

# Mid Term Evaluation for DFID Funded Programme “Safety, Support and Solutions in the Central Mediterranean Route” implemented by the International Organization for Migration (IOM)

## Final Report

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Parallel Perspective Management Consulting (Q perspective) was contracted to conduct a *Mid Term Evaluation for DFID Funded Programme “Safety, Support and Solutions in the Central Mediterranean Route” implemented by the International Organization for Migration (IOM)*. The Programme was implemented in 10 countries throughout North, West, and Central Africa.

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## LIST OF ACRONYMS

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ATD	Alternatives to Detention
AVRR	Assisted Voluntary Return and Reintegration
CB	Capacity Building
CBO	Community-Based Organisation
CDI	Côte d'Ivoire
CGT	Core Governance Team (IOM)
CMR	Central Mediterranean Route
COEs	Complex Operating Environments
CSO	Civil Society Organisation
DFID	Department for International Development
DGSN	Direction Générale de la Sécurité Nationale
DRC	Danish Refugee Council
DSW	Department of Social Welfare
DTM	Displacement Tracking Matrix
EC	European Commission
EGT	Extended Governance Team
EU	European Union
EUTF	European Union Emergency Trust Fund for Africa
FGD	Focus Group Discussion
FMP	Flow Monitoring Point
GDP	Gross Domestic Product
GMDAC	Global Migration Data Analysis Centre
HIV	Human Immunodeficiency Virus
HQ	Headquarter
HRBA	Human Rights-Based Approach
HRO	Humanitarian Rescue Operation
IDMC	Internal Displacement Monitoring Centre
INGO	International Non-Governmental Organisation
IOM	International Organization for Migration
IP	Implementing Partner
IRC	International Rescue Committee
KII	Key Informant Interview
KPI	Key Performance Indicator
LCG	Libyan Coast Guard
LRC	Libyan Red Cross
LRR	Lower River Region
LSHTM	London School of Hygiene & Tropical Medicine
M&E	Monitoring and Evaluation
MAD	Migrant Assistance Division
MENA	Middle East and North Africa
MHub	Mixed Migration Hub
MoH	Ministry of Health
MoU	Memorandum of Understanding
MRRC	Migrant Resource Response Centre
MTR	Mid-Term Review
MWG	Migration Working Group
NA	North Africa
NAATIP	National Agency Against Trafficking in Persons
NAMMTF	North African Mixed Migration Task Force

NBR	North Bank Region
NCE	No-Cost Extension
NFI	Non-Food Items
NGO	Non-Governmental Organisation
OECD/DAC	The Organisation for Economic Co-operation and Development's Development Assistance Committee
ORION	Operationalising an Integrated Approach to Reintegration project
PSS	Psychosocial Support
RO	Regional Office
SAR	Search and Rescue
SGBV	Sexual and Gender Based Violence
SOP	Standard Operating Procedure
SPSS	Statistical Package for Social Sciences
SSS	Safety, Support, and Solution
STI	Sexually Transmitted Infection
TB	Tuberculosis
ToC	Theory of Change
ToT	Training of Trainer
UMC	Unaccompanied Migrant Children
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime
URR	Upper River Region
VoT	Victims of Trafficking
WCA	West and Central Africa
WHO	World Health Organization

## 1. SYNTHESIS OF FINDINGS

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This section provides a brief synthesis of findings produced from the interviews with IOM staff (at mission, Regional Offices, London office, and thematic levels), partners and key informants of the SSSII programme in addition to a desk review of programme documents and relevant literature.

### 1.1 Key findings

Interview findings highlighted that across the countries *improving understandings of the route-based approach (RBA) and how it fits into the SSSII programme is needed*. Additionally, while the RBA was recognised for its value, a unified understanding of the approach at all levels is lacking. Experiences from countries such as Niger can be used to contribute towards developing a clear and shared understanding of the project's RBA to better support the needs of migrants. There is also a gap in the literature on route-based approaches to migration. Hence, there is room for IOM to fill a gap in the knowledge on RBA in relation to migration, both conceptually and in practice.

Findings also highlighted the importance of strengthening the capacities of national and local institutions in order to facilitate in promoting ownership, sustainability, and impact of the programme across the countries. The active engagement of these institutions was also important to facilitate implementation of programmatic activities as well as for sustainability purposes. For example, in Guinea the programme has been able to build the capacity of local government and community level actors who will continue to provide support for reintegration activities even after the end of the project. In Libya as well, capacity building activities have led to improvement in the capacity of most CSOs to be effective implementers. Despite the improvements, however, the need to further strengthen national/local capacities to better address migrant needs across the countries remain significant.

Moreover, the engagement of national and local stakeholders throughout the programme cycle (particularly during the design phase) ensured effectiveness and sustainability of the programme. This is reflected in Senegal where, for example, management of Tambacounda MRRC was handed over to the local government in order to secure sustainability. Another example is in The Gambia, where IOM refurbished the shelter for UMCs in the area of the Banjul, which will be sustained by the Government, who already pays running costs. IOM also conducted trainings for various national and local stakeholders so that a harmonised approach is adopted by duty bearers working in the field and interacting with migrant populations directly, in addition to expertise being localised for sustainability purposes.

Meanwhile, in countries like Algeria, government buy-in proved to be pivotal for implementation of programmatic activities. This was reflected when IOM received greater support by the government in its return and reintegration activities, and as a result, was able to better meet its targets.

***Enhancing the capacities of national/local stakeholders enabled them to better respond to the needs of vulnerable migrants***, with examples of this reflected throughout the countries of implementation such as the capacity building provided to CSOs as part of the community stabilisation activities in Libya. Consequently, CSOs have normalized inclusivity in their activities through the consideration of migrants and IDPs thereby contributing to more inclusive communities. Coordination with the different international, national and local stakeholders was another factor that contributed to the operational efficiency and sustainability of support to migrants. For example, in Mali, IOM is a member of the national committee that seeks to address trafficking in the country and has actively engaged with national and international members

of the committee to end trafficking. For instance, through lobbying from members of the committee, there was the formation of a brigade within the police to help identify and prosecute traffickers. The programme's coordination with the work undertaken by the EUTF/JI was also a best practice reflected in findings of countries such as CDI and BF. In CDI, for example, the research project on voluntary humanitarian return from Libya to CDI was carried out in close coordination with the work undertaken by the EUTF/JI, and aims to contribute to developing child specific indicators for return and reintegration and addressing the knowledge gap in this area.

Another important aspect that came out from the findings was the ***importance of engaging relevant stakeholders in the capacity building activities*** provided through the programme. In Cote D'Ivoire, for example, two workshops on data assessment conducted by GMDAC Berlin stressed the importance of having both technicians and government administrators as well as involving and lobbying government at a senior level to improve the effectiveness of support for migrants. Similarly, in Burkina Faso, the need to identify and select eligible candidates for the capacity building activities provided to government officials was also emphasised.

Findings also showed that ***strong relationships created between IOM project staff and the different stakeholders (both state- and the community-level) helped facilitate communication between IOM teams and beneficiaries at the time of the COVID-19 pandemic*** and this is reflected in findings in Guinea. The flexibility of the programme was also important in mitigating challenges that arose during the COVID-19 pandemic. For example, in Algeria, a revision in the project was made following activation of contingency planning and Covid-19. The budget for activities that could not take place were reallocated to direct assistance to migrants including cash assistance. Other examples include the adaptation made in the assistance modalities through cash and the AWR campaign; and the virtual trainings to address COVID-19 operational needs in Guinea, Democratic Republic of Congo, and Senegal.<sup>1</sup>

Additionally, ***IOM was able to reach out to and support the most vulnerable populations***. An example to highlight this is the support provided to vulnerable migrants (including unaccompanied migrant children (UMCs)) as part of Outcome 1 through the Search and Rescue (SAR) activities, as well as the assistance provided to UMCs in the transit centres (e.g. in Niger). Moreover, in Mali, IOM is also the only organization providing direct assistance to victims of human trafficking. The use of data collection tools such as satisfaction surveys was also important for IOM to clearly understand beneficiary programme needs, leading, in turn, to a more targeted approach to programming.

***Data collected and analysed through the programme was also important in addressing the knowledge gaps on migration trends and dynamics across the countries***. Key components of the programme such as Outcome 3 worked towards filling such gaps. For example, research on drivers of migration that is already published (Outcome 3) and DTM products under this programme are available on OCHA's Humanitarian Data Platform. Moreover, DTM data has been used by national authorities to better understand issues on migration. This was highlighted during an interview with an IOM staff member, who gave the following example to highlight DTM efforts to support national authorities in their data collection:

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<sup>1</sup> See: <https://www.iom.int/covid19>

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*“My colleagues in the regional office in Vienna have informed me that the national authority in Spain has an occasional reach out programme to our DTM team in the region to get more data from DTM specifically about migrant youths.” (Outcome 3)*

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Similarly, DTM data has been used on several occasions by the Ministry of Labour and Social security in Italy.

The need for DTM data to be available in more languages was however mentioned. In order to address this, DTM has developed an initiative entitled Humanitarian Partner Tool Kit, which includes best practices of DTM personnel and partners. In addition, IOM is currently discussing the translation of key documents that will be shared on the humanitarian partner tool kit to different languages, including Arabic, Spanish and French. Nevertheless, more innovative and inclusive mechanisms are needed in disseminating IOM’s research products so that national/local stakeholders can make better use of them. Moreover, despite thematic topics of concern such as gender being well integrated into the programmes, there remains a gap in understanding of migration trends and the impact of migration on women.

***Meanwhile, at a country-level, lack of key staffing (namely M&E) from the start of the programme in several countries created challenges.*** There was mention of country staff being understaffed and overburdened by frequent and intensive reporting requirements. Findings also highlighted a need for a more systemised and structured way of sharing information. This should be considered at country- and regional-level as this would support the development of a culture of learning and sharing across the region. Country PMs play a key role in this process (e.g. field level, regional) as well as in other essential aspects such as ensuring donor compliance in programming. Establishing mechanisms to ensure that PMs have a clear understanding of their roles and responsibilities through for example regular performance monitoring and reviews can ensure smoother operation of IOM teams at country level as well as facilitate key aspects such as learnings and knowledge exchange.

## 2. INTRODUCTION

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### 2.1 Purpose of Mid-Term Review

The purpose of this mid-term review (MTR) was to identify gaps and opportunities to improve the SSSI programme based on the criteria of relevance, efficiency, effectiveness and sustainability and make recommendations to inform programme adjustments. The evaluation focused on the implementation process and evaluated the extent to which the intervention package has supported relevant, efficient, and effective achievement of programme objectives.

### 2.2 Scope of Work

The scope of this MTR covered the period from its inception to the end of the third reporting phase (i.e. July 2019). The MTR focused on outcomes 1, 2, and 3 of the programme and covered all the countries involved, where the evaluation was conducted through document reviews and remote interviews with programme implementers, stakeholders, and relevant key informants. Initially, the evaluation had planned field visits in three countries, Gambia, Burkina Faso and Morocco, in West and North Africa, but these plans were shelved due to the health precautions and travel restrictions owing to the COVID-19 pandemic. The evaluation team also included inputs of other relevant units taking part in the programme review, including the relevant staff in London, Cairo, and Dakar offices, as well as GMDCAC, ORION, DTM, and MHub.

### 2.3 MTR Questions

This MTR used the OECD/DAC criteria of relevance, effectiveness, efficiency, and sustainability. It sought to address the following evaluation questions:

**Table 1** OECD/DAC Criteria and Evaluation Questions

<b>Relevance</b>	<ul style="list-style-type: none"><li>• To what extent does the programme Theory of Change, strategy and intervention package address the priority needs of beneficiaries?</li><li>• Does the programme respond to the needs of migrants along the CMR?</li><li>• Does the programme respond to the information and capacity building needs of governments and other stakeholders?</li><li>• How does the programme team define the route-based approach? What are the variances in understanding between country teams/ governance team/ regional teams?</li><li>• To what extent has the programme implementation strategy been effective in responding to the regionality/route-based approach of the programme it is meant to address?</li><li>• Are the programme's activities and outputs consistent with the intended outcomes?</li><li>• Is the project in line with donor priorities?</li><li>• Are the most vulnerable migrants along the CMR reached as expected?</li></ul>
<b>Effectiveness</b>	<ul style="list-style-type: none"><li>• Are the project outputs and outcomes on track to be achieved in accordance with the stated plans?<ul style="list-style-type: none"><li>○ Do migrants along the CMR have better access to services (directly or through referral mechanisms)?</li><li>○ How effective are return and reintegration initiatives supported under the programme?</li></ul></li></ul>

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<ul style="list-style-type: none"> <li>○ Are governments and other stakeholders accessing data and research on migration trends? Does that influence their responses?</li> <li>• Are there any factors that prevent migrants from accessing the services provided?</li> <li>• Are migrants satisfied with the protection, health and other direct assistance services provided?</li> <li>• Are migrants satisfied with the return and reintegration provided?</li> <li>• To what extent has the project adapted to changing external conditions to ensure the migrants were protected from harm and able to access reintegration support?</li> <li>• To what extent are the programme structures, procedures and implementation arrangements adequate to enable programme adaptation?</li> <li>• What is the quality of services provided in Migrant Resource and Response Mechanisms?</li> <li>• Have capacity building activities conducted under Outcome 1 and Outcome 2 lead to better services and increased capacities to identify &amp; support vulnerable migrants?</li> <li>• To what extent are the project implementation arrangement and strategies adequate for achieving expected results (budget structure, reporting lines, human resource allocation in line with project design?)</li> </ul>	
<b>Efficiency</b>	<ul style="list-style-type: none"> <li>• Were the projects' activities undertaken and outputs delivered on time? (select milestone outputs)</li> <li>• Are the costs proportionate to the results achieved?</li> <li>• Is a workplan and resource schedule available and used by the project management and other relevant parties?</li> <li>• How well are the resources (funds, expertise and time) being converted into results?</li> <li>• Economy and value for money - Does IOM purchase materials of the appropriate quality from the right places?</li> </ul>
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>• Are structures, resources and processes in place to ensure that benefits generated by the programme continue once external support ceases?</li> <li>• To what extent is the project embedded in institutional structures that are likely to carry on with initiatives put in motions once external support has ceased?</li> <li>• How will recurrent costs and future expenditures be covered?</li> <li>• What is the effect of the programme on other economic activities?</li> </ul>
<b>Cross-cutting</b>	<ul style="list-style-type: none"> <li>• To what extent do the various components of the SSSII programme talk to each other, support each other and learn from each other?</li> <li>• To what extent does the project address cross-cutting issues such as human rights, environment, social inclusion and gender?</li> </ul>

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### 3. METHODOLOGY

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#### 3.1 Design

A multiple-case design was used for the purpose of this MTR and a mix of qualitative data collection methods were used. Although the evaluation team had initially planned to conduct a mixed methodology with in-country visits to formulate case studies for three of the ten countries under evaluation, this was not possible due to the COVID-19 pandemic. Instead, the evaluation team relied on remote interviews and a desk review of existing project documents.

Contribution analysis was also used as an approach for this evaluation to help identify the contribution of the programme in facilitating safer and more orderly migration along the Central Mediterranean Route (CMR), and consequently leading to fewer deaths and suffering for migrants along the migratory routes. By using contribution analysis, the evaluation team was able to produce a plausible narrative on the soundness of the project's Theory of Change (ToC) and the extent to which activities were implemented properly; whether adequate evidence exists to show change occurring at each level of ToC; as well as the relative contribution of external factors or other interventions can be dismissed or demonstrated.<sup>2</sup> It should however also be highlighted that the evaluation team was greatly limited in our capacity to produce an assessment of the soundness of the ToC, due to limitations in the data collection arising from the COVID-19 pandemic (for more, see section 4.5 *Limitations*).

#### 3.2 Data Collection

Data collection tools comprised the following: a desk review of programme documents and qualitative, structured individual interviews. With regards to the recruitment process, the evaluation team developed selection criteria for IOM staff and key informants, which was then provided to IOM and used to identify potential IOM staff and key informants.

For the **desk review**, a review of existing literature on the programme was carried out. This included the research products and recurring reports produced to date under SSS CMR II Programme (See Annex 7.3).

In addition, **qualitative structured individual in-depth interviews with IOM staff and partners** were carried out for the purpose of gaining insight into the functionality of the programme, as well as the roles and responsibilities of all stakeholders involved, and challenges and successes of the programme since its implementation. Interviews with staff allowed the evaluation team to better understand the extent to which the programme achieved its objectives; the extent inputs were cost effective; the level of outreach and relevance of services as well as likely sustainability of interventions. They also allowed evidence to be generated to augment the performance story of the project, which will later feed into the revision (if needed) of the programme's contribution story and ToC. Furthermore, interviews allowed the evaluation team to identify major lessons learned throughout the programme timeframe in terms of design, implementation and monitoring.

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<sup>2</sup> See: <http://www.lcevaluationtoolkit.com/contribution-analysis>

Theoretical sampling methods<sup>3</sup> were used to recruit these participants to ensure that the evaluation included individuals who were likely to have knowledge of different elements of the phenomena being studied and/or interrelationships between these components. This involved providing IOM with a list of potential IOM staff (at HQ (IOM London)-/regional- and country-level as well as respective country partners) identified from the literature review, which was used by each country team manager to nominate suitable candidates.

