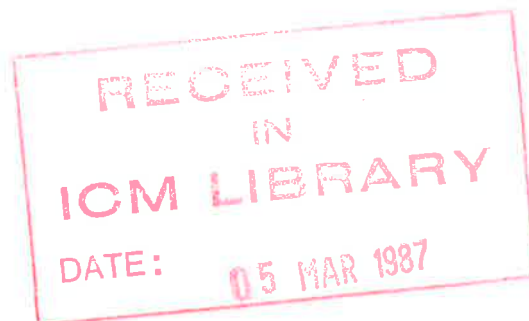


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INTERGOVERNMENTAL COMMITTEE FOR MIGRATION

EVALUATION REPORT ON THE IMPLEMENTATION OF THE PROJECT
"EXPANSION OF ICM'S RETURN OF TALENT PROGRAM TO AFRICA FROM THE USA"



March 1987

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0. OUTLINE OF EVALUATION AND INTRODUCTORY REMARKS

This evaluation is undertaken to examine the degree to which the project was able to reach the project goals originally submitted in the proposal for funding to the U.S. Department of State on 10 June 1983, in line with the needs and rationale originally outlined and a realistic assessment of opportunities for implementation. It is also aimed at evaluating the appropriateness of the work plan for programme implementation and the flexibility with which that plan was applied in reaction to unforeseen and changing circumstances. Finally, the programme evaluation is intended to be viewed as a necessary step toward a proposal for programme continuation and as a back-up document for such a formal proposal.

The evaluation will not restate in detail the presuppositions of the original proposal, but rather refer to them briefly as necessary.

The evaluation is structured in six interrelated parts:

- I. Summary of main conclusions
- II. Evaluation of caseload and project implementation from the ICM sending office, U.S.
- III. Field survey of placed and assisted returnees at least six months after return to Africa (including follow-up information on some returnees who could not be reached directly for interviews)
- IV. Evaluation of relations with receiving Governments
- V. Evaluation of the cooperation with the United Nations Economic Commission for Africa (ECA)
- VI. Cost effectiveness

By way of introductory remarks, it may be useful to lay out criteria for evaluation. Evaluation of programme results or success may be based on various factors such as:

1. Numbers of applicants and movements and candidate qualifications, with or without job placements. The data presented is aimed at demonstrating whether there actually exists a cadre of highly trained individuals who will return to their home countries when circumstances are favourable, but might not without encouragement and incentives.
2. Quantity and type of job offers listed for recruitment and kinds of placements. This data is aimed at testing the hypotheses that there are available jobs in Africa for qualified African nationals, that salaries are inadequate to attract returnees without additional incentives, and, in comparison with the data in factor 1 above, that specialists abroad have skills in demand in their home countries.

3. Permanency of return. This factor is examined through the field survey which aims at testing the hypothesis that an assisted return of an African national can make a permanent or long term contribution to the development process of the receiving country.
4. Socio-economic contributions of the returnee. The hypothesis here, also to be tested by the field survey, is that the skills and knowledge acquired abroad can contribute directly and indirectly to development through job creation, the roll-over effect of knowledge being passed on to others, or increased economic production due to the higher skills the returnee brings home.
5. Effectiveness of incentives and assistance in facilitating the above. This factor is examined first in relation to operations of the sending office (Washington) and again in responses to the field survey. It may also involve evaluation of motivations to return and length of stay abroad.
6. Receptiveness, cooperation and satisfaction of receiving governments.
7. Effectiveness of Operations, a factor evaluated, inter alia, in all the above.
8. Cost effectiveness of programme on the basis of per capita costs for returnees.

I. SUMMARY OF MAIN CONCLUSIONS

The following paragraphs provide information on the different aspects of the ICM programme for the Return of Talent to Africa and in particular on the implementation and results of the project "Expansion of ICM's Return of Talent Programme to Africa from the USA".

The summary of the main conclusions is as follows:

- the ICM "Return of Talent" programme is recognized as facilitating the implementation of the African Priority Programme for Economic Recovery, as well as the United Nations Programme of Action for African Economic Recovery and Development, both of which identified effective planning, development and productive utilization of human resources as one of the four areas of priority.
- the outflow of skilled manpower, or the so-called "brain drain", deprives African countries of qualified personnel whose education and training represent a loss to the country and a bottleneck to productive development. The ICM programme helps reverse the impact of this loss and opens the bottleneck by returning nationals who represent key manpower -- professors, managers, specialized doctors, etc. -- and who have a long term multiplier effect by stimulating greater use of productive resources and enabling other personnel to be more productive. The permanent return of national experts could be considered as having more impact than the temporary placement of foreign expatriates.
- the project reached its goals for number of placements in the face of numerous obstacles. This shows effective and flexible operations both in recruitment and processing in the U.S., and in placement efforts in countries where ICM was able to open offices.
- the introduction of the possibility of providing retroactive assistance has contributed to successful filling of priority jobs.
- an evaluation survey carried out in December 1986/January 1987 among returnees assisted under the project shows the results and impact on the project implementation:
 - 84.8% of the interviewed returnees consider that the work in the home country is commensurate with the professional experience acquired abroad.
 - 73.9% of the interviewed returnees consider that they can directly transfer knowledge and experiences to other colleagues.

- 97.8% of the interviewed returnees consider that the return of qualified nationals contribute to the development of the home country.
- the success of the project is in part due to its cost-effectiveness as far as the utilization of project funds is concerned. The administrative costs per placed returnee have decreased since inception of the project.

II. EVALUATION OF CASELOAD AND PROGRAMME IMPLEMENTATION FROM SENDING OFFICE, U.S.

1. MOVEMENTS

As of 31 October 1986, there were 511 movements from the U.S. and Canada of highly qualified African nationals who returned to their home country or region under the auspices of ICM's Return of Talent Programme. Of these, 152 candidates were assisted with confirmed job placements and received additional financial incentives for reintegration under the U.S.-financed programme, and another 26 candidates were assisted under the EEC programme. 333 candidates travelled under the ICM Facilitated Passage Programme and received only transportation assistance in the form of a reduced airfare (herein referred to as Transport-Only Movements).

A. Cases with confirmed placement and assistance

Of the 152 U.S. programme assisted candidates, there were 42 women (27.6%) and 110 men (72.4%). The majority (57%) of assisted candidates returned to the three countries in Africa where there is an ICM office: Kenya, Zimbabwe and Somalia. Over 75% of these candidates had earned advanced degrees while in the U.S., and the three top professional fields represented were business, education and health in that order. On average, a candidate received US\$ 5,053.20 to assist in his/her reintegration.

i. Country distribution

	<u>No. candidates</u>	<u>%</u>
Kenya	60	39.5
Zimbabwe	26	17.1
Cameroon	26	17.1
Ghana	10	6.6
Nigeria	8	5.3
Sudan	4	2.7
Somalia	1	0.6
Tanzania	1	0.6
Uganda	1	0.6
Other	15	9.9
TOTAL	152	100.0

By far the largest group of assisted candidates returned to Kenya. This is due to many reasons, the foremost being the presence of a strong ICM office in Nairobi and the initiation of the retroactive assistance which allows the candidate to interview for specific jobs after arrival in Kenya with the assurance of financial assistance upon job confirmation. The country receiving the second highest number of placement cases was Zimbabwe, again where ICM has a strong operational presence. The high number of Cameroonian movements is most likely due to the large number of Cameroonians in the U.S., interest of the Cameroonian Embassy in Washington, and the relatively strong economic performance of that country.

One interesting statistic on national distribution is the fact that 8 out of 10 of the Ghanaians placed in Ghana returned after January 1, 1986. This reflects the capacity of a programme like ROT to respond to the needs of individuals who decide to return when there have been recent changes in political, economic and security conditions in a country. The timing was also significant in that the Washington Chief of Mission visited Ghana in the summer of 1985 and was able to establish a dialogue with officials on what the country's human resource needs were and how ICM could work with them to meet those needs under the improved circumstances.

ii. Breakdown by professional field

<u>Field</u>	<u>No. candidates</u>	<u>%</u>
Business	39	25.6
Education	27	17.8
Health/Life Sciences	22	14.5
Agri/Animal Sciences	18	11.9
Physical Sciences	12	7.9
Social Sciences	9	5.9
Engineering	7	4.6
Public Admin.	5	3.3
Other	13	8.5
TOTAL	152	100.0

iii. Breakdown by sector

<u>Sector</u>	<u>No. candidates</u>	<u>%</u>
Private	58	38.2
Teaching	51	33.5
Public	43	28.3

The top professional fields of assisted candidates mirror almost exactly the fields represented in previous interim evaluations. It is worthwhile noting that the breakdown of job placements by sector shows a relatively even distribution between private sector, public sector and teaching positions, with the private sector leading.

iv. Candidate qualifications

<u>Degrees earned</u>			<u>Years experience in professional field</u>		
Doctorate	-	44 (29%)	Less than 5 years	-	104
Masters	-	72 (47%)	5-10 years	-	36
Bachelors	-	33 (22%)	10+ years	-	12
Other	-	3 (2%)			
TOTAL	-	152	TOTAL	-	152

The breakdown of candidate qualifications shows some change since the 1985 interim evaluation in that numbers of candidates being placed more recently have earned higher degrees -- previously we noted 24.5% had doctorates; now the percentage is 29%. 47% of assisted candidates now have masters degrees, whereas interim percentages showed 42% with masters. The percentage of candidates with bachelor degrees decreased proportionally from 33% to 22%. One explanation for this change is that recruitment efforts have been reaching more highly qualified candidates as the programme becomes better known in the U.S. In addition, growth in public information on the programme through efforts of ICM offices in Kenya and Zimbabwe has resulted in an increase in placements in the higher level positions desired by these top candidates.

v. Years abroad

Of the 152 assisted candidates, 56 (37%) spent 1-5 years outside of their country, 85 (56%) spent 6-10 years abroad, and 12 (7%) had been away for more than 10 years and then returned. The average length of stay abroad for all candidates was 6.7 years, about the length of time necessary to complete the degree programmes mentioned above and acquire the necessary work experience. The data on longer stayers abroad appears to be an indication that after a certain point the longer a candidate stays abroad, the more entrenched he becomes in his new country, gaining more experience and success in his chosen field, and the harder it becomes for him to return home. Following this hypothesis, examples of certain pending candidates who have been difficult to place and encouraged to return is appended to this report (See Annex 4).

vi. Financial assistance

The average amount of reintegration assistance received by candidates was US\$ 5,053.20. This figure matches closely the revised estimate for 1986 which proposed limiting average assistance per candidate to US\$ 5,500.00, down from the average of US\$ 8,500.00 projected in the early stages of the programme.

a. Average assistance - breakdown by country

<u>Country</u>	<u>No. candidates</u>	<u>Average assistance</u>
Cameroon	26	US\$ 4,096.20
Ghana	10	5,966.20
Kenya	60	4,917.25
Nigeria	8	4,931.65
Sudan	4	6,451.87
Zimbabwe	26	5,227.85
Other	18	4,813.50
TOTAL	152	US\$ 5,053.20

b. Average assistance - breakdown by type
of assistance

<u>Assist. type</u>	<u>Average</u>	<u>Average when assistance given</u>
Airfare	US\$ 1,125.00	US\$ 1,169.00
Shipping	1,514.00	2,024.00
Transition	1,523.00	1,710.00
Salary supplement	458.00	740.00
Professional equipment	--	3,625.00
		(8 cases only)
Other	139.00	212.00
		(per diem, hotel)

In determining assistance packages, candidates are asked to consider which types of assistance would be most helpful to them in their particular situation. In general, candidates have indicated that being able to ship their personal belongings -- including, for example, refrigerators and furniture as well as books -- is a very important element in deciding whether or not to return. This is why in the cases where shipping assistance was given, it turns out to be the highest figure.

When given a choice under new assistance levels, candidates seem to choose a lump sum transition allowance more often, and then decide how best to apply these funds, e.g. towards shipping or towards reintegration in the home country. Many candidates would have liked a salary supplement, but this assistance is only offered in Kenya for the moment because of the restrictions on such assistance in Zimbabwe, as mentioned above, and the lack of offices and formal agreements with other countries necessary for monitoring such payments adequately. In the small number of cases where assistance for purchase of professional equipment was given, it appears it played a large role in influencing these candidates' decision to return. In general, these candidates were more qualified and in high priority fields.

B. Transportation Only cases

To date, there have been 333 movements to Africa where candidates received transportation assistance only. The highly qualified returnees are analyzed here because funding for the administration of the placement programme made it possible also to assist these returnees whose return contributes in some measures to reversing the brain drain.

i. Country distribution of transport-only returnees

	<u>No. returnees</u>	<u>%</u>
Kenya	127	(38.2)
Zimbabwe	48	(14.4)
Nigeria	48	(14.4)
Cameroon	48	(14.4)
Sudan	10	(3.0)
Ghana	6	(1.8)
Uganda	6	(1.8)
Other	40	(12.0)
TOTAL	333	(100.0)

ii. Top five professional fields

	<u>No. returnees</u>	<u>%</u>
Business	104	(31.2)
Education	48	(14.4)
Health	46	(13.8)
Agriculture	25	(7.5)
Engineering	22	(6.6)
TOTAL	245	(73.5)

iii. Comparison with placed cases

Comparing placed and assisted movements with transport-only movements, the proportion of returnees per country is similar and once again reflects promotion efforts and numbers of candidates in the U.S. from different African countries. It is not surprising that Kenya received the largest number of candidates in both categories. In the case of Nigerians, the largest group of Africans in the U.S., lack of an ICM office in Lagos, combined with better economic opportunities, led to a larger group of candidates returning without prior confirmation of a job, whereas in the case of Ghana, nationals were much more reluctant to return without the security of job placement. The Ghanaian situation once again reflects political and economic changes over time as well as ICM's own promotion and job confirmation activities.

