IOM Development Fund
DEVELOPING CAPACITIES IN MIGRATION MANAGEMENT

2014 Reviews

September 2014

Table of Contents

Foreword

In April 2014, the IOM Development Fund launched three reviews to assess the performance and sustainability of some of the most commonly funded projects and capacity-building activities in migration management: diaspora-related projects, development of migration profiles and projects that support physical and structural outputs. A total of 115 projects were examined and, in addition to an extensive desk review, a series of questions related to the outputs of each project selected were sent to the relevant IOM offices. The three separate reviews are included in this document.

Review of Diaspora related Projects: 2001–2014

Executive Summary

The IOM Development Fund launched a review of all diaspora-related projects it has funded since 2001 in order to gage the level of sustainability of one of its most commonly funded project types. This report includes the findings made possible by a desk review of a total of 28 projects, excluding those that are currently active and those for which information on their current status was unavailable.

The review was carried out as a 'rapid assessment,' insofar as it was a desk review completed within a two month time frame. In order to gather data for this report, a series of questions related to the outputs of each project was sent to the relevant missions. The outputs-specific responses gathered from the missions were then coded into quantitative indicators that convey whether the outputs were sustained or not.

The following is a list of key findings from this data:

- The majority of the outputs (72%) were sustained and the main reasons why outputs weren't sustained were due to lack of financial resources or an unstable political climate

- 57% of sustained outputs led to follow up initiatives, led either by relevant government agencies or the respective IOM missions

- **Trainings / Workshops** (90%) and **Study tours** (89%) were found to provide for the highest level of sustainability

- [Apart from Temporary Return Assignments (**TRAs)** (100%)], **Databases** (33%) and **Websites** (40%) were found to provide for the lowest level of sustainability

- **Communication Mechanisms** (86%) and **Reports/Recommendations** (86%) were found to have the highest level of follow up activities

- **Databases** (22%) and **Websites** (30%) were found to provide for the lowest level of follow up activities

From these findings, the following key recommendations were made:

- In order to maintain the high sustainability of **study tours**, the IDF should continue to focus on justifications for the countries/regions chosen to carry out these visits when reviewing project proposals.

- In order to continue the high sustainability rate (90%) of **trainings/workshops** implemented by these projects, it is advisable to continue utilizing surveys, as a measure of increased knowledge and/or skills after the trainings and implementing "training of trainers" workshops which are reflected in the findings to enhance the output's further sustainability.

- In order to improve the current sustainability rate (40%) of **websites**, it is advisable that the IDF require a long-term financial plan for the continued maintenance of these websites and more closely consider the overall availability of resources, including technical assistance and infrastructure.

- As **assessments** of the diaspora population are often the first step in diaspora-engagement, putting an emphasis on follow-up planning and partnerships during the project development

phase could help ensure that relevant government actors are invested in utilizing the assessment's findings for future policy.

- Because **communication mechanisms** are essential to the success of most–if not all–of the other outputs types (please refer to methodology section for details on the outputs), it would be beneficial to encourage Project Developers to include plans for the creation of communication mechanisms in conjunction with their other intended outputs especially since past outputs have had a high sustainability level (86%).

Objective, Method and Limitations

Objective

To gather updates on all diaspora-related projects—funded by the IDF since 2001—and their respective outputs in order to gage the level of sustainability of these projects and assess whether they stimulated follow-up initiatives in the given country and/or region.

Method

For the purpose of this review, the phrase 'diaspora-related projects' refers to all IDF projects that were either primarily aimed at engaging and creating links with a country's diaspora population in order to stimulate that country's development, or had one or more components that sought to do so.

This review was made possible by the creation of a qualitative database consisting of all IDF (previously known as the 1035 Facility) diaspora-related projects since 2001. Within this database, the outputs of each project were listed in order to generate output-specific follow-up questions, which were then sent to the respective missions for data collection. The responses were then populated into a quantitative database from which relevant statistics were generated.

The qualitative database was centered on delineating output-specific information. The breadth of outputs as referred to in the database is as follows:

- TRA: Temporary Return Assignments of qualified diaspora members to their country of origin for the transfer of skills and knowledge to the country
- Equipment: the procurement of technical equipment or other physical capital linked to diaspora projects
- Study Tour: visits by relevant stakeholders (e.g. government officials) to strategically selected countries or regions for the purpose of learning best practices and/or lessons learned
- Birth Right: programme intended to recruit members of the diaspora for cultural and educational visits to their country of origin in hope of producing greater interest in the welfare and development of the country
- Trainings/Workshops: trainings or workshops held for relevant stakeholders (e.g. government officials) in order to build their capacities in specific migration-related areas
- Website: the establishment of a diaspora-related website for greater communication between the country of origin and its diaspora members, for the recruitment of skilled diaspora members, to spread awareness of investment opportunities within the country, and/or to host a database of diaspora information for relevant stakeholders
- Unit/Department: the creation of a permanent, dedicated unit or department for diaspora-related affairs within the existing governmental structure
- Assessment: the assessment or analysis of country needs, skills gaps, diaspora skills, diaspora interest in their country of origin, investment opportunities, etc.
- Report/Recommendations: reports and/or recommendations produced based on an assessment of diaspora-related issues, intended to be used for follow up initiatives or the creation of diaspora-related policies
- Communication Mechanism: a formal or informal mechanism created among relevant stakeholders both in the countries of origin and of residence of the diaspora to stimulate awareness, partnerships, and multi-lateral action related to the diaspora; including outreach campaigns, workshops/meetings, migration fairs and steering/inter-ministerial committees

- <u>Database</u>: the creation of a database of diaspora or country information for the purpose of developing initiatives for diaspora and development-related policies
- <u>Policy</u>: the production of a formal set of guidelines in the form of a handbook, a policy draft, an institutional framework, a training curriculum, or the adoption of a national policy encouraging development by and through diaspora

The outputs-specific responses gathered from the missions were then coded by the following quantitative indicators as referred to in the database:

1) **Sustained**: indicates that an output continues to be utilized, is continuously maintained, or was updated after the completion of the project
2) **Not sustained**: indicates that an output is no longer utilized, is no longer maintained, or has not been updated after the completion of the project
   a) **Not sustained + continued interest**: indicates that even when an output was not maintained, relevant stakeholders have demonstrated continued interest that might lead to follow up initiatives
   b) **Not sustained due to politics**: indicates that the outputs were not sustained due to structural changes within the country, socio-political unrest in the country, institutional 'bottlenecks' or political tensions with other stakeholders
   c) **Not sustained due to lack of money**: indicates that the outputs were not sustained due to a lack of new or continued financial resources
3) **Follow up initiatives/projects**: indicates that the outputs led to new and or related initiatives, the intended outcome of 'seed funding'
4) **Updates not available**: indicates that the missions were unresponsive to the request for updates or existing staff did not have access to updated information about the projects and outputs

Limitations

It is important to note that this report constitutes a 'rapid assessment' carried out over a two-month period. The core activity involved sending out questionnaires to field missions and analysing the information provided.

A total of 28 diaspora-related projects were reviewed, omitting only those that are currently still active and those for which no feedback was received from the missions. Although this is an informal assessment, the outcomes identified in this report are statistically sound and can be considered to provide an accurate overview of the sustainability factors relating to the assessed projects.

Key Findings

Below are the key findings from the review of **28** diaspora-related projects.

Statistical Overview

From the 28 projects there were a total of 113 outputs produced, **88 of which received updates from the missions regarding their current status**. The following chart illustrates that, of those 88 outputs, a clear majority (72%) were sustained and the main reasons hindering the missions and/or government agencies from sustaining an output were due to lack of financial resources or an unstable political climate.

Not Sustained Due to Lack of Financial Resources 11%

Not Sustained - Unknown Reason 3%

Not Sustained Due to Political Climate in Country of Origin 9%

Sustained 72%

Not Sustained But Show Continued Interest 5%
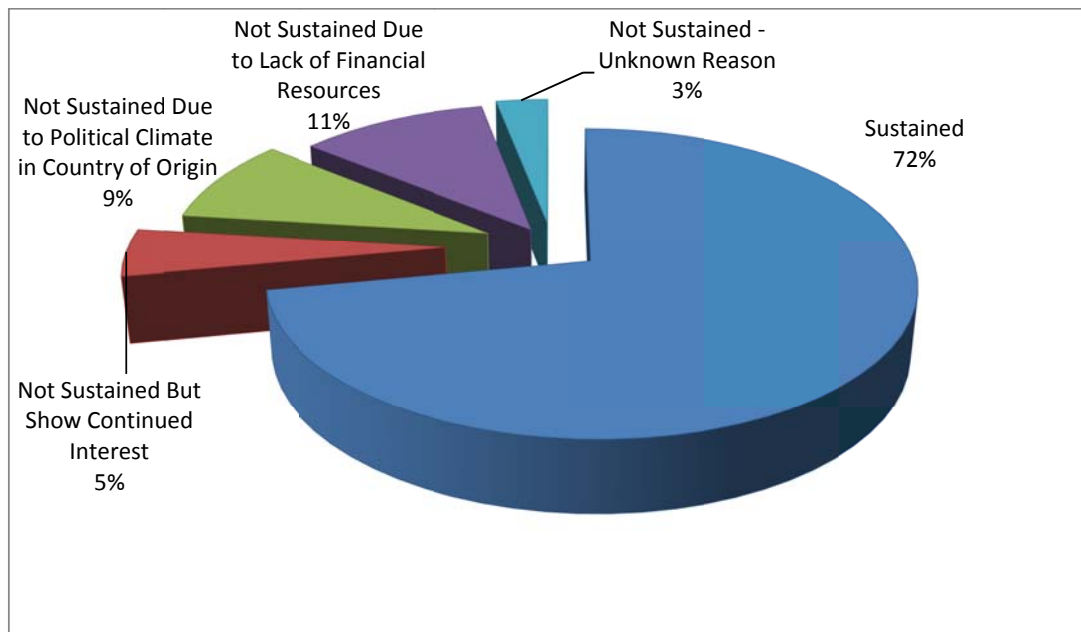
Additionally, it was found that **57% of sustained outputs led to follow up initiatives**, led either by relevant government agencies or the respective IOM missions.

Specific Project Outcomes

Outputs were grouped by type in order to generate output-specific information. The graph below portrays the updates received for each group of outputs.
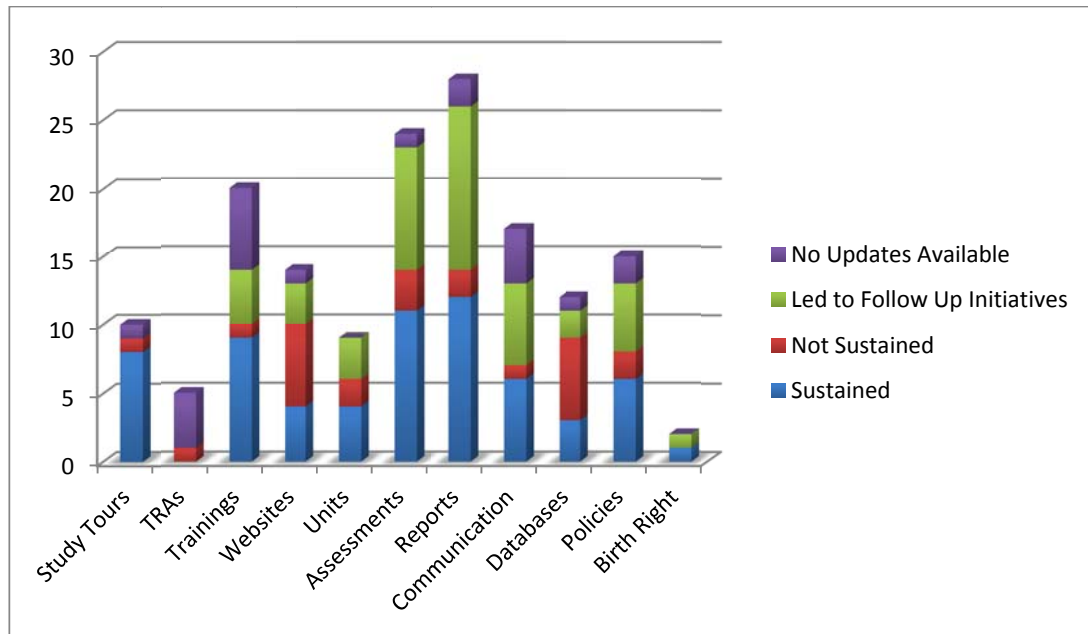
As is shown above, the two most common outputs produced were *assessments* and *reports*, both of which show the highest amount of follow up initiatives. However, in order to calculate the success rate of each output type, it is necessary to look at both the amount of outputs sustained and those leading to follow up initiatives as a per cent of a type of output.

To express this information in more precise quantitative measures, the table below conveys the calculated levels of sustainability for each type of output.

Project and Quantity	# Total reported	# Sustained	# Not sustained	# Led to follow up activities	% Sustained	% Not sustained	% Led to follow up activities
Study Tours	9	8	1	NA	**89**	11	NA
Temporary Return Assignments	1	0	1	NA	0	100	NA
Trainings/Workshops	10	9	1	4	**90**	10	40
Websites	10	4	6	3	40	**60**	30
Units/Departments	6	4	2	3	67	33	50
Assessments	14	11	3	9	79	21	64
Reports/Recommendations	14	12	2	12	86	14	86
Communication Mechanisms	7	6	1	6	86	14	86
Databases	9	3	6	2	33	**67**	22
Policies	8	6	2	5	75	25	63

From the table, it has been found that:

- **Trainings / Workshops** (90%) and **Study tours** (89%) were found to provide for the highest level of sustainability considering that they lead to follow up training and activities.

- [Apart from **TRAs** (100%)], **Databases** (33%) and **Websites** (40%) were found to provide for the lowest level of sustainability, that the maintenance was problematic and required further funding.

- **Communication Mechanisms** (86%) and **Reports/Recommendations** (86%) were found to have the highest level of follow up activities including pilot projects, follow up projects to support the involvement of the diaspora in development.

