



International Organization for Migration (IOM)
The UN Migration Agency

Evaluation report

Final internal evaluation of the project:

“Improving border capacity management in emergency response to irregular migration flows in Djibouti”

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International Organization for Migration (IOM)
The UN Migration Agency

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Executive 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 preparation, field visit and 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, 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.



List of Acronyms

ACRONYM	SIGNIFICATION
HBM	Humanitarian Border Management
IGAD	Intergovernmental Authority on Development
IOM	International Organization for Migration
GCC	Gulf Cooperation Council
MiGOF	Migration Governance Framework
OECD/DAC	Organization for Economic Co-operation and Development/Development Assistance Committee
COVID-19	<u>C</u> ORONA <u>V</u> IRUS <u>D</u> ISEASE 2019
SCAPE	Stratégie de Croissance accélérée et de promotion de l'Emploi



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Synopsis Of The Evaluation

Project type:	Immigration and Border Management
Project title	Improving border capacity management in emergency response to irregular migration flows in Djibouti
IOM project code	DJ10P0508/IB.0162
Implementing agency	International Organization for Migration (IOM)
Donor	Government of Japan
Geographical Coverage:	District of Yoboki (Djibouti)
Executing agency:	International Organization for Migration (IOM)
Beneficiaries:	Government of Djibouti National Police and border officials, vulnerable migrants.
Partner(s):	Ministry of Interior, National Police, local authorities
Management site:	Djibouti-CO-Djibouti-DJ10
Duration:	12 Months (from March 2020 to March 2021)
Budget:	96,054 US Dollar
Evaluation type	End line/final internal evaluation
Internal evaluator	Oumarou HEBIE, Impact evaluation Officer, Regional office of West and Central Africa.
Evaluation period	March 15 to May 17 (including document review, field visit and draft report)
Field visits	April 5 to 8, 2021
Evaluation design	Non – experimental
Evaluation approach	Mix of Most Significant change and appreciative inquiry
Evaluation methodology	Document review, semi – structured interview and observation



Map of Djibouti highlighting Yoboki and Galafi²



² Source : <https://www.mapsland.com/africa/djibouti/large-detailed-political-and-administrative-map-of-djibouti-with-roads-railroads-cities-and-airports>



0 Introduction

The International Organization for Migration (IOM) mission in Djibouti (hereafter referred to as IOM Djibouti) received the financial support from the government of Japan to conduct a one-year project in 2020. The title of the project was: *Improving border capacity management in emergency response to irregular migration flows in Djibouti*. The project aimed at strengthening the capacity of the Immigration Police in the Western portion of the country along a well-used migration route of Djibouti. The project was granted a budget of 96,054 USD. It has been developed as a continuation of previous initiatives on border management and migrants' assistance implemented by IOM Djibouti. It intended to build on the results achieved in the framework of previous actions with the patrolling units and the national police to better protect borders and provide aid to vulnerable migrants along the migration corridor, especially in Dikhil region, by strengthening the patrolling capacity of Yoboki city patrolling unit.

This report will summarize the findings from the internal final/endline evaluation of this project. After overviewing the context and purpose of the evaluation, the report will successively address the evaluation framework, methodology and its findings. The conclusions and recommendations section will mark the end of the report.

1 Context and Purpose of the Evaluation

1.1 Context

Djibouti, officially the Republic of Djibouti, is a country located in the Horn of Africa. It is bordered by Somaliland in the south, Ethiopia in the southwest, Eritrea in the north, and the Red Sea and the Gulf of Aden in the east. Across the Gulf of Aden is Yemen. The country has a total area of 23,200 km². Given its geographical position, the Republic of Djibouti lies at a strategic crossroads between the Horn of Africa and the Arabian Peninsula. Historically, Djibouti has been part of the migratory route linking Africa to Eurasia and it is now a major transit country for thousands of irregular migrants, asylum-seekers, trafficked and smuggled migrants attempting to make their way to the Arabian Peninsula. More than 10,000 migrants³ mostly coming from Ethiopia and Somalia transit through

³ In 2020, 112,034 movements were observed in Djibouti, 15,617 of them were in Yoboki. Most of the people on move in this border were men (11,655) and Women (2887). The remaining number (1075) were children (288 girls and 787 boys). The number decreased in this frontier compared to 2019 when 31,756 movements were observed.



Djibouti monthly to seek better socio-economic opportunities in the Gulf Cooperation Council (GCC) countries⁴.

In a context of growing instability in the Horn of Africa, linked with terrorism, irregular migration, other forms of cross border criminal activity, enhancing the capacities of Djiboutian borders and throughout key migratory hotspots close to the borders aims to significantly contribute to an increase in security and the safeguard of thousands of lives.

The evaluated project that was funded by Japan is continuing the work with the patrolling units and the national police to better protect borders and aid vulnerable migrants along the migration corridor, especially in Dikhil region, by strengthening the patrolling capacity of Yoboki unit.

To achieve the desired overall objective, the project was articulated around one outcome: *The national Police have improved its ability to effectively protect and manage the national borders in line with migrants' human rights.*

Two outputs were defined to achieve that outcome:

- *Output 1.1: The Border officials are well trained on humanitarian Border Management and migrants vulnerability screening.*
- *Output 1.2: The Yoboki Patrolling Brigade is set up and operationalized.*

1.2 Evaluation Purpose

This final evaluation, conducted after one year of implementation, sought to review 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. The evaluation findings and recommendations are envisaged to be used by a variety of audiences. Firstly, it may orient IOM's future programming related to border management. Secondly, the evaluation results may contribute to the donor's financial project assessment. To a lesser extent, this assessment may be considered as renewed baseline for eventual forthcoming strategical plans developed by Government of Djibouti as the main beneficiary of this action. The following table illustrates the stakeholders.

⁴ IOM Djibouti – internal documents



STAKEHOLDERS	INTENDED USE OF THE EVALUATION
National Police of Djibouti	<ul style="list-style-type: none">- Leveraging on the findings to see what actions can be taken to make the changes provided by the project last;- Being aware of gaps that still need to be filled in.
International Organization for Migration – Mission of Djibouti	<ul style="list-style-type: none">- Accountability to donor and beneficiaries;- Using lessons learned to improve further programs or projects;- Developing a follow up action plan.
Government of Japan	<ul style="list-style-type: none">- Contributing to the donor’s financial project assessment- Identifying potential future financial support areas.
Other Stakeholders	<ul style="list-style-type: none">- Using it as source of information;- Using lessons learned to improve their own programs or projects.

