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MENTORSHIP PROGRAMME II: ASSESSMENT REPORT

IOM Project Details	
IOM Somalia Project:	Enhancing Human and Operational Capacities of Somalia's Immigration Authorities IV (IB.0135)
Project Period:	(13 months) 1 December 2019 – 31 December 2020
Project Objective	Contribute to enhancing service delivery and migration functions of Somali immigration through improved human and operational capacities, for better immigration and border management.



IOM Somalia | Mogadishu, Somalia



Norwegian Ministry
of Justice and Public Security





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INTRODUCTION

Under the overall objective to contribute to enhancing service delivery and migration functions of Somali immigration through improved human and operational capacities, for better immigration and border management, the International Organization for Migration (IOM) has delivered the second phase of the Mentorship Programme activity. This activity builds upon phase one of the mentorship programme (delivered from November 2019 – February 2020), a previous activity funded by the Norwegian Ministry of Justice and Public Security and intended to strengthen the sustainability of Immigration and Naturalization Directorate (IND) of Somalia’s capacity building that has been delivered in previous years.

Phase two of the programme focused on on-the-job training for staff in the Planning and Research, Administration and Finance, and Visa and Aliens Departments (Annex 1: Mentorship Participants List). Similar to phase I, each department was provided with a mentor who supported and trained participants to improve their operational and human capacities to perform the services and functions of the federal Government of Somalia.

A pre-assessment was conducted for each department in early September, with a focus on the mentorship programme participants, in order to assess their experience in their unit and their personal knowledge & skills relating to their position. Additionally, if they were past mentees from phase one (such as the participants from the Finance department), IOM sought to assess their knowledge and better understand which training areas required more focus for phase two. IOM staff conducted the interviews as a follow-up to the end of phase one of mentorship programme and prior to the start of the on-the-job mentorship training.

Following IOM’s pre-assessments and sharing of the responses, mentors developed and shaped their trainings to address participant needs appropriately and to ensure that the training material is appropriate to the ability level of their participants.

OVERVIEW OF MENTORSHIP PARTICIPANTS		
Department	Number of Participants	M/F
1. Planning and Statistics	Six (6)	Male: Five (5) Female: One (1)
2. Administration and Finance	Eleven (11)	Male: Ten (10) Female: One (1)
3. Visa and Aliens	Sixteen (16)	Male: Fourteen (14) Female: Two (2)
		Total number of mentorship participants: Thirty-three (33) Mentees



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PURPOSE OF THE ASSESSMENT

The purpose of the pre- and post-assessment is to review the efficiency, quality and sustainability of the activities and delivery of the second mentorship programme, in particular to record specific outcomes and to quantify the impact of the programme in relation to the overall objectives of the project. During phase one of the programme, the pre- and post-assessments provided both IOM and IND mentors feedback to guide and improve the training delivery, better understanding of the time needed for programme specific topics relating to each department, measure confidence in mentees feedback, and identify where mentees still require support. The findings were critical for the preparation of phase two.

The assessments allow IOM and IND to evaluate the lessons learned from the implementation of the mentorship program process and identify any gaps that require additional training for staff. Additionally, these assessments offer insight into the depth to which the mentorship programme, phase one and phase two, has built capacity for the participating IND Somalia Departments and Staff members.

METHODOLOGY

IOM developed three (3) different assessments designed to include questions that would measure the amount of learning and training acquire of the duration of the programme and address the needs for each respective department: Planning and Research, Administration and Finance, and Visa and Aliens Departments.

IOM delivered a pre- assessment for the Mentorship programme II participants, prior to the start of the mentorship training delivery. An IOM-IBM representative visited each department to meet with the mentees and interviewed willing participants. As this assessment interview was conducted prior to the start of the training, only available mentees were interviewed, in total IOM was able to conduct nineteen (19) assessment interviews.

The same assessment questions were used at the end of the project in December 2020. To ensure a clear depiction of the growth and development within each department, the same participants who were interviewed at the start were interviewed as a follow-up.

The following number of mentees from each respective unit were interviewed at the start and the end of the second phase of the programme:

Department	Number of Mentees	Pre-Post Assessment Participants
Planning and Research	Six (6)	Six (6)
Administration and Finance	Eleven (11)	Six (6)
Visa and Aliens	Sixteen (16)	Seven (7)
Total Number of Pre-Post Assessment Participants: Nineteen (19)		



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EVALUATION OF FINDINGS

1. Planning and Research Department

During phase one of the mentorship programme, the original mentor for this unit failed to deliver on the training shared within his four-month workplan and the mentor was dismissed due to a lack of communication and delivery of trainings. As a result, staff were not able to complete phase one of the programme. However, IOM provided the Planning and Research staff with additional advanced training on IOM's own Border Management Information System, called the Migration Information and Data Analysis System (MIDAS). Mentees practiced how to use the MIDAS system to collect data and risk analysis that can be analyzed for reports. For phase two of the programme, IOM and IND were able to hire a new qualified mentor who focused on training the mentees on how to properly develop and present statistical data within their IND reporting.

All six of the mentees from the Planning and Statistics mentees participated in pre-assessment and post-assessment interviews (Annex 2: Planning and Research Department Pre- Post Assessments). A part of this assessment focused on understanding if mentees were able to provide statistical data, through retrieving data from IOM's own MIDAS system and analyzing the data. The responses from the majority of participants indicated that they had a strong grasp on how to retrieve and work with MIDAS data. When asked if mentees could easily track and retrieve relevant data from the MIDAS, eighty-three percent (83%) of mentees responded that they strongly agree and agree with the statement. Many pointed out that they had gained valuable training on MIDAS and wanted to focus more on statistical data and reporting, as indicated from the statement below from one of the participants during a pre-assessment interview.

Question 8:

What expectations do you have of the mentorship programme? Please share some of the work-related skills you would like to enhance and/or gain and what specific on-the-job training will help in improving your work performance:

Through this membership programme, I want build upon the capacity of this department. Our last training was more focused on MIDAS and now we want to work more with report writing and working with the data we put into reports. I also still want to learn how to properly share data if it is necessary. I also still hope communication between important networks improve, to share any feedback and challenges more systematically.