**Qualitative structured individual in-depth interviews** were also conducted with **key informants** including UN Agencies, SSSII partner organizations including UNICEF, Red Cross and NGO consortia, government representatives, state authorities, (I)NGOs/ CSOs, and other relevant stakeholders. The purpose of these interviews was to gain insight on the integration and sustainability of the programme, the effectiveness of activities targeting stakeholders, and the relevance of the programme’s interventions, in particular to more vulnerable sub-groups of migrants. Theoretical sampling methods were also used to identify KIIs. This involved providing IOM with a list of potential KIs identified from the literature review, which was used by each country team manager to nominate suitable candidates.

Data collection took place between March and May 2020. In total, 41 qualitative structured interviews were carried out with IOM staff and key informants. These include the following: 1 in Côte D’Ivoire; 4 in Senegal; 1 in Niger; 1 in Gambia; 1 in Burkina Faso; 6 in Mali; 7 in Guinea; 6 in Libya; and 4 in Algeria. Moreover, the evaluation team conducted interviews with 5 IOM regional and 2 IOM London staff, in addition to 3 focal points on thematic areas of the programme (**Table 2** below for country-level list of interviewees and **Table 3** for thematic, regional, and IOM London level list of interviewees).

**Table 2** Interviews undertaken at a country-level

#	Country	Organisation/ Title	Type of interview
1)	Cote D’Ivoire	IOM - Country manager	Interview with IOM staff/ Country level
2)	Senegal	IOM - Protection officer	Interview with IOM staff/ Country level
		IOM - Outcome 3 Research Officer	Interview with IOM staff/ Country level
		IOM - Outcome 4 Grants Manager	Interview with IOM staff/ Country level
		IOM - Project Officer	Interview with IOM staff/ Country level
3)	Niger	IOM - Project Manager	Interview with IOM staff/ Country level
4)	Gambia	IOM - DFID Project Manager	Interview with IOM staff/ Country level
5)	Burkina Faso	IOM - DFID/EUTF Program Manager	Interview with IOM staff/ Country level
6)	Algeria	IOM - MPA team	Interview with IOM staff/ Country level
		MoH - Programme focal point	Interview with IOM staff/ Country level
		IOM - MPA team	Interview with IOM staff/ Country level
		IOM - Staff member initially involved in the management of the project	Interview with IOM staff/ Country level
7)	Mali	IOM - Protection Coordinator	Interview with IOM staff/ Country level
		IOM - Snr Proj Assistant Counter-Trafficking	Interview with IOM staff/ Country level
		IOM - Direct Assistance Officer	Interview with IOM staff/ Country level
		WAHT, Implementing Partner	Interview with Partner
		Police (Government Partner)	Interview with key informant
		Program Officer, UNODC – Stakeholder	Interview with key informant

<sup>3</sup> See B. G. Glaser and A. L. Strauss, *The Discovery of Grounded Theory: Strategies for Qualitative Research* (Chicago: Aldine, 1967): “the process of data collection for generating theory whereby the analyst jointly collects, codes and analyses his data and decides what data to collect next and where to find them in order to develop his theory as it emerges” (45).

8)	Guinea	IOM - Reporting Officer	Interview with IOM staff/ Country level
		IOM - Program Manager	Interview with IOM staff/ Country level
		IOM - M&E Officer	Interview with IOM staff/ Country level
		IOM - Reintegration Assistant	Interview with IOM staff/ Country level
		Director of Social Affairs Ministry of Social Affairs	Interview with key informant
		Director of Cartography-National Institute of Statistics	Interview with key informant
		Ministry of Plan and Economic Development	Interview with key informant
9)	Libya	Program Manager, IOM	Interview with IOM staff/ Country level
		Program Officer, IOM	Interview with IOM staff/ Country level
		National Trainer, IOM	Interview with IOM staff/ Country level
		Migrace Organization	CSO
		Kafaa Development Foundation	CSO
		Community Leader/Family Host	Interview with key informant

**Table 3** Interviews undertaken at a thematic-, regional- and IOM London-level

Level		Interview with:
1)	Thematic	Focal point for Outcome 3 of the programme
2)	Thematic	Focal point for the MPA component of the programme
3)	Thematic	GMDAC Component of programme
4)	Regional	IOM staff in WCA RO
5)	Regional	IOM staff in WCA RO
6)	Regional	IOM staff in IOM MENA RO
7)	Regional	IOM staff in IOM MENA RO
8)	Regional	IOM staff in IOM MENA RO
9)	IOM London	Senior Programme Coordinator for the SSS-CMR programme
10)	IOM London	Programme and Liaison Officer for the SSS-CMR programme

### 3.3 Analysis

The analysis used the OECD/DAC Criteria (relevance, effectiveness, efficiency, and sustainability) and, more specifically, addressed the questions of the TOR. Qualitative data was analysed thematically using NVivo 10 and MaxQDA. The evaluation team made sure to be gender-responsive during the analysis of findings by taking into account aspects such as the context, relationships, and power dynamics.

### 3.4 Ethical Considerations

An ethical protocol, information sheet and consent form were developed during the inception phase of this consultancy. The consent form was also developed in Arabic, English, and French, and provided to interview participants where relevant (*See Annex 7.3 for ethical protocols and consent form*). Informed consent was provided either verbally or written (depending on applicability).

The evaluation team assured participants of their anonymity and confidentiality rights and made sure to exclude any information that was asked to be 'off the record'. Secure systems were set up to gather personal data on interviewees.

### **3.5 Limitations**

The main limitations of this MTR are:

- The evaluation team was not able to carry out the planned methodology for this evaluation due to the COVID-19 pandemic. Our inability to travel nor hold any gatherings in the targeted countries meant that we were not able to conduct FGDs, data collection through surveys with beneficiaries, nor were we able to carry out interviews with local stakeholders. Instead, we relied on remote interviews with IOM staff and key informants.
- The majority of interviews were with IOM staff, and the evaluation team were not able to interview end beneficiaries. This was due to our inability to travel in-country due to the COVID-19 pandemic nor arrange to contact them remotely through online tools. To address this challenge the evaluation team conducted a thorough review of the already existing data available on the programme.
- No interviews were carried out with IOM staff in Morocco.
- Data collection tools were not pre-tested. However, the inception report (including tools and ethical procedures) underwent several reviews by IOM.

## 4. THEORY OF CHANGE

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A programme's ToC can be a central tool in the understanding of the change pathways attributable to the programmatic actions undertaken by the actors involved in the delivery of the activities.<sup>4</sup>

The IOM DFID CMR SSSII programme has an existing ToC that was reviewed and assessed during the process of this mid-term evaluation. However, there are severe limitations to the ToC review, as owing to challenges and restrictions associated with the COVID-19 pandemic, only a small number of country-level interviews were completed.

Despite this limitation, it was clear that there had been limited engagement in the development of the ToC by country-level IOM staff, and none interviewed were comfortable and conversant with its content nor was it well-used at project level as a programming tool and framework. Whilst there was a clear lack of engagement in the development of the ToC, some country-level staff, for example in Mali and Senegal, indicated that they had an interest in supporting further iterations of the ToC in order to support the development of a relevant guiding document that can inform programming. In Libya, a country-specific ToC had been developed in order to guide the response, although it was not clear how this aligned with the broader initiative's ToC and the history in its development.

The programmatic context and evidence-base that informs the existing ToC refers to the following problem statements which guide the understanding behind the identified need and change pathways created by the programme actions. These problem statements were reviewed to consider accuracy and relevance to the situation experienced at project level.

### 4.1 Review of Problem Statements

The MTR included a rudimentary review of the problem statements associated with the project's ToC. Some data was gathered that indicated progress against some problem statements. However, in order to fully understand the continued relevance of these statements, further interrogation of the project, particularly experiences of beneficiaries and perspectives from national stakeholders, especially governments, is required.

Irregular migrants face significant risks to their lives, dignity, human rights, physical and mental wellbeing on-route.

The risks of irregular migration are well-documented, with available analyses and assessments of the challenges and risks experienced by migrants spanning exploitation, crime, abuse, death, and gender and human rights violations.<sup>5</sup> The risk to pregnant women and children are further exacerbated owing to the intersection of economic, gender, and age-related vulnerabilities.<sup>6,7</sup> Despite these well-documented risks,

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<sup>4</sup> Lincoln and Redd (2017) *Understanding Change Pathways in International Development*, London: SAGE Publications.

<sup>5</sup> *International Migration policies: Government Views and Priorities 2012* available at [https://www.un.org/en/development/dsea/population/publications/pdf/policy/internationalMigrationPoicies2013/Report%PDFs/k+Ch\\_5.pdf](https://www.un.org/en/development/dsea/population/publications/pdf/policy/internationalMigrationPoicies2013/Report%PDFs/k+Ch_5.pdf)

<sup>6</sup> *Improving the health care of pregnant refugee and migrant women and new-born children. Technical Guidance* (2018) World Health Organization.

<sup>7</sup> UNICEF 2019 *Fatal Journeys* report, UNICEF available at: <https://publications.iom.int/books/fatal-journeys-volume4-missing-migrant-children>

reports identify that understanding and awareness of these risks may not act as a deterrent, with only 2% of irregular migrants acknowledging that greater awareness of risks would have caused them to stay home.<sup>8</sup>

Furthermore, available data and quality analysis is understood to vary between country contexts, which poses a challenge when assessing and understanding flows and patterns of migration in a multi-country or route-based setting. For example, a lack of accurate data associated with irregular migrant deaths and disappearances is understood to pose obstacles in the development of the safe migration agenda.<sup>9</sup> Moreover, an absence of data concerning female migrants, particularly female migrant fatalities, is understood to perpetuate the invisibility of migrant women's deaths and thus the gendered risks associated with irregular migration.<sup>10</sup>

Despite these critiques, others take a more optimistic approach and the view that Global level data sources and quality are improving, although gaps at country-level remain. Evidence collected from interviews with IOM country office representatives and stakeholders indicates that this statement aligns with country-level experience. For example, it is clear from evidence from Senegal that risks to migrants are present at all times during the process of migration, when traveling over land, by sea and also transiting through countries on route. Experiences from Niger seconded this perspective, as migrants experience deportation out of the country, where they are then abandoned, experience the risk of police brutality, and are highly vulnerable to human rights abuses and illness. Data from Algeria further supports this understanding as migrants face risks of deportation, and both documented/undocumented individuals are subjected to negative treatment. It is therefore recommended that this problem statement is retained, but further research is required to better understand whether there are disproportionate risks experienced by different type and demographic of irregular migrant to further refine the statement.

There is a lack of data and high-quality analysis on migration trends, flows, management and demand to appropriately inform targeted responses.

Review of this problem statement indicated that there were some issues with the lack of data and high-quality analysis associated with migration. For example, perspectives from Burkina Faso aligned with this perspective, and evaluation participants indicated that there was limited data available. However, it is clear that in other contexts, there are some examples of high-quality data and analysis, both from routine collection and special studies. However, more issues are associated with dissemination and shared learnings. For example, evidence from Cote D'Ivoire referred to research that filled gaps on understandings of voluntary humanitarian return and female migration. However, this research had not been well-disseminated across the countries contributing to the route-based approach, thus others were not able to benefit from the findings and recommendations made and use the research to inform the development of quality programmes. Further, evidence from Algeria supports the perspective that data is available, but the main challenge is access, as data are not always made public, particularly by government structures. This perspective was reiterated by contributions from Senegal. Thus, it is recommended that this problem statement is amended to indicate that there may be a lack of data and high-quality analysis on migration

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<sup>8</sup> UNDP (2019) Scaling Fences: Voices of irregular migrants to Europe. UNDP publications.

<sup>9</sup> BLOG: Immigration and emigration statistics (2018) Migration data portal available at: <https://migrationdataportal.org/blog/cinco-recomendaciones-claves-para-mejorar-los-datos-sobre-migrantes-desaparecidos>

<sup>10</sup> BLOG (2018) Available at <https://migrationdataportal.org/nlog/how-lack-of-data-perpetuating-invisibility-migrant-womens-deaths>

trends, flows, management and demand and where data exists it is not routinely made available to implementers to appropriately inform targeted responses. However, further assessment is required to understand how data can be accessed, disseminated and most importantly, data use integrated into programme structures to support programmatic improvement and agility.

There is limited capacity, political will and ownership of countries to effectively manage and respond to migration.

The political will and capacity to address migration levels at local level varies between countries. As with many international development challenges, the ability of countries to allocate and manage domestic investment and prioritise such issues is heavily dependent on GDP and poverty indices. Thus, there is a high risk that in countries with lower economic functionality and issues such as irregular migration are deprioritized owing in part to a lack of funds and capacity.<sup>11</sup> However, evidence is available which suggests that irregular migration is becoming a higher priority on the global agenda and countries are being supported by Global entities and bodies (for example the UK government, UN, EU, and others) to access funding and expertise to improve the integrated and harmonised response to irregular migration.

However, the review of the ToC indicated that this statement may be incorrect in terms of country-level experience. Alternatively, it was proposed that ownership, when promoted, supports proper management and response to migration and there is a fairly strong direction towards supporting the migration agenda and the integration and thus sustainability of these issues at country-level. Evidence from the Gambia indicates that ownership transfer of project components is possible, and there is interest and willingness to do this. Similarly, in Senegal, there is strong political buy-in to the agenda, but challenges are associated with funding gaps. In Niger, technical buy-in to the thematic area and prioritization of migration needs are strong. However, there may be some improvement required at high level governance. Despite these examples, it is clear that, generally, capacity is relatively low and concentration and investment is required to ensure that this improves to warrant and assure sustainability.

Further, in order to improve the ownership of programmes and supportive integration of any initiative into national policies and frameworks, full collaboration with national stakeholders from project design phase onwards is required. Further assessment is required to support any recommendation to amend or change this problem statement.

There is a lack of quality evidence about the context-specific drivers of migration and what works to address them.

This problem statement was reviewed and validated as being mostly correct at country-level, albeit with this specific sub-area of data not well represented in terms of presence nor availability at country-level. Evidence from Senegal indicated that this information associated with the drivers of migration is not widely available at country- and regional-level. However, perspectives from Cote D'Ivoire felt that there were missed opportunities to contribute to available data and evidence associated with this issue, so it may be of lower priority than other topics and sub topics. There is no proposed change to this problem statement.

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<sup>11</sup> IFRC (2017) The context of irregular migration in poor economic settings. Available at <https://media.ifrc.org/global-review-on-migration>

There is a lack of quality evidence about the best ways of reaching and assisting migrants (reintegration, vulnerable migrants) on-route.

The review indicated that evidence associated with reaching and assisting migrants is present at project-level, with examples of good practice evident from country-level implementation. For example, the use of centres to support returning migrants and holistic support for migrants and their families is an area of good practice from Senegal; while, communication with country of origin and the provision of return assistance in partnership is an example from Algeria. Formal evidence from research projects undertaken in Cote D'Ivoire under outcome 2 of this project can also contribute to best practice and guidance as to how to programme for female migrants.

However, this information is not always formally documented and is kept and not shared. It is recommended that this problem statement is amended to reflect this situation, demonstrating that: There is a lack of formally documented and shared evidence about the best ways of reaching and assisting migrants (reintegration, vulnerable migrants) on-route.

#### **4.2 Recommendations**

- Support an inclusive process to develop a further iteration of the ToC including all country-level IOM staff to ensure ownership, use and alignment of the subsequent framework.
- Any further iteration of the ToC should be a relevant framework that can guide, at high level, the direction of the programme but should speak to the contributions made by individual country projects to the broader initiative. Country projects could then develop their own, operational strategic frameworks to support implementation. Having multiple ToCs should be discouraged, as this detracts from the regionality of the initiative and 'projectizes' individual country approaches.
- Any reiteration of the ToC should include an assessment of progress against baseline for each problem statement. This could be a focus of any end line evaluation of the project.
- Despite possible improvements in gathering data at regional- and country-level, uneven levels of dissemination and use mean that data is not always used to support programmatic changes. Efforts supporting partnerships and ownership at country-level could support enhanced access to data, and the integration into any subsequent iteration of the ToC of programmatic agility and data use for programmatic improvement and adaptation could support its increased use.

## 5. FINDINGS

### 5.1 Algeria (MENA)

**Table 4** ALGERIA: Key successes and challenges

<b>Key Successes</b>	<b>Key Challenges</b>
<ul style="list-style-type: none"><li>▶ <b>IOM agreed with the government on a strategy to support the disease surveillance centres</b> in the provinces of Tamanrasset and Ouargla.</li><li>▶ IOM worked closely with the Ministry of Health, Population and Hospital Reform on the prevention of risks of STIs and HIV for migrants and is currently offering capacity building support to public health care providers in Algiers, Oran and Tamanrasset.</li><li>▶ <b>In total, IOM supported fifty vulnerable cases</b> under the programme by providing them with Assisted Voluntary Return and Reintegration (AVRR) assistance, which included two unaccompanied migrant children (UMC).</li></ul>	<ul style="list-style-type: none"><li>▶ The sensitive political context and continuously changing authorities and technical counterparts required increased efforts by the IOM team to validate the intervention strategy with the government. Mitigation was successful</li><li>▶ There was resistance among the government to implement DTM activities due to the politicisation of migration.</li></ul>

#### 5.1.1 Activity description

Activities in Algeria included those under outcome 1, 2, and 3 of the SSSII programme. More specifically, this included activities related to: information awareness (OC 1), reintegration, capacity building and system strengthening to protect vulnerable migrants and returnees and AVRR (OC 2); and partnerships and route-based analysis (OC 3).