1.3 Evaluation Scope

The evaluation covered all the activities conducted and results achieved by IOM Djibouti between 31st March 2020 and 30th March 2021 under the project “Improving border Capacity Management in Emergency Response to Irregular Migration Flows in Djibouti”. The area covered by the evaluation were Djibouti City and the Dikhil region where the project activities were implemented. The targeted area was specifically the border posts of Yoboki and Galafi.

1.4 Evaluation Criteria

The OECD-DAC 2019 revised criteria of *relevance, coherence, effectiveness, efficiency* and *sustainability* have been used⁵.

⁵ Each of these criteria is defined when used below.



2 Evaluation framework and methodology

The data analysis relied primarily on qualitative analysis of the data collected through the administration of semi-structured interviews and desk reviews in line with UNEG guidelines”.

2.1 Data Sources and Collection

The data collection for the evaluation involved desk research, interviews and on-site observations.

The main sources for the below findings are:

- The policy and project documents and other relevant literature⁶; some documents (project proposal, IOM country strategy, SCAPE, etc.) have been consulted before implementing the field visit. Other documents have been accessed onsite while visiting. Few documents were also consulted after field visit.
- The field visit observations at Galafi’s border post.
- Interviews with key stakeholders.

Given the beneficiaries of the project and the actors involved, we prioritized the following key stakeholders to be interviewed:

- IOM Djibouti relevant Staff
- Relevant staff at the National Police
- Migrants

The national Director of National Police has been interviewed once, while many informal discussions⁷ took place with the Director of Migration at the National Police and border officials.

IOM Chief of mission was formally interviewed once and the IOM project manager twice.

We were not able to meet migrants (indirect beneficiaries) as planned. Indeed, in order to effectively assess the migrants ‘human right’ management aspect of the outcome⁸ of this project, we envisioned in the methodology to have at least one focus group discussion with migrants during the field visit.

Unfortunately, due to shortage of time we were unable to do that during the field visit.

Annex 3 and 4 contain the list of documents reviewed and people interviewed.

⁶ Cf. Annex 3 for full details on the documents consulted.

⁷ This was the most easy way to gather needed information

⁸ “The national Police have improved its ability to effectively protect and manage the national borders in line with migrants' human rights.”



2.2 Data Analysis

The data analysis relied primarily on qualitative methods. The approach used was an adapted mix of Most Significant Change and appreciative inquiry. We collected Significant changes⁹ from this project according to all the stakeholders we met. We tried to focus on the strengths during the analysis phase (appreciative inquiry). Because the methods we mainly used for data collection was non-structured and semi-structured interviews, the analysis consisted on interpreting interviews' contents and verifying their credibility by triangulation with reviewed documents and other stakeholders' views. This was done, among others, by going through rough notes taken, since it was not possible to record discussions.

2.3 Limitations and Proposed Mitigation Strategies

Interviews with police officers have suffered a significant *bias* due to the constant presence of senior officers and / or superiors.

To mitigate the "hierarchical bias", during the time we spent with our target group we tried to ask the same questions foreseen in a more informal and relaxed context and, when possible, not close to the senior officers.

3 Findings

3.1 Relevance:

From our observation, interviews and documents review the following findings can be listed.

- ✓ The patrolling unit in Galafi, which covers one of the Western borders of Djibouti with Ethiopia, in the region of Dikhil has one old patrolling vehicles. In addition, border officials reported a crucial lack of motorbikes, night glasses, tents, etc. given the environment in this area and the migrants operating mode. We noted that a patrolling car as well as first aid kits, night glasses and other relevant materials were provided by IOM to the national police. However, these materials were still in Djibouti city at the time of this evaluation.
- ✓ No first aid kits to assist vulnerable migrants were found in the project targeted area (Dikhil region – neither in Yoboki nor in Galafi). However, the evaluator was reported by the border

⁹ Limiting the period to the one of the project implementation.



officials that IOM donated COVID-19 hygiene and protection materials. This was confirmed by the documents consulted¹⁰ and the project team reports.

- ✓ Border officials need improvement in their human rights perspective of border management, as mainstreamed by IOM and expected in the Project. Capacity building on humanitarian border management seems to be a need. The project addressed this issue (adapting it to the COVID – 19 context) by organizing two trainings on Humanitarian Border Management (HBM) and COVID-19 that gathered officials from the national police and the Gendarmerie. That said, most of the border officials met during this evaluation were not trained on this topic.
- ✓ Trainings organized in the framework of this project included a 14%¹¹ of female officials according to documents consulted¹². It was also noted that the invitation letters didn't specifically mainstream gender's participation in the training.

3.2 Coherence¹³

The project was endorsed on global, national and IOM internal policies. As stated in the proposal, this project will mainly contribute, among other 17 aspirational Global Goals, to Goal 11', to 'Sustainable cities and communities' by securing land borders and favoring the stability of communities. The project also corresponds to the provisions mentioned in the Government strategy (SCAPE), migration priorities, IGAD Strategy and Implementation Plan (2016-2020) as well as the IOM Country Strategy (2017-2020).

Elsewhere, we have not noted any specific coordination with other actors.

3.3 Effectiveness¹⁴

The table below summarizes the findings related to this criterion.

RESULTS CHAIN LEVEL	INDICATOR	TARGET	STATUS	COMMENT
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¹⁰ Interim report

¹¹ Six over forty-four participants in the trainings, that is around 14% were females. The last (of the two) training included one female over eighteen participants.

¹² Reports of two trainings and invitation letters sent to the high-level police and custom responsible.

¹³ The compatibility of the intervention with other interventions in a country, sector or institution.