Similar to their goal during the first phase of the programme, the Planning and Research Director and staff shared a strong desire to receive training specifically related to data retrieval and analysis, for improved reporting and monitoring & evaluation. The mentor for this unit focused much of his on-the-job training on how staff members can develop and present clear statistical data into their reporting. He



recommended the department to use Statistical Package for the Social Sciences (SPSS) software package. An IOM representative sat in on his presentation regarding the benefits of the software and how it can support staff with high complex data review and presentation. Planning and Research staff agreed on the software package, and IOM procured and delivered the software to the department.

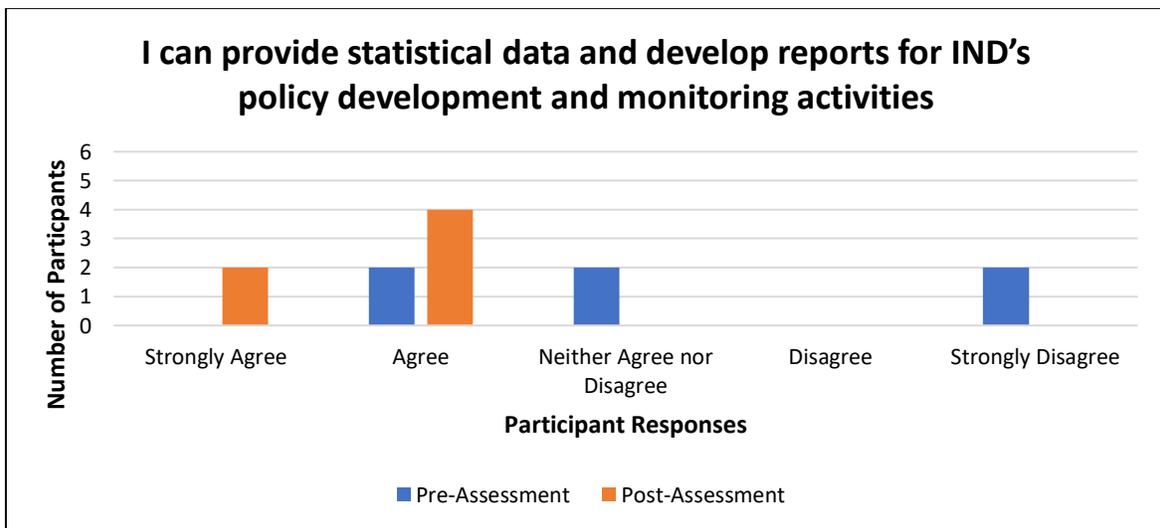
The mentor demonstrated and trained staff on how to develop structured reports and include descriptive statistics and use SPSS for complex statistical analyses. Through the use of SPSS, Planning and Research staff are now able to import data from other sources, such as excel, which was their main source of inputting data prior to using SPSS. Staff are very comfortable with using SPSS to import an excel spreadsheet to SPSS for the data analysis and their reporting development.

As the department staff are small in number, the mentor conducted many one- on -one training sessions which personalized much of the training and catered to each individual learning needs.



Figure 1: Mentor for Planning and Research department, Mr. Mohamed Ibrahim Ahmed, provides one-on-training. 13 October 2020 © IOM/Hawa Sabriye

The post-assessment data indicated a growth of knowledge in the area of providing statistical data for reporting and monitoring and evaluation IND activities, as shown on the graph below:



During post-assessment interviews IOM asked for mentees to elaborate on their ability to provide statistical data and develop reports this was one of the responses that was echoed by many mentees interviewed:



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Question 6:

I can provide statistical data and develop reports for IND's policy development and monitoring activities

Strongly Agree

Agree

Neither Agree nor Disagree

Disagree

Strongly Disagree

Please elaborate your answer:

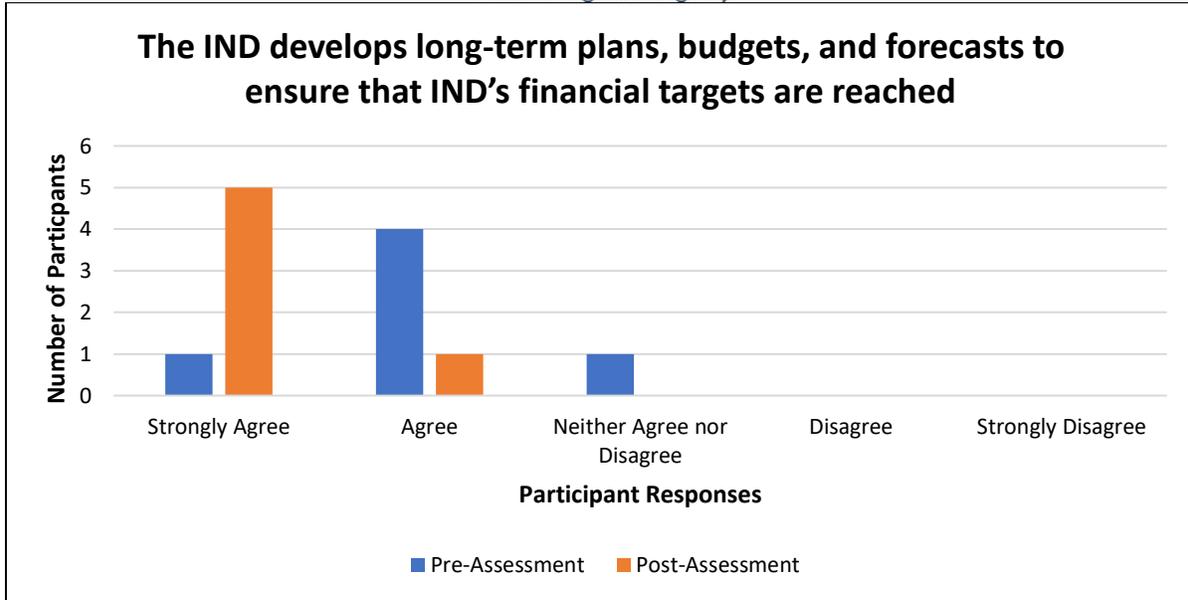
The mentor helped me understand the statistical data that we use for our reporting. Since I was new to the department most of the data was new to me, but the mentor taught me how to use the data into our reporting using the new program. The SPSS statistical data program that he introduced to us helps me to group, organize and analyze the data that can be complicated sometimes. This has helped make my reporting more clear and easier to complete.