Activities in Algeria under outcome 1 of the SSSII programme included completion of a joint strategy with the government to support Disease Surveillance Centres in the two provinces of Tamanrasset and Ouargla and setup of a technical working group to monitor implementation. Other key activities included a joint field visit with government authorities to the province of Ouargla, as well as the preparation of a capacity building strategy for migrant-sensitive health care, supported by a targeted outreach campaign under 1.3. Moreover, under Output 1.3 an awareness campaign strategy was also under development during the reporting period of January – June 2019, and outreach and first communication caravan scheduled to be held during the next reporting period.<sup>12</sup>

In the case of AVRR activities (under OC 2/OP 2.1), IOM in Algeria assisted five vulnerable cases during the reporting period (January – June 2019). The mission has provided AVRR assistance. The five cases included one beneficiary with complex medical issues, and two UMCs. Despite the turbulent political situation in

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<sup>12</sup> IOM Narrative Report (January – June 2019).

Algeria, which affected pace of AVRR operations previously, there has been an increased request for AVRR assistance during that reporting period.<sup>13</sup>

With regards to activities under Outcome 3, IOM met with the Director and Vice Director of MOFA Migration Directorate, and representative of the Ministry of Health, Population and Hospital Reform (MoH) on June 2019, and a Note Verbale was requested from IOM on procedures to launch DTM in Algeria.

### 5.1.2 Findings by OECD/DAC Criteria

#### **Relevance**

IOM Algeria made sure to obtain regular feedback from beneficiaries through, for example, satisfaction surveys which were important for accountability purposes and for ensuring relevance of services and activities. On the issue of reintegration services, support to returning migrants for income generating projects was considered to be a priority need for all migrants, including women, men, and youth. In fact, it was reported that many migrants who could not access jobs in Algeria often chose to return to their countries of origin, mainly for the sake of receiving reintegration financial assistance, and, as such, providing a ‘reverse pull factor’ on migrants. Reintegration is generally considered as sustainable when returnees are able to be economically self-sufficiently, socially stable within their communities, and have a psychosocial well-being that allows them to cope with (re)migration drivers.<sup>14</sup> IOM has a wealth of experience in its AVRR programming as it has been implementing them worldwide since 1979. IOM applies an integrated approach to reintegration by providing support at the individual-, community-, and structural-levels. The levels of support within AVRR programmes encompass economic, social, and psychosocial dimensions, which are mutually exclusive, overlapping, and interconnected by nature. Reintegration plans are also developed between case managers and returnees that are reviewed systematically and adapted where needed based on the changing needs, risks or goals of the returnees.<sup>15</sup>

Another fundamental approach applied within IOM’s SSSI’s programming is the ‘route-based approach’. The value of this comprehensive and longitudinal approach is that it informs a coordinated response, improves understandings of migration partners over time, and promotes effective and sustainable policy responses.<sup>16</sup>

During discussions with IOM staff in Algeria, there was generally a lack of understanding of the route-based approach and the programme’s theory of change.

In the case of availability of adequate data and quality data analysis on migration trends, flows, management and demand, there was the view that the main problem was more of an issue of accessibility than availability of information in Algeria. During an interview with an IOM staff member, the interviewee explained that while entities such as the Ministry of Interior, the Ministry of Defence, and the police “*have good disaggregated data on migrants... these data are not made public, as Algeria approaches the issue of migration from a security lens*” (Project Management, IOM). Other interviewees believed that data on migration is lacking in Algeria and the DFID programme helps to address this gap.

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<sup>13</sup> IOM Narrative Report (January – June 2019).

<sup>14</sup> See: [https://publications.iom.int/system/files/pdf/iom\\_reintegration\\_handbook.pdf](https://publications.iom.int/system/files/pdf/iom_reintegration_handbook.pdf)

<sup>15</sup> See: [https://publications.iom.int/system/files/pdf/iom\\_reintegration\\_handbook.pdf](https://publications.iom.int/system/files/pdf/iom_reintegration_handbook.pdf)

<sup>16</sup> See: <https://gmdac.iom.int/node/438>

In Algeria, the sensitive political situation and continuous changing of authorities and technical counterparts meant that the IOM team had to invest more efforts to validate the intervention strategy with the Government. During an interview with an IOM staff, the interviewee believed that the root causes of problems in the implementation of the programme in Algeria had to do with the lack of involvement of the government during the design phase. This lack of involvement was believed to have resulted in implementation delays in the programme and even inability to undertake some activities not thought by the government to be in alignment with the government's priority needs. The interviewee also claimed that not having a national action plan for Algeria further exacerbates the design and implementation of activities (Project Management, IOM)

Algeria plays a key role in regulating the flow of migrants to Europe. In July 2017, the Algerian Prime Minister Abdelmadjid Tebboune reported instating laws to further regularise migrant flows into the country. The presence of migrants was perceived as a threat to the country's economy, security and they were even linked to diseases such as HIV.<sup>17</sup>

A study published by the Amnesty International in 2018, reported that Algeria lacks a clear legal framework for migrant workers and criminalises irregular migration (i.e., irregular entry to, stay in and exit from a country). In 2008, Algeria adopted Law No. 08-11 'governing foreign nationals' conditions of entry, stay and circulation'. Under this law, irregular migrants are considered criminals with an offence that can place them in prison for up to five years. Moreover, migrants who do not comply with the legal procedures of being expelled from the country can be imprisoned for up to six months. Furthermore, an amendment in the penal code (Law No. 09-01) in 25 February 2009, made illegal exit a criminal offence for both citizens and foreign nationals, with a punishment of imprisonment of up to six months.<sup>18</sup>

IOM also highlighted discrepancies between Algeria's commitment to international conventions that protect the rights of migrants and 'limited level of migrants' inclusion in national frameworks of rights and duties. For example, although Algeria adopted the Global Compact for Safe, Orderly and regular Migration in 2018, the country's nationality law prioritises blood bonds over territorial bonds, does not have any policies that ensure the full inclusion of immigrants.<sup>19</sup> The securitisation of migration in Algeria is also an issue that makes data collection on migration sensitive.<sup>22</sup>

### **Effectiveness**

An IOM staff member provided another example to highlight the need for greater engagement of the government in the programme from its design stage, referring to the trainings that were supposed to be undertaken by IOM. Rather than the trainings suggested through the DFID programme, the interviewee reported that the Ministry of Health requested the following support:

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<sup>17</sup> See: <https://reliefweb.int/report/algeria/algeria-s-migration-policy-conundrum>

<sup>18</sup> See: <https://www.amnesty.org/download/Documents/MDE2895122018ENGLISH.PDF>

<sup>19</sup> See:

[https://reliefweb.int/sites/reliefweb.int/files/resources/Migration%20in%20West%20and%20North%20Africa%20and%20across%20the%20Mediterranean%20-%20Introduction\\_0.pdf](https://reliefweb.int/sites/reliefweb.int/files/resources/Migration%20in%20West%20and%20North%20Africa%20and%20across%20the%20Mediterranean%20-%20Introduction_0.pdf)

<sup>20</sup> See: Salim, Chena. 2016. *Les traversées migratoires dans l'Algérie contemporaine - Africains subsahariens et Algériens vers l'exile*. Paris: Karthala.

<sup>21</sup> El-Naggar, L. (2020). A Politics of Sensitivity: Sub-Saharan Migration as an Algerian Field of Practice.

<sup>22</sup> See: <https://www.tandfonline.com/doi/full/10.1080/13629395.2020.1758453>

- Trainings on better identification of VOT and management of migrants with specific medical needs and assistance in refurbishing and equipping an epidemiological centre and training staff in three pilot departments.
- Support in preparing a glossary for health providers in South Algeria as the area is populated by the Tuareg – mobile communities moving between south of Algeria, North Mali, and North Niger – who speak in Berber language.
- Provision of constellation training for a pool of healthcare facilitators including health facilitators who work in districts that include high numbers of migrants.

The above requests were refused because they were considered not to be relevant to the donor priorities. As such IOM was perceived by the MoH as *“not fulfil[ling] its promises... and this has to negatively affect the Algerian government’s trust in IOM”* explained an IOM interviewee.

Another contrasting view to the challenges faced in Algeria was reflected during an interview with an IOM staff member. The interviewee reported that a key problem in Algeria had to do with commitments made with Algerian mission level counterparts – and mainly the MoH and the Ministry of Interior – at the start of the programme, on activities that were *“too far from the actual objectives of the programme as a whole”*. For that reason, the RO was reluctant going forward with such commitments, and particularly as the budget in Algeria for the SSSII is limited. The interviewee gave the example of a request to purchase a mobile clinic, which would require a complete revision of the budget, in addition to challenges relating to customs, which would have been particularly difficult given the current COVID-19 situation. Another example provided, was a request from the MoH to work with an independent consultancy company on capacity building for MoH staff. Instead, IOM opted for tailoring existing material (available in Arabic and English) and trainers on training of health personnel as this would be more cost effective.

Furthermore, progress in implementation of activities in Algeria did not pick up until October/November 2019 through an increase in request of AVRR cases. During an interview with an IOM staff member, the interviewee described the Algerian government as being cooperative with IOM and particularly on issues relating to return and reintegration assistance. To highlight this, the interviewee mentioned that IOM was able to sign an agreement with the Algerian Government for more regular charter flights in Algeria, as it had shown increased interest to support such activities. Moreover, with the pick-up of AVRR activities, IOM Algeria was able to progress in its budget spending and better meet its targets.

In general, the programme was believed to be aligned with donor priorities. However, there were reports that the programme *“contradicts with those of the Algerian government, especially since most of African migrants reaching Europe are not Algerian”*. Migration was believed to be a topical issue in Algeria, particularly to donors such as DFID, the EUTF, and international organizations such as UNHCR, UNICEF, ICRC, and Caritas.

On the issue of responsibility towards migrants in Algeria, this was perceived as a collective responsibility that included the state and the international community. On this issue, an interviewee claimed that the government of Algeria should not be held responsible for taking on the burden of dealing with migrants on its territory because most were not Algerian. Meanwhile, during another interview with an IOM staff, the interviewee pointed out the fact that the SSSII programme was building on a previous programme implemented with the Ministry of Health so *“what was proposed was actually shared with the MoH way before the programme was finalised”* reflecting buy in from the Government prior to its implementation. The

interviewee emphasised that IOM programming is always developed in alignment or complementarity to national priorities.

As for the perceived risks that migrants face during their CMR journey, they were described as significant, during discussions with IOM Algeria staff members, and ranged from human rights abuses to physical and mental risks. However, one interviewee warned that using terminologies that describe migrants as ‘at risk’ in Algeria, *“renders government involvement in the programme more challenging”* because of the politicization of migration. Another interviewee believed that Nigerian and Malian migrants were at less risk than those from other nationalities because they share borders with Algeria, and the route that they take is relatively shorter than that taken by migrants from distant countries. In the case of Nigerians, their vulnerability was perceived to be more associated with aspects such as gender, age, and health, rather than their journey. For example, single mothers, people with illness, and elderly were perceived as more at risk of vulnerability (MPA Team, IOM).

The need for greater investment in advocacy efforts in order to encourage the Government to change its approach to migration from a security to migration governance approach was highlighted. The Ministry of Defence and the Inter-ministerial committee on Migration which falls under the Ministry of Interior are the government entities in Algeria responsible for dealing with migrants in the country, dealing with it as a security issue. The region between the Southern borders and the first Algerian town is an army-controlled zone, and the military *“will not hesitate to implement the necessary measures when identifying a migrant as posing a terrorist threat to the country”* (Project Management, IOM). The need for engaging in advocacy activities in the programme’s preparatory phase was also highlighted during an interview with the GMDAC focal point, particularly in relation to capacity building and data collection activities where government ownership is highly relevant (GMDAC).

With regards to capacity development provided by IOM to its staff, a key concern was that staff members did not have time to take on such opportunities because of issues such as understaffing. In addition to understaffing, some of the needed trainings that were mentioned included: *“ways to better define and identify certain migrant categories and conduct better migrant screenings”*. According to an interviewee, training on proper screening methods was needed as the team did not receive any training on this, aside from those related to VOT (MPA, IOM). Other recommendations included training on international human rights laws and humanitarian conventions relevant to migration; on concepts such as deep screening and UMC; and on developing procedures that can help in providing better assistance to migrants (MPA, IOM). On the topic of capacity development, a management level staff member reported that regular case management meetings were set up during the end of 2019/ and beginning of 2020, which aimed to build the capacity of case workers. Other trainings offered included MiMOSA as well as briefings on joint counselling with the UNHCR.

When asked about the perceived key successes of the programme, one interviewee believed that the financial support provided to migrants was important because it helped them cover many of their basic needs. The programme’s flexibility was also important, and an example to highlight this is the changes made in programming in Algeria following the COVID-19 pandemic whereby vulnerable migrants were provided cash assistance in compliment with the medical support that they received through the programme.

The challenges reported by some had to do with DFID’s vulnerability criteria, which was believed to constitute a barrier in terms of providing assistance to migrants, *“as a lot of them who require assistance do*

*not meet the SSSII strict criteria... but who at the same time are at risk...*" (MPA, IOM). Referring to excluded categories, an interviewee gave the example of migrants experiencing work accidents, which was common in Algeria. Meanwhile, another IOM staff member highlighted that the cases IOM received were actually extremely vulnerable. Moreover, the SSSII's programme's flexibility allowed IOM to work with a broad range of migrants including those returning to none joint initiative funded countries, which meant that they could benefit from reintegration assistance as part of this programme.

An interviewee at RO-level linked IOM's approach to DFID's vulnerability criteria to donor requirements and referred to the visit of the humanitarian advisor for DFID based in Tunisia, which took place in October 2019 during the first charter flight from Algeria to Niger implemented under SSSII. The flight comprised of around 140 Nigerian migrants and about 20 cases who were identified through the screening processes as extremely vulnerable (including victims of trafficking, smuggling, unaccompanied children, and heavily medicated cases). During the visit of the humanitarian DFID Advisor, IOM was questioned on the process of screening vulnerability for the charter flight and *"why only 23 of the 140 persons were extremely vulnerable. So, given that DFID was requesting information on this vulnerability assessment criteria, we could not allow ourselves to be that flexible in the end"*.

On the issue of DFID's vulnerability criteria, an IOM London level staff member also recognised the challenges that were faced at country-level and explained that IOM's approach to DFID's funding has been to focus on providing *"better quality assistance to a fewer number of beneficiaries"* (IOM, London). There was also mention of DFID's strict vulnerability criteria during discussions with focal points at thematic level, and the question of whether to assist vulnerable people facing the same challenges as migrants, but who weren't migrants, was brought forward. During discussions with IOM's outcome 3 focal point, the interviewee mentioned that IOM has been taking a lot of initiatives to conduct joint work with other humanitarian agencies to reach a better and more unified understanding of vulnerability. For example, the DTM programme has explored migrant vulnerability jointly with the UNHCR and UNICEF and has produced joint fact sheets on youth migrant vulnerability and restrained access to education. This is an example of how IOM is communicating about the concept of vulnerability not only internally but also with external partners. In 2019, IOM also developed a Handbook on Protection and Assistance for Migrants Vulnerable to Violence, Exploitation and Abuse, which presents the determinants of migrant vulnerability model for analysing and responding to migrant vulnerability. As well as providing information on best practices and lessons learned in migrant protection and assistance, DOMV also presents IOM's extensive experience in structural programming.<sup>23</sup>

Other challenges mentioned had to do with the high turnover of staff in Algeria. According to an IOM interviewee, who was initially involved in the project management, she was recruited in January 2019, one year after the project was launched (February 2018). Interview findings highlight a need for IOM to invest in more efforts to ensure proper recruitment of staff at management level to ensure donor compliance and liaise with national stakeholders.

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<sup>23</sup> See: [https://publications.iom.int/system/files/pdf/avm\\_handbook.pdf](https://publications.iom.int/system/files/pdf/avm_handbook.pdf)

### **Efficiency**

Underspending is present in countries such as Algeria and Libya and OC 3 activities in the MENA region. Despite this, the expenditure rate in Algeria has improved. This increase should continue as AVRR activities keep rising. Moreover, the migration measures set up in Algeria and recruitment of staff in Morocco and Tunisia is likely to improve spending in activities related to OC 3 in the MENA region (Narrative Report, January – June 2019).

Delayed recruitment of staff and understaffing affected operational efficiency in Algeria. During discussions with an IOM London staff member, it was mentioned that human resources (HR) issues such as recruitment, turnover, and handover are not included in the programme's risk matrix, because these are considered internal issues. It might be valuable for IOM to reconsider this and include HR issues such as recruitment in order to mitigate risks, which the programme has evidently faced.

Two major challenges mentioned during interviews with IOM staff had to do with teams being understaffed and overworked, which made it difficult for IOM staff members to take on training and/or review programme documentation, protocols, SOPs, and others in order to improve implementation of activities. In the case of Algeria, there were also reports that staff members who were newly recruited into the IOM country team were not provided adequate induction needed to understand processes required to provide migrant assistance through the DFID programme. Furthermore, IOM Algeria did not have an M&E focal point assigned to the DFID programme from the start of its implementation.

### **Sustainability**

Efforts have been made by the IOM team to collaborate with national stakeholders in order to ensure sustainability of programme activities in Algeria. For example, IOM agreed with the government on a strategy to support the disease surveillance centres in the provinces of Tamanrasset and Ouargla and established a technical working group to monitor implementation of the centre.

In general, AVRR assistance was perceived as costly, particularly in the case of vulnerable migrants, such as persons with disabilities and chronic illnesses. Sustainability of such programmes would require long-term interventions, and, as one interviewee mentioned, "many returning migrants cannot wait that long" (MPA, IOM). However, the support provided to returning migrants, such as income-generating activities, may be seen as a result that will continue beyond the timeframe of the programme.