¹⁴ The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups. (OECD/DAC, 2019)



Objective: Strengthening the rapid capacity of the Immigration Police in the Western Migration routes of Djibouti	Percentage of migrants crossing Djibouti in 2020	-20% (Baseline 180,652)	Achieved	-39% (112,034¹⁵) The evaluation methodologies of this evaluation do not yield to assess the direct contribution of the project to this achievement.
	Number of irregular migrants assisted by the National Police and IOM	8000	Unknown	Lack of data sources. The only data available with DTM were the movement observed in the Yoboki border in 2019 and 2020. No data on the migrants assisted by the National Police and IOM.
<i>Outcome 1 The national Police have improved its ability to effectively protect and manage the national borders in line with migrants' human rights.</i>	<i>Number of patrolling brigades</i>	<i>At least 3 patrolling brigades in place in Said Gaban, Bondara and Yoboki</i>	<i>partially Achieved</i>	<i>From the observation there were already a patrolling brigade in Yoboki. The other two localities mentioned were not covered by the project.</i>
<i>Output 1.1</i> <i>The Border officials are well trained on humanitarian Border Management and migrants vulnerability screening.</i>	<i>Number of Operational Manual developed</i>	<i>1</i>	<i>Not Achieved</i>	
	<i>Number of officers trained (disaggregated data)</i>	<i>15</i>	<i>Achieved</i>	51 officials (44 men and 6 women) from the national police, the gendarmerie and others
1.1.1 Organize the official launching of the Project	This is an activity and so no indicator was drafted		Achieved	

¹⁵ IOM Djibouti Data Tracking Matrix



1.1.2 Training of border officials on humanitarian Border Management	This is an activity and so no indicator was drafted		Achieved	
1.1.3 Development of operational manual for the screening of vulnerable migrant passing through Yoboki	This is an activity and so no indicator was drafted		Not Achieved	A screening tool is available.
<i>Output 1.2 The Yoboki Patrolling Brigade is set up and operationalized.</i>	<i>Number of equipment purchased</i>	<i>1</i>	<i>Achieved</i>	<i>However, most of this equipment is not yet in the brigade possession.</i>
1.2.1 Assessment of the existing patrolling activities	This is an activity and so no indicator was drafted		Achieved	This assessment also evaluated the preparedness and the response of border posts and patrolling unit to COVID 19.
1.2.2 Purchase of Equipment such as tents, first aid Kits for the Yoboki patrolling Brigade	This is an activity and so no indicator was drafted		Achieved	However almost all the material is still in Djibouti
1.2.3 Provision of vehicle to the Yoboki patrolling unit	This is an activity and so no indicator was drafted		Achieved	However, the vehicle is still in Djibouti.
1.2.4 Handover of the Yoboki brigade equipment to the National Police	This is an activity and so no indicator was drafted		Achieved	

3.4 Efficiency¹⁶

The overall budget of this project was USD96,054. USD25,000 allocated to staff costs and office costs while the funds for operational costs amounted to USD64,570. However, we mainly focused on operational costs.

¹⁶ The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way. (OECD/DAC, 2019)



- ✓ The purchase of the equipment including patrolling vehicle was originally planned to cost USD 54,000 but 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 materials purchased during the projects (night glasses for instance) were provided after the project ended (April 2021). Moreover, the other materials provided earlier (patrolling car, first aid kits) are still in Djibouti city; they were not sent to the border. Eventually, no mechanism exists to ensure that it will be sent to the destination. We noted that this seems to be beyond the control of IOM/Djibouti.¹⁷

We were not able to assess whether the project was implemented efficiently given the alternatives. The resources and time available did not allow such an investigation. We were not able to find any possible alternatives.

3.5 Sustainability¹⁸

We did not observe or detect any formal or informal mechanisms in place that may guarantee the local ownership and the continuation of the project's benefits once external support ceases, both at activity and outcome level.

4 Conclusions and Recommendations

4.1 Analysis

Based on the findings above, our analysis is given below. It is structured around the evaluation questions (see annex 1 and 2).

4.1.1 Efficiency

To what extent are the objectives of the project responding to the target beneficiaries' needs?

The project "*Improving border capacity management in emergency response to irregular migration flows in Djibouti*" lasted 12 months and it was undoubtably relevant to the context. Its objectives remain valid and

¹⁷ The equipment was purchased during the project duration. They should be handed over only in the presence of the chief of police. Since he was on travel it was not possible in his absence. The handover was only possible during the evaluation, one week after the closure of the project.

¹⁸ The extent to which the net benefits of the intervention continue or are likely to continue. (OECD/DAC, 2019)



pertinent as planned (see project proposal) in responding to the needs of the Country specifically at the Yoboki border, and it responded to the real needs of the national police of Djibouti (see entry number 3 of annex 3).

The objective, the outcome and outputs are even still pertinent. Indeed, as stated in the findings above, most of the needs identified by the project at the inception stage, remain until now fundamental needs because the project was not able to provide all the necessary resources to fulfill them, despite some relevant materials were provided. Among others, the following important ones were purchased and provided to the national police, thanks to the project:

- A patrolling car;
- Night vision glasses, body bags for adults' plastics, white MNI 300 microns, adult, 250*100 cms, multi-purpose tents, etc.

Regarding the HBM aspect, IOM's HBM perspective consists in helping Member States in building and improving response to crisis settings on two fronts¹⁹:

1. Protect crisis-affected migrants and nationals, guarantee their human rights in accordance with international law.
2. Respect national sovereignty and ensure border security.

From our observation, the second point is better privileged/understood than the first by the police officers we met at the Galafi border. This is what tend to show the informal exchanges with the police officials (in the borders as well as in the management). This confirms the relevance of having the human right dimension considered in the border management toward this project (output 1.1 and the trainings delivered).

Finally, the intention of the project to mainstream gender was relevant given the very weak participation of women in border management due (probably) to the context of gender inequalities in the country. However, it was not enough formalized. It would have been appropriate in the social context of Djibouti to encourage security forces' leaders, to whom the invitation letter to select the beneficiaries of the trainings was sent, to consider gender balance or at least mainstream gender as far as possible in their selection criteria of participants.

How appropriate were the project's intended results for the context?