Over the four-month training period, the mentor for the Planning and Research department built the capacity of staff on data management and risk analysis, for improved reporting and monitoring & evaluation. Staff in this department gained hands-on experience in how to analyze data through a new statistical data software program and focused on developing stronger reports with clear statistical information for the IND.

2. Administration and Finance Department

Phase two of the mentorship programme was an extension of the programme for the department of Administration and Finance. The feedback from the Director and mentees who participated in phase one was quite strong and in favor of the original mentor. Therefore, IOM extended his contract for phase two. The Finance Mentor continued to provide comprehensive job training from phase one on topics such as procurement processes, budget preparation and implementation, internal and external auditing, and training in the computerized accounting system. Six of the eleven mentees participated in the pre- and post-assessment interviews (Annex 3: Administration and Finance Department Pre- Post Assessments).

Feedback from the first phase of the programme revealed that mentees did not want a repeat of trainings that were presented in the forms of lectures or PowerPoint presentations. Rather they requested that more hands-on approach would be utilized in the second phase. For example, when asked if the IND develops long-term plans, budgets, and forecasts to ensure that IND's financial targets are reached, sixty-seven percent (67%) of mentees who were interviewed during the pre-assessment either strongly agreed or agreed, based on their own personal knowledge and skill set relating to budgeting and the work they do.



However, during the post-assessment interviews, this jumped up to eighty-three percent (83%). Many mentees indicated the change of delivery for the training programme. The post-assessment suggested a growth in knowledge related to the long-term budgeting and forecasting of IND financial targets. One participant shared how they found the hands-on experience more beneficial as it provided more insight into the work their colleagues do and enhanced their coordination for future interactions.

Question 4:

The IND develops long-term plans, budgets, and forecasts to ensure that IND’s financial targets are reached

Strongly Agree

Agree

Neither Agree nor Disagree

Disagree

Strongly Disagree

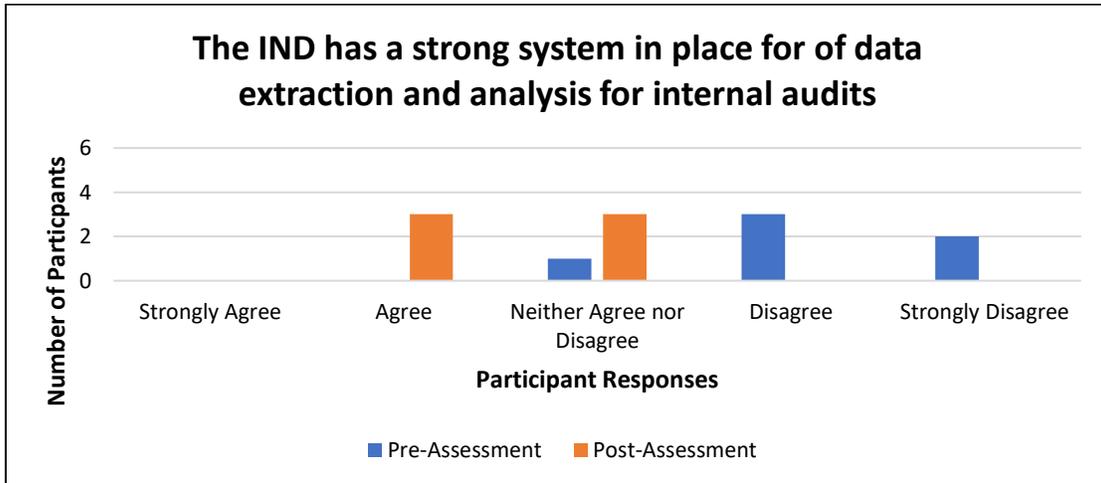
Please elaborate your answer:

During the first mentorship programme we were given a few presentations on how to make budgets within our department and for the overall IND financial goals. This second training gave us hands on learning, we were able to practice making more long-term budgets and forecasts for IND’s yearly targets. The on-the-job training for procurement staff, like myself, has helped us coordinate more effectively with our finance colleagues.

Participants from phase one of the programme specified the need for more intensive data analysis training relating to auditing. Therefore, prior to the start of the training IOM requested that the mentor



identify adequate software to support strengthening IND's filing system to respond to internal or external audits.



The mentor requested for a complete software upgrade and new auditing system for the IND, which unfortunately was not in the budget for this programme. As a result, the mentor worked with the Director of Auditing to support the training that was focused on internal and external auditing for the IND. While most mentees found this to be supportive of gaining new knowledge and skills to work with the current system in place, many echoed the need for a stronger system to be purchased and installed in the future.

Question 5:

The IND has a strong system in place for of data extraction and analysis for internal audits

Strongly Agree

Agree

Neither Agree nor Disagree

Disagree

Strongly Disagree

Please elaborate your answer:

We spent more time during this training phase to focus on the most effective ways to extract data that is analyzed alongside our finances and yearly targets. We also focused more on our external and internal audits, but we do not have a strong system in place. We understand that purchasing a whole new system was not in the budget, but it is on our list of improvements for our department and for IND.

Over the four-month training period, the mentor for the Administration and Finance department built the capacity of staff to improve processes for IND budget forecasting, including staff payments, running costs and equipment. Staff in this department gained practical experience through engaging in real life exercises and learning how to respond to internal or external audits with the current system in place.