### **Cross-Cutting**

Despite all the challenges faced in Algeria, adaptations made are an indication of the programme's flexibility. During discussions with an MPA team member on gender considerations taken in Algeria, the interviewee gave examples of the counsellor's team focusing on assisting women and mentioned that they dealt a lot with women who *"arrive in Algeria with their husbands/partners and find themselves alone in the country following the deportation of their partners"*. The interviewee explained that often these women are pregnant, and as such have specific health needs that are often left unaddressed and can lead to higher risks of death. Globally, women who are irregular migrants are indeed more vulnerable when on their journey. More research is needed on aspects such as why women choose to go on such dangerous journeys, as well

as on the gendered dimensions of the risks faced when on journey. This knowledge will help better understand how deaths can be avoided.<sup>24</sup>

### **Recommendations**

- Allocate more time specifically for programme advocacy with government counterparts to ensure greater buy-in of the programme as well as change its approach to migration from a security to migration governance approach.
- Advocate for the development of national policies that protect migrants from arbitrary arrests and expulsions, as well as for amendments in laws that decriminalise irregular entry, stay and exit of migrants.
- During recruitment of IOM staff (both internally and external to IOM) ensure that staff (at all levels and particularly at mission level) are familiarised with IOM coordination procedures and donor compliance requirements.
- Consider investing more on roving teams to support and alleviate pressure on country teams. These teams can be deployed temporarily to help field offices on a short-term basis.
- Encourage staff to capitalise on IOM's existing learning opportunities, particular with the increased mode of remote operation due to the COVID-19 pandemic.
- Provide IOM country teams with training on proper screening methods asides from those related to VOT.
- Provide training opportunities to IOM country teams in Algeria on topics such as international human rights laws and humanitarian conventions relevant to migration; training on concepts such as deep screening and UMC; and training to develop procedures that can help in providing better assistance to migrants.
- Provide training to IOM staff at mission level on developing quality needs assessments.
- Provide workshops (online) that encourage IOM staff at all levels to discuss key concepts such as "the route-based approach", "theory of change" with exercises that allow linkages to be made between concepts and programming.

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<sup>24</sup> See: <https://migrationdataportal.org/blog/how-lack-data-perpetuating-invisibility-migrant-womens-deaths>

## 5.2 Libya (MENA)

**Table 5 LIBYA: Key successes and challenges**

Key Successes	Key Challenges
<p><u>Alternatives to Detention and Host Families Programme</u></p> <ul style="list-style-type: none"> <li>▶ The training has provided improved capacity of local NGOs and community members in recognizing that migrants too have human rights and their need for alternative safe shelter as opposed to detention centres</li> <li>▶ The training for host families has empowered them to understand the need to contribute by providing safe shelter for migrants thereby promoting their agency to make decisions for their future.</li> <li>▶ The community leaders have helped create hosting success stories by providing shelter to large number of vulnerable migrants. The unit has integrated case management and host family support arrangements which has promoted coherence and better implementation of activities</li> </ul>	<p><u>Alternatives to Detention and Host Families Programme</u></p> <ul style="list-style-type: none"> <li>▶ There is practically no active support from the government which would lead to a crisis in the management of migration issues should IOM pull out from Libya</li> <li>▶ Insecurity, in-fighting, wars and instability in the country have sometimes affected implementation of activities and led to delays</li> </ul>
<p><u>Community Stabilization</u></p> <ul style="list-style-type: none"> <li>▶ Capacity building activities have led to improvement in the capacity of most CSOs to be effective implementers</li> <li>▶ CSOs have contributed to improved relationships between tribes, migrants and host community by normalizing inclusivity in participant selection and providing opportunities for regular, positive interactions among various groups.</li> <li>▶ CSO have created a base club and have built a radio station that promotes discussion on various difficult topics such as migration, peace building while consideration various discussants including men and women</li> </ul>	<p><u>Community Stabilization</u></p> <ul style="list-style-type: none"> <li>▶ Most CSO still have inadequate skills in managing a CSO, budgeting, financial accounting and writing reports which limit their engagement with international organizations</li> <li>▶ Implementation of capacity building activities have been hampered by increased fighting which restrict movement mainly in the East and South Coast due to military operations, power cuts, shortage of fuel among other challenges have led to delays in commencement of training</li> <li>▶ Movement of large amounts of money is a problem and sometimes requires a lot of approvals and paperwork which leads to delay in implementation of activities</li> </ul>

### 5.2.1 Activity Description

IOM Libya is implementing the community stabilization component of the project in four locations in the South and East. Thirty CSOs are involved in implementation of the project through the direct supervision of two implementing partners. The implementation of community stabilization activities has been possible through the selection of implementing partners completed in an inclusive bidding process which avoided perceptions of partiality by ensuring the call was open, fair and transparent. The process was conducted through an open bid that saw five organizations submit proposals and two organizations eventually selected by a small committee. The community stabilization component of the project focuses on activities that seek to stabilize the community by meeting the priority social needs of the migrants, IDPs, and host community.

Insecurity and fighting in Tripoli led to delays in commencement of training of CSOs. However, such delays were anticipated due to insecurity and the project team responded by revising implementation timelines. Community stabilization activities have, significantly, been slowed down by financial liquidity, which affected the project's ability to fund activities. Overall, the rest of the activities have been implemented without further challenges other than two CSOs who failed to complete their activities, thereby affecting implementation of community stabilization activities which must be reallocated. Currently implementation of activities stalled due to the COVID-19 pandemic. The programme resolved to monitor the situation from time to time to inform implementation of activities and the CSOs have had to modify their activities as deemed appropriate.

IOM Libya collects large scale data through the DTM unit with data gathered and regularly updated from over 2000 respondents across the country. The data related to specific characteristics of the migrants such as their location, numbers of incoming migrants, and their total numbers. This data supports the team in planning for their work. Additionally, the team does not rely on data from one source but from multiple sources to validate the information used for decision making.

### 5.2.2 Findings by OECD/DAC Criteria

#### *Relevance*

The DFID project implemented by IOM Libya's Community Stabilization Unit bridges the capacity gaps through training and mentorship of CSOs. Most of the participating CSOs have now incorporated migrants, IDPs and returnees in their activities to promote peace and social cohesion at the community level. Further, the capacity building initiatives have equipped CSOs with better skills in strategic planning, proposal writing, budgeting, procurement, finance among other issues. The trainings in addition to mentored experiences have contributed to improved capacity and professionalization of CSOs through project cycle experience, leading to better service provision to the community inclusive of vulnerable and marginalized groups, thereby contributing to community resilience and stabilization.

The alternatives to detention training was aimed at building the capacity of NGOs and community leaders to the humanitarian aspects of finding alternatives to detention their roles within it. Many community leaders are now active partners in seeking such solutions through promotion of the ATD solutions in their interaction with other members of the community, some of whom have since offered their homes to host the migrants.

### ***Effectiveness***

The alternatives to detention and host family programmes have made tremendous progress in reaching relevant local NGOs and stakeholders through training which have led to mind shift and acceptance of migrants. Various stakeholders who have benefitted from the trainings are aware of the human-rights of migrants and are already responding to their needs in a more humane manner. Most families have also been identified and trained to host migrants and provide them with safe shelters as an alternative to being in detention centres and thereby promote their integration in the community for their safety and wellbeing.

The community stabilization programme has also contributed to empowering CSOs through an understanding of project development and management, thereby increasing their capacity and ability to act as effective local actors who are able to identify priority needs of their community. This led to an increase in stability and resilience in the community through the support of migrants, IDPs, and returnees for a more inclusive community and eventually contributed to peaceful co-existence and stabilization. The CSO training has also equipped them with knowledge and tools to identify and respond to future opportunities. The process of participating in a training workshop, developing proposals, and implementing projects has also driven internal and external discussions of how best to contribute to positive change through social inclusion at the community level.

### ***Efficiency***

The programme's work plan is relatively dynamic with timelines affected by the high level of returns of migrants hosted in the programme to their home countries sometimes limiting long term planning towards day-to-day planning and management. However, this does facilitate flexibility which allows the team to respond to contextual and security changes on the ground and mitigate the risk of delays by modifying timelines. The community stabilization activities are not deemed to be complex, which has meant the team is able to manage the day-to-day project implementation of activities. The support received from the two main implementing partners has reduced the amount of work of the IOM team in terms of overall management of the CSOs, which has been led by the implementing partners with IOM providing remote support. This exemplifies the benefits of delegation to the implementing partners which, in turn, has contributed to greater efficiency in managing various components of the project.

Training on alternatives to detention among host families has been successful and the team intends to train more host families, thereby cascading the skills to more families who, in turn, can offer safe shelters and host more migrants. CSOs who have been trained praised the training to be useful but suggested the need to increase the length of training to ensure each organization has an opportunity to prepare their proposals and present to the team. This will provide more opportunities for engagement, sharing ideas and expertise, and ultimately improving the overall capacity of CSOs.

### ***Sustainability***

The programme added a mentorship component to the training for CSOs to ensure sustainability of the project. In addition to the CSO training, the implementing partners created a toolkit with templates that included policies that CSOs can easily modify and operationalize to fit each context and use to train new staff. Since most participating CSOs do not have significant experience in implementing and documenting their experiences, the mentors provided regular guidance and push to improve output, including data collection and analysis, monitoring and evaluation, and financial reporting.

The alternatives to detention training will continue among local NGO and Government staff who have been undergone Training of Trainers programmes and are expected to cascade the skills downwards. Additionally, the project will continue to look for funding from other donors like the EU Trust Fund in addition to DFID to continue programme activities.

### ***Cross-cutting***

The project incorporated gender in all components of the project from the selection of CSO staff participants to training by ensuring representation of both genders. Most of this was facilitated by the two implementing partners who had received prior training and were aware of the need operate with a gender and social sensitive lens. IOM oversaw final selections to confirm contextualized gender, tribal, and ethnic representation. Applying gender equity was necessary during implementation of local sub-grant activities, as some social contexts, particularly in the south, separate gender appropriate activities. Thus, while some activities were anticipated to bring together men and boys of the community, such as outdoor sports in Qatroun, they were balanced by the organization of other activities solely for women.

Collaborations between the units also ensure that IOM staff undergo mandatory training on IOM protection principles, data protection and other protection guidelines.

### ***Recommendations***

- Continuous support to CSOs to ensure their implementation capacity is enhanced to a level where they can begin to cascade the skills to their colleagues to ensure sustainability.
- Promote more forums where CSOs that have benefitted from training can continue to engage and share ideas on more inclusive projects.
- Allocate more time for training to ensure participants have adequate time to grasp all the concepts and use it as a forum to engage with other participants and share ideas for collaboration.
- Supplement the ATD programme through continuous engagement with the government on higher level review of the practice of immigration detention as a tool of migration management. The government needs to play an active role in finding more humane solutions such as ATD to as part of state practice to ensure sustainability and create concrete change in the management of migration issues in Libya.

### 5.3 The Gambia (WCA)

**Table 6** THE GAMBIA: Key successes and challenges.

Key Successes	Key Challenges
<ul style="list-style-type: none"><li>▶ IOM Gambia was able to reach out to 2736 migrants (1580 male and 1156 female) with direct services or messages (Impact indicator 1).</li><li>▶ The work that IOM has carried out with returnees to conduct peer to peer awareness raising campaigns on irregular migration will also provide them with the tools and means to continue carrying out campaigns in their communities of origin on the dangers of irregular migration.</li><li>▶ IOM Gambia refurbished the government run Bakoteh Shelter for Children and Elderly' in the area of in Kanifing Municipality.</li><li>▶ IOM Gambia conducted a needs assessment with 45 staff members of the Bakoteh Shelter in September 2019 to assess the capacity of staff and determine the main areas interest for the shelter management training (Impact indicator 2).</li><li>▶ The two agreements that IOM signed with the implementing partners to conduct awareness raising campaigns is another example highlighting aspects of sustainability in the programme.</li><li>▶ IOM Gambia regularly coordinates with partners on the ground and the government of Gambia through regular meetings and an agreed upon coordination fora. Moreover, since its inception in August 2018, the SSS steering committee has met four times, and twice in the reporting period. IOM also chaired the monthly UN MWG meetings, which was co-chaired by UNICEF. In June 2019, the UNCT endorsed IOM's proposal to repurpose the MWG into a UN Network on Migration, the aim of which is to coordinate the implementation of the Global Compact for Migration while continuing the coordination role of the MWG.</li></ul>	<ul style="list-style-type: none"><li>▶ In the case of outcome indicator 2.2, IOM was not able to achieve the anticipated target because of the delay in renovation of the Bakoteh shelter, which was mainly due to capacity issues with the contractor and issues related to internal procurement processes with IOM. IOM partnered and trained national stakeholders (Gambia Returnees from the Backway Association and the National Youth Council) to conduct awareness raising campaigns in North Bank Region (NBR), Lower River Region (LRR) and Upper River Region (URR). They were also trained on communication methodologies and the Community Response App before starting activities.</li><li>▶ A key challenge relating to irregular migration in The Gambia has to do with the poor coordination efforts carried out between the different national stakeholders in the country.</li><li>▶ Information gaps on migration in The Gambia were identified during the design phase of the programme, which make it difficult to address the needs of migrants.</li><li>▶ From a protection angle, gaps were also present in The Gambia as it only has one operational government-run shelter that caters to a number of vulnerable groups. The country does not have a dedicated facility for young females in contact with law. There was also a gap, in terms of capacities of shelter staff in addition to the need to refurbish the facility in order to better address the needs of vulnerable groups.</li></ul>

### 5.3.1 Activity description

Activities in The Gambia included activities related to: information awareness (OC 1), and research outputs on internal mobility (OC4).

Under Outcome 1 / Output 1.3, the Gambia Returnees from the Backway Association (GRBA) were selected as partners in February 2019 to conduct awareness raising campaigns in North Bank Region (NBR), Lower River Region (LRR) and Upper River Region (URR). They were also provided training on communication methodologies and the Community Response App before starting activities (GRBA 21 persons; NYC 33 persons). A total 16 information sessions, and 8 film screenings were carried out by the GRBA in 16 communities in LRR and NBR. In addition, school outreach programmes were implemented by the National Youth Council to raise awareness on irregular and safe migration in 5 senior secondary schools in URR. In total 801 persons (369 m/ 432 f) in LRR, 595 people (218 m/ 377 f) in NBR and 589 people (260 m; 329 f) in URR were reached through these activities (Narrative Report, January – June 2019).

IOM trained 102 (71 m, 31 f) government and civil society staff members on the provision of direct assistance and support for unaccompanied and separated migrant children by September 2019 (OP 2.1.1). By September 2019, an estimated 99 participants (70 m, 29 f) from public and other service provider organizations indicated that they would use IOM identification and protection training in their work (Outcome 2.1).

Under outcome 2, IOM in The Gambia distributed 150 NFI kits and offered 30 PSS to beneficiaries of the Bakoteh Shelter. Moreover, the renovation of 1 shelter (Bakoteh Shelter) was also completed by July 2019 (Output indicator 2.1.2) and 35 (8m, 27f) shelter staff were trained on shelter services standard and management (OP 2.1.3). By September 2019, 57 (29 m, 28 f) received shelter services and PSS.

In addition, as part of Outcome 3/ Output 3.1, IOM The Gambia produced a draft of the study on internal mobility, which was completed in April 2019. IOM the Gambia also conducted a mapping of relevant stakeholders and interventions as part of Outcome 4. Moreover, IOM The Gambia is also one of the countries involved in the study on *“How and to what extent interventions affect people’s migration aspirations, decision and movement, and on what timetable?”* (Outcome 4).

### 5.3.2 Findings by OECD/DAC Criteria

#### **Relevance**

The DFID programme in The Gambia was perceived to be relevant because firstly, it addressed data gaps on migration in the country. An IOM staff member interviewed reported that information gaps on migration in The Gambia were identified during the design phase of the programme. For example, *“it was difficult to make an assessment on the status of migration governance, the migration policy process, or even getting sufficient data for interventions, mainly because of the little research on migration in the country”*. Of the little research available on irregular migration, it was mainly focused on routes to Europe in general. Data on migration trends and flows was also reported to be inadequate in The Gambia. Hence, there was a need to fill that gap from an evidence perspective. Outcome 3 of the programme was identified because of the need to address this gap.

From a protection angle, the interviewee explained that gaps were also present. For example, The Gambia has only one operational government-run shelter that caters to a number of vulnerable groups, including

elderly people, minors, migrants, abandoned babies, victims of trafficking, and young female minors who have come into contact with the law. The country does not have a dedicated facility for young females in contact with law. There was also a gap, in terms of capacities of shelter staff in addition to the need to refurbish the facility in order to better address the needs of vulnerable groups.

In relation to migrants' awareness on the risks of irregular migration, an IOM staff member interviewed reported that there was a great need for this in 2018 due to the increase of irregular migration to Europe through the northern route. In addition to the awareness needs of irregular migrants, there was also a need to improve capacities of government officials on migration issues in general, as well as on the protection needs of migrants in particular.

IOM carried out internal assessments on internal mobility, which *"partly informed our approach to awareness raising"*. Moreover, the interviewee mentioned that services were tailored according to beneficiary needs and gave the example of feedback surveys carried out that informed IOM of women's needs for dignity kits; *"based on these requests, IOM will be providing the kits in their next round of provision"*.

