



IOM International Organization for Migration

DIVISION OF PROGRAMME EVALUATION

**SURVEY AMONG QUALIFIED AFRICAN NATIONALS PROCESSED
UNDER THE PROGRAMME FOR THE RETURN AND
REINTEGRATION OF QUALIFIED AFRICAN
NATIONALS (RQAN) - PHASE III, WHICH IS FINANCIALLY
SUPPORTED BY A GRANT FROM
THE EUROPEAN UNION**

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0. PROJECT CONCEPT AND BACKGROUND

Following the conclusions and recommendations of an external evaluation and the Second Evaluation Seminar held in Harare in February 1992, phase III of the project for the Return and Reintegration of Qualified African Nationals (RQAN) aims at enhancing the role and utilization of the skilled, qualified, and highly qualified African nationals in the progress and advancement of their countries through selective return migration.

The overall goal of the programme to which phase III is contributing is to support the development processes of the participating African countries, notably through; facilitating the return and reintegration of programme returnees, ensuring their gainful employment and self-employment at home, enhancing the social and cultural reintegration of the returnees, and assisting the African countries in establishing and strengthening an institutional framework for the return of their own qualified nationals.

The operations of phase III are strongly based on the demand-driven approach to the selection, recruitment, and placement of candidates whose skills are in short supply in the domestic employment market. Candidates with such skills are further required not only to occupy positions identified in priority sectors but also to make much needed contributions toward the development process of the recipient country.

This requirement entails that the participating African countries will be consulted on their manpower priorities throughout the implementation of phase III, and that a close link will be maintained between such priorities and the selection and placement of returnees. Consistency and harmony will also be ensured with similar programmes, civil service reforms and other structural adjustment programmes in operation in the receiving countries.

The implementation of phase III has clearly been anchored to counterpart institutions appointed in the participating African target countries with a view to guiding the programme toward meeting the national human resource development objectives of such countries. The engagement of the counterparts in the institution-building process is also promoted through the formation of support groups and programme training in order to support and ensure programme sustainability.

Phase III started in January 1995, and will be implemented over a period of 4 years ending 1999. The indicative target group consists of 999 professionals including 100 already returned during the Bridging phase. Phase III covers 11 target countries, namely Angola, Ghana, G. Bissau, Kenya, Mozambique, S. Leone, Uganda, Zambia, Zimbabwe.

I. SUMMARY OF MAIN CONCLUSIONS*

1. SAMPLE SURVEY OF RETURNEES

- The survey showed that 20.6 % of the returnees supported are female and 79.4 % male.
- Concerning age, those in the 34-48 year age group represent 79.4 % of the returnees.
- 67.6 % of the returnees interviewed have completed post-graduate studies (Masters and Ph.D.).
- 5.9 % of the returnees considered their working conditions as excellent, 35.3 % good and 52.9 % fair.
- 91.2 % of the returnees interviewed were fully employed at the time the survey was conducted.
- 35.3 % of the returnees interviewed supervise/orientate the work of, on average, 4-6 persons.
- Respectively 32.3 % and 55.9 % of the returnees considered that they were very or fairly effective in transferring their knowledge/technology/experience to others.
- 100.0 % of the returnees interviewed considered that they were making a significant personal contribution to the socio-economic development of Africa.
- 94.1 % of the returnees considered that the economic and social sectors in which they are working are essential or very important in the development process.
- 76.4 % returnees considered their future career prospects as excellent or good.
- 67.7 % of the returnees interviewed said that they had experienced unforeseen problems upon return (i.e. high cost-of-living, low salaries and housing) which may have hampered the reintegration process to some degree.
- 73.6 % rated IOM follow-up services in their reintegration process as good or excellent.
- 77.1 % of the returnees interviewed considered their return positively.
- Of the returnees interviewed, 58.8 % confirmed that they had a job with a new employer in Africa prior to their return, and 17.7 % secured a job with a previous employer.
- 88.3 % of the returnees interviewed confirmed that the EU-funded RQAN programme had played an essential or very important part in their decision to return.
- Concerning the assessment of IOM services, 82.4 % considered them as excellent or good abroad and 91.2 % as excellent or good in Africa.

* The percentages given in this report reflect only the answers provided for each question and do not take into account the cases where returnees did not respond.

2. INTERVIEWS AMONG EMPLOYERS

- The employers confirmed that shortages of qualified personnel existed at the local, regional and national levels prior to using IOM's services.
- The employers mentioned that the recruitment of highly qualified personnel residing abroad was an essential prerequisite for the development of new activities (16.0 %) or a contribution to the development of ongoing activities (84.0 %).
- By order of priority the employers reported that new skills and direct support to management were the most important contributions to the efficiency of the company or institution made by the personnel recruited under the project.
- Respectively, 60.0 % and 40.0 % of the employers rated the results of the work of the personnel recruited under the project as excellent or good.
- Respectively, 35.0 % and 65.0 % of the employers rated the project's ability to meet manpower needs in support of the development process as excellent or good.

3. INTERVIEWS AMONG COUNTERPARTS

- The counterparts confirmed by order of priority that management of new technologies, training and research are the three activities which suffer most from the lack of highly qualified manpower.
- Respectively, 42.9 % and 57.1 % of the counterparts rated the importance of the recruitment of qualified African nationals residing abroad as essential or important.
- 60 % of the counterparts confirmed that the employers would have to try to recruit locally to meet manpower needs. 30% mentioned that expatriate personnel would have to be recruited if qualified personnel residing abroad were not available.
- IOM's role in the identification of qualified manpower was rated by 57.1 % of the counterparts as excellent and 42.9 % as good.
- The programme's ability to meet manpower needs in support of the development process was also rated by 57.1 % of the counterparts as excellent and 42.9 % as good.
- The IOM's overall management of the RQAN was rated by 28.6 % of the counterparts as excellent, 57.1 % as good and 14.3 % fair.
- Respectively, 42.9 %, 42.9 % and 14.2 % of the counterparts rated the importance of the programme's activities to their Ministries/Institutions' responsibilities and objectives as essential, important and fairly important
- With the exception of the counterparts in Uganda and Zimbabwe, all other counterparts confirmed that their involvement in the programme implementation strengthens their

Ministries/Institutions' capacity to carry out activities related to the return and reintegration of qualified nationals in the future.

II. SURVEY

In July 1996, a survey was carried out by the Chief of IOM's Division of Programme Evaluation (Department of Planning, Research and Evaluation), the Programme Coordinator from the Division of Migration for Development Programmes/Technical Cooperation (Regional Bureau for Africa and the Middle East) and the Deputy Programme Coordinator (Regional Bureau for Africa and the Middle East). The main objective was to follow the reintegration process of African returnees supported under the project and to assess the project's impact on the development process of the receiving African countries.

1. METHODOLOGY

By using a population survey method, 63 returnees were selected for interview.

IOM field offices in Africa distributed the questionnaires by mail or by hand to the returnees supported between January 1995 and 31 January 1996. The questionnaires were duly completed by 34 returnees.

The questionnaire used (attached as Annex II) contained 77 structured and 3 open-ended questions. Answers taken from 34 questionnaires have since been codified, computerized and processed. Answers from 3 open-ended questions are attached (Annex I).

The questions were divided into 6 main sections as follows:

- A. General information
- B. Information concerning the professional situation of the returnee
- C. Information concerning the personal situation of the returnee
- D. Information concerning stay abroad
- E. Support from IOM via the project
- F. Results and effects of the project

2. GENERAL INFORMATION ON THE INTERVIEWED RETURNEES

The 34 qualified African nationals who were interviewed returned to Africa as follows:

TABLE 1. Year of return to Africa

Year of return to Africa	No.	%
1995	33	97.1
1996	1	2.9
TOTAL	34	100.0

TABLE 2. Country of Employment

Country	No.	%
Ghana	12	35.3
Guinea-Bissau	2	5.9
Kenya	7	20.6
Uganda	7	20.6
Zimbabwe	6	17.6
TOTAL	34	100.0

The following table shows the distribution of the returnees by sex and age: 20.6 % of the returnees interviewed are female and 79.4 % are male. Furthermore, the table shows that the interviewed population in the 34-48 year age group represents 79.4 % of the returnees supported.

TABLE 3. Age and sex of the returnees

Age of the returnees	Female	Male	Total
25 - 27	0	2	2
28 - 30	2	2	4
31 - 33	1	0	1
34 - 36	2	7	9
37 - 39	1	3	4
40 - 42	1	5	6
43 - 45	0	4	4
46 - 48	0	4	4
TOTAL	7	27	34

Concerning marital status, the following table shows that 79.4 % of the returnees interviewed are married:

TABLE 4. Marital status of the returnees

Status	No.	%
Single	7	20.6
Married	27	79.4
TOTAL	34	100.0

With regard to the number of dependants (family members), the following table shows the number of dependants per returnee.

TABLE 5. Returnees' dependants

No. of dependants	No. returnees
0	8
1	2
2	8
3	2
4	8
5	5
6	1
TOTAL	34

The following table shows that the main occupational group of the returnees is College, University and Higher Education teaching professionals (23.5 %).

TABLE 6. Professional occupation of the returnees

Occupations	No.
Finance and Administration Department Managers	1
Research and Development. Department Managers	2
Mathematicians and Related Professionals	2
Computer System Designer/Analysts	2
Computer Programmers	2
Architects/Town/Traffic Planners	2
Civil Engineers	1
Cartographers/Surveyors	1
Other Engineers	1
Medical Doctors	3
Dentists	1
Veterinarians	1
Pharmacists	1
College/University/Higher Education Teaching Professionals	8
Accountants	2
Lawyers	1
Archivists/Curators	1
Economists	1
Film/Stage/Related Actors and Directors	1
TOTAL	34

The following table shows the distribution of the returnees by gender and occupation:

TABLE 7. Occupation of the returnees by gender

Occupations	Female	Male	Total
Finance and Administration Department Managers	1	0	1
Research and Development. Department Managers	1	1	2
Mathematicians and Related Professionals	0	2	2
Computer System Designer/Analysts	0	2	2
Computer Programmers	1	1	2
Architects/Town/Traffic Planners	0	2	2
Civil Engineers	0	1	1
Cartographers/Surveyors	0	1	1
Other Engineers	0	1	1
Medical Doctors	1	2	3
Dentists	1	0	1
Veterinarians	0	1	1
Pharmacists	1	0	1
College/University/Higher Education Teaching Professionals	0	8	8
Accountants	1	1	2
Lawyers	0	1	1
Archivists/Curators	0	1	1
Economists	0	1	1
Film/Stage/Related Actors and Directors	0	1	1
TOTAL	7	27	34

The next table shows the occupations of the returnees supported under the programme by country of employment.

TABLE 8. Occupations of the returnees by country of employment

Occupations	GHANA	GUINEA-BISSAU	KENYA	UGANDA	ZIMBABWE	TOTAL
Fin/Admin Dpt Managers	1	0	0	0	0	1
Research/Dev Dpt Managers	1	0	0	0	0	1
Mathematicians/Related Prof	2	0	0	0	0	2
Computer System Designer/Analysts	0	0	0	1	1	2
Computer Programmers	1	0	0	1	0	2
Architects/Town/Traffic Planners	1	0	0	0	0	1
Civil Engineers	0	0	0	1	0	1
Cartographers/Surveyors	1	0	0	0	0	1
Arch/Engrs/Rel Prof not Classified	1	0	0	0	0	1
Medical Doctors	0	0	0	1	2	3
Dentists	0	0	0	0	1	1
Veterinarians	0	0	0	1	0	1
Pharmacists						
College/Univ/Hi-Ed Teaching Prof	1	1	5	0	1	8
Accountants	1	0	0	1	0	2
Lawyers	1	0	0	0	0	1
Archivists/Curators	0	1	0	0	0	1
Economists	0	0	1	0	0	1
Film/Stage/Rel Actor & Director	0	0	1	0	0	1
TOTAL	12	2	7	7	6	34

The above table shows that the highest concentration of placements of College, University and Higher Education teaching professionals is in Kenya. (14.7 %).

The following table shows the educational background of the returnees in view of diplomas/degrees obtained:

TABLE 9. Educational Background

Background	No.	%
Highly-qualified Technician	0	0.0
Bachelor Degree	11	32.4
Masters Degree	13	38.2
Ph.D.	10	29.4
TOTAL	34	100.0

The above table shows that 67.6 % of the returnees interviewed have completed post-graduate studies (Masters or Ph.D.).

The returnees mentioned also the years of professional experience abroad.

TABLE 10. Years of professional experience abroad

Years	No.
1-3	6
4-6	14
7-9	5
10-12	3
13-15	1
16-18	4
19-21	1
TOTAL	34

The above table shows that the interviewed returnees with 4-6 years of professional experience abroad represents 41.2% of the returnees supported under the RQAN programme.

3. INFORMATION CONCERNING THE PRESENT SITUATION OF THE RETURNEES

3.1 Information about the professional situation of the returnees in Africa

3.1.1 Present occupational situation

The questionnaire included questions concerning the professional/educational experience acquired abroad.

TABLE 11. Importance of the professional and/or academic experience acquired abroad for returnee's professional standing in Africa

Importance	No.	%
Essential	23	67.6
Very important	9	26.5
Fairly important	2	5.9
Not very important	0	0.0
Not important at all	0	0.0
TOTAL	34	100.0

The second question tried to assess how the professional and/or academic experience acquired abroad had helped to improve their standard of living in Africa. The returnees answered as follows:

TABLE 12. Importance of the professional and/or academic experience acquired abroad for maintaining the standard-of-living in Africa

Importance	No.	%
Essential	14	41.2
Very important	13	38.2
Fairly important	6	17.7
Not very important	1	2.9
Not important at all	0	0.0
TOTAL	64	100.0

The third question was related to the economic sector of the returnee's present job.

TABLE 13. Economic sector of present job

Sector	No.
Public	13
Private	17
Mixed	2
Independent	2
TOTAL	34

The above shows that the highest concentration of returnees is to be found in the private sector.

The fourth question asked whether the occupation of the returnees in Africa was commensurate with the training/specialization received abroad. Of the returnees interviewed, 31 (91.2 %) confirmed that their jobs were commensurate; 3 (8.8 %) felt that their jobs were not.

The next question enquired about the possibility for returnees to carry out their jobs satisfactorily. 25 returnees (73.5 %) confirmed that they could carry out their jobs satisfactorily and 9 returnees (26.5 %) considered that they could not, for the following reasons:

TABLE 14. Reasons for not being able to carry out job satisfactorily

Reason	No.*
Difficult working environment	4
Lack of facilities, equipment, etc.	7
Other	1
TOTAL	12

*More than one answer was possible

Lack of facilities and equipment scored the highest amongst the answers.

Concerning their working conditions in Africa, the returnees answered as follows:

TABLE 15. Working conditions

Conditions	No.	%
Excellent	2	5.9
Good	12	35.3
Fair	18	52.9
Poor	2	5.9
TOTAL	34	100.0

From the above it could be concluded that 41.2 % of the returnees considered their working conditions as excellent or good. 52.9 % of the returnees considered their working conditions fair. The two returnees who stated that their working conditions were poor were placed in Guinea-Bissau.