3. Visa and Aliens Department

The positive feedback from phase one of the mentorship programme led to the request of extending the training and on-the-job mentorship for The Visa and Aliens Department of IND. IOM hired a mentor from the diaspora who has experience working as a director, mentor, and educator for the past 15-years in Somalia and the United Kingdom. The mentor conducted weekly trainings with a focus on soft skills exercises on communication, interpersonal and customer service skills. He also provided several trainings on how to use proper Business English for frontline Visa staff who interact with foreigners on a weekly basis, to help staff have a more effective and smoother issuance of visas and processing of visa applications. Seven of the sixteen mentees participated in the pre- and post-assessment interviews (Annex 4: Visa and Aliens Department Pre- Post Assessments).

During the pre-assessment interviews, mentees who were interviewed shared their desire to improve their customer care skills in order for have a more positive interaction with foreigners who visit their office. As displayed on the graph below, the majority of those interview were not confident that they had customer care skills to best ensure customer satisfaction and high-quality assistance.



The Visa mentor developed and delivered presentations on customer care skills, followed by exercises for practice. This department had the largest group of mentees; therefore, the mentor utilized the large group of break out activities in which they would be able to put the lessons into practice. Mentees would role play scenarios and situation that have occurred in the past. They would implement the skills taught in the lesson to practice the delivery of high-quality assistance and ensure customer satisfaction.



Figure 2: Mentor for Visa and Aliens department, Mr. Mohamed Adam Osman, provides a presentation on customer care skills. 17 October 2020 © IOM/Hawa Sabriye



Question 6:

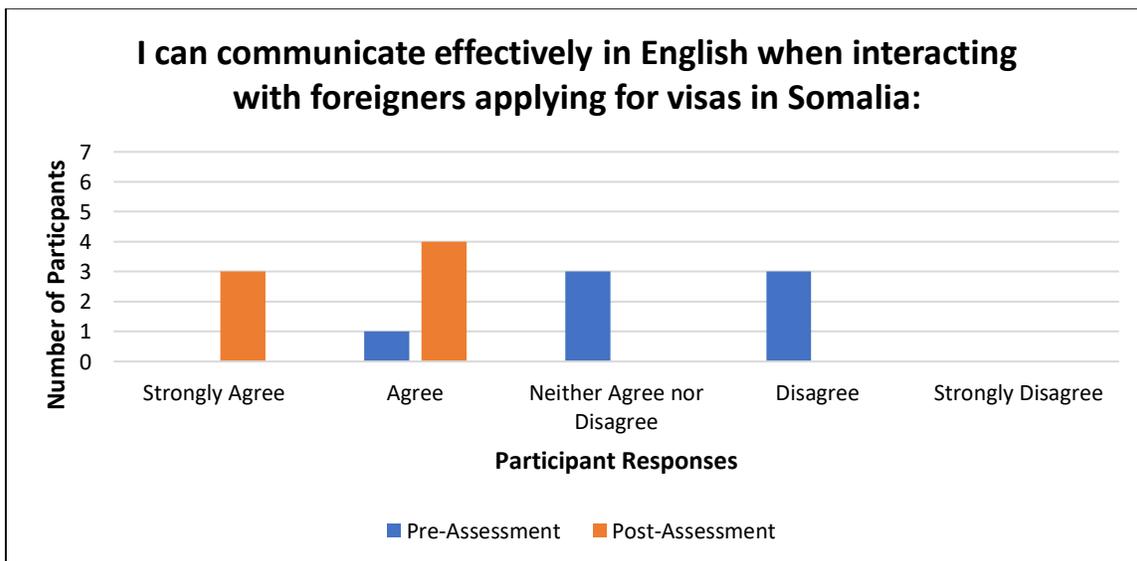
I have the customer care skills to best ensure customer (i.e. foreigners) satisfaction and high-quality assistance with the IND Visa department when applying for visas in Somalia:

- Strongly Agree
- Agree**
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

Please elaborate your answer:

Before I would mostly stay in the office and work on the Visa Information System and help with reviewing applications. This training has pushed me to try and interact more with the foreigners who visit. Mohamed (mentor) taught us customer care skills and ways to communicate clearer with our customers. We learned how important time management is, because we have interacted with many foreigners who need visa support on time, and we learned better management skills to support our large workload.

The mentees appreciated the new skills they were taught and shared that not only did it help with their interactions with foreigners, but with also supporting their workload and time management, as indicated in the statement above. Another skill participants from this department were keen on developing, were their English language skills, with an emphasis on English used relating to visa applications and immigration related discussions. Prior to the start of the programme training, many staff were not confident in their language abilities. This led to relying on the few staff members who have a strong grasp of English, to communicate to the large number of visitors. The time spent translating key words or phrases to fellow staff members, delay the application process and can be frustrating for both sides of communication.





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The mentor focused on delivering trainings on key communication words and phrases that are directly connected to their work and tasks. Visa application forms were reviewed in English and mentees were provided with the opportunity to practice amongst themselves, and with the IOM representative who visited their trainings each month.

Question 7:

I can communicate effectively in English when interacting with foreigners applying for visas in Somalia:

Strongly Agree

Agree

Neither Agree nor Disagree

Disagree

Strongly Disagree

Please elaborate your answer:

My English skills are better than at the start of the program. I have learned new words and phrases that help me in communicating when I am trying to explain to foreigners who apply for visas or have questions. Being able to practice my English skills with Mohamed (mentor) and also with my colleagues helped me become more confident in speaking and interacting with foreigners.

Both the pre- and post-assessments for the Visa and Aliens staff indicated growth in the development of customer care skills and enhancement of their English for Business skills. The assessment results provided interesting insights regarding the effectiveness of the mentor's real-life training and scenario practices and there was a clear agreement amongst the participants other training delivered supported the growth of their professional and teamwork related skills.

Over the four-month training period, the mentor for the Visa and Aliens department built the capacity of staff to improve their soft skills relating to communication, interpersonal and customer service skills. He also greatly improved their confidence and use of Business English, which has allowed staff to gain the ability to communicate effectively in English and deliver clear customer care for foreigners applying for visas in Somalia.

