

# EVALUATION BRIEF

July 12, 2022



## FINAL INTERNAL EVALUATION OF THE PROJECT: “IMPROVING BORDER CAPACITY MANAGEMENT IN EMERGENCY RESPONSE TO IRREGULAR MIGRATION FLOWS IN DJIBOUTI”

This evaluation brief presents a summary of the key findings, conclusions, and recommendations, as identified by the evaluator(s) for use by key stakeholders, including internally by IOM staff and externally by project partners. More details can be found in the full evaluation report.

<b>Evaluation type:</b>	Internal independent final evaluation
<b>Evaluator(s):</b>	HEBIE Oumarou, Impact Evaluation Officer, IOM Regional Office in Dakar (Senegal)
<b>Field visit dates:</b>	April 5 to 8, 2021
<b>Final report date:</b>	July 12, 2022
<b>Commissioned by:</b>	IOM Mission in Djibouti
<b>Managed by:</b>	SEVERI Riccardo, M&E officer

**Evaluation purpose:** This final evaluation reviews what added value the project had, what weaknesses could be identified to be considered for future projects and whether there are still remaining gaps. More specifically, this evaluation assessed the extent to which the project contributed to strengthening the capacity of the Immigration Police in the Western Migration routes of Djibouti.

**Evaluation criteria:** relevance, coherence, effectiveness, efficiency and sustainability

**Evaluation methodology:** Document review, semi-structured interviews, and direct observations.

## PROJECT SUMMARY

The project “Improving border capacity management in emergency response to irregular migration flows in Djibouti” aimed at pursuing the work with the patrolling units and the national police to manage borders in an integrated, secure and coordinated manner, and provide assistance to vulnerable migrants along the migration corridor, especially in Dikhil region, by strengthening the patrolling capacity of Galafi/Yoboki unit. It has been implemented during twelve (12) months, from April 2020 to March 2021, with a budget of 96.054,00 USD. This report gathers the findings, analysis and recommendations of the final evaluation of the project which was conducted from mid-March to the end of May 2021 including preparations, a field visit and a draft reporting. The evaluation combines most significant change and appreciative inquiry approaches and used document review, observations and semi-structured interviews methods for data collection. The following OECD/DAC criteria were used: relevance, coherence, effectiveness, efficiency and sustainability. As an overall conclusion of this evaluation, this project was found to have responded to real needs on the ground and was in line with the main global, national and IOM internal policies and strategies. Almost all the activities planned were implemented and the outputs achieved. Even if resources were efficiently managed for all the materials purchased during the implementation of this project,

### Project information:

Geographical coverage:	District of Yoboki (Djibouti)
Project type:	Immigration and Border Management
Project code:	DJ10P0508/IB.0162
Gender marker:	[e.g., 2a]
Project period:	March 2020 to March 2021
Donor:	Government of Japan
Budget:	USD 96,054

there were delays in delivery of some project’s core materials and many of them have not reached the border posts yet. Some mechanisms need to be put in place to ensure the results last in the region of Dikhil, specifically for the patrolling unit of Galafi/Yoboki.

At the same time, the project’s secondary objective was to develop an assessment tool that could be replicated globally, based on experience of piloting in the South Caucasus. To this end, a Counter-Trafficking Response Needs Assessment Tool (CT-NAT) was developed as a standardized rapid assessment tool with instructions for its local adaptation and application, to support the global replication of the methodology.

## KEY FINDINGS & CONCLUSIONS

- The need for patrolling vehicles (motorcycle and cars), first aid kits materials as well as humanitarian border mainstreaming in border management was a need and still remains a need. Only one old patrolling vehicle at the Galafi border, no first aid kit and observation of needs for humanitarian border management improvement.
- The project was in line with all major national and regional policies in terms of migration and border management. These policies include: The Government of Djibouti strategy (SCAPE) migration priorities, IGAD Strategy and Implementation Plan (2016-2020) as well as the IOM Country Strategy (2017-2020).
- The purchase of the equipment in the framework of the project was cost-effective; Originally planned to cost USD54,000, it turned to be USD50,423.2. The equipment acquired included:
  - First aid kit for the units of Galafi and Yoboki
  - Night vision glasses
  - Body bags for adults' plastics, white MNI 300 microns, adult, 250\*100 cms
  - Multi-purpose tents 7.5\*6m\*45sqm
  - HZJ76L-RKMRS SFX: A2 Land cruiser 76 hard top long diesel 10 places color: white type: 4x4 5 manual doors
- Some important materials that were crucial in achieving the expected outcome were either purchased late or delivered late: night vision glasses, body bags for adults' plastics, white MNI 300 microns, adult, 250\*100 cms, multi-purpose tents and the patrolling car. When this evaluation was conducted, these materials were still in Djibouti city and were not delivered at the border post of Yoboki/Galafi border.

As an overall conclusion, this project was found to be a response to real needs in the field and was in line with the main global, national and IOM internal policies and strategies. Almost all the planned activities were implemented as well as the related outputs achieved. Even if the resources were well managed with some savings for all the materials purchased during the implementation of this project, delays in delivery of some core materials of the project have been recorded and many of them have not reached the border posts as of the time of the evaluation field visit. Some mechanisms need to be put

in place to ensure the achieved results will last in the region of Dikhil, specifically for the patrolling unit of Galafi/Yoboki.

## KEY RECOMMENDATIONS

Recommendation 1: Develop a formal post-implementation plan to ensure tracking the usage of the materials provided during this project.

This recommendation is addressed to the donor.

Recommendation 2: Develop a specific and clear strategy and dedicated actions when mainstreaming gender aspects in a project. XXX

This recommendation is addressed to IOM Djibouti, specifically to its project development officers.

Recommendation 3: Continuing HBM trainings, emphasizing the humanitarian component

This recommendation is addressed to IOM Djibouti and to the National Police.

Recommendation 4: Raising funds in order to cover more broadly and in an integrated way the border management issues that this project addressed in a limited geographical area.

This recommendation is addressed to IOM Djibouti and to the Donor.