The professional fields of both the transport-only and the job-placed returnee groups matched very closely, with one interesting exception. A higher percentage of engineers were willing to return without prior job confirmation. These individuals may have been sure their skills would be in demand and would draw a high salary, so job placement and financial assistance might have been less essential.

C. Retroactive assistance

Retroactive assistance was initiated in 1985 mainly for Kenyan candidates whose job placement required interviews in Kenya before confirmation of a job could be given. In agreement with the Department of State (the donor), the only assistance ICM offers these candidates at the outset is reduced fare transportation and confirmed job interviews upon arrival. If a job placement occurs within three months following the return, ICM agrees to provide other assistance retroactively in the normal manner. Candidates for such assistance must be highly qualified. An agreement binding both ICM and the candidate is signed before departure from the U.S.

In 1986, 15 of all assisted Kenyan candidates (or 38%) returned under the Retroactive Assistance Programme. Seven were being considered for jobs requiring interviews with the Teachers Service Commission. On an average at least two interviews each were scheduled by ICM Nairobi, and to date all the returnees have been placed in appropriate jobs within the time limits of the programme (as of January 1987 two are still awaiting placement confirmation, but are still within the time limits). The record of retroactive assistance cases to Kenya would appear to confirm the importance of the programme in making placements in jobs such as the teaching positions considered priority by the Kenyan government.

Nevertheless, potential returnees without the resources to finance their own return even at reduced airfares have not been able to benefit from retroactive assistance. In a number of instances, this has prevented the return of highly qualified Africans who very likely would have been accepted for employment if they had been able to appear for required job interviews. One measure which could be envisaged to resolve this impasse would be for ICM to have the flexibility to provide, in exceptional and compelling circumstances, a one-way air ticket free of charge to enable the candidate to travel to Africa for interview.

2. OPEN JOB LISTINGS

As of October 1986, there were 274 open job listings for recruitment from the Washington office. Statistical analysis of the listings follows:

A. Breakdown by field of specialization

The top five fields of specialization for current job offers are:

<u>Field</u>	<u>No. offers</u>	<u>%</u>
Health/Life Sciences	71	25.9
Engineering	46	16.8
Business	34	12.4
Education	31	11.3
Agri/Animal Sciences	27	10.0

These job listings show a certain lack of congruence with the qualifications of the applicant pool. Engineering applicants are particularly few and far between compared to job listings in that field. It has been noted by U.S. universities that Africans studying in the U.S. have not received the preliminary background necessary for advanced study in the hard sciences and thus have been more likely to choose the business and education fields. Despite this one field where the programme has been unable to meet a priority need, almost three-quarters of the applicant pool and of the placements made do fall within the top five priority fields of specialization in demand as indicated by job listings.

B. Breakdown by country

The large majority of current job offers are located in four countries:

<u>Country</u>	<u>No. offers</u>	<u>%</u>
Nigeria	80	29.2
Kenya	79	28.8
Ghana	78	28.5
Niger	16	5.8
Other	21	7.7
TOTAL	274	100.0

Most of these current job listings are for university positions identified through the United Nations Economic Commission for Africa (ECA) (See paragraph V). In countries where active ICM offices are recruiting for ROT candidates, other job opportunities are explored on a regular basis and very often result in placements for individual candidates.

C. Breakdown by sector

	<u>No. offers</u>	<u>%</u>
University	246	89.8
Public Sector	18	6.6
Private Sector	10	3.6
TOTAL	274	100.0

The results of placement efforts (see above I.A.2) contrast sharply with these percentages. Placements have been relatively equally distributed among the three sectors, with the private sector actually in the lead. Both the difficulties in finalizing university placements and the lack of desirability of these placements to many candidates who seek higher income have contributed to an imbalance between openings and interested applicants. Also, universities seek high qualifications and years of experience not easily found in the applicant pool and not corresponding to the low salary levels.

D. Breakdown by degrees required

<u>Degree</u>	<u>No. jobs</u>	<u>%</u>
Ph.D.	98	35.8
Ph.D./M.S.	98	35.8
M.S.	25	9.1
M.S./B.S.	17	6.2
B.S.	16	5.8
Other	20	7.3
TOTAL	274	100.0

These requirements are not vastly different from the qualifications of the candidate pool. In fact, pending candidates have even higher qualifications, unfortunately not necessarily in fields matching with the jobs listed (see below).

3. PENDING CANDIDATES FOR JOB PLACEMENT

As of October 1986, there were 141 candidates awaiting job placement through the Washington office. Of these, 106 candidates had completed their CV documentation, and CVs had been sent to headquarters and field offices. Thirty five candidates were in the process of finalizing documentation.

As the following charts show, to a large extent candidates in the pipeline parallel past placement cases by field. Nationalities of most pending candidates match closely the countries where jobs are being offered or where ICM has strong placement offices. 80% of current jobs require Ph.D.'s or Masters degrees, and 88% of pending candidates have either Ph.D.'s or Masters degrees. Pending candidates have even higher qualifications overall than those already placed. However, placement in jobs on an individual basis rather than through the listings will once again probably be necessary because of the lack of parallel between candidate fields and interests, and job listings.

A. Breakdown by field of specialization

<u>Field</u>	<u>No. candidates</u>	<u>%</u> (Top 5)
Business	37	26.2
Education	23	16.3
Health/Life Sciences	22	15.6
Agri/Animal Sciences	19	13.5
Social Sciences	10	7.1
Engineering	7	
Miscellaneous		
Communication	1	
Humanities	1	
Physical Science	7	
Public Admin.	3	
Other	11	
TOTAL	141	

B. Breakdown by qualifications

<u>Degree</u>	<u>No. candidates</u>	<u>%</u>
Doctorate	63	44.7
Masters	62	44.0
Bachelors	12	8.5
Other	4	2.8
TOTAL	141	100.0

C. Breakdown by nationality

<u>Nationality</u>	<u>No. candidates</u>	<u>%</u>
Kenyan	44	31.2
Ghanaian	20	14.2
Nigerian	18	12.8
Zimbabwean	17	12.0
Ugandan	9	6.4
Ethiopian	6	4.3
Cameroonian	3	2.1
Other	24	17.0
TOTAL	141	100.0

D. Years abroad

The average number of years abroad for pending candidates is 7.8 years. This is slightly higher than the average for placed candidates (6.7 years). Among the pending candidates, 32% have spent 1-5 years outside of their country, 47% have spent 6-10 years abroad, and 21% have been away for more than 10 years. Among already placed candidates, only 7% have been away for more than 10 years.

4. CANDIDATES IN REFUGEE-LIKE STATUS

The original pilot project proposal called for an effort to arrange that about one-third of the placements would be reserved for African refugees or those in refugee-like status, whose skills and training would be made available to other African countries. Very early in the implementation of the programme, it became clear that this stipulation of the programme draft would be difficult and probably impossible to fulfill.

A. Responses of potential receiving countries

Most African countries which were approached, even those with critical high level manpower shortages, were unwilling to consider accepting professionals with refugee or refugee-like status, or even any non-nationals from other African countries, as a general principle. On a case-by-case basis, Kenya and Zimbabwe showed a little more flexibility at the outset. One Sudanese, who did not claim refugee-like status, was placed in Kenya in

a position with an international organization working in development research (case sponsored by EEC). Kenya's widely publicized "Kenyanization" policy, plus high unemployment of recent university graduates, however, created a restrictive atmosphere for the acceptance of non-Kenyans.

One Ghanaian with indeterminate status, but unwilling to go home, received a job offer in Zimbabwe. But Zimbabwe under the terms of its bilateral agreement with Ghana later rejected him and other Ghanaians, since only those approved by their own government for working in Zimbabwe and not required in Ghana itself would be considered, a stipulation which basically eliminated anyone in refugee-like status from this country.

B. Refugee-like caseload, moved and not moved

Turning to the applicants themselves, ICM was never in a position to ascertain with any certainty the degree to which any individual was really at risk in returning to his home country or merely chose to ask for placement in another country because of anticipated better working and living conditions. The following charts summarize the record of applicants from countries which were in some state of internal political turmoil and producing refugees during the project period or to which applicants seemed most unwilling to return. (Countries such as Nigeria, Zimbabwe and Kenya are left out even though on occasion a national from these countries might have preferred or considered relocation to another country).

1. Moved cases from refugee-producing countries

National origin	Transport Only		Placed/Assisted		Total moved
	home ctry.	oth. ctry.	home ctry.	oth. ctry.	
Angola	-	2	-	-	2
Chad	1	-	-	-	1
Ethiopia	9	1	-	-	10
Ghana	7	-	12	1	20
Namibia	7	-	4	-	11
South Africa	3	8	1	-	12
Somalia	1	-	2	-	3
Uganda	7	4	1	-	12
Zaire	2	1	4	-	7
Totals	37	16	24	1	78

2. Cases from refugee-producing countries not moved

National origin	Cases pending		Cases closed		Total not moved
	willing to return	wants oth.ctry.	willing to return	wanted oth.ctry.	
Angola	-	-	-	-	0
Chad	-	1	-	4	5
Ethiopia	-	7	4	11	22
Ghana	9	15	12	17	53
Namibia	-	1	1	-	2
South Africa	-	1	6	2	9
Somalia	2	1	2	3	8
Uganda	6	8	1	2	17
Zaire	-	2	-	-	2
Totals	17	36	26	39	118

In total, there were 196 candidates who came from potentially refugee-producing countries, 40% of whom were successfully assisted in their return to Africa. Those who returned to a confirmed job and received ICM's assistance package (25) represented 16% of the placed cases, less than half the target of one-third. And of those who were placed, only one went to a country other than his own. Even he cannot be considered a refugee, since this Ghanaian was the one who went to neighboring Nigeria.

If the transport-only cases are also evaluated, it turns out that 15% of the recipients of this kind of assistance had come from countries which potentially produced refugees, again less than half the target of one-third of the total returnees. Of the transport-only cases, again less than half returned to countries other than their own.

C. Pending refugee-like candidates

Only among the candidates who are still pending and have not been successfully placed does the percentage from refugee-producing countries reach and exceed the target figure of one-third. Of the pending candidates for placement (141), 53 or 38% come from refugee-producing countries. But only 36 of them specifically requested placement in countries other than their own (26% of the total pending caseload). The charts below summarize their professional specializations and qualifications.

1. Top professional fields of pending refugee-like candidates

<u>Field</u>	<u>No. candidates</u>	<u>%</u>
Health/Life Sciences	9	17.0
Business	8	15.1
Agri/Animal Sciences	7	13.2
Education	7	13.2
Engineering	5	9.4
Social Sciences	5	9.4
Other	12	22.7
TOTAL	53	100.0

2. Degree qualifications of pending refugee-like candidates

<u>Degree</u>	<u>No. candidates</u>	<u>%</u>
Doctorate	24	45.3
Masters	18	34.0
Bachelors	7	13.2
Other	4	7.5
TOTAL	53	100.0

Neither the fields of specialization nor the degree qualifications are vastly different from the pool of candidates in general analyzed previously. Like other pending candidates, there are even more highly qualified than placed cases. They have specialized in the same priority fields, although they are more evenly spread over the fields than the other

pending cases and those already placed and moved. Thus these candidates should be at least as much in demand for priority manpower needs in Africa, were opportunities not blocked by political and resulting economic turmoil in their home countries and nationalism in other African countries. Experience with the pending cases from refugee-producing countries, both those who want to repatriate and those who are unwilling to, shows that they are particularly hard to place, many awaiting placement for more than one year.

Good opportunities to stay in the U.S. -- such as legal refugee or asylum status in the U.S., having qualified for a green card through a priority job, or in the case of Ugandans potential EVD status before fall 1986 and now potential qualification for legalization -- add to the difficulties in placement. Appended data on individual cases which have been hard to placed will amplify this picture (See Annex A).

D. Closed cases of refugee-like candidates

Finally, the cases closed, mostly for lack of job placement over a long period of time, also demonstrate the difficulties in placing candidates in this kind of status. Again, this group, as demonstrated below, included some of the most highly qualified candidates in fields in high demand. The major reason these cases were closed was because the candidate had to wait too long without any placement opportunity being offered, and he himself dropped the contact with the ICM office, either by moving without forwarding address or by making other plans in the U.S.

1. Professional fields of closed cases from refugee-producing countries

<u>Field</u>	<u>No. candidates</u>	<u>%</u>
Agri/Animal Sciences	16	24.6
Health/Life Sciences	10	15.4
Business	9	14.0
Education	6	9.2
Engineering	6	9.2
Public Admin.	6	9.2
Social Sciences	6	9.2
Other	6	9.2
TOTAL	65	100.0

2. Degree qualifications of closed cases

<u>Degree</u>	<u>No. candidates</u>	<u>%</u>
Doctorate	26	40.0
Masters	28	43.0
Bachelors	7	10.8
Other	4	6.2
TOTAL	65	100.0

E. Changing circumstances, new opportunities for former refugees

Over a period of three years it has also been possible to note changes in the circumstances of countries that have produced refugees and resulting changes in the attitude toward return among nationals of those countries. Ghana and Uganda are cases in point.

Initially, Ghanaian applicants mostly asked for placement in other countries. But in early 1985, with an easing of political and economic turmoil, Ghanaians themselves changed their status and let it be known they would be willing to return home. Almost all the 20 cases moved back to Ghana have travelled since that time. Meetings between the ICM Washington Chief of Mission and government and university officials in Ghana were possible in the summer of 1985 and resulted in increased opportunities for placements and job confirmations. The government set the return of its qualified professionals and the rebuilding of Ghana's universities and professional cadres as a national priority, and the Ghanaian embassy in Washington was instructed to work closely with ICM's office. Over 70 job openings in university teaching in Ghana have been listed with the U.N. ECA for recruitment, and the Ghanaian Universities recruitment office in London also maintains regular contact with ICM Washington.

In the case of Uganda, the internal turmoil lasted for many more years, and the changes have been too recent to see clear results to date. In June 1986, a mailing in association with the U.S. Committee for Refugees, aimed at the Ugandan community in the U.S., offered both ICM's transportation assistance programme and potential placement assistance to Ugandans who might have wished to return in light of the change in government. Unlike the spontaneous increase in applications and interest from Ghanaians, however, there has been to date little response from the Ugandan community. Results and returns have been slow for a number of self-evident reasons: little communication or assistance from the embassy in Washington due to a long delay in its restructuring and the installation of a new ambassador; little incentive to act quickly on the part of Ugandans because EVD status was extended until the end of October; thereafter, positive incentive not to act too soon because it appeared that legalization under the stipulations of the new immigration bill might include Ugandans who had been in the U.S. since before 1982, thus allowing them to acquire a green card as a form of security before attempting a return to their home country; persistent news of economic distress and very poor living conditions for professionals in Kampala as well as continuing military actions in the northern countryside.

Uganda does, however, remain a prime target for ICM's Return of Talent Programme. In meetings with ICM officials in Kampala and in Nairobi at the December 1986 Seminar the Ugandan government has shown a keen interest in this kind of programme and a strong desire to cooperate in getting it off the ground for Uganda. An "ICM Desk" has been created at the Ministry of Rehabilitation, the ministry with the primary goal of getting the country back on its feet and bringing back the exiles. The ICM Desk is putting together information for ICM on job opportunities and living conditions for professionals in the hopes that, should funding be forthcoming, further promotion of return from the U.S. would be possible.

In summary, therefore, while the original goals of the project in the refugee area proved unrealistic, the effort in itself revealed that not all nationals of possible refugee-producing countries consider their return to be difficult. It also revealed that the hospitality of neighboring African countries to refugees does not extend to professionals who might compete with local nationals. And finally, keeping abreast of changing country conditions in the context of flexible programming can make it possible for ICM's Return of Talent Programme to be extended into a refugee repatriation programme for highly qualified nationals who have been in exile. This aspect of ICM's Return of Talent Programme can over a period of time replace the resettlement alternative originally proposed, contribute to the reverse of brain drain caused by political circumstances, and help in rebuilding a country that has been in political and economic turmoil.

5. SOURCES OF RECRUITMENT

The chart below summarizes results of recruitment by inquiries received, CVs for job placement received, and actual placed and assisted movements. Specific programme promotion efforts were carried out through the media, universities, embassies and specialized organizations. When one of these sources was cited, universities provided the highest percentage of both inquiries and CVs received. These figures do not translate into the highest numbers for actual movements, however, as embassies appear to be the source for the largest number of both assisted and transport-only movements. Strong recruitment activities on university campuses may result in exploratory interest on the part of African students, but these may include applicants with lower qualifications as well as applicants who may not yet be committed to returning, who are exploring options of jobs in the U.S. and/or further advanced study, as well as possibilities of return. Embassies, on the other hand, generally refer two different categories of people to ICM -- those with confirmed priority jobs needing assistance or incentives to guarantee their return, and more needy or desperate cases which come to the attention of the embassy or consulate for transportation assistance only.

Overall, embassies were the source of the highest numbers of assisted movements, but the informal sources such as friends provided the source for the highest numbers in all other categories and came in a strong second for assisted movements. The effects of all promotion efforts, such as advertising and articles, contribute to the information flow among the informal sources. Although the media is not cited very often as a primary source for recruitment, it is still valuable in overall promotion efforts for this reason. There will always be the need for targeted media and organizational recruitment activities for hard-to-fill positions, especially in the technical fields.

<u>Recruitment sources</u>	<u>Inquiries (% of Total)</u>	<u>CVs for job placement (% of total)</u>	<u>Transport-Only movements (% of total)</u>	<u>Placed movements (% of total)</u>
Advertising/Articles	3.3	11.7	4.0	1.7
Universities	19.0	20.8	16.7	15.8
Embassies	11.7	18.6	23.3	37.0
Organizations	5.8	6.8	12.5	12.5
Friend	31.0	31.6	37.5	28.8
Unknown	25.2	5.8	6.0	.5
Referred by ICM Candidate *	4.0	4.7	0	3.7
TOTAL	100.0	100.0	100.0	100.0%

* This category was only added in January, 1986.

6. PROGRAMME GROWTH 1984-1986 AND EXPECTATIONS FOR THE FUTURE

Programme growth can be evaluated in a number of ways: increase in applicants in the U.S.; increase in job listings in Africa; increase in placements in countries with ICM offices in Africa; increase in number of countries interested in working with ICM and development of cooperative relationships. All of these factors can be influenced by changing economic and political conditions and cannot thus become a basis for future projections alone with any accuracy. The analysis in this section aims rather at finding out whether the project reached a point where predictions on the limits of growth could be made for use in future programme planning.

For this purpose, two charts are presented below. Programme development in the U.S. over the three year period is analyzed on the basis of applications received. Programme development in Africa is analyzed on the basis of the ability of existing offices to identify job openings of a high caliber. The interrelation of development in the sending and the receiving countries will be noted in the number of actual job placements and movements facilitated. For this reason, Kenyan and Zimbabwean figures are noted separately in order to show the importance of having an office in a country and explicit embassy support in Washington. The last factor, interest of countries in working with ICM, will not be analyzed here, but can be evaluated through the December 1986 Nairobi seminar and other indicators elsewhere reported.

A. Inquiries, CVs filed, and job placements, comparison by year 1983-1986

	Oct.83-Sept.84 Year 1	Oct.84-Sept.85 Year 2	Oct.85-Sept.86 Year 3
Inquiries	631	554	724
Kenyan Inquiries	119	149	160
Zimbabwean Inquiries	48	36	52
CVs Filed	118	132	162
Kenyan CVs	29	48	54
Zimbabwean CVs	11	20	24
Job Placements and Movements*	7	45	96
Kenyan Placements	4	18	34
Zimbabwean Placements	-	15	10

* Note: A total of these figures will not correspond with total movement figures elsewhere in this report, since the total movements analyzed (152) included October 1986.

The growth of inquiries over the three year period may have reached limits in total numbers that may be expected rather early, but the quality and countries of origin must also be considered. In the first year, initial promotion efforts laid out a dragnet and brought in a large number of inquiries, but not necessarily of the quality to produce serious candidates who would file CVs qualified for placement. Inquiries actually went down a little the second year as recruitment efforts were honed to reach more qualified candidates. The positive results in CVs received and actual placements can be seen from the chart.

In all categories the programme experienced another spurt of growth in the third year. This growth must be credited to several operational factors which reached new levels of successful institutionalization by the third year; actions by ICM Washington to improve and focus promotional efforts; the growth of information passed by word of mouth in the African community as to opportunities offered by the programme and the success stories of other Africans, the retroactive assistance programme; and intensified efforts at placement carried out by African missions beyond the listed job openings. The growth in job placements in Kenya in particular are due to this last factor. Development of close working relations with Ghanaian and Cameroonian embassies also increased the numbers of successful placements. The overall growth must also be credited to changing economic and political conditions in Africa itself which have made return home and job placement more attractive than it was in 1983-84 during a period of serious economic depression and drought in many countries and times of political turmoil in certain specific countries like Ghana.

Zimbabwe stands out for not having experienced steady programme growth. Circumstances peculiar to Zimbabwe may be the cause. In the 1982-83 years there were large numbers of Zimbabweans who had been in exile and were now seeking to return home. When this group passed through, primarily departing with ICM assistance in transportation only, a much smaller cadre remained for consideration. Certain political and security situations which developed in Zimbabwe at this time were also cited by candidates as discouraging return.

In contrast to the Zimbabwean situation, the steady growth of the Kenyan return programme in all categories, as demonstrated by the above statistics, can be used as a model for the future. At least in the three year pilot period, limits of the potential for Kenya do not appear to have been reached. Projecting this model to other countries such as Ghana or Uganda (if the political and security situations continue to improve), we can predict considerable programme growth in the near term if active ICM offices can be set up in those countries and close working relations established with employers in the public and private sectors.

B. Open job listings circulated in September, comparison by year

Year	Kenya	Zimbabwe	ECA *	Other	TOTAL
1984	32	24	85	35	176
1985	34	24	106	4	168
1986	40	1	195	23	259

* ECA listings include some jobs in Kenya and Zimbabwe as well.

The greatest growth in job listings has been due to the cooperative relationship with the United Nations Economic Commission for Africa (ECA) through which ICM has been able to list large numbers of university teaching positions all over the continent. Obtaining and publishing such job listings are vital promotional tools for the programme in that they identify the priority needs and fields of specialization going begging for lack of qualified people in Africa and allow ICM to direct its recruiting efforts toward specific candidates whose skills would be in demand. The listings also attract candidates and lend credibility to the placement efforts (See paragraph V).

Many universities have listed positions with high qualifications, but without necessarily having the budget in hand to pay the salaries, and placements have not been forthcoming for proposed candidates. Difficulties and lengthy delays in communication between ECA headquarters in Addis Ababa and the universities in other countries have also made it impossible to judge the potential for placements through ECA jobs. Referring back to the country distribution of open job listings, it must also be noted that the largest group of ECA listings is in Nigeria, a country for which ICM does not specifically recruit and where neither ECA nor ICM have offices to follow up on placements.

Jobs listed by ICM's Kenyan mission are more reliable, but they have limited recruitment dates and frequently have been already closed or filled before ICM Washington has had time to propose candidates. With a growth pending caseload of candidates already presented to the ICM office in Nairobi, meeting recruitment deadlines on listed jobs has improved somewhat over a period of time. In many cases, on the other hand, candidates are proposed to employers by ICM Nairobi and placed in Kenya without the jobs ever being being listed in advance. The Nairobi office is regularly in contact with some 800 potential employers and circulates to them a

biographical list of pending candidates. The figures for open job listings in Kenya at any point in time are therefore misleading in relation to the total numbers of jobs identified by the Nairobi office and the placements secured. It would be logical to suppose that this situation might also be true with ICM offices opened in the future in such countries as Ghana and Uganda.

7. MAIN CONCLUSIONS

- Data presented shows highly qualified candidates being placed in positions in demand.
- Value of transport-only programme confirmed.
- The introduction of the possibility of providing retroactive assistance has contributed to successful filling of priority jobs.
- Job listings and candidates' fields match up except in cases where lack of skilled persons is due to inadequate training of cadres at home and abroad -- e.g., engineers. Insufficient exploration of private sector for listings, and inadequate salaries and benefits for university jobs, led to lack of congruence in sectoral placements between jobs and candidates. Brain drain possibly caused by over-concentration of economic resources in centralized public sector economy, while candidates prefer private sector.
- Refugee candidates proved almost impossible to place outside their own countries. Opportunities were blocked by political and economic considerations. However, as circumstances changed, ICM was there and ready when they decided to repatriate. More were willing to go home than expected. This aspect of ICM's Return of Talent Programme can over a period of time replace the resettlement alternative originally proposed and help in rebuilding a country that has been in political and economic turmoil.
- The project reached its goals for number of placements in the face of numerous obstacles. This shows effective and flexible operations both in recruitment and processing in the U.S., and in placement efforts in countries where ICM was able to open offices.
- Once again, keeping in mind unforeseen obstacles and limitations on programme development, especially limitations on in-country operations in Africa, the pilot project provides abundant evidence for future growth potential where operations already exist, and potential for expansion should other countries agree to facilitate the programme politically.