It is important to note that this department started with sixteen (16) mentees, and close to the end of the programme, one of the mentees from this department was killed in an attack in the city. Mr. Ali Mohamed Nor passed away less than a month away from the completion of this programme. IOM and IND awarded his Certification of Achievement to his wife on the ceremony held on Saturday 26 December 2020.



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MENTEE II FEEDBACK: SATISFACTION SURVEY

Following the completion of the second phase of the four-month on-the-job mentorship programme, all 32 participants who completed the trainings were requested to share their experience anonymously through a survey developed by IOM (Annex 5: Mentee II Satisfaction Survey). This survey provided mentees with the opportunity to share their feedback regarding their overall mentorship programme experience, relationship with their mentor and the skills and knowledge they gained. An IOM representative visited each department to distribute the surveys. Questions were prepared in English on paper; however, IOM and IND representatives orally translated the questions into Somali and allowed mentees to choose which language they wanted to share their answers in. Most mentees responded in Somali.

When asked in what ways they have benefitted from taking part in the programme, a finance mentee shared the following:

Question 4

In what ways have you benefitted from taking part in the mentorship programme? Please share new skills and/or knowledge that you have gained:

1. Waxaan awood uyeasha in aan xirfadeeda sare ugaado
2. Waxaan helay kalsooni buuxda dhanka shagada
3. Dhanka shagada waxaan dareemaa xasilooni
4. Xirfadeyda way hormartay

Translation:

1. I was able to upgrade and enhance my administration and finance skills.
2. I gained support and competence to do my job.
3. Regarding my work, I am feeling more confident and comfortable.
4. My professional skills have improved.

Development of confidence and professional skills was echoed by numerous mentees. Many mentees indicated that the second phase of the mentorship programme allowed them to gain more hands-on experience, which in turn gave them the confidence to implement their skills independently. As stated earlier, this was the second time participating for administration and finance staff, and they unanimously agreed that they enjoyed this phase of the program since their mentor took into consideration their request to change the method of delivery of the trainings. Less presentations and more hands-on finance activities, such as practicing developing IND department forecasts and budgets.



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Similarly, a Visa mentee shared the value of the new interpersonal and professional skills they gained:

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In what ways have you benefitted from taking part in the mentorship programme? Please share new skills and/or knowledge that you have gained:

gaabab baadan ayaa uga faa'idestay ayaa is
weedarigan waga ka mid ah waga an ka
faa'idestay barashada la macaamilka bu'shada
iyo caawinta dadka an waga shageeno
iyo sida loogu adeego dadka an u
shageeno ka ka fiis ah.

Translation: We benefitted from the mentorship programme in various ways in terms of skills enhancement such as: social and professional skills, interpersonal skills, building professional relationships with applicants, co-workers, and strong customer service skills.

Mentees from the Visa and Aliens department appreciated the new interpersonal skills that were introduced to them. An IOM representative participated in one of their trainings on focused on interpersonal skills and interacting with foreigners who apply for visas. IND staff were provided with the opportunity to practice possible scenarios and implement the new interpersonal skills such as verbal communication, negotiating and problem-solving skills.

Question 10

I find the continued mentorship programme (and relevant capacity building support) useful to improve work performance? Please Explain

Strongly Agree
 Agree
 Neither Agree nor Disagree
 Disagree
 Strongly Disagree

Hay'ada waxay nasiisay programyo iyo tababaro aad
nooga caawiyay xisfadaha shaqo.

Translation: This programme provided skills development that truly assisted us to advance in our jobs and built the capacity of our department.



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The skills and knowledge achieved by all participants supported their work delivery and efficiency. As this mentee above shared, there was a sense that they were able to grow in their position through the new skills and experiences they gained from this programme.

A lot of their growth was due to the relationship that was formed with their mentor. The mentor's role was to guide, provide specific trainings, and to support the mentees in building their department's capacity. Mentors and mentees had developed a relationship of trust early into the programme. The mentor worked with IOM to deliver the pre-assessments and identify their mentees' professional needs and goals. This was followed up by each mentor who designed and delivered their weekly trainings to build upon their mentees' strengths, needs, and goals throughout the mentoring period.

One mentee shared the following regarding his mentor:

Question 7

Looking back at your experience in this mentoring program, what has worked for your unit? What helped to strengthen the relationship between your unit and your mentor?

Xiriirteen wuxuu ahaa xiriir wanaagsan dhasantaa
aad usareeja, mar waliba ka fikara sidee uu sare
ugaadi lahaa agoonteena, macalin lo mid ah
maarkin / xili kasta aan u baahan diyaar uu ahaa
i wax qabad iyo horum fiican ayuu na gaarsayay

Translation: The relationship with our mentor was excellent and professional. He always encouraged us to increase our knowledge and improve our finance skills. We never had an excellent individual like him. He was always available to address our needs. All of us staff and department benefited a lot from him.

From the start of the programme, IOM made sure that the roles and responsibilities of both the mentor and the mentees were clearly defined for all participants. This was to guarantee that everyone involved felt like an active participant in the programme. Following the pre-assessment, mentors developed workplans that included the feedback from their mentees and had monthly goals that needed to be achieved. Each month, IOM representatives visited the participating IND departments and made sure that mentors were providing their mentees with constructive feedback on their skill and knowledge progression. Mentees were also provided with the opportunity to be reflective on their actions and shared feedback with IOM during each visit. Mentors accepted feedback from IOM each month, following the submission of their monthly reports. During visits, IOM observed that mentors and mentees valued and were responsive to each other's feedback throughout the duration of the trainings. Open, respectful, and supportive communication was essential and key for the delivery of this programme.