According to the IOM's project manager, a key challenge relating to irregular migration in The Gambia has to do with the poor coordination efforts carried out between the different national stakeholders in the country. Elaborating on this point, the interviewee gave the example of the Gambia Bureau of Statistics, saying that it has *"a wealth of data, but they don't necessarily speak with the immigration department, or the Ministry of Trade and Employment or Foreign Affairs, but there is some data [on migration]"* (IOM staff).

To address this challenge, the government of The Gambia, with IOM's support, established the National Coordination Mechanism on Migration (NCM) with the aim of enhancing coordination among various government actors working on migration. This initiative was mainly informed by IOM's work on *"a-whole-of-government approach"* to migration governance. This process was led by the Office of the Vice-President and involved almost all major ministries and government agencies working on migration. The NCM was launched in November 2019 and the Government is currently working to develop a Plan of Action to guide its NCM activities post 2020. Under the NCM umbrella platform, smaller working groups were designed to be established to deal with specific areas of migration. Thus far, six Technical Working Groups (TWGs) – Border Management; Communication; Labour Migration; Migration and Development; Policy, Legislation and Data; and Return and Reintegration – have been established, and preparatory steps have been undertaken to launch the remaining two (Internal Migration and a Cross-Cutting TWG).

With regards to coordination efforts at the level of The Gambia country office, the IOM team tries to provide updates a Steering Committee established to coordinate project implementation. To highlight its achievements, the interviewee mentioned that the government is considering recruiting a security officer and taking on local ownership of the shelter as a result of the collective advocacy that was put on them by the Committee. The Committee was established after the project was designed and its main purpose was to guide the implementation process of the programme rather than its design. IOM The Gambia also established a UN Network on Migration, following the adoption of the Global Compact for Migration, with the aim of improving coordination between the different stakeholders involved in supporting migrants in the country.

With regards to the context of irregular migration in The Gambia, it was described as a phenomenon that had been institutionalised in the country and even has a 'cultural' element to it. Moreover, the issue of

return and reintegration is highly politicised in The Gambia, whereas other areas of migration are generally considered to be less politicised. The SSSII programme was perceived to be aligned with the government of Gambia's priorities. It was also perceived to be reaching people who are most vulnerable. Sexual exploitation and other human rights abuses were reported to be key risks faced by migrants when on route. Although female irregular migration is far less in proportion than men, the scale of migration has an impact on women, particularly female farmers. Husbands who leave their wives and families place them at greater risk of poverty, discrimination and GBV.<sup>25</sup>

A key recommendation shared during an interview with IOM's project manager was to focus on the long-term developmental side of migration – such as long-term support for income-generating opportunities – rather than the humanitarian side.

### **Efficiency**

Operationally, the DFID Programme was perceived to require more staff, and specifically for reporting and M&E, which is not available in The Gambia. This was believed necessary because of the demanding reporting requirements of the programme: *“This is a kind of project that requires its own reporting officer. In Gambia, we don't have a specific reporting officer”*. Nevertheless, the regional office was described as *“extremely helpful and understanding of the burden of reporting”*. During discussions with WCA RO, the interviewee mentioned that The Gambia office has currently recruited a junior M&E staff through the outcome 4 budget. The interviewee also mentioned that in countries such as The Gambia, there was little communication between the country office and RO, and improvements in the communication lines was needed. The intensive reporting was also highlighted during interviews at regional and IOM London-level. Changes were made in the reporting requirements of the programme from quarterly to six months reports and this was based on IOM's requests. Despite these improvements, reporting was still regarded as demanding. The challenge therefore remains meeting DFID's compliance requirements without overburdening staff and affecting programme implementation. One of the reasons for DFID's intensive reporting requirements was because the donor is not present in all of the countries in which the programme is being implemented:

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*“Although they do not have a presence on the ground in the Sahara region as much as they would like to, they really do rely on programme partners for information, and they really absorb this information. This is where the relevance of outcome 3 is shown, because DFID has people within their team who are constantly evaluating and reviewing the evidence.” (IOM, HQ)*

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In general, however, the relationship between the donor and IOM was described as positive and IOM greatly valued DFID's flexibility. The programme may benefit from greater involvement at the level of the donor and regional offices. Currently, the relationship is limited to the DFID hosted partnership and meetings set up by the IOM London team on an ad hoc basis.

As for the programme's flexibility and level of autonomy provided to country offices, this was greatly valued. In The Gambia, the programme's flexibility allowed the country office to perform activities without having to get approvals; *“at a country-level, for the agreed on activities IOM Gambia team does not seek approval from*

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<sup>25</sup> See: [http://curtisresearch.org/wp-content/uploads/back\\_way\\_to\\_europe\\_web.pdf](http://curtisresearch.org/wp-content/uploads/back_way_to_europe_web.pdf)

HQ... they just go ahead and perform activities; they also have in-mission authority to overspend by 10% in activities within the same outcomes and between the outcomes”, referring to ‘IOM’s budget flexibility rules’. However, for any other change, the process can be lengthy and cumbersome because it goes through Regional Office, to IOM London, and to DFID, “so we try to avoid this as much as possible, so if we see a gap that we think needs to be filled, it’s easier to seek that in other projects” (IOM, country-level, The Gambia).

The decentralised approach that IOM applied was highlighted during interviews with IOM London; an IOM staff member explained that IOM country offices are responsible for programme implementation, whereas IOM Regional office’s main responsibility is for thematic support and the London office is mainly involved with the donor. The support provided by the RO/WCA was greatly valued, particularly for the thematic and M&E backstopping.

### **Sustainability**

Studies produced through the DFID programme were reported to have been used by IOM to mobilise resources for future funding. Elaborating on this point, the interviewee mentioned that IOM approached the World Bank on some of its findings of outcome 4 research, claiming that:

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*“the first-year research from Outcome 4 had a great contribution to learning in the country, [we] approached the World Bank on some of its findings, because it speaks to a structural gap, such as for example, in relation to accessing basic services in urban areas. This was regarded as a very important area of engagement with few working in that. The World Bank promised to look more into it to come up with a project”.*

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During an interview with an IOM London staff member, it was also mentioned that reports produced by the DFID programme are sometimes used to develop project proposals aimed at receiving funding from new donors. Consequently, research activities conducted under DFID have an impact on other DFID-funded programmes, which may be perceived as one of the challenges associated with assessing the impact of the SSSI’s research activities (IOM, HQ). This was also reflected during an interview with the GMDAC focal point who highlighted the difficulty of assessing the impact of GMDAC activities. The interviewee explained that, while GMDAC can show its impact by relying on readership and citation analysis, it remains difficult to monitor the impact of activities that consist mainly of building and sharing knowledge, especially when policy makers might hesitate in using GMDAC data for political reasons (GMDAC).

Turning back to IOM The Gambia findings on sustainability of its work, the country office is trying to establish a protection thematic working group under NCM for the purpose of transferring some of the discussions to this TWG after the project ends.

Political will was also described as present in The Gambia; however, the government’s capacities need to be enhanced in order to ensure that they are able to sustain the DFID programme’s intended outcomes. A key challenge faced by IOM teams in The Gambia had to do with the continuous changes of personnel with the government, and the time needed to renew relations with newly recruited government staff: *“the process of negotiation and buy in is very time consuming and reshuffling of staff means that efforts need to be repeated. This has greatly affected the programme”.*

The capacity building activities provided through the programme were believed to have sustainable results, particularly in regard to the protection, mental health and PSS training provided to shelter staff.

### ***Cross-cutting***

Migration was more prevalent among Gambian males than females: *“this feminisation of migration that we have seen elsewhere, particularly in East Africa, is not happening in The Gambia”* explained the IOM project manager. It was also mentioned that in general, women are more likely to face marginalisation in The Gambia due to patriarchal norms. These norms meant that mobility of women was restricted, to an extent, to the private sphere. The interviewee reported that in general, it was more difficult to access women during data collection when conducting rapid assessments before designing an intervention. It was more difficult to find women willing to provide information, particularly in rural and isolated areas of The Gambia; *“and even in cases where women do accept to be interviewed, it is usually the man that speaks on behalf of the woman”*.

Women are also disproportionately affected in terms of education coverage and have lower literacy rates compared to men. In fact, according to UNESCO figures from 2015, around 60% of female population aged 15 and above were illiterate in comparison to 39% of males of the same age group (UNESCO, 2020).<sup>26</sup> There is also the view that the *“man is the breadwinner, and is able to venture abroad, while the woman stays to take care of the home”*. In addition, there is the fear that female irregular migrants will be considered unworthy of marriage, because of the exploitations that people are exposed to during such journeys.

During an interview with an IOM staff member, examples were also given to highlight ways in which cross-cutting themes were accounted for in-programme. The interviewee explained that the DTM team has made an explicit commitment to incorporate cross-cutting themes (such as human rights, environment, social inclusion and gender) in data collection activities and reporting. Moreover, DTM makes sure of collecting sex and age disaggregated data and collaborating with global protection and global environment clusters. In addition, the interviewee reported that DTM teams regularly collaborate with the IOM focal point on protection against sexual exploitation and abuse (PSEA), so that data collection activities are benefitting from best practices and that *“the data produced by DTM will contribute to the implementation of activities that will really respond to the needs of victims of sexual exploitation and abuse”* (Outcome 3). Similarly, cross cutting themes such as gender were mainstreamed in GMDAC activities. So, for example, GMDAC publications such as the ‘Assistance to Voluntary and Humanitarian Return (2017/2018) have a section specifically on findings related to gender and age. Another example of gender analysis taken into account in GMDAC work is the ‘Analysis of Best Practices on the Identification of Missing Migrants’ report, which reflects on the impact of missing family members – particularly husbands- on family roles, highlighting how in such cases women usually to take on greater responsibilities in the household and are also at risk of harassment (IOM/GMDAC, 2019).<sup>27</sup>

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<sup>26</sup> See: <http://uis.unesco.org/country/GM>

<sup>27</sup> See: [https://publications.iom.int/system/files/pdf/identification\\_of\\_missing\\_migrants.pdf](https://publications.iom.int/system/files/pdf/identification_of_missing_migrants.pdf)

### 5.3.3 Recommendations

- Disseminate areas of good practice to other country offices and project partners, for example that referring to operational efficiency.
- Use experience from the country to contribute towards developing a clear and shared understanding of the project's route-based approach to supporting the needs of migrants.
- Continue to support the Gambian government and governmental bodies to provide sustainable solutions to the migrant crisis in the country. Further support these bodies in the development of the necessary technical and financial capacities to produce good quality data on irregular migration related themes.
- Direct investment towards the development of a costed multi-sectoral national strategy for migration that can be used to support the end goal of a sustainable minimum package for addressing migration. Investment partners can then be directed to areas that are not possible to cover with domestic funding.
- Continue advocacy activities through the NCM (an inter-agency platform led by the Office of the Vice President) and advocate for more resources/support to this national body. In addition, advocate for more attention to protection related priorities by government (including more support to institutions such as Bakoteh Shelter).

## 5.4 Burkina Faso (WCA)

**Table 7** BURKINA FASO: Key successes and challenges.

<b>Key Successes</b>
<ul style="list-style-type: none"><li>▶ IOM renovated two transit centres (Dori and Bobo Dioulasso) and equipped them with beds, mattresses, cabinets, benches, chairs, tables, televisions, handwashing stations, and cleaning kits. A satisfaction survey was rolled out in June and migrants report being satisfied or very satisfied with the services received. The Dori centre was opened in February 2019, so far assisting 19 people with shelter and 84 with other services.</li><li>▶ IOM conducted training of 86 community mobilisers (25 in Tenkodogo, 29 in Bobo Dioulasso and 32 in Dori) on migrant vulnerabilities, migrant assistance, available services, opportunities available in the country, and risks associated to irregular migration.</li><li>▶ The second phase of the needs assessment for communication campaigns was completed, focusing on message development and dissemination plans.</li><li>▶ IOM produced material for the awareness-raising campaign 'FasoNooma/Burkina is Good' and between April and June delivered ten campaign activities in the Hauts-Bassins region that reached 2,888 people (1,626 male/1,262 female).</li><li>▶ Monitoring and evaluation exercises have been rolled out and analysed to understand the impact of the campaigns; the first assessment demonstrated that 45/50 people interviewed in Bobo after the awareness campaign know the risks associated to irregular migration.</li><li>▶ Two associations providing reintegration assistance to returnees were trained on how to effectively monitor reintegration and on how to report on their work with a total of 34 persons trained. All participants reported that they are better able to monitor and report on migrants' project in the field.</li><li>▶ IOM trained 108 government officials (14 female and 94 male) from different institutions and regions through 5 training sessions on migrant protection; identification of vulnerabilities; referral mechanisms; determinants of migrant vulnerabilities; the rights of migrants; and on a general understanding of migration. Post-workshop surveys showed that 91% of the trained governmental and non-governmental officials had acquired new skills and increased their knowledge of migration after the post-test evaluation.</li><li>▶ IOM also finalised the research and data collection tools to understand internal and cross border migration patterns linked with gold extraction in artisanal mining sites. Data collection took place between March and May, including 204 interviews, 8 key informant interviews, and 14 focus group discussions.</li><li>▶ IOM has implemented its activities in coordination with the national authorities and other implementing partners such as UNICEF and the Spanish Red Cross. It also conducted trainings for national counterparts, local associations, community leaders and in regional zones, which are essential in creating harmonised approach by duty bearers working in the field and interact with migrant populations directly.</li><li>▶ IOM actively participated in global, regional, country and sub-country-level meetings that brought together SSSII partners and other stakeholders including local and international NGOs, local child protection groups and local associates to discuss and align migration initiatives</li></ul>

<b>Key Challenges</b>
<ul style="list-style-type: none"><li>▶ Greater efforts were needed by IOM team to validate the intervention strategy with the government because of the continuous changing of authorities and technical counterparts meant that IOM had to focus on efforts by the IOM team to validate the intervention strategy with the government.</li><li>▶ The worsening of the security situation during the reporting period of January – June 2019 – particularly in the north eastern parts of the country- created implementational challenges for the programme.</li><li>▶ The COVID-19 pandemic affected implementation of programming.</li></ul>

### 5.4.1 Activity description

Activities in Burkina Faso included those under outcome 1, 2, and 3 of the SSSII programme. More specifically, this included activities related to: information awareness (OC 1), reintegration, capacity building and system strengthening to protect vulnerable migrants and returnees and AVRR (OC 2); and DTM, partnerships and route-based analysis (OC 3).

In Burkina Faso IOM was able to support 18,717 people with direct services and messages by September, overachieving by far from its planned milestone of 1800 (I 1). Moreover, IOM trained 369 government officials, CSOs and NGOs by September 2019 (a number slightly lower than the planned target of 480) (I2). Moreover 1 evidence-based research product was developed to inform wider humanitarian and development community (I3).<sup>28</sup>

By September 2019, 70% of migrants and people sheltered reported satisfaction in their basic needs met, reflecting an achieving in IOM's anticipated milestone for September 2019 (OC 1.1). IOM also achieved its planned target of 60% in training individuals to support migrants in transit that report using IOM products and trainings in their day to day work (slightly higher at 61.8%) (OC1.2). Under Outcome 1, by December 2018 IOM BF was able to train 15 of NGOs, local associations and government structures participating in migrant referral/protection, exceeding its planned milestone of 11 (OC 1.3). IOM also exceeded its planned target of 50% in raising awareness on the risks associated with irregular migration after taking part in awareness campaigns and activities (OC 1.4).

On an output level, IOM trained 214 stakeholders and local authorities on rights of migrants and referral mechanisms by September 2019, which was slightly lower than the planned target (204). No additional training on the national referral mechanism between June and September 2019 because IOM was waiting for the document to be received officially by the minister of social welfare as per their request. The document was officially endorsed by the governmental official on September 13, 2019, so trainings were pushed to November and December 2019.

IOM has also renovated two transit centres (Dori and Bobo Dioulasso) and equipped them with beds, mattresses, cabinets, benches, chairs, tables, televisions, handwashing stations, and cleaning kits. By September 2019, a total of 716 people was sheltered in the centres, which was slightly lower than the planned milestone of 750 for that period.

IOM conducted training of 86 community mobilisers (25 in Tenkodogo, 29 in Bobo Dioulasso and 32 in Dori) on migrant vulnerabilities, migrant assistance, available services, opportunities available in the country, and risks associated with irregular migration. Further, the second phase of the needs assessment for communication campaigns was completed, focusing on message development and dissemination plans. IOM conducted three focus group discussions with returned migrants and migrants in transit to ensure their perspectives could inform the messages and tools in the awareness raising campaigns.

Furthermore, IOM produced material for the awareness-raising campaign FasoNooma/Burkina is Good and between April and June delivered ten campaign activities in the Hauts-Bassins region that reached 2,888 people (1,626 male/1,262 female). Monitoring and evaluation exercises are being rolled out and analysed to

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<sup>28</sup> See: <https://migration.iom.int/node/6541?close=true>

understand the impact of the campaigns; the first assessment demonstrated that 45/50 people interviewed in Bobo after the awareness campaign know the risks associated with irregular migration.

Two associations providing reintegration assistance to returnees were trained on how to effectively monitor reintegration and on how to report on their work with a total of 34 persons trained. All participants reported that they are better able to monitor and report on migrants' projects in the field.