Returnees were asked several questions about work opportunities upon their return. The returnees answered as follows:

TABLE 16. Work within profession

Type	No.	%
Full-time	31	91.2
Part-time	2	5.9
None	1	2.9
TOTAL	34	100.0

From the above, it can be concluded that 1 returnee (in the occupational category Research and development Management in Uganda) is not exercising his/her profession. The returnees who are working part-time in their profession are in the following categories: 1 Mathematician in Uganda and 1 Computer Programmer in Ghana.

The survey endeavoured to identify the reason why returnees were only working part-time or not at all in their profession. The returnees answered as follows:

TABLE 17. Reasons for only working part-time, or not at all, in profession

Reasons	No.*
Job did/does not match skills	1
Salary was/is too low, therefore obliged to work in another job/sector	2
Other	2
TOTAL	5

*More than one answer was possible

The next question was related to the utilization of their knowledge. The returnees answered as follows:

TABLE 18. Importance of the knowledge acquired abroad for execution of the job

Importance	No.	%
Essential	22	64.7
Very important	12	35.3
Fairly important	0	0.0
Not very important	0	0.0
TOTAL	34	100.0

3.1.2 *Transfer of knowledge, technology or experience to others and contribution to the socio-economic development of Africa*

Concerning the number of persons supervised by or working under the responsibility of the returnees interviewed, the following table shows the number of personnel under direct responsibility of the returnees supported under the project (8 returnees do not supervise staff):

TABLE 19. Supervised staff

Supervised staff	No.
1-3	4
4-6	12
7-9	2
10-12	2
13-15	1
20	2
30	1
70	1
160	1
TOTAL	26

Therefore, it could be considered that 35.3 % of the returnees interviewed supervise/ orient the work of, on average, 4-6 persons.

97.1 % of the interviewed returnees (33) confirmed that they were able to transfer their knowledge/technology/skills to others in their professions.

Concerning the effectiveness of the transfer of knowledge or experience to others, the returnees answered as follows:

TABLE 20. Effectiveness of the transfer of knowledge, technology or experience to others

Importance	No.	%
Very effective	11	32.3
Fairly effective	19	55.9
Not very effective	4	11.9
Not at all effective	0	0.0
TOTAL	34	100.0

The returnees who considered that they were not very effective or not at all effective in the transfer of knowledge/technology/experience to others gave the following reasons:

TABLE 21. Difficulties encountered in the transfer of knowledge/technology/experience

Difficulty	No.*
Management policies not conducive to transfer	3
Inadequate equipment/research facilities	11
Colleagues not willing to absorb new technologies/knowledge/experience	2
Staff lacks adequate training	4
Working environment not conducive	3
Other	1
TOTAL	24

*More than one answer was possible

From the above, it could be concluded that the main cause of difficulty in transferring knowledge/technology/experience was inadequate or inappropriate tools/equipment/research facilities.

Concerning the degree of job satisfaction the returnees answered as follows:

TABLE 22. Job satisfaction

Degree of satisfaction	No.	%
Very satisfied	8	23.5
Moderately satisfied	20	58.8
Somewhat dissatisfied	6	17.7
Very dissatisfied	0	3.5
TOTAL	64	100.0

The correlation between working conditions and job satisfaction is as follows:

TABLE 23. Correlation between working conditions and job satisfaction

Working conditions	Very satisfied	Moderately satisfied	Somewhat dissatisfied	Very dissatisfied	TOTAL
Excellent	2	0	0	0	2
Good	3	8	1	0	12
Fair	3	11	4	0	18
Poor	0	1	1	0	2
TOTAL	8	20	6	0	34

The correlation shows that in spite of the difficult socio-economic conditions prevailing in Africa, the project was able to identify jobs with working conditions varying from excellent to fair which could also provide job satisfaction.

Concerning the question on the necessity for highly qualified nationals for the socio-economic development of Africa, returnees answered as follows:

TABLE 24. Need for qualified nationals from overseas for socio-economic development

Degree of need	No.	%
Essential	20	58.8
Very important	13	38.2
Fairly important	1	3.0
Not very important	0	0.0
Not important at all	0	0.0
TOTAL	34	100.0

The following question enquired about the significance of returnees' personal contribution to the socio-economic development of the countries where they are working.

TABLE 25. Significance of the returnees' personal contribution to the socio-economic development of the countries where they are working

Significance	No.	%
Very significant	14	41.2
Significant	20	58.8
Insignificant	0	0.0
TOTAL	34	100.0

The returnees interviewed were asked to elaborate on why they considered they were or were not making a contribution to the development process. The correlated answers are given below:

TABLE 26. Ways in which returnees have been contributing to the development process

Type of contribution	No.*
Transfer of skills/knowledge to others	26
Introduction new ideas/techniques/technology	27
Correction/upgrade/improvement of procedures	14
Provision knowledge/skills in short supply	13
Making operations more cost-effective/efficient	10
TOTAL	90

The introduction of new ideas/techniques/technology and transfer of skills/knowledge to others scored highest in the survey.

The returnees were also asked to assess the importance of the economic or social sector in which they work to the socio-economic development of the country of employment. The returnees answered as follows:

TABLE 27. Importance of the economic and social sector

Importance	No.*	%
Essential	20	58.8
Very important	12	35.3
Fairly important	2	5.9
Not very important	0	0.0
Not important at all	0	0.0
TOTAL	34	100.0

The above table shows clearly that the programme is placing qualified African nationals in sectors important to the socio-economic development of the country of employment. 94.1 % of the interviewed African nationals confirmed that the sectors of employment are essential or very important to the socio-economic development process.

3.1.3 Change of job, job creation and identification

The returnees were also asked if they had changed jobs since their first assignment: 6 returnees (17.7 %) had done so; 28 returnees (82.3 %) were still in the same job for which they had received project support.

The returnees were asked to explain why they had changed jobs. The answers were as follows (one returnee did not answer the question).

TABLE 28. Reasons for change of job

Reasons	No.*	%
Salary too low	1	14.3
Difficult working conditions	2	28.6
Received a better job offer	3	42.8
Other	1	14.3
TOTAL	7	100.0

* More than one answer was possible

The above table shows that the returnees who received a better job offer (42.8 % of the answers) may have changed jobs because they were facing difficult working conditions.

The returnees who had changed jobs also mentioned the sectors of the job for which they had received support from the RQAN programme (one returnee did not answer the question).

TABLE 29. Economic sector of the first job

Sector	No.	%
Public sector	1	20.0
Private sector	4	80.0
TOTAL	5	100.0

Returnees were asked to specify how their first job had been identified. The answers are summarized in the following table (5 returnees did not answer the question):

TABLE 30. Identification of first job

Identification of first job	No.*	%
Job vacancy identified by IOM	3	7.9
Job vacancy identified by family/friends	6	15.8
Identified own job	14	36.8
Job offered directly by employer	15	39.5
TOTAL	38	100.0

*More than one reply was possible

The above table shows that 39.5 % of the returnees received job offers directly from the employer and that 36.8 % of the returnees identified their own jobs.

The returnees also confirmed how the job offer was secured and contract negotiated (4 returnees did not answer the question).

TABLE 31. Job offer secured and contract negotiated

Job offer and contract	No.*	%
Job offer confirmed by IOM	12	30.8
Work contract negotiated by IOM	1	2.6
Work contract negotiated jointly with IOM	6	15.3
Negotiated own contract	19	48.7
Work contract negotiated by family/friends	1	2.6
TOTAL	39	100.0

*More than one reply was possible

The above table shows that respectively 48.7 % and 30.8 % of the answers indicate that a significant percentage of the returnees negotiated their own contract and that the job offer was confirmed by IOM.

The returnees interviewed were asked to specify whether their employer had created their current position specifically for them or whether they had filled an existing vacant position. The returnees answered as follows (2 returnees did not answer the question):

TABLE 32. Job creation

Job situation	No.	%
Specifically created	6	18.8
Vacant	26	81.2
TOTAL	32	100.0

3.1.4 *Promotion, difficulties and career prospects*

The returnees were also asked to confirm whether they had been promoted in the job for which they had received project support. The answers were as follows (1 returnee did not answer the question):

TABLE 33. Promotion received

Promotion	No.	%
Yes	11	33.3
No	15	45.5
Not applicable	7	21.2
TOTAL	33	100.0

Those returnees who had not yet been promoted were asked to indicate whether they expected to be (two returnees did not answer the question).

TABLE 34. Promotion expectations

Promotion expectations	No.	%
Within 6 months	0	0.0
Within 12 months	3	14.3
Within 18 months	3	14.3
More than 18 months	1	4.8
Promotion not foreseen	4	19.1
Not applicable	10	47.5
TOTAL	21	100.0

The above shows that in addition to the 11 returnees already promoted, 7 will be promoted. All in all, it could be concluded that 52.9 % of the returnees have been or will be promoted in the jobs for which they received project support.

Concerning major problems in adapting to their jobs in Africa, 13 returnees reported having difficulties, as follows (1 returnee did not reply):

TABLE 35. Difficulties in adapting to new job

Difficulties	No.	%
Yes	14	41.2
No	20	58.8
TOTAL	34	100.0

Returnees reported on the nature of the difficulties encountered in their new jobs, as follows (three returnees did not answer the question):

TABLE 36. Nature of difficulties in adapting to new job

Nature of difficulties	No.
Difficulties with some working conditions	11
Difficulties with transfer of knowledge/technology	5
Inadequate or inappropriate equipment to accomplish work	11
Attitudes/behavior of colleagues/employers	5
Job incompatible with professional background	1
Staff lacks training to meet job requirements	1
Difficulties with entering private sector	1
Other	3
TOTAL	38

*More than one answer was possible

Difficulties with some working conditions and inadequate or inappropriate equipment scored the highest in the survey.

Returnees were asked to rate their future prospects as regards career development, as follows:

TABLE 37. Future career prospects

Prospects	No.	%
Excellent	13	38.2
Good	13	38.2
Fair	7	20.6
Poor	1	3.0
TOTAL	34	100.0

The above table shows that 76.4 % of the returnees considered their future prospects as excellent or good.

3.2. Information concerning the personal situation of the African nationals supported under the RQAN programme.

3.2.1 *Reasons for return to or relocation in Africa*

As regards the reasons for their return to or relocation in Africa, interviewees were able to provide three answers, which are listed by order of priority:

TABLE 38. Reasons for return to or relocation in Africa

Reasons for return	No.	%
Desire to participate in country's development	28	32.6
Desire to return home	22	25.6
Family ties	16	18.6
Better employment opportunities in recipient country	7	8.1
Scholarship obligations	3	3.5
No employment possibilities abroad	3	3.5
Termination of studies	2	2.3
Working obligations	2	2.3
To establish own self-employment ventures	2	2.3
Difficulties in adapting abroad	1	1.2
TOTAL	86	100.0

*More than one answer was possible.

The above table shows that participation in the country's development (32.6 % of the answers), desire to return to home country (25.6 % of the answers) and family ties (18.6 % of the answers) were the three main reasons for returning to Africa.

3.2.2 Difficulties with reintegration in Africa

23 returnees (67.7 %) reported that they experienced unforeseen reintegration difficulties upon their return; 11 returnees (32.3 %) did not. The returnees were invited to describe these difficulties. It should be noted that they could give one or more answers in order of priority.

TABLE 39. Unforeseen difficulties in reintegration

Unforeseen difficulties in reintegration	No.
Housing	18
Salary too low	20
Cost of living higher than expected	22
Family obligations	3
Professional reintegration took longer than expected	2
Social reintegration longer than expected	2
Unexpected health problems	2
TOTAL	69

From this table, it can be concluded that the reintegration process may have been influenced to some degree by higher cost of living, salary too low and housing difficulties (39.9 %, 29.0 % and 26.1 % respectively).

The returnees were also requested to confirm whether they had received adequate information from IOM's services to ease/facilitate smooth professional and social reintegration. 45.5 % (15) of the returnees confirmed that they had. 54.5 % (18) of the returnees mentioned that the information was inadequate (1 returnee did not answer the question).

They were also asked to state what kind of additional information provided before their return would have helped them to reintegrate. 6 returnees did not reply; 28 gave the following items as the type of additional information they would have liked to received:

TABLE 40. Additional information provided before return which could have helped reintegration process

Additional information	No.*
Socio-economic conditions	15
Working conditions	7
Employer	1
Salary levels	13
Housing possibilities	12
Customs regulations	9
Child education	7
TOTAL	34

*More than one answer was possible

By order of priority, socio-economic conditions, salary levels and housing possibilities were the types of additional information which could have helped the reintegration process.

3.2.3 Individual expectations

The returnees were asked to comment on whether the reality of the situation they found upon return matched their expectations: 17 returnees (53.1 %) said that it did not and 15 (46.9 %) that it did; 2 returnees did not reply.

3.2.4 Family and friends' support

Concerning the support received from friends and family, returnees answered as follows:

TABLE 41. Support received

Type of support	No.	%
Financial	7	10.5
Advice	23	34.3
Moral	26	38.8
Material	8	11.9
None	2	3.0
Other	1	1.5
TOTAL	67	100.0

*More than one answer was possible

3.2.5 Spouse and children's reintegration problems

The married returnees were asked to comment on the problems encountered in reintegrating. 23 returnees responded as follows:

TABLE 42. Problems encountered by spouse

Problems encountered	No.*	%
None or only minor	3	6.7
Adaptation to new environment	10	22.2
Financial	12	26.6
Professional reintegration	8	17.8.
Social reintegration	4	8.9
Psychological/emotional	3	6.7
Spouse is living abroad	1	2.2
Other	4	8.9
TOTAL	45	100.0

*More than one answer was possible

Concerning the children's reintegration, 22 returnees interviewed reported the problems encountered:

TABLE 43. Problems encountered by children

Problems encountered	No.*	%
None or only minor	7	17.5
Adaptation to new life-style	9	22.5
Adaptation to school	12	30.0
Language difficulties	9	22.5
Children are living abroad	2	5.0
Other	1	2.5
TOTAL	40	100.0

*More than one answer was possible

3.2.6 *Situation after termination of programme support*

The returnees were asked to indicate how their situation developed or will develop when the programme's financial support ceased/ceases. 5 returnees did not answer the question.

TABLE 44. Situation after termination of programme support

Situation after termination of programme support	No.*	%
Without difficulty	3	6.1
With difficulty	18	36.7
As salary is low will seek higher pay	12	24.5
Will remain with employer	10	20.4
Will become self-employed	2	4.1
Other	4	8.2
TOTAL	49	100.0

*More than one answer was possible

The above table shows that a large percentage of returnees had/may or will have economic difficulties upon termination of salary supplements. Only 3 returnees stated that they were not in a difficult situation.

From further analysis of the data received, an attempt has been made to qualify the professions and the country of employment with the answers provided by the returnees on their situation after termination of the RQAN programme support.