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The overall feedback from mentees was extremely positive. The project’s intended change in the skills and abilities of IND staff was as followed: **Immigration officials supported by a mentor in their respective unit have increased their knowledge on selected training topics relevant for their units.**

The delivery of this programme provided on-the-job training and guidance from experts to address gaps and challenges faced by IND staff and mentors were able to manage and support the development goals through the transfer of relevant skills, knowledge, and resources. The programme continued to build upon phase one and strengthen the sustainability of IND’s capacity building that has been delivered in previous years. All mentors were able to organize workshops and trainings for their mentees, deliver on-the-job specific training and soft skills development needed for effective service delivery. All mentees were asked the following statements regarding their experience in participating in the programme:

Question 5

After participating in this mentoring program:					
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I have developed soft skills to support my unit	1	2	3	4 (9%)	5 (91%)
I feel more confident in my abilities related to my professional performance	1	2	3	4 (3%)	5 (97%)
I feel more comfortable in the workplace than before	1	2	3	4 (6%)	5 (94%)
My technical skills have improved	1	2	3	4	5 (100%)

All participating mentees developed soft skills, gained confidence relating to their profession, felt more comfortable in their work environment and improved their technical skills. IOM was pleased to learn that the second phase of the mentorship programme supported and promoted a culture of continuous learning and transfer of knowledge and skills within the IND. Participating immigration officials and staff will be able to continue to contribute to their departments through implementing their new skills and knowledge, while encouraging sustainability and continuity of efforts through sharing their new skill set with new colleagues.



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MENTOR II FEEDBACK: SATISFACTION SURVEY

IOM developed a Mentor feedback survey (Annex 6: Mentor II Satisfaction Survey) to gain feedback from the experiences and skills gained by the three mentors. The feedback from mentors highlights how mentoring can be an effective method for both mentees and mentors to develop and progress in their profession. The Planning and Research mentor, who had the smallest group of mentees, shared the following:

Question 4

In what ways have you benefitted from taking part in the mentorship programme as a Mentor? Please share new skills and/or knowledge that you have gained:

I benefitted a lot from this programme as a Mentor. I got the experience to teach the Planning staff new skills, mostly related to computer programming and statical data for their reporting. I learned that there are many ways I can teach and guide people on how to develop statistical data for their reports. I was able to do my job well when I worked one on one with the staff. Each of them had a different way of learning, and training on the job was the best way to get them to learn new skills and execute them into their work each day.

The Planning mentor used the number of mentees to his advantage. He collaborated with the mentees to identify concerns and potential solutions. The Planning department required a new software to support their statistical data development and presentation in reporting. An IOM representative sat in on the session between the mentor and mentees, as they were brainstorming ideas to address the problem. As a group, they identified a software that could support their statistical reporting. Mentors need to allow mentees the opportunity to identify concerns and potential solutions. The Planning mentor consistently encourage his mentees to take risks and do things differently by implementing new solutions to address their work problems.

Question 7

Looking back at your experience in this mentoring program, what has worked for the unit you trained?

What helped to strengthen the relationship between your unit and your mentees?

What helped me the most in developing a relationship with my department and mentees, was being very flexible and approachable. This department had many staff and to accommodate them all, I developed trainings throughout each week to meet their scheduling and I was able to cater each training to their levels. I was available to come in and work on the job with staff and used every Saturday to delivery lecture styled trainings, as Saturdays were the only day of the week, they were all free at the same time. My flexibility, availability and patience helped me train this unit effectively and build relationships.



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Similarly, as shared above, the Visa and Aliens mentor benefited from adapting to his new work environment to best meet the needs of his mentees. The Visa mentor had the largest group of mentees and could not train them all together at the same time. He developed a routine where he worked with them in smaller groups and provided specific skill and knowledge support based on their competency levels. On Saturdays, the Visa staff were all available and the Visa mentor used this opportunity to provide lecture styled training, followed by activities for the mentees to actively participate in together as a large group. The Visa mentor has extensive experience in delivering trainings, and shared that this experience has supported in reinforcing his knowledge and skills.

The Administration and Finance mentor was our only returning mentor and who works within the IND already. He shared the following regarding the development of his leadership skills:

Question 10

I find the continued mentorship programme (and relevant capacity building support) useful to improve for your professional experience? Please Explain

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

This mentorship programme helped me develop myself as a leader in the IND. I learned how to design and deliver presentations and hands-on trainings for my colleagues in the Administration and Finance department. After phase one ended many staff approached me for support and this helped me plan for the trainings I delivered in phase two. Professionally this experience helped me grow as a facilitator and helped me increase my skills in teaching administration and finance related topics to IND staff.

This mentor gained invaluable leadership skills and respect within his work environment. Prior to starting the first phase of the mentorship programme, there were concerns that his mentees would not view him as a leader, rather more as a colleague as they had known him to be. However, through the delivery of his trainings and support for his mentees on-the-job, he was able to encourage and inspire his mentees to be the best that they can be. Mentees provided him with constructive feedback after phase one, and he implemented every single change and request they provided him with, to develop more effective trainings to support their learning. As a mentor, he gained stronger listening and interpersonal skills, which are crucial to the success of any leader. Mentoring helps him to strengthen his knowledge, learn new skills, and work on developing his leadership skills. He also viewed this opportunity to progress in his career as a leader in the Administration and Finance department.



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CONCLUSION

The overall delivery of the pre- and post-assessments was vital for analyzing knowledge development and skill growth for specific areas of need highlighted by the IND. This assessment allows IOM and IND to better understand how the mentorship program was able to contribute to strengthening operational capacities of the IND's Planning and Research, Administration and Finance, and the Visa and Aliens Departments.

On Saturday 26 December 2020 IOM and IND held a certificate ceremony to award mentees who had completed the mentorship programme with certificates of achievement. This event included the IND Director General, Directors of the Planning and Research, Administration and Finance, and the Visa and Aliens Departments.

Before certificates were distributed, speeches were delivered by IOM staff, IND officials, the mentors, and specific mentees. The event provided an environment where the participating IND departments staff members and directors

were able to learn about the trainings that had been delivered and offered room for mentees to share what they learned and thank their mentor for the work they had done.

Director General of IND, Colonel Mohamed Aden Jim'ale Koofi, who spoke at the close of the ceremony said: "IND would like to thank the mentors who carried out the trainings for staff. Our staff have improved significantly from this programme, as it has built their skills and knowledge. It is important that staff who engaged in these trainings, share the knowledge with their immigration colleagues in different departments so we can continue to develop as a team".