Training of 108 government officials (14 female and 94 male) from different institutions and regions were conducted through 5 training sessions on migrant protection; identification of vulnerabilities; referral mechanisms; determinants of migrant vulnerabilities; the rights of migrants; and on a general understanding of migration. Post-workshop surveys showed that 91% of the trained governmental and non-governmental officials had acquired new skills and increased their knowledge of migration after the post-test evaluation. IOM also finalised the research and data collection tools to understand internal and cross border migration patterns linked with gold extraction in artisanal mining sites. Data collection took place between March and May, including 204 interviews, 8 key informant interviews, and 14 focus group discussions.

One of the challenges mentioned during an interview with an IOM BF staff member had to do with the difficulty of recruiting most suited candidates for the training. Elaborating on this point, the interviewee explained, *"we're doing a lot of training in BF... but we still face sometimes an issue... we can have people here who are friends of who received the invitation or just coming for the premiums"*. To address this challenge, the interviewee reported working closely with the government in order to *"make sure that people attending for the capacity building are people who will have an impact on the field"*.

The training provided by IOM BF also targeted NGOs who are working on migration such as for example, the Red Cross, *"who is right now helping with everything concerning migration [in BF]"*. IOM BF also has a thematic group on migration and are trying to reactivate it to be more operational and to act as an information sharing platform. Working with civil society organizations was seen as a good practice because it can help *"push government to be more able to manage migration issues"*.

#### **5.4.2 Findings by OECD/DAC Criteria**

##### ***Relevance***

Burkina Faso (BF) is a country of departure, transit, destination, and return. IOM BF is covering migrants in transit and returning migrants. In terms of vulnerability IOM BF are not providing direct assistance through the DFID programme. This is carried out under the EUTF programme. In general, few people are referred to IOM BF because, as explained by the IOM project manager, *"Burkina Faso is the beginning of the migration route for the ones who want to go to Libya or Europe, so people still have the means to travel and it is a small country so you can pass through quite easily"* (IOM, BF). The migrants who usually seek assistance from IOM BF were described as extremely vulnerable and in need of medical or psychological assistance. Many of them are interested in returning to their countries of origin, so IOM supports them in their return and reintegration.

Currently, ministries are competing to take on responsibility for migration in BF. The government is mainly oriented to send migrants stuck in BF back to their countries and to provide assistance for returning migrants from countries such as Libya and Niger. The Directory of Social Affairs is one of IOM BF's main partners because they are responsible for coordinating the reception centres that are used for migrants.

The lack of data on migration was reported to be a main challenge in BF. There is little information on the struggles that migrants may face in the country as *“the country is small and easy to cross for the ones who want to migrate north”*. Studies have been carried out through the DFID programme to better understand the kinds of struggles the migrants could face during their journey. Challenges reported included being robbed and blackmailed but, in general, there is little data on these challenges. One of the reasons mentioned for the lack of data is the poor access to a large population of migrants, *“so we don’t have a clear idea of what can be the struggles within the country”*.

The DFID programme fills this gap through the DTM under outcome 3. The IOM interviewee reported that while the monitoring carried out through the DTM is used to track migrants, *“they just count migrants but were not in contact with everyone to determine if they had issues or not”*. Hence, a gap in this kind of data was perceived to be present. The need for IOM to have a strategy in place that allows it to collect regular data on migration in order to get a better understanding of aspects such as push and pull factors was highlighted. Moreover, a need for IOM to better exploit the data generated on migration through the DFID Programme was also reflected. The interviewee mentioned that IOM is currently working on a strategy to reshape the way the organizations generate data at a regional level by linking local data to that of other countries, which would allow a better understanding of what happens to migrants when on-route.

The importance of regularly collecting and analysing data on migration in the countries of implementation was also highlighted during an interview with an MPA focal point because of the dynamic nature of migration, as *“the context keeps changing”* (MPA). To highlight this, the interviewee gave the example of the DTM system managing and monitoring migration flows, saying that *“it will take a few months to start working on something that you see is happening, and then it will change towards another route, and then you have to readjust everything”* (MPA). This highlights the importance of flexibility in the programme and ability to shift according to needs and changes in the context.

Turning back to the relevance of the programme in BF, the country’s priorities are mainly focused on IDPs, and the majority of organizations implement projects to support internally displaced persons. However, there are organizations such as Caritas and the Red Cross that also have projects which target migrants. Much of the work carried out on return and reintegration is done through IOM. IOM is, however, currently working on identifying organizations for the purpose of building partnerships with national and local stakeholders in order to work on return and reintegration interventions.

The challenge of involving both returnees and local communities in reintegration projects was mentioned. However, IOM mentioned maintaining close contact with community leaders and local authorities and making sure to involve them in the selection of reintegration projects. This was described as a best practice *“because it also means that there is ownership of the Government for reintegration projects and there is a bit more trust between the population that came back and the authorities”*.

### **Efficiency**

The M&E was described during discussions with WCA RO as challenging in the case of Burkina Faso; however, the interviewee highlighted the added value of having M&E experts in Dakar who are trying to harmonize and improve M&E practices in the region. The deteriorating security situation in Burkina Faso – particularly in the North East of the country – was also a factor that influenced operational efficiency of the project. IOM managed this risk by using convoys, maintaining flexibility in its planning of capacity building activities, and adherence to security guidelines. IOM also hosted trainings in its offices or that of its partners in order to

reduces costs in Burkina Faso. Other aspects of efficiency include grouping together trainings in Ouagadougou in order to reduce travel costs while maximizing participant interaction and reliance on local procurement when feasible and appropriate also helps reduce costs.

### ***Sustainability***

As part of the sustainability efforts, IOM is implementing its activities in coordination with the national authorities and other implementing partners such as UNICEF and the Spanish Red Cross, who are also working under the DFID CMR Programme and where migrants are referred to these partners for other specialised forms of assistance. IOM has also conducted training for national counterparts, local associations, community leaders, and in regional zones. These training are essential in creating a harmonised approach by duty bearers working in the field and interact with migrant populations directly. The pool of national trainers, while putting their expertise in practice, will help minimise project costs and ensure the country has national trainers for project sustainability.

IOM actively participated in global, regional, country and sub-country-level meetings that brought together SSSII partners and other stakeholders, including local and international NGOs, local child protection groups, and local associates, to discuss and align migration initiatives. These meetings took place monthly and proposed more localized approaches to managing migration issues.

On the topic of government political will to support proper management of migration issues in BF, the IOM interviewee was of the opinion that this was present to some extent. An indication of this is that the country has a policy on migration. However, the interviewee mentioned a need for the policy to be evaluated, which is already taking place through the EUTF programme.

In BF, efforts are needed to support the government in evaluating its policies and strategies on migration in order to ensure more sustainable results. The IOM interviewee was of the opinion that *“with the proper support, migration can become something that the government [in BF] can actively work on”*.

### ***Cross-cutting***

The security situation in the north east of Burkina Faso continued to deteriorate, and the increasing number of attacks in the Sahel region resulted in greater numbers of IDPs within the country. This has resulted in new migratory routes in order to avoid insecure areas. Several measures were taken to address these changes including, IOM’s use of conveyors to support migrants, its flexibility with regards to the planning of capacity building activities, and adherence to security guidelines, which remain on-going. Close collaboration with security officers and local partners has also helped IOM mitigate any risks.

Data was reported to be lacking for women and men in general, but IOM BF is currently working on this and should have gender disaggregated data on migration within the next six months. The problem on the topic of gender has to do with the issue that women constitute a small percentage of the flux of migrants. The interviewee was of the opinion that there is a tendency for interventions focusing on ‘gender’ to focus on women and children and exclude men, but they constitute a large segment of the migratory population and are also prone to abuse.

On the issue of coordination, IOM BF did not mention facing challenges mainly *“because we’re not that many and we have a platform for coordination”*. IOM BF has a thematic group for migration which includes the government, but it was described as *“not very operational”*. IOM also has another platform to coordinate

DFID initiatives in the country. Members of the platform gather regularly on a monthly basis to discuss matters of migration and take collective decisions and strategies together on issues relating to migration in BF. Reflecting its achievements, the IOM interviewee reported that *“we made in the last meeting a matrix of vulnerable migrants stuck in the country”*.

Another issue highlighted during an interview with IOM staff was that, in general, the strong relationships that IOM staff members had with other country teams facilitated coordination between countries teams and sharing of knowledge.

The core governance meetings are also held to ensure coordination between countries, as well as partner meetings every six months that include IOM and other partners in the SSSII programme. There were mixed findings on the relevance of the partners’ meetings. They were believed to be useful in creating spaces where partners can advocate for changes in a collective manner. Nevertheless, a suggestion was given to increase relevance of these meetings by having *“thematic meetings where the donor can pick two of the programme’s countries and have a deep review of what is going on in terms of implementation”*.

#### **5.4.3 Recommendations**

- Creating more opportunities for country offices to share knowledge, experiences and best practices
- Develop and ensure proper enforcement of mechanisms and procedures to identify and select eligible candidates for the capacity building activities provided to government officials.
- Continue working with civil society organizations in the advocacy work to better manage migration issues in Burkina Faso.

## 5.5 Senegal (WCA)

**Table 8** SENEGAL: Key successes and challenges.

Key Successes	Key Challenges
<ul style="list-style-type: none"><li>▶ Reaching and providing support to the most vulnerable.</li><li>▶ Engagement with migrants.</li><li>▶ The process of handing over the management of Tambacounda MRRC to the local government in order to secure sustainability.</li><li>▶ Meeting or surpassing outcome targets and KPIs.</li><li>▶ Attendance at IOM workshops and the engagement of partners.</li><li>▶ Continued engagement of universities and their involvement in relevant research projects.</li><li>▶ The regularity of use of the Tambacounda MRRC and the provision of critical, and much needed, protection services in the region.</li><li>▶ Sustainability of the skills and technical capacities gained through the training provided by IOM to various civil society organizations, community groups and local authorities.</li><li>▶ The potential to establish a long-term impact at institutional level through policy making activities</li><li>▶ Extensive gender sensitive services and employment opportunities offered by the Tambacounda centre.</li></ul>	<ul style="list-style-type: none"><li>▶ Senegal’s lack of commitment to its agreement of readmitting irregular migrants and promoting improvements in the area of human rights.</li><li>▶ The provision of adequate data and quality data analysis on migration trend, flows, management and demand at local level.</li><li>▶ Few migrant studies and surveys relevant to Senegal and the absence of a coordinated platform for the sharing of information and data that do exist.</li><li>▶ The provision of support for stranded migrants, unaccompanied minors and vulnerable women victims of GBV.</li><li>▶ The struggle for government and regional entities to support all the needs of migrants.</li><li>▶ Responding to the information needs of government and other stakeholders.</li><li>▶ Managing, overseeing and co-ordinating a large number of IPs.</li><li>▶ Lack of experience in the IOM team in managing a large number of NGOs.</li><li>▶ The internal coordination of staff and systems.</li><li>▶ Shortage of staff in the MRRC with the necessary skills to effectively support migrants and to secure the long-term sustainability of the centre.</li><li>▶ Lack of capacity in the IPs particularly around financial management.</li><li>▶ Lack of understanding of gender issues as they relate to migrants and the absence of a gender strategy.</li></ul>

### 5.5.1 Activity description

A key feature of the IOM's project activity in Senegal is based on the provision of support through the Migrant Resource and Response Centres (MRRRC) in Tambacounda. The MRRRC provides an important vehicle through which IOM is able to deliver on three outcomes of the SSSII project. The MRRRC in Tambacounda is one of a chain of such centres that operate in countries along the CMR. Unlike the other centres, the MRRRC in Tambacounda is run by IOM. As part of the SSSII project, IOM is building the capacity of IPs and the Senegalese government to sustain the future of the resource.

### 5.5.2 Findings by OECD/DAC Criteria

#### **Relevance**

##### Route-based Approach

The IOM *Safety, Support and Solutions in the Central Mediterranean Route* (SSSII) programme appears to go some way to meeting the needs of migrants along the CMR. It provides a successful response to the regionality/route-based approach of the programme. One interviewee said that *"It fully supports the needs of the region as it has a good approach, new projects, entrepreneurship and so on. [It encourages] income generation as well as provides social and psychological support. Everything is dealt with and it is fully supportive in terms of integration and particularly reintegration"* (IOM country office representative).

One interviewee made an interesting and important comment: *"A route-based approach forces you to better coordinate with countries on-route"* but added that sometimes coordination was not very strong. They believed that *"Sometimes there are sectors that are not completely on board with this kind of approach but it's a resource issue rather than ideology"* (IOM country office representative).

##### Reaching the most vulnerable

It appears that stranded migrants are not reached as they are not the target for the project. Despite this, one interviewee explained that *"we are supporting two shelters for unaccompanied minors in Kolda [the poorest region of Senegal]"*. They pointed out that adult women are among the more vulnerable: *"Almost 90% of women returnees have experienced GBV. This is very common, as well as young unaccompanied boys who are minors."*

The country office team also identified that the Senegal Government has found the support to be very good and appropriate from their perspective. The interviewee said: *"The Centres act as coordination hubs which attract UN agencies, local government agencies, small organizations and so on. Successes have currently included handing over activities to the local government which has received capacity building to undertake the activities implemented by the centres. Overall, there is very good sustainable efforts and strong coordination"* (IOM country office representative).

Another interviewee praised the local organizations who were meeting the needs of migrants. They said: *"The local CSOs have done a great job and they have implemented projects in their areas. The projects are very interesting, as they holistically support the migrants in economics, protection and healthcare"*.

## Capacity building

Although project officers believed that the IOM project generally addressed the capacity building needs of governments and other stakeholders, the challenge appeared to be that the IPs *“not only lacked capacity on the protection side of migration but on the basics of how to, for example, coordinate and seek funds, the data protection of migrants and how to better handle cases and so on”*. Despite this, the interviewee pointed out that there had been some success with capacity building activities. For example, *“Before Covid, there were protection trainings with local security forces at the borders, so they could better understand what to do when they encounter migrants who require support”*.

However, one interviewee believed that the government and regional entities may struggle to help the migrants because the government could not support all their needs. They explained that *“the government has to support the migrants in the field, but they have no cars; hospitals have to provide PSS to migrants, but they can’t provide the services. That means that sustainability has to be assured by supporting these services as the governments have no means”*. The interviewee added: *“Also, we have actors who are involved but we need many more, for example VET and entrepreneurship”*.

## Information needs

Another important area for the project is the extent to which the project addressed the use of information and the communication between the IOM and its partners. One interviewee stated that *“the programme did not address the information needs of governments and other stakeholders”* (IOM country office M&E staff officer). The interviewee, however, did acknowledge that one workshop had been held with government representatives and IPs to build capacity to collect migration data, although the level of the workshop appeared to need improving.

## **Effectiveness**

In relation to the training, one research participant was surprised to see that the IOM worked with as many as 14 IPs. They felt that drawing on the expertise of so many IPs had worked well but believed that managing, overseeing and co-ordinating this number of IPs was a challenge.

Another explained that when they started working on the project, the training programmes were not just about protection but concerned broader project management training. They added that this latter was a *“huge gap in the project since the IOM was not used to having such a high number of IPs...and there were thematic specialists working at IOM but they did not have any experience of managing NGOs”* (IOM country office representative).

Partners remain engaged and willing to collaborate by attending workshops, participating in coordination platforms and collaborating on joint products. For example, collaboration was successfully undertaken with the Assane Seck University of Ziguinchor to support research and reporting on mobility trends and migrant characteristics and experiences.

## **Efficiency**

The MRRC in Tambacounda has become a hub for protection actors in the region and has a growing network that refers beneficiaries to the Centre. The lower than planned number of returnees has resulted in some savings, which IOM has proposed to use to continue the MRRC through the 6-month NCE period.

Another amendment in planned activities concerns the establishment of the 5 Regional Antennae of the CNRRPD (National Committee for Refugees, Repatriated and Displaced Persons). These actors ensure increased local government oversight of and engagement in both the MRRC and the protection training. The 5 regional CNRRPD antennae also ensure that migrants have access to representatives of the CNRRPD in their respective regions, and that the reception assistance that was previously given in Dakar by IOM and the national-level CNRRPD can be maintained at the centre in Tambacounda for migrants returning by land.

The use of a workplan and resource schedule appeared to contribute to the efficiency of project understanding and its implementation. One interviewee explained that *“the regional office has a driving online workplan and this is used to inform about the activities that are going to be developed. These are used routinely. Also, an online tool for budget and beneficiary activities are supported by this online database”* (IOM country office representative).

Project staff believed that, overall, appropriate measures had been put in place to support operational efficiency. This included the appointment of a project manager at RO and a local manager working from the in-country office. However, there are still concerns that internal coordination of staff and systems requires improvement. One interviewee recommended that *“the information flow to staff should be clear, since different people work on different areas and outcomes with different projects. It is just one country office and we are a lot of people so information exchange should be improved”* (IOM M&E staff member).

Despite some challenges experienced at country-level, it was indicated that the *“regional office is very dedicated to providing support including a lot of input on programming and this has been vital for Senegal. However, there are time and resource constraints at the regional office so this could be improved, but the use of resources generally has been done well in Senegal”* (IOM country office representative).

### **Sustainability**

IOM engages national and local authorities in the implementation of activities in the MRRC in order to ensure sustainability. Moreover, IOM supplements this with building the capacities of a network of organizations throughout the region, including Tambacounda and Kolda, on topics that are concerned with immigration issues.

It is clear that further structures, resources and processes would need to be put in place to support the sustainability of the project to ensure that benefits generated by the programme continue once external support ceases. One interviewee believed that these *“may evolve into this sort of thing later”* (IOM country office representative).