Some of the above needs were addressed by the project, through the provision among others of the following:

- **Patrolling car,**
- **Night vision glasses, body bags for adults' plastics, white MNI 300 microns, adult, 250*100 cms, multi-purpose tents, etc.**
- **Training on border management,**

¹⁹ IOM's Immigration and Border Management Division about HBM



However, the low resources of the project did not allow the coverage of the specific needs in the Galafi/Yoboki border. There is still a room to provide further support. Among others, pathways for future projects could be:

- prioritizing patrolling motorbikes given the very difficult relief in the area and the lack of good roads;
- providing one more patrolling car;
- increasing the number of night vision glasses and body bags for adults' plastics provided and finding a way for a regular acquisition of such materials;
- intensifying training on border managing emphasizing HBM.

4.1.2 Effectiveness

Have the project outputs and outcomes been achieved in accordance with the stated plans?

Only one activity from output 1.1. has not been achieved. It is the “*Development of operational manual for the screening of vulnerable migrant passing through Yoboki?*”. The operational manual, per se, was not developed due to the COVID-19 pandemic. However, a screening tool was provided to all border posts. This screening tool is expected to be included in the operational manual, that will be developed in different project, according to the project team.

Have the border officials and vulnerable migrants been reached as expected?

The border officials have been reached through the two trainings and COVID-19 prevention material hygiene and sanitization the Galafi border police received. Some other materials (see below) have still to be provided to the border officials. As for vulnerable migrants, we are not able to confirm whether they have been reached or not due to lack of evidence.

We met very few participants of the trainings held. However, those we met²⁰ had a good opinion of the trainings in terms of content. In addition, we went through the training materials and they seemed were accessible and easily understandable.

Are there any factors, which prevent vulnerable migrants from accessing needed humanitarian support?

The main factor that prevents vulnerable migrants to access needed humanitarian support is the lack of adequate tools and materials such as thermometer, gloves, tents in the border. The project contributed to address that issue by providing the abovementioned materials but, as already stated, in consideration of the overall needs in the area, there is still need for further support.

To what extent has the project aligned its activities to external g challenging? conditions (for instance to COVID-19 pandemic) to ensure project outcomes?

The project started with the onset of COVID-19 and the project team successfully realigned the activities in that context by providing sanitation material to protect against COVID-19 in the border

²⁰ Among the group of borders officials, we met at the Galafi border, two confirmed they participated to at least one of the trainings.



post of Galafi/Yoboki. In addition, the content of the trainings was adapted to include COVID-19 protection measures to HBM.

4.1.3 Efficiency

How well have the resources and inputs (funds, expertise, time, etc.) been converted into results and to what extent has the project efficiently and effectively allocated the financial resources?

From the findings above, it appears that the resources were optimized thanks to IOM procurement procedures. The main expense line which was the acquisition of a patrolling vehicle cost less than the amount planned, according to the project team and the procurement documents accessed. This allowed some savings that were used to reinforce the quantity and quality of the other materials (listed below in the next question) that were bought.

Have the results been achieved in a timely manner? If not, what were the factors that have hindered timely achievement of outputs? Have corrective measures been put in place?

Some results were achieved within the scheduled time:

- The trainings on HBM and on COVID-19.
- The provision of hygiene and protection materials (composed of the handwashing station, masks, soap, gloves, and bleach for disinfection) to Yoboki/Galafi patrolling unit and other patrolling units along the corridor.

Unfortunately, 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. Since the aim of the project was to strengthen the Yoboki/Galafi unit, it is not efficient to keep these materials in Djibouti. According to the project team, this situation was beyond the control of IOM. All these materials needed to be moved to the border to be in line with the project objective.

Was the project implemented in the most efficient way compared to alternatives?

Since we have not been able to identify other alternatives, we were not able to respond to this question.

Are the costs proportionate to the results achieved?

With limited funding, this project provides some relevant solutions as we have seen so far. At project level, the costs incurred were proportionate to the **expected** results.

4.1.4 Coherence

Were project activities and objective in line with main humanitarian aims in the country and in the intervention area particularly?



In terms of coherence, the objective, the outcome, the outputs and activities of the project are in line with the IOM Djibouti national strategy, mainly with the *Axes* 2 and 3 in the country as well as the Intergovernmental Authority on Development (IGAD) and country's development framework. As a continuation of previous or ongoing initiatives developed by IOM which follow below, this project is internally coherent:

- ✓ Protecting Djiboutian borders in the context of growing threat of terrorism, smuggling, irregular migration and other forms of transnational organized crime. The overall objective of the project was to contribute to increased protection and security in Djibouti by strengthening the operational capacities of the border police and the National Coast Guard in key migration points.
- ✓ Regional migrant response plan- horn of Africa and Yemen: This project aimed to address drivers of migration, building local institution capacity for better migration management and providing sustainable reintegration.

The current project is also in line with IOM Migration Governance Framework (MiGOF) principle 1 and its objectives 2 and 3²¹.

Were project activities coordinated with other actors?

As mentioned, no specific coordination with other actors were found. This could be explained by the limited financial resources and the simplicity of the results chain. Involving multiple actors in such a small project could turn to be inefficient.

4.1.5 Sustainability

To what extent this project contributes to a sustainable and progressive results in the area of border and migration management?

The project is a continuation of other actions already implemented by IOM and its objectives will contribute to a sustainable border management, by mainstreaming the humanitarian aspects in this sector. With limited available resources many needs will not be achieved in the short term. However, some progress will be made toward sustainable and progressive HBM thanks to this project.

It is true that IOM Djibouti will keep developing projects on the border management topic in Djibouti. It can be argued that by principle the conditions are in place for the results to continue after the intervention. However, looking closely the above findings we can envision the fact that the outcome will not be achieved because of mis-dedication of the provided materials. The absence of mechanism to ensure its right usage can be considered a weakness.

To what extent has the project strengthened the capacities of the government structures?

²¹ MIGOF Principle 1 is about "Adherence to international standards and fulfillment of migrants' rights". The objective 2 is "Effectively address the mobility dimensions of crises" and the objective 3 is "Ensure that migration takes place in a safe, orderly and dignified manner".



By providing all these needed materials, the project contributed to facilitate border management by the Djiboutian Authorities even if it was at low scale given the modesty of the resources compared to the needs.

4.2 Conclusion

As an overall conclusion, this project was found to be a response to real needs on 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.

4.3 Recommendations

Based on the findings and conclusion, the evaluator suggests the following recommendations addressed to IOM, Djiboutian Authorities and the Donor.