- Databases (22%) and Websites (30%) were found to provide for the <u>lowest level of follow up activities</u> again due to lack of funding mainly from the relevant government. Recommendations for Future Diaspora-Engagement Projects

Recommendations

Output-specific Recommendations

- The **Trainings/Workshops** implemented by these projects have a 90% level of sustainability, the highest of any output. *In order to continue this high success rate, it is advisable to continue utilizing surveys, as a measure of increased knowledge and/or skills after the trainings. Additionally, the continued implementation of "training of trainers" workshops can enhance the output's further sustainability.*

- The 89% level of sustainability of **Study Tours** indicates that relevant actors, seeking to develop diaspora-engagement strategies, have highly benefited from visits to strategic countries. The high success rate of these study tours indicates that Project Developers–and participating government actors–have done a good job of identifying countries from which they can learn how to better engage their diaspora population*. In order to maintain the success of this type of output, the IDF should continue to focus on justifications for the countries/regions chosen to carry out these study tours when reviewing project proposals with this intended output.*

- Although **Websites** were the third most-funded output, they had the lowest level of sustainability and the lowest level of follow-up initiatives. As the data shows, 5 out of the 6 that were not sustained were due to lack of access to financial resources to keep the websites operational. *In order to improve the success rate of this output, it is advisable that the IDF require a long-term financial plan for the continued maintenance of these websites.*

- The creation of **Units/Departments** dedicated to diaspora-related affairs have, for the most part, been successful. It is encouraging to see that 50% of the outputs led to follow-up initiatives. Although not enough responses were received to understand why the other 50% did not lead to further action, it can be speculated that the *IDF must continue to encourage long-term planning for these units/departments and thoroughly planned out strategies for their establishment.*

- Since **Assessments** is one of the two most-funded output types, it is encouraging to see that it has a 79% level of sustainability and 64% of the assessments carried out produced follow-up initiatives. Seeing as how an assessment of the diaspora population for any given country is often times the first step in diaspora-engagement, this output is particularly critical. *Emphasising follow-up planning during the project development phase could help ensure that relevant government actors are invested in utilizing the assessment's findings for future policy.*

- **Reports/Recommendations** is the second-most funded output and is shown to have one of the highest sustainability rates (86%) of all outputs. Additionally, an equal percentage (86%) of these outputs led to follow up initiatives. Although promising, these particularly high figures can be attributed to the fact that reports/recommendations are, intrinsically, designed to lead to specific follow up and sustainable initiatives.

- **Communication Mechanisms** are also demonstrated in the findings to have been successfully sustained, with an 86% sustainability rate. It is worth noting that 86% of these outputs produced follow up initiatives. Because communication mechanisms are essential to the success of most–if not all–of the other outputs types, *it would be beneficial to encourage Project Developers to include plans for the creation of such mechanisms in conjunction with their other intended outputs.*

- As critical as **Databases** can be for the creation of diaspora-engagement policies, it is unfortunate that this output type has the second lowest level of sustainability (33%) and the lowest level of follow up initiatives produced (22%). The basic form of sustaining a database is to continue updating it, which is generally not as expensive and as the initial development of the database. However, the main reason this type of output is not maintained is because of the lack of access to financial resources. *It would be worthwhile to suggest that Project Development incorporates plans to continue updating the databases when drafting their project proposals or to position them in government departments that are working on statistics and other databases and which have funding dedicated to such activities.*

- **Policies** are designed to be sustained by relevant host government actors and this expectation is reflected in the 75% sustainability rate for the policies output. Also, given a majority (63%) of these outputs produced follow-up initiatives it is reasonable to conclude that *policies directly contribute to further actions and that 'policy-output' projects should therefore continue to receive funding.*

General Recommendations

- IDF/DMM: Although a majority (79%) of the outputs received feedback from the missions, there is a need for an improved system to allow a more efficient review process, in particular a system that will help ensure the highest possible rate of response from missions. The increased level of feedback will directly support improved knowledge, understanding and accuracy of recommendations that could keep both the IDF and the field missions abreast of the success rate of IDF funding strategies.

- Project Developers: Consideration should be given to include a sustainability indicator in each project proposal for individual outputs. This would effectively systemise the process for measuring the levels of sustainability.

- Project Developers/Project endorsement: Project proposals could better serve the future of their intended outputs if there was an added focus on the financial resources available to sustain and/or maintain the outputs after the project cycle is complete. Although a sustainability section is included in the proposals, there should be a more thorough review of the post-project planning with specific focus placed on identifying practical actions for ensuring sustainability.

- Project developers /Project endorsement: Although it may be difficult to predict the political climate of a country before project commencement, it would be beneficial for the IDF to consider country conditions (e.g. upcoming contentious elections, expected changes in government, etc.) at the time the project proposal is submitted in order to avoid political roadblocks during project implementation.

- IDF/DMM: It would also be advisable to refer Project Developers and Project Managers to the findings of this report to ensure a consistent understanding of the important sustainability issues herein identified.

Review of Migration Profile Projects: 2001 – 2014

List of acronyms

FSM: Federated States of Micronesia

IDF: IOM Development Fund

IOM: International Organization for Migration

MP(s): Migration Profile(s)

MRF: Mission with Regional Functions

NTFM: National Task Force for Migration

RO: Regional Office

TWG: Technical Working Group

Executive Summary

In July 2014, the IOM Development Fund (IDF) launched a review of migration profile (MP)-related projects it has funded since 2001 in order to gage the level of sustainability of one of its most commonly funded project types.

The review was carried out as a 'rapid assessment,' insofar as it was a desk review completed within a two month time frame and the report includes the findings made possible by a desk review of a total of 29 projects. In order to gather data for this report, a questionnaire was sent to the relevant missions. The outputs-specific responses gathered from the missions were then coded and analysed.

It is important to note that of the 63 IOM MPs commissioned through different donors, the IDF has funded 34. This outcome is a strong indicator of the lead role the IDF has played in supporting the development of MPs for Member States and the confidence IOM Member States place in the use of IDF for capacity building project in migration management.

Key finding as determined by the review include:
- 68% of IDF-funded MPs have been published
- 79% of MPs were the first MPs ever published in the country
- Europe and Africa accounted for the highest number of MPs, whilst Asia had the lowest number
- Governments were found to be involved in the majority of the MP processes.
- Most missions indicated that the MP exercise was a tool for capacity building
- Emigration was found to be the Migration policy topic that was addressed most often in MPs

Introduction

Purpose of the review

The purpose of this review is to evaluate how effective IDF funding has been in supporting MPs through the analysis of the impact to date of the projects. This review is part of an ongoing effort to increase the flow of information on the IDF to the Member States in order to inform future funding initiatives.

For the 34 MP projects funded by the IOM Development Fund, the total budget was USD 2,740,863. Within the 34 MPs there were three regional projects implemented by IOM Budapest (previously known as the Mission with Regional Functions –MRF), the Regional Office (RO) Buenos Aires and IOM Mauritius. Each regional project included twelve, eight and three published MPs by country respectively. In addition to the MPs funded through regional projects, there were 11 national projects funded.

A list of the IDF funded MP projects (presented in Annex A) includes the title, geographic coverage, timeframe and current status for each project.

Background

"A Migration Profile is a country-owned tool, prepared in consultation with a broad range of stakeholders, which can be used to enhance policy coherence, evidence-based policymaking and the mainstreaming of migration into development plans." (IOM, 2011)

MPs were initially proposed by the European Commission in the Communication on *Migration and Development* (2005) and were conceived as a concise statistical report prepared according to a common framework which could make it easier to understand "at a glance" the migration situation in a particular country. Over time, MPs have undergone considerable transformation in format, content and objectives: from being a means to bring together data from a wide range of sources, to a more elaborate process involving consultation with many different actors in an effort to help identify and develop strategies to address data gaps and produce the evidence required to inform policy.

MPs go beyond simply compiling a statistical report on migration. They also provide a framework for bringing existing information from different sources together in a structured manner at both national and regional levels and a means to identify and develop strategies to address data and policy development needs. MPs intend to strengthen the evidence base and to encourage evidence-based migration policy making.

Rather than a conclusive document , a MP represents the beginning of a process. In order to become a policy making tool, the MP needs to be government-owned and updated regularly.

This report includes the findings made possible by a desk review of a total of 29 projects. There are three MPs unpublished: Chile, Venezuela and Tajikistan; and two MPs, which although published, didn't reply to the questionnaire, making the information unavailable: Russia and Ukraine.

Methodology

Review objectives

The specific objectives of the review are to assess how effective IDF funding has been in supporting MPs, the relevance of the projects, the challenges and the prospects for sustainability.

Data sources, collection, analysis

Each mission received a questionnaire template (presented in Annex B) that included specific review questions related to the IDF funded MPs.

These questionnaires accounted for the main source of data for the review, in addition to project documents, communication exchanges with designated focal points in the IOM Offices, and MP documents (when available). The responses from each IOM Office were then populated into a quantitative database from which relevant statistics were generated.

Challenges and Limitations

It is important to note that this report constitutes a 'rapid assessment' carried out over a two-month period. The core activity involved sending out questionnaires to field missions and analyzing the information provided.

A total of 29 projects were reviewed, omitting only those that were unpublished (three MPs and those for which information was unavailable (two MPs). Although this is an informal assessment, the outcomes identified in this report are statistically sound and can be considered to provide an accurate overview of the sustainability factors relating to the assessed projects.

There were two key limitations for the review:

i)   lack of access to information relevant to the MPs because some former staff who were previously responsible of the development of the MPs were unavailable; and

ii)   difficulty to transpose IOM Offices' responses, which were at times very detailed, into statistical data.

Findings

Noting the full number of MPs assessed is 29, the following section provides details for the key findings from the review:

IDF Migration Profiles in numbers

Number of MPs funded (published/to be published and unpublished)

Published MPs	
Number of MPs	23
MPs to be published[1] (expected by end 2014 - beginning of 2015)	
Number of MPs	8
MPs unpublished	
Number of MPs	3
Total MPs (Published + to be published) *(expected by 2014-2015)*	
Total number of MPs	31

Funding Year

	2007	2008	2009	2010	2011	2012	2013	2014	2015
Published and to be published MPs	1	9	0	0	5	2	1	8	3

Allocation of the funds across regions

- Europe (39%), Africa (29%) and the Americas (19%) are the regions that were found to provide for the highest number of MPs
- Asia (13%) was found to provide for the lowest number of MPs

	Published MPs	MPs to be published
Africa	4	5
Americas	6	0
Asia	1	3
Europe	12	0

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[1] MPs "to be published" are work-in-progress and need additional time before being finalized and/or published.

Consultation and Ownership

Requested by the Government	Yes	No[2]	N/A
	16	11	2

Government Officials Co-drafted the Report?	Total
No[3]	23
Yes	4
N/A	1
Too early	1
Total	**29**

National Government Focal Point to Work with IOM Staff?	Total
yes	16
no	13
Total	**29**

Among the IOM Offices that were consulted, the majority indicated that the MP exercise was requested by the respective Government and that a Government Focal Point was appointed to work with IOM Staff in the production of the MP.

Migration Policy Topics

The following graph illustrates the topics that have been addressed in the MPs. As is shown below, the two most common topics were emigration and immigration.

Migration Policy Topics

Emigration 26, Inmigration 25, Remittances 23, Policy framework 22, Irregular migration 20, Labour migration 18, Assessment and analysis of... 17, Laws/Regulations 17, Diaspora 16, Migration and development 16, Overview of national data... 15, Refugees 14, Institutions 14, Return 14, International cooperation 12

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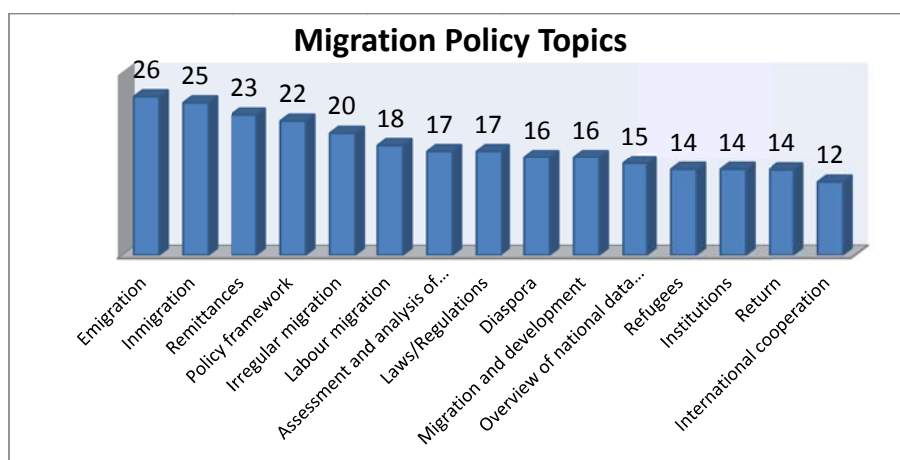
[2] All submitted IDF proposals, must be supported by a written endorsement and request for IOM Development Fund funding by the respective mission. This endorsement should take the form of a letter to IDF from the cooperating arm of the government, citing the specific project and making specific reference to the Fund support.

[3] The fact of not co-drafting the MP does not necessarily mean that the government did not show (co-) ownership of the process.

Challenges

The following section provides the key challenges that the IOM Offices identified. These would need to be considered for any future preparation of MPs.

Challenges

Challenge	Value
Difficulty identifying a qualified…	~6
Lack of research capacity	~10
Migration perceived as a sensitive issue	~13
Lack of coordination amongst agencies	~19
Lack of funding	~20
Difficult accessing existing data	~20
Lack of reliable information	~20
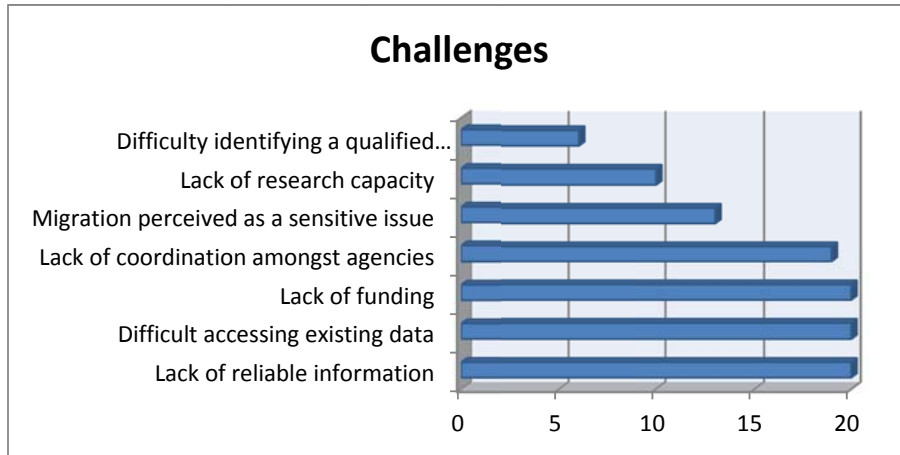
Measurements of MP Effectiveness

MPs as a Capacity Building Tool

Out of 29 MPs projects, there were 23 IOM Offices that considered their MPs as a tool for capacity building; five IOM Offices indicated that their MP exercise was not a tool for capacity building activities.

Finding 1: *Considering the above outcomes, the Migration Profiles are highly relevant and aligned with IDF's objectives as far as providing support to IOM developing Member States for the development and implementation of joint government-IOM projects to address areas of migration management, particularly as capacity building instruments.*

Migration Profile a tool for capacity building?

79%		
	17%	
		3%
yes	no	Non available
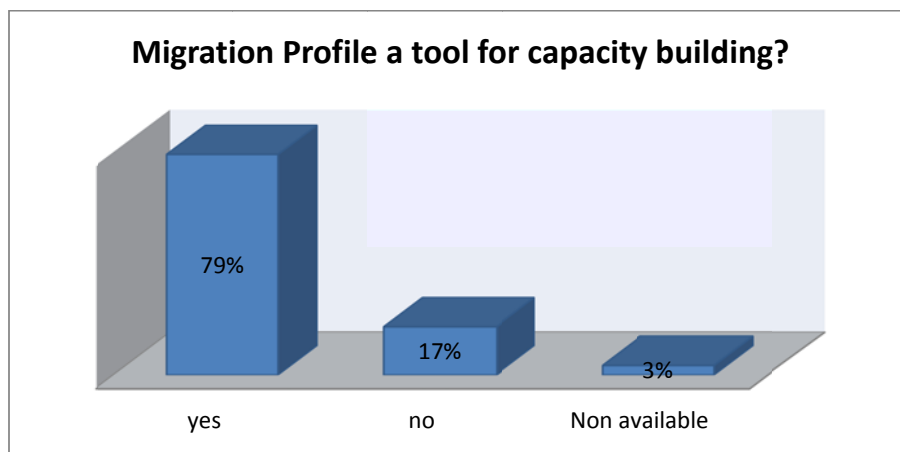
The data further shows that the main capacity building activities included the organization of trainings related to the publication of the MPs, needs assessments and gap analysis in the area of migration data and statistics, and the piloting of thematic studies.

There also appears to be a link between MPs requested by the government and the capacity building component of the MPs. In fact, out of 23 missions that considered their MPs as a tool for capacity building, 15 were requested by the government. This link suggests that governments take an active interest in capacity building focused MPs.

Capacity Building Activities

- Organization of trainings — 39%
- Needs assessment and gap analysis — 37%
- Piloting of thematic studies — 24%
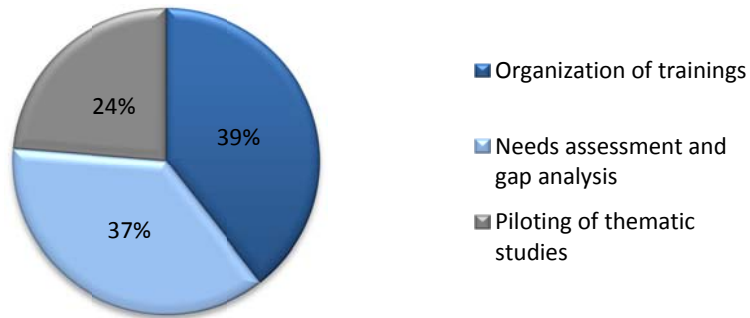
The following table presents the main capacity-building activities per country MP:

Countries	Organization of Trainings/Bilateral Meetings	Needs Assessment and Gap Analysis	Conducting Thematic Studies
Afghanistan		●	
Albania	○	●	
Argentina	○	●	□
Armenia	○		□
Bolivia		●	
Colombia		●	
Comoros	○		
Ecuador	○		
Georgia	○		
Kenya	○	●	
Malawi			
Madagascar	○		
Malawi	○	●	□
Mauritius	○		
Micronesia		●	
Paraguay		●	□
Philippines	○	●	□
Romania		●	
Seychelles	○		
Sudan	○	●	□
Turkey	○	●	□
Uruguay		●	□
Vietnam	○		□

A list of examples of capacity building activities for the missions that have considered their MPs as a tool for capacity building is presented in Annex C.

Finding 2: The Migration Profile projects are relevant to the main raison d'être of the IDF as capacity building activities have always been favoured by Member States when discussing funding criteria of the IDF.

The MPs are also aligned to IOM's global strategy, particularly commitments five and six:

- To support States, migrants and communities in addressing the challenges of irregular migration, including through research and analysis into root causes, sharing information and spreading best practices, as well as facilitating development-focused solutions.
- To be a primary reference point for migration information, research, best practices, data collection, compatibility and sharing.

Sustainability

Strong national ownership is crucial to promote the sustainability of a MP process. According to the questionnaire results, the MP report was being used in the majority of countries, mainly by the government, followed by NGOs, media and academic students.

Feedback

Feedback	Total
The MPs constitute a useful tool to link national policies and migration issues	12
Outdated-limited national ownership[4]	10
Good cooperation with national counterparts	4
Too early to provide feedback	3
Total	**29**

While 16 offices provided a positive feedback, 10 stated that the MP is outdated. The stated reasons were that the MP report contained information that is no longer relevant, and that the MP report has a limited national ownership.

 All submitted IDF proposals must be supported by a written endorsement and request for IDF funding by the respective governments. This endorsement should take the form of a letter to IDF from the cooperating arm of the government, citing the specific project and making reference to the Fund support.

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[4] An example of limited national ownership is the Migration Profile in Armenia. The Armenian MoFA did not agree with how Nagorno Karabakh (region of the Azerbaijani Republic) was referred in the Migration Profile, this affected its distribution, feedback and utilization in Armenia.

There are however, some MPs that have not been requested directly by the governments, but were rather an initiative from the respective missions and were subsequently approved and endorsed by their Governments.

Follow-up activities

Concrete follow up activities identified in the response to the questionnaire include migration data management (new or enhanced data collection procedures), and the need to update the MPs.

Follow up activities-migration data management	Total
Yes	17
N/A	5
No	4
Too early	3
Total	**29**

Follow up activity-update MP	Total
yes	15
no	7
N/A	4
too early	3
Total	**29**

Out of 29 MPs, there are 10 missions that have both identified the need to enhance migration data management and to update their MPs. These activities have been identified as important follow-up actions to include in future MPs.

Recommendations

1. A regular update of the MP is important for policy makers:
   - The development of national guidelines to assess the needs and gaps on migration could facilitate the update of the MPs.
   - The revision and update of MPs should be conducted on the basis of the revision and update of national census and other statistical data. In fact, the publication of MPs should be built upon the update of this data to reflect on the progress that has been made in the national analysis and use of this information to adapt the information on migration.

2. The MP exercise should include a situation analysis of the policy and institutional framework in order to generate information that later feeds into policy development.

3. Data generated through the MP exercise should be comparable and complementary across institutions:

   - The establishment of an interministerial committee on migration statistics would be useful in some countries.
   - A good practice is to establish a National Task Force for Migration (NTFM) that continues to function after the MP exercise is completed.

4. Effective coordination and information sharing between relevant National Agencies and international bodies is crucial:
   - The MP results should be shared within the respective country, the region and abroad.
   - All of the MPs that were requested by the government were found to also have used consultation with government departments as the most common methodology in MP development. This is a clear example of the effective coordination and information sharing between relevant National Agencies' and missions.

General Recommendations

1. IDF/DMM: Although 55% of the MPs projects received positive feedback from the offices, and 59% of the respondents implemented migration data management as a concrete follow-up activity related to the MP process, there is a need for an improved system to allow a more efficient review process, in particular a system that will help ensure the highest possible rate of response from missions. The increased level of feedback will directly support improved knowledge, understanding and accuracy of recommendations that could keep both the IDF and the field missions abreast of the success rate of IDF funding strategies.

2. IDF/Project Developers: Consideration should be given to include a sustainability indicator in each project proposal for individual outputs. This would effectively systemise the process for measuring the levels of sustainability of aspects relating to migration profile outputs.

3. Project Developers/Project endorsement: MP Project proposals could better serve the future of their intended outputs if there was an added focus on the financial resources available to sustain and/or maintain the outputs after the project cycle is complete. Although a sustainability section is included in the proposals, there should be a more thorough review of the post-project planning with specific focus placed on identifying practical actions for ensuring sustainability.

4. IDF funding approval guidance: Although it may be difficult to predict the political climate of a country before project commencement, it would be beneficial for the IDF to consider country conditions (e.g. upcoming contentious elections, expected changes in government, etc.) at the time the project proposal is submitted in order to avoid having political roadblocks during project implementation, and therefore non-cost extensions requests.

5. IDF/DMM: It would also be advisable to refer Project Developers and Project Managers to the findings of this report to ensure a consistent understanding of the important sustainability issues herein identified

Conclusions

MPs provide a means to identify information gaps and to develop strategies to enhance data collection and data-sharing through the analysis of information and data available on a wide range of migration policy topics such as emigration, immigration, remittances, policy framework, irregular and labour migration, assessment and analysis of migration, laws and regulations, diaspora, migration and development, overview of national sources, refugees, institutions, return and international cooperation.

The results show that MP exercises have been widely appreciated because they often represent the first attempt to gather and improve existing migration data, and to initiate and promote a national dialogue and cooperation on migration. Also, the significant number of respondents that confirmed a need for updating their MPs indicates broad recognition of MPs' purpose and applicability.

MPs have the potential to become a very useful policy tool if sufficient time and resources are allocated. MPs aim at serving governments in applying a more evidence-based approach to migration policy making. Furthermore, MPs can target one or more migration challenges depending on specific country priorities and needs. For example, MPs can serve governments and other stakeholders for a variety of purposes including identification of data gaps, promoting policy coherence, better understanding an emerging migration policy issue, analyzing the impact of migration on development, or facilitating the mainstreaming of migration into national development planning.

Annexes

Annex A: IDF funded Migration Profiles projects (2001-2014)

Regional projects:

- MRF Budapest - *Black Sea Consultative Process on Migration Management*
  The geographical coverage of the project covered <u>twelve countries</u>: **Albania, Armenia, Azerbaijan, Bulgaria, Georgia, Greece, Moldova, Romania, Russian Federation, Serbia, Turkey and Ukraine.**
  The project had an original timeframe of 14 months, a budget of USD 158,348 and was approved in October 2007.
  The project was extended for nine months until June 2009.
  <u>Status of MPs:</u> published

- RO Buenos Aires - *Migration Profiles in South America – a Tool to Develop Migration Strategies*
  Included <u>eight countries</u>: **Argentina, Bolivia, Colombia, Ecuador, Paraguay, Uruguay, Chile and Venezuela.**
  The project started in 2010 and had a budget of USD 282,515 with an initial timeframe of 18 months.
  The project was extended for 11 months with final end date: February 2013
  <u>Status of MPs:</u> published, excluding the MPs of Chile and Venezuela that were unpublished.

- IOM Mauritius - *Mainstreaming Migration into Development Planning Through Migration Profiles in the South East India Ocean Region*
  This 12 –months (original timeframe) covered <u>three missions</u>: **Comoros, Mauritius and Seychelles**. Started in 2012 and had a budget of USD 300,000.
  The project has been extended for 13 months with final end date at the end of September 2014.
  <u>Status of MPs:</u> Mauritius and Seychelles were published in July 2014. The Comoros MP still needs to be validated by the Government, and therefore the date of publication has not been yet decided.

National projects:

- IOM **Sudan** -*Technical Support to Improve Migration Information Management through the Establishment of a 'Sudan Migration Research and Information Centre'*
  The project was approved in 2009 and had an initial timeframe of twelve months and funding to the amount of USD 200,000. The project is still active.
  The project has been extended for four years and three months until the end of December 2014.
  <u>Status of MPs:</u> published

- IOM **Tajikistan** - *Building Coordination, Training and Research Capacities of the Government of Tajikistan to Manage Migration*
  The project started in 2010, had a budget of USD 200,000 with an original timeframe of 18.
  The project was extended for six months with a final end date at the end of January 2012. <u>Status of MPs:</u> unpublished

- IOM **Afghanistan** - *Migration Profile for Afghanistan with a Focus on Circular Migration and Remittances*
  The project started in 2011, had a budget of USD 200,000 with an initial timeframe of eleven months. The project is still active.
  The project has been extended for 11 months until April 2013; however the final reports are still pending.
  <u>Status of MPs:</u> to be published

- IOM **Philippines** - *Migration Profile Development Programme for the Philippines*
  The project was implemented in 2011 and had an original time frame of 12 months and funding to the amount of USD 100,000.
  The project was extended for seven months until the end of January 2013.
  <u>Status of MPs:</u> published

- IOM **Burkina Faso** - *Research and Capacity Building for the Strategic Management of Migration in Burkina Faso and of the Burkinabe Diaspora*
  It had an initial timeframe of 12 months and a budget of USD 200,000 and started in 2012. The project is still active.
  The project has been extended for seven months until November 2014.
  <u>Status of MPs:</u> to be published

- IOM **Madagascar** - *Migration Profile for Madagascar: A Tool Towards the Development of Strategic Policies*
  The project started in 2012, had a budget of USD 200,000 with an initial timeframe of 11 months. The project is still active and managed by IOM Mauritius.
  The project was extended for 13 months until the end of June 2014.
  <u>Status of MPs:</u> published

- IOM **Kenya** - *Migration Profile in Kenya – Building Capacities to promote Evidence-based Policy Making*
  The project started in 2013, has a timeframe of 15 months and a budget of USD 200,000. The project is active.
  <u>Status of MPs:</u> to be published

- IOM **Malawi** - *Migration Profile in Malawi: Building Capacities to Promote Evidence-Based Policy Making*
  It has a timeframe of 15 months and a budget of USD 200,000 and started in December 2013.

Status of MPs: to be published

- IOM **Micronesia** - *A Migration Profile of the Federated States of Micronesia (FSM): A Tool for strategic policy development*
  It was approved in December 2013 with a timeframe of 12 months and a total budget of USD 100,000
  Status of MPs: to be published

- IOM **Tanzania** - *Enhancing the Migration Evidence Base for the Development of Tanzania*
  It has a timeframe of 18 months and a budget of USD 200,000 and was approved in July 2013.
  Status of MPs: to be published

Migration Profiles Review. IDF 2014:

1. **Year of publication** of the Migration Profile

2. **Partners**: Please identify the main partner(s) during the elaboration and publication of the Migration Profile?

3. **Consultation / Ownership**: In cases where the host government has been consulted during the Migration Profile exercise, please identify in what context the government has been consulted (multiple answers can be chosen).

Migration Profile exercise was requested by the government (please briefly detail here the specifics of the government request):	Yes / No
Government officials co-drafted the report	Yes / No
The government appointed a national focal point to work with IOM Staff	Yes / No
Other (please specify):	

4. **Capacity Building**: In your view, was the MIGRATION PROFILE exercise a tool for capacity building? Yes / No

If yes,

> **4.1** Which capacity-building activities accompanied the preparation of the Migration Profile report? *Eg. needs assessment and gap analysis in the area of migration data and statistics, organization of trainings; Conducting thematic studies; other*

| |
| |
| |

5. **Migration Policy Topics**: Please identify which topics are addressed in your Migration Profile? *Topic examples include, but not limited to: Immigration; Emigration; Irregular migration; Internal migration; return migration; Labour migration; Migrant health; Environmental migration; Policy framework; Laws/Regulations; Institutions; International cooperation; Overview of national data sources; other*

i.	
ii.	
iii.	
iv.	
v.	
vi.	
vii.	
viii.	
ix.	

6. **Author**: Who was the author of the Migration Profile?

IOM Mission	Yes / No
Local researcher / academic	Yes / No
Government official(s)	Yes / No
Consortium of authors (please specify)	Yes / No
Other (please specify)	

7. **Methodology**: What methodology was used for elaborating the Migration Profile?

Surveys	Yes / No
Workshops	Yes / No
Academic exercises	Yes / No
Consultations with Governments	Yes / No
Other (please specify)	

8. **Additional activities**: What activities were planned in addition to the research for the elaboration of the Migration Profile? (e.g. website, workshops - who attended?)

9. **Implementation and follow-up activities:** How satisfied was your government with the outcomes in the following areas:

Quality of the Migration Profile	Very / Quite / Not very / Not satisfied
Capacity building activities	Very / Quite / Not very / Not satisfied
National Agencies' cooperation	Very / Quite / Not very / Not satisfied
Cooperation with international bodies	Very / Quite / Not very / Not satisfied
Other (please specify)	Very / Quite / Not very / Not satisfied

9.1 Please identify any feedback you received from your counterparts regarding the Migration Profile?

10. **Utilization**: Who is using the Migration Profile and for which purposes (multiple answers possible)?

Government	Yes / No
Media	Yes / No
NGOs	Yes / No

Academia / Students	Yes / No
Other (please specify)	Yes / No

11. **Key Benefits**: Please list the key benefits from your Migration Profile exercise

12. **Follow up activities**: Please specify any follow-up activities that have been implemented or planned

13. **Challenges**: What were the most significant challenges while implementing the Migration Profile exercise?

Lack of reliable information	Yes / No
Difficult accessing existing data	Yes / No
Lack of coordination amongst agencies	Yes / No
Migration perceived as a sensitive issue	Yes / No
Lack of research capacity	Yes / No
Lack of funding	Yes / No
Difficulty identifying a qualified consultant(s)	Yes / No
Other (please specify)	

14. **Sustainability**: Please briefly describe any sustainability aspects for your migration profile, including plans for updating the profile.

Annex C: Capacity building activities per country

The following countries have advised that their MP project and the resulting MP have constituted tools for capacity building. The below represents the main capacity-building activities that accompanied the preparation of the MPs:

Afghanistan (to be published): The MP process has enhanced collaboration between different ministries in the area of migration. Furthermore, the development of a MP has helped policy makers to identify gaps and areas of intervention, as well as improving data collection and management. This MP has also helped the Government of Afghanistan to better understand the 'complete' migration context within the country.

The MP is also revealing to be helpful as a basis upon which governments can develop a structured national migration strategy or policy-framework.

Albania (published): after the publication of the MP The Ministry of Interior has engaged in undertaking period review of migration statistics and analysis for the country. It participated also in several trainings aiming to prepare countries to develop extended MPs according to a unified methodology (as determined by the Prague Process).

Argentina (published): Organization of national and regional meetings and establishment of thematic national expert groups.

Armenia (published): Within the main activities relevant to capacity building, the mission has identified the following needs and gaps analysis of migration data management; the organization of extensive training; and the provision of advice on migration data management of Armenia's national migration policy through the development of a nationwide survey.

Bolivia (published):. MP was an excellent initiative to develop capacity building activities such as assessment and gap analysis in the area of migration data and statistics to serve as a tool to centralize data.

Colombia (published): The Colombian MP has allowed the government to identify gaps on information and migration statistics.

Comoros, Mauritius, and Seychelles: A training workshop on data collection and analysis was organized in October 2013 in Comoros and November 2013 in Seychelles. In total 16 persons from main entities were trained. In Mauritius a one to one training was conducted on statistics.

Georgia (published): The Mission used the 2008 MP as part of capacity building activities implemented in 2008-2009, mostly for the organization of trainings and bilateral meetings.

Kenya (to be published): To date, a contract group of government officials has met twice to guide the migration profiling exercise. They have conducted basic assessments of needs and gaps in migration data, and have provided inputs on strengths and weaknesses in the migration management legislative and policy frameworks.

Madagascar (to be published): Two training workshops on data collection and analysis were organized: the first in Madagascar's capital Antananarivo; and the second for key persons identified by technical partners and regional representatives. In total these are the main findings for the trained people:

- 25 persons from main entities were trained for Antananarivo
- 22 persons from the regions were trained
- 19 regions were represented in the training, including 2 regions that had technicians trained

Malawi (to be published): As part of the MP Process, there are two training sessions planned on Migration Data collection and Management, and on Data usage in policy and planning.

Micronesia (to be published): According to Micronesia, the key objective of the development of their MP is to create a document template which can be sustainable and replicable across countries in the North Pacific region, in view of establishing a network system (among countries and at a regional level. (Please note that this project has only recently commenced(.

Paraguay (published): After the analysis of the publication of the MP, progress was made towards the development of the nation's immigration policy and the updating of the migration law. The *Migration Profile of Paraguay, 2011* provided a vital support in the process of collecting information and building knowledge about the migratory phenomenon in the country.

Philippines (published): Key informants interviews, group discussions, Technical Working Group (TWG) sessions, including the thematic cluster sessions, high level policy session and National Conference were sessions for needs assessment, gap analysis, data sharing, network enhancement, expert advisory and introspection.

Romania (published): The discussions towards the development of the MP assist with maintaining migration on the list of government's national discussions as relating to needs analysis and gap assessments.

Sudan (published): A series of workshops were conducted to build the capacity of relevant government institutions on essential topics on migration management. Sessions included presentation on the following themes;

- Terminologies;
- Migration statistics and data sources;
- Remittances and development;
- Diaspora and Development; and
- Measuring the impact of Migration on Development

Turkey (published): During the MP drafting process, IOM conducted several bilateral meetings with the relevant governmental and non-governmental partners so as to conduct a needs analysis prior to drafting. IOM also approached well known academics in the migration field to collect their feedback on the content of the profile which constitutes capacity building type outcomes from the pre-drafting stages.

Vietnam (to be published): As identified in the response to the questionnaire, the MP saw the organization of trainings on relevant national migration issues and the organization of thematic studies to support policy development on emerging migration issues.

Review of Projects with Physical and Structural Outputs: 2008 – 2012

List of Acronyms

AVRR	Assisted Voluntary Return and Reintegration
CPU	Central Processing Unit
CT	Counter-Trafficking
DMM	Department of Migration Management
EU	European Union
IBM	Integrated Border Management
IDF	IOM Development Fund
IOM	International Organization for Migration
IT	Information Technology
LMHD	Labour Migration and Human Development
MRC	Migrant Resource Center
N/A	No Answer
NGO	Non-Governmental Organization
PC	Personal Computer
PRISM	Processes and Resources Integrated Systems Management
TC	Technical Cooperation
UNDP	United Nations Development Programme
USD	United States Dollar

Executive Summary

In 2014 the IOM Development Fund launched a review of all physical and structural outputs for projects it funded between 2008 and 2012 in order to measure how sustainable some of its most commonly funded outputs were. This report includes the main trends identified through a desk review of a total of 58 projects covering different thematic areas, including those which received their respective allocations in 2012 but are still in process of implementation.

The review was carried out as a 'rapid assessment', given that it consisted in a desk review completed within a six-month time frame. In order to gather data for this report, a short questionnaire on the outputs of each project was sent to each one of IOM missions responsible for the implementation of the reviewed projects. The responses were collected and recorded within a previously developed database for their tabulation and data analysis.

The following is a list of main trends deriving from this data:

- Categorizing all projects per type of output funded, it is noted that many involved more than one type of output. The majority (64%) comprised **equipment and furniture**, a quarter (26%) included **migrant resource centers (MRCs), migration units and border posts**, and 10% consisted of **renovations**.

  - As per the responses received, all of the **MRCs**, **migration units and border posts** presently exist and all but one are operational**.**

  - All of the **renovations** have been maintained with nil indication from respective missions for planning any further maintenance.

  - Of the **equipment and furniture** outputs, a high proportion (84%) remains in the same premises.

  - Of these same outputs, a quarter (26%) are **fully sufficient** for the stakeholder to conduct its work, 1 (one) was reported to be partially sufficient, while approximately 19% to be insufficient. [5]

  - In the same category, two thirds (67%) are still **being entirely used**. In 3 cases they are being partially used, in another 3 they are not being used at all.

As a result of these findings, the following key recommendations were made:

- ➢ **Ensure sustainability:** Consideration of output sustainability should be given as early as the project development stage. This involves conducting appropriate consultations with the stakeholders and project beneficiaries so that the participating government can design alternative plans for sustaining the outputs achieved through IDF-seed funding after the finalization of the project.

- ➢ **Assess local capacities:** Not only during the project development phase, but also throughout its implementation, the possibility to give an appropriate use to the physical and structural outputs

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[5] The total of these percentages on sufficiency for equipment and furniture does not add up to 100% as there were no answers on this specific question for half (23) of the reviewed outputs.

should be guaranteed and monitored. The expertise to use technical equipment should be verified during the project development phase. If insufficient, the allocation to this type of output can be reduced and redistributed to others, or tailored capacity-building trainings can be implemented.

➢ **Verify national and regional context:** The national and regional political context and regulations should be duly taken into consideration and analysed in order to avoid –or at least reduce– the impact of any unforeseen changes/obstacles on the implementation of projects.

➢ **Share best practices:** Best practices should be shared throughout IOM Country and Regional Offices so that experiences and good practices from successful projects can be replicated and adapted to different contexts. Possible means of contributing to this would be the IDF News Alert, the IDF Newsletter, as well as regular meetings and conference calls between DMM divisions and Regional Offices.

➢ **Diversify funding:** The allocation of funding to physical and structural outputs should be encouraged in countries where these have not been supported yet and a need is assessed through consultations with local stakeholders. The broader IDF-funding strategy should not only consider and adapt to the diverse contexts, but specially the evolving needs, priorities and interests of Member States.

Introduction

Objective

The objective of this review is to gather and analyse information on physical and structural outputs for projects funded by the IDF between 2008 and 2012. The final aim is to assess how sustainable these projects were in terms of the outputs delivered and to explore if adaptive measures should be applied to the development and implementation of future projects that seek similar outputs. The findings and recommendations from this review also intend to inform the broader IDF strategic perspective.

Methodology

The first phase (April-June 2014) of this review comprised the collection and categorization of data on physical and structural outputs of projects that were funded by the IDF between 2008 and 2012. Specifically, it consisted of developing a qualitative database which drew from an already existing database on outputs from IDF-funded projects (see Annex 1, Table I).

The following physical and structural **Outputs Types** were reviewed and included in the analysis:

- *MRC*: a physical space within a building and/or a stand-alone separate building used for a diverse range of migrant-related purposes, including where specific activities are organized.

- *Migration Unit*: a physical space, smaller than a centre, and which forms a segment of a larger building which is to serve for migration-related activities. Also can be referred to as 'segmentation' or 'division'.

- *Border post*: a secure place characterised by restrictions on access, generally between two countries, where travellers or goods are inspected (border checkpoint, border crossing point).

- *Renovation*: the state of being restored to its former good condition (refurbishment, restoration), including repainting.

- *Equipment*: articles, implements used or needed for a specific purpose or activity; e.g. IT equipment.

- *Furniture*: the movable articles, such as tables, chairs, or cabinets, required for use or ornament.

The above outputs were then grouped into three main categories for which the following specific questions were generated (see also Annex – Table I on tabulated replies):

1. **MRC/migration unit/border post**:
    1.1. Does it still exist?
    1.2. If so, is it still being used and maintained?

2. **Renovation:**
    2.1. Has it been maintained?
    2.2. If not, are there any plans for a new one?

3. **Equipment/furniture:**
    3.1. Is it still in the same premises?
    3.2. If so, is it still being used?
    3.3. And sufficient?

The second phase (July-September 2014) of this review involved sending out questionnaires including the above questions to the field missions that had been responsible for implementing the reviewed projects.

The responses from each mission were collected up to the date of 01 September 2014 and recorded within the above-mentioned database for tabulating the replies and data analysis. Analysis of the tabulated replies resulted in the elaboration of specific tables and graphs according to these non-exhaustive criteria: Thematic area; Type of output; Maintenance; Usage; and Sufficiency.

During the second phase, particular attention was also given to the financial aspects for the outputs, including the proportion of budget that had been allocated to and effectively spent on physical and structural outputs in the evaluated period.

Limitations

The present report is the product of an internal review which was carried out over a six-month period.

Although the report constitutes an informal assessment rather than a formal evaluation, the trends and findings identified through this review can be considered statistically thorough and offer a precise overview on the sustainability of physical and structural outputs for IDF-funded projects.

The report can also be considered a source for practical recommendations not only on potential adaptive measures to be taken for the development and implementation of similar projects, but also to inform organisational approach and priorities as identified in the IDF's funding strategy.

Key Findings

Statistical Overview

A total of **58 IDF-funded projects** with physical and/or structural capacities built between 2008 and 2012 were reviewed. The following information provides key statistical findings as generated from the review:

- **Funding Lines:** If we categorize projects according to funding line: 69% are Line 2[6] and 31% are Line 1.

- **Outputs**: The following table reflects the number of projects according to their specific output[7]:

Output	Number of projects
MRCs, migration units and border posts	21
Renovations	8
Equipment and furniture	52
Total	**81**

- **Thematic Area:** The following table reflects the number of projects according to their Thematic Area:

Thematic Area	Number of projects
Immigration and Border Management	24
Labour Migration and Human Development	20
Counter Trafficking	4
Policy and Legal Frameworks	4
Health	3
Research	2
Assisted Voluntary Return and Reintegration	1
Total	**58**

- **Funding Year:** The following table reflects the number of projects according to their Funding Year:

Funding Year	Number of projects
2008	12
2009	16
2010	10
2011	6
2012	14
Total	**58**

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[6] For Line 1, all eligible Member States may apply for IDF funding and/or benefit from funded projects, whereas for Line 2, all eligible Member States not subject to Article 4 of the IOM Constitution may apply for funding and/or benefit from funded projects.

[7] The total figure in this table is higher than the total amount of projects reviewed as many of these involved more than one type of output.

The Following Charts correspond to the above tables:

Projects per Funding Line

Line 1
31% (18)

Line 2
69% (40)

Type of physical/structural output (all reviewed projects)

26%

64%

10%

■ MRC/migration unit/border post ■ Renovation ■ Equipment/furniture

Projects per Thematic Area

7% 7% 5% 3% 2%

41%

35%

■ IBM ■ LMHD ■ CT ■ Policy and Legal Frameworks ■ Health ■ Research ■ AVRR

Projects per Funding Year

18	
16	
14	
12	
10	
8	
6	
4	
2	
0	

2008   2009   2010   2011   2012
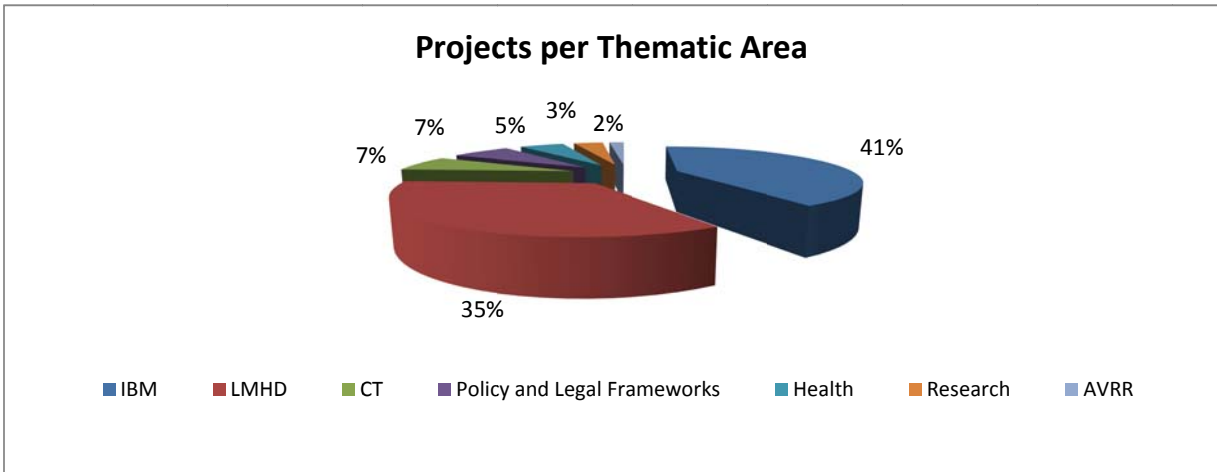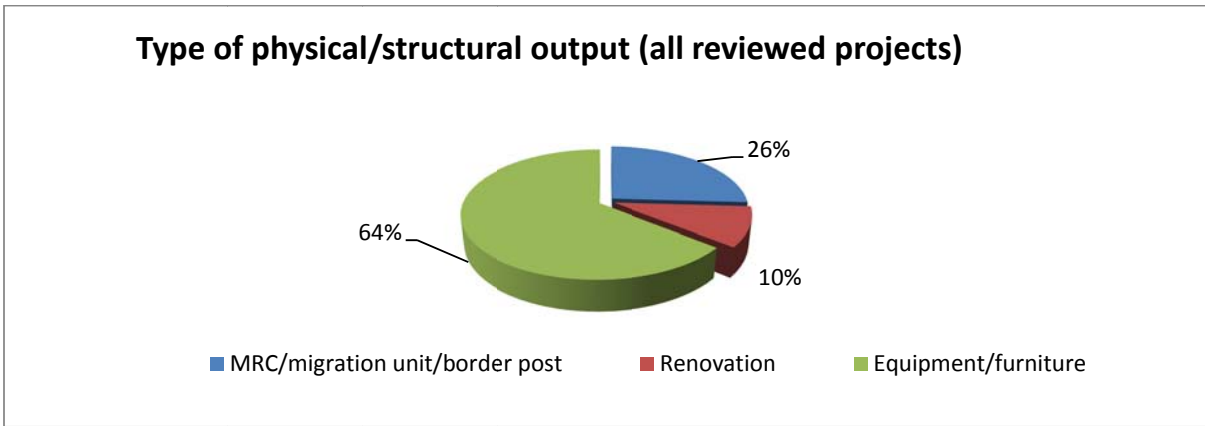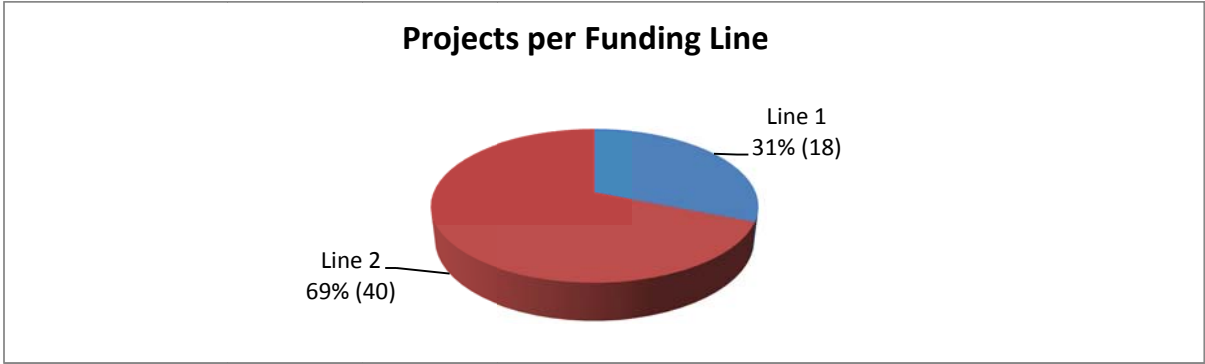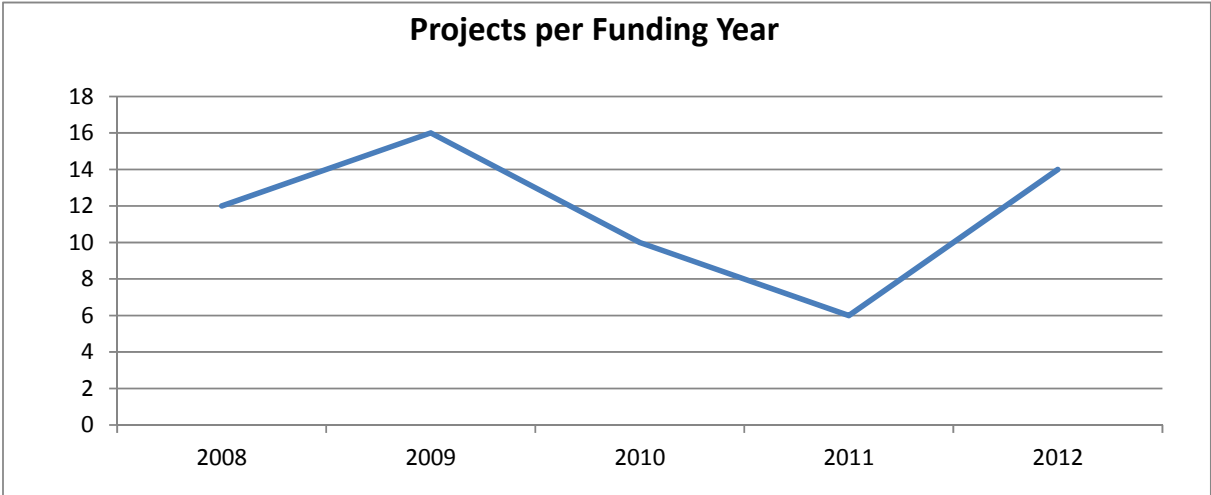
Main Trends

The below trends and findings relate to the project outputs and are based on 49 responses received to the questionnaire:

- **All** of the **MRCs**, **migration units, and border posts** presently exist and all but one **are operational.**

- **All** of the **renovations** have been **maintained** with nil indication from respective missions for planning new renovation work.

- Of the **equipment and furniture** outputs, 84% (36) remain in the same premises. In 2 cases they are partially there, while in another 2 they are not.

- Of this equipment and furniture, **26%** (11) are **fully sufficient** for the stakeholder to conduct its work, while in one case they are partially sufficient. 19% (8) are insufficient.[8]

- In the same category (equipment and furniture), **67%** (29) are still **being entirely used**. In 3 cases they are being partially used, while in another 3 they are not being used at all.
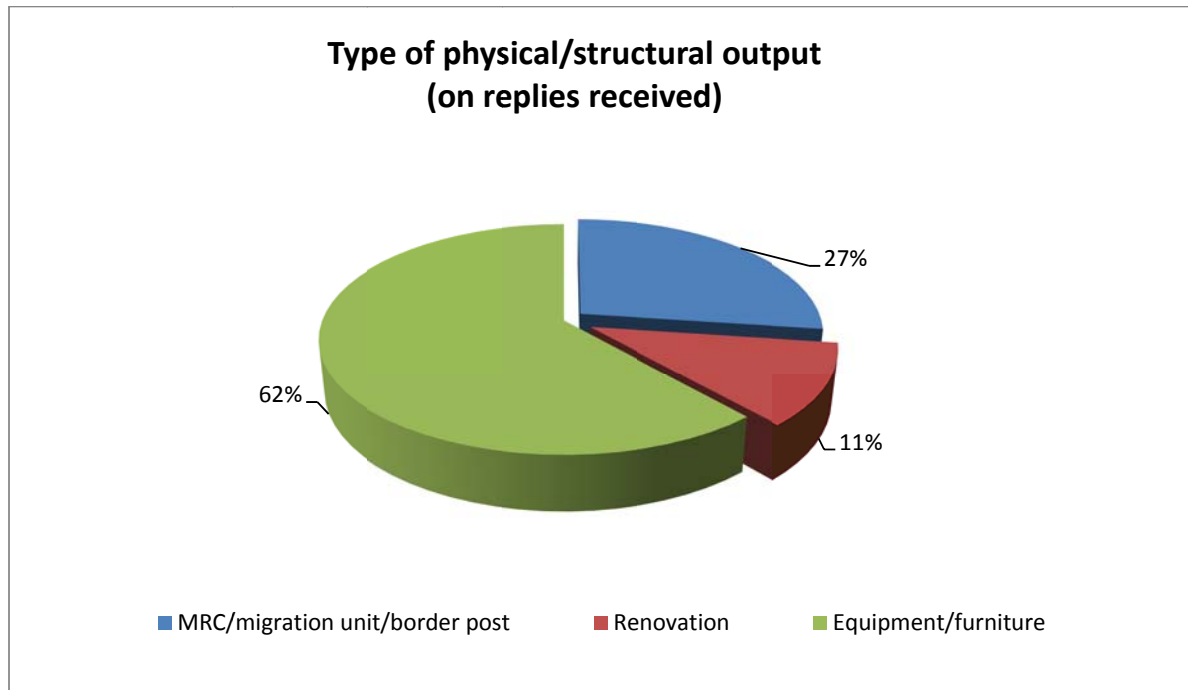
Type of physical/structural output (on replies received)

27%

11%

62%

■ MRC/migration unit/border post   ■ Renovation   ■ Equipment/furniture

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[8] The total of these percentages on sufficiency for equipment and furniture does not add up to 100% as there were no answers on this specific question for half (23) of the reviewed outputs.

Proportion of Equipment & Furniture still in use

Category	Percentage
N/A	19%
Not	7%
Partially	7%
Entirely	67%

Proportion of Equipment & Furniture still in the same premises

Category	Percentage
N/A	7%
Not	5%
Partially	5%
Entirely	84%
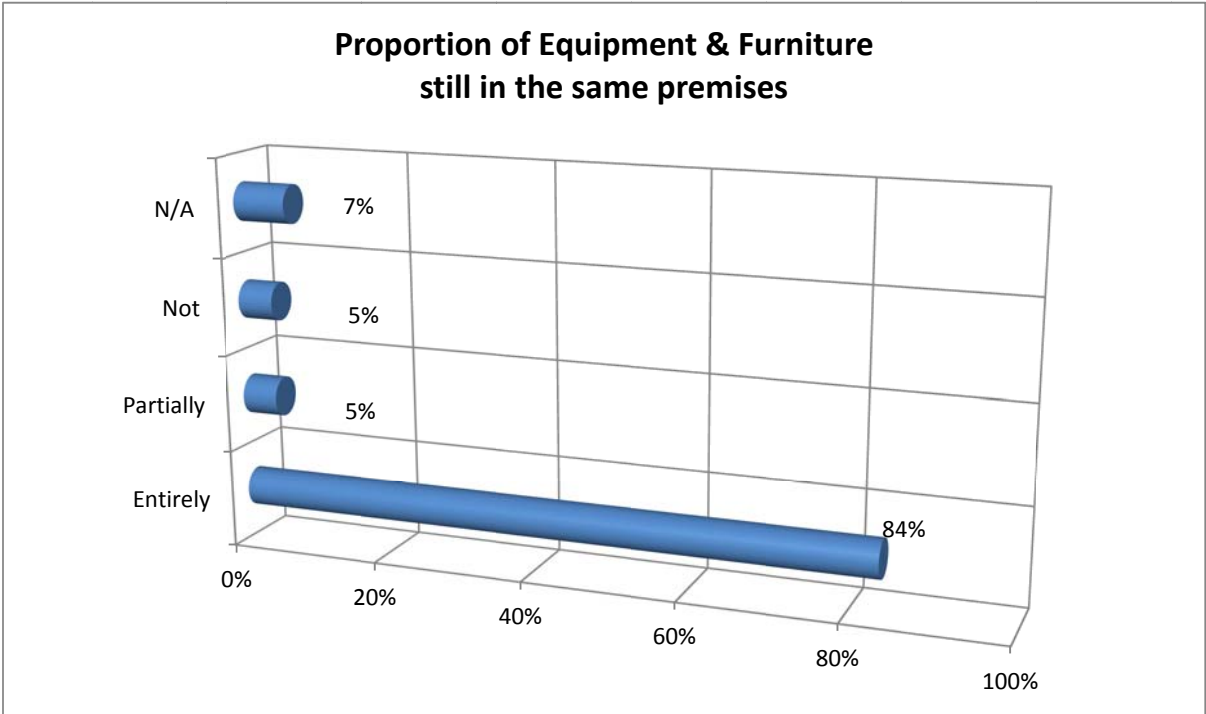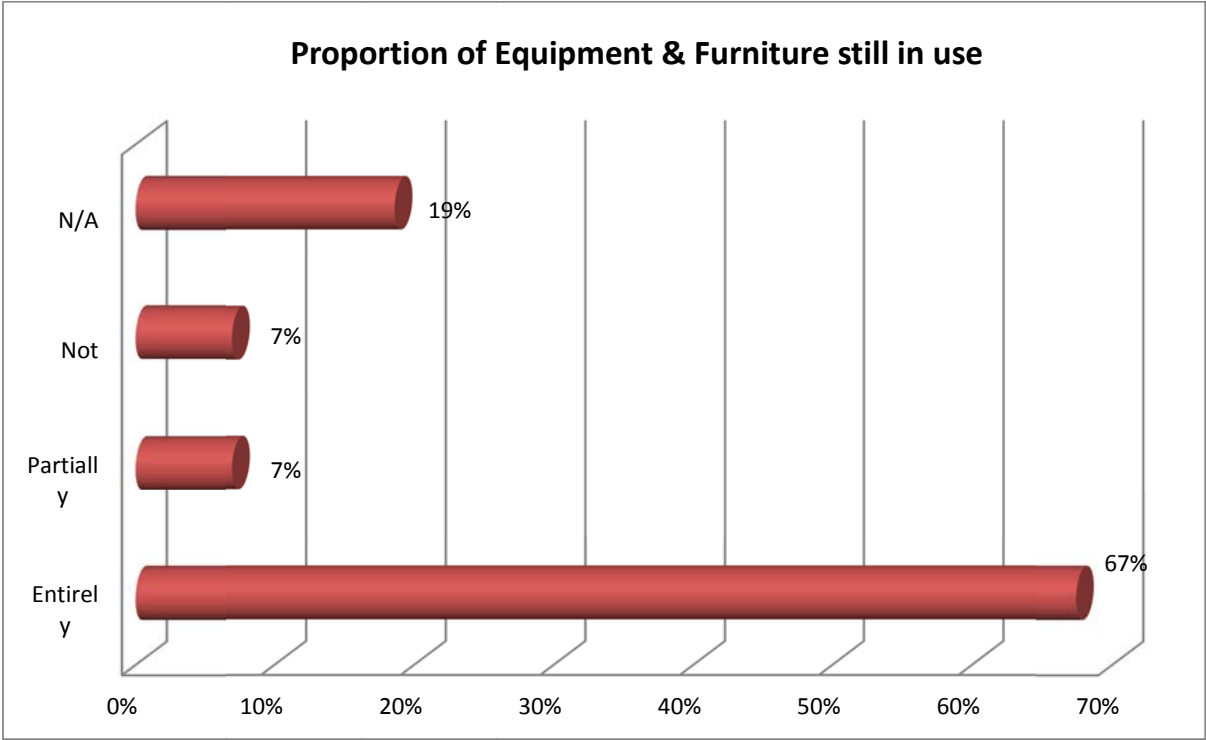
If we analyse these replies specifically per **Thematic Area**, we can observe that LMHD projects had double the percentage of MRCs, migration units and/or border posts than IBM projects among its outputs, whereas IBM projects had double the percentage of renovations than LMHD projects. If we categorize projects per thematic area (IBM, LMHD, etc.), the above-mentioned overall trends on maintenance, usage and sufficiency are maintained, as is shown in the below graphs.

**Physical & structural outputs
for IBM (TC) projects**

MRC/migration unit/border post
19%

Renovation
16%

Equipment/furniture
65%

**Physical & structural outputs
for LMHD projects**

MRC/migration unit/border post
38%

Renovation
8%

Equipment/furniture
54%
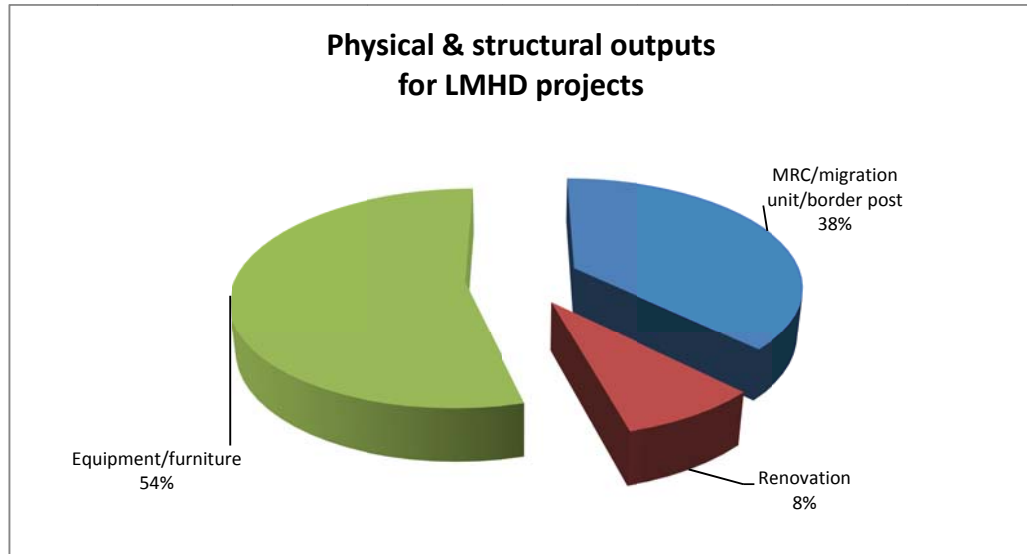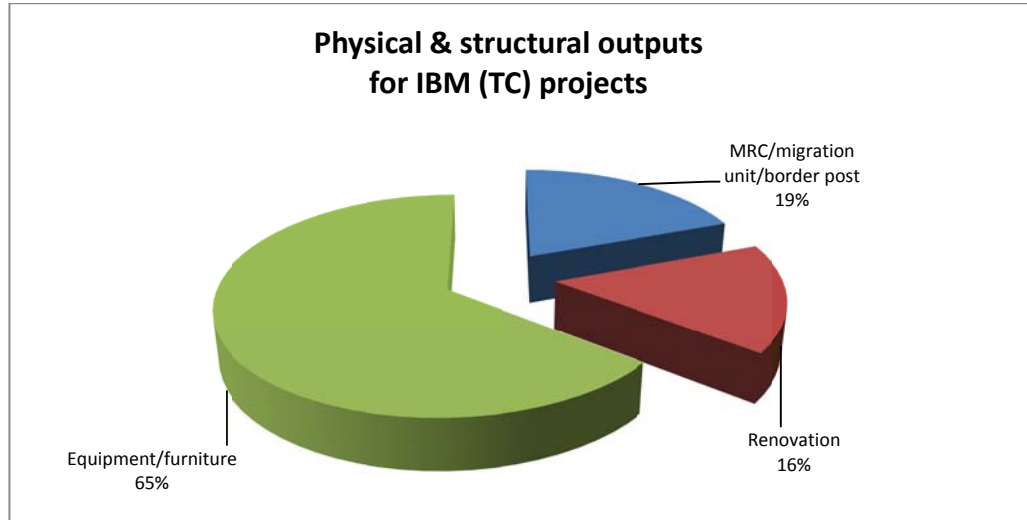
Budget Allocations vs. Expenditure for Physical & Structural Outputs

For all 58 reviewed projects, the respective amounts did not vary significantly: the total **funds allocated in the original/revised budget** amounted to **USD 1,931,082**, whereas the total **funds effectively spent (or at least committed in PRISM)** amounted to **USD 1,889,615**.[9] It is important to point out that for some of the projects the final expenditure figures are still not available due to the fact that the projects have not been completed.

Total projects budget/expenditures and allocation to/expenses on physical & structural outputs (in USD)
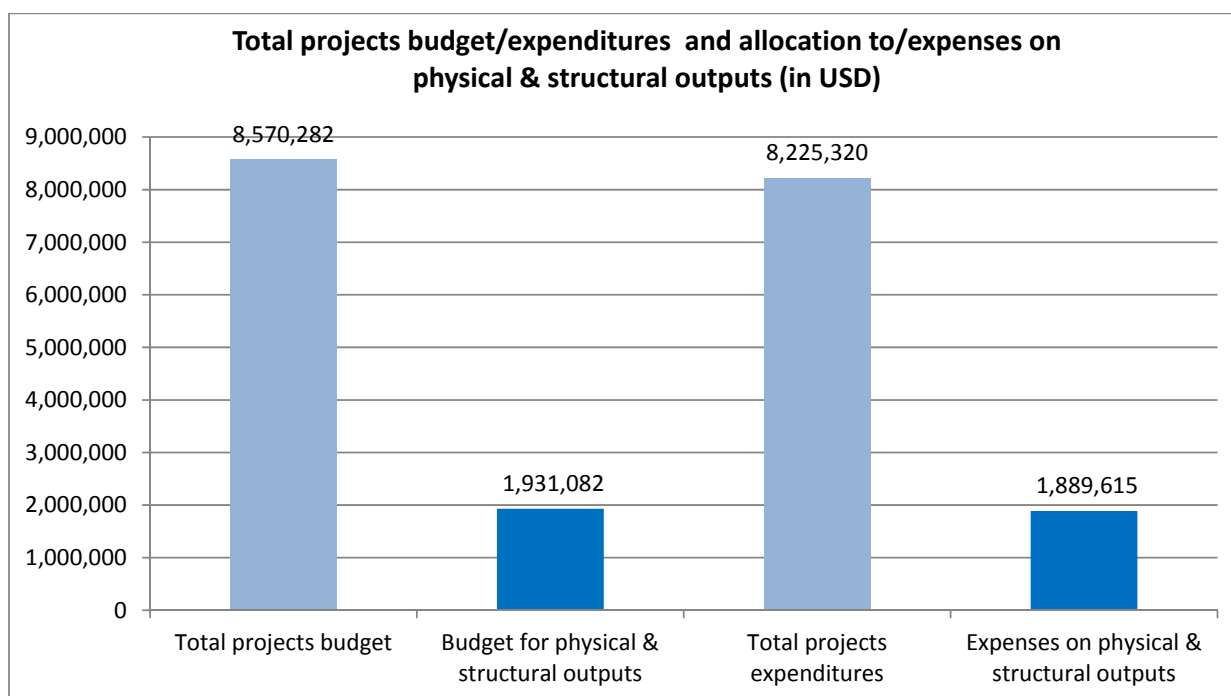
For all 58 reviewed projects, if we categorize **funds allocated and disbursed (respectively) on physical and structural outputs per funding year**, and compare them to the **total budget and expenditures (respectively) on the entire project per funding year**, it can be observed that the funds allocated to and spent in physical and structural outputs tend to remain stable, even when there are variations in the overall yearly funding for the same projects.

Year	Total budget for all projects reviewed	Funds allocation to physical & structural outputs for all projects reviewed (in USD)	Percentage of budget for all projects reviewed	Total expenditures for all projects reviewed	Actual expenditures on physical & structural outputs for all projects reviewed (in USD)	Percentage of expenditures for all projects reviewed
2008	1,271,369	456,359	**36%**	1,255,938	476,510	**38%**
2009	2,399,813	395,356	**16%**	2,347,551	339,490	**14%**
2010	1,562,169	356,067	**23%**	1,552,742	375,404	**24%**
2011	983,230	277,325	**28%**	981,765	286,690	**29%**
2012	2,353,701	445,975	**19%**	2,087,324	411,521	**20%**

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[9] The same trend can be observed if we consider the projects for which a reply on the questionnaire was provided.

Total Projects Budget and Allocation to Physical & Structural Outputs per year (in USD)

- Total projects budget
- Allocation to physical & structural outputs

Total Projects Expenditures and Expenses on Physical & Structural Outputs per year (in USD)

- Total projects expenditures
- Expenses on physical & structural outputs
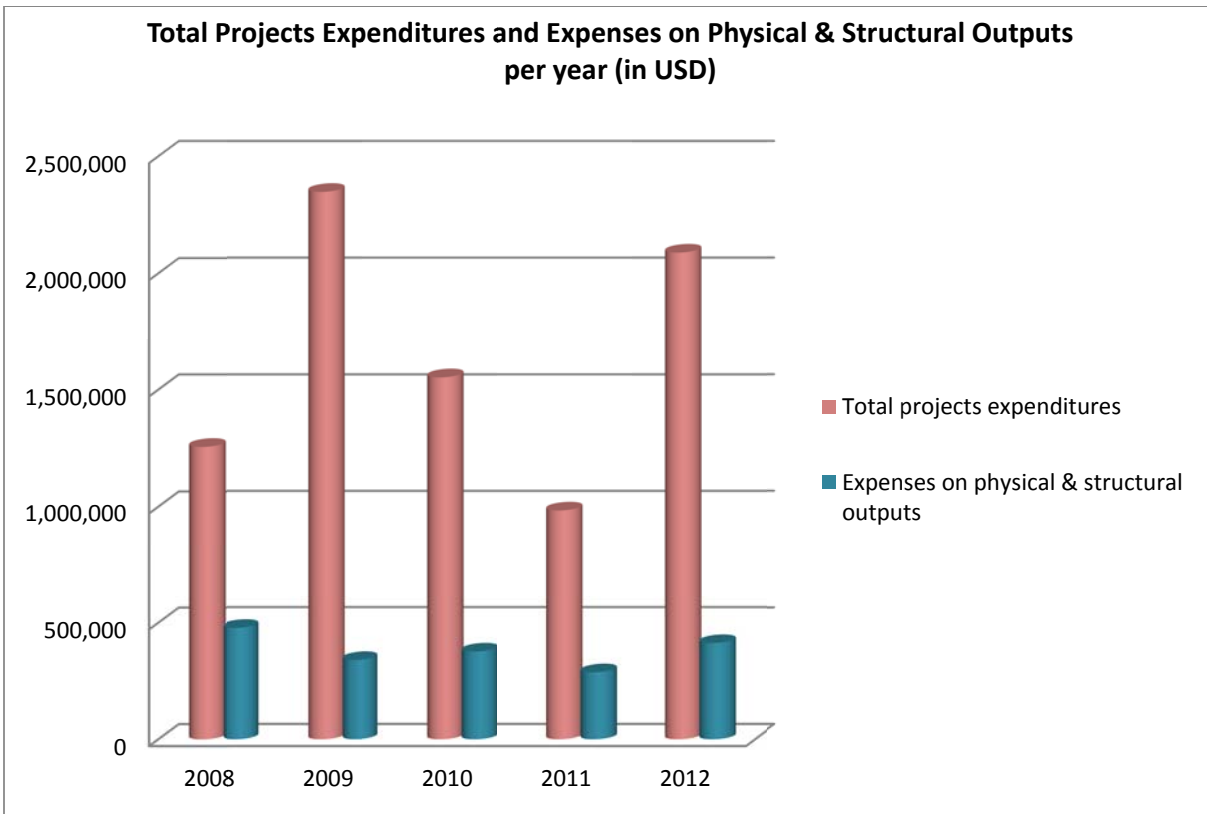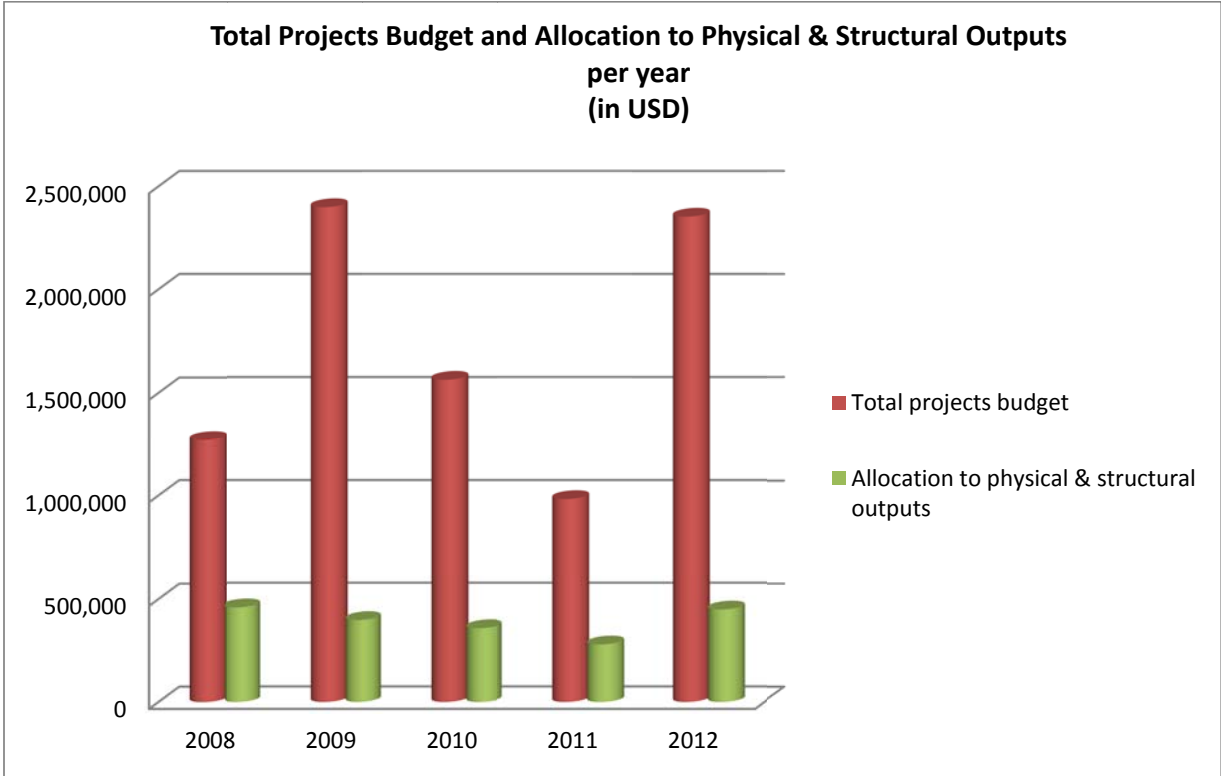
Highlighted Project Examples

<u>IOM Turkey</u>

TC.0450 "Support the development of Integrated Border Management (IBM) Road Map for Turkey in the framework of EU accession requirements"

March 2010 – March 2012 (24 months)

All the equipment provided to the IBM Bureau through the project is in the same premises and "they have been using them since purchased and they are very sufficient in their work. The photocopy machine, and spiral machine are the most used equipment in the Bureau. The spiral machine also helped them in establishing their Library. Laptop and IPADs are being used in all national and international meetings and facilitate their work."

IOM Burundi

TC.0415 "Capacity Building for a Migration Policy in Burundi"

January 2010 – May 2011 (17 months)

The Inter-Ministerial Committee on Migration established through the project is still functioning and is maintained as the main resource technical group for any migration-related issue from the Government of Burundi. "The Diaspora Directorate in the Ministry of External Relations and International Cooperation has proposed the use of the same committee for drafting the Burundi diaspora policy in the coming months."

IOM Nicaragua

TC.0417 "Strengthen the Migration and Foreign Directorate by supporting the roll out of a Mobile Archives System for Travel Documents"

December 2009 – September 2010 (10 months)

The warehouse constructed exists and it is being used to file the documents, also it has received the proper maintenance in order to preserve the improvements in the warehouse and the methods to guard documents. The project represented a big improvement in the way documents are filed and classified since the space is being used efficiently, avoiding any duplicates.

"Our DG Mr. William Lacy Swing was able to visit this project and confirm that everything is working in the best conditions; also he received a detailed presentation to understand how everything works."

IOM Nepal

LM.0123 "Technical assistance to the government of Nepal to enhance the positive impact of labour migration"

September 2009 – April 2011 (20 months)

The Central Library established at the Foreign Employment Promotion Board in Kathmandu is functional and run by the Government of Nepal at the central level with their internal budget. In the districts, the MRCs structures established with the NGOs are also functional. "They are now supported by the Open Society Foundation. From June their initiatives will be scaled by the Joint Migration and Development Initiatives, global project led by UNDP, where IOM is the anchor agency. Now the MRCs are being replicated by other agencies as well."

Preliminary Recommendations

➢ *Ensure sustainability*

The present review showed that the need to renew these types of output increases as years from the closure of the project elapse. It is necessary that from the beginning of the project development their sustainability is considered and ensured as much as possible. This involves conducting appropriate consultations with the stakeholders and beneficiaries of the project so that the participating government can design alternative plans for sustaining the outputs achieved through IDF-seed funding after the finalization of the project.

The need to ensure sustainability should also be applied to the establishment of MRCs, migration units and border posts, as well as to the renovation of pre-existing structures. One way to guarantee sustainability could be that stakeholders plan ahead to fund and implement follow-up projects aiming to maintain installations, renovations and equipment.

➢ *Assess local capacities*

The present review revealed one case where the equipment provided was still stored and had never been used due to the unavailability of an appropriate site. Although this constitutes a rare example, it nevertheless represents a risk to be prevented for future IDF-funded projects.

Therefore, it can be suggested that not only during the project development phase, but also throughout the whole project implementation, the possibility to give an appropriate use to the physical and structural outputs provided is secured and monitored. The expertise to use technical equipment should also be verified during the project development phase. If deemed insufficient, either the allocation to this type of output can be reduced and/or redistributed to other outputs, or tailored trainings can be implemented as part of the project activities to contribute to capacity-building.

➢ *Verify national and regional context*

The national and regional political context and regulations should be duly taken into consideration and analysed in order to avoid –or at least reduce– the impact of any unforeseen changes/obstacles on the implementation of projects. In particular, it should be checked beforehand how power supply works locally and how the stakeholder plans to fund potential repairs and maintenance.

➢ *Share best practices*

Best practices should be shared throughout IOM missions and Regional Offices so that ideas from successful projects can be replicated and adapted to the different contexts, as well as challenges faced prevented and appropriate strategies developed accordingly.

Possible ways of contributing to this from the IDF Unit could be sharing experiences through featured projects in the IDF News Alert circulated by email to all IOM offices on a regular basis, as well as through the printed and electronic versions of the IDF Newsletter. From the DMM divisions' side, an option would be to maintain regular contact and even online meetings/conference calls with all Regional Offices so that each one can be informed about replicable ideas and initiatives that are being implemented in other countries and regions.

➢ *Diversify funding*

The allocation of funding to physical and structural outputs should be encouraged in countries where these have not been supported yet and a need is assessed through consultations with local stakeholders. The broader IDF-funding strategy should not only consider and adapt to the diverse contexts, but specially the evolving needs, priorities and interests of Member States.

➤ *Single sourcing*

It would be convenient to assess to what extent benefits can be anticipated from sourcing popular materials from the same supplier. This can be applied in cases where there are recurrent types of physical and structural outputs for which Member States request IDF support, such as IT equipment. E.g., in the case of PCs it would be worth setting up a contractual agreement with a specific supplier so that the IOM is able to purchase required equipment and software at a lower or discounted rate.

Annex: Tables on Reviewed Projects

Table I. Projects reviewed for which a response to the questionnaire was provided

Member State	Line	Year	Thematic area	Type of physical/structural capacity built			Tabulated replies						
				1. MRC/migration unit/border post	2. Renovation	3. Equipment/furniture	1.1	1.2	2.1	2.2	3.1	3.2	3.3
Jordan	2	2012	IBM (TC)			X					Yes	Yes	No
Djibouti	2	2012	IBM (TC)	X		X	Yes	Yes			Yes	N/A	N/A
Mauritania	1	2012	IBM (TC)			X					No	N/A	N/A
Botswana	2	2011	IBM (TC)	X		X	Yes	No			Yes	Yes, partially	N/A
Belarus and Armenia	2	2011	IBM (TC)			X					Yes	Yes	Yes
Burkina Faso, Mali, Gabon, Mauritania and Senegal	1	2011	IBM (TC)			X					Yes, partially	Yes, partially	Yes, partially
El Salvador and Nicaragua	2	2010	IBM (TC)			X					Yes	Yes	Yes
Swaziland	2	2011	IBM (TC)		X	X			Yes	N/A	Yes	Yes	No
Azerbaijan	2	2011	IBM (TC)			X					Yes	Yes	Yes
Albania	2	2010	IBM (TC)			X					Yes	Yes	No
Turkey	2	2010	IBM (TC)			X					Yes	Yes	Yes
Georgia	2	2009	IBM (TC)	X		X	Yes	Yes			Yes	Yes	N/A
Nicaragua	2	2009	IBM (TC)	X	X	X	Yes	Yes	Yes	N/A	Yes	Yes	Yes
Costa Rica	2	2009	IBM (TC)	X	X	X	Yes	Yes	Yes	N/A	Yes	N/A	N/A
Kazakhstan and Kyrgysztan	1	2009	IBM (TC)		X	X			Yes	N/A	Yes	Yes	N/A
Sri Lanka	2	2009	IBM (TC)			X					Yes	Yes	N/A
Haiti	2	2009	IBM (TC)			X					Yes	Yes	N/A
Croatia and Bosnia and Herzegovina	2	2009	IBM (TC)			X					Yes	Yes	No
Nicaragua	2	2008	IBM (TC)	X	X	X	Yes	Yes	Yes	N/A	Yes	Yes	Yes
Montenegro	2	2008	IBM (TC)			X					Yes	Yes, partially	N/A
Guyana	2	2012	LMHD			X					Yes	Yes	Yes

Country													
Republic of Moldova	2	2012	LMHD			X					Yes	Yes	Yes
Tunisia	2	2012	LMHD	X		X	Yes	Yes			Yes	Yes	Yes
Burkina Faso	2	2012	LMHD			X					Yes	Yes	No
Micronesia	1	2012	LMHD	X			Yes	Yes	Yes				
Sri Lanka	1	2012	LMHD	X		X	Yes	Yes			Yes	Yes	N/A
Kyrgyzstan	2	2012	LMHD		X				Yes	N/A			
Morocco	2	2012	LMHD			X					Yes	Yes	No
Kazakhstan and Kyrgysztan	2	2010	LMHD		X	X			Yes	N/A	Yes	Yes	N/A
Sierra Leone	1	2009	LMHD			X					Yes, partially	No	No
Nepal	2	2009	LMHD	X		X	Yes	Yes			Yes	N/A	N/A
Zambia	2	2009	LMHD			X					Yes	No	N/A
Tanzania	1	2009	LMHD	X			Yes	Yes	Yes				
Mauritius	2	2008	LMHD	X		X	Yes	Yes			No	No	No
Kyrgyzstan & Kazakhstan	2	2008	LMHD			X					Yes	N/A	N/A
Colombia	1	2008	LMHD	X			Yes	Yes	Yes				
Georgia	1	2008	LMHD	X			Yes	Yes	Yes				
Kenya	2	2008	LMHD	X		X	Yes	Yes			N/A	N/A	N/A
Nepal	2	2010	CT	X			Yes	Yes					
Guatemala	2	2009	CT	X		X	Yes	Yes			N/A	N/A	N/A
Paraguay	2	2008	CT			X					Yes	Yes	N/A
Liberia	1	2012	Policy and Legal			X					Yes	Yes	N/A
Nicaragua	2	2011	Policy and Legal			X					Yes	Yes	Yes
Burundi	2	2009	Policy and Legal	X		X	Yes	Yes			N/A	N/A	N/A
Viet Nam	1	2008	Policy and Legal			X					Yes	Yes	N/A
Cambodia	2	2010	Health			X					Yes	Yes	N/A
Kenya	2	2009	Health		X	X			Yes	N/A	Yes	Yes	N/A
Sudan	2	2009	Research	X		X	Yes	Yes			Yes	Yes	Yes
Ukraine	2	2012	AVRR			X					Yes	Yes	N/A

Table II. All projects reviewed (with and with no reply received)

Member State	Line	Year	Thematic area	Type of physical/structural capacity built			Outputs details	Reply
				1. MRC/migration unit/border post	2. Renovation	3. Equipment/furniture		
Jordan	2	2012	IBM (TC)			X	Equipment procured and installed at Directorate of Nationality, Foreign and Arab Affairs (computers, stationary, office supplies, etc).	Yes
Djibouti	2	2012	IBM (TC)	X		X	Reconstruction of Galile border post. + Basic furniture installed at Loyada and Galile border posts. + PIRS system installed at 2 border posts (Loyada and Galile) and Police Headquarters. Border posts are connected to Police via V-SAT (10 computers with PIRS program Installed, 2 servers with PIRS program installed), fingerprints readers, passport readers) + Other miscellaneous equipments (PC, scanners, extension cables, server, flash disks, etc.)	Yes
Mauritania	1	2012	IBM (TC)			X	Border management officials equipped with radios or other communication equipment in order to facilitate effective contact with their counterparts in other border management agencies.	Yes
Botswana	2	2011	IBM (TC)	X		X	Establishment and equipment of a National Training Centre within existing Government structures.	Yes
Belarus and Armenia	2	2011	IBM (TC)			X	The International Relations Office of the Chief Border Plenipotentiary of the Armenian Border Service was provided with new technical equipment (computers, notebooks, printers, cameras, shredder, air-conditioner, sofa, arm-chair, computer desk chair, 12 office chairs and 2 flip chart stands with supplies). + The Belarus National Border Institute's technical capacity was substantially enhanced through the provision of new equipment (PCs, notebooks, cameras and other equipment). Belarusian regional border detachments' technical capacity was increased through the provision of work equipment for the border plenipotentiaries' offices.	Yes
Burkina Faso, Mali, Gabon, Mauritania and Senegal	1	2011	IBM (TC)			X	Le Burkina Faso, le Mali, le Gabon et la Mauritanie ont bénéficié d'un important lot de matériel d'inspection des documents d'identité et de voyage pour équiper leur bureau de lutte contre la fraude documentaire, et en certains pays, ce materiel a été completé par du materiel informatique. En ajout à cela, le projet a permis de renforcer les capacités du Sénégal dans ce domaine à travers la mise à disposition d'un lot de matériel d'inspection des documents d'identité et de voyage.	Yes
El Salvador and Nicaragua	2	2010	IBM (TC)			X	Regularization Project office equipped and functioning on the premises of the General Direction of Migration in the city of San Miguel.	Yes

Swaziland	2	2011	IBM (TC)		X	X	Refurbishment and equipment (computers, servers, webcams, fingerprint scanners etc.) of the land border points of Ngwenya and Lavumisa.	Yes
Azerbaijan	2	2011	IBM (TC)			X	The Nakhchivan Border Division Training Centre renovated, furnished with necessary technical equipment, training materials, furniture and air-conditioners. Duly equipped specialized document examination room established within the Centre. Additional procurement of specialized equipment for document authentication, in order to enhance the operational capacity of the State Border Service at BCPs.	Yes
Albania	2	2010	IBM (TC)			X	IOM helped reinforce the technical capacities of 22 new migration counters, and strengthen 14 existing ones in order to have the capacity in terms of infrastructure, equipment and knowledge to deliver reintegration services.	Yes
Turkey	2	2010	IBM (TC)			X	IOM received a written request from the IBM Bureau for the acquisition of I-pads, among other equipment, in order to technically support the IBM team, especially at meetings out of office.	Yes
Zimbabwe	2	2010	IBM (TC)			X	Physical improvements completed at each of the border posts. Hardware (PCs, passport readers, servers, etc.) installed by IOM and the Department of Immigration for all the border posts.	Pending
Georgia	2	2009	IBM (TC)	X		X	A Migration Research Center comprising 8 academic personnel of the Kutaisi State University was established and equipped under the auspices of the University.	Yes
Nicaragua	2	2009	IBM (TC)	X	X	X	1627m of mobile files installed. + 1 warehouse of 150 m2 constructed and into which old documents were placed as well as an electrical system, air-conditioning, fire escape routes, personal training files. + Working conditions for staff improved through improvements in physical space, delineating areas of process, general conditions of production and better staff training.	Yes
Costa Rica	2	2009	IBM (TC)	X	X	X	Improvement of infrastructure in the DGME included the building of 1 new waiting room of 174 m2 and the renovation and adaptation of 62.75 square meters of office and production space for travel documents. Repair of 170m of roofs, necessary to ensure the integrity of the installed equipment. Adaptation of access to the offices of the Department of Migration for the benefit of people with disabilities. (Costa Rica, 2009) Improvement of safety levels and control systems for identity verification included the adaptation of the Penas Blancas border post to allow the installation of the new system of automated inspection of travel documents. Improvement of the technological equipment in Penas Blancas included the adaptation of the border crossing for the installation of new automated travel document verification systems and identity checks. As well as the provision of secondary technological equipment for installation of the new automated travel document verification systems and identity checks. Improvement of technological equipment in Paso Canoas and other border crossings in the south of the country included the	Yes

							provision of secondary technological equipment for the installation of the new system also issuing new labor immigration documents.	
Kazakhstan and Kyrgysztan	1	2009	IBM (TC)		X	X	1 passport control hall in Kaplanbek border crossing point refurbished. + 1 training facility upgraded and equipped with training tools necessary for border personnel to acquire practical knowledge on fraud document identification, profiling, visa and passport information systems procured.	Yes
Sri Lanka	2	2009	IBM (TC)			X	The IT system at the Ministry of External Affairs was upgraded with the installation of a new server ensuring a more secure and efficient system at MEA.	Yes
Haiti	2	2009	IBM (TC)			X	2 (six-KW each) electrical inverters were installed and forty-eight batteries and an aerial connection (Point to Point) to allow data exchange between the departures and arrivals areas at the new airport building was carried out + 1 damaged inverter was replaced with the inverter initially installed at the arrivals area and an older inverter was installed in the arrivals area.	Yes
Croatia and Bosnia and Herzegovina	2	2009	IBM (TC)			X	IT equipment purchased and donated to Border Police.	Yes
Bolivia	1	2008	IBM (TC)			X	Consular Agents gain equipment (hardware and software provided) to improve their ability to capture the information on migrant network transmission.	Pending
Nicaragua	2	2008	IBM (TC)	X	X	X	1 security control system to ensure the receipt of national security documentation and consumables (passport books) in order to prevent the illegal sale of passports, smuggling of migrants and trafficking in persons. + The department which issues immigration documents modernized. + Improved working conditions and quality of work for officials through the rearrangement of stations working with specific tasks/hours. 1 CCTV established to monitor, preserve and protect processes including the preparation of passports and revalidation of passports. + The Central Archive of Documents spatial infrastructure was expanded.	Yes
Uganda	1	2008	IBM (TC)	X		X	1 secretariat office was set up, partitioned, fully furnished and equipped with computers enabling the UNIP to have an office where to carry out their day to day operation of the project.	Pending
Philippines	1	2008	IBM (TC)			X	Equipment provided to enable proper function and usage of the upgraded passenger processing system. This includes Mobile INTERPOL Network Database (MIND) devices, computers, and related equipment.	Pending
Montenegro	2	2008	IBM (TC)			X	IT and technical equipment provided to the Organised Crime Department, NCB INTERPOL and the Border Police to support their work and efforts to identify fraudulent documents and enhance border controls. IT and technical equipment included 5 Mobile Phone Units, 1 Scanner, 2 Broadband Routers, 1 Printer and 9 Passport Readers.	Yes
Guyana	2	2012	LMHD			X	Office furniture and equipment including computers, printers, external hard-drives, photocopy machines, projector, and a laptop were purchased and handed over to the Ministry of Foreign Affairs, Diaspora Unit.	Yes

Country		Year					Description	
Republic of Moldova	2	2012	LMHD			X	IT and communication infrastructure/equipment was procured for the Diaspora Agency/Diaspora Relation Bureau.	Yes
Tunisia	2	2012	LMHD	X		X	2 Centres de Ressources pour les Migrants (Tunis et Kef) ont été ouverts, le troisième (Sfax) est en cours d'ouverture (UPS, Printer, Desk, Chair, Cabinet, Soft Board, Chairs for visitors, Phone, Internet Installation, Three OTE and Three ANETI (fees), Office material for 6 months (cartridges, papers…).	Yes
El Salvador	2	2012	LMHD			X	Equipamiento basico para oficina de CONMIGRANTES (4 PC, 1 multifuncional, 2 PC portatiles, 4 escritorios, 1 mesa redonda, 8 sillas secretariales), 2 archivadores, 4 sillas secretariales, 6 sillas de espera, 4 UPS, 1 Proyector.	No
Burkina Faso	2	2012	LMHD			X	Dotation des deux institutions clés du projet en équipement informatique et en fournitures de bureau en cours d'exécution.	Yes
Micronesia	1	2012	LMHD	X			Opening of the Migrant Resource Center in Pohnpei to allow FSM citizens to receive counselling and training prior to migrating to the US (Office establishment, rental & maintenance, Furniture and ITC Equipment, MRC Running Costs). + Establishment of the Migrant Information Service Center (MISC) at the Pohnpei International Airport providing general information services and assistance with immigration forms for migrants.	Yes
Sri Lanka	1	2012	LMHD	X		X	A model foreign language laboratory is established and equipped to provide language training to potential migrant workers. Equipment and furniture were purchased and installed in the lab and classrooms.	Yes
Kyrgyzstan	2	2012	LMHD		X		Two laboratories refurbished at selected vocational schools.	Yes
Morocco	2	2012	LMHD			X	Lighting has been installed in five football fields in peripheral neighborhoods in the city of Tangiers, five (5) local associations being benefited from it. + Cafeteria material was procured and installed within CSO's Social Complex premises. The Cafeteria-snacks restaurant will function as an income-generating activity and a source of income, as well as a vocational training space.	Yes
Kazakhstan and Kyrgysztan	2	2010	LMHD		X	X	IOM provided technical assistance to support the renovation, equipment and furnishing of the Centre for Employment Abroad in Bishkek.	Yes
Mali	1	2010	LMHD			X	Afin de renforcer les capacités opérationnelles du cadre national de concentration pour la gouvernance des migrations, un lot de matériel leur a été octroyé (5 Micro-ordinateurs Minitour HP Pro 3120, 5 APC Back – UPS 650, 5 Imprimante multifonction HP Color Laser Jet CM 1312, 3 Multifonction Canon i-sensys MF 4350D, 5 APC Surge Arrest-Parasurtenseur – CA 230, 6 Téléphones Panasonic KXTS 580).	Pending
Sierra Leone	1	2009	LMHD			X	Establishment of a Labour Migration Unit. The project provided technical and logistical assistance in the form of office equipment and materials and communication facilities to set it up at the Ministry of Labour, Employment and Social Security.	Yes

Nepal	2	2009	LMHD	X			X	The Ministry of Labour and Transport Management Central Library was reorganized and 1,865 books were recorded in the library + 1 laptop, 1 LCD power point projector and 1 printer were provided to the MOLTM in order to upgrade their information system. + 2 MRCs were launched by the MOLTM. The MRC is located at the premise of Foreign Employment Promotion Board (FEPB) in Kathmandu. + Institutional supports were provided to the MRC; 1 laptop and 1 desktop Computer, 1 fax, 1 UPS, 1 printer, 1 photocopy machine, 1 telephone set, chairs, computer desks, 1 book display stand and cup-boards. + 2 televisions were installed in the waiting lounges of the international airport for dissemination of educational videos.	Yes
Zambia	2	2009	LMHD				X	The Diaspora Liaison Office now has at their disposal adequate equipment which has built the necessary infrastructural basis to initiate diaspora engagement.	Yes
Tanzania	1	2009	LMHD	X				1 Diaspora Department newly established in the Government.	Yes
Mauritius	2	2008	LMHD	X			X	Established 1 Migrant Resource Centre, housed within the IOM office. + Office Equipment (CPU for Database, 2 computers & workstations for staff, 1 Computer & workstation for MRC, filing and display cabinets for MRC and database, 1 Printer)	Yes
Kyrgyzstan & Kazakhstan	2	2008	LMHD				X	Computer equipment and furniture procured in order to improve the technical capacity of SCME. 30 sets of computer equipment and furniture were delivered to SCME during the handover ceremony.	Yes
Colombia	1	2008	LMHD	X				1 Center for Information and Attention on International Migration (CIAMI) created.	Yes
Georgia	1	2008	LMHD	X				1 Labour Migration Information Point and outreach to potential migrant workers established.	Yes
Kenya	2	2008	LMHD	X			X	1 Labour Migration Unit established in the Ministry of Labour and Human Resource Development and equipped with 2 computers and furniture for the two main offices and 1 meeting table in the resource centre.	Yes
Sudan	2	2009	Research	X			X	1 Centre for Migration, Development and Population Studies opened. Purchase of a printer, photocopier, scanner, 2 PCs and 2 laptops (to ensure all staff had access to a PC), Windows software, blank CDs, USBs and filing cabinets, plus a server.	Yes
Cameroon, Cape Verde, Democratic Republic of Congo, Côte d'Ivoire, Ghana, Mali, Mauritania, Niger, Nigeria, Senegal	1	2009	Research				X	Each statistical institute received IT support in the form of hardware in the countries.	No financial data
Nepal	2	2010	CT	X				IOM supported the establishment of 29 micro-enterprises for victims of trafficking.	Yes
Kenya, Tanzania, Rwanda and Uganda	1	2010	CT				X	1 mobile screen and LCD were purchased during the course of project implementation. Upon project completion, the assets were to be donated to one of the participating governments, for use in	Pending

							the East Africa Region.	
Guatemala	2	2009	CT	X		X	A specialized shelter was created to provide lodging, basic services and advice and direct assistance to victims of trafficking. This shelter has the capacity to permanently assist 20 victims at a time. + equipment	Yes
Paraguay	2	2008	CT			X	8 desktop computers, 1 laptop, 1 projector, 2 printers, and 8 licenses for Windows and Office software Basic provided to the Ministry of Foreign Affairs.	Yes
Liberia	1	2012	Policy and Legal			X	Migration Policy Secretariat furnished with working tools and equipment to effectively conduct research activities relative to the drafting of the migration policy.	Yes
Nicaragua	2	2011	Policy and Legal			X	Instalado un sistema de monitoreo y grabación (sistema de cámaras de seguridad de circuito cerrado) que facilita un mayor control y cumplimiento de los procedimientos de despacho migratorio de la frontera sur (entrada y salida de personas). + Office equipment for the detention center (PC, photocopy machine, phone, scanner).	Yes
Burundi	2	2009	Policy and Legal	X		X	Inter-Ministerial Committee on Migration was established. + IT equipment for the ICM Secretariat was purchased and handed over to the project focal points at the Ministry of Interior and the Ministry of Public Security. This equipment was used in facilitating the work of the ICM.	Yes
Viet Nam	1	2008	Policy and Legal			X	IT equipment was purchased and installed at the International Migration Division of the Consular Department/MFA.	Yes
Cambodia	2	2010	Health			X	• Medical equipment (Primo star Florescent Microscope) and essential medicines procured for two government health facilities to assist in piloting active case finding for Tuberculosis (TB) among returned migrants. • Basic office equipment, such internet USB modems, computers, chairs and filing cabinets, were provided to both National and Provincial Migrant Health focal points for the propose of communicating, storing and filing migrant data.	Yes
Libya	1	2010	Health	X		X	415 relief packages containing basic hygienic tools delivers, establishment of a medical clinic, basic health orientation and counseling, medical screening + office supplies, equipment and furniture	No
Kenya	2	2009	Health		X	X	The IOM assisted in the repairs of the PT of public health in Kenya and upgraded facilities and equipment. IOM also improved the Eastleigh Wellness Centre and improved service delivery.	Yes
Ukraine	2	2012	AVRR			X	IT/biometric upgrading through procurement of four biometric fingerprint scanners, 15 PCs with software, 15 UPSs, four multifunctional devices and four cameras for a total amount of over 88,000 USD.	Yes