



International Organization for Migration (IOM)
The UN Migration Agency

Management Response and Action Plan

Final Evaluation of the EU-IOM Joint Initiative for Migrant Protection and
Reintegration in the North of Africa
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Overall comment on evaluation process:

The evaluation was organized after the closure of the programme, enabling for an assessment of the completed intervention, and to share the intervention's final report with the evaluators.

The evaluation process was overall positive and effectively built on learning from previous learning exercises conducted during the programme, notably the ROM and the regional diagnosis. The evaluators showed a good ability to adapt to challenges, in particular fieldwork limitation, with difficulties to access returnees and some stakeholders, particularly in Egypt and Tunisia. It is to be noted that the evaluation fieldwork took place in a complex and changing context in Tunisia and Egypt. In the former, the political context, with negative changes in the national narrative and policy towards migrants, which led government stakeholders and partners to be particularly careful in their communication, and most refused to participate in interviews. In the latter, the crisis in Sudan and large influx of refugees into the country complicated access to IOM staff, partners and beneficiaries in Egypt, with most human resources and time fully mobilized on the Sudan response.

Country teams and the regional office coordination unit found that the two lead evaluators had a different understanding of the context and different expectations in terms of programmatic achievement, which affected the country level assessment. Positive language in the presentation of findings and report is more conducive to learning and leads to more constructive discussions on the way forward.

The organization of a validation workshop is a good practice that provides the space for learning, open and joint discussions on the way forward. The evaluation team brought concepts such as capabilities and human security to the discussion, enabling the teams to adopt a different lens to the reflection and propose new approaches to respond to the evaluation findings.

Lessons learned:

- Systematize the organization of validation workshops.
- Discuss with evaluators the approach to the presentation of findings in advance to ensure buy-in.
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Programme level recommendations

Recommendation 1: Focus on strengthening national capacities and protection facilities through return and reintegration programmes.

- IOM should be more purposeful in the improvement of public facilities and in the involvement of national authorities in all steps of the programme, while referral systems should be updated and improved.
- Define country strategies to improve the interaction with key regional and national stakeholders, taking into consideration their complementarities. In addition, the coordination with international implementing stakeholders has to be further strengthened.

Management response: **Accept**

While agreeing with the recommendation, IOM considers the language to not accurately reflect efforts already being made with regards to migrant inclusion in public facilities.

Key action	Time frame or deadline	Responsible individual or unit(s)
1. Support and guide the implementation of the regional approach to reintegration in North Africa: mainstreaming in programmes, ensuring alignment and complementarity of activities, advocacy.	Up to 2026	Regional Coordination Unit (RCU), Protection Regional Thematic Specialist (PxD RTS)
2. Technical continental workshop on Protection, Return and Reintegration.	First quarter of 2024	RCU, PxD RTS
3. Strengthen identification and support of relevant government counterparts to work with on return processes. <ul style="list-style-type: none"> - Regional: regional events organized to share best practices across countries on return processes (Sept 23 event on Obj. 21) - Libya: Trainings with DCIM and Airport authorities on RBA (MPRR-NA ongoing) - Tunisia - Morocco 	Up to 2026	RCU, PxD teams
4. Include more activities and where feasible resources to identify and meet government needs for public facilities to be able to receive migrants: <ul style="list-style-type: none"> - Regional: Resource mobilization, ensure this aspect is considered in upcoming programmes/projects. - Egypt: work with MoSS and refurbishment of facilities under MPRR-NA (ongoing) 	Up to 2026	RCU, PxD RTS PxD teams
5. Strengthen coordination with international implementing stakeholders: <ul style="list-style-type: none"> ○ Disseminate information about institutional partnership agreement with GIZ / UNHCR / UNICEF/ EUDels. Organization of meetings at regional level building on existing frameworks. (PxD RTS – During the course of 2024) 	Up to 2026	PxD RTS, Regional Data Hub (RDH), RCU



<ul style="list-style-type: none"> ○ Disseminate information on regional mobility trends / route-based approach to support national coordination and resource mobilization. (RDH - GDI) ○ Support intra-regional coordination and exchange of best practices and operational models (RCU monthly update calls to include this systematically) 		
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Recommendation 2: Promote policy dialogue on the migrants' protection and reintegration

- Reinforce the regional dimension of the intervention, promoting the engagement of relevant actors around shared concerns in the fields of protection and sustainable reintegration. In this line, IOM should improve its presence in already existing mobility dialogues at regional and cross-regional levels.
- From a national perspective, combine the usual intervention approach with the strategic approach defining policy entry points, agendas, memorandums of understanding, especially with national authorities. This also includes the facilitation of discussions between IOM, diplomatic representations and national authorities to increase their level of awareness about the situation of their nationals staying in an irregular situation in host countries and the promotion of sustainable solutions.
- Guidance from the IOM Regional Office for Middle East and North Africa to the country offices is key to frame the change of perspective ensuring the migrants' right protection approach. In the same sense, involvement of IOM country management teams in this strategy is key.

Management response: **Partially Accept**

While accepting the recommendation, IOM or other UN agencies are acting within a certain mandate which has to be respected within the sovereign rights of the States.

Guidance would be coming from all IOM Regional Offices, to ensure the dialogue is facilitated between sending and receiving countries.

Key action	Time frame or deadline	Responsible individual or unit(s)
1. Mainstream advocacy with the governments to include protection, return and reintegration in their migration management strategies and policies. <ul style="list-style-type: none"> - Ensure all discussions with the governments include advocacy for protection, return and reintegration. - Integrate protection, return and reintegration in all migration management events and dialogues 	Up to 2026	Senior management (Chiefs of Mission, Regional Director), PxD RTS
2. Advocate for implementation of GCM Objective 21 (coordination on return, readmission and reintegration) <ul style="list-style-type: none"> - Regional: Organization of the September 2023 event on GCM Obj. 21 - Follow up on IMRF reporting 	September 2023 and beyond	PxD RTS, Regional Office Policy Unit, RCU, PxD teams
3. Ensure strategic alignment of policy dialogue and programming with MENA Regional Strategy	Up to 2024	PxD RTS, RCU
4. Advocate for the implementation of the RRR policy and findings of the DIAP exercise, and dissemination of operational guidance.	Up to 2026	HQ PxD unit, PxD RTS



Recommendation 3: More strategic coordination between IOM and the EU at both country level and headquarter level

- Improve the relation with the EU Delegations and at headquarter level, defining spaces for high-level discussions on the definition of multi annual strategies and policies. From the whole-of-route approach, both DG HOME, DG INTPA and DG NEAR should be involved.
- Strategic coordination between IOM and the EU at national level needs to be promoted to increase the national authorities' involvement and ownership in the programme.

Management response: Partially Accept

Partially accept, as coordination between DG HOME, DG INTPA and DG NEAR is not under the sole control of IOM.

In addition, systematic involvement of the EUDels in discussions with host governments in North Africa may be detrimental to a more comprehensive / multi-donor approach to advocacy and coordination.

Key action	Time frame or deadline	Responsible individual or unit(s)
Set up of bi-yearly coordination calls for MPRR-NA with EUDels and DG NEAR for each country	Bi-yearly up to 2026 (ongoing)	RCU, MPRR-NA teams
Report more frequently to DG NEAR and EUDels on the MPRR-NA (monthly and quarterly) and sharing of events' concept notes and agendas in due time EUDels to be invited whenever relevant.	Up to 2026, ongoing	RCU, MPRR-NA teams
Advocate for enhanced coordination of monitoring, evaluation and learning exercises with DG NEAR to capitalize on the different exercises conducted	Up to 2026, ongoing	RCU, RO Brussels

Recommendation 4: Enhance flexible operational models to ensure a more migrant-centered approach

- Promote a more flexible intervention regarding information sharing, administrative and logistics arrangements to facilitate the adaptation to different migrants' needs while encouraging more qualitative rather than quantitative approaches.
- Provision of a wider array of services which need to be accompanied with more resources for protection, more qualified staff on personal development processes, better presence in underserved areas, and interaction with migrant communities at the time that referral systems are strengthened.
- The allocation of resources for psychological support, more information during the preparation of the return and preparation for reintegration is also imperative.
- The regional management of multi-country interventions has proven to ensure flexibility in the funding allocation and coherence in the implementation; in this regard, this implementing arrangement should be maintained.

Management response: Partially Accept

Partially accept as most of the recommendation is out of the programme control, the partial agreement is based on the need to encourage qualitative approaches and the positive effect of the regional implementing arrangement.

On the other hand, some of the administrative and logistics arrangements are IOM procedures that are unlikely to be changed as they are key to internal oversight.

While we agree that a wider array of services should be provided, this is limited by existing resources and organizations that IOM is authorized to work with in North Africa based on government restrictions, therefore restraining the possibilities to collaborate with multiple partners when the government did not green light.

Finally, EU contracting arrangements prevent IOM from conducting internal trainings, which are necessary to build staff capacity and root a qualitative approach to case management in Protection teams, therefore EU-funded programmes have to rely on other funding sources for this purpose.

Key action	Time frame or deadline	Responsible individual or unit(s)
Reinforce synergies between programmes on Case management capacity building	2023 - 2026	PxD RTS
Monitoring outcomes and reporting on quality: joint tools and evaluation approach between MPRR and COMPASS to be implemented and analyzed, in particular using longitudinal studies with beneficiary populations along the whole continuum of care.	2024-2026	RCU
Explore options for migrant centered protection pilots under the direct assistance component of the programme during the planned programme diagnosis exercise	First half of 2024	RCU

Recommendation 5: To prioritize migrants' participation and accountability to ensure their empowerment.

- Develop concrete strategies to ensure a more important involvement in all steps of the programme to facilitate outreaching, but also more accountability for targeted populations.
- Focus not only on the vulnerability assessment of migrants targeted by the programme, but also on their capacities and adapt the assistance and support provided to enhance such capacities. This is especially important in the framework of reintegration processes

Management response: **Partially Accept**

Counseling process in the programmes are a participatory approach and a mandatory process in all programming.

Key action	Time frame or deadline	Responsible individual or unit(s)
Complete the PxD Complaints and feedback mechanisms pilot (Libya, Morocco) and explore possibilities to integrate other countries in the next phase.	Last quarter 2023	RCU / RTS
Ensure systematic inclusion of migrants in designing response plans and strategic approach to interventions.	Up to 2026	PD, RTS
Reinforce the assessment of migrants' capabilities and household level through piloting the use of the DoMV Household level tool and analysis of results	2024	RTS, RCU, programme teams
Migrant protection country profiles based on DoMV toolkit (community/structural analysis) to support vulnerability assessments (to be conducted under MPRR-NA)	2024	RCU / RDH in coordination with PMs in countries



Recommendation 6: Ensure the integration of a gender-sensitive approach in the programme.

- IOM should develop concrete strategies to operationalize the gender approach along all the phases of the return and reintegration processes providing specific tools, training and guidance to IOM teams in the field to ensure the implementation of actions that take into consideration how sex and gender affect the migrants experience and their return and reintegration and how IOM intervention could provide tailored responses and contribute to gender inequalities reduction from a global perspective.

Management response: **Accept**

Key action	Time frame or deadline	Responsible individual or unit(s)
Conduct a Gender analysis of protection, return and reintegration needs, outreach and capacity building effectiveness in North Africa – to be conducted on the basis of programmatic data with additional interviews with programme beneficiaries	2024	RCU / RDH
Integrate internal KPI on gender and age groups + time analysis of trends	2023-2026	RCU M&E & IM

Recommendation 7: To ensure more efficient M&E systems.

- Improve the quality of M&E ensuring the inclusion of a system of SMART indicators (specific, measurable, achievable, relevant, and time-bound) and sustained by solid data. Most of them should be collected through a routine process to avoid extra efforts for data collection. This is especially important for surveys that are not part of daily activities and reporting. For this achievement, the development of MiMOSA and the compliance of IOM teams with the system is important to improve quality of interventions, internal coordination and M&E.
- Compliance with MiMOSA will increase if IOM teams are reinforced with more M&E staffing and are timely and currently updated on the capacities and importance of the application in their daily work.

Management response: **Accept** / Partially Accept / Reject

Key action	Time frame or deadline	Responsible individual or unit(s)
Review institutional indicators on AVRR	Ongoing	HQ AVRR Unit
Review programme/projects indicators on AVRR for alignment and ensuring they are SMART.	Ongoing	RCU M&E for Regional programmes, PxD RTS
Advocate for inclusion of at least one IM/M&E assistant for AVRR programmes budgeted in each country.	By mid-2024, each team has at least one IM/M&E assistant	PM & RMU in each country
Strengthen the routine data collection system and monitoring of surveys: set up of a strengthened data collection system on Kobo, coordination with other programmes for alignment of	Ongoing	RCU IM / M&E



tools and joint capacity building, monthly monitoring of data collection status		
Roll out of MiMOSA Next Gen	Planned in 2024	HQ MiMOSA Team
<p>Recommendation 8: Preparation towards possible contextual sudden changes technically and financially.</p> <ul style="list-style-type: none"> Fragile national contexts coupled with sensitive migration issues are likely to produce quick changes in trends and return and reintegration assistance be required to IOM. It is therefore necessary to prepare contingency plans to face sudden contextual crisis and ensure effective response as well as the protection of the most vulnerable profiles. This should be developed through technical support from Regional Office and Headquarters to country offices and flexible funding. 		
Management response: Accept / Partially Accept / Reject		
Key action	Time frame or deadline	Responsible individual or unit(s)
Advocate for the inclusion of flexible funding to respond to crises such as Sudan.	2023-2026	RO Brussels
Prepare and regularly update the risks matrix for MPRR-NA	2023 - 2026	RCU, Regional M&E Officer
<p>Recommendation 9: Promote programme learning and innovation through the operationalization of more cross-regional coordination and enhancement of the return-reintegration approach</p> <ul style="list-style-type: none"> The JI-NA works as other IOM AVRR and VHR projects and programmes in other regions. In this sense, lessons learned and good practices have to be better capitalized. Given that AVRR and VHR programmes also show limitations in their capacities to generate knowledge on migrants' protection, sustainable reintegration and migration governance, it is therefore important to develop innovative actions in the framework of the programme allowing to generate evidence on the impacts and the discussion on new approaches. More cross-regional coordination and enhancement of the return-reintegration approach must be explored. 		
Management response: Accept / Partially Accept / Reject		
Key action	Time frame or deadline	Responsible individual or unit(s)
Include a thematic component in coordination calls + propose learning calls to country teams to share best practices and lessons learned	Last quarter of 2023 to 2026	MPRR-NA Coordinator
Strengthen the coordination between sending and receiving countries to be strengthened – notably through regular coordination calls	Second half of 2023 to 2026	MPRR-NA Coordinator
Improve the transfer of information for more effective cross border case management and reinforce Virtual Counselling.	2024 - 2026	RCU RDPP PM



RDPP Protection Regional component includes workstreams on cross-border case management for children and VoTs		
Organize joint cross-regional trainings and events on key thematics for Protection , Return and Reintegration	2024 - 2026	MPPR-NA Coordinator
Explore the use of technology to streamline and improve coordination	Second half of 2023 to 2026	RCU
<p>Recommendation 10: Enhance IOM teams’ capacities, including additional staff.</p> <ul style="list-style-type: none"> • A human resources strategy for AVRR teams should be developed and implemented. This includes ensuring a suitable number of case management workers according to targets and the availability of a comprehensive welcome package. • Core training in aspects related to tailored assistance for people in very vulnerable situations, integration of human rights and gender-sensitive approaches and M&E should be reinforced. Training should be adapted to different profiles, for instance caseworkers have an important responsibility in the assistance of migrants during return and reintegration processes. Therefore, it is important that they are skilled in psychosocial support and have the capacity to assess the actual migrants’ vulnerability. • IOM teams in direct contact with migrants and exposed to hard and stressful situations, need to be supported psychologically to ensure their well – being and quality work. 		
<p>Management response: Partially Accept Inclusion of additional subject to training.</p>		
Key action	Time frame or deadline	Responsible individual or unit(s)
Coordination with COMPASS and other programmes on capacity building plans	Last quarter of 2023	RCU, RTS
Protection induction for M&E staff	Second Half of 2023	MPPR / COMPASS M&E and Protection officers
Dissemination of the Protection toolbox & list of available trainings shared + enhance use of the PxD MENA SharePoint	Second Half of 2023 - 2024	RCU and PxD RTS