for Diaspora Affairs and the Zimbabwe Diaspora Directorate.²⁶

3. Outcomes and Outputs

As per the IOM Project Handbook, Outcomes refer to the "intended changes in institutional performance, individual or group behaviour, or the political, economic or social position of the beneficiaries", while Outputs represent the "intended changes in skills or abilities of the beneficiaries, or the availability of new products or services as a result of project activities."²⁷ Among the 18 completed projects, 61 per cent reported meeting all of the planned outcomes and producing all of the expected outputs, while 39 per cent had either unachieved or partially achieved outcomes and outputs (**Figure 8**).



²⁴ International Organization for Migration. *Migration for Development in Africa: Mobilizing the African Diasporas for the Development of Africa* (Geneva, 2004), 2.

²⁵ International Organization for Migration. *A Global Strategy of Migration for Development: Beyond the MIDA approach to mobilizing and sharing of human and financial resources of the overseas African community* (Geneva, 2006), 3.

²⁶ Guinea, Mauritania, Mauritius, Morocco, Somalia and Zimbabwe

²⁷ International Organization for Migration. *IOM Project Handbook, Module 2* (Geneva, 2011), 129.

Available at: https://reliefweb.int/sites/reliefweb.int/files/resources/IOM%20Project%20Handbook_6Feb2012.pdf.

The 18 completed projects' key outcomes include:

- Diaspora investment programmes and economic contributions: Ukraine - CE.0411, Jordan - PR.0179
- Diaspora youth volunteering programmes: Madagascar - CD.0023 (replicated in Guyana - CD.0049 and Mauritius - CD.0055 which are active)
- Support to governments through capacity-building, information sharing and policy development: Chad - CE.0396, Comoros - CE.0388, Somalia - CE.0304, Moldova - CE.0333, Albania - CE.0299, Mauritania - CE.0301, Saint Vincent and the Grenadines - CE.0308, Zimbabwe - CE.0302, Ethiopia - CE.0307, Suriname - CE.0303
- Micro-entrepreneurship programmes: Morocco - CE.0318
- Mobilization of sector-specific expertise: Burundi - CE.0325
- Strengthening linkages between diasporas and countries of origin through communication activities: Guinea - CE.0384, Global - CE.0341, Mozambique - CE.0298

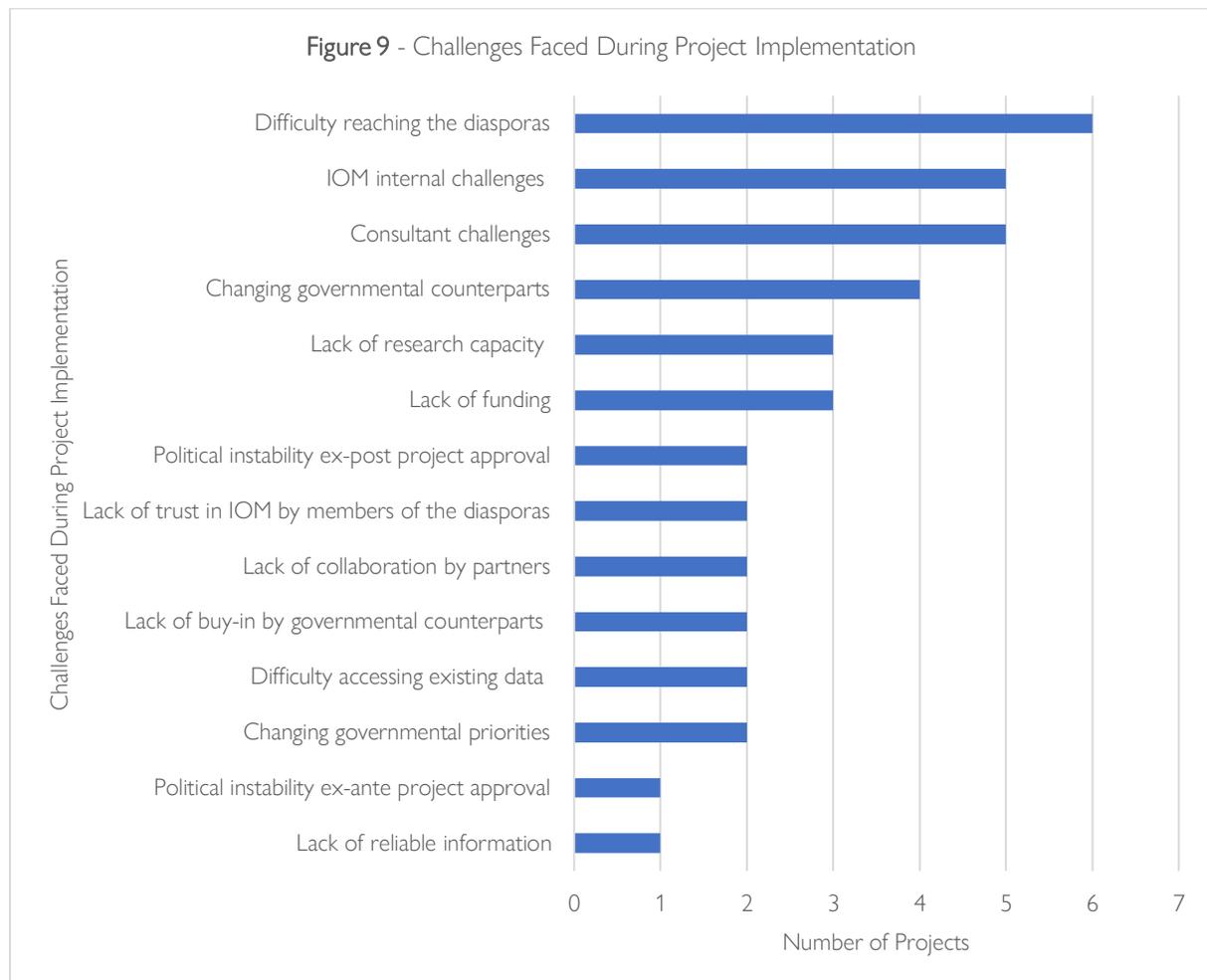
Certain of these outcomes were designed to address unique and context-specific challenges, such as the need to decentralize Burundi's psychiatric sector to the provinces (CE.0325), while others represent common first steps towards diaspora engagement through the development of diaspora mappings (Chad - CE.0396, Ethiopia - CE.0307, Mauritania - CE.0301, Saint Vincent and the Grenadines - CE.0308, Suriname - CE.0303).

Three unpublished policy drafts and reports figure among the key outputs which were not achieved: the first due to plagiarism by a consultant (Somalia - CE.0304), and the second two because of the lack of governmental approval due to methodological as well as political concerns (Jordan - PR.0179). In addition, a crowdfunding initiative did not occur given that the crowdfunding platform was terminated by its founders (Global - CE.0341).

4. Challenges, Revisions and Beneficiaries

A number of challenges were reported during project implementation (**Figure 9**). The most frequently encountered challenge, reported by a third of the completed projects, related to reaching the diasporas. To mitigate this challenge, certain projects turned to social media (CD.0023 and PR.0179), while others attempted to engage diasporas through online calls, webinars and workshops aimed at building trust (CE.0307). In the case of the global communications project (CE.0341), the core challenge was not merely reaching diasporas, but finding diaspora members interested in collaborating. Contrary to other development-focused diaspora projects offering training and skills development, diaspora members saw little incentive in contributing to the project's initially proposed communication materials. Therefore, the project team decided to create the iDiaspora platform, which responded to diaspora organizations' desire to be connected and participation increased from then onward.

In addition, internal challenges as well as consultant challenges were experienced by a total of ten projects. For instance, the Project Manager changed three times during project implementation for Chad (CE.0396), while no suitable applicant for the Project Assistant position was identified for Madagascar (CD.0023). Similarly, consultancies from two projects had to be merged to ensure activity completion in Suriname (CE.0303). In parallel, the global project (CE.0341) noted coordination challenges both between the Media and Communication Division (MCD) and the Labour Mobility and Human Development Division (LHD), as well as between the Headquarters, Regional Offices and Country Offices, due to a lack of project ownership. Four projects also highlighted the challenge of changing governmental counterparts. As such, maintaining stability in dedicated personnel both internally and with partners appeared as a predominant challenge.



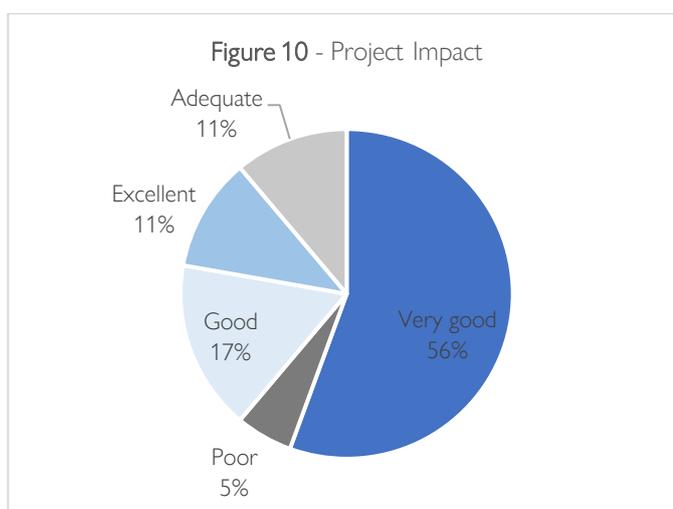
Sixty-nine per cent of projects reported that the challenges could not have been foreseen, while 31 per cent reported that actions could have been taken to avoid or mitigate them at the stage of project design. One project experienced delays due to the government's late appointment of a focal point which could have been mitigated by seeking government commitment prior to project implementation. Moreover, two projects pointed to the fact that further research during the risk assessment phase as well as during the design of activities could have mitigated the challenges they faced regarding political instability and inadequate indicators.

As a result of these challenges, 15 out of the 18 completed projects required a revision, amounting to 83 per cent of projects. The most common revision types were budget (13 projects), duration (12 projects) and results matrix (7 projects). In total, only 39 per cent of projects were completed on time within the original timeframe.

Despite the aforementioned challenges, 72 per cent of projects reached all of the intended beneficiaries (13 projects). Beneficiaries included government officials, diaspora members, diaspora organizations, returnees, non-governmental organizations (NGOs), civil society organizations (CSOs), media organizations, diaspora youth volunteers and entrepreneurs. While five projects fell short of reaching all beneficiaries, three projects reached unintended beneficiaries, including unintended government bodies, medical doctors at the local and provincial level in Burundi, and educational institutions.

5. Impacts and Sustainability

As per the IOM Project Handbook, impact is an “evaluation criterion that assesses the positive and negative, primary and secondary long-term effects produced by a project, directly or indirectly, intentionally or unintentionally.”²⁸ In the absence of ex-post evaluations for certain projects, results are based on the respondents’ personal appreciation of project impacts.



Among the 18 completed projects, 11 per cent of projects self-reported an overall “Excellent” impact and 56 per cent reported an overall “Very Good” impact, pointing to evidence of good impact but with some areas for improvement remaining. Meanwhile, 17 per cent reported a “Good” impact, 11 per cent reported an “Adequate” impact, while 1 project qualified as “Poor”, defined as having low or no observable impact (Figure 10). This was due to plagiarism by a consultant which prevented project results from being met (CE.0304).

In total, 89 per cent of completed projects reported that at least one outcome was sustained after project implementation. In particular, the improvements in the coordination of diaspora engagement at government level contributed to the inclusion of a section on diaspora engagement in the Zimbabwean National Development Strategy 1 (2021-2025). Similarly, the development of a policy document was scaled up in Albania through the elaboration of a National Strategy for Diaspora by the State Minister for Diaspora. In parallel, the information gathered through the country assessment in St. Vincent and the Grenadines provided a foundation for the Government to further develop their strategy towards the Vincentian Diaspora.

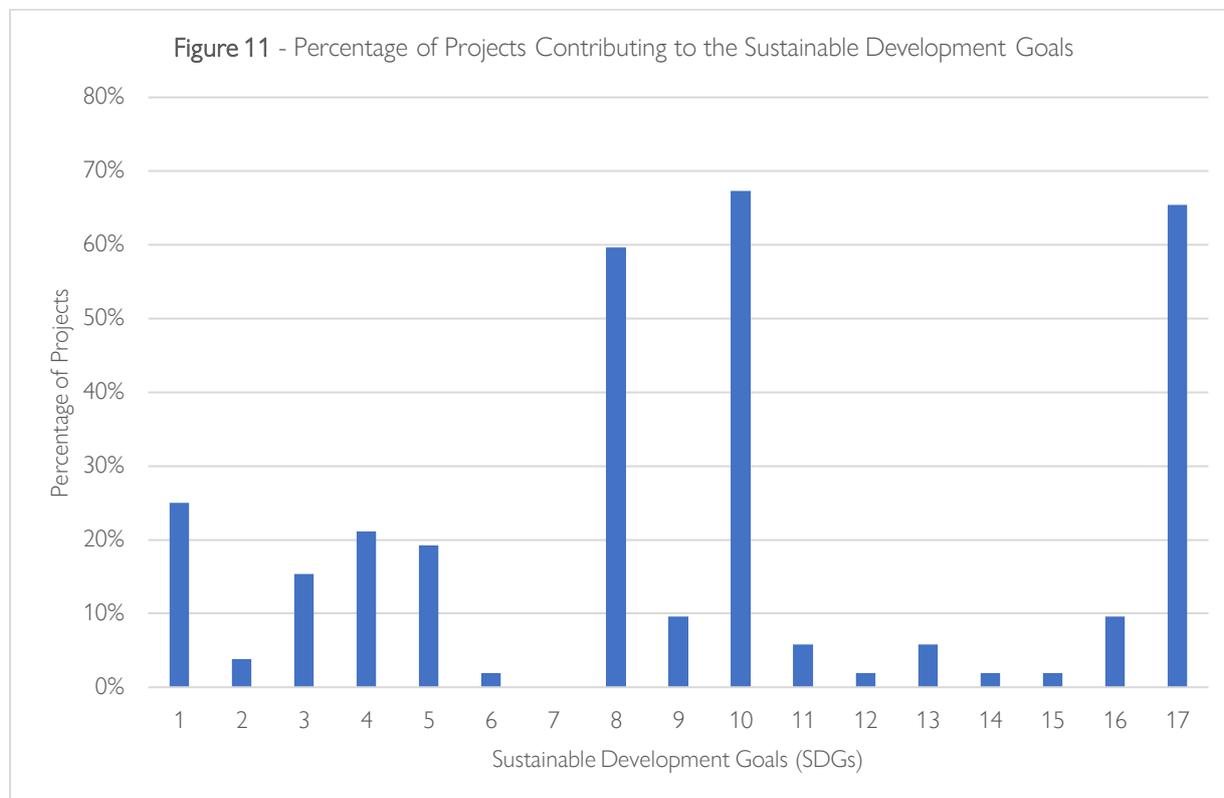
²⁸ International Organization for Migration. *IOM Project Handbook, Module 6* (Geneva, 2011), 375.

Available at: https://reliefweb.int/sites/reliefweb.int/files/resources/IOM%20Project%20Handbook_6Feb2012.pdf.

Please note that, in the absence of ex-post evaluations, results are based on the respondents’ personal interpretation of project impact.

6. Contribution to Institutional Goals, Frameworks and Strategies

Illustrative of the broad scope of diaspora projects, the selected active and completed projects contributed to all Sustainable Development Goals other than Goal 7, Affordable and Clean Energy (Figure 11).²⁹



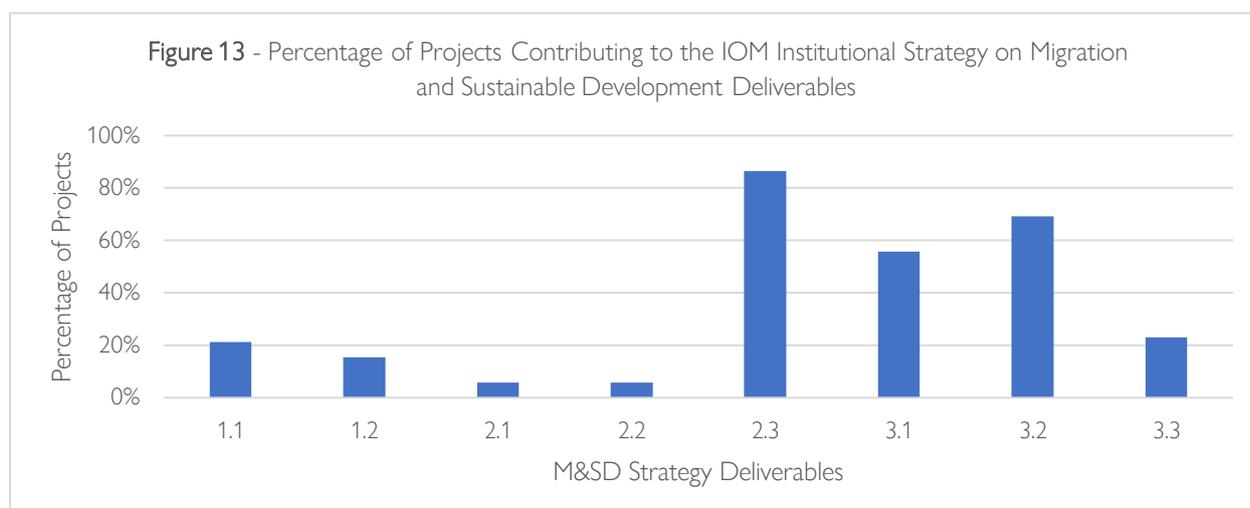
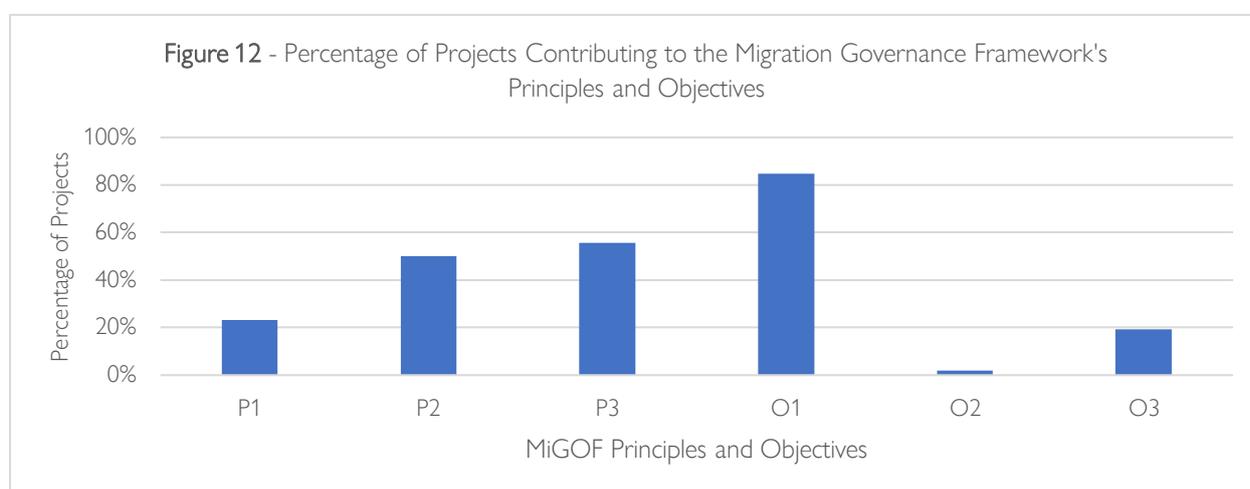
In particular, 67 per cent of projects reported contributing to Goal 10, while 65 per cent indicated aligning with Goal 17, and 60 per cent with Goal 8. Below are the principal goals and targets towards which the selected diaspora projects contributed:

- **Goal 8:** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
 - Target 8.1: Sustainable economic growth
 - Target 8.3: Promote policies to support job creation and growing enterprises
- **Goal 10:** Reduce inequality within and among countries
 - Target 10.1: Reduce income inequalities
 - Target 10.B: Encourage development assistance and investment in least developed countries
 - Target 10.C: Reduce transaction costs for migrant remittances

²⁹ United Nations General Assembly. *Transforming our world: the 2030 Agenda for Sustainable Development A/RES/70/1* (New York, October 2015), 14. Available at: <https://www.refworld.org/docid/57b6e3e44.html>

- **Goal 17:** Strengthen the means of implementation and revitalize the global partnership for sustainable development
 - Target 17.1: Mobilize resources to improve domestic revenue
 - Target 17.6: Knowledge sharing and cooperation for access to science, technology and innovation
 - Target 17.17: Encourage effective partnerships

Moreover, these projects aligned with the IOM Migration Governance Framework (MiGOF), particularly Principle 3 “Engagement with partners to address migration and related issues” and Objective 1 “Advance the socioeconomic well-being of migrants and society” (Figure 12).³⁰ They also contributed to the IOM Institutional Strategy on Migration and Sustainable Development (M&SD), especially Deliverable 2.3 “We will harness migrants’ economic and social capitals for broad based development”, Deliverable 3.1 “We will strengthen institutions and systems to institute good migration governance” and Deliverable 3.2 “We will advocate for policy coherence to harness the linkages between migration and development” (Figure 13).³¹



³⁰ International Organization for Migration. *Migration Governance Framework* (Geneva, 2016), 1.

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

³¹ International Organization for Migration. *IOM Institutional Strategy on Migration and Sustainable Development* (Geneva, 2020), 24-25.

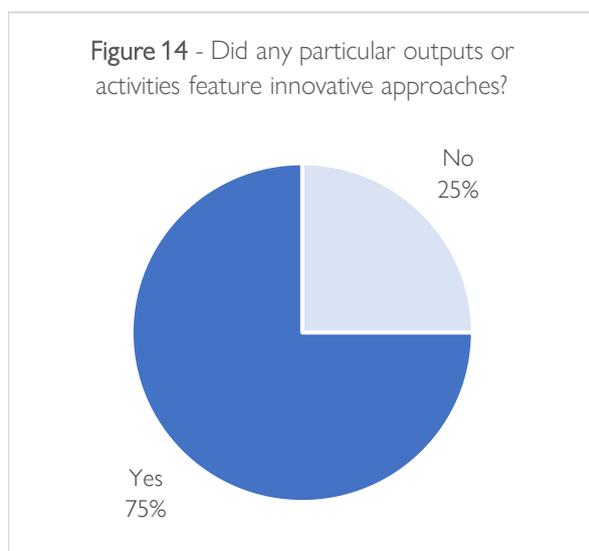
Available at: <https://publications.iom.int/system/files/pdf/iom-institutional-strategy.pdf>

IV – HARNESSING INNOVATION IN DIASPORA PROJECTS

The IOM Strategic Vision (2019 to 2023) refers to innovation in the following terms:

As a deeply operational and projectized organization, innovation is hardwired into IOM's daily activities. Indeed, IOM's ability to adapt is the highest form of innovation. Yet for innovation to be a tool of institutional development, it needs to be incorporated systematically. At one end of the scale, this should reflect an openness to new and untested ideas (including those with high risk of failure) and creating space for experimentation. At the other end of the scale, it is found in an organizational culture where there is a willingness to question established assumptions and processes, with a view to ensuring that institutional practice is constantly evolving to new contexts and to meet the changing needs of beneficiaries.³²

Innovation is also articulated as an IOM Development Fund value in the IOM Development Fund Strategic Plan 2019 – 2021: “In the course of planning, delivering and reviewing its programme, the Fund recognises the importance of applying new and creative ideas as a means to continuously improve processes and meet challenges.”³³ In line with this value, the Development Fund published a booklet on ‘Innovative Initiatives: Project Highlights’ in 2020.³⁴ Given their transnational design, diaspora projects yield high potential for the integration of innovative approaches, which are broadly defined as the application of new ideas, be they about new partnerships, new technologies or new processes, to generate new or improved project results.



Seventy-five per cent of projects reported integrating an innovative approach. Among these were: the creation of dedicated websites, forums and platforms connecting diasporas (Global - CE.0341, Global - TK.0003, Guinea - CE.0384, Liberia - CE.0387, Mozambique - CE.0298); the development of investment mechanisms (Ukraine - CE.0411, Morocco - CE.0318); the enactment of new policies, mappings and database management systems (Albania - CE.0299, Ethiopia - CE.0307, Mauritania - CE.0301, Global - TK.0003) including through the application of big data and onomastic research (Armenia - CE.0409); the creation of tailored communication products for youth volunteer programmes (Madagascar - CD.0023, Guyana - CD.0049 and Mauritius - CD.0055); and the mobilization of diaspora expertise (Burundi - CE.0325, Republic of Moldova - CE.0333).

³² International Organization for Migration. *IOM Strategic Vision 2019-2023: Setting a Course for IOM. C/110/INF/1* (Geneva, November 2019), 15.

Available at: <https://governingbodies.iom.int/system/files/en/council/110/C-110-INF-1%20-%20IOM%20Strategic%20Vision.pdf>

³³ IOM Development Fund. *Strategic Plan 2019-2021* (Geneva, 2019), 5. Available at:

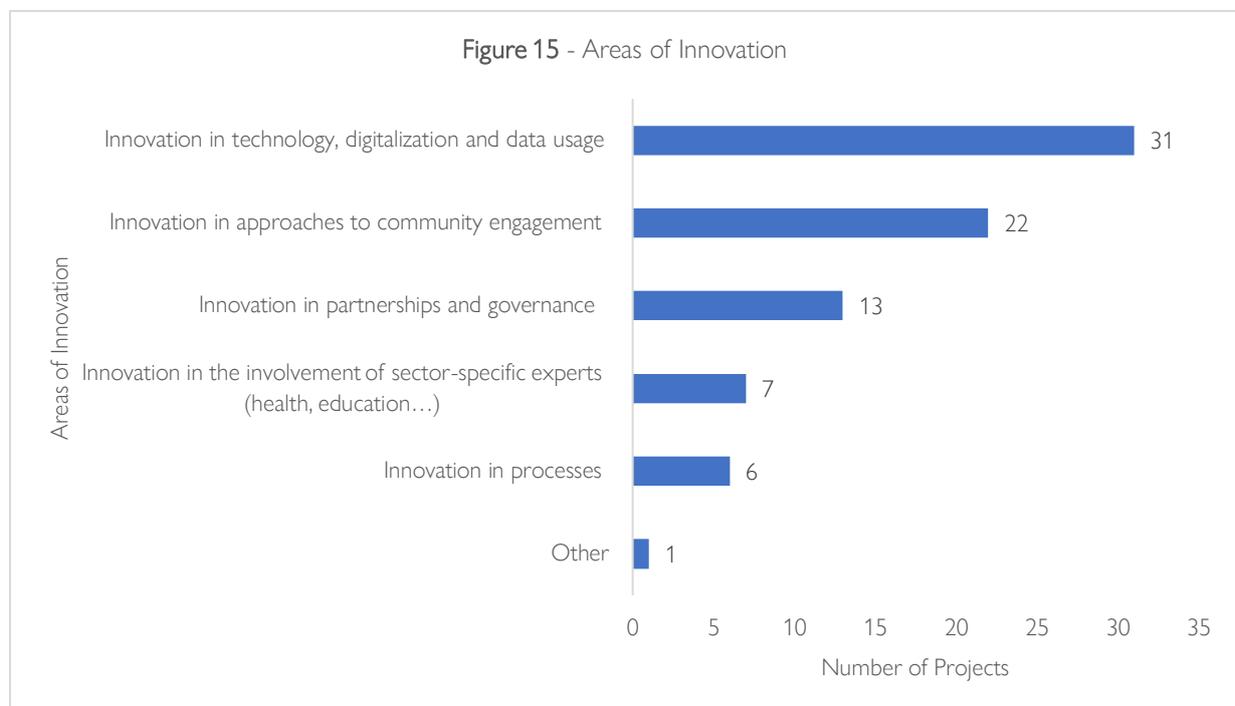
<https://developmentfund.iom.int/sites/g/files/tmzbd1141/files/documents/IOM%20Development%20Fund%20Strategic%20Plan%202019-2021.pdf>

³⁴ IOM Development Fund, *Innovative Initiatives: Project Highlights* (Geneva, 2020).

Available at: <https://developmentfund.iom.int/sites/g/files/tmzbd1141/files/documents/Innovative-Initiatives-IOM-Development-Fund.pdf>

A number of these innovative approaches were generated as a result of encountered challenges. For instance, iDiaspora was born out of the need to rethink the global project’s approach considering the lack of incentive for diaspora members to collaborate (CE.0341). Similarly, new virtual tools to connect diasporas and countries of origin were developed and employed in Rwanda (MD.0008) and Armenia (CE.0409) in response to the COVID-19 pandemic. Moreover, as a result of the pandemic and travel restrictions, IOM South Sudan (CD.0011) turned to local academic and community-based organizations in Australia to collect data about the South Sudanese diaspora, thereby strengthening relationships between institutions in the home and host countries.

Figure 15 is representative of this diversity in areas of innovation, with 31 projects featuring innovation in technology, digitalization and data usage, 22 projects featuring innovation in approaches to community engagement and 13 projects identifying innovation in partnerships and governance.



The numerous axes of innovation within IOM Development Fund diaspora projects are evidenced by the diversity in terms employed when responding to the question “Overall, would you consider this project to be innovative? Please briefly explain why or why not.” **Figure 16** was built using a Word Cloud generator which illustrates the frequency at which particular terms were used in answering the aforementioned question, offering insight into the key terms associated with innovation.³⁵ Three cluster of terms appeared among the projects considered to be overall innovative:

³⁵ The analyzed data came from the answers to question 33 of the questionnaire: “Overall, would you consider this project to be innovative? Please briefly explain why or why not”. Only the texts from projects having answered yes were inputted into the Word Cloud generator. All stop words as well as commonly used verbs were removed from the data, while variants of the same words were regrouped (e.g.: map, mapped and mapping were regrouped under mapping). The figure was generated using the following generator: <https://www.wordclouds.com/>.

- **Processes:** development (21), engagement (15), implementation (12), processes (5), programming (4), system (4), conceptualization (2), mechanism (2), models (2), framework (2);
- **Actors:** government (15), communities (5), institutions (4), stakeholders (3), youth (3);
- **Areas of innovation:** investment (10), information (8), knowledge (8), platform (8), skills (8), data (6), mapping (6), tools (6), sustainable (5), online (5), partnerships (5), technology (5), finance (4), communication (3), policies (3), crowdfunding (2), education (2), entrepreneurship (2), remittances (2).

Figure 16 - Terms Associated with Innovation



V – LESSONS LEARNED AND RECOMMENDATIONS

Lessons Learned

Positive findings

- Broad-based consultations and participation of all stakeholders at the stage of project design were critical to fostering project ownership and successful project outcomes. Stakeholders included local and central government counterparts, diaspora organizations, diaspora members, development partners and the private sector. In particular, the private sector played a central role in facilitating the involvement of diasporas in the social and economic development of countries of origin and should be considered a key partner in diaspora projects.
- While challenging to implement and requiring significant consultation at the national, regional and global levels, global and regional projects had a distinctive potential to coordinate coherent action across and within regions and target countries, encompassing both home and host countries.
- The existence of a government body having a clear mandate over diasporas was crucial to effective and long-term diaspora engagement. Five of the six IOM missions having implemented two diaspora projects between 2015 and 2020 had a dedicated Ministry or Unit dealing with diasporas.

Negative findings

- One-year diaspora projects encountered delays due to slow coordination from government counterparts, lengthy bureaucratic procedures regarding policy development, and difficulties in effectively reaching and mobilising the diasporas.
- Ensuring the long-term effects and perpetuation of human capital transfer initiatives can be challenging in light of human mobility. For instance, the Burundi project serving to develop the medical and psychiatric sectors (CE.0325) noted that the retention of trained personnel was a challenge, as the doctors in psychiatry trained by the diaspora experts found better salaries and conditions abroad and in the capital as opposed to in rural areas.
- Research-based projects faced challenges regarding inadequate consultancies and reluctance to publish from governmental counterparts. When selecting experts, references from previous consultancy contracts should be required and carefully considered. On the reluctance to publish, more ownership and involvement from government counterparts from the project design stage are key to mitigating this negative finding.

Recommendations

- **Project design:** Integrate participatory approaches from the stage of project design bringing together key partners and beneficiaries to ensure project buy-in and ownership. Co-assess the risks and challenges, particularly relating to the difficulties reaching diasporas as well as internal and external coordination mechanisms. Collaboratively design contingency plans for activities susceptible to being impacted by such risks.
- **Institutional Coordination:** Considering the wide inter and intra-regional disparities in experience with diaspora engagement, institutional forums to exchange on good practices and lessons learned represent a key resource and should be strengthened. Missions have expressed an interest in attending thematic webinars bringing together project management teams implementing diaspora projects. Such intra and inter-regional cooperation is occurring at an ad hoc basis. For instance, IOM Fiji is conducting a first pilot for diaspora engagement in the Pacific and is designing its training materials based on training led by IOM Egypt in 2017.
- **Sustainability:** Develop continuity plans during the second half of project implementation, in coordination with governmental counterparts, for diaspora mapping and research projects to ensure the operationalization of results. Secondly, in line with the IOM Development Fund's mission, projects primarily support government counterparts. However, incorporating further capacity building elements for diaspora organizations would promote sustained dialogue between governments and diasporas, allowing the diaspora organizations to carry forward the momentum built during project implementation and ensure sustainability of project outcomes beyond the project cycle.
- **Innovation:** *The Open Book of Social Innovation*³⁶ identifies six stages that lead to social innovation, namely:
 1. Prompts, inspiration and diagnoses: identifying and framing a problem
 2. Proposals and ideas: generating ideas through creativity and ideation processes
 3. Prototyping and pilots: testing the ideas in practice
 4. Sustaining: turning the idea into everyday practice
 5. Scaling and diffusion: spreading innovation
 6. Systemic change: creating new frameworks

As a global resource offering seed funding, the IOM Development Fund represents a unique avenue to promote the first three stages of social innovation. Additional focus to the sustaining, scaling and systemic change phases could be integrated prior to project closure, to entrench the longer-term integration of innovation.

³⁶ Robin Murray, Julie Caulier-Grice and Geoff Mulgan. *The Open Book of Social Innovation* (London, March 2010), 12-13. Available at: <https://youngfoundation.org/wp-content/uploads/2012/10/The-Open-Book-of-Social-Innovation.pdf>

VI - ANNEXES

Annex 1: List of Projects

Completed Projects

Funding Year	Project ID	Project Title	Benefiting Eligible Member States	Project Duration (months)	Budget Amount (USD)	IDF Region
2019	CD.0023	Diaspora Youth Volunteer Programme in Madagascar	Madagascar	12	100000	Africa
2018	CE.0411	Facilitating Migrant and Diaspora Investment in Ukraine	Ukraine	15	200000	Europe
2017	CE.0396	Promoting the Engagement of the Chadian Diaspora to Support the Development of Chad	Chad	12	75000	Africa
2017	CE.0388	Strengthening Institutional Capacities and Engaging the Diaspora of the Union of Comoros	Comoros	14	75000	Africa
2017	CE.0384	Supporting the Government of Guinea in Mobilising its Diaspora	Guinea	12	100000	Africa
2016	CE.0341	Engaging the Diaspora Online for the Development of their Country of Origin	Global	21	100000	Global
2015	CE.0304	Building the Capacity of the Somali Office of Diaspora Affairs to Strengthen Linkages with the Somali Diaspora and Support Development in Somalia	Somalia	34	100000	Africa
2015	CE.0298	Capacity-building for Diaspora Engagement in Mozambique	Mozambique	18	200000	Africa
2015	CE.0325	Diaspora Engagement to Develop Medical and Psychiatric Sectors in Burundi	Burundi	10	42596	Africa
2015	CE.0318	Engaging Diaspora Communities to Support Micro-Entrepreneurship in Morocco	Morocco	18	100000	Africa
2015	CE.0333	Enhancing the Development of Moldova through Engagement with Diaspora-Homeland Partnerships	Republic of Moldova	30	200000	Europe
2015	CE.0299	Harnessing the Positive Impact of Albanian Migration for the Development of Albania	Albania	16	100000	Europe
2015	CE.0307	Mapping Ethiopian's Diaspora Residing in the United States of America	Ethiopia	36	200000	Africa
2015	CE.0301	Mapping of the Mauritanian Diaspora	Mauritania	19	100000	Africa
2015	CE.0308	Mapping Saint Vincent and the Grenadines' Diaspora	Saint Vincent and the Grenadines	21	100000	Latin America and the Caribbean
2015	CE.0303	Mapping Suriname's Diaspora	Suriname	28	150000	Latin America and the Caribbean
2015	PR.0179	Strengthening the Jordanian Economy Diaspora Links	Jordan	15	130000	Middle East
2015	CE.0302	Supporting the Finalisation of the Zimbabwe Diaspora Policy	Zimbabwe	15	100000	Africa

Active Projects

Funding Year	Project ID	Project Title	Benefiting Eligible Member States	Project Duration (months)	Budget Amount (USD)	IDF Region
2020	TK.0013	Empowering the South American Diaspora as Agents for Sustainable Development	Bolivia (Plurinational State of), Brazil, Colombia, Ecuador, Paraguay, Peru	24	400000	Latin America and the Caribbean
2020	TK.0015	Building the Capacity of the Government of Botswana to Strengthen Linkages and Collaboration with the Batswana Diaspora	Botswana	24	300000	Africa
2020	CD.0054	Facilitating Eritrean Diaspora Engagement in National Development	Eritrea	12	100000	Africa
2020	CD.0049	Enabling and Engaging Diaspora Youth in the Development of Guyana	Guyana	24	184957	Latin America and the Caribbean
2020	NC.0048	Kyrgyzstan: Leveraging Diaspora Funding for Climate Action	Kyrgyzstan	24	300000	Asia
2020	TK.0014	Strategic Engagement of the Mauritanian Diaspora for the Socio-Economic Development of Mauritania	Mauritania	24	300000	Africa
2020	CD.0055	Pilot Youth Diaspora Volunteering Project - Mauritius	Mauritius	24	300000	Africa
2020	TK.0012	Engaging Diaspora in Strengthening the Health Sector in Pakistan	Pakistan	24	300000	Asia
2020	TK.0016	Enhancing Diaspora Engagement and its Contribution to the National Development Plan in Somalia	Somalia	24	300000	Africa
2020	CD.0045	Strengthening the Government of Eswatini's Capacity to Engage the Diaspora for Social and Economic Development	Eswatini	24	300000	Africa
2020	CD.0052	Strengthening the Capacity of the Government of Togo to Maximize the Development Potential of the Diaspora	Togo	24	300000	Africa
2019	TK.0003	Diaspora Engagement in the Era of Digitalization (DEED)	Global	24	300000	Global
2019	CD.0036	Supporting the Implementation of a Diaspora Entrepreneurship Programme in Cabo Verde	Cabo Verde	24	200000	Africa
2019	CD.0032	Engaging with Diaspora for Fiji's Development	Fiji	24	200000	Asia
2019	CD.0039	Strengthening Diaspora Fundraising Mechanisms to Support Economic and Social Reintegration Processes for Returned Migrants in Honduras	Honduras	24	150000	Latin America and the Caribbean
2019	CD.0037	Diaspora Engagement for the Development of Haiti	Haiti	24	200000	Latin America and the Caribbean
2019	TK.0006	Developing a Jamaican Diaspora Engagement Model for Development	Jamaica	24	200000	Latin America and the Caribbean
2019	NC.0028	Kenya: Engaging Migrants and Diaspora Communities for an Inclusive and Climate Resilient Blue Economy	Kenya	24	200000	Africa
2019	MD.0008	Diaspora Engagement in the Rwandan Health Sector	Rwanda	24	200000	Africa

2019	CD.0029	Building the Capacity of the Government of Zambia to Maximize the Development Potential of the Diaspora	Zambia	24	200000	Africa
2018	CD.0011	Enhancing Knowledge on Remittances and Diaspora Engagement in South Sudan	South Sudan	27	100000	Africa
2018	CD.0015	Diaspora Engagement in Support of the Health Sector in Guinea	Guinea	28	100000	Africa
2018	CE.0409	Enhancing Development through Diaspora Engagement in Armenia	Armenia	30	200000	Europe
2018	CD.0012	Mapping and Profiling Malawian Diaspora in South Africa, the United Kingdom of Great Britain and Northern Ireland and the United States of America	Malawi	24	200000	Africa
2018	CD.0002	Building the Capacity of the Mauritian Government to Strengthen Linkages with the Mauritian Diaspora	Mauritius	30	200000	Africa
2018	NC.0018	Diaspora Engagement in Agroecology Development in Morocco	Morocco	24	200000	Africa
2018	CD.0003	Enhancing Coordination and Strengthening Institutional Capacity to Effectively Engage with Basotho Diaspora	Lesotho	30	200000	Africa
2018	CD.0006	Engaging the Djiboutian Diaspora through the Development of a National Strategy and Diaspora Mapping	Djibouti	28	200000	Africa
2018	CD.0014	Engage and Empower the Diaspora for the Development of Grenada	Grenada	24	200000	Latin America and the Caribbean
2018	CD.0016	Sudan: Reaching Nationals and Diaspora Through Communication and Multimedia	Sudan	12	100000	Africa
2017	CE.0387	Capacity-building for Diaspora Engagement in Liberia	Liberia	42	200000	Africa
2017	CE.0382	Strengthening the Institutional Capacity of the Zimbabwe Diaspora Directorate for Increased Diaspora Engagement	Zimbabwe	42	200000	Africa
2017	CE.0392	Undertaking a Mapping Exercise and Qualitative Needs Assessment to Support the National Diaspora Policy of Afghanistan	Afghanistan	21	139387	Asia
2016	CE.0353	Developing an Online Tool to Map the Ivoirian Diaspora	Côte d'Ivoire	53	200000	Africa

Annex 2: Diaspora Questionnaire

Purpose: The IOM Development Fund is carrying out a review of its diaspora and diaspora-related projects from 2015 to 2020. As per the [IOM Glossary on Migration](#), IOM defines “diaspora” as “migrants or descendants of migrants whose identity and sense of belonging, either real or symbolic, have been shaped by their migration experience and background. They maintain links with their homelands, and to each other, based on a shared sense of history, identity, or mutual experiences in the destination country”. This review seeks to identify best practices, explore innovative approaches and share lessons learned in order to guide future projects. The final report will be shared with all relevant colleagues.

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

Section 1: Background information

1. Project ID: Click or tap here to enter text.
2. Project Title: Click or tap here to enter text.
3. Funding Year: Click or tap here to enter text.
4. Project Status:
 - Completed – For completed projects, please fill in all sections of the questionnaire
 - Active – For active projects, please only fill in Sections 1, 7 and 8
5. How would you categorize the project?
 - Diaspora – The project directly and fully concerns diasporas
 - Diaspora-Related – The project has a relevant diaspora section within it, touches on relevant themes without framing them through the diaspora terminology, or indirectly relates to diasporas
 - Other – Click or tap here to enter text.
6. The [IOM and MPI Road Map for Engaging Diasporas](#) identifies six program areas in which diasporas contribute to the development of countries of origin. Which of the following are relevant to the project? Please select all that apply.
 - Remittances
 - Direct Investment
 - Human capital transfer
 - Philanthropy
 - Capital market investment

- Tourism
- Other Click or tap here to enter text.

7. What was the reason for IOM's engagement (e.g.: experience in the field, trigger events, local expertise)? Click or tap here to enter text.
8. Who reached out to IOM for its support, and when? Click or tap here to enter text.
9. Have any other similar projects or initiatives related to diasporas been implemented in the country prior to this project? If so, please kindly elaborate on their nature, purpose and target groups.
Click or tap here to enter text.

Section 2: Outcomes and Outputs

Please note that as per the IOM Project Handbook, **outcomes** are the intended changes in institutional performance, individual or group behavior, or the political, economic or social position of the beneficiaries; and **outputs** are the intended changes in skills or abilities of the beneficiaries, or the availability of new products or services as a result of project activities.

10. Please indicate the two or three most important outcomes and their related outputs achieved by this project.
 - Outcome: Click or tap here to enter text.
Related Outputs: Click or tap here to enter text.
 - Outcome: Click or tap here to enter text.
Related Outputs: Click or tap here to enter text.
 - Outcome: Click or tap here to enter text.
Related Outputs: Click or tap here to enter text.
11. Did the project meet all of its planned outcomes and produce all of its expected outputs?
 - Yes. Please comment. Click or tap here to enter text.
 - No
 - Please specify what outcomes or outputs **were not** achieved and why.
Click or tap here to enter text.
 - Please specify if any outcomes or outputs were **partially** achieved and why.
Click or tap here to enter text.

Section 3: Challenges Encountered and Revisions

12. Was the project completed on time, within the original timeframe?

- Yes
- No – Please briefly explain why. [Click or tap here to enter text.](#)

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

Challenges Encountered	Actions Taken
<input type="checkbox"/> Changing governmental counterparts	Click or tap here to enter text.
<input type="checkbox"/> Changing governmental priorities	Click or tap here to enter text.
<input type="checkbox"/> Consultant challenges	Click or tap here to enter text.
<input type="checkbox"/> Difficulty accessing existing data	Click or tap here to enter text.
<input type="checkbox"/> Difficulty reaching the diasporas	Click or tap here to enter text.
<input type="checkbox"/> IOM internal challenges	Click or tap here to enter text.
<input type="checkbox"/> Lack of buy-in by governmental counterparts	Click or tap here to enter text.
<input type="checkbox"/> Lack of collaboration by partners	Click or tap here to enter text.
<input type="checkbox"/> Lack of coordination amongst agencies	Click or tap here to enter text.
<input type="checkbox"/> Lack of funding	Click or tap here to enter text.
<input type="checkbox"/> Lack of reliable information	Click or tap here to enter text.
<input type="checkbox"/> Lack of research capacity	Click or tap here to enter text.
<input type="checkbox"/> Lack of trust in IOM by members of the diasporas	Click or tap here to enter text.
<input type="checkbox"/> Lack of trust in governmental counterparts by members of the diasporas	Click or tap here to enter text.
<input type="checkbox"/> Political instability ex-ante project approval	Click or tap here to enter text.
<input type="checkbox"/> Political instability ex-post project approval	Click or tap here to enter text.
<input type="checkbox"/> Other	Click or tap here to enter text.

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

[Click or tap here to enter text.](#)

15. Could these challenges have been foreseen at the stage of project design?

- Yes
 - Could they have been mitigated or avoided? Please comment. [Click or tap here to enter text.](#)
- No

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

- Yes
 - What kind of revision was it? Please select all that apply.

- Duration
- Budget
- Results Matrix
- What was the reason for the revision? Click or tap here to enter text.
- Did it allow the project outcomes to be achieved? Click or tap here to enter text.
- No

Section 4: Beneficiaries

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

17. Did the project reach all of the **intended** beneficiaries? Please specify the type and number of intended beneficiaries reached.
- Yes Click or tap here to enter text.
 - No Click or tap here to enter text.
18. Did this project reach any **unintended** beneficiaries? Please specify the type and number of unintended beneficiaries reached.
- Yes Click or tap here to enter text.
 - No

Section 5: Project Impact

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

19. What impacts were produced by the project? Please briefly elaborate (e.g.: positive, negative, short-term, long-term, direct, indirect impacts).
- Click or tap here to enter text.
20. Using the scale below, please rate the overall impact of the project.

Rating			Explanation	Supporting Evidence
<input type="checkbox"/>	5	Excellent	There is evidence of strong impact and/or impact exceeding the level expected by the intervention.	Click or tap here to enter text.
<input type="checkbox"/>	4	Very good	There is evidence of good impact but with some areas for improvement remaining.	Click or tap here to enter text.
<input type="checkbox"/>	3	Good	There is evidence of satisfactory impact but requirement for continued improvement.	Click or tap here to enter text.
<input type="checkbox"/>	2	Adequate	There is evidence of some impact, but significant improvement required.	Click or tap here to enter text.
<input type="checkbox"/>	1	Poor	There is low or no observable impact.	Click or tap here to enter text.

21. Were there any **unforeseen positive** impacts of the project?

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

22. Were there any **unforeseen negative** impacts of the project?

- Yes
- What were they? Click or tap here to enter text.
 - Were they caused by project activities, external factors or both? Click or tap here to enter text.
 - How could they have been avoided? Click or tap here to enter text.
- No

Section 6: Project Sustainability

Please note that as per the IOM Project Handbook, **sustainability** refers to the durability of a project's results, or the continuation of the project's benefits once external support ceases. We understand that sustainability cannot be fully and objectively assessed, particularly in the absence of an ex-post evaluation. As such, the following questions can be considered general indications and invitations for self-reflection.

23. Which outcomes were sustained and continued after the project ended? Please briefly elaborate on how they were sustained. Click or tap here to enter text.

24. Which outcomes were discontinued after the project ended? Why? Please briefly elaborate. Click or tap here to enter text.

25. Have any follow up initiatives or projects been implemented as a result of this project? Click or tap here to enter text.

26. Do you have any recommendations on ensuring sustainability of project outcomes for future projects?
Click or tap here to enter text.

Section 7: Contribution to Institutional Goals, Frameworks and Strategies

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

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

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

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

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

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

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

30. Did the project contribute to any other institutional policies, strategies or frameworks? If so, please specify. [Click or tap here to enter text.](#)

Section 8: Integrating Innovative Approaches

The [IOM Strategic Vision \(2019 to 2023\)](#) refers to **innovation** in the following terms: "As a deeply operational and projectized organization, innovation is hardwired into IOM's daily activities. Indeed, IOM's ability to adapt is the highest form of innovation. Yet for innovation to be a tool of institutional development, it needs to be incorporated systematically. At one end of the scale, this should reflect an openness to new and untested ideas (including those with high risk of failure) and creating space for experimentation. At the other end of the scale, it is found in an organizational culture where there is a willingness to question established assumptions and processes, with a view to ensuring that institutional practice is constantly evolving to new contexts and to meet the changing needs of beneficiaries." For the purpose of the following questions, **innovative approaches** are broadly understood as the application of new ideas (be they about new partnerships, new technologies, new processes etc.) to generate new or improved project results.

31. Did any particular outputs or activities feature innovative approaches?

- Yes
 - Please specify the output and/or activity. [Click or tap here to enter text.](#)
 - How was the idea for this innovative approach generated? [Click or tap here to enter text.](#)
- No

32. Did the project feature innovative approaches with regards to any of the following areas? Please briefly elaborate for each ticked box.

- Innovation in technology, digitalization and data usage [Click or tap here to enter text.](#)
- Innovation in approaches to community engagement [Click or tap here to enter text.](#)
- Innovation in the involvement of sector-specific experts (health, education...) [Click or tap here to enter text.](#)
- Innovation in partnerships and governance [Click or tap here to enter text.](#)
- Innovation in processes [Click or tap here to enter text.](#)
- Other [Click or tap here to enter text.](#)

33. Overall, would you consider this project to be innovative? Please briefly explain why or why not.
Click or tap here to enter text.

34. How could innovative approaches be further integrated into future projects?
Click or tap here to enter text.

Section 9: Evaluation and Lessons Learned

35. Has an ex-post evaluation for this project been carried out?
 Yes – We would be grateful if you could please share it with us when returning this questionnaire.
 No

36. What were the main lessons learned from project implementation?
➤ Positive findings: Please briefly indicate how to sustain or replicate good practices.
Click or tap here to enter text.
➤ Negative findings: Please briefly indicate how to rectify or avoid such actions in the future.
Click or tap here to enter text.

37. Do you have any recommendations for improving the implementation and monitoring of IOM Development Fund diaspora-related projects? Click or tap here to enter text.

38. Is there anything else you would like to add? Click or tap here to enter text.