The second phase of the mentorship programme was successful in addressing the gaps that effect IND's service delivery and professional development. The analysis of the pre- and post-assessments indicates that the mentorship programme phase two was efficient and effective in developing specific skills and developing the capacity of the participants in the participating departments. Through highlighting the assessment results from each unit, IOM and IND can continue to develop projects and programme activities that are effective, through trainings that continue to develop staff skills and knowledge transfer, and self-sustaining initiatives for IND departments capacities.



Figure 3: Director General of IND Colonel Mohamed Aden Jim'ale Koofi, delivering closing remarks at Certificate Ceremony for Phase II of Mentorship Programme. 26 December 2020 © IOM/Hawa Sabrive



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ANNEXES

Annex 1: Mentorship Participants List

#	Mentee Name	IND Department	M/F
1	Ahmed Mohamud Issak	Planning and Research	M
2	Iqra Ahmed Mohamud	Planning and Research	F
3	Mohamed Said Warsame	Planning and Research	M
4	Guled Ahmed Hassan	Planning and Research	M
5	Maslah Yusuf Ali	Planning and Research	M
6	Ahmed Hussein Ahmed	Planning and Research	M
7	Abdulrazak Dahir Mohamed	Administration and Finance	M
8	Abdulkadir Mohamed Jama	Administration and Finance	M
9	Abdi Isak Ali	Administration and Finance	M
10	Mustaf Abdisamad Warsame	Administration and Finance	M
11	Abdullahi Sheikh Abdisamad	Administration and Finance	M
12	Liban Abdi Mohamed	Administration and Finance	M
13	Abdikadir Yusuf Mahdi	Administration and Finance	M
14	Fadumo Abdullahi Ali	Administration and Finance	F
15	Abdifatah Abokar Mohamoud	Administration and Finance	M
16	Asad Mohamed Abdiaziz	Administration and Finance	M
17	Abdirazak Yusuf Robleh	Administration and Finance	M
18	Mohamed Nor Elmi	Aliens and Visas	M
19	Fahad Ibrahim Ahmed	Aliens and Visas	M
20	Ahmed Abdi Farah	Aliens and Visas	M
21	Abdirahman Adan Isak	Aliens and Visas	M
22	Umalkher Nor Omar	Aliens and Visas	F
23	Abdulmudalib Hussein Hersi	Aliens and Visas	M
24	Nor Osman Elmi	Aliens and Visas	M
25	Mohamed Mohamud Ali	Aliens and Visas	M
26	Mohamed Hussein Nageeye	Aliens and Visas	M
27	Abubakar Hassan Adan	Aliens and Visas	M
28	Ali Mohamed Nor ¹	Aliens and Visas	M
29	Abdullahi Mohamud Ali	Aliens and Visas	M
30	Ibrahim Hassan Mohamed	Aliens and Visas	M
31	Ismail Hussein Ali	Aliens and Visas	M
32	Sadia Mohamed Ali	Aliens and Visas	F
33	Abdulkadir Ali Shuute	Aliens and Visas	M

¹ Mentee who was killed in a suicide bomb attack outside Gelato Divino restaurant, which is located near K4 Junction in the heart of Mogadishu, Somalia.



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Annex 2: Planning and Research Department Pre-Post Assessment

Project Monitoring & Evaluation

IOM is working to assist the IND in contributing to improving the human and operational capacity of Somali immigration authorities for better immigration and border management. Under the project **IB. 0135 – Norway: Enhancing Human and Operational Capacities of Somalia’s Immigration Authorities IV**, IOM is delivering the second phase of a mentorship programme to support the improvement of working capacities for immigration officials in target units in the IND.

To evaluate the impact of the programme and the immigration officials who find the continued mentorship programme and relevant capacity building support useful to improving work performance, IOM is conducting the following questionnaire assessment for all participating IND departments.

Name evaluator:

Date of evaluation:

Location of evaluation:

Introduction

Question 1:

What role/position do you hold in the Immigration and Naturalization Directorate?

-

Question 2:

Is this your first time participating in the mentorship programme?

- Yes
 No

Question 3:

Are you aware of some of the projects implemented by IOM?



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Yes

No

If no, terminate the interview

Mentorship Programme

Planning and Research	Respondents: Mentorship Participants	Projects: IB.0135
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The second phase of the mentorship programme intends to build on current skills within the Finance, Planning and Visa departments of the IND. Mentors were hired for specific tasks such as training and guidance for the different units.

(The questions below refer to the Planning and Statistics unit)

Question 4:

I can easily track and retrieve relevant data from the MIDAS

Strongly Agree

Agree

Neither Agree nor Disagree

Disagree

Strongly Disagree

Please elaborate your answer:

Question 5:

I know what data is relevant for dissemination outside IND/ publish on the IND website

Strongly Agree

Agree

Neither Agree nor Disagree



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Disagree

Strongly Disagree

Please elaborate your answer:

Question 6:

I can provide statistical data and develop reports for IND's policy development and monitoring activities

Strongly Agree

Agree

Neither Agree nor Disagree

Disagree

Strongly Disagree

Please elaborate your answer:

Question 7:

The IND publishes relevant immigration data on the IND website for dissemination to the wider public

Always

Often

Sometimes

Never

Please elaborate your answer:



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Question 8:

What expectations do you have of the mentorship programme? Please share some of the work-related skills you would like to enhance and/or gain and what specific on-the-job training will help in improving your work performance:

Thank You

Annex 3: Administration and Finance Department Pre-Post Assessment

Introduction

Question 1:

What role/position do you hold in the Immigration and Naturalization Directorate?

-

Question 2:

Is this your first time participating in the mentorship programme?

Yes

No

Question 3:

Are you aware of some of the projects implemented by IOM?

Yes

No



If no, terminate the interview

Mentorship Programme

Administration and Finance	Respondents: Mentorship Participants	Projects: IB. 0135
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The second phase of the mentorship programme intends to continue to build on current skills within the Finance, Planning and Visa departments of the IND. Mentors were hired for specific tasks such as training and guidance for the different units.