TABLE 45. Correlation between countries of employment and situation after termination of programme support

	No answers	W/o difficulty	With difficulty	As salary is low will seek higher pay	Will remain with employer	Will become self-employed	Other	TOTAL
Ghana	2	2	6	1	3	1	1	16
Guinea-Bissau			2		1			3
Kenya			4	5	4	1	1	15
Uganda	2		4	4			1	11
Zimbabwe	1	1	2	2	2		1	9
TOTAL	5	3	18	12	10	2	4	54

If it is considered that those who did not answer had no difficulties and should be grouped with those who stated their situations to be “without difficulty”, then 8 returnees (23.5 %) could fall within this group. It is clear that the remaining (76.5 %) may face economic difficulties to a certain degree.

TABLE 46. Situation correlated by occupation

Occupations	No answers	Without difficulty	With difficulty	As salary is low will seek higher pay	Will remain with employer	Will become self-employed	Other	TOTAL
Fin/Admin Dpt Managers	0	0	1	1	0	0	0	2
Research/Dev Dpt Managers	0	0	1	1	0	1	0	3
Mathematicians/Related Prof	0	0	2	0	2	0	0	3
Computer System Designer/Analysts	0	0	2	2	0	0	0	4
Computer Programmers	0	1	2	1	0	0	0	4
Architects/Town/Traffic Planners	1	1	0	0	1	0	0	3
Civil Engineers	0	0	1	1	0	0	0	2
Cartographers/Surveyors	1	0	0	0	0	0	0	1
Arch/Engrs/Rel Prof not Classified	0	0	1	0	0	0	0	1
Medical Doctors	1	0	0	1	0	0	1	3
Dentists	0	1	0	0	1	0	0	2
Veterinarians	1	0	0	0	0	0	0	1
Pharmacists	0	0	0	0	0	0	1	1
College/Univ/Hi-Ed Teaching Prof	0	0	7	3	5	0	1	16
Accountants	1	0	0	0	1	0	0	2
Lawyers	0	0	0	0	0	0	1	1
Archivists/Curators	0	0	1	0	0	0	0	1
Economists	0	0	0	1	0	1	0	2
Film/Stage/Rel Actor & Director	0	0	0	1	1	0	0	2
TOTAL	5	3	18	12	10	2	4	54

From the above, it could be concluded that those returnees placed in Colleges, Universities and Higher Education schools face economic difficulties after termination of the RQAN programme support.

As regards IOM's role in this follow-up, the returnees rated it as follows:

TABLE 47. IOM's role in the returnees' reintegration

IOM's role	No.	%
Excellent	11	32.4
Good	14	41.2
Fair	8	23.5
Poor	1	2.9
TOTAL	34	100.0

A poor rating was given by a medical doctor placed in Uganda.

The returnees were asked to rate the IOM programme partners' role (Government counterparts, support groups, cooperating institutions) in their reintegration. (7 returnees (20.6 %) did not answer the question).

TABLE 48. Support received from programme counterparts

Partners' role	No.	%
Excellent	3	11.2
Good	8	29.6
Fair	8	29.6
Poor	8	29.6
TOTAL	27	100.0

The cross reference of the returnees' replies with their country of employment show that there may be some difficulties with the role of the IOM programme partners.

TABLE 49. Country of Employment and programme partners' role

Country	No answers	Excellent	Good	Fair	Poor	TOTAL
Ghana	3	1	5	3	-	12
Guinea-Bissau	-	-	-	-	2	2
Kenya	1	2	1	1	2	7
Uganda	-	-	1	3	3	7
Zimbabwe	3	-	1	1	1	6
TOTAL	7	3	8	8	8	34

The high percentage of no answers has to be taken into consideration (20.6 %). The above table also shows that the returnees to Ghana consider the services excellent, good and fair. The two returnees placed in Guinea-Bissau consider the partners' role poor. A relatively high percentage (42.9 %) of the returnees to Uganda consider the role of the programme partners poor since the same percentage consider the partners' role fair, it could be considered that the programme partners' role in Uganda should be strengthened.

3.2.7 Assessment of the decision to return to Africa

Returnees were also asked how they considered their return to Africa. Their answers provided in the following table indicate that 97.1 % of them assessed their decision to return positively.

TABLE 50. Assessment of the decision to return to Africa

Assessment of decision	No.	%
Positive, took right decision	7	20.6
Positive, despite initial problems	26	76.5
No opinion	1	2.9
Negative, regret decision	0	0.0
TOTAL	34	100.0

4. INFORMATION CONCERNING STAY ABROAD

4.1 Duration of stay abroad

The following table shows the interviewed returnee's length of stay abroad:

TABLE 51. Duration of stay abroad.

Years	No.	%
1 - 3	2	5.9
4 - 6	8	23.5
7 - 9	10	29.4
10 - 12	4	11.8
13 - 15	2	5.9
16 - 18	2	5.9
19 - 21	1	2.9
22 - 24	3	8.8
25 - 27	2	5.9
TOTAL	34	100.0

The highest frequency is to be found among the returnees who stayed abroad for 4 to 9 years (52.9 %). After 9 years the frequency decreases.

4.2 Country of residence before returning to Africa

Before returning to Africa, the returnees interviewed resided in the following countries:

TABLE 52. Country of residence abroad.

Country	No.
Belgium	1
United Kingdom	19
Ireland	1
Portugal	2
USA	10
Zambia	1
TOTAL	34

The correlation between countries of residence and country of employment shows where the returnees were recruited and placed.

TABLE 53. Countries of recruitment and countries of placement

Country	Ghana	Guinea-Bissau	Kenya	Uganda	Zimbabwe	TOTAL
Belgium	0	0	0	0	1	1
United Kingdom	9	0	1	6	3	19
Ireland	0	0	0	0	1	1
Portugal	0	2	0	0	0	2
USA	3	0	6	0	1	10
Zambia	0	0	0	1	0	1
TOTAL	12	2	7	7	6	34

The above tables show that the United Kingdom holds the highest percentage for country of residence (55.9 %), followed by USA (29.4 %).

4.3 Reasons for leaving Africa

When giving the principal reason for leaving Africa, the returnees gave the following reasons (one returnee did not answer the question):

TABLE 54. Reasons for leaving Africa

Reasons	No.	%
Study	30	49.2
To find work	3	4.9
Professional development	18	29.5
Desire for change	3	4.9
Socio-economic	1	1.6
Political reason	4	6.6
Other	2	3.3
TOTAL	34	100.0

*More than one answer was possible

The survey shows that a large percentage of returnees went abroad to study (49.2 % of the answers) and for professional development (29.5 % of the answers).

4.4 Financing of stay abroad

The returnees were asked to state how they financed their stay abroad. The following table shows the answers of the returnees interviewed:

TABLE 55. Financing of living abroad

Type of financing	No.*	%
Personal or family savings	16	32.0
Scholarship	6	12.0
Scholarship and working	1	24.0
Working	16	32.0
Other	0	0.0
TOTAL	50	100.0

*More than one answer was possible

The above table shows that only 12 % of the returnees financed their living abroad with a scholarship. 32 % lived off personal or family savings and 32 % worked abroad.

4.5 Job placement prior to return

The survey also tried to find out if the returnees had secured a job offer in Africa before their return. 8 (23.5 %) returnees answered that they did not try to secure a job prior to return and 26 (76.5 %) mentioned that they had tried to obtain a job with an employer before their return to Africa.

Furthermore, the returnees were asked if they had a job waiting in Africa. 2 returnees did not answer, the remainder replied as follows.

TABLE 56. Job waiting in Africa

Job waiting	No.	%
With a new employer	20	58.8
With a previous employer	6	17.7
Did not have a job waiting back home	8	23.5
TOTAL	34	100.0

The following tables show the correlation between, respectively, identification of jobs and availability of jobs, and years abroad and availability of jobs:

TABLE 57. Correlation between identification of jobs and availability of jobs in Africa

Identification of job	Availability of jobs			TOTAL
	New employer	Previous employer	Did not have a job waiting	
No answers	1	3	1	5
Job vacancy identified by IOM	1	-	2	3
Job vacancy identified by family/friends	4	1	1	6
Identified own job	10	1	3	14
Job offered directly by employer	10	2	3	15
TOTAL	26	7	10	43

5. SUPPORT FROM THE PROJECT

5.1 Influence of project's support on the decision to return

Concerning the steps the returnees would have taken if no support had been available to facilitate their return, the returnees interviewed answered, in order of priority, as follows (one returnee did not answer the question):

TABLE 58. Possible alternatives if no support from the project had been available to facilitate return

Alternatives	No.*	%
Asked for a loan to return to Africa	2	4.0
Worked longer to save to return	23	46.0
Stayed abroad	17	34.0
Returned anyway	8	16.0
Other	0	0.0
TOTAL	50	100.0

*More than one answer was possible

The above table shows that the returnees interviewed could be divided into two major groups. The first group consists of those who would have worked longer to save (46.0 %) and those who would have stayed abroad had they not received programme support (34.0 %). The second group (16.0 %) consists of those who said that they would have returned anyway.

Concerning the programme's influence in their decision to return, the returnees answered as follows:

TABLE 59. Project's influence in the decision to return

Influence	No.	%
Essential	11	32.4
Very important	19	55.9
Fairly important	3	8.8
Not very important	1	2.9
Not at all important	0	0.0
TOTAL	34	100.0

The above table shows that 88.3 % of the returnees confirmed that the influence of the programme in their decision to return had been essential or very important,

TABLE 60. Type of support which has influenced the decision to return

Type of Support	Nos.	%
Return travel	18	20.7
Transportation of baggage/household goods	31	35.6
Reintegration assistance	14	16.1
Salary supplements	7	8.0
Professional equipment	10	11.5
Information on employment	1	1.2
Job placement	4	4.6
Counselling	2	2.3
TOTAL	87	100.0

From the above table, it is clear that the four most important types of reintegration support components which have influenced the returnees' decision to return to Africa are: transportation of baggage/household goods (35.6 %); return travel (20.7 %); reintegration assistance (16.1 %) and professional equipment (11.5 %).

The returnees were asked to mention where they had learned about the availability of IOM's support, This information is given in the table below

TABLE 61. Availability of IOM support

Source of information	No.*
Embassy	3
IOM leaflets	6
Scholarship organization	1
Press	2
Friends	21
University	5
Family Member	4
Employer	1
Other	1
TOTAL	44

*More than one answer was possible

From the above, it is clear that the major source of information on the availability of IOM services was friends (47.7 % of the answers).

5.2 Assessment of IOM Services

The returnees were requested to assess IOM services in the countries of recruitment and in the countries of employment.

*TABLE 62. Assessment of IOM services**

Assessment	Country of recruitment		Country of placement	
	No.	%	No.	%
Excellent	19		19	55.9
Good	9	26.5	12	35.3
Fair	6	17.6	2	5.9
Poor	0	0.0	1	2.9
TOTAL	34	100.0	34	100.0

One of the two returnees placed in Guinea-Bissau considered IOM services poor. The other returnee considered it excellent.

TABLE 63. Cross reference between services provided in the country of residence and in countries of placement

Country of recruitment	Country of placement				
	Excellent	Good	Fair	Poor	TOTAL
Excellent	17	1	0	1	19
Good	1	8	0	0	9
Fair	1	3	2	0	6
Poor	0	0	0	0	0
TOTAL	19	12	2	1	34

The cross-reference of the services provided in the countries of recruitment and in the countries of placement shows the returnees' assessment of IOM services in both countries in accordance with the type of services provided in each country. 27 returnees classified IOM services in the same way: 17 returnees considered both services excellent, 8 good, and 2 fair.

6. RESULTS AND EFFECTS OF THE ROAN PROGRAMME

The returnees provided answers to 3 open-ended questions.

* 1 returnee did not answer the question related to the country of residence and 7 did not answer the question related to IOM services in Africa.

6.1 Job's contribution to the socio-economic development of Africa.

The returnees interviewed provided details of their job's contribution to socio-economic development. It could be considered that the positions they hold are contributing directly to the development process of Africa. All answers received are attached in Annex I.

6.2 Factors/limitations which may have altered or made it difficult to adhere to the original profile of current employment

The returnees mentioned several factors/limitations which may have had a negative effect on the original profile of their current employment. All answers received are attached in Annex I.

6.3 Types of knowledge/experience/technology which have been introduced by the returnees to the employing institution/organization

The returnees provided very detailed information on the types of knowledge/experience/technology which they have introduced into the employing institution/ organization. All answers received are attached in Annex I. It is clear from the answers that a very important transfer of knowledge/methodology took place/is taking place under the project. The answers show that the returnees are contributing substantially to the development process of the African countries participating in the programme.

6.4 Availability of skills (in the current employing organization/institution) which are required to carry out positions filled by the returnees

The returnees answered as follows (2 returnees did not reply):

TABLE 64. Availability of skills.

Availability of skills	No.*	%
Yes	14	38.9
Yes, but under-utilized	5	13.9
Staff qualified, but further training necessary	9	25.0
No	6	16.6
Other	2	5.6
TOTAL	36	100.0

*More than one answer was possible

From the previous table it could be concluded that only 6 (16.6 %) employing institutions/organizations did/do not have the necessary skills required to carry out certain types of activities.

6.5 Local availability of skilled manpower

Returnees were also asked to comment on the employer's ability to obtain locally the required level of knowledge/technology required to properly carry out the jobs filled by the returnees.

The returnees answered as follows (1 returnee did not reply):

TABLE 65. Local obtention/reproduction

Local obtention	No.*	%
Yes	0	0.0
Yes, but subject to adequate training	19	54.3
No	14	40.0
Other	2	5.7
TOTAL	35	100.0

*More than one answer was possible

It would seem that there are 14 (40.0 %) of the employing institutions which could not obtain locally the level of knowledge/technology required to properly carry out the jobs currently filled by the returnees. In 19 employing institutions the job could be properly carried out by local staff subject to adequate training (54.3 %).

6.6 Similarity between skills used abroad and those introduced or applied in Africa

The returnees interviewed provided the following answers on the similarities between skills used abroad and those introduced or applied in Africa (1 returnee did not answer the question).

TABLE 66. Similarity of skills

Similarity of skills	No.	%
Fully	17	51.5
Partially	15	45.5
No	1	3.0
TOTAL	33	100.0

6.7 Matching of initial expectations of organizational management with employer's management style and policies.

The answers of the returnees show to what extent their initial professional expectations corresponded with the employer's management orientation.

TABLE 67. Matching expectations

Matching expectations	No.	%
Yes	13	38.2
Yes, but with some disagreements	12	35.3
No	6	17.7
Not applicable	3	8.8
TOTAL	34	100.0

The returnees were also asked to indicate any contribution which has improved the efficiency of the employing company/institution (1 returnee did not answer the question).

TABLE 68. Contribution to efficiency

Contribution to efficiency	No.	%
Direct support to management	13	14.6
New skills introduced	18	20.2
New technologies introduced	8	9.0
Training of staff	10	11.2
Improvement in productivity	7	7.8
Improvement of services	9	10.1
More effective use of available resources	8	9.0
Advisory services	5	5.6
Carrying out feasibility studies	3	3.4
Establishment of quality control mechanism	2	2.3
Research	4	4.5
Other	2	2.3
TOTAL	89	100.0

By order of priority, the returnees indicated the introduction of new skills (20.2 % of the answers), direct support to management (14.6 % of the answers), and training of staff (11.2 % of the answers) as major contributions to efficiency.

6.8 Equipment

The qualified African nationals supported under the programme are entitled to receive professional equipment if required for a smooth professional reintegration. 25 returnees (75.8 %) received equipment. 8 qualified African nationals (24.2 %) did not receive any equipment. 1 returnee did not reply.

Returnees who received equipment were also asked to qualify the effect of this support provided under the programme. They answered as follows:

TABLE 69. Effect of equipment provided under the project

Effect	No.*	%
Facilitated the implementation of ongoing tasks	11	22.9
Facilitated the implementation of additional/new tasks	13	27.1
Increased productivity/efficiency	11	22.9
Enabled other staff members to be trained	8	16.7
Other	5	10.4
TOTAL	48	100.0

*More than one answer was possible

6.9. Training

Concerning training, the returnees confirmed that they had not received any training under the RQAN programme.

7. MAIN CONCLUSIONS OF THE SURVEY

- The survey showed that of the returnees supported under the programme 20.6 % are female and 79.4 % male. Concerning age, those in the 34-36 year age group represent 26.5 % of the returnees supported. 79.4 % are married.
- The main occupation of the returnees interviewed is: College, University and Higher Education teaching professionals (23.5 %).
- 67.6 % of the returnees interviewed have completed post-graduate studies (Masters and Ph.D).
- 91.2 % of the returnees interviewed confirmed that their jobs were commensurate with the training or specialization received abroad.
- 5.9 % of the returnees considered their working conditions in Africa as excellent, and 35.3 % good and 52.9 % fair.
- 91.2 % of the returnees were working full time in their profession.
- 35.3 % of the returnees interviewed supervise/orientate the work of, on average, 4-6 persons.
- Respectively, 32.3 % and 55.9 % of the returnees considered that they were very or fairly effective in transferring their knowledge/technology/experience to others.
- 100.0 % of the returnees considered that they were making a personal contribution to the socio-economic development of Africa.
- 94.1 % of the returnees considered that the economic and social sectors in which they were working were essential or very important for the development process.
- 17.7 % of the returnees changed jobs during their reintegration.
- 33.3 % of the returnees confirmed that they had been promoted by their employers.

- 41.2 % of the returnees considered that they had faced major problems in adapting to their new jobs.
- Concerning future career prospects in Africa, 38.2 % of the returnees considered them as excellent and 38.2 % good.
- Concerning the reasons for their return to Africa, the three answers which rated highest in the survey were as follows:
 - Desire to participate in country's development (32.6 %)
 - Desire to return to home country (25.6 %)
 - Family ties (18.6 %)
- 67.7 % of the returnees experienced unforeseen reintegration difficulties upon return: high cost of living, low salary and lack of housing were the three main problems encountered which influenced reintegration to some degree.
- 45.5 % of the returnees confirmed that they had received adequate information from IOM's services to ease/facilitate smooth professional and social reintegration.
- 53.1 % of the returnees mentioned that the reality of the situation they found upon their return to Africa did not match their expectations.
- 32.4 % of the returnees considered that IOM's role in their reintegration process was excellent. 41.2 % considered IOM's role good.
- 11.2 % of the returnees considered that the IOM programme partners' role in their reintegration process was excellent and 29.6 % good.
- 77.1 % of the returnees considered their return positively.
- Concerning the duration of stay abroad, the survey showed that 52.9 % of the returnees stayed abroad for a period of 4-9 years. After 11 years the frequency decreases.
- 55.9 % of the returnees resided in the United Kingdom and 29.4 % in the USA.
- 49.2 % of the returnees left Africa to study and 29.5 % for professional development.
- 58 % of the returnees interviewed confirmed that they had a job waiting in Africa with a new employer before returning. 17.7% had secured a job with a previous employer.
- Concerning the steps the returnees would have taken if no project support had been available to facilitate their return, the survey showed that the returnees interviewed could be divided into two groups. The first group consists of those who would have worked longer to save (46.0 %) and those who would have stayed abroad had they not received programme support (34.0 %). The second group (16.0 %) consists of those who would have returned anyway.
- Respectively 32.4 % and 55.9 % of the returnees confirmed that the IOM programme had an essential or very important influence on their decision to return.
- The 4 most important types of IOM support to have influenced the returnees' decision to return, are the following:
 - transportation of baggage/household goods (35.6 %)
 - return travel (20.7 %)
 - reintegration assistance (16.1 %)
 - professional equipment (11.5 %)

- The major source of information on the availability of IOM services is friends.
- Concerning the assessment of IOM services, 82.4 % considered them as excellent or good abroad and 91.2 % as excellent or good in Africa.
- 38.2 % of the returnees confirmed that their initial professional expectations corresponded to the employer's management orientation. 35.3 % confirmed that their initial expectations matched those of the employer, but with some disagreement; 17.7 % mentioned that their initial expectation did not match those of the employer.

IV. INTERVIEWS AMONG EMPLOYERS

1. METHODOLOGY

A questionnaire was sent to the employers of the returnees selected for interview. 21 questionnaires were received and processed.

The questionnaires used contained 19 structured questions and 2 open-ended questions (attached as Annex V). Answers from 2 open-ended questions are attached (Annex II). The questionnaires were divided into main sections, as follows:

- A. General information
- B. Implementation of the project
- C. Results and impact of the project
- D. Contribution of the project to the development process

2. GENERAL INFORMATION

The characteristics of the 21 employers interviewed are as follows:

TABLE 70. Characteristics of the employers interviewed

Name of institution/ Country	Sector/Type of institution	Activities	Structure	Annual budget	No. Returnees supported under project
DRS. Hamilton Ritchie, Ridley Robb, Blackie, McGregor, Zimbabwe	Private sector	Dental	22 employees 7 professionals 6 admin. staff	-	1
Mediplus Pharmacy, Zimbabwe	Private sector	Retail pharmacy	5 employees 2 professionals 1 admin. staff	ZWD \$1,000,000	1
University of Zimbabwe, Zimbabwe	Public sector	Teaching and research	4,000 employees 926 professionals 200 admin. staff	392 million dollars	10
Moi University, Kenya	Public sector	Educational institution	2,516 employees 587 professionals 63 admin. staff	K£ 32,000,00	1

TABLE 70. Characteristics of the employers interviewed (cont.)

Name of institution	Sector/Type of institution	Activities	Structure	Annual budget	No. Returnees supported under project
University of Zimbabwe, Zimbabwe	Public sector	Teaching and research	4,000 employees 926 professionals 200 admin. staff	USD 392,000	10
Addis Ababa University, Ethiopia	Public sector	Teaching and research	133 employees 96 professionals 39 admin. staff	Eth Birr 1,301,973.52	1
Getachen Kitaw Legal Firm, Ethiopia	Private sector	Legal	5 employees 3 professionals 2 admin. staff	Eth Bir 50,000	1
Addis Ababa University, Ethiopia	Public sector	Teaching and research	96 employees 65 professionals 29 admin. staff	-	1
Institute of Ethiopian Studies, Ethiopia	Public sector	Humanities	50 employees 15 professionals -	-	1
Ministry of Higher Education, Zimbabwe	Public sector	Training	- - 4668 admin. staff	-	1
Computer Supplies Ltd., Uganda	Public sector	Computer/Software sales	20 employees 15 professionals 5 admin. staff	Ugandan Shillings 700,000,000	1
Uganda National Council for Science and Technology, Uganda	Public sector	Science and technology policy	23 employees 11 professionals 12 admin. staff	Ugandan Shillings 200 m	1
Coopers-Lybrand, Uganda	Private sector	Audit	85 employees 50 professionals 35 admin. staff	-	4
Tri-star Actuarial & Management Consultants, Ghana	Private sector	Actuarial /Management consulting	8 employees 4 professionals 4 admin. staff	CEDIS 250,000	2
Modula Group, Accra	Private sector	Architectural consultancy	13 employees 6 professionals 2 admin. staff	CEDIS 110,000,000	
Agricultural Development Bank, Ghana	Mixed sector	Banking	877 employees - 6 admin. staff	-	1
Tri-star Actuarial & Management Consultants, Ghana	Private sector	Actuarial/Management consultants	8 employees 4 professionals 4 admin. staff	CEDIS 250,000	2
Beti Dwimoh Co., Ghana	Private sector	Consultancy	6 employees 4 professionals 1 admin. staff	CEDIS 450 million	1
University of Ghana, Ghana	Public sector	Teaching and research	102 employees 40 professionals 2 admin. staff	CEDIS 600,000,000	3
Kek Insurance Brokers Ltd., Ghana	Private sector	Insurance brokerage	27 employees 6 professionals 13 admin. staff	CEDIS 250 million	1
Ministry of Health, Ghana	Public sector	Health service	30,000 employees 18,000 professionals 800 admin. staff	-	1

The employers are operating in the following economic sectors (one employer did not answer the question):

TABLE 71. Economic Sector

Sector	No.	%
Public	10	50.0
Private	9	45.0
Mixed	1	5.0
TOTAL	20	100.0

The employers were grouped according to their economic activities:

TABLE 72. Employers grouped by economic activities

Economic activities	No.	%
Agriculture, hunting, forestry, fishing	-	0.0
Mining and Quarrying	-	0.0
Manufacturing	-	0.0
Electricity, Gas and water	-	0.0
Construction	1	4.8
Wholesale and Retail Trade and Restaurants and Hotels	2	9.5
Transport, Storage and Communication	-	0.0
Financing, Insurance, Real Estate and Business Service	2	9.5
Community, Social and Personal Service	16	76.2
TOTAL	21	100.0

The employers reported on the number of employees, professionals and administrative personnel at the time of evaluation (please see Table 70).

TABLE 73. Total number of qualified African nationals recruited under the project per employer

No. of returnees per employer	No.	%
1	15	71.4
2	2	9.5
3	1	4.8
4	1	4.8
10	2	9.5
TOTAL	21	100.0

At the time of evaluation 13 employers confirmed that they had never used expatriate personnel, 2 employed 1 expatriate, 1 employed 6 expatriates and 1 employer employed 3 expatriates. 1 employer hired 60 expatriates and 1 employer hired 133 expatriates.

The correlation between the total number of professionals employed and returnees recruited, and the correlation between the total number of expatriates employed and returnees recruited under the project is given in the following tables.

TABLE 74. Correlation between professionals and returnees per employer

Professionals per employer	Returnees per employer					
	1	2	3	4	10	TOTAL
2	1	0	0	0	0	1
3	1	0	0	0	0	1
4	1	2	0	0	0	2
6	2	0	0	0	0	2
7	1	0	0	0	0	1
11	1	0	0	0	0	1
15	2	0	1	0	0	3
40	0	0	1	0	0	1
50	0	0	1	1	0	1
65	1	0	0	0	0	1
96	1	0	0	0	0	1
587	1	0	0	0	0	1
926	0	0	0	1	2	3
TOTAL	12	2	2	1	2	19

TABLE 75. Correlation between expatriates and returnees per employer

Expatriates per employer	Returnees per employer					
	1	2	3	4	10	TOTAL
0	10	2	0	1	0	13
1	2	0	1	0	0	3
6	1	0	0	0	0	1
13	1	0	0	0	0	1
60	1	0	0	0	0	1
133	0	0	0	0	2	2
TOTAL	15	2	1	1	2	21

3. IMPLEMENTATION OF THE PROJECT

The employers were asked how they had learned of the RQAN programme being implemented by IOM. This information is resumed in the following table (1 employer did not answer the question).

TABLE 76. How employers learned of project

Sources of information	No.*
IOM personnel visited company/institution	5
IOM leaflets	2
Press	1
Friends	4
Project's national support group	1
Government department	1
Family member of the returnee	2
Returnee contacted the company/institution.	13
Other returnees	1
Other	2
TOTAL	32

*More than one answer was possible

The above table shows that 40.6 % of the answers confirm that the employers learned about the RQAN programme from the returnee. 15.6 % of the answers given by the employers shows that they have learned about the programme from the IOM personnel who visited the company/institution.

Concerning possible difficulties to recruit qualified personnel before using IOM's services, the employers answered as follows:

TABLE 77. Difficulties to recruit qualified personnel before using IOM's services

Shortages	No.*
Yes, at local level	7
Yes, at regional level	4
Yes, at national level	7
No, but IOM candidates are better qualified	3
No, but returnee known to the company/institution	6
No, but returnee had worked before in the company/ institution	2
Staff member went abroad for training and returned to work in the company/institution	4
Other	3
TOTAL	36

*More than one answer was possible

The above table shows that from the answers of 18 employers, they had difficulties in recruiting qualified personnel at the local level, regional level and national level. At the same time, 12 answers show that employers did not face shortages but that the returnees employed were known to the company/institution (6 answers), had worked before in the company/institution (2 answers) or went abroad for training and returned to work in the company/institution (4 answers). 3 answers also confirmed that these employers may not have

faced difficulties in recruiting qualified personnel but considered IOM candidates as better qualified.

The recruitment of qualified African nationals residing abroad was viewed by the employers as follows:

TABLE 78. How employers view the recruitment of qualified African nationals residing abroad

View	No.*	%
A prerequisite for the development of new activities	4	16.0
A contribution to the development of ongoing activities	21	84.0
TOTAL	25	100.0

*More than one answer was possible

The above table shows that for a large percentage of employers (84.0 % of the answers) the recruitment of African nationals residing abroad was an important contribution to the development of ongoing activities. If such resources were not available, the employers confirmed that they would take the following measures:

TABLE 79. Measures which would be taken if qualified African nationals residing abroad were not available

Measure	No.*	%
None, job would stay vacant	2	7.7
Would have recruited locally	14	53.8
As local recruitment not possible, an expatriate would have been recruited	6	23.1
Other	4	15.4
TOTAL	26	100.0

*More than one answer was possible _

The above table shows that 53.8 % of the answers confirm that the employers would have recruited local staff to meet their need for qualified personnel.

4. RESULTS AND IMPACT OF THE PROJECT AND CONTRIBUTION OF THE PROGRAMME TO THE DEVELOPMENT PROCESS OF THE AFRICAN COUNTRIES PARTICIPATING IN THE PROGRAMME

The employers were asked to summarize the type of knowledge/technology/expertise introduced by the personnel recruited under the project and how the activities of the company/institution contribute to Africa's national development plan. The answers provided are attached as Annex II.

The employers were also requested to indicate how the personnel recruited under the project had contributed to improving the efficiency of the company (1 employer did not answer the question):

TABLE 80. Contribution to the company's efficiency

Contribution	No.*
Direct support to management	7
New skills	10
New technologies	2
Staff training	2
Improvement in productivity	6
Improvement of services	6
More effective use of available resources	4
Advisory services	2
Support in establishing new workplans	5
Identification of potential markets	2
More effective supervision	1
Research	5
Other	1
TOTAL	53

*More than one answer was possible

The above table shows that new skills (18.9 %) and direct support to management (13.2 %) scored highest in the survey.

The employers rated the results of the work of the personnel recruited under the project, as follows (1 employer did not answer):

TABLE 81. Rating of the results of the work of the personnel recruited under the project

Rating	No.*	%
Excellent	12	60.0
Good	8	40.0
Fair	0	0.0
Poor	0	0.0
TOTAL	20	100.0

The employers were asked to assess how the returnees' job is commensurate with their training received abroad. 1 employer did not answer the question.

TABLE 82. Correlation between the returnees' job and training received abroad

Rating	No.	%
Very commensurate	16	80.0
Fairly commensurate	4	20.0
TOTAL	20	100.0

The employers were also requested to mention which of their company's activities suffer most from the lack of highly qualified manpower. They replied as follows (2 employers did not answer the question):

TABLE 83. Shortages of highly qualified personnel per activity

Activity	No.*
General management	3
Management of new technologies	5
Reproduction of new technologies	3
Establishment of quality control mechanisms	4
Marketing	4
Research	4
Training	3
Development of applied technology	1
Creation of joint ventures	2
Technical expertise	3
Financial management	3
Other	2
TOTAL	37

*More than one answer was possible

Of the activities affected by shortages, management of new technologies (13.5 %), establishment of quality control mechanisms (10.8 %), marketing (10.8 %) and research (10.8 %) scored highest in the survey. -

The employers also rated IOM's role in the identification of highly qualified personnel, as follows (one employer did not reply):

TABLE 84. IOM's role in the identification of highly qualified personnel

Rating	No.	%
Excellent	8	40.0
Good	9	45.0
Fair	3	15.0
Poor	0	0.0
TOTAL	20	100.0

Concerning the programme's ability to identify and return the manpower required for the country's development process, the employers provided the following rates (one employer did not reply):

TABLE 85. Project's ability to meet manpower needs

Rating	No.	%
Excellent	7	35.0
Good	13	65.0
Fair	0	0.0
Poor	0	0.0
TOTAL	20	100.0

The table below correlates the ratings given in Tables 84 and 85.

TABLE 86. Correlation between IOM's role and the project's ability to meet manpower needs

IOM's role	Project's ability to meet manpower needs					TOTAL
	No answer	Excellent	Good	Fair	Poor	
No answer	1	0	0	0	0	1
Excellent	0	3	5	0	0	8
Good	0	4	5	0	0	9
Fair	0	0	3	0	0	3
Poor	0	0	0	0	0	0
TOTAL	1	7	13	0	0	21

5. CONCLUSIONS OF THE SURVEY AMONG EMPLOYERS

- The major sector of activity of the employers interviewed was in the Community, Social and Personal Services (76.2%) . 11 employers were operating in the public sector and 9 employers in the private sector and 1 from the mixed sector.
- 71.4 % of the employers had recruited 1 returnee under the project. The employers confirmed that they had faced difficulties in recruiting qualified personnel existing at the local, regional and national levels before using IOM's services.
- The employers mentioned that the recruitment of highly qualified personnel residing abroad was an essential prerequisite for the development of new activities (16.0 %) or a contribution to the development of ongoing activities (84.0 %).
- 53.8 % of the employers confirmed that they would try to recruit locally if qualified African nationals residing abroad were unavailable. 23.1 % of the employers confirmed that an expatriate would have been recruited if qualified African nationals residing abroad were not available.

- By order of priority the employers reported that new skills and direct support to management were the most important contributions to the efficiency of the company or institution made by the personnel recruited under the project.
- Respectively, 60.0 % and 40.0 % of the employers rated the results of the work of the personnel recruited under the project as excellent or good.
- Management of new technologies, establishment of quality control mechanisms, marketing, and research are the four most important activities to suffer from lack of highly personnel.
- Respectively, 40.0 % and 45.0 % of the employers rated IOM's role in the identification of highly qualified personnel as excellent or good.
- Respectively, 35.0 % and 65.0 % of the employers rated the project's ability to meet manpower needs in support of the development process as excellent or good.

V. INTERVIEWS AMONG COUNTERPARTS

1. METHODOLOGY

A questionnaire was given to the government counterparts for the RQAN programme.

A copy of the questionnaire is attached (Annex VI) for reference purposes. The questionnaire used to interview the counterparts contained 20 structured questions and 4 open-ended questions. Answers taken from the 4 open-ended questions are attached (Annex III). The questionnaires were divided into main sections, as follows:

- A. General Information
- B. Justification for the programme
- C. Role of the counterpart in programme implementation
- D. Contribution of the programme to the development process

2. GENERAL INFORMATION

The characteristics of the counterparts' interview are as follows: *

TABLE 87: Characteristics of the Counterparts

<u>Country</u>	<u>Function</u>	<u>Name of Government Department/Ministry</u>
Angola		Institute for Support to Angolan Emigrants and Communities Abroad
Cape Verde		Ministry of Foreign Affairs & International Cooperation
Ethiopia	Planning	Ministry of Economic Development and Cooperation
Ghana *	Mobilization/utilization of human resources capability	Public Service Commission
Kenya *	Employment	Ministry of Labour and Manpower Development
Uganda *		Presidential Special Assistant for Returning Professionals
Zimbabwe *	Research in labour market issues, collect, analyze and compile labour market statistics, chairing foreign recruitment committee meetings	Ministry of Public Service, Labour and Social Welfare

*It should be noted that the returnees interviewed were placed only in the following countries: Ghana, Guinea-Bissau, Kenya, Uganda and Zimbabwe. Although one returnee was placed in Guinea-Bissau, IOM counterpart in this country was not interviewed.

3. JUSTIFICATION FOR THE PROGRAMME

The counterparts were asked to mention which activities suffer most from the lack of qualified manpower.

TABLE 88. Lack of qualified manpower

Activities	No.*	%
General management	2	10.0
Management of new technologies	4	20.0
Reproduction of new technologies	2	10.0
Commercialization of new products	1	5.0
Marketing	1	5.0
Research	3	15.0
Training	4	20.0
Technical expertise	3	15.0
TOTAL	20	100.0

*More than one answer was possible.

In accordance with the above table, the three activities which suffer most from the lack of highly qualified manpower are: management of new technologies (20.0 % of the answers); training (20.0 % of the answers); and research (15.0 % of the answers).

The counterparts were asked to assess the importance of the recruitment of qualified African nationals residing abroad in enhancing the country's role and utilization of its qualified manpower. The counterparts answered as follows:

TABLE 89. Importance of the recruitment of qualified African nationals residing abroad

Importance	No.	%
Essential	3	42.9
Important	4	57.1
Fairly important	0	0.0
Not very important	0	0.0
Not important at all	0	0.0
TOTAL	7	100.0

The counterpart elaborated on the measures which would have to be taken if qualified personnel from abroad were not available.

TABLE 90. Measures which would have to be taken to meet manpower needs

Measures	No.	%
None, jobs would stay vacant	1	10.0
Employers would have try to recruit locally	6	60.0
As local recruitment not possible, expatriates would have to be recruited	3	30.0
Other	0	0.0
TOTAL	10	100.0

*More than one answer was possible

The above table shows that 60 % of the counterparts confirmed that the employers would have to try to recruit locally to meet manpower needs. 30 % mentioned that expatriates would have to be recruited if qualified personnel residing abroad were not available.

Concerning the importance of the manpower recruited under the RQAN programme to the country's economic development, the counterparts answered as follows:

TABLE 91. Importance of the manpower recruited under the ROAN programme

Importance	No.	%
Essential	0	0.0
Important	7	100.0
Fairly important	0	0.0
Not very important	0	0.0
No important at all	0	0.0
TOTAL	7	100.0

It is interesting to note that the counterparts all answered the same way, namely important.

IOM's role in the identification of highly qualified manpower was answered by counterparts, as follows:

TABLE 92. IOM's role in the identification of highly qualified manpower

Role	No.	%
Excellent	4	57.1
Good	3	42.9
Fair	0	0.0
Poor	0	0.0
TOTAL	7	100.0

The programme's ability to meet manpower needs in support of the development process was rated by the counterparts, as follows:

TABLE 93. Programme's ability to meet manpower needs

Ability	No.	%
Excellent	4	57.1
Good	3	42.9
Fair	0	0.0
Poor	0	0.0
TOTAL	7	100.0

The counterparts were also asked to rate IOM's overall management of the RQAN programme financed by the European Union.

TABLE 94. IOM's overall management

Management	No.	%
Excellent	2	28.6
Good	4	57.1
Fair	1	14.3
Poor	0	0.0
TOTAL	7	100.0

The cross reference between the counterpart's country and the rate of IOM's overall management of the programme gives the following correlation:

TABLE 95. IOM's overall management per country

Country	Excellent	Good	Fair	Total
Angola	0	1	0	1
Cape Verde	0	1	0	1
Ethiopia	1	0	0	1
Ghana	0	1	0	1
Kenya	0	1	0	1
Uganda	0	0	1	1
Zimbabwe	1	0	0	1
TOTAL	2	4	1	7

The counterparts were asked for their opinion on how the programme implementation could be improved. The answers provided are attached as Annex III.

4. ROLE OF THE COUNTERPART IN PROGRAMME IMPLEMENTATION

The counterparts were asked to mention in which aspect of the programme implementation they were actively involved. The cross reference between the aspects and the country provide the following configuration:

TABLE 96. Involvement of counterparts in the programme implementation per country

Aspects	COUNTRY							TOTAL
	ANG	CPV	ETH	GHA	KEN	UGA	ZIM	
Customs clearance of baggage/house-hold goods	0	0	0	0	0	1	0	1
Assessment of training needs	0	0	0	0	0	0	0	0
Assessment of priority needs for employment	1	0	1	1	1	1	1	6
Information on employment	0	0	0	1	1	1	1	4
Negotiation of work contracts	0	0	0	0	0	0	0	0
Counselling of returnees	0	0	0	1	0	0	0	1
Advisory role to support groups		0	1	0	1	0	1	3
Programme monitoring support	0	0	0	0	0	0	0	0
Liaison with Gov. departments/employers	0	0	1	0	0	0	0	1
Other	0	1	0	0	0	0	0	1
TOTAL	1	1	3	3	3	3	3	17

The above table shows that besides Angola and Cape Verde's counterparts which report their involvement in one aspect of the programme, all other counterparts report that they are only involved in three aspects of the programme implementation. By order of priority, the assessment of priority needs for employment (35.3 % of the answers), information on employment (23.5 % of the answers), and advisory role to support group (17.7 % of the answers) scored the highest in the survey.

Concerning the frequency of the counterparts' participation in the programme implementation, the following table gives the cross-reference between countries and the frequency of counterpart's participation in the programme implementation.

TABLE 97. Frequency of the counterpart's participation

Frequency	COUNTRY							TOTAL
	ANG	CPV	ETH	GHA	KEN	UGA	ZIM	
Weekly	0	0	1	1	1	1	0	4
Twice a month	1	0	0	0	0	0	0	1
Once a month	0	0	0	0	0	0	0	0
Once every few months	0	1	0	0	0	0	1	2
Rarely	0	0	0	0	0	0	0	0
TOTAL	1	1	1	1	1	1	1	7

The above table shows that 57.1 % of the counterparts (4) participated in the programme implementation on a weekly basis. It should be noted that Zimbabwe and Cape Verde counterparts reported that they are involved in the programme implementation once every few months.

The counterparts also specified how they participated in the programme implementation. The counterparts answered as follows, per country:

TABLE 98. Type of participation by the counterpart

Type	COUNTRY							TOTAL
	ANG	CPV	ETH	GHA	KEN	UGA	ZIM	
Always in direct collaboration with IOM	1	1	0	1	1	1	1	6
Mostly in collaboration with IOM, sometimes on own initiative	0	0	1	0	0	0	0	1
Mostly on own initiative, sometimes in collaboration with IOM	0	0	0	0	0	0	0	0
Always on own initiative	0	0	0	0	0	0	0	0
TOTAL	1	1	1	1	1	1	1	7

All counterparts (100.0 %) confirmed that they had become familiar with IOM activities as a result of their involvement in the programme implementation. The counterparts have also asked to interpret their role in the programme's implementation. Answers are provided in Annex III.

The counterparts also rated the impact of their participation/advice in the programme implementation.

TABLE 99. Impact of the counterpart's participation/advice

Rate	No.	%
Essential	3	42.9
Important	3	42.9
Fairly important	1	14.2
Not very important	0	0.0
Not important at all	0	0.0
TOTAL	7	100.0

The counterparts also rated the importance of the programme's activities to their Ministry/Institutions' responsibilities and objectives, as follows:

TABLE 100. Importance of the activities carried out under the programme

Rate	No.	%
Essential	3	42.9
Important	3	42.9
Fairly important	1	14.2
Not very important	0	0.0
Not important at all	0	0.0
TOTAL	7	100.0

The counterparts (100.0 %) also confirmed that their involvement in the programme's implementation strengthened the ongoing activities of their Ministries/Institutions to promote the return of qualified nationals residing abroad.

As concerns the counterpart's involvement to strengthen their Ministries/Institutions' capacity to carry out similar activities independently in the future, the counterparts answered as follows:

TABLE 101. Ministries/Institutions' capacity to carry out similar activities independently in the future

Capacity	COUNTRY							TOTAL
	ANG	CPV	ETH	GHA	KEN	UGA	ZIM	
No	0	0	0	0	0	1	1	2
Yes	1	1	1	1	1	0	0	5
TOTAL	1	1	1	1	1	1	1	7

From the above, it could be concluded that with the exception of the counterparts in Uganda and Zimbabwe, all other counterparts confirmed that their involvement in the programme implementation strengthens their Ministries/Institutions' capacity to carry out activities related to the return and reintegration of qualified nationals in the future.

The counterparts also mentioned the changes they would like to see in the way in which their Ministries/Institutions participate in the programme's implementation.

5. CONTRIBUTION OF THE PROGRAMME TO THE DEVELOPMENT PROCESS

The counterparts considered the contribution of the programme towards the country's socio-economic development as follows:

TABLE 102. Contribution towards the country's socio-economic development process

Contribution	No.	%
Essential	3	42.8
Very important	2	28.6
Fairly important	2	28.6
Not very important	0	0.0
Not important at all	0	0.0
TOTAL	7	100.0

The counterparts also rated the importance of the programme's objectives in complementing/reinforcing the country's socio-economic development efforts as follows:

TABLE 103. Importance of the programme's objectives

Importance	No.	%
Essential	2	18.6
Very important	3	42.8
Fairly important	2	28.6
Not very important	0	0.0
Not important at all	0	0.0
TOTAL	7	100.0

The counterparts were also asked to summarize how the activities of the employers who recruited qualified personnel under the programme, contributed to the country's national development plans. Answers are attached as Annex III.

6. CONCLUSIONS OF THE SURVEY AMONG COUNTERPARTS

- The counterparts confirmed by order of priority that management of new technologies, training and research are the three activities which suffer most from the lack of highly qualified manpower.
- Respectively, 42.9 % and 57.1 % of the counterparts rated the importance of the recruitment of qualified African nationals residing abroad as essential or important.
- 60 % of the counterparts confirmed that the employers would have to try to recruit locally to meet manpower needs. 30% mentioned that expatriate personnel would have to be recruited if qualified personnel residing abroad were not available.
- All counterparts confirmed that the manpower recruited under the RQAN programme is important to the country's economic development.
- IOM's role in the identification of qualified manpower was rated by 57.1 % of the counterparts as excellent and 42.9 % as good.
- The programme's ability to meet manpower needs in support of the development process was also rated by 57.1 % of the counterparts as excellent and 42.9 % as good.
- The IOM's overall management of the RQAN programme was rated by 28.6 % of the counterparts as excellent, 57.1 % as good, and 14.3 % as fair.
- All counterparts confirmed that they had become familiar with IOM's activities as a result of their involvement in the programme implementation.
- Respectively, 42.9 %, 42.9 % and 14.2 % of the counterparts rated the importance of the programme's activities to their Ministries/Institutions' responsibilities and objectives as essential, important, and fairly important.

- With the exception of the counterparts in Uganda and Zimbabwe, all other counterparts confirmed that their involvement in the programme implementation strengthens their Ministries/Institutions' capacity to carry out activities related to the return and reintegration of qualified nationals in the future.
- Respectively, 42.8 %, 28.6 % and 28.6 % of the counterparts rated the contribution of the programme towards the country's socio-economic development as essential, very important and fairly important.

ANNEX I

MID-TERM SURVEY

**RESULTS AND IMPACTS OF THE PROGRAMME
RETURNEES' REPLIES**

RESPONSE	01. Please summarize how the activities of your company/institution contribute to the country's national development plan	02. If applicable, what factors/limitations altered, or made it difficult to adhere to the original profile of your current job?	03. What type of knowledge/experience/technology did you introduce in the institution/company employing you?
1	University teaching equips young Kenyans with the academic skills required to participate meaningfully in the country's socio-economic development	Facilities were limited to apply professional skills	Have not introduced new skills as yet due to lack of facilities
2	Assisted in instilling financial discipline in the lending policies of the Kenya Sugar Authority. Restructuring of financial operations of the sugar companies, approximately 6,000 people directly benefiting from the industry	The Management lacked forward planning. Was not innovative therefore afraid of adopting and implementing new concepts	Developed a fully fledged operating manual for Sugar Development Fund operations. Developed a mission statement and long term planning strategies to the industry. Introduced a monitoring and evaluation system for projects funded by Sugar Development fund.
3	Training through the University, future leaders for the nation	No comment	Latest trends in the field of communication and journalism

RESPONSE	01. Please summarize how the activities of your company/institution contribute to the country's national development plan	02. If applicable, what factors/limitations altered, or made it difficult to adhere to the original profile of your current job?	03. What type of knowledge/experience/technology did you introduce in the institution/company employing you?
4	Has contributed in the health of the community since the availability of pharmacists especially in the smaller towns is extremely short	It is not so easy to be innovative when one is under the employment of someone else	Computer skills; management skills and general forward planning with the idea of expansion
5	Training teachers of computer science	Limited facilities therefore skills are not fully utilised	Information technology skills; software maintenance skills
6	As a teacher, I impart knowledge to students and also those in research work	Financial constraints as a whole	Knowledge about Food Microbiology; reduction of food losses
7	Results not immediately available	Equipment and supplies not freely available	Academic and practical knowledge in carrying out procedures
8	No comment	No comment	No comment
9	Urological waiting list has been reduced by performing many operations so people can undertake duty as soon as possible. Bladder schistosomiasis has been tracked properly now in our institution	Lack of urological instruments ; lack of discipline	More open prostatectomy

RESPONSE	01. Please summarize how the activities of your company/institution contribute to the country's national development plan	02. If applicable, what factors/limitations altered, or made it difficult to adhere to the original profile of your current job?	03. What type of knowledge/experience/technology did you introduce in the institution/company employing you?
10	By teaching, I contribute to the socio-economic development of the country	Pay for doctors is very low	Child care; infant resuscitation
11	By providing advice to businesses on how to become more efficient	No comment	Accountancy and auditing skills
12	The private sector which is the backbone of the economic sector, has become more efficient	Lack of flexibility and it takes a long time to implement new ideas	I introduced a professional way of processing data and managing its storage
13	Have created employment opportunities	Legal limitations	No comment
14	Marketing techniques; appraisal of hardware and software	Unexpected managerial decisions	Accounting knowledge
15	My job has contributed to the policy development in science and technology in Uganda; technology promotion and development in Uganda; development of appropriate research plans for post graduate programmes at universities in areas of biotechnology	No comment	Drafting guidelines of safe development and use of new and emerging technologies; compilation procedures of databases and inventories
16	Has contributed in the area of manpower development for livestock production	No comment	Professional linkages with previous universities; progress towards establishment of an MSC programme
17	Introduction of new pension financial products has created new avenue for investment and financial security for returnees	No comment	Introduction of new ideas and techniques to streamline the organization to make it more efficient and cost effective
18	Through my work, I am able to offer expert technical advice to the insurance and other financial services industry. The impact will be critical in the drive to create the capital markets to help fuel economic growth	Low appreciation of the industry for the appropriate use of actual expertise has been a limiting factor. Moreover, the industry is not advanced enough to avail fully itself of the new technologies necessary to facilitate better and appropriate products and services to customers	I believe I have helped instill to my clients the culture of proper planning in the operational and financial affairs. We have been catalysts in the drive to office automation as a means to improve efficiency and productivity

RESPONSE	01. Please summarize how the activities of your company/institution contribute to the country's national development plan	02. If applicable, what factors/limitations altered, or made it difficult to adhere to the original profile of your current job?	03. What type of knowledge/experience/technology did you introduce in the institution/company employing you?
19	My involvement in the production of salt, as a Research Supervisor has contributed to the socio-economic development of the country	No comment	Efficient and productive way of work
20	Bringing in new skills, helping to set up new systems and updating old ones	No clear cut job responsibilities; lack of proper training	In house training
21	Trained middle level management in the public/private sectors	No comment	Managerial skills, organizational skills, computer skills
22	Helped to increase awareness of the situation of women and how to improve it.	No comment	Computer skills; project planning management; gender analysis
23	No comment	No comment	Efficient control procedures
24	The Securities Regulatory Commission is in charge of ensuring orderly funding in securities and development of capital market. This function allows companies to raise capital for investment and induces confidence in the economy	No comment	Proper time keeping and record keeping; objective analysis and identification of solutions; proper use of equipment
25	Have initiate projects with benefits of job creation and economic growth	No comment	Having a creative attitude to jobs and bringing in new ideas
26	Environmental impact assessment on both solid and liquid wastes and the tackling of sanitation problems have contributed to the country's socio-economic development	No comment	Precautions to prevent the creation of breeding places for mosquitoes at building sites; assessment and management of both commercial and municipal waste
27	Have contributed to major development/construction projects in Accra	No comment	Computer design
28	Worked on a major public building project	Existing work ethics and attitudes of colleagues	Management skills

RESPONSE	01. Please summarize how the activities of your company/institution contribute to the country's national development plan .	02. If applicable, what factors/limitations altered, or made it difficult to adhere to the original profile of your current job?	03. What type of knowledge/experience/technology did you introduce in the institution/company employing you?
29	My work does not contribute to the socio-economic development of the country.	Material conditions	Applied linguistics
30	Due to institutional constraints, contribution is much lower than I anticipated	Overstaffing; difficult environment for a new entrant	Wrote technical appendix for Central Banks Monetary policy and inflation paper
31	The institution I worked with is a secondary mortgage institution established to give financial assistance to income earners to buy homes. Housing is a vital aspect to the development of Ghana	Difficulty in adjusting to environmental and socio-economic difficulties; technological problems	Procedures; knowledge of mortgage origination
32	I am able to perform tasks faster and do tasks that normally required the use of foreign consultants thereby saving some foreign exchange	No comment	Was able to provide the Ministry of Policy alternatives on which to base decision. I am able to negotiate and interact with donors on technical issues
33	After 10 months, it is difficult to assess but the role of the insurance industry in ensuring the continuity of business is a factor in the socio-economic development of a country	There have been no limitations which have made it difficult to adhere to the original profile of my current job	The contribution has been mainly advising subordinates and teaching them more efficient ways of performing certain tasks
34	Training manpower; assisting in research capacity	Lack of equipment, books, journals at University	Policy analysis; political understanding; research methodology

RESULTS AND IMPACTS OF THE PROGRAMME
EMPLOYERS' REPLIES

RESPONSE	01. Please summarize the type of knowledge, technology, experience introduced by the personnel recruited under the project	02. Contribution of the project to the development process
1	Standard of professional qualification from USA - very satisfactory	Prevention of dental ill health and general health
2	The computer knowledge of person has helped as we are in the process of trying to computerize the business	Pharmacy plays a role in promoting the health of the nation
3	Expertise in teaching programmes which would not have been offered due to lack of skills; pioneering new research activities	Production of trained human resources at national level; interdisciplinary research activities
4	Research methods	Higher education-university level
5	Expertise in teaching programmes which would not have been offered due to lack of skills: Pioneering of new research activities	Production of trained human resources at national level; interdisciplinary research activities
6	Up to date knowledge and research experience in social anthropology	Contributes a lot in training social anthropologists who serve the country in various capacities
7	No comment	By enhancing the rule of law and more particularly in the implementation of new trends toward market economy by providing legal service
8	Anthropological research	Specialized library; first class museum
9	Training student teachers in the Computer studies Department	Providing manpower training of the country

RESPONSE	01. Please summarize the type of knowledge, technology, experience introduced by the personnel recruited under the project	02. Contribution of the project to the development process
10	The company has benefited from the computerized marketing techniques introduced by the returnee. We have recorded an increase in sales.	The company plays a vital role in improving performance and information management by providing appropriate solutions in computing
11	Benefited institution through experience on technology management and programming of scientific research and technology evaluation	Planning and developing strategies for integration of science and technology in national economic development process
12	Managerial experience; computer techniques	As auditors of some of the large institutions we assist in giving accurate information to the country's economic system
13	There has been an injection of management/computer skills in office authorities	Helps to improve the quality of the environment, also provided more job opportunities
14	Knowledge of office administration and adaptable credit reporting	We offer banking services to all kinds of customers. We can cater to all types of farmers, fishermen.
15	Benefit and management knowledge and experience	Design programme that helps to mobilize savings for national development
16	Had a considerable impact on the firm	Provide professional input into development projects
17	Knowledge of public administration, business finance and computer application	a) Provide management skills; b) research into management issues; c) provide extension services to government

RESPONSE	01. Please summarize the type of knowledge, technology, experience introduced by the personnel recruited under the project	02. Contribution of the project to the development process
18	Specialist knowledge in insurance brokering services	Through the provision of insurance and reinsurance and risk management services to industry and commerce
19	PHD level assistance in Epidemiological analysis. Also in Lectures in MCH/Epid.	Provision of clinical and preventive health measures

**RESULTS AND IMPACTS OF THE PROGRAMME
COUNTERPARTS' REPLIES**

RESPONSE	01. How do you think programme implementation could be improved?	02. How do you interpret your role in programme's implementation?	03. What changes would you like to see in the way in which your Ministry/Institution participate in the programme implementation?	04. Please summarize how the activities of the employers, who recruit qualified personnel under the programme, contribute to the country's national development plans.
1	Training of local recruitment officers or officials at country missions abroad.	Approving authority.	Handle applications directly in the future.	No comment.
2	By accelerating the pace at which past policies that contributed to the "brain drain" are replaced by more appropriate ones; by establishing a "steering committee" composed of top level government officials for programme follow-up and assessment.	As a liaison between the office and IOM; as advisor to returnees and assessor of the labour market.	No comment	By providing required manpower; by facilitating private investment; by rendering direct assistance to the proper sector of the population.
3	Evolving the support group into a self-sustaining recruitment/ placement body, other words, the programme must be sustained.	Important	No changes	It is difficult to pin point contributions by individual employers because national development plans are formulated on a tripartite basis which involves government,

RESPONSE				employers' and workers' organization, etc.
	01. How do you think programme implementation could be improved?	02. How do you interpret your role in programme's implementation?	03. What changes would you like to see in the way in which your Ministry/Institution participate in the programme implementation?	04. Please summarize how the activities of the employers, who recruit qualified personnel under the programme, contribute to the country's national development plans.
4	Advertise the programme extensively so that potential returnees know; advertise the programme within Uganda so that potential employers use the programme. By developing counterpart training and enhancing capacity and capability of the Secretariat to the Support Group.	I am in charge of returning professionals and I have to use IOM facilities to achieve this role.	My Ministry should be facilitated to carry out manpower survey in countries which host many Uganda professionals.	Such employers are helping institutional capacity building by implementing the country's manpower plan.
5		We are the linkage between IOM and the Government and chair the Support Group as well as the Secretariat	There is a need for strengthening the Secretariat by equipping it and giving it necessary training to acquaint itself thoroughly with this programme.	Savings on expensive expatriates; transfer of technology from developed countries; training of human resources; research.
6	There should be a major publicity of the programme in order to achieve the potential candidates' interest to use the programme.	Passive	No comment	No comment
7	Setting up more advertisements/extensive publicity for potential candidates knowledge of programme's existence therefore improving some its objectives.	Essential	No comment	Need to locate/train more highly qualified personnel or adequate human resource base which is essential to the reconstruction of the country.

RETURN AND REINTEGRATION OF QUALIFIED AFRICAN NATIONALS

(ROAN) PROGRAMME

SURVEY QUESTIONNAIRE FOR RETURNEES

Instructions for completing the questionnaire: (*) --> check one answer

(**) --> check one or more answers

(*#) --> write 1,2,3 in order of importance

Do not fill in this section

A. GENERAL INFORMATION

01. Occupation: IST
02. Educational background (please specify highest level attained) (*): DEG
- Apprenticeship/on the job training
- Technical/administrative school certificate
- Technical/administrative high school certificate
- Bachelor Degree
- Masters Degree
- PhD
03. Country of employment: CY1
04. Sex (*): SEX
- Female
- Male
05. Age: AGE
06. Nationality: CY2
07. Marital status (*): MST
- single
- married
- widow (er)
- divorced
- separated

Instructions for completing the questionnaire: (*) --> check one answer
(**) --> check one or more answers
(*#) --> write 1,2,3 in order of importance

Do not fill in this section

08. Number of dependants: NOD |_|_|_|_|
09. Years of professional experience abroad: YR1 |_|_|_|_|
10. Date of return or of relocation to the country of employment:..... YOR |_|_|_|_|

B. INFORMATION CONCERNING PROFESSIONAL SITUATION

01. How important is the professional and/or academic experience acquired abroad for your professional standing? (*): SL1 |_|_|

- Essential
Very important
Fairly important
Not very important
Not important at all

02. How important is the professional and/or academic experience acquired abroad for maintaining your standard of living? (*): SL2 |_|_|

- Essential
Very important
Fairly important
Not very important
Not important at all

03. Economic sector of present job (*): SE1 |_|_|

- Public sector
Private sector
Mixed sector
Independent

04. Is your job commensurate with the training or specialisation received abroad? (*): Y01 |_|_|

- Yes
No

Instructions for completing the questionnaire: (*) --> check one answer
(**) --> check one or more answers
(*#) --> write 1,2,3 in order of importance

Do not fill in this section

05. Are you able to carry out your job satisfactorily? (*):

Y02 | |

Yes
No

06. If not, what is the reason? (**):

REA | | | |

Job does not match skills
Difficult working environment
Lack of facilities, equipment, etc.
Prevented by colleagues/supervisors
Other

Indicate: _____

07. Your working conditions are (*):

SA1 | |

Excellent
Good
Fair
Poor

08. Are you working in your profession? (*):

WOF | |

Full-time
Part-time
Not at all

09. Please indicate why you are working only part-time or not working in your profession (**):

NWO | | | |

Lack of facilities
Job did/does not match skills
Contractual obligations not met
Salary was/is too low, therefore obliged to work
in another job/sector
Other

Indicate: _____

Instructions for completing the questionnaire: (*) --> check one answer
 (**) --> check one or more answers
 (*#) --> write 1,2,3 in order of importance

Do not fill in this section

10. How important is the knowledge you acquired abroad for the execution of your job? (*): SL3
- Essential
 Very important
 Fairly important
 Not very important
 Not important at all
11. How many persons do you supervise..... NPE
12. Are you able to transfer your knowledge/technology/skills to others in the same profession? (*): Y03
- Yes
 No
13. How effective have you been in the transfer of your knowledge/technology/skills? (*) EFE
- Very effective
 Fairly effective
 Not very effective
 Not at all effective
14. If "not very effective" or "not at all effective " please indicate why (**): REB
- Management policies not conducive to transfer of knowledge/technology/skills
 Inadequate or inappropriate tools/equipment/ research facilities makes transfer of knowledge/ technology/skills difficult
 Colleagues not willing to absorb new technologies/knowledge/skills
 Staff lacks adequate training to absorb the transfer of knowledge/technology/skills
 Working environment not conducive to transfer of knowledge/technology/skills
 Other

Indicate: _____

Instructions for completing the questionnaire: (*) --> check one answer
 (**) --> check one or more answers
 (*#) --> write 1,2,3 in order of importance

Do not fill in this section

15. How satisfied are you with your job? (*): SAT | | |
 Very satisfied []
 Moderately satisfied []
 Somewhat dissatisfied []
 Very dissatisfied []
16. How important is the return of qualified nationals from overseas to the country's socio-economic development? (*): SL4 | | |
 Essential []
 Very important []
 Fairly important []
 Not very important []
 Not important at all []
17. How significant is your personal contribution to the socio-economic development of the country in which you are working? (*): SIG | | |
 Very significant []
 Significant []
 Insignificant []
18. If significant, in what way(*#): COY | | | | |
 By transferring skills/knowledge to others []
 By introducing new ideas/techniques/technologies []
 By correcting/upgrading improper or antiquated procedures []
 By providing knowledge/skills that are in scarce supply []
 By making operations more efficient/cost-effective []
 By creating employment []
 Other []

Indicate: _____

Instructions for completing the questionnaire: (*) --> check one answer
(**) --> check one or more answers
(*#) --> write 1,2,3 in order of importance

Do not fill in this section

19. If insignificant, please indicate reason (**):

REC |_|_|_|

- Job not commensurate with education/experience
- Training abroad not properly utilised
- Socio-economic conditions not conducive to permanent reintegration
- Local structures prohibit change/innovation
- Economic policies not geared towards effective utilization of qualified resources
- Other

Indicate: _____

20. How important is the economic or social sector in which you work to the socio-economic development of your country of employment? (*):

SL5 |_|_|

- Essential
- Very important
- Fairly important
- Not very important
- Not important at all

21. Are you still in the job for which you received support from the RQAN programme? (*):

Y04 |_|_|

- Yes
- No

22. If no, please indicate reason (**):

CHJ |_|_|_|

- Salary was too low
- Difficult working conditions
- Limited promotion possibilities
- Contractual conditions not met
- Lack of facilities, equipment, etc.
- Job did not match skills
- Received a better job offer
- Other

Indicate: _____

Instructions for completing the questionnaire: (*) --> check one answer
 (**) --> check one or more answers
 (*#) --> write 1,2,3 in order of importance

Do not fill in this section

23. If you have changed jobs, in which sector was the job for which you received support from the RQAN programme? (*): SE2
- Public
 Private
 Mixed
 Independent
24. How was the job you first occupied on return identified? (**): OFP
- Job vacancy identified by IOM
 Job vacancy identified by family member/friends
 Identified own job
 Job offered directly by employer
25. How was the job offer secured and contract negotiated? (**): NEG
- Job offer confirmed by IOM
 Work contract negotiated by IOM
 Work contract negotiated jointly with IOM
 Negotiated own contract
 Work contract negotiated by family member/friends
26. Was your present job created for you or was it vacant? (*): JOB
- Specifically created
 Vacant
 Self-created
26. Have you been promoted in the job for which you received project support? (*): PRO
- Yes
 No
 Not applicable
27. If not, when do you expect to be promoted? (*): WPR
- Within 6 months
 Within 12 months
 Within 18 months
 More than 18 months
 Promotion not foreseen
 Not applicable

Instructions for completing the questionnaire: (*) --> check one answer
(**) --> check one or more answers
(*#) --> write 1,2,3 in order of importance

Do not fill in this section

28. Did you have any major problems in adapting to your job/self employment? (*): Y05

Yes
No

29. In the affirmative, please indicate difficulties encountered (*#): PEJ

Difficulties with some working conditions
Difficulties with the transfer of knowledge/technology
Inadequate or inappropriate equipment to accomplish work
Difficulties with attitudes/behaviour of colleagues/supervisors
Job incompatible with professional background/skills
Staff lacks training to meet job requirements
Lack of support from the employer
Difficulties with entering the private sector market
Difficulties with working independently
Other
Indicate: _____

30. How do you rate your future prospects as regards career development? (*): SA2

Excellent
Good
Fair
Poor

Instructions for completing the questionnaire: (*) --> check one answer
(**) --> check one or more answers
(*#) --> write 1,2,3 in order of importance

Do not fill in this section

C. INFORMATION CONCERNING PERSONAL SITUATION

01. Reasons for returning to or relocating within Africa (*#):

RET | |_| |

- Termination of studies
- Scholarship obligations
- Working obligations
- No employment possibilities abroad
- Better employment opportunities in recipient countries
- Difficulties in adapting abroad
- Family ties
- Visa expiration
- Desire to participate in country's development
- Desire to return to home country
- To establish own self-employment venture
- Other

Indicate: _____

02. Did you encounter any unforeseen difficulties in your reintegration? (*):

Y06 | |

- Yes
- No

03. If yes, which? (* #):

PBR | |_| |

- Housing
- Salary too low
- Cost of living
- Family obligations
- Professional reintegration took longer than expected
- Social reintegration took longer than expected
- Unexpected health problems
- Other

Indicate: _____

Instructions for completing the questionnaire: (*) --> check one answer
(**) --> check one or more answers
(*#) --> write 1,2,3 in order of importance

Do not fill in this section

04. Did you receive adequate information from IOM to ease/facilitate smooth professional and social reintegration? (*):

Y07 []

Yes []
No []

05. What additional information received prior to your assignment could have helped your reintegration? (* #):

AIR [] [] []

Socio-economic conditions []
Working conditions []
Employer []
Salary levels []
Housing possibilities []
Revalidation of diplomas []
Customs regulations []
Information on child education []
Other []

Indicate: _____

06. Did the reality of the situation you found upon your return or relocation match your expectations? (*):

Y08 []

Yes []
No []

07. What support did you receive from your friends and family? (**):

SFF [] [] []

Financial []
Advice []
Moral []
Material []
None []
Other []

Indicate: _____

Instructions for completing the questionnaire: (*) --> check one answer

(**) --> check one or more answers

(*#) --> write 1,2,3 in order of importance

Do not fill in this section

08. What kind of problems did your spouse experience in reintegrating? (**): SER |_|_|

- None or only minor
- Adapting to the new environment
- Financial
- Professional reintegration
- Social reintegration
- Psychological/Emotional
- Spouse is living abroad
- Other

Indicate: _____

09. What problems did your children experience in reintegrating? (**): CER |_|_|

- None or only minor
- Adapting to new life-style
- Adapting to school
- Language difficulties
- Children are living abroad
- Other

Indicate: _____

10. Please indicate how your situation developed/will develop when RQAN programme financial support ceased/ceases? (**): PEP |_|_|

- Without difficulty
- With difficulty
- Salary increased/will increase
- As salary is low will seek higher pay
- Will remain with employer
- Will emigrate again
- Will become self-employed
- Other

Indicate: _____

Instructions for completing the questionnaire: (*) --> check one answer
(**) --> check one or more answers
(*#) --> write 1,2,3 in order of importance

Do not fill in this section

11. How would you rate IOM's role in the support of your reintegration? (*): SA3 |_|

- Excellent []
- Good []
- Fair []
- Poor []

12. How would you rate support by IOM programme partners (Government Counterparts, Support Group, Cooperating Institutions) in your reintegration? (*) SA4 |_|

- Excellent []
- Good []
- Fair []
- Poor []

13. Looking back, how do you assess your decision to return to your home country? (*) DRH |_|

- Positive, took right decision []
- Positive, despite initial problems and/or current problems []
- Negative, regret decision []
- No opinion []

D. INFORMATION CONCERNING STAY ABROAD

01. Duration of stay abroad: YR2 |_|_|_|

02. Country of former residence abroad: CY3 |_|_|

Instructions for completing the questionnaire: (*) --> check one answer

(**) --> check one or more answers

(*#) --> write 1,2,3 in order of importance

Do not fill in this section

03. Principal reason for leaving your country of origin (*#):

REL |_|_|_|

- | | |
|--------------------------|--------------------------|
| Study | <input type="checkbox"/> |
| To find work | <input type="checkbox"/> |
| Professional development | <input type="checkbox"/> |
| Desire for change | <input type="checkbox"/> |
| Socio-economic | <input type="checkbox"/> |
| Political reasons | <input type="checkbox"/> |
| Other | <input type="checkbox"/> |

Indicate: _____

04. How did you finance yourself while you were abroad? (**):

FIN |_|_|_|

- | | |
|----------------------------|--------------------------|
| Personal or family savings | <input type="checkbox"/> |
| Scholarship | <input type="checkbox"/> |
| Scholarship and working | <input type="checkbox"/> |
| Working | <input type="checkbox"/> |
| Other | <input type="checkbox"/> |

Indicate: _____

05. Did you try to secure a job offer in your home country before returning? (*):

Y09 |_|

- | | |
|-----|--------------------------|
| Yes | <input type="checkbox"/> |
| No | <input type="checkbox"/> |

06. Did you have a job waiting at home with (*):

JWH |_|

- | | |
|--------------------------------------|--------------------------|
| A new employer | <input type="checkbox"/> |
| Previous employer | <input type="checkbox"/> |
| Did not have a job waiting back home | <input type="checkbox"/> |

Instructions for completing the questionnaire: (*) --> check one answer
 (**) --> check one or more answers
 (*#) --> write 1,2,3 in order of importance

Do not fill in this section

E. SUPPORT FROM IOM THROUGH THE PROJECT

01. If you had not received IOM's assistance, what would you have done to enable you to return and find a job in Africa, or to start your own business in Africa? (**):

NIC |__|_|

- Asked for a loan to return to Africa
- Worked longer to save to return to Africa
- Stayed abroad
- Returned anyway
- Other

Indicate: _____

02. What was the influence of the RQAN programme in your decision to return? (*):

SL6 |_|

- Essential
- Very important
- Fairly important
- Not very important
- Not important at all

03. Which of the following types of RQAN assistance influenced most your decision to return? (* #):

ICA |__|_|

- Return travel
- Transport of baggage/household goods
- Reintegration assistance
- Salary supplements
- Professional equipment
- Information on employment
- Job placement
- Negotiation of work contract
- Counselling
- Other

Indicate: _____

Instructions for completing the questionnaire: (*) --> check one answer

(**) --> check one or more answers

(*#) --> write 1,2,3 in order of importance

Do not fill in this section

04. Where did you hear about the availability of RQAN assistance for the first time? (**):

AIA [] [] [] []

- Embassy []
- IOM leaflets []
- Scholarship organization []
- Press []
- Friends []
- University []
- Family member []
- Employer []
- Other []

Indicate: _____

05. How do you assess the services provided by IOM employees in the country of recruitment? (*):

SA5 [] []

- Excellent []
- Good []
- Fair []
- Poor []

06. How do you assess the services provided by IOM employees in the country of return/relocation? (*):

SA6 [] []

- Excellent []
- Good []
- Fair []
- Poor []

Instructions for completing the questionnaire: (*) --> check one answer
(**) --> check one or more answers
(*#) --> write 1,2,3 in order of importance

Do not fill in this section

F. RESULTS AND EFFECTS OF THE PROJECT

01. Please summarize how your job has contributed to the country's socio-economic development:

COA

02. What factors/limitations altered, or made it difficult to adhere to, the original profile of your current job?:

COB

03. What type of knowledge/skills/technology did you introduce in the institution/company employing you?:

COC

Instructions for completing the questionnaire: (*) --> check one answer
(**) --> check one or more answers
(*#) --> write 1,2,3 in order of importance

Do not fill in this section

04. Does anyone else possess your skills in the institution/company in which you work? (**): COD |_|_|_|

- Yes
- Yes, but under-utilized
- Staff qualified, but further training needed
- No
- Other

Indicate: _____

05. Is all the skilled manpower required by your employer available locally? (**): COE |_|_|_|

- Yes
- Yes, but subject to adequate training
- No
- Other

Indicate: _____

06. Are the skills used or introduced by you in the employing institution or in self-employment similar to those you applied abroad? (*): COF |_|

- Fully
- Partially
- No

07. Did your initial expectations on organizational management match your employer's management style and policies? (*): COG |_|

- Yes
- Yes, but with some disagreements
- No
- Not applicable

Instructions for completing the questionnaire: (*) --> check one answer
 (**) --> check one or more answers
 (*#) --> write 1,2,3 in order of importance

Do not fill in this section

08. Please indicate any contribution you have made that may have improved the efficiency of the company/institution for which you are working (*#):

INP |_|_|

- Direct support to management
- New skills introduced
- New technologies introduced
- Training of staff
- Improvement in productivity
- Improvement of services
- More effective use of available resources
- Advisory services
- Carrying out feasibility studies
- Modernization of production systems
- Establishment of quality control mechanisms
- New workplans established
- Identification of potential markets
- More effective supervision
- Research
- Other

Indicate: _____

09. Did you receive assistance from the project to purchase professional equipment? (*):

Y10 | |

- Yes
- No

10. In the affirmative, please indicate how the equipment purchased through the project contributed to your professional reintegration (**):

EQU |_|_|

- Facilitated the implementation of ongoing tasks
- Facilitated the implementation of additional/new tasks
- Increased productivity/efficiency
- Enabled other staff members to be trained
- Other

Indicate: _____

Instructions for completing the questionnaire: (*) --> check one answer
(**) --> check one or more answers
(*#) --> write 1,2,3 in order of importance

Do not fill in this section

11. Have you received training under the RQAN programme? (*):

Y11 |_|

Yes
No

12. In the affirmative, please indicate reasons why additional training was needed? (**):

TRA |_|_|

Job required additional skills
Terms of reference of the job changed and required additional/other types of skills
As result of promotion new tasks were assigned
Other

Indicate: _____

13. Did the training you received ease your professional reintegration and development? (*):

Y12 |_|

Yes
No

14. If the training received did not facilitate your professional reintegration or development, please explain reasons (**):

TRN |_|_|

Training too short
Level of training insufficient to meet job requirements
Trainers did not have adequate expertise
Training facilities/equipment inadequate
Training programme not sufficiently developed
Other

Indicate: _____

END

Marc 96/rotafrix.doc

**BRIDGING FUND SURVEY
CANDIDATES IDENTIFIED**

GUINEA-BISSAU				
Requested	Located by IOM Mission	Address	Original	Present
			Employer	Employer
ANSATU Embalo, Maria	YES	Projecto Antula Bono C.P. 796 Tel: 202028/212424	Armazens Povo	Project Habitat
DIAS, Fernando Jorge	YES	National Assembly C.P. 219 Tel: 201992	Ministry of Finance	National Assembly
JOAOZINHO Incuca	YES	Min. of Trade Inspection of Commerce C.P. 85	Search Institute (INEP)	Ministry of Trade
MÁGO DA SILVA, Paul	YES	Central Bank C.P. 38 Bissau Te.: 2152 93	Central Bank	Central Bank
Barbosa do Bocage, P	NO	Ministry of Justice		



INTERNATIONAL ORGANIZATION FOR MIGRATION (IOM)
ORGANISATION INTERNATIONALE POUR LES MIGRATIONS (OIM)
ORGANIZACIÓN INTERNACIONAL PARA LAS MIGRACIONES (OIM)

Telephone: +41 22 717 91 11
Cable Address: Promigrant Geneva
Telex: 415 722
Telefax: +41 22 798 61 50

17, route des Morillons
P.O. Box 71
CH - 1211 GENEVA 19
SWITZERLAND

Dear

As you know, the International Organization for Migration, in cooperation with participating African governments, assisted you with your return and reintegration to or within Africa under the Return and Reintegration of Qualified African Nationals (RQAN) Programme with funds from the European Union.

The RQAN Programme aims to enhance the role and utilization of skilled, qualified, and highly qualified African nationals in the development of recipient African countries. The programme is founded on the premise that the selective return migration of trained and experienced African nationals can significantly strengthen the human resources base of the countries of return.

In order for us to ensure that the RQAN programme is successfully meeting its stated objectives, we must regularly assess programme participants' views on their return, reintegration, and contribution to the development of the country of return/relocation. We are, therefore, conducting a survey of all those programme participants who returned or relocated with RQAN programme assistance at least six months ago.

Enclosed please find a survey questionnaire, which we request you to complete and return to IOM at your earliest possible convenience, no later than four weeks after receiving it. *Please be assured that all survey responses will be kept strictly confidential.*

Please also note that the higher the response rate to the questionnaire, the more significant and useful the survey results will be to us in our evaluation and improvement of the RQAN programme. Your own timely response to the survey is very important to this effort.

Kindly keep in touch with IOM in the future to communicate any changes in your mailing address, so that we are able to maintain regular contact with you.

Please send or deliver your completed questionnaire to this address:

Thank you for your contribution.

Best regards,

RETURN AND REINTEGRATION OF QUALIFIED AFRICAN NATIONALS

(ROAN) PROGRAMME

SURVEY QUESTIONNAIRE FOR COUNTERPARTS

Instructions for completing the questionnaire: (*) --> check one answer

(**) --> check one or more answers

(*#) --> write 1,2,3 in order of importance

Do not fill in this section

A. GENERAL INFORMATION

01. Country: CY1 |_|_|_|

02. Function in the Government: GOV |_|

.....

03. Name of Government department/Ministry: NAM |_|

.....

B. JUSTIFICATION FOR THE PROGRAMME

01. Which activities suffer most from the lack of highly qualified manpower? (**): LAC |_|_|

- General management []
- Management of new technologies []
- Reproduction of new technologies []
- Commercialization of new products []
- Establishment of quality control mechanisms []
- Export promotion []
- Marketing []
- Research []
- Training []
- Development of applied technology []
- Creation of joint ventures []
- Technical expertise []
- Financial management []
- Other []

Indicate: _____

Instructions for completing the questionnaire: (*) --> check one answer

(**) --> check one or more answers

(*#) --> write 1,2,3 in order of importance

Do not fill in this section

02. How important would you consider the recruitment of qualified African nationals residing abroad in enhancing the country's role and utilization of its qualified manpower? (*): SL1 |_|

- Essential
- Important
- Fairly important
- Not very important
- Not important at all

03. If qualified personnel from abroad were not available what measures would have to be taken? (**): NPO |_|_|_|

- None, jobs would stay vacant
- Employers would have to try to recruit locally
- As local recruitment not possible, expatriates would have to be recruited
- Other

Indicate: _____

04. How would you rate the importance of the manpower recruited under the RQAN programme to the country's economic development? (*): SL2 |_|

- Essential
- Important
- Fairly important
- Not very important
- Not important at all

05. How would you rate IOM's role in the identification of highly qualified manpower? (*): IM1 |_|

- Excellent
- Good
- Fair
- Poor

Instructions for completing the questionnaire: (*) --> check one answer

(**) --> check one or more answers

(*#) --> write 1,2,3 in order of importance

Do not fill in this section

06. How would you rate programme's ability to meet manpower needs in support of the development process? (*) IM2 |_ |

Excellent []
Good []
Fair []
Poor []

07. How would you rate IOM's overall management of the programme financed by the European Union? (*) IM3 |_ |

Excellent []
Good []
Fair []
Poor []

08. How do you think programme implementation could be improved? IMP |_ |

Instructions for completing the questionnaire: (*) --> check one answer

(**) --> check one or more answers

(*#) --> write 1,2,3 in order of importance

Do not fill in this section

C. ROLE OF THE COUNTERPART IN PROGRAMME IMPLEMENTATION

01. In which aspects of the programme implementation are you actively involved? (*#):

ACT |_|_|

- | | |
|---|--------------------------|
| Customs clearance of baggage/household goods | <input type="checkbox"/> |
| Assessment of training needs | <input type="checkbox"/> |
| Assessment of priority needs for employment | <input type="checkbox"/> |
| Information on employment | <input type="checkbox"/> |
| Negotiation of work contracts | <input type="checkbox"/> |
| Counseling of returnees | <input type="checkbox"/> |
| Advisory role to support groups | <input type="checkbox"/> |
| Programme monitoring support | <input type="checkbox"/> |
| Liaison with Government departments and employers | <input type="checkbox"/> |
| Other | <input type="checkbox"/> |

Indicate: _____

02. With what frequency do you participate in the programme implementation? (*):

FRE |_|

- | | |
|-----------------------|--------------------------|
| Weekly | <input type="checkbox"/> |
| Twice a month | <input type="checkbox"/> |
| Once a month | <input type="checkbox"/> |
| Once every few months | <input type="checkbox"/> |
| Rarely | <input type="checkbox"/> |

03. How do you participate in the programme implementation? (*):

PAP |_|

- | | |
|---|--------------------------|
| Always in direct collaboration with IOM | <input type="checkbox"/> |
| Mostly in collaboration with IOM, sometimes on own initiative | <input type="checkbox"/> |
| Mostly on own initiative, sometimes in collaboration with IOM | <input type="checkbox"/> |
| Always on own initiative | <input type="checkbox"/> |

Instructions for completing the questionnaire: (*) --> check one answer
(**) --> check one or more answers
(*#) --> write 1,2,3 in order of importance

Do not fill in this section

04. Have you become familiar with IOM activities as a result of involvement in the programme's implementation? (*): YO1 |_ |_

Yes
No

If no, with which aspects are you unfamiliar?:

05. How do you interpret your role in the programme's implementation? ROL |_ |_

06. Do you feel the impact of your participation/advice in the programme's implementation is (*): SL3 |_ |_

Essential
Important
Fairly important
Not very important
Not important at all

07. How important are the programme's activities to your Ministry/Institution's responsibilities and objectives? (*): SL4 |_ |_

Essential
Important
Fairly important
Not very important
Not important at all

Instructions for completing the questionnaire: (*) --> check one answer

(**) --> check one or more answers

(*#) --> write 1,2,3 in order of importance

Do not fill in this section

08. Does your involvement in the programme's implementation strengthen the ongoing activities of your Ministry/Institution to promote the return of qualified nationals residing abroad? (*):

YO2 |_!

Yes

No

09. Will your involvement in the programme's implementation strengthen your Ministry/Institution's capacity to carry out similar activities independently in the future? (*):

YO3 |_!

Yes

How?:

No

Why?:

10. What changes would you like to see in the way in which your Ministry/Institution participates in the programme's implementation?

CHA |_!

Instructions for completing the questionnaire: (*) --> check one answer

(**) --> check one or more answers

(*#) --> write 1,2,3 in order of importance

Do not fill in this section

D. CONTRIBUTION OF THE PROGRAMME TO THE DEVELOPMENT PROCESS

01. Do you feel that the contribution that the programme is making towards the country's socio-economic development is (*): SL5 | |

- Essential []
- Very important []
- Fairly important []
- Not very important []
- Not important at all []

02. How important are the programme's objectives in complementing/reinforcing the country's socio-economic development efforts? (*): SL6 | |

- Essential []
- Very important []
- Fairly important []
- Not very important []
- Not important at all []

03. Please summarize how the activities of the employers, who recruit qualified personnel under the programme, contribute to the country's national development plans: SUM | |

END

March 1996/countpt.doc

RETURN AND REINTEGRATION OF QUALIFIED AFRICAN NATIONALS

(RQAN) PROGRAMME

SURVEY QUESTIONNAIRE FOR EMPLOYERS

Instructions for completing the questionnaire: (*)--> check one answer

(**) --> check one or more answers

(*#) --> write 1,2,3 in order of importance

Do not fill in this section

A. GENERAL INFORMATION

01. Name of company/institution: _____ NAM | | | |

02. Economic sector (*): SEC | | | |
Public []
Private []
Mixed []
03. Field of activities: _____ FL1 | | | |
04. Annual budget: _____ BUD | | | | | |
05. Total number of employees: _____ EMP | | | | | |
06. Total number of professionals: _____ PRO | | | | | |
07. Total number of administrative personnel: _____ ADM | | | | | |
08. Total number of expatriate staff: _____ EXP | | | | | |
09. Total number of qualified African nationals recruited under the RQAN programme: _____ ROT | | | | | |

Instructions for completing the questionnaire: (*)--> check one answer
(**) --> check one or more answers
(*#) --> write 1,2,3 in order of importance

Do not fill in this section

B. IMPLEMENTATION OF THE PROGRAMME

01. How did you learn about the RQAN programme financed by the European Union and implemented by IOM? (**):

LEA | | | |

- IOM personnel visited company/institution
- IOM leaflets
- Press
- Workshops
- Friends
- Other company/institution
- Project's national support group
- Government department
- Family member of the returnee
- Returnee contacted the company/institution
- Other returnees
- Other

Indicate: _____

02. Did you have difficulties recruiting qualified personnel before using RQAN services? (**):

SHO | | | |

- Yes, at local level
- Yes, at regional level
- Yes, at national level
- No, but IOM candidates are better qualified
- No, but returnee known to the company/institution
- No, but returnee had worked before
in the company/institution
- Staff member went abroad for training and returned
to work in the company/institution
- Other

Indicate: _____

Instructions for completing the questionnaire: (*)--> check one answer
(**) --> check one or more answers
(*#) --> write 1,2,3 in order of importance

Do not fill in this section

03. How would you consider the recruitment of qualified African nationals residing abroad? (**):

REC |_|_|_|

A prerequisite for the development of new activities

A complementary contribution to the development of ongoing activities

Not important for the implementation of ongoing activities

Other

Indicate: _____

04. If qualified personnel from abroad had not been available what measures would you have taken? (**):

NPO |_|_|_|

None, job would have stayed vacant

Would have recruited locally

As local recruitment not possible, an expatriate would have been recruited

Other

Indicate: _____

C. RESULTS AND IMPACT OF THE PROGRAMME

01. Please summarize the type of knowledge/technology/experience introduced by the personnel recruited with RQAN assistance:

KNO |_|

Instructions for completing the questionnaire: (*)--> check one answer
 (**) --> check one or more answers
 (*#) --> write 1,2,3 in order of importance

Do not fill in this section

02. Please indicate the contributions of the personnel recruited under the programme which have improved the efficiency of the company/institution (*#):

INP [][][]

- Direct support to management []
- New skills []
- New technologies []
- Training of staff []
- Improvement in productivity []
- Improvement of services []
- More effective use of available resources []
- Advisory services []
- Carrying out feasibility studies []
- Modernization of production systems []
- Establishment of quality control mechanisms []
- Support in establishing new workplans []
- Identification of potential markets []
- More effective supervision []
- Research []
- Other []

Indicate: _____

03. How would you rate the results of the work of the personnel recruited with assistance of the RQAN programme? (*):

IM1 []

- Excellent []
- Good []
- Fair []
- Poor []

04. How commensurate is the returnee's job with his training received abroad?

COM[]

- Very commensurate []
- Fairly commensurate []
- Not very commensurate []
- Not commensurate at all []

Instructions for completing the questionnaire: (*)--> check one answer
(**) --> check one or more answers
(*#) --> write 1,2,3 in order of importance

Do not fill in this section

D. CONTRIBUTION OF THE PROGRAMME TO THE DEVELOPMENT PROCESS

01. Please summarize how the activities of your company/institution contribute to the country's national development:

DEV

02. Which of the company/institution's activities suffer most from the lack of highly qualified manpower? (**):

LAC

- | | |
|---|--------------------------|
| General management | <input type="checkbox"/> |
| Management of new technologies | <input type="checkbox"/> |
| Reproduction of new technologies | <input type="checkbox"/> |
| Commercialization of new products | <input type="checkbox"/> |
| Establishment of quality control mechanisms | <input type="checkbox"/> |
| Export promotion | <input type="checkbox"/> |
| Marketing | <input type="checkbox"/> |
| Research | <input type="checkbox"/> |
| Training | <input type="checkbox"/> |
| Development of applied technology | <input type="checkbox"/> |
| Creation of joint ventures | <input type="checkbox"/> |
| Technical expertise | <input type="checkbox"/> |
| Financial management | <input type="checkbox"/> |
| Other | <input type="checkbox"/> |

Indicate: _____

03. How would you rate IOM's role in the identification of highly qualified manpower? (*):

IM2

- | | |
|-----------|--------------------------|
| Excellent | <input type="checkbox"/> |
| Good | <input type="checkbox"/> |
| Fair | <input type="checkbox"/> |
| Poor | <input type="checkbox"/> |

Instructions for completing the questionnaire: (*)--> check one answer
(**) --> check one or more answers
(*#) --> write 1,2,3 in order of importance

Do not fill in this section

04. How would you rate programme's ability to identify and return the manpower required for the country's development process? (*):

IM3 |_ |

Excellent	<input type="checkbox"/>
Good	<input type="checkbox"/>
Fair	<input type="checkbox"/>
Poor	<input type="checkbox"/>