

## EVALUATION BRIEF

### EX-POST EVALUATION OF THE PROJECT “ IOM PROJECT SUPPORT FOR THE IMPLEMENTATION OF THE MIGRATION INFORMATION AND DATA ANALYSIS SYSTEM (MIDAS)”

This learning brief is a summary of the key findings, conclusions, and recommendations prepared by the Owl RE consultancy for use by IOM project staff and management and the Fund. Details on all of the findings, conclusions, and recommendations can be found in the full evaluation report.

- Evaluation type:** External independent ex-post evaluation.
- Evaluator(s):** Patricia Goldschmid, y Anita Leutgeb, Owl RE, David Cordone (independent)
- Final report:** July 2022
- Commissioned by:** IOM Development Fund (“The Fund”) and IOM Paraguay.

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**Evaluation purpose:** To assess the relevance and coherence of MIDAS for the stakeholders and beneficiaries, the effectiveness and efficiency of the management and implementation of the projects, the impact, how well cross-cutting themes of human rights and gender were mainstreamed throughout the projects, and how sustainable the desired effects were or could be.

**Evaluation criteria:** Relevance, coherence, effectiveness, efficiency, impact, and sustainability.

**Evaluation methodology:** Document review and semi-structured interviews (conducted remotely and on-site).

## PROJECTS SUMMARY

One of the challenges related to migration management in Paraguay relates to border control due to its position as an origin and transit country for human trafficking and a route for other transnational crimes (such as trafficking in persons (TIP), migrant smuggling, drugs and arms). The Paraguayan State, through the General Directorate of Migration (DGM) under the Ministry of Interior (MI), made a request for IOM to provide technical capacity and equipment to strengthen controls on entry and exit from the country in order to contribute to orderly and safe migration.

The body in charge of implementing the national migration policy and applying the Migration Law (No. 978/1996) and its regulations is the DGM. For its part, IOM assists governments in managing their borders, in an aligned approach to address national security concerns, respecting the rights of migrants and cross-border travellers, and enhancing economic benefits through the facilitation of institutional initiatives, education, trade and tourism. An agreement was signed on 6 August 2015 with the MI, the DGM and IOM for the implementation of the system in two phases, the first phase during the period August 2015 - July 2016, which covered the implementation in the two most important airports in the country, and then a second phase during the period 2017 -2019; during this period MIDAS was installed in 10 border control posts, which control 90% of border migration movement; during the period 2019-2021, corresponding to a third phase, IOM supported the strengthening of the implementation of MIDAS in the border control posts where the system was already installed.

### Projects information:

- Geographical coverage:** Paraguay
- Project types:** Return Assist to Migrants and Governments
- Project codes:** TC.0856/TC.0946/TC.1048/  
TC.1057/IB.0133
- Projects period:** Five projects were covered from 2015 to 2022



Border control post - Paraguay / Argentina

## KEY FINDINGS

**Relevance, (rating: Good – 3):** The implementation of MIDAS was relevant as it followed a request from the national government at the time to reinforce the migration management system in Paraguay and was based on an assessment of border point capacities across the country carried out in 2014. However, some continuity was missing among the five projects.

**Coherence, (rating: Adequate – 2):** Coherence was considered adequate in that all projects were aligned with the general objective to improve migration management in Paraguay. But less coherence was found between the implementation of MIDAS and other IOM initiatives linked to migration in the country, or with other IOM Country Offices (COs) implementing MIDAS.

**Effectiveness, (rating: Adequate – 2):** The outcomes and outputs of the projects were mostly achieved and contributed to an improved system for migration management. Some aspects influenced the efficiency such as the lack of official handovers after each project, as well as changes in staff and technical challenges linked to infrastructure and resources.

**Efficiency, (rating: Adequate – 2):** The projects were reported as cost effective and could not have been implemented with fewer resources. Challenges in financing were linked to changes in government leading to shifting national funding priorities.

**Impact, (rating: Good - 3):** The impact of the five projects was good in that it provided a more efficient approach to processing persons travelling in and out of the country and allowed the DGM to better monitor data about these migration flows.

**Sustainability, (rating: Adequate – 2):** Sustainability was found to be a weak element of the implementation of MIDAS. While the system continues to operate, major challenges prevail linked to technical and technological obstacles, as well as a lack of resources for services and maintenance.

## Conclusions

The five projects contributed to the installation and operation of an improved system for migration management. Nevertheless, this evaluation found that despite the continuity generated with each new project, border posts today are only partially able to use the MIDAS system effectively.

## KEY RECOMMENDATIONS

**1. Project design, (priority level: 1 –high):** For IOM Paraguay, the Immigration and Border Management Division of the IOM HQ, The Fund, and the Cos implementing MIDAS.

- Establish a clear assessment of the existing infrastructure in the country and the resources available for the government to take ownership and manage the system after the project close.
- Ensure that funds are available for hardware and software maintenance for the MIDAS system.
- Always create a formal handover plan at the project close with clear action points for the government entity.
- Secure human resources with technical expertise for similar projects and to ensure sustainability.

**2. Sustainability, (priority level: 1 - high):** For IOM Paraguay, the Immigration and Border Management Division of the IOM HQ.

- Integrate an official documented handover into the MIDAS project with clear guidelines, responsibilities for covering financial and human resources.
- Ensure that IT teams are proficient in the management of the MIDAS system prior to the handover.
- Ensure operational manuals are available in the local language for all border officers to have access to a technical resource on how to use MIDAS.

**3. Training, (priority level: 1 –high):** For IOM Paraguay.

- Organize an annual training with a train the trainers-approach for officials at both border points and the DGM to instruct them about updates and modifications to the system as the MIDAS technology evolves.

**4. Cross-cutting issues, (priority level: 1 - high):** For IOM Paraguay, the Immigration and Border Management Division of the IOM HQ, The Fund, and the Cos implementing MIDAS.

- Include cross-cutting issues such as gender and accountability to affected populations in future project development, in line with IOM guidelines on rights-based approach to programming and on gender mainstreaming into projects.
- Consider embedding mechanisms into all projects to allow for cross-cutting issues to be systematically integrated.
- Consider more environmental sustainability elements in the projects, possibly through collaboration with other organizations implementing similar projects and covering these issues or through alignments with international goals such as the Sustainable Development Goals (SDG) for example.

**5. Funding, (priority level: 2 - medium):** For IOM Paraguay.

- Develop a business plan as part of the DGM funding architecture (such as increasing by 1USD/traveller the entry fee in the country) to ensure that they have the financial capacity to replace the equipment and organize their own trainings.