(The questions below refer to the Administration and Finance Unit)

Question 4:

The IND develops long-term plans, budgets, and forecasts to ensure that IND's financial targets are reached

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

Please elaborate your answer:

Question 5:

The IND has a strong system in place for of data extraction and analysis for internal audits

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree



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Strongly Disagree

Please elaborate your answer:

Question 6:

The IND has adequate software to support the filing system in place to respond to (for example) internal or external audits and forecasting IND budgets

Strongly Agree

Agree

Neither Agree nor Disagree

Disagree

Strongly Disagree

Please elaborate your answer:

Question 7:

What expectations do you have of the mentorship programme? Please share some examples in how you hope the mentorship programme will be useful to improving your work performance:

Thank You



Annex 4: Visa and Aliens Department Pre-Post Assessment

Introduction

Question 1:

What role/position do you hold in the Immigration and Naturalization Directorate?

-

Question 2:

Is this your first time participating in the mentorship programme?

- Yes
- No

Question 3:

Are you aware of some of the projects implemented by IOM?

- Yes
- No

If no, terminate the interview

Mentorship Programme

Visa and Foreigners Unit	Respondents: Mentorship Participants	Projects: IB.0135
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The second phase of the mentorship programme intends to build on current skills within the Finance, Planning and Visa departments of the IND. Mentors were hired for specific tasks such as training and guidance for the different units.

(The questions below refer to the Visa UNIT)

Question 4:

I can easily use IND's Visa Information System (VIS):

- Strongly Agree
- Agree



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Neither Agree nor Disagree

Disagree

Strongly Disagree

Please elaborate your answer:

Question 5:

Please explain if and how you can process data from VIS, in order to identify visa fraud and identity theft

Question 6:

I have the customer care skills to best ensure customer (i.e. foreigners) satisfaction and high-quality assistance with the IND Visa department when applying for visas in Somalia:

Strongly Agree

Agree

Neither Agree nor Disagree

Disagree

Strongly Disagree

Please elaborate your answer:

Question 7:

I can communicate effectively in English when interacting with foreigners applying for visas in Somalia:

Strongly Agree



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- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

Please elaborate your answer:

Question 8:

What expectations do you have of the mentorship programme? Please share some examples in how you hope the mentorship programme will be useful to improving your work performance:

Thank You

Annex 5: Mentee II Satisfaction Survey

Mentorship Programme II: Mentee Satisfaction Survey

As the Mentorship Programme comes to an end, we look forward to receiving your valuable feedback to measure the success of this initiative. Thank you in advance for taking time to complete this survey.

Please note that your feedback will be reviewed in aggregate and remain confidential.

Mentorship Programme II

Question 1

What is your Department within the IND?



- Aliens and Visa Unit
- Administration and Finance Unit
- Planning and Statistics unit

Question 2

The Mentor’s training plan has been effective in enhancing my skills and understanding of my unit’s expectations for my professional performance:

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

Question 3

The mentoring programme has been effective in developing my competence and abilities. I have put into action, new skills and techniques that support my unit:

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

Question 4

In what ways have you benefitted from taking part in the mentorship programme? Please share new skills and/or knowledge that you have gained:

Question 5

After participating in this mentoring program:					
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I have developed soft skills to support my unit	1	2	3	4	5



I feel more confident in my abilities related to my professional performance	1	2	3	4	5
I feel more comfortable in the workplace than before	1	2	3	4	5
My technical skills have improved	1	2	3	4	5

Question 6

Please rate the following by checking [✓] the relevant feedback based on your experience:				
	Excellent	Good	Fair	Poor
- Value of this mentoring program for you.				
- Value of this mentoring program for your mentoring partner, based on your perception.				
- Overall quality of this mentoring program.				
- Usefulness of this mentoring program.				

Question 7

Looking back at your experience in this mentoring program, what has worked for your unit? What helped to strengthen the relationship between your unit and your mentor?

Question 9

Did the mentoring relationship meet your objectives, needs, expectations?

- Yes
- No

Please explain:



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Question 10

I find the continued mentorship programme (and relevant capacity building support) useful to improve work performance? Please Explain

- Strongly Agree
 - Agree
 - Neither Agree nor Disagree
 - Disagree
 - Strongly Disagree
-
-
-

Thank You!

Annex 6: Mentor II Satisfaction Survey

Mentorship Programme II: Mentor Satisfaction Survey

As the Mentorship Programme comes to an end, we look forward to receiving your valuable feedback to measure the success of this initiative. Thank you in advance for taking time to complete this survey.

Please note that your feedback will be reviewed in aggregate and remain confidential.

Mentorship Programme II

Question 1

What is your Department within the IND?

- Aliens and Visa Unit
- Administration and Finance Unit
- Planning and Statistics unit

Question 2

How would you describe the quality of your experience as a Mentor in the programme?



- Excellent
- Very Good
- Good
- Poor

Question 3

The mentoring programme has been effective in developing my competence and abilities. I have put into action, new skills and techniques that support the unit I was training:

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

Question 4

In what ways have you benefitted from taking part in the mentorship programme as a Mentor? Please share new skills and/or knowledge that you have gained:

Question 5

After participating in this mentoring program:					
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
My soft skills and ability to train others in my respective field have increased	1	2	3	4	5
I feel more confident in my abilities to connect, guide, and teach others new skills and transfer knowledge	1	2	3	4	5
My technical and teaching skills have improved	1	2	3	4	5



Question 6

Please rate the following by checking [✓] the relevant feedback based on your experience:				
	Excellent	Good	Fair	Poor
- Value of this mentoring program for you.				
- Value of this mentoring program for your mentoring mentees, based on your perception.				
- Overall quality of this mentoring program.				
- Usefulness of this mentoring program.				

Question 7

Looking back at your experience in this mentoring program, what has worked for the unit you trained?
What helped to strengthen the relationship between your unit and your mentees?

Question 9

Did the mentoring relationship meet your objectives, needs, expectations?

- Yes
- No

Please explain:

Question 10

I find the continued mentorship programme (and relevant capacity building support) useful to improve for your professional experience? Please Explain



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- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

Thank You!