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

As shown in the findings, most of the materials purchased in the framework of this project are still in Djibouti city. There is a urgent necessity to ensure that they will be delivered to the intended destination and to ensure that the material purchased is well maintained by the beneficiaries.

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.

As shown above, simple actions such as suggesting gender balance among participants to the trainings would have improved gender mainstream. It is good to think of these kinds of actions when developing a project. Otherwise the claim of gender mainstream will remain purely formal.

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

Recommendation 3: Continuing HBM trainings, emphasizing the humanitarian component

HBM seems to be understood by border officials and their superiors as mainly ‘respect of national sovereignty and to ensure border security’. However, as encouraged by IOM border management division, ‘the protection of migrants and guarantee of their human rights and interests in accordance with international law’ should be fully part of border management. As such, it should be better known



by border officials. Thus, raising awareness and conducting more trainings on that aspect of HBM could contribute to strengthening border management in Djibouti.

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.

Limited funds received decreased the ambition of this project. As shown above, the level of needs is too significant to be covered by the available resources in this Projects as well as in the two abovementioned IOM Djibouti Projects. . Developing new projects based on the lessons learned from this project can better contribute to achieving the objective of this project which is: “Strengthening the rapid capacity of the Immigration Police in the Western Migration routes of Djibouti”.

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



Annexes

4.4 Annex 1: Evaluation Terms of Reference

Terms of Reference (ToRs) to determine relevance and appropriateness, coverage, effectiveness, efficiency, cost-effectiveness, and connectedness for the Project “Improving border capacity management in emergency response to irregular migration flows in Djibouti” (Draft)

FINAL EVALUATION EXERCISE

FEBRUARY 2021

DJIBOUTI

The International Organization for Migration (IOM) Djibouti mission is seeking qualified internal evaluator to conduct a final evaluation of the above-stated project.

Background

Evaluation context

The Republic of Djibouti lies at a strategic crossroads between the Horn of Africa and the Arabian Peninsula. Historically, Djibouti has been part of the migratory route linking Africa to Eurasia; however, the scale of such migration has increased markedly since 2009. Djibouti is now a major transit country for thousands of irregular migrants, asylum-seekers, and trafficked and smuggled migrants attempting to make their way to the Arabian Peninsula. More than 10,000 migrants mostly coming from Ethiopia and Somalia transit through Djibouti monthly to seek better socio-economic opportunities in the Gulf Cooperation Council (GCC) countries.

In a context of growing instability in the Horn of Africa linked with terrorism, irregular migration, other forms of cross border criminal activity, enhancing the capacities of Djiboutian borders and throughout key migratory hotspots close to the borders significantly contributes to an increase in security and the safeguard of thousands of lives.

IOM Djibouti has been implementing a one-year project with the aim to strengthen the capacity of the Immigration Police in the Western Migration routes of Djibouti.

This project is a continuation of previous initiatives on border management and migrant’s assistance. It is aimed at pursuing the work with the patrolling units and the national police to better protect borders and provide assistance to vulnerable migrants along the migration corridor, especially in Dikhil region, by strengthening the patrolling capacity of Yobocki unit.

To achieve the desired overall objective, the project was articulated around the following outcome:

- **Outcome 1:** *The national Police have improved its ability to effectively protect and manage the national borders in line with migrants' human rights.*
 - *Output 1.1: The Border officials are well trained on humanitarian Border Management and migrants vulnerability*



screening.

- *Output 1.2: The Yoboki Patrolling Brigade is set up and operationalized.*

Given the COVID-19 context, some of the project activities were oriented to contribute to the national COVID response.

Purpose of the evaluation

The purpose of this final evaluation is to assess the extent to which the above-described project has contributed to its overall goal in strengthening the rapid capacity of the Immigration Police in the Western Migration routes of Djibouti. The evaluation findings and recommendations are envisaged to be used by a variety of audiences. Firstly, it will be used for informing IOM's future programming related to border management, and the project team, so that they can document lessons learned and best practices from the completed set of activities. Secondly, the evaluation results will be used by the Government of Japan as the Donor, to assess value for money for the project that they have funded. To a lesser extent this assessment will be used by the Government of Djibouti as the main beneficiary of this action.

Objective and Scope:

The evaluation will cover the activities conducted and results achieved by IOM between the 30th March 2020 to March 2021 under the project "Improving border Capacity Management in Emergency Response to Irregular Migration Flows in Djibouti". The area covered by the evaluation will be Djibouti City and the Dikhil region where the project activities were implemented.

Evaluation criteria

The evaluation will employ the OECD-DAC revised criteria of relevance, coherence, effectiveness, efficiency and sustainability. As this evaluation will take place immediately on the conclusion of project activities, it will not be possible to adequately measure the full impact of the project".

The Objectives of the evaluation are to:

1. Assess the relevance of the project.
2. Assess the efficiency, - including cost-effectiveness, of the project.
3. Assess the effectiveness of the project in reaching its intended results.
4. Assess the coherence with other actors.
5. Assess the sustainability of the project.

Evaluation questions

The following questions are indicative of the types of questions to be addressed in the evaluation. The evaluator is expected to develop additional questions as needed to adequately respond to evaluation purpose:

Relevance

1. To what extent are the objectives of the project responding to the target beneficiaries' needs?
2. How appropriate were the project's intended results for the context?

Effectiveness

3. Have the project outputs and outcomes been achieved in accordance with the stated plans?
4. Have the border officials and vulnerable migrants been reached as expected?
5. What is the quality of the training and materials provided to the border officials?
6. Are there any factors, which prevent vulnerable migrants from accessing needed humanitarian support?



7. To what extent has the project adapted to changing external conditions (for instance to COVID-19 pandemic) in order to ensure project outcomes?

Efficiency

8. How well have the resources and inputs (funds, expertise, time, etc.) been converted into results and to what extent has the project delivered value for money?
9. Have the results been delivered in a timely manner? If not, what were the factors that have hindered timely delivery of outputs? Any measures that have been put in place?
10. Was the project implemented in the most efficient way compared to alternatives?
11. Are the costs proportionate to the results achieved?

Sustainability

12. To what extent this project contributes to a sustainable and progressive results in the area of border and migration management?
13. Are the conditions in place for the results to continue after the intervention has finished (financial, institutional, legal, technical, and political)
14. To what extent has the project strengthened the capacities of the government structures?

Coherence

15. Were project activities and aims in line with main humanitarian aims in the country in general and the intervention area particularly?
16. Were project activities coordinated with other actors?

Evaluation methodology

The consultant shall employ mixed methods of desk review and primary research through key informant interviews in Djibouti city and the regions. Key informant interviews shall cover all relevant IOM staff who have been involved in managing and implementing the project, focal point officials in Government Institutions as well as the Donor.

Field visits in Djibouti city and Dikhil will be organized in order to collect primary data. The data collection methods may involve semi-structured and structured interviews of project direct beneficiaries as well as direct observation of project achievements.

IOM will provide at the beginning of the evaluation, all documents related to the project, including Project document and Results Matrix, Project budget, Project financial and narrative reports, Project files (correspondences with partners, donor, visibility material etc.).

The evaluation must follow the IOM Data Protection Principles, United Nations Evaluation Group norms and standards for evaluations, and relevant ethical guidelines.

The applicants are welcome to propose different methodologies.

Deliverables

Five main deliverables will be produced during this evaluation:

1. An **inception report** with an **evaluation matrix** and a draft interview guide, along with any other needed data collection tools, to describe the evaluator's understanding of the TOR and how he/she will conduct the evaluation used including any revisions to the methodology. This should be submitted to the evaluation manager, for comments and discussion, to finalize plans prior to the field visit.



2. **Presentation** for IOM Djibouti outlining the initial findings This presentation will also incorporate time for initial feedback from IOM Djibouti and should be incorporated into the final evaluation report.
3. **Final evaluation report** of a maximum of 15 pages in French, including executive summary, list of acronyms, introduction, evaluation context and purpose, evaluation framework and methodology, findings, conclusions and recommendations, best practices, and lessons learnt.
4. Together with the final evaluation report a **two-page Evaluation Brief** with key findings, conclusions and recommendations should be provided. Page one should include: Identification of audience at start of the brief; Project information (project title, countries covered, project type and code, project duration, project period, donor(s), and budget); Evaluation background (purpose, team, timeframe, type of evaluation, and methodology); Brief description of the project. Page two should summarize the evaluation results: Key findings and/or conclusions, best practices and lessons learned (optional), and key recommendations.
5. Finally, the Evaluator should prepare a **draft management response matrix** by inserting the recommendations as well as an indicative timeframe or deadline for implementation, using the IOM template for management response. The Evaluation Manager will then be responsible for finalizing the matrix after the conclusion of the evaluation.

The report should highlight and clearly identify findings around the key evaluation criteria (1) relevance, (2) efficiency and cost effectiveness, (3) effectiveness, (4), coherence and (5) sustainability of the project among other key evaluation areas outlined above.

Activities and Timeframe:

The engagement period is for 25 days, including a 3-5 day visit to Djibouti.

Activity	Days proposed	Responsible	Location	Timeline
<i>Initial briefings with the Project team</i>	1	<i>Project Management Unit</i>	<i>Online</i>	15 th March
<i>Desk/Documents review</i>	7	<i>Evaluator with the support of the Project Management Unit</i>	Home based	15 - 22 March
<i>Inception report</i>	2	<i>Evaluator</i>	<i>Home based</i>	24-25 March
<i>Feedback on the inception report</i>	2	<i>Project Management Unit</i>	<i>Djibouti</i>	29-30 March
<i>Preparation of field visit</i>	10	<i>Project Management Unit</i>	<i>Djibouti</i>	15-25 March
<i>Field visit</i>	5	<i>Evaluator</i>	<i>Djibouti city - Dikhil</i>	29 March – 2 April
Presentation outlining the initial	1	Evaluator	Home based	9 April



findings from field visit				
Draft report	14	Evaluator	Home based	12-29 April
Feedback on the draft report	5	<i>Project Management Unit</i>	<i>Djibouti</i>	3 – 7 May
Review and Finalization of report	5	Evaluator	Home based	10 – 14 May
two-page Evaluation Brief and draft management response matrix	5	Evaluator	Home based	24 – 28 May

Quality assurance:

- A management meeting will be held at the beginning of the evaluation process to ensure that the management/ project team and the evaluator share a common understanding of the evaluation process and various roles and responsibilities. Then, both sides, will agree on the final Terms of Reference;
- IOM Djibouti will revise and accept the inception report;
- The Evaluator will make a de-brief and presentation of initial findings following conclusion of the data collection and preliminary analysis. This will allow for any obvious oversights, misinterpretations, or information gaps to be identified and addressed before the evaluator begins drafting the final report;
- IOM Djibouti and the Regional Office (RO) will review, revise and accept the final report.

Budget

- The ticket, DSA and any other related cost to this evaluation will be covered by IOM Djibouti. Final budget to be agreed upon during management meeting.



4.5 Annex 2: Evaluation Matrix

Questions clés de l'évaluation	Sous-questions	Indicateurs	Sources de données	Outil de collecte de données
<i>PERTINENCE</i>				
17. Dans quelle mesure les objectifs du projet correspondent – ils aux besoins des bénéficiaires cibles ?	a. Quels sont les besoins passés et actuels en matière de gestion et de contrôle/surveillance des frontières pour Djibouti particulièrement dans la zone d'intervention du projet ? b. Quelle est la situation migratoire à Djibouti en général et à Yobouki en particulier ? c. Comment les besoins et la situation migratoire ont évolué avec la COVID – 19 ? d. Quelle est la situation humanitaire passée et présente des migrants et comment est – elle prise en compte par les divers acteurs impliqués ?	1. L'existence de brigade de patrouille 2. Le nombre de patrouille effectué par mois 3. Le flow migratoire (nombre de migrants passant par les frontières de la zone par mois) 4. Nombre d'actes d'assistances posés par mois (intégrant la prise en compte du genre) 5. Nombre de migrants vulnérables assistés	<ul style="list-style-type: none"> - Document de projet - Stratégie pays de l'OIM ; - Données de l'OIM et d'autres partenaires (DTM, etc.) - Parties prenantes du projet ²² 	<ul style="list-style-type: none"> - Guide de revue documentaire ; - Guide d'interview de personnes clés. - Questionnaire de Focus groupe avec des bénéficiaires

²² Autorités des frontières, migrants bénéficiaires, responsables de l'OIM et d'autres partenaires intervenant dans le domaine, bailleurs de fonds.



	e. Comment le genre est pris en compte dans la gestion des frontières dans la zone du projet ?	par mois (désagrégé par sexe)		
18. Dans quelle mesure les résultats escomptés du projet sont-ils adaptés au contexte ?	<p>En cas de succès, ce projet</p> <p>a. Peut – il (a – t – il) contribuer en cas de succès à atténuer ou mettre fin à la situation d’urgence lié au flow migratoire ?</p> <p>b. Peut – il (a – t – il) contribuer à intégrer la gestion humanitaire des frontières dans les pratiques quotidiennes des officiers des frontières ?</p> <p>c. Peut – il (a – t – il) améliorer la situation des migrants dans les zones d’intervention ?</p>	<ul style="list-style-type: none"> - L’évolution de la situation d’urgence du flow migratoire depuis 2020 - L’évolution de la prise en compte de la dimension humanitaire dans la gestion des frontières - L’évolution de la situation humanitaire des migrants 	<ul style="list-style-type: none"> - Document de projet - Stratégie pays de l’OIM ; - Données de l’OIM et d’autres partenaires (DTM, etc.) - Parties prenantes du projet ²³ 	<ul style="list-style-type: none"> - Guide de revue documentaire ; - Guide d’interview de personnes clés. - Questionnaire de Focus groupe avec des bénéficiaires
<i>COHERENCE</i>				
19. Les activités et les objectifs du projet étaient-ils conformes aux principaux objectifs humanitaires dans le pays en général et dans la zone d’intervention en particulier ?		<ul style="list-style-type: none"> - L’appréciation générale de la gestion des frontières dans le pays - La situation humanitaire des migrants (homme, 	<ul style="list-style-type: none"> - Document de projet - Stratégie pays de l’OIM ; - La stratégie de développement du pays 	<ul style="list-style-type: none"> - Guide de revue documentaire ; - Guide d’interview de personnes clés.

²³ Autorités des frontières, migrants bénéficiaires, responsables de l’OIM et d’autres partenaires intervenant dans le domaine, bailleurs de fonds.



		comme femmes) dans le pays et la région.	- Parties prenantes du projet ²⁴	- Questionnaire de Focus groupe avec des bénéficiaires
20. Les activités du projet ont-elles été coordonnées avec d'autres acteurs ?		- Le nombre d'actes de coordination	- Document du projet ; - Parties prenantes du projet	- Guide de revue documentaire ; - Guide d'interview de personnes clés.
<i>EFFICACITE</i>				
21. Les résultats immédiats et intermédiaires du projet ont-ils été atteints conformément aux plans établis ?	a. Les officiers des postes frontaliers ont-ils bénéficié d'une formation en gestion humanitaire des frontières ? b. Les patrouilles ont – elles été mises en place et sont – elles fonctionnelles à Yobouki ? c. Les patrouilles ont – elles été dotées en matériel adéquat ?	- Nombre d'officiers des frontières formés ; - Nombre de patrouille mise en place et fonctionnel ; - Nombre et type de matériel fournies aux patrouilles	- Rapport de mi-parcours ; - Parties prenantes ; - Constat de terrain	- Guide de revue documentaire ; - Guide d'interview de personnes clés.

²⁴ Autorités des frontières, migrants bénéficiaires, responsables de l'OIM et d'autres partenaires intervenant dans le domaine, bailleurs de fonds.



<p>22. Les agents frontaliers et les migrants vulnérables sont-ils satisfaits des services fournis ?</p>		<ul style="list-style-type: none"> - Le niveau de satisfaction des bénéficiaires 	<ul style="list-style-type: none"> - Migrants vulnérables - Constat de terrain 	<ul style="list-style-type: none"> - Guide d'interview de personnes clés. - Guide Focus groupe
<p>23. Quelle est la qualité de la formation et du matériel fournis aux agents frontaliers ?</p>		<ul style="list-style-type: none"> - La qualité de la formation reçue 	<ul style="list-style-type: none"> - Documents de formations (y compris les évaluations pré et post formation) ; - Rapport de formation - Partie prenante de la formation - Constat de terrain 	<ul style="list-style-type: none"> - Interview de personnes clés - Observation
<p>24. Existe-t-il des facteurs qui empêchent les migrants vulnérables d'accéder à l'aide humanitaire dont ils ont besoin ?</p>		<p>Le niveau d'accès des migrants à l'aide humanitaire</p>	<ul style="list-style-type: none"> - Interview de personnes clés ; - Constat de terrain 	<ul style="list-style-type: none"> - Guide Interview de personnes clés - Guide Focus group - Observation
<p>25. Dans quelle mesure le projet s'est-il adapté à l'évolution des conditions extérieures (par exemple à la pandémie de COVID-19) afin de</p>		<p>Les éléments caractéristiques de l'adaptation au contexte de pandémie</p>	<ul style="list-style-type: none"> - Interview de personnes clés ; 	<ul style="list-style-type: none"> - Guide Interview de personnes clés



garantir les résultats du projet ?				
<i>EFFICIENCE</i>				
26. Dans quelle mesure les ressources et les apports (fonds, expertise, temps, etc.) ont-ils été convertis en résultats et dans quelle mesure le projet a-t-il optimisé les ressources ?	<ul style="list-style-type: none">a. Les engagements financiers dans le cadre du projet étaient – elles cohérents et raisonnables ?b. Le dispositif en personnel du projet était – il en cohérence avec les besoins du projet ?c. Par quels mécanismes la gestion du projet a impliqué l'optimisation des ressources ?	<ul style="list-style-type: none">- Le nombre de personnes engagées dans les activités du projet ;- Les activités menées dans le cadre du projet ;- L'approche utilisée pour les dépenses engagées dans le cadre du projet	<ul style="list-style-type: none">- Document de projet ;- Manuel de procédures appliquées aux engagements financiers du projet ;- Les offres de services sélectionnés dans le cadre du projet.	<ul style="list-style-type: none">- Guide de revue documentaire ;- Guide d'entretiens personnes clés



<p>27. Les résultats ont-ils été atteints en temps voulu ? Si ce n'est pas le cas, quels ont été les facteurs qui ont empêché la livraison des résultats en temps voulu ? Des mesures ont-elles été mises en place ?</p>		<ul style="list-style-type: none">- Date d'atteinte des résultats immédiats (formation, matériel) ;- Les mesures mises en place	<ul style="list-style-type: none">- Rapport à mi-parcours ;- Partie prenante	<ul style="list-style-type: none">- Guide de revue documentaire ;- Guide interview personnes clés
<p>28. Le projet a-t-il été mis en œuvre de la manière la plus efficace par rapport aux alternatives ?</p>	<ul style="list-style-type: none">a. Existait – il des alternatives de mises en œuvre du projet ?b. Ont – elles été explorées ?c. Quelles raisons ont conduit à ne pas adopter ces options ?	<ul style="list-style-type: none">- Les alternatives identifiées- Matrice d'analyse des différentes alternatives	<ul style="list-style-type: none">- Document de projet- Tout autre document permettant de répondre à ces questions ;- Responsables du projets	<ul style="list-style-type: none">- Guide de revue documentaire ;- Guide entretien personnes clés.
<p>29. Les coûts sont-ils proportionnels aux résultats obtenus ?</p>		<ul style="list-style-type: none">- Qualité de l'analyse des offres de services- Qualité des résultats obtenus	<ul style="list-style-type: none">- Tout document permettant de répondre à cette question	<ul style="list-style-type: none">- Guide de revue documentaire

DURABILITÉ



<p>30. Dans quelle mesure ce projet contribue-t-il à l'obtention de résultats durables et progressifs dans le domaine de la gestion des frontières et des migrations ?</p>		<ul style="list-style-type: none"> - Le caractère pérenne ou non des résultats du projet 	<ul style="list-style-type: none"> - Document de stratégie de l'OIIM et du pays ; - Document relatif aux attributions des autorités des frontières ; - Parties prenantes 	<ul style="list-style-type: none"> - Guide de revue documentaire - Guide interview personnes clés
<p>31. Les conditions sont-elles réunies pour que les résultats se poursuivent après la fin de l'intervention (financières, institutionnelles, juridiques, techniques et politiques) ?</p>	<ul style="list-style-type: none"> a. Existe-t-il des mécanismes mises en place pour s'assurer que la gestion humanitaire des frontières se poursuivra après le projet ? b. Existe – t – il des dispositions qui sont prises pour s'assurer de la maintenance et du renouvellement du matériel acquis dans le cadre de ce projet ? c. Existe des mécanismes d'améliorations 	<ul style="list-style-type: none"> - Existence de dispositions formelles de pérennisation ; - Qualité des dispositions existantes 	<ul style="list-style-type: none"> - Observation ; - Tout document permettant d'apprécier ; - Parties prenantes 	<ul style="list-style-type: none"> - Observation directe ; - Guide de revue documentaire ; - Guide interview personnes clés
<p>32. Dans quelle mesure le projet a-t-il renforcé les capacités des structures gouvernementales ?</p>	<ul style="list-style-type: none"> a. Combien de patrouilles ont été mises en place dans le cadre du projet ? b. Ces patrouilles fonctionnent – elles ? 	<ul style="list-style-type: none"> - Existence et fonctionnement des patrouilles 	<ul style="list-style-type: none"> - Observation directe ; - Parties prenantes ; - Tout document permettant d'apprécier 	<ul style="list-style-type: none"> - Observation directe ; - Guide de revue documentaire ; - Guide interview personnes clés



International Organization for Migration (IOM)
The UN Migration Agency



4.6 Annex 3: List of Documents Reviewed

1. Project proposal: improving border capacity management in emergency response to irregular migration flows in Djibouti
IOM Djibouti, Internal document, non-dated
2. Concept note: Improving Operational Capacity of the Coast Guard and Immigration Police in Emergency Response to Irregular Migration flows in Djibouti,
IOM Djibouti, Internal document, non-dated
3. Évaluation rapide des Points de Passage de Frontières à Djibouti, menée par l'OIM Djibouti et le Ministère de l'Intérieur (Police Nationale) 15-24 Avril 2020
4. Interim Report to Japan MFA (Supplementary Budget Grant): Improving Border Capacity Management in Emergency Response to Irregular Migration Flows in Djibouti
IOM Djibouti, Internal document, non-dated but covered the period from 31 March 2020 to 31 August 2020
5. Stratégie pays OIM Djibouti 2017-2020
6. Stratégie de Croissance Accélérée et de Promotion de l'Emploi 2015 – 2019, République de Djibouti non-dated
7. Volume 2 Implementation Plan 2016 – 2020, IGAD 2016
8. Various project documentation

4.7 Annex 4: List of Persons Interviewed or Consulted

1. Colonel Abdillahi Abdi: Director of the National Police
2. Directeur des migrations to the National Police – Djibouti ;
3. Some agents (around 6) of the border post of Galafi
4. Ifrah ABAS : Project Manager, IOM Djibouti
5. Stéphanie DAVIOT: Chief of Mission, IOM Djibouti



4.8 Annex 5: Data Collection Instruments

Guide d'entretiens semi – structurée

Q1. Présentez – vous et dites-nous, en quoi a consisté votre implication dans ce projet votre implication dans ce projet.

Q2 : Quels sont les besoins prioritaires actuels en matière de gestion des frontières à Djibouti en général et dans la région de Dikhil en particulier ?

Q3 : Quels sont les principales orientations de la politique migratoire à Djibouti en général et

Q4. Pouvez-vous me donner les raisons pour lesquelles le projet a été si peu ambitieux ?

Q5. Comment le projet s'est adapté au contexte de COVID-19 ?

Q6. Beaucoup d'activité de remise de matériel ont pris du retard. Comment cela s'explique t – il ?

Q7. Existe – t – il un mécanisme de suivi post – activité du projet ?

Q8. Le projet a – t – il changé quelque chose dans la région d'intervention selon vous ?

Q9. Que voyez – vous comme suite possible à ce projet ?