III. EVALUATION SURVEY AMONG 46 RETURNEES ASSISTED
IN THEIR PLACEMENT IN KENYA, CAMEROON AND ZIMBABWE

1. FRAMEWORK OF THE SURVEY

During the period 1 January 1984 - 30 June 1986, 134 African nationals have been assisted in their return to Africa. 99 African nationals have been placed in Kenya, Cameroon and Zimbabwe, as follows:

TABLE I. ASSISTED CASES PER COUNTRY

Kenya	50
Cameroon	24
Zimbabwe	25
Total	99

During a survey carried out in December 1986/January 1987,* 25 Kenyan nationals were interviewed by the ICM staff in Nairobi and 2 Cameroonians were interviewed by telephone from ICM Washington. 12 African nationals assisted in 1984 and interviewed in 1985 were also added to the survey (7 Kenyans and 5 Zimbabweans) after confirmation that they were still working in their home country (their interviews were processed for the evaluation report submitted to the ICM Seminar on the "Reintegration of Qualified African Nationals", Nairobi, 1-4 December 1986). 7 assisted Kenyans in 1985 and interviewed in 1985 were also added to the survey. These 7 cases were not processed in the evaluation report because data collected was only analyzed and processed for the cases assisted in 1983/1984. Therefore, the composition of the interviewed population in Kenya is the following:

TABLE II. COMPOSITION OF INTERVIEWED NATIONALS IN KENYA

Assisted cases in 1984	7
Assisted cases in 1985	7
Interviewed cases in December 1986/ January 1987	25
Total	39

The above shows that the 39 interviewed cases correspond to 78% of total assisted movements to Kenya until 30 June 1986 (50 cases). The high percentage of interviews justifies the validity and relevance of the survey in Kenya. Moreover, it should be noted that among the 25 last processed cases (December 1986/January 1987), a national was interviewed that had been assisted in 1984. This means that the percentage of interviewed cases assisted in their return in 1984 is 100%.

* Follow-up on the assisted returnees to Cameroon and Ghana was established through the embassies in Washington. In Annex B, information is provided about the returnees to these two countries.

The interviewed returnees are characterized as follows:

Males	-	21	
Females	-	25	
Married	-	24	(14 males; 10 females)
Single	-	21	(6 males; 15 females)
Divorced	-	1	(1 male)
Age (average)	-	31	

2. INFORMATION RELATED TO STAY ABROAD

Table III gives the reasons for emigration to the United States (more than one answer was possible):

TABLE III. REASONS FOR EMIGRATION

	<u>No. of answers</u>	<u>%</u>
Study	44	89.8
Work	1	2.0
Wish to change	3	6.2
Others	1	2.0
Total	49	100.0

The interviewed returnees spent an average of 6.9 years in the United States (2-20 years) before returning to their home country, as follows:

TABLE IV. YEARS ABROAD

	<u>Years abroad</u>			
	<u>0-3</u>	<u>4-7</u>	<u>8-11</u>	<u>More than 12</u>
Numbers	6	23	12	5
%	13.0	50.0	26.1	10.9

The returnees financed their living abroad as follows (more than one answer was possible):

TABLE V. FINANCING OF LIVING ABROAD

	<u>No. of answers</u>	<u>%</u>
Personal or family savings	30	44.1
Scholarship	13	19.1
Working	24	35.3
Others	1	1.5
Total	68	100.0

Without ICM assistance for the reintegration process in the home country, the returnees answered, by order of priority, as follows (more than one answer was possible):

TABLE VI. POSSIBLE ALTERNATIVES IN CASE NO ICM ASSISTANCE WAS AVAILABLE TO FACILITATE THE RETURN

	<u>No. of answers</u>	<u>%</u>
Would work to save money	31	55.4
Would ask for a loan to return	13	23.2
Would go back anyway	7	12.5
Would stay abroad	5	8.9
	<u>56</u>	<u>100.0</u>

The above shows that the programme had impact on the decision to return. 78.6% of the answers (several returnees chose both possibilities "would work to save money" and "would ask for a loan to return") as measures to cover the costs of the return.

When requested how to rate the ICM influence in the decision to return, the interviewed returnees reacted as follows:

TABLE VII. INFLUENCE OF THE ICM PROGRAMME IN DECISION TO RETURN

	<u>No. of answers</u>	<u>%</u>
No answer	1	2.2
Significantly	43	93.5
Little	2	4.3
Total	<u>46</u>	<u>100.0</u>

3. RETURN TO AFRICA

Types of ICM assistance which may influenced the decision to return.
The 46 returnees answered the question about possible ICM influence to the return by order of importance (it should be noted that the returnees could give three answers by order of priority):

TABLE VIII. TYPES OF ICM ASSISTANCE WHICH HAVE INFLUENCED THE DECISION TO RETURN

	<u>Order of importance</u>			<u>Total</u>	<u>%</u>
Types of ICM Assistance	1	2	3		
Travel facility	25	8	4	37	29.1
Transport of household goods	7	22	7	36	28.3
Information on employment	6	3	5	14	11.0
Salary supplement	3	2	7	12	9.4
Contact/s with employer/s	1	3	6	10	7.9
Transition allowance	1	5	4	10	7.9
Work contract	1	1	1	3	2.4
Counselling	1	-	1	2	1.6
ICM Medical Plan	-	-	2	2	1.6
Equipment	-	1	-	1	0.8
Total				<u>127</u>	<u>100.0</u>

From the above, it could be concluded that by order of importance, the returnees consider that the ICM travel facility, the transport of household goods and the information on employment were the three types of assistance which have mostly influenced their decision to return.

Reasons for return. The returnees considered the following reasons to return to Africa by order of importance (it should be noted that the returnees had the choice of three answers):

TABLE IX. REASONS TO RETURN TO AFRICA

	<u>No. of answers</u>	<u>%</u>
Termination of studies	30	33.7
Family ties	26	29.2
Participation in nation building	22	24.7
Working obligations	4	4.5
Others *	3 *	3.4
Adaptation difficulties abroad	2	2.3
No working possibilities abroad	1	1.1
Visa expiration	1	1.1
	<u>89 answers</u>	<u>100.0</u>

- * 1 national mentioned: "I wanted to go home".
 1 returnee mentioned that he returned because his wife could not get a job in her field of experience in the U.S. The third returnee did not elaborate his reasons. All three gave "others" as the third reason.

Comparing the reasons for return with the influence of the ICM programme, the following Table gives the significance of the scheme for the reintegration process.

TABLE X. REASONS FOR RETURN AND THE INFLUENCE OF THE ICM PROGRAMME *

<u>Reasons for return</u>	<u>Significantly</u>	<u>Little</u>	<u>Total</u>
Termination of studies	27	2	29
Working obligations	4	-	4
No working possibilities	1	-	1
Adaptation difficulties	2	-	2
Family ties	25	1	26
Participation in nation building	22	-	22
Visa expiration	1	-	1
Others	2	1	3
Total	<u>84</u>	<u>4</u>	<u>88</u>

- * 1 returnee did not answer the question.

The above shows that by order of importance, the termination of studies, family ties and participation in nation building scored high in the survey.

Table XI cross-refers the reasons for return with years abroad. The returnees who stayed abroad between 4 and 11 years are presumably relevant to the interviewed population: 35% of the returnees consider that the termination of studies is a good reason to return. Family ties and participation in nation building scored high as well, respectively 29% and 23.5%.

TABLE XI. REASONS FOR RETURN AND YEARS ABROAD

Reasons for return	Years abroad				Total Answers
	0-3	4-7	8-11	More than 12	
Termination of studies	5	17	7	1	30
Working obligations	-	2	1	1	4
No working possibilities	-	-	-	1	1
Adaptation difficulties	-	-	2	-	2
Family ties	2	13	7	4	26
Participation in nation building	2	7	9	4	22
Visa expiration	-	-	1	-	1
Others	1	-	2	-	3
Total	10	39	29	11	89

4. ICM ASSISTANCE AND DIFFICULTIES ENCOUNTERED UPON RETURN

As concerns the ICM assistance provided for the reintegration process, 17 returnees (37%) answered, by order of importance, the question of having any problem with ICM assistance. 20 returnees were satisfied with the ICM assistance (63%) (It should be noted that the returnees could provide their own answers. The question was not structured).

TABLE XII. DIFFICULTIES WITH ICM ASSISTANCE

Difficulties	No. of answers	%
Insufficient baggage allowance/ facilities	6	31.6
Slow or limited placement assistance for jobs commensurate with aptitudes or level of education	5	26.3
Poor information on ROT programme	3	15.8
Others *	5	26.3
Total	19	100.0

* Five returnees gave each an answer, such as providing lodging for the first months; assistance in facilitating customs clearance because the arrival of a box of personal effects was wrongly stored by the customs; medical plan should be improved; speeding up booking arrangements, because the returnee wanted to leave on a very short notice; and one returnee had initially difficulties with the recognition of his diplomas.

From 46 interviewed returnees, 36 encountered the problems upon return (78.3%) which could have influenced the reintegration process (more than one answer was possible). Eight returnees did not have any reintegration problems (17.4%). Two returnees did not answer.

TABLE XIII. PROBLEMS ENCOUNTERED UPON RETURN BY ORDER OF PRIORITY

<u>Problems encountered</u>	<u>No. of answers</u>	<u>%</u>
Cost of living	26	30.6
Housing	15	17.6
Professional reintegration longer than expected	14	16.5
Family obligations	7	8.2
Salary level	7	8.2
Inadequate or in appropriate equipment/tools/research possibilities	6	7.1
Unanticipated medical/health problems	5	5.9
Others	5	5.9
Total	85	100.0

The cross-reference of the problems encountered upon return with possible difficulties with ICM assistance provided shows that the problems met in the receiving countries are not directly linked to the ICM assistance received.

TABLE XIV. CROSS REFERENCE BETWEEN "PROBLEMS ENCOUNTERED IN THE COUNTRY OF RETURN" AND "DIFFICULTIES WITH ICM ASSISTANCE"

Difficulties with ICM Assistance											
Problems encountered in the country of return		A	B	C	D	E	F	G	H	I	Total
No Answer		6	-	-	1	-	-	-	1	1	8
Housing		9	-	2	3	1	-	-	-	-	15
Family obligations		5	-	1	1	-	-	-	-	-	7
Salary		4	1	1	-	1	-	-	-	-	7
Cost of living		18	-	3	3	-	1	1	-	1	27
Medical (himself or family)		2	1	-	-	1	-	-	1	1	6
Equipment, research possible		4	-	-	1	-	-	-	-	1	6
Professional reintegration longer than expected		6	1	3	2	-	1	1	1	1	16
Others		4	-	1	-	-	-	-	-	-	5
TOTAL		58	3	11	11	3	2	2	2	5	97

- A - No answer
 B - Slow procedure including booking, payment of reintegration assistance and others
 C - Slow or limited placement assistance
 D - Insufficient baggage allowance
 E - Slow in the reimbursement of medical expenses
 F - No assistance for lodging
 G - Poor information concerning customs
 H - Poor information concerning consideration/reevaluation of diplomas
 I - Poor information related to programme features

Referring the years spent abroad and the problems encountered in the countries of return, the following configuration shows that problems have mainly been met in the group of returnees who stayed abroad 4 - 7 years (23 cases = 50%) and 8 - 11 years (12 cases = 26.4%).

TABLE XV. PROBLEMS ENCOUNTERED AND YEARS ABROAD

Problems encountered	Years abroad				Total
	0-3	4-7	8-11	More than 12	
No answer	2	4	2	-	8
Housing	2	6	7	-	15
Family obligations	1	1	2	3	7
Salary	1	4	1	1	7
Cost of Living	3	12	8	3	26
Unanticipated medical/health problems	1	3	-	1	5
Inadequate or inappropriate tools, equipment or research possibilities	-	3	2	1	6
Professional reintegration process longer than expected	2	5	4	3	14
Others	-	2	2	1	5
Total	12	40	28	13	93

Since more than one answer was possible (maximum 3 answers) it could be concluded that 82.6% of the returnees faced some problems upon return (8 returnees did not provide any answer = 17.4%). Cost of living, lack of adequate housing and professional reintegration process longer than expected scored high in the survey, respectively 30.6%, 17.7% and 16.5% of the answers received.

Concerning the suggestions of the returnees to improve ICM assistance, the returnees provided a variety of answers (7 returnees did not answer = 15.2% of the interviewed cases) to improve the programme.

Cross-referring the years spent abroad with the suggestions, the following configuration shows the suggestions of the returnees.

TABLE XVI. SUGGESTIONS OF RETURNEES AND YEARS ABROAD

Suggestions	Years abroad				Total
	0-3	4-7	8-11	More than 12	
More diffusion of ROT programme and ICM abroad	2	2	1	1	6
More information on economic sectors/placement possibilities/conditions	-	3	2	1	6
More information on socio-economic conditions of the receiving countries	-	1	2	-	3
More information on work possibilities for dependents/spouses	2	4	-	-	6
Job confirmation before return	1	-	-	-	1
Increase integration/salary assistance/lodging	3	7	2	1	13
Psychological assistance to family	-	2	-	1	3
Increase baggage allowance/equipment	2	4	2	1	9
Follow-up among returnees/creation of a returnee association/club, reint. seminar for returnees	-	7	8	2	17
Total	10	30	17	7	64

Considering that the returnees who stayed abroad between 4 and 11 years are relevant for the interviewed population, 47 suggestions could be taken into consideration for future planning purposes by order of importance.

TABLE XVII. SUGGESTIONS PROVIDED BY RETURNEES WHO STAYED ABROAD
BETWEEN 4 AND 11 YEARS

	<u>No. of suggestions</u>	<u>%</u>
Follow-up among returnees, creation of a returnee association/ club, organization of reintegration seminars for returnees	15	31.9
Increase integration/salary assistance, provision of lodging	9	19.1
Increase baggage allowance/equipment	6	12.8
More information on socio-economic sectors, placement conditions	5	10.6
More information on work possibilities for dependents/spouses	4	8.5
More information on socio-economic conditions of the receiving countries	3	6.4
More diffusion on the ROT programme and ICM abroad	3	6.4
Psychological assistance to family during reintegration process	<u>2</u> 47	<u>4.3</u> 100.0

5. OCCUPATION OF THE RETURNEES

Among the interviewed returnees 10 have changed jobs since their return (21.7%). This could conclude that the majority of the interviewed returnees (78.3%) have kept the same jobs during the reintegration process.

Table XV shows the reasons given by the returnees for having changed their jobs per economic sector of the first position.

TABLE XVIII. CHANGE OF JOBS PER ECONOMIC SECTOR OF FIRST POSITION

Reasons	<u>Sectors</u>		<u>Total</u>
	<u>Public</u>	<u>Private</u>	
Salary	2	-	2
Working conditions	4	3	7
Others	-	1	1
Total	<u>6</u>	<u>4</u>	<u>10</u>

Among the 10 returnees who changed jobs, 5 returnees were placed in education services (community, social and personal services) in the public (3 returnees) and private sector (2 returnees). The remaining 5 returnees who changed jobs were working in 5 different economic activities.

TABLE XIX. CORRELATION BETWEEN FIRST AND PRESENT POSITION

First position	Present position				Total
	Public	Mixed	Private	Independent	
Public sector	4	-	-	2	6
Private sector	4	-	-	-	4
Total	8	-	-	2	10

The above Table shows that two returnees placed in the private sector changed for jobs in the public sector and 2 returnees became independent.

The following table shows the present occupation of the returnees by economic activities and sectors of economy.

TABLE XX. THE OCCUPATION OF THE RETURNEES

Economic activities	Sectors				Total
	Public	Mixed	Private	Independent	
Agriculture, Forestry, Fishing	1	1	1	-	3
Mining and Quarrying	-	-	1	-	1
Manufacturing					
Electricity, Gas, and Water					
Construction, Wholesale and Retail Trade and Restaurants and Hotels -		-	1	-	1
Transport, Storage and Communication					
Financing, Insurance, Real Estate and Business Services	6	-	4	3	13
Community, Social and Personal Services	20	-	4	3	27
Environment	1	-	-	-	1
Total	28	1	11	6	46
%	(60.9)	(2.2)	(23.9)	(13.0)	(100.0)

From the above, it could be concluded that the majority of the returnees found placement by order of priority in the two economic sectors:

-	Community, Social and Personal Services	58.7%
-	Financing, Insurance and Business Services	28.3%
	Total	<u>87.0%</u>

It is worthwhile to note that 59.2% of the returnees working in the field of Community, Social and Personal services have been placed in Education Services (16 cases = 34.8% of the total interviewed cases). In this particular case the survey is only relevant for Kenya. The general average of returnees placed in the Education field is 17.7% (average calculated among 152 returnees).

Concerning the actual employment situation, the returnees answered as follows:

TABLE XXI. ACTUAL EMPLOYMENT SITUATION

Type of answer	No. of interviews	%
Working only	43	93.5
Working and studying	<u>3</u>	<u>6.5</u>
Total	46	100.0

Concerning jobs in the receiving countries the returnees found employment as follows:

TABLE XXII. TYPE OF EMPLOYER

Employer	No. of interviews	%
Job with new Employer	36	78.3
Job with previous Employer	<u>10</u>	<u>21.7</u>
Total	46	100.0

6. PROFESSIONAL EXPERIENCE AND JOB SATISFACTION

The cross-reference of the type of jobs obtained in the countries of return with the professional experience of the returnees shows that 84.8% of the interviewed cases consider that the work is commensurate with the professional experience acquired abroad.

TABLE XXIII. TYPE OF JOBS AND PROFESSIONAL EXPERIENCE

<u>Type of jobs</u>	<u>Professional experience</u>		<u>Total</u>
	<u>Significantly</u>	<u>Little</u>	
Full time	36	6	42
Part time	3	-	3
None *	<u>-</u>	<u>1</u>	<u>1</u>
Total	39	7	46

Concerning the job satisfaction in the countries of return, the 46 interviewed returnees answered as follows:

TABLE XXIV. JOB SATISFACTION

	<u>No. of interviews</u>	<u>%</u>
No answer	2	4.4
Good	22	47.8
Satisfactory	18	39.1
Unsatisfactory	4	8.7
Total	<u>46</u>	<u>100.0</u>

* One returnee assisted in his return on May 1986 had difficulties with his job since the employer changed the job description without informing ICM and the returnee. The returnee is working for the same employer but in a different job.

Table XXIV shows the validity of the reintegration programme. 86.9% of the returnees are satisfied with their occupational activity. The jobs found in the countries of return are generally commensurate with the expectations of the returnees.

Comparing the use of skills in the professional occupation and the transfer of knowledge to others in the receiving countries (Table XXV), 73.9% of the returnees considered that there is transfer of knowledge to other colleagues working in the same profession. This is undoubtedly a positive contribution to the development process of the countries receiving skilled manpower through the project.

TABLE XXV. TRANSFER OF SKILLS

	<u>Type of answer</u>		
<u>Use of skills</u>	<u>Directly</u>	<u>Indirectly</u>	<u>Total</u>
Significantly	29	10	39
Little	5	2	7
Total	<u>34</u>	<u>12</u>	<u>46</u>

Furthermore, it is interesting to note that 45 (97.8%) of the interviewed returnees consider that the return of qualified nationals contribute to the development of the home country.

When requested about any additional information related to return of nationals for the development process, 25 returnees (54.4%) provided the following information by order of importance (it should be noted that the answers were not structured):

TABLE XXVI. ADDITIONAL INFORMATION ON ROLE QUALIFIED RETURNEES

	<u>No. of answers</u>	<u>%</u>
Advantages for receiving country in view of inputs received (qualification, professional experience of the returnees), possibility of replacing expatriates, sharing experiences and training possibilities for colleagues	16	64.0
Subject to the availability of a technological structure to absorb the skilled personnel	4	16.0
Depends on the government policy to attract and absorb skilled personnel	3	12.0
Provided that the experience acquired abroad is relevant for the job in the home country	1	4.0
The return is recommended if the economic situation is stable	<u>1</u> 25	<u>4.0</u> 100.0

7. MAIN CONCLUSIONS

- 89.8% of the interviewed returnees gave "study" abroad as reason for emigration.
- the returnees spent an average of 6.9 years in the United States before returning to their home country.
- without ICM assistance, 78.6% of the returnees would "work to save money" and/or "would ask for a loan to return" as measures to cover the costs of the return.
- 93.5% of the returnees consider "significantly" the ICM's influence in the decision to return.
- ICM travel facility, the transport of household goods and information on employment in the home country are the types of ICM assistance which have mostly influenced the return.
- termination of studies, family ties and participation in nation building were the three main reasons to return to Africa.
- by order of priority, "cost of living", "housing" and "professional reintegration longer than expected" were the main problems encountered upon return.

- the majority of the interviewed returnees found placement by order of priority in the two following economic activities:
 - Community, Social and Personal Services 58.7%
 - Financing, Insurance and Business Services 28.3%
 - 87.0%
- 60.9% of the interviewed returnees are working in the public sector, 23.9% in the private sector, 13.0% are independent and 2.2% in the mixed sector.
- 84.8% of the interviewed returnees consider that the work is commensurate with the professional experience acquired abroad.
- concerning the employment situation in the countries of return, 47.8% of the returnees considered that it is "good" and 39.1% considered it "satisfactory".
- 73.9% of the interviewed returnees considered that they could directly transfer knowledge and experiences to other colleagues; 26.1% considered that there was an indirect transfer of knowledge and experiences to other persons.
- 97.8% of the interviewed returnees considered that the return of qualified nationals contribute to the development of the home country.

(Annex C lists interesting statements, relevant to the programme, which were made by the returnees during the interviews.)

IV. EVALUATION OF RELATIONS WITH AFRICAN GOVERNMENTS

The initial project proposal to expand "ICM's Return of Talent Programme" was intended to complement the project financed by the European Communities which had the project target of assisting 200 qualified African nationals in their return to Kenya, Somalia, Sudan and Zimbabwe. The US financed project aimed at assisting the return of African nationals for the USA to the four African countries covered by the EEC project and to Botswana, Cameroon, Lesotho, Malawi, Swaziland, Tanzania and Zambia.

ICM and the European Communities did not succeed in interesting the Government of Sudan in the ICM Return of Talent Programme. Negotiations with the Governments of Botswana, Cameroon, Lesotho, Malawi and Swaziland did not reach an official agreement on the participation of these countries in the US financed project. Therefore, the operational activities under the US financed project in Kenya, Somalia and Zimbabwe were an integral part of the Return of Talent project supported under the agreement with the European Communities. Nevertheless, the project succeeded at assisting the return of nationals to other African countries not covered by the EEC project (75 cases) in view of the cooperation between ICM Washington and the African Embassies concerned, such as the Embassy of Cameroon and Ghana in Washington, and the collection of job offers by ECA and their contacts with the universities and high schools. More recently and following the initial negotiations about a possible participation of Zambia and Tanzania in the programme, both countries confirmed their interest in participating in the extension of the Return of Talent Programme, during the ICM Seminar on the Reintegration of Qualified African Nationals, 1-4 December 1986.

The Government of Zambia expressed interest in the recruitment and placement of African non-nationals to meet manpower needs required for the national development efforts. The Government of Tanzania is also interested in attracting African professionals and technicians who would match job openings of priority for the development process of Tanzania.

Furthermore, in view of the situation in Ghana and Uganda, both Governments are particularly interested in attracting their qualified nationals residing in industrialized countries to return to their home country to participate in the national development efforts. Large numbers of Ugandan and Ghanaian professionals and technicians have settled abroad while the countries need precisely those skills and capabilities which they have acquired.

During the ICM Seminar, the Governments of Ghana, Tanzania, Uganda and Zambia also expressed their gratitude for the assistance provided by ICM in moving a few qualified nationals back to those countries in the experimental phase of the pilot project funded by the US Government. In view of the number of Africans in need of assistance and the likely growth of this number as the programme becomes better known the participating countries in the Seminar recommended that Western donor countries continue and increase financial assistance to the programme through term grants. (The conclusions and recommendations of the Seminar are attached as Annex D).

V. COOPERATION WITH UNITED NATIONS ECONOMIC COMMISSION FOR AFRICA (ECA)

Following the signing of a memorandum of understanding between the Executive Secretary of the ECA and the Director General of ICM in July 1982, an operational agreement was signed on 1 February 1985 to use ECA's services and network of sub-regional multinational programming and operational centres (MULPOC) to monitor the resettlement of returning African nationals in countries where ICM has no offices. The following activities were also covered under the agreement:

- (a) distribution of questionnaires to African Governments and African educational institutions with a view to ascertaining their requirements for middle- and high-level manpower;
- (b) assistance, through the same process, in accelerating the identification of suitable candidates for recruitment in ECA-sponsored multinational, sub-regional and regional institutions;
- (c) consultatory and advisory missions to African countries to assist in identifying vacancies and skills in recruitment, return and placement;
- (d) processing of the completed questionnaires from African countries and institutions and their rapid transmittal to ICM for the matching process;
- (e) development and maintenance of an efficient records and retrieval system.

The project covered the costs of the ECA activities related to the project implementation. US\$ 150,000 were charged to the project budget to cover cooperative arrangements with ECA.

Through the cooperative relationship with ECA, 386 job openings were identified in different African countries during the period 1984-1986. From the analysis of the still vacant 276 ECA job offers, the distribution per country is the following:

DISTRIBUTION OF JOB OFFERS AMONG COUNTRIES

Country Job Offers	Nigeria	Ghana	Somalia	Kenya	Zimbabwe	Niger	Malawi	Tanzania	Zambia	TOTAL
Engineering	18	11	7	6	10	1	3			56
Business	9	5	8	7	12	3	2	1	3	50
Life Sciences	12	5	1	10		5				33
Health	16	1	2	5		1		1		26
Industrial Technology	1		17	2	2			1		23
Agriculture	3	11	1	1		2				18
Natural Resources		11								11
Environmental Design	6			1						7
Education	4					1				6
Art Education	5									5
Classics		2				3				5
Mathematics	1		1				1			3
Linguistics		2				1				3
Computer Science	2				1					3
Textiles	1			1						2
Animal Science		2								2
Demography		1		1						2
Geography						2				2
Home Economics		1		1						2
Communications				1						1
Food Science		1								1
Music	1									1
Public Administration			1							1
Photography		1								1
Physics	1									1
Rural Development			1							1
TOTAL	85	59	39	37	25	19	6	3	3	276

Besides the identification of job openings ECA has promoted the programme in different African countries. ECA publishes two bulletins benefiting the programme: "Candidates Biographical Sketches" and "Job Vacancies in Africa". Personal history forms from potential candidates have been submitted by ECA to different universities and high schools. In 1986, for example, 72 personal history forms have been sent to 18 universities in 9 African countries. 56 history forms were requested by African universities for consideration as result of the information provided in the bulletin "Candidates Biographical Sketches". Furthermore, it should be noted that the promotion by ECA of the "Second Conference of Vice-Chancellors, Presidents and Rectors of Institutions of Higher Learning in Africa" devoted a session to discussing how African educational institutions could make use of the project facilities to meet manpower needs. The African Association for Training and Development also discussed the project at their fourth biennial conference.

During the ICM Seminar on the "Reintegration of Qualified African Nationals", held in Nairobi from 1 to 4 December 1986, ECA addressed the seminar by recognizing that the "ICM Return of Talent" programme facilitates the implementation of the African Priority Programme for Economic Recovery, as well as the United Nations Programme of Action for African Economic Recovery and Development, both of which identified effective planning, development and productive utilization of human resources as one of the four areas of priority.

VI. COST EFFECTIVENESS

a) From the inception of the project in October 1983, through January 1987, 169 African nationals have been assisted in their return to Africa. Eight nationals are scheduled to leave until the end of March 1987. The number of assisted cases per project year is the following:

Year 1 1 October 1983/ <u>30 September 1984</u>	Year 2 1 October 1984/ <u>30 September 1985</u>	Year 3 1 October 1985/ <u>31 March 1987</u>	<u>Total</u>
8	43	126	177

b) Project costs

The breakdown of the project costs is the following:

BREAKDOWN OF PROJECT COSTS

	YEAR 1	YEAR 2	YEAR 3			
	Total Year 1	Total Year 2	1 October 31 December '85	Estimates * 1 January 1986 31 December '86	Programmed for Jan/Feb/ March 1987	Sub-total Year 3 Estimates
1. REINTEGRATION OF QUALIFIED NATIONALS	25,116	229,518	122,616	448,278	53,319	624,213
2. AFRICAN FIELD OPERATIONS	-	-	-	-	-	-
a) Regional representation through cooperative arrangements with African institutions (ECA)	-	60,000	-	90,000	-	90,000
b) Offices to be established in two African countries	-	-	-	-	-	-
c) Travel and per diem for ICM officials to negotiate arrangements and monitor implementation	46,635	6,936	3,159	-	-	3,159
3. ICM WASHINGTON MISSION	51,661	57,618	13,046	42,433	2,000	57,479
4. HQ ADMINISTRATIVE STAFF	-	41,590	11,507	51,730	-	63,237
GRAND TOTAL	123,412	395,662	150,328	632,441	55,319	838,088
						1,357,162

* Estimates

The administrative costs of the project (budget lines 2a, 2c, 3 and 4) are the following:

Year 1 US\$	Year 2 US\$	Year 3 US\$	Total US\$
98,296	166,144	213,875	478,315

The ICM's administrative costs per placement in Year 2 and Year 3 (normal project implementation after the initial project period in Year 1: 1 October 1983 - 30 September 1984) are the following:

	Year 2 US\$	Year 3 * US\$	Total (year 1,2,3) US\$
Administrative costs	166,144	213,875	478,315
Number of assisted African nationals	43	126	177
Administrative costs per assisted case	3,864	1,697	2,702

*It should be noted that Year 3 covers the period 1 October 1985 - 31 March 1987.

The reintegration assistance per assisted case for the same period is the following:

	Year 2 US\$	Year 3 US\$	Total (Year 1,2,3) US\$
Reintegration of qualified nationals	229,518	624,213	878,847
Number of assisted African nationals	43	126	177
Average assistance provided per case	5,338	4,954	4,965

From the above, it can be concluded that:

- the administrative costs have decreased since inception of the project. It should be noted that in the original project proposal the administrative costs per case amounted to US\$ 5,533 (based upon the figures in budget lines 2 and 3, covering the recruitment and placement of 150 returnees during a period of two years). This shows the efficient utilization of administrative funds to cover the cost of the recruitment and placement activities.
- the average of the reintegration assistance also decreased since the inception of the project. It was initially calculated at US\$ 9,250 per case. It was revised for the second year at US\$ 8,500. The actual average is around US\$ 5,000 per case. The decrease is due to the thoroughly assessment of the real needs for the reintegration process.

It is worthwhile to note that ICM Washington was also in the position of assisting some 350 African nationals residing in the USA with ICM facilitated passage (Transportation Only cases) in view of the facilities provided by the Return of Talent Programme. This means that in general terms, if this group would also be added to the assisted cases under the programme the per capita cost of assisting the return of skilled nationals to Africa could be considered low.

If we would also assess the cost-effectiveness of the programme by comparing project costs with alternative means of providing similar skills for the beneficiary countries (e.g. scholarships, technical assistance), the following could be concluded:

Scholarships: A scholarship holder in industrialized countries costs needs a minimum average of US\$ 4,200 per year (US\$ 3,500-4,800) to cover living and study costs. In addition, the university/high school costs (equipment, research facilities, teaching aids and staff) have also to be taken into consideration. If these costs would be estimated at the same level of the scholarship, this would mean that a study with the duration of 5 years would cost an average of US\$40,000-50,000.

Technical Cooperation: An expert in technical cooperation activities costs an average of US\$ 80,000 - US\$ 100,000 per year.

The success of the project is apparently due to its cost-effectiveness as far as development funds are concerned. It should be taken into consideration that the assignment of expatriate personnel to key positions is very expensive and absorbs a large portion of development funds.

It should be noted that lack of national counterpart staff to apply the technologies acquired and experience gained reduces the efficiency of fund utilization and the success of the project implementation. Therefore, the use of qualified national personnel should be increased and their role enhanced for the benefit of the development process. Measures both to strengthen developing countries' capacities to encourage the voluntary return of their nationals and to stop the brain drain should be supported. It should also be noted that reintegration assistance is required to ensure smooth reintegration and to cover the high costs of return migration.

SAMPLE CASE DESCRIPTIONS

The following case examples describe candidates from the pending caseload who have been difficult to return to Africa through the Return of Talent Programme.

Case 1: An example of a long-stayer abroad, with high level qualifications and experience, this candidate is so much in demand that he was offered four firm jobs in three countries, but he has thus far procrastinated and not moved. This case combines many of the factors limiting the return of the most qualified candidates.

NATIONALITY:	Kenyan
PROFESSION:	Medicine
DEGREES:	M. D. Pathology
YEARS ABROAD:	18 years
YEARS EXPERIENCE:	10 years
FAMILY:	Separated, 4 children in U.S.
CURRENT JOB:	Assistant Professor of Pathology, University of Health Sciences, Kansas City, MO
CURRENT SALARY:	US\$ 55,000/annum
VISA STATUS:	Green Card
DATE OF ROT APPLICATION:	February 1984
JOB OFFERS IN AFRICA:	
24 April 1984	-- Lecturer, University of Nairobi College of Health Sciences (Offer renewed 24 October 1985)
23 January 1985	-- Pathologist, Zimbabwe Ministry of Health Harare Central Hospital
30 August 1985	-- Lecturer, Department of Histopathology University of Zimbabwe (Appointment based on interview in NY, June 1985)
5 September 1985	-- Senior Lecturer, Department of Pathology, University of Ghana Medical School

This doctor first began considering a return to Africa early in 1984 and applied to ICM's program at the same time as he applied directly to the University of Nairobi for a lecturer position. He received a job offer relatively quickly, by April 1984, but held off making a decision. In 1985, two job offers came in from Zimbabwe, the first in January, the second firmed up over the summer. The doctor held off in making a decision on the first job in hopes that the second job would be more to his liking, allowing for teaching and research. His potential placement and acceptance as a non-national in Zimbabwe was seen as unusual and as a positive step.

In the meantime, the doctor was promoted from Instructor to Assistant Professor at the University of Missouri, on a two-year contract, and he wrote asking to be reconsidered for the position at the University of Nairobi at the higher level of Senior Lecturer. By Fall 1985, he had three university research and teaching offers in Africa, two at the Lecturer level (Nairobi and Harare) and one as Senior Lecturer (Ghana). He received the highest available salary and benefit offers for the position levels from each university, and ICM offered him the most generous package of incentives including purchase of specialized equipment. ICM put special emphasis on Ghana, where ICM was aiming for its first major placement in the University system which the Ghana government had identified as a priority sector, and since ICM was working closely with Ghanaian officials in hopes of getting a country agreement at an early date. The doctor said he could depart for Africa as early as November, a date which turned out to be an intentional or unintentional deception, especially in light of his two-year contract in Missouri. The doctor again delayed in making decisions. By December 1985, he finally accepted the offer of the University of Nairobi. All other offers were politely declined and ICM began to arrange for an assistant package to include an electron microscope. In June 1986, the doctor wrote that he could leave by August if he could settle debts in the U.S. totalling US\$ 20,000, but he was also seeking a research grant with NIH. With no word on resolution of this matter, the next letter dated November 1986 indicated that the Doctor was now aiming to depart in July 1987, following the expiration of his contract in Missouri in June. He wanted to firm up financial arrangements by January, but since writing him for further details, ICM heard no further word up to February 1987.

This Kenyan doctor with high qualifications also has high expectations of benefits and status. These expectations plus his ties to the U.S. after 18 years, appear to be stronger than his desire to return to Africa. Because of debts incurred in the normal course of living at his status level in the U.S., he finds almost any level of incentives offered for return to Africa "not enough". As he delays his departure, he also continues to climb the career ladder in the U.S. While he has never been entirely clear on his family relations in the U.S., he does have four American-born children and has been indecisive as to whether they will return with him, saying yes at one point, no at another.

Case 2: Although this business professional has been proposed for many positions in his home country of Kenya, he has received only one firm job offer to date. This demonstrates an all too common situation where a highly qualified candidate who has studied abroad and wishes to make a contribution back home finds himself in a field (e.g. business) replete with skilled individuals graduating from universities in-country. This competition makes firming up employment more difficult for the professional who is no longer familiar with the local institutions and not on-site for interviews and follow-up. Although ICM's ROT program can assist in these areas, this case also demonstrates a long-stayer abroad whose expectations for salary and benefits to Africa are unrealistically high.

NATIONALITY:	Kenyan
PROFESSION:	Business
DEGREE:	MBA Finance
YEARS ABROAD:	15 years
YEARS EXPERIENCE:	11 years
FAMILY:	Married, 2 children in U.S.
CURRENT JOB:	Loan Review Officer, Third National Bank and Trust Co. Dayton, OH
CURRENT SALARY:	US\$ 30,000/annum
VISA STATUS:	Green Card
DATE OF ROT APPLICATION:	September 1984
JOB OFFERS IN AFRICA:	Submitted for 20 different position- one job offered:

June 1986

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Credit Officer, Thabiti Finance Co.

This candidate had started to pursue opportunities for work in Africa on his own (e.g., the African Development Bank in Abidjan) when he applied to the ROT Program in September 1984. At that time, he was also moving up the career ladder in a banking institution in the U.S. Although he was gaining more status and responsibility in his profession, he seemed committed to making a contribution to development in Africa.

ICM submitted him for a position as a financial consultant with Coopers & Lybrand in January 1985; for a position with the First National Bank of Chicago in Nairobi in February 1985; and for a position with the consulting firm of Price Waterhouse Associates, Ltd. in March/April 1985. He was not offered any jobs as a result of these explorations. In June 1985, Mr. Harold Collamer of U.S. AID/Nairobi came to Washington to interview this candidate and others in the business field for possible openings with the agency's Nairobi office. Although the interview seemed to go well, the candidate was not offered employment, the reason given being there were no specific openings at the time. Subsequently, offers were made to two other candidates, who accepted them, but this candidate was not chosen.

Over the course of February-April 1986, the ICM Nairobi office submitted him for openings with Hawkins and Associates, University of Nairobi, Industrial Development Bank Ltd., Coopers & Lybrand (again), Deloitte, Hawkins and Sells, Price Waterhouse (again), Peat, Marwick, Mitchell & Co., Kenya Bureau of Standards, Teachers Service Commission Accounting position, Ministry of Planning and National Development in Kenya, Kenya National Examination Council, African Institute for Higher Technical Training & Research, and Egerton College (via the U.N. ECA).

In June 1986, the candidate received a firm offer of employment as a credit officer with the Thabiti Finance Co. with a minimum salary of 10,000 Ksh./month (approximately US\$ 7,500/annum) and benefits to be determined upon arrival. The candidate declined the offer saying the salary was too low and that he could not take the risk of not knowing in advance what the benefits might be. Company policy stated benefits would be individually decided and ICM Nairobi confirmed they would be comparable to similar positions. During the time he was considering this offer, the ICM Nairobi office noted that, in

general, salaries for banking and financial institutions were averaging Ksh. 9-15,000 per month. Their recommendation was that if the candidate was serious about returning he should accept the offer, as promotion prospects were good but determinable only after review of performance.

Most recently (October 1986), the candidate's CV was submitted for a position with the Trade Bank, Ltd. and no offer has yet been received. In the meantime, this business professional continues to do very well in the U.S. in his banking job. As he becomes further entrenched in life in the U.S., his expectations for life style and salary overseas become exaggerated. He has stated that he will need a job with a minimum salary of US\$ 15,000/annum in order to return. This may not be possible at his current professional level and given the overflow of available business graduates in Kenya. Even with an ICM salary supplement this individual may not return since the supplement can only be offered for six months, which may not be long enough to reach a higher paying salary level.

Case 3: An example of a candidate in refugee status with good qualifications and needed skills, this candidate has been very hard to place for various reasons. He is a veterinary pathologist from Ethiopia who did most of his training and education in both Ethiopia and Europe. He came to the U.S. with refugee status, but was unable to find work in his field and felt a strong desire to return to Africa (except Ethiopia) and apply his skills there. He has been proposed for positions in many countries, mainly through the ECA, but has failed to receive a job offer to date.

NATIONALITY:	Ethiopian
PROFESSION:	Veterinary Pathologist
DEGREE:	Doctor of Veterinary Medicine
YEARS ABROAD:	4 1/2 years
YEARS EXPERIENCE:	9 years
FAMILY:	Married, 2 children
CURRENT JOB:	Arlington Printer & Stationary
CURRENT SALARY:	Unknown
VISA STATUS:	Political Refugee
DATE OF ROT APPLICATION:	April 1984
JOB OFFERS IN AFRICA:	None

This veterinary pathologist was referred to the U.S. office by the ICM Rome office since he had taken up residence in the U.S. He completed his degree (equivalent to PH.D. level) in Yugoslavia and did not continue his education while in the U.S. It also appears that he was unable to work in his field of specialization while in the U.S. and took a job with a printing company.

Initially his CV was sent by the Rome office to Kenya for positions with the University of Nairobi and Egerton College (May 1984). The response was that he was under-qualified for the University position and over-qualified for the college position. In August 1984, he was submitted for consideration to the ECA, through which he was proposed for teaching positions at the University of Nsukka-Anambra in Nigeria and the University of Legon in Ghana.

The Ghana University never responded concerning his candidacy, but the Nigerian University did request that he be interviewed by the Nigerian Universities Commission (NUC) in Washington for final evaluation of his qualifications for a lecturer position.

The NUC felt this individual was overly aggressive and rude, and this, in conjunction with the fact there were no suitable positions available in his field at that time, led to the rejection of his candidacy for Universities of Nigeria. The Washington office also experienced problems with the candidate's pushy behaviour and eventually came to the conclusion that this problem, added to the uncertainties of placing non-nationals in general, were the main reasons that he was so difficult to place.

In June 1985, the ECA presented his CV to the University of Zambia at its request, and in April 1986, ICM Harare sent his CV to the University of Zimbabwe for consideration in the Faculty of Veterinary Science. Previously, he had been considered and rejected for a position in their Department of Epidemiology, but since this was not his specialty, he requested they review his candidacy for Veterinary Science. Again, there has been no response for either position although follow-up has been requested very often.

The candidate is not working to his full potential in the U.S. and is very anxious to return to Africa. However, after 2 1/2 years with no specific employment results, he has now requested that we close his case. He demonstrates a clear example of the frustration that occurs in attempting to place refugee candidates.

Case 4: This Ghanaian engineer had come to the U.S. with scholarship from the Ghana government and was under obligation to return to his country. Because of personal reasons, mostly having to do with the unstable economic and political situation in Ghana, he initially stated he did not want to go back to his own country but was interested in working again in Africa. This case is an example of a candidate in refugee-like status who, although he has good qualifications and skills in demand, is having difficulty being placed in an appropriate position as a non-national.

NATIONALITY:	Ghanaian
PROFESSION:	Civil/Structural Engineering
DEGREES:	Ph.D., M.S. Engineering
YEARS ABROAD:	10 years
YEARS EXPERIENCE:	8 years
FAMILY:	Married, 3 children (2 of whom are US citizens)
CURRENT JOB:	Structural Engineer, Andrew Structures Corp.
CURRENT SALARY:	US\$ 35,000/annum
VISA STATUS:	Green Card
DATE OF ROT APPLICATION:	April 1985
JOB OFFERS IN AFRICA:	None at present

After ICM received this engineer's CV in April 1985, he was included in the ICM biographical listings which are circulated to prospective employers, in addition to sending his documents to field offices. Almost immediately we started receiving requests for his CV from institutions interested in recruiting him. In May 1985, his CV was sent to the Nigerian Universities Commission (NUC) for consideration and to ICM's Harare office to be submitted for a post at the University of Zimbabwe in June 1985. In the fall, NUC tried to arrange an interview for the candidate in Washington, the next step in the recruitment process. The candidate did not show for the appointed interview, saying he received the letter giving the date and time on the day it was to take place.

In January 1986, his documents were requested by Kwara State University in Nigeria through the U.N. ECA. Through referrals from ECA, his CV was also sent to Egerton College in Kenya in April 1986, the University of Yaounde in Cameroon in May 1986, and the University of Ahmadou Bello in Nigeria in June 1986. No response has yet been received on these placement efforts.

In September 1986, ICM asked the candidate if he would like us to send his CV to the University of Ghana as his skills were much in demand there and since the country's political situation has stabilized somewhat. He responded affirmatively, but without strong commitment, saying "it would do no harm". His documents were sent to the Universities of Ghana office in London for review and forwarding to Ghana, but have not yet received a response.

Again through referral from ECA, his CV was sent to the University of Nairobi and the University of Liberia in September 1986. In October 1986, Kwara State University again requested that this engineer be interviewed at the NUC for a position. Since the NUC could not pay for his transportation to the interview, ICM started working with the candidate to make arrangements and cover transportation costs. To date, the candidate has not found an appropriate time for the interview which indicates a reluctance on his part to be considered for a position in Nigeria. He is interested in the University of Nairobi, however, and they have requested that he send a letter of interest directly to the University. He is in the process of doing this.

The candidate does have a good position in his field in the U.S. and just recently he has informed that his wife is pregnant so he would not be able to depart until July 1987 at the earliest. Although he would be a non-national, many different countries are interested in recruiting him because of his high qualifications in a speciality in demand (engineering). As is often the case with individuals in this position, he himself seems reluctant to go to certain countries. While he still professes a desire to contribute to African development, he may decide to stay in the U.S. if he does not eventually return to Ghana. He exemplifies the situation of many refugee-like candidates who want to return, but with a good career and family obligations in the U.S., they begin to feel reluctant to face the problems of going to an African country other than their own. This fact, in addition to the nationalism exhibited by many countries, makes it very difficult to place non-nationals regardless of their area of specialization.

FOLLOW-UP ON THE 25 CAMEROONIAN RETURNEES

21 departed before June 30, 1986. Cameroon Embassy, Washington, was able to provide information on 10 of the returnees: 9 of them are known to still be in the same position; and 1 transferred to a different Ministry.

CURRENT INFORMATION ON 10 RETURNEES CONFIRMED BY EMBASSY OR BY PHONE CONTACT:

NOMROLL	SEX/AGE	MARITAL STATUS	ETD	DEGREES	JOB	FIELD	YRS IN US	ASSISTANCE In US \$	REASON FOR COMING TO U.S./ FINANCED STAY THRU
WAS/86/060	M/36	S	1/27/86	MS/BS	Ministry of Agriculture	Agricultural Economics	8	3,138 A,S***	Education/Facilities
*WAS/86/011	M/39	M	1/6/86	MS/BS/AS	Tripartite Metal Constr.	Mechanical Engineering	10	6,700 A,S,T,	Education/Work-Plant Foreman
WAS/86/048	M/36	M	1/23/86	MBA/BA	Ministry of Labor	Finance	9	3,550 A.S.T	Education
WAS/86/043	M/31	S	1/23/86	BS	Ministry of Territorial Admin. Management	Personnel Management	5	1,860 A,T	Family/Education
WAS/86/047	M/34	M	1/23/86	PhD/MS/BS	Ministry of Nat'l Education	Psychologist	15	4,994 A,S,T	Family/Education/Clinic Work
WAS/86/071	M/39	M	1/25/86	MBA/BA	Presidency of Republic	Finance	10	2,747 A,S,T	Education/Possibility of work, never worked in US
*WAS/86/105	M/33	S	3/17/86	PhD/JD MS/BA	Enterprise Jon (private business)	Law/Management	9	3,840 A,S,T	Education/Work-Law Clerk
WAS/86/126	M/36	M	4/14/86	MBPA/BS	Ministry of Public Service	Admin.	8	6,087 A,S,T	Education/Facilities
WAS/86/262	M/38	M	8/11/86	BS	Donangu Pharmacy	Management/ Admin.	7	3,143 A,S,T	Education/US Residency
**WAS/86/258	M/34	S	7/25/85	PhD/MFA BA	transferred from Min. of Public Health to Min. of Territory	Admin.	10	3,822 A,S,T	Education/Work-Assistant Professor, Budget Analyst

*Confirmed candidates' location through attempted telephone contact.

**Candidate changed jobs within the Ministries.

***Codes for ASSISTANCE are: A = airfare, S = shipping, T = transition allowance

FOLLOW-UP ON THE 10 GHANAIAN RETURNEES

8 departed before June 30, 1986. Ghana Embassy, Washington, was able to confirm the location of 3 of the returnees, who are still in the same position. One other confirmed through phone contact.

CURRENT INFORMATION ON 4 RETURNEES CONFIRMED BY EMBASSY OR PHONE CONTACT:

<u>NOMROLL</u>	<u>SEX/AGE</u>	<u>MARITAL STATUS</u>	<u>ETD</u>	<u>DEGREES</u>	<u>JOB</u>	<u>FIELD</u>	<u>YRS IN US</u>	<u>ASSISTANCE</u> In US \$	<u>REASON FOR COMING TO U.S./</u> <u>FINANCED STAY THRU</u>
WAS/85/339	M/35	M	10/1/85	MA/BA	University of Ghana	Admin.	16	5,130 A,S,T	Education/Work
WAS/86/024	M/35	M	1/10/86	MS/BS	Ghana Atomic Energy Commission	Animal Sci.	4	8,122 A,S,T	Education/Facilities
WAS/86/155	F/49	S	5/13/86	MS/BS	Ghana Museums Monuments Board	Museum Educ.	3	4,193 A,S,T	Education/Facilities
*WAS/86/064	M/34	M	1/30/85	PhD/MS	Univ. of Lagos	Plant Pathology	6	5,865 A,S,T,	Education/GHA Gov't Scholarship

*Candidate is a Ghana national who choose to work in Nigeria; location confirmed through phone contact.

**Codes for ASSISTANCE are: A = airfare, S = shipping, T = transition allowance

ANNEX C

RECORD OF INTERESTING STATEMENTS MADE BY RETURNEES DURING THE INTERVIEWS

1. Return of professionals with good jobs in the U.S.

Isaac Riak, Economist, WAS/86/162/001: " I had a job in the U.S., but my decision to return to Africa was influenced by the long desire to participate in the development of Africa, within Africa itself".

Betty Gikonyo, Medical Doctor, WAS/85/244/001: " I and my husband had jobs in the U.S. but our commitment to return was fuelled by the lack of medical professionals in our country; unfortunately we never got jobs in the public sector that were commensurate to our level of training".

Jane Agola, Dietician, WAS/85/409/001: "Since my husband had a job in the U.S., our decision to return to Kenya was purely on the basis of contribution to the development of our country besides joining our relatives".

Joseph Nchebere, Educational Administrator, WAS/86/270: The candidate was not under any obligation to return. He had a job with a U.S. institution and could have brought the family over to the U.S. However, the candidate opted for going back to Kenya to participate in building up the sector of special education. (The results of the interview were not processed since he returned in August 1986).

2. Role of the returnees in the national development process

Solomon Maina, Administrator, WAS/86/151/001: "The return of professionals is very important as it makes it possible for the country to regain its 'lost-brains' who otherwise would have not been put into productive use in the industrialized countries".

Josephat Ouko, Lecturer Accounting, WAS/85/315/001: "Returnees are able to contribute towards nation building by imparting knowledge to others. There is still a high need for accountants both for jobs in Educational and Commercial institutions".

The returnee had no problem with the work permit in the U.S. but had decided to return home to take part in nation building.

Francisco Wanocho, Lecturer for Disabled, WAS/85/428/001: "Knowledge acquired outside is very useful for the country, particularly in my field of specialization, where the disabled have been neglected for a long time. We train teachers to go out and teach the handicapped".

Peter Musyoka, Manager, WAS/86/153/001: "The programme is very useful as it relocates the talents that otherwise would have been lost elsewhere. Kenya being a developing country needs various cadres of professionals for its development purposes, hence the need to support the programme further. An

information system on the programme should be intensified through ICM Missions abroad plus Kenya and other African embassies in the developed countries. In the U.S., the information network is still not adequate as the Southern States rarely receive information on ICM services.

3. The return of skilled nationals is valuable since it is less costly and more permanent than using expatriates

Elias Tembe, Lecturer in Business and Computer Science, WAS/86/152/001:

"The reliance on expatriates is a very expensive undertaking, moreover most of them stay here for short periods which are not enough for assessing one's contribution in the Educational field. My exposure to the high technology system of the West is and will continue to be beneficial to Kenyan students, where computerization is just being introduced. There is a need to create more awareness about the programme both locally and abroad".

Winnifred Kioko, Planning Officer, WAS/86/171/001: "Returnees are very helpful to the economy as many would be employed in positions which are currently held by expatriates, thus saving the country huge sums of money".

4. Return of Talent is valuable due to the multiplier effect of imparting skills to co-workers

Ernest E. Anoma, Petroleum Engineer, WAS/86/092/001: The returnee stated that he works directly with others to help change their thought and work processes. He feels that he can teach other co-workers.

Pete Ondeng, Financial Analyst, WAS/86/106/001: "Exposure to superior technology and different cultures helps the receiving country when the returnee imparts the acquired knowledge to the people back home, and shares cultural news".

ANNEX D

INTERGOVERNMENTAL COMMITTEE FOR MIGRATION (ICM)

SEMINAR ON REINTEGRATION OF QUALIFIED AFRICAN NATIONALS
Nairobi, 1 - 4 December 1986

- CONCLUSIONS, RECOMMENDATIONS, SPECIFIC COUNTRY REQUESTS
(PART I)
- CONCLUSIONS AND RECOMMENDATIONS (PART II)
- CONCLUDING REMARKS ON THE DISCUSSION OF EXCHANGE OF
QUALIFIED AFRICAN PERSONNEL ON AN INTRA-REGIONAL BASIS

PART I

CONCLUSIONS, RECOMMENDATIONS, SPECIFIC COUNTRY REQUESTS
Nairobi, 1 -2 December 1986

A. CONCLUSIONS

1. The outflow of skilled manpower which is called "brain drain" deprives African countries of qualified personnel whose education and training represent a loss to the country and a bottleneck to productive development. The ICM programme helps ameliorate the impact of this loss and opens the bottleneck by returning nationals who represent key manpower -- professors, managers, specialized doctors, etc. -- and who have a long term multiplier effect by stimulating greater use of productive resources and enabling other personnel to be more productive. The permanent return of national experts has more impact than the temporary placement of foreign expatriates.
2. ICM's pilot project for the "Return of Talent" to Africa was recognized as the first of its kind for Africa and an experiment which has succeeded in its major objectives and should be continued. ICM was praised for its flexibility and creativity in drawing on previous experience in Latin America to set up a programme for the return of qualified and skilled personnel to Africa.
3. Great appreciation was expressed for the financial contributions of the EEC and the US Government that made the programme possible, as well as for the cooperative assistance of the ECA in its implementation.
4. Cooperation and assistance from participating governments and their overseas missions have been essential to successful programme operations.
5. The participating countries expressed satisfaction with ICM's evaluation of the programme to date and gratitude for the comments on specific aspects of its implementation.
6. It was recognized that the components of financial assistance in travel, transition and reintegration, as well as the incentives of job placement and purchase of equipment necessary for work, are important in facilitating the return of qualified nationals. These components are appropriately determined on the basis of an individual's personal circumstances, the job placement and the conditions in each country.

7. It was recognized that the programme measures its success in terms of quality, not quantity of returnees.
8. It was recognized that implementation of such a Programme is necessarily labour-intensive, with administrative costs heavier in proportion to movements especially at the outset when efforts must be made to make the programme known both for recruitment in industrialized countries and for placement in the African receiving countries. Publicity, word of mouth and a record of proven successes have increased placements and provided an extensive pipeline of qualified candidates over the three years of programme operations.
9. It was recognized that the cost-effectiveness of the programme cannot be measured in three years, but rather over the long term. A process is set in motion which starts slowly but will have a roll over effect for many years to come.
10. The problems of financing nationals studying abroad were recognized, especially the lack of foreign currency to facilitate their return.

B. RECOMMENDATIONS

1. The three original participating countries in the EEC-funded programme requested that interim funding be provided by the EEC for candidates in the pipeline during a transition period before a longer term grant agreement is finalized. It is important that the continuity of the programme be maintained during the transition period, since the process set in motion to encourage the return of skilled manpower should be considered a permanent process.
2. In view of the number of Africans in need of assistance and the likely growth of this number as the programme becomes better known, the three participating countries also requested Western donor countries - in particular the EEC and the U.S. Government - to continue and increase financial assistance to the programme through long term grants.
3. The countries currently participating in the programme expressed willingness to request the EEC and other donors for an extension of the programme.
4. It was recommended that extension of the programme to other countries in Africa be undertaken.
5. It was recommended that the return of scholars from abroad be facilitated by the expansion of ICM's programme to provide return transportation for scholarship holders.
6. It was recommended that interviews for potential job candidates be facilitated when necessary through the assistance of experts in the country of residence and the assistance of local diplomatic missions, or through the financing of interview trips to the home country when required.

7. It was recommended that an examination of equipment needs of returnees, especially for priority research jobs, be undertaken with the goal of increasing financing of this project component, if warranted, in any programme extension.
8. Similarly, an examination of possible assistance to entrepreneurs wishing to return and open their own businesses should be undertaken for consideration in relation to future programme expansion.
9. It was recommended that a programme of regional exchange of skilled manpower within Africa also be considered for future programme expansion.

C. SPECIFIC COUNTRY REQUESTS

Zimbabwe

1. The Government of Zimbabwe requested that the existing ICM programme be extended to include Zimbabweans studying and working in all European countries and with the assistance of Zimbabwean diplomatic missions in those countries.
2. The Government of Zimbabwe discouraged the recruitment of individual expatriates from Third World countries in general and African countries in particular because most of these countries have also experienced qualified manpower shortages whereas they would have spent a lot of resources in the training of those persons now living abroad. These qualified Africans should be encouraged to go back to their countries so as to discourage inter-African skilled manpower poaching. It is recommended that the recruitment of qualified personnel from other African countries be done on a bilateral basis. As an example, Zimbabwe recruited qualified Kenyan technicians to work in their Post and Telecommunications through a bilateral agreement with the Government of Kenya.

Somalia

1. The Government of Somalia requested that ICM and its sponsors include in the programme the return of Somalis with proven vocational skills from the Gulf States. Somalia offered its assistance in those countries in providing the necessary framework for operations.
2. The Government of Somalia requested assistance in providing facilitated passage home to Somali students who have graduated in East European countries and for whom, unfortunately, no further assistance is now provided.
3. The Government of Somalia requested that assistance in the return of technically trained personnel in vocational fields be included specifically in the programme as well as professionals and experts.

Kenya

The Government of Kenya specifically asked that ICM under the terms of the General Recommendation 5, assist Kenyan scholars in India in their return home.

PART II

CONCLUSIONS AND RECOMMENDATIONS FROM SEMINAR
Nairobi, 3 - 4 December 1986

A. CONCLUSIONS

1. The ICM "Return of Talent" programme was recognized as facilitating the implementation of the African Priority Programme for Economic Recovery, as well as the United Nations Programme of Action for African Economic Recovery and Development, both of which identified effective planning, development and productive utilization of human resources as one of the four areas of priority.
2. Recognition and appreciation was expressed for the important initiative taken by the ECA in providing the framework for ICM's first steps to bring "Return of Talent" to Africa.
3. Satisfaction was expressed for the successful implementation of the regional pilot project for the "Reintegration of Qualified African Nationals" financed by the EEC under the Lomé II Convention.
4. The countries present which do not yet participate fully in ICM's programme expressed their gratitude for the invitation to the Seminar and assistance already provided by ICM in moving a few qualified nationals back to those countries in the experimental phase of the pilot project funded by the U.S.
5. The need for a regional expansion of the programme, as resources allow, was recognized, including assistance to African Francophone and Lusophone countries.
6. It was recognized that ICM can assist in the return of skilled workers and middle-level technicians to their home countries as well as highly qualified professionals. ICM's programme can be adapted to the circumstances of individual countries, always taking into consideration funding limitations.
7. It was recognized that professional equipment is an important component for providing incentives and making the work of returning nationals more productive. Within the proposed EEC project, provision of such equipment would always be related to the reintegration needs of a particular individual in connection with his placement.

8. It was recognized that the figures for numbers of returnees in the proposed EEC programme extension were to be considered indicative figures only at this stage. They can be modified in relation to local economic circumstances.

B. RECOMMENDATIONS

1. Delegates in the second half of the Seminar whose countries had not previously been a part of ICM's programme expressed their willingness to participate in the new programme being proposed to the EEC.
2. All delegates at the Seminar agreed that their governments should submit official requests in writing through the proper channels to the EEC for funding the new project proposal.
3. Participants in the second half of the Seminar specifically endorsed and repeated the recommendation of the original participating countries: that the EEC be requested to provide funding for a transitional period in order to cover the return of candidates already in the pipeline and maintain programme continuity, while a longer term funding grant is being considered.
4. It was recommended that the EEC consider an increase of placements for returnees to non-target countries in the proposed programme extension.
5. It was recommended that the possibility of interview trips by employers be considered in specific important cases.
6. It was recommended that the provision of professional equipment related to specific jobs of returnees be included in the project extension and that the importance of scientific research of returnees and the equipment needs at universities be also considered.

CONCLUDING REMARKS ON THE DISCUSSION OF EXCHANGE OF QUALIFIED AFRICAN PERSONNEL ON AN INTRA-REGIONAL BASIS

1. Delegates to the Seminar noted with appreciation the contributions to the discussion from ICM and from the Government of Kenya on the subject of exchange of qualified African personnel on an intra-regional basis. They also appreciated receiving information on ICM's past experiences in Latin America and expressed a willingness to learn from these experiences and take the information back to their governments for further consideration.

2. The willingness of ICM, the OAU and the ECA to explore this matter further, taking note of bilateral programmes already in existence, was welcomed. Questions that ICM indicated it was willing to consider further were in the areas of feasibility of such regional programming for Africa and the structures and modalities that might be necessary for implementation, viz:
 - a) willingness of donor agencies and countries to finance such a programme;
 - b) possibilities for financial involvement of the private sector; and
 - c) the necessary contacts to be established with existing institutions.

RETURN OF TALENT PROGRAMME

NOMINAL ROLL				
OFF				
YR				
NO				
SER				

INTERVIEW OF RETURNEES

A. GENERAL INFORMATION

OCCUPATION:

SEX: Male ☐ Female ☐

AGE:

NATIONALITY:

MARITAL STATUS: single ☐

 married ☐

 widow (er) ☐

 divorced ☐

 separated ☐

DATE OF RETURN TO COUNTRY:

B. INFORMATION CONCERNING PRESENT SITUATION
OF THE RETURNEE

(indicate in order of importance (1,2,3))

Q1. Reasons for returning to country

Termination of studies: ☐

Scholarship obligations: ☐

Working obligations: ☐

No working possibilities: ☐

Difficulties in adapting
abroad ☐

Family ties: ☐

Participation in nation building: ☐

Visa expiration: ☐

RET ☐☐☐

Q2. What is your present situation regarding work/studies?

PSW ☐

I am working only

☐

I am working & studying

☐

I am studying only

☐

I am neither working nor studying

☐

Other

☐

Q3. How has your professional and/or academic experience acquired outside your country helped you?

Improved your professional standing:

Significantly

☐

Little

☐

SL1

☐

Improved your standard of living:

Significantly

☐

Little

☐

SL2

☐

Q4. Do you believe that the return of professionals helps the country in terms of its socio-economic development?

SL3

☐

Significantly

☐

Little

☐

Additional information if required

.....

.....

GEV

☐

Q5. Your working conditions are:

Good

☐

Reasonable

☐

Unsatisfactory

☐

SA1

☐

Q6. Work opportunities upon your return

Work within your profession:

Full time ☐ Part time ☐ None ☐ WOF ☐

Use your knowledge:

Significantly ☐ Little ☐ SL4 ☐

Transfer of knowledge or experience to others:

Directly ☐ Indirectly ☐ WOT ☐

Q7. Upon your return from abroad did you encounter any unanticipated difficulties or problems in your reintegration?

Yes ☐ No ☐ YN1 ☐

If yes, which? (indicate order of importance)

PE ☐ ☐ ☐

Housing ☐

Family obligations ☐

Salary ☐

Cost of living ☐

Unanticipated medical or health problems for yourself or your family ☐

Inadequate or inappropriate tools, equipment or research possibilities to carry out your work ☐

Professional reintegration process longer than expected ☐

Others ☐
.....

Q8. If you have changed jobs since you have returned, give the reason:

CHJ ☐

Salary ☐

Working conditions ☐

Others ☐

Q9. First position:

SE1 ☐

Public sector ☐ Private sector ☐

Mixed sector ☐ Independent ☐

Field (agricultural, educational, medical, banking, etc.)

FL1 ☐

Q10. Present position:

SE2 ☐

Public sector ☐ Private sector ☐

Mixed sector ☐ Independent ☐

Field (agricultural, educational, medical, banking, etc.)

FL2 ☐

C. INFORMATION CONCERNING YOUR STAY ABROAD

Q1. Duration of stay abroad

YR1 ☐

Q2. Principal reason for leaving your country of origin

REL ☐

Study ☐

Work ☐

Desire for change ☐

Others ☐

Q3. How did you finance your living while you were abroad?

FIN

☐

Personal or family savings

☐

Scholarship

☐

Working

☐

Others

☐

Q4. Did you try to secure a job offer in your home country before returning?

Yes

☐

No

☐

YN2

☐

Q5. Did you have a job waiting at home with

A new employer

☐

Your previous employer

☐

JWH

☐

Q6. Was the position commensurate with the training or specialization received abroad?

Yes

☐

No

☐

YN3

☐

D. ASSISTANCE FROM ICM

Q1. If you had not received ICM's assistance, what kind of steps would you have taken?

NIC

☐

Would have asked for a loan

☐

Would have worked longer in order to save money

☐

Would have stayed abroad

☐

Would have returned anyway

☐

Others

.....

☐

Q2. What influence did ICM's programme have in your decision to return?

SL5 ☐

Significant

☐

Little

☐

Q3. Which of the following types of ICM assistance influenced most of your decision to return? (number "1", "2" etc. in order of importance)

ICA ☐☐☐

Facilitated travel

☐

ICM Medical Plan

☐

Transport of baggage/household goods

☐

Information on employment

☐

Contact/s with employer/s

☐

Work contract

☐

Salary supplement

☐

Transition allowance

☐

Counselling

☐

Equipment

☐

Others (specify) ☐

.....

Q4. What type of difficulties, if any, have you met when receiving ICM assistance?

CPS ☐☐☐

.....

.....

.....

Q5. What suggestions would you make to improve the assistance provided by ICM's programme?

SUG ☐☐☐

For professional reintegration

.....

.....

For social/family reintegration
.....
.....

Date and place of interview