One of the interviewees believed that supporting the sustainability of the programme would involve working more closely with the national ministry, including the data department (IOM M&E staff member). They believed that one way of assuring that programme continuity be improved would be to *“give more responsibility to IPs, so if the project ends then the programme can continue”*.

It appears that the Senegal government has the will to support the programme, but it is clear from data sources that further investment in supporting ownership, collaboration and capacity strengthening for national government representatives is required to fully integrate the project and ensure sustainability.

One research participant felt positive about the potential for capacity, political will and country-level ownership. They said: *“The will is there in Senegal, where it is more expressed at the national level... now*

they are trying to work with the regional administration". However, an interviewee pointed out that in Senegal,

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*"the capacity [of the IPs] was weak. For example, they needed support to do a financial report and how to manage a spending plan. Further, they explained that gaps were identified after field visits".*

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Knowledge gained through additional training provided to MRRC staff and network members on vulnerabilities linked to SGBV will also be sustained. The establishment of an MRRC and a trained network of protection actors also provides the country with greater capacity to respond to the needs of migrants along the CMR. In addition to this, the policymaking activities in Senegal aim to generate change at an institutional level and enable a long-lasting impact of the programme.

One interviewee argued that in order to support sustainability through change at an institutional level, "we should work with IPs and encourage the ones that are already rolling out activities with us to submit an application to continue" (IOM country office representative).

### ***Cross-cutting***

There are several examples where learnings have been passed within and across the project in Senegal. The pilot project to improve the identification of those who die on-route and to provide support to their families through PSS has been successful. This project was developed based on findings of a scoping study carried out by IOM 2017 under DFID funds. It also drew on consultation with key partner organizations to identify areas of priority action needed in order to address the needs of missing migrants in the country. Moreover, the quantitative impact study of both IOM and non-IOM information campaigns will be used as a guideline to inform future programming of IOM and non-IOM interventions targeting migrants.

One of the interviewees was very positive about the overall conception of the current project. They said: *"In terms of what is on paper and cross cutting, I don't think there is a gap. It is a beautifully written project"* (IOM country office representative). The interviewee, however, went on to highlight what they thought were difficulties: *"The implementation level is where the gap is. It needs more consideration for operational issues."* They summed this up saying: *"Good on paper, not on implementation"*.

The interviewee went on to argue that it was important to *"have a good relationship with government; they have to be involved from the beginning of the projects and support them to strongly buy in to it, even the terms of reference"*. The interviewee pointed out that through protection activities, the project cares about the difficulties met by young people and women and the services are targeted to the specific needs of those in the field. They said: *"Tambacounda centre provides a gender sensitive service. Women are also working at the centre in the IOM team and are involved in the decision-making process"* (IOM country office representative).

An interviewee drew attention to the way improvements could be made on how gender issues might be managed. They explained: *"The gender strategy must be based on a deep analysis of the gender issues in every area. We really need to understand what are the gender issues related to migration and we can then provide a gender strategy that is aligned with the needs in the regions. It is very important."* Further, it was

recommended that “the team also needs to be trained on gender issues, because most of the teams in the organizations in general do not understand the issues”.

Another interviewee argued that “with the arrival of women migrants we have to establish support for GBV with local government and local NGOs. This is something that we have been working on and it has been established and is in place”.

### **5.5.3 Recommendations**

- It is important to improve gender integration and mainstreaming within the project. This could include gender sensitivity and related training of IOM staff at all levels to support the integration of gender-sensitivities at policy and implementation level (both at country-level and higher).
- Opportunities need to be created to share information and examples of best practice across teams, particularly both from and with those working in the field. This should be considered at country and regional level as this would support the development of a culture of learning and sharing across the region.
- There is a gap in understanding of migration trends and the impact of migration on women. The project in Senegal would benefit from investment in research targeting this area.
- At country-level there is a need to improve collaboration and to harmonise the delivery of aid by humanitarian actors, particularly IPs, through the adoption of a common response framework.
- Investment in capacity building of IPs is required to effectively support migrants. This should not be once off training, but ongoing mentorship, scheduled refresher training and mentorship programmes, with targeted technical assistance directed to capacity gaps.
- As a matter of urgency, continue to build the capacity in the country to support migrant needs, through investment in capability building of all actors supporting national ownership and integration of the initiative, capacity building of relevant actors and collaboration and coordination for example multi-sectoral technical working groups and scheduled technical assistance planning with collaboration from donors.

## 5.6 Niger (WCA)

**Table 9** NIGER: Key successes and challenges.

Key Successes	Key Challenges
<ul style="list-style-type: none"><li>▶ Data effectively used to support the information needs of the Nigerien government as well as other stakeholders.</li><li>▶ Clear understanding of programme beneficiary needs through the use of satisfaction surveys and focus groups, leading in turn to a more targeted approach to programming.</li><li>▶ Search and rescue and humanitarian rescue operations highly successful in targeting and supporting vulnerable migrants.</li><li>▶ Successful relocation of transit centre in Niamey, and rehabilitation of dormitory in transit centre in Agadez, with child friendly spaces and resources, and a new training room now in regular use to allow for an increased number of migrants in transit accessing pre-departure training.</li><li>▶ Budget and resource management identified as being highly efficient.</li><li>▶ The quality and the effectiveness of the programme team's data analysis and monitoring and evaluation activities cited by senior IOM staff as examples of good practice.</li><li>▶ High level of synergies with other programmes reached through the Migrant Resource and Response Mechanism.</li><li>▶ Team in main office and sub-offices well equipped to support the reintegration of returnees.</li><li>▶ Impact of the programme optimized through communication with SSSII partner organizations.</li><li>▶ Collaboration fostered through creation of thematic sub-working groups in areas where there is a diversity of actors.</li><li>▶ Implementation of forty-two search and rescue missions for vulnerable migrants expelled to remote, desertic areas of Northern Niger. This intervention was regarded as one of the programme's main successes.</li><li>▶ Good progress against impact and KPI indicators recorded.</li></ul>	<ul style="list-style-type: none"><li>▶ Ensuring a consistent interpretation, across partner organizations, of the route-based concept.</li><li>▶ Increase in the number of irregular migrants expelled or abandoned in remote areas and the limitations of governmental bodies to provide life-saving assistance on their own.</li><li>▶ Overall programme efficiency, as well as the effectiveness of the delivered services, impacted by variable engagement of high-level Nigerien officials in the project.</li><li>▶ Continuing and sustaining the effective coordination and collaboration of partner organizations.</li><li>▶ The continued reliance of the Nigerien government on international organizations to organise and resource the management and impact of migration in the country.</li><li>▶ The Nigerien government's lack of the necessary technical and financial capacities to produce good quality data on irregular migration related themes.</li><li>▶ The impact of the on-going security situation in neighbouring countries and the subsequent increase in migrants, as well as the challenging security situation in Niger itself.</li></ul>

### 5.6.1 Activity description

Programme implementation in Niger has included activities aimed at rescuing and keeping migrants safe, providing direct assistance to unaccompanied migrant children (UMCs) and families in the transit centres, supporting reintegration through pre-departure training and skill provision, supporting migration flow data monitoring and facilitating training/capacity building opportunities to government institutions, UN agencies, and NGOs across all outcomes of the programme (I.e. search and rescue, migrant protection, reintegration, flow monitoring, data management).

In Niger, the direct assistance component has focused more specifically on UMCs assisted in the transit centre in Niamey, including protection assistance, shelter, food, water, non-food items, medical and psychosocial assistance, recreational activities, liaison with the family and consular assistance for the facilitation of return in the country of origin. The programme also supported reintegration assistance in the form of pre-departure training to migrants in the transit centre in Agadez. An important element in the IOM's SSSII programme is the search and rescue activity as well as humanitarian rescue operations. These crucial activities provide significant life-saving and humanitarian assistance to better protect individuals stranded in vulnerable situations at key points along their migration routes.

### 5.6.2 Findings by OECD/DAC Criteria

#### **Relevance**

The approach taken in the Nigerien regions of Agadez and Niamey by the IOM was understood by IOM representatives as being highly relevant to the needs of migrants in Niger, particularly as it *“provides assistance for both migrants in transit and returning migrants”*. Further, one interviewee explained that the migration trends and data flows identified through data collection and data analysis from the project, conducted between 2016 and 2019, had *“addressed the information needs of the Nigerien government and other stakeholders”*.

Information regarding migrants' needs had also been obtained through the development and implementation of numerous monitoring and evaluation tools, for example beneficiary satisfaction surveys and focus groups. The use of these monitoring tools supported the understanding of beneficiary programming needs and the alignment of activities to target interventions and programme gaps.

The search and rescue and humanitarian rescue operations implemented under the project clearly targeted the most vulnerable migrants. The country office participant explained that the search and rescue missions reached vulnerable migrants stranded in the desert, and direct assistance in the transit centre targeted unaccompanied migrant children and families. They believed this was further evidence of the relevance and responsiveness of the programme.

Moreover, the increase in the number of irregular migrants expelled by Algeria or stranded on their way to Libya had led to an increase in the search and rescue/humanitarian rescue operations elements of the programme. The participant said: *“The IOM had to intervene in searching for and rescuing migrants who were expelled or stranded in the desert, especially as none of the governmental bodies were capable of providing such lifesaving assistance on their own”* (IOM representative in Niger).

## **Effectiveness**

The Niger country team has made good progress against impact and KPI indicators. For example, KPI 1 has been achieved at a level of 100%; achievement against KPI 2.1, the identification of risk, is currently at an achievement rate of 6 out of 8; KPI 3.1, referring to the flexibility of the programme and strategic decision making to adapt the programme context, is currently at an achievement rate of 6 out of 8.

The use of search and rescue activities has also demonstrated the programme's effectiveness by the forty-two search and rescue missions being regarded as one of the programme's main successes.

SAR capacity has also been reinforced in the Sahara Desert in northern Niger on the Libyan and Algerian borders. An MoU has been signed with ATLAN Space to begin a pilot initiative using unmanned aerial vehicles in the Dirkou area. Proactive SAR operations were conducted in Agadez (4) and the Dirkou/Bilma area (3), rescuing a total of 49 migrants. Additionally, 21 humanitarian rescue operations (HROs) were conducted in Assamaka, along the border of Niger with Algeria, rescuing 3,359 migrants. An example of the effectiveness of the search and rescue activities was that during a three-month period between January and March 2019 a total of 3,408 people was rescued.

In the Bobiel 1 transit centre located in Niamey, during July to September 2019, 118 male UMCs were helped with the provision of 1062 NFI kits, 31,860 meals, 355 medical services and 1557 psychosocial services. An incident between some of the migrants and the host community in February 2019 led to the closure of the Bobiel 1 Centre. The children were temporarily moved to an annex house near the men and families' centre, and eventually, the new Francophonie Centre was opened for UMCs and families. In addition, to ensure the security and protection of the UMCs in the Agadez Transit centre, IOM has opened a child-friendly space and upgraded a dedicated dormitory for unaccompanied children.

The new training room in the Agadez transit centre has been fully functional since January 2019. This has increased the number of people who can be trained. Weekly training sessions were based on the methodology 'Improve Your Business – IYB' developed by the International Labour Organization (ILO).

Since the start of the project, 1436 migrants have benefitted from the training, including 759 people in the reporting period. Additionally, nine training sessions in market gardening techniques have been organised for migrants in transit in Agadez through the Regional Directorate for Agriculture of Tchirozerine. Since the beginning of the project, 220 participants have been trained, including 93 participants during the reporting period. Sixty four percent of a sample of interviewees surveyed said that they either strongly agreed (26%) or agreed (38%) that the training helped them to identify and develop their reintegration project and that it helped them to better plan and manage it.

## **Efficiency**

Expenditure is on track or ahead of schedule in Niger, which is in contrast to the underspend in the MENA region. A source of programme efficiency was the use of a work plan and the resource schedule tools. Both a workplan and schedule were used regularly to monitor the programme's effectiveness and expenditure. The effectiveness of the monitoring and evaluation work of the Niger team was recognised by a regional officer. Significantly, the officer stated: *"The M&E team in Niger is really focused and organised. They adopt a comprehensive approach to data. It is well pulled and integrated"*.

A further example of where programme efficiency has been improved is the DTM system. The first national DTM training was held in Niamey in March 2019 with the contribution of field DTM focal points, two focal points from Direction des Migrations and eight IOM staff.

Four Flow Monitoring Points (FMPs) have been maintained in the regions of Maradi, Tahoua and Zinder in addition to the two FMPs active in the region of Agadez.

The efficiency of the delivery of the CMR programme was also enhanced by the cooperation arrangements agreed through the Migrant Resource and Response Mechanism. The country office participant valued these agreements as *“it allowed the project team to have access to the additional expertise and skills of the IOM staff who were not normally assigned to the SSSII programmes”* (IOM country office participant). In commenting about the improvements needed in the programme, the same participant pointed out that *“to improve the overall efficiency of the programme and the effectiveness of the delivered services, it would be beneficial in the future if there was a better engagement of Nigerien governmental bodies.”*

In summary, the efficiency of the delivery of the IOM programme in Niger is best described by one senior member of staff working in the region. They said: *“The IOM Niger mission is the best example in terms of operational efficiency. The Niger IOM mission does not deal with the EUTF and DFID as two different programmes but as one mechanism through which it implements both programmes. There is one coordinator for both the EUTF and DFID. This strategy has enabled the provision of comprehensive assistance to migrants. The Niger mission has also shown high communication skills as they were capable of maintaining communication with governmental authorities. They respond to the emergent expulsions of migrants by the Algerian government”* (regional representative, IOM).

### **Sustainability**

A number of initiatives have been introduced to contribute to the sustainability of the IOM's SSSII programme. Ongoing meetings have been held to ensure co-ordination and support of activities undertaken by different agencies working to implement the programme. An important activity is the bi-monthly coordination meetings with SSSII partners. In general, the communication between partners at country-level, and particularly in WCA countries, was described as *“excellent”* during an interview with IOM London-level staff.

Monthly Migration Working Group meetings also take place in Niamey and Agadez, attended by partners, government authorities, and some donor representatives. In addition, IOM participates in co-ordinates a thematic sub-group on awareness raising and sensitisation as well as on issues around mental health and psychosocial support. Active participation of IOM in the Population Movement Working Group in Zinder has ensured successful information sharing and, among other activities, the monitoring and development of crucial safeguarding strategies for the future. Concrete actions from the MWG include a mapping of who is doing what and where (3W matrix) and the creation of thematic sub-working groups in areas with a diversity of actors.

Through the SSSII programme, the reintegration framework has been strengthened, by preparing returnees for their reintegration during their transit in Niger. A success has been the preparation of returnees for reintegration outcomes by equipping key sites to support returnees.

A member of the regional IOM staff described the engagement and communication work with other agencies as being *“the best example for such sustainable partnerships with local partners.”* However, they

pointed out that *“the future success of the IOM programme in Niger relies on coordination and collaboration among partners”*.

A further example cited by the IOM country office participant for the potential sustainability of the programme was the collaboration between IOM and the Nigerien Directorate for Child Protection. They said: *“Staff from the Directorate for Child Protection were becoming more and more involved in the centres’ management”*. The interviewee regarded this *“as a positive step towards embedding the IOM’s approach to the management of such centres”* (IOM country office participant).

In spite of discussions between the Nigerien government and the IOM staff around the need for sustainability, the country office participant expressed concern that *“Nigerien governmental bodies lack the necessary technical and financial capacities to produce good quality data on irregular migration related themes”*.

NGOs also have an important role sustaining support for vulnerable migrants. The country office interviewee described the importance of developing networks of community mobilisers and cooperating with local NGOs, who offer alternative services than that of IOM. As a result of this collaboration, the programme had been able to reach *“a larger number of the most vulnerable migrants along the CMR”*.

Reintegration support *“was still mainly provided by the stakeholders operating in the country rather than by the government”*. The interviewee concluded; *“While the government can continue to benefit from the trainings it received from the SSSII project... it would not be able to finance the costly services that the SSSII currently provides for transit and returning migrants”*. Further, they believed that *“Niger continues to completely rely on its participation in international funded projects for managing irregular migration and human trafficking. The government is not fulfilling this role on its own”*.

### **Cross-cutting**

Security is an on-going concern in Niger and as such there needs to allow flexibility in the programming in order to provide flexibility in response. Recently, for example, there has been a high demand for humanitarian intervention at the border between Niger and Algeria as a result of an increase in border controls by the Algerian and Moroccan governments.

As well as security, gender is an important cross cutting issue, especially in terms of vulnerable female migrants’ ability to access activities offered through the programme. IOM programme activities were designed to enable women’s participation. However, focus groups with women revealed that their *“lack of access to childcare prohibited them from participating in these activities”*. Consequently, it was argued that child-care services should be offered to increase participation.

Community cohesion was further enabled when members of host communities were invited to programme activities which had originally been designed to benefit transit and returning migrants. The interviewee described the example of how the host communities’ socio-economic needs were helped through local farmers benefiting from the agricultural work-related training provided in Agadez.

### ***Recommendations***

- Disseminate aspects of good practice to other country offices and project partners, for example, good practice in relation to operational efficiency, data management and monitoring and evaluation.
- Use the experience from the country programme to contribute towards developing a clear and shared understanding of the project's route-based approach to supporting the needs of migrants.
- Continue to support the Nigerien government and governmental bodies to progressively lead migrant management and response in the country. Further support these bodies to develop the necessary technical and financial capacities to produce good quality data on irregular migration related themes.
- Direct investment towards the development of a costed, multi-sectoral, national strategy for migration that can be used to support the end goal of a sustainable minimum package for migration. This may already be supported by other stakeholders; however, further review is required to ensure this key activity is completed.
- Provide support for Investment partners so that they can then be directed to areas that are not covered by domestic funding.
- Consider investing in advocacy as well as concrete interventions in order to support engagement, ownership and project development in partnership with countries.

## 5.7 Mali (WCA)

**Table 10** MALI: Key successes and challenges.

Key Successes	Key Challenges
<ul style="list-style-type: none"><li>▶ IOM is the only organization providing direct assistance to victims of human trafficking, while other players are available, their support is in the identification of traffickers, identification of trafficking networks and prosecution of traffickers</li><li>▶ The team has surpassed the targets for direct assistance which was targeted at 520 victims to be achieved between February 2018 and September 2020. As at end of January 2020, the project had supported 535 victims. The team has made requests for additional funding from the regional office in London to enable them to provide direct assistance to more victims of trafficking</li><li>▶ Successful interaction, collaboration and engagement with partners and stakeholders such as the Nigerian Embassy who are involved in the identification of trafficking victims and make referrals to IOM to take care of their housing needs and short-term support has ensured that support is provided to this vulnerable group as plans for their return is underway</li><li>▶ The project has been able to provide short term support to all victims of trafficking at the centre from food and essentials, access to health facilities for the sick and psychosocial support</li><li>▶</li></ul>	<ul style="list-style-type: none"><li>▶ The team has been experiencing challenges collecting data, but plans are underway to hire an M&amp;E person to support with conducting surveys among victims of human trafficking at the centres</li><li>▶ The project theory of change does not clearly address the needs victims of trafficking which are different from those in irregular migration given the vulnerabilities that they already face as victims</li><li>▶ High dropout rate during reintegration where migrants are lost to follow up once they arrive and all attempts to reach them on phone or through community follow up fail</li><li>▶ The work comes with no clear timelines as return of victims of trafficking to their home country is dependent on how fast IOM can trace their families and if families are ready to take back the person</li><li>▶ The team has been overstretched beyond capacity in supporting victims of trafficking</li><li>▶ Emergency medical referrals which end in long hospital stays by victims of trafficking puts significant strains on the project's budget as resources required are large</li><li>▶ Sometimes partners who help in victim identification send them to IOM before pre-approval which has posed challenges in victim management at the centre</li><li>▶ The team has exhausted funding from DFID and are currently managing using funding from a different donor and they haven't also been able to take new victims</li><li>▶ The COVID-19 pandemic affected certain components of the programmes, for instance the campaign on human trafficking had to be shelved and the team was also not able to take in more victims of trafficking as the centre was full and they also had to look into the safety and wellbeing of victims already at the centre by not bringing in new victims, this somehow has slowed or stopped some aspects of the work</li></ul>

### **5.7.1 Activity Description**

IOM Mali team responds to the needs of victims of trafficking through Output 2.1 which provides an option for individuals who become stranded along their migration route and who wish to return home. The IOM SSSII programme in Mali provides direct assistance to the victims who are supported on short-term basis at a shelter and, once the process of return is finalized, returned to their home countries. Once a victim of human trafficking has been identified through other partner networks, they are referred to IOM where they are received, their status confirmed as victims of trafficking, and later referred to a centre where they receive non-food items and stay at the shelter until the process of their transfer to country of origin is complete. When minors are involved, IOM traces their family or works with their legal guardian (One Malian is nominated as a legal guardian in case a child is a foreigner) to provide consent before the minor can travel. IOM office in the origin country of the victims provide support in family tracing for minors.

In addition to direct assistance, the team also conducts capacity building training targeting the government, local NGOs, lawyers, and other stakeholders to equip them with skills, information and awareness on victim identification and support. Campaign materials have also been developed to help create awareness on human trafficking, this component of the work was greatly affected by coronavirus that hit three weeks into the launch of the campaign. The COVID-19 pandemic led to a shift in priorities and the team made a decision to postpone the campaign given that nobody would pay attention to trafficking with all the focus turned to responding to the pandemic.

### **5.7.2 Findings by OECD/DAC Criteria**

#### ***Relevance***

IOM is one of only a handful of organizations in Mali offering direct assistance and AVRR to victims of trafficking. Other organizations work with IOM in the identification of victims of trafficking and refer them to IOM, which has so far assisted more victims than was originally planned in the project log frame. The project has been successful in reuniting victims of human trafficking with their families and has restored hope in many of the beneficiaries. While other organizations are working on trafficking, their work is limited to the identification of traffickers, identification of trafficking networks, and prosecution of traffickers.

IOM has bridged the gap in capacity of the government on issues around victims of trafficking. The team provided capacity building among the police on the identification of victims of human trafficking through training to better manage human trafficking. IOM has been involved in communication to help raise awareness on human trafficking, additionally, they are working closely with the government to improve their capacity and conducting focused training targeting the police at the border points to be aid in victim and perpetrator identification.

Successful collaboration and engagement with partners and stakeholders, such as the Nigerian Embassy who are involved in the identification of trafficking victims and make referrals to IOM, to take care of their housing needs and short-term support has ensured that support is provided to this vulnerable group as plans for their return are underway. The programme has also been able to provide short-term support to all victims of trafficking at the centre, from food and essentials, access to health facilities for the sick, and psychosocial support.

## ***Effectiveness***

In ensuring that migrants and refugees in vulnerable situations along the CMR are better protected from harm, IOM conducted a needs and risks assessment for SAR activities in northern Mali, which was completed in October 2018. Despite the need for SAR activities, it was concluded that it would be too risky to operate in this area of the country due to continued insecurity, therefore, this component was abandoned. Other changes experienced were requests for contract extension to be able to handle additional requests for direct assistance for more victims. The team also asked for additional money to be able to implement the additional work and are likely to make a similar request again.

The programme allows for flexibility, which allowed activities to continue amidst COVID-19 (as at March 23, 2020) with victims of trafficking currently at the centre having their needs met by the programme. Other activities still ongoing include reintegration and works at the shelter in Gao whose refurbishment was delayed as a result of poor works by a contractor. The team is proposing changes in the DFID reporting requirements, which they considered extensive and cumbersome, but with a smaller funding compared to other projects. The same sentiments are echoed by other DFID partners; in their case, they have prioritized the needs of the beneficiaries, which means delays in providing the many reports required by DFID.

The extensive reporting required was highlighted throughout interviews at country, regional, and HQ level. DFID also carried out regular monitoring visits to the field and separate third-party monitoring also added pressure to the time of country teams. On this matter, an IOM London staff member reported that unlike other DFID funded programmes, where they have in-country presence, this is not the case for all of the SSSII countries. The interviewee explained, *“The IOM is very critical in its reporting mainly because DFID really rely and review the reports to understand what is happening on the ground”* (IOM, HQ).

In terms of the findings on Mali, the country team also urged the government to provide services to the victims of trafficking, in addition to training different NGOs to provide services for the victims of trafficking. The team is currently working with an organization in the Gao region of Mali and two organizations in Bamako. Gaps still exist in meeting the needs of victims of trafficking which calls for the need to engage more organizations in this work. There is a need for the government to carve out opportunities, recognize the importance of trafficking, come up with advocacy to recognize the importance of trafficking, and distinguish between victims of trafficking and illicit trafficking of migrants. The coronavirus has affected the launch of a campaign on human trafficking as attention has been diverted to dealing with the COVID-19 pandemic. Additionally, training targeting law enforcement officers has been postponed leading to delays for the reintegration of sheltered beneficiaries, which increases the costs on the programme.

## ***Efficiency***

Efficiency is demonstrated in handling the process from victim identification which is mainly done by partners and stakeholders followed by short term support and stay at the centre as the process of return is underway. Once a victim has returned to their country, the IOM office in that country, in this case, IOM Nigeria, takes up reintegration. This demonstrates coherence in handling affairs during the process of return and repatriation.

IOM Mali is a member of the national committee that seeks to address trafficking in Mali. The committee is coordinated by the Ministry of Justice and has membership from different organizations, both national and international. IOM actively participates in the committee, which has received good will in form of support to end trafficking through local initiatives.

The interaction and collaboration with partners and stakeholders such as the Nigerian Embassy in Bamako have seen different partners work for overall efficiency. For example, the Nigerian Embassy is involved in the identification of victims of trafficking and thereafter make referrals to IOM who then houses and provides short term support to them at the centre as they organize their return. Additionally, engaging local partners has ensured IOM continues to carry out its activities of supporting victims to safety.

Lack of M&E staff to help with data collection and synthesis has affected operational efficiency. However, the team is working on the recruitment of an M&E staff who will support in collection of data that will provide additional insights on the experiences of victims of trafficking and help information the reintegration work that is facing a lot of challenges due to lack of follow up.

### ***Sustainability***

IOM Mali is the sole provider of direct assistance to victims of human trafficking. The team has made plans to continue providing this critical service to the vulnerable victims, through lobbying for additional funding to continue the work. Currently, the team has submitted proposals and are in discussion with new donors in addition to remaining hopeful that DFID will continue to fund the important work that they do.

The Mali team has conducted capacity building training for the government, lawyers, and local NGOs, which equipped them with the skills to enable them to identify and manage specific aspects of response and rescue of victims of trafficking. This will also ensure the activities continue beyond the lifetime of the DFID project. These trainings equipped trainees with skills as trainer of trainees to enable them to cascade the skills to their colleagues for better management of trafficking.

### ***Cross-cutting***

The victims of trafficking are 99% women, so the programme is focused on the needs of women. It takes into consideration aspects of social inclusion to cater for the needs of the victims, some of whom are from desperate situations, which make them more vulnerable to become victims of human trafficking. The programme also caters for the needs of people from the lowest income bracket.

### **5.7.3 Recommendations**

- The project team expressed concerns on their time for project implementation taken up by the extensive reporting requirements. There is need to create a balance between time allocated for reporting and for implementing the project to enable the team to adequately respond to the needs of the most vulnerable victims of trafficking
- There is a need to provide clarity on indicators whose definitions are not clear to enable the team collect appropriate data to measure progress on those indicators.
- There is a gap in understanding the experiences and challenges of victims of trafficking and this calls for collection of data to provide more insights on the experiences of these victims both at the holding centre and back home after reintegration
- Develop a country-level theory of change that speaks to the specific needs of victims of trafficking who are more vulnerable compared to other migrant groups. This will also ensure that the steps to achieve the desired country-level outcomes is clearly understood as opposed to having a project-wide theory of change that does not necessarily address the needs of all the 10 countries involved in

the implementation of various components of the big project. Implementation staff should be involved in the development of the theory of change to better their understanding

- More investment and support to the government and local NGOs to recognize the importance of counter-trafficking, recognize the vulnerabilities of victims of trafficking and the need to have a clear distinction between trafficking and other forms of illicit migration. The government should also engage in advocacy on the dangers of trafficking.
- Promote information sharing between countries implementing different components of the AVRR to allow for complete reporting on the outcome of return and repatriation for all victims of human trafficking.
- Target with information, sensitization, and awareness creation among people that can be easily corrupted to allow trafficking such as the border police, judges, civil society actors as they would be more careful in the identification of victims and perpetrators of human trafficking.
- Create awareness among transporters involved in the illegal migration and human trafficking activities on the legal consequences they will face due to their involvement in such illegal activities.
- Provide more support to the newly created office for the *Prevention of Migrant Smuggling and Human Trafficking* in terms of equipment to aid their work such as computers, mobile phones, and vehicles.

## 5.8 Côte d'Ivoire (WCA)

**Table 11** CÔTE D'IVOIRE: Key successes and challenges.

Key Successes	Key Challenges
<ul style="list-style-type: none"><li>▶ Assessment of the knowledge gaps in understanding migrant needs resulting from work delivered under Outcome 3 and the findings of the research on female migration.</li><li>▶ Good progress made with the two data research projects planned under outcome 2.</li><li>▶ The close working with the EUTF/JI (European Trust Fund/Joint Initiative). This which will lead to developing child specific indicators for return and reintegration and will also address the knowledge gap in this area.</li><li>▶ Willingness and interest at ministry level to be involved in the project's thematic area.</li><li>▶ Attendance by twenty-seven national and international partners at the first IOM restitution workshop held in Abidjan In February 2019. The workshop proved to be a key step in the writing of the preliminary report, which was finalised in June 2019.</li><li>▶ Successful completion of the data analysis and reporting phase of the feminisation of emigration to the country project.</li></ul>	<ul style="list-style-type: none"><li>▶ The IOM programme's theory of change approach is not known, nor used, by the country and is, therefore, not understood as being a valuable project tool.</li><li>▶ Ensuring the representation and engagement at IOM workshops of ministers and directors.</li><li>▶ A clear gap in data and information on what is required to help people find alternatives before they decide to migrate.</li></ul>

### 5.8.1 Activity description

IOM activity in Côte d'Ivoire has been focused around Output 3.1 which contributes to extending the knowledgebase concerning migration and quality data use. Specifically, this has related to the enhancement of data collection about migrant flows and characteristics along the CMR.

Project activity so far has involved data collection and analysis of migration trends and vulnerabilities while integrating thematic areas into research and products. Specifically, IOM programme activity in Côte d'Ivoire was focused on two areas of research:

- Multi-country study on voluntary humanitarian return from Libya to Côte d'Ivoire and its impacts on minors and their families;
- Enhancement of the quality of data captured about female emigration.

## 5.8.2 Findings by OECD/DAC Criteria

### **Relevance**

The Cote D'Ivoire office is involved in the delivery of activities related to outcome 3, as well as working on aspects of outcome 2 in collaboration with the Global Migration Data Analysis Centre (GMDC). The activities under outcome 2 were relevant for government and stakeholder representatives.

Importantly, the Cote D'Ivoire office has worked on outcome 2 with GMDAC which is concerned with improving data analysis. An interview participant pointed out that the CDI team was involved in the design phase of all four of the outcomes but it was agreed by the IOM that Cote D'Ivoire should focus on the data and research elements of the programme. The team was, though, able to decide on the nature of the research topics under Outcome 3, which supported ownership and alignment of the final chosen topics to the identified data gaps and needs.

When asked about the relevance of the programme's theory of change to the delivery of the above outcomes in the country, an interviewee stated that they were not aware of the programme's theory of change. This was a common situation indicated by staff members from multiple country offices. However, they felt that the actual work delivered under outcome 3, research on female migration, was very "*relevant and interesting*" and, as a result, there was now an assessment of the gaps in migrant needs. As part of this research, the interviewee said, "*the reasons behind the high rate of female migrants in Cote D'Ivoire were investigated. The research tried to identify the profile of these women, their motivations, their experience on-route and also what happened to them on their return*". Thus, there is some alignment with the ToC and the principles of the project. However, there is a clear need for the ToC itself to be adopted by country offices as a key project tool.

In relation to the Cote D'Ivoire's office's work under outcome 2, the IOM's focus was on the data assessment workshops delivered by the Global Migration Data Analysis Centre (GMDAC). The interviewee indicated that in order to further support this training there was now a clear need for policy and guidance on the future collection and sharing of data.

### **Effectiveness**

In Côte d'Ivoire, good progress has been made in reaching the KPI targets. Good progress has also been made with the two data research projects located under outcome 2.

The first research study on voluntary humanitarian return from Libya to Côte d'Ivoire will be conducted in partnership with Harvard University's FXB Center for Health and Human Rights and UNICEF. The consultant hired to coordinate the research joined the regional office of Middle East and North Africa (ROMENA) in March 2019. The project is closely coordinated with the work undertaken by the EUTF/JI (European Trust Fund/Joint Initiative). It will contribute to developing child specific indicators for return and reintegration and will address the knowledge gap in this area. In July and August, field missions were planned in Côte d'Ivoire alongside Nigeria, followed by field research in October 2019 and the subsequent drafting of the report.

The second research project concerned the feminisation of migration in Côte d'Ivoire. IOM finalised the transcription of interviews and focus groups discussion, the data analysis and report writing in this reporting period. A perspective from the CDI country office indicated that this research project on female migrants

could be considered as one of the successes of the DFID programme in Cote D'Ivoire, particularly as data on the feminisation of migration in West and Central Africa is currently limited. It is clear that the findings from this work should be shared and disseminated well, as it has the potential to inform policy and practice going forward.

In order to support the research in the country, the Cote D'Ivoire team participated in two workshops on data assessment conducted by GMDAC Berlin, with a third workshop planned. An interview participant pointed out that although *"there was no dedicated ministry for migration and that migration tasks were fulfilled by a number of different ministries; government representatives had participated in the assessment workshops"*. This is indicative of the willingness and interest at ministry level, in the thematic area and should be leveraged to support integration of migration-related policies and national buy into the thematic agenda. However, the interviewee felt that the workshops were *"very technical"* and representatives were *"technicians rather than ministers and directors"*. This indicates that it is important to have both technicians and government administrators as well as involve and lobby government at a senior level to improve the effectiveness of support for migrants.

Previous work carried out in the context of the Global Compact for Migration included a recommendation to have a dedicated ministry, or agency, that would be in charge of coordinating the management of data and activities to support migrants. This perspective was reiterated by an IOM country office research participant, who felt that the government seemed *"quite receptive to having a dedicated agency"* but went on to add that *"it will take quite some time and it will require quite a few meetings and workshops, but they are receptive"*. Thus, it is clear that further advocacy is required to support the prioritisation of migration in CDI at ministry level.

In February 2019, a first restitution workshop was organised by IOM in Abidjan. Attendees included 27 representatives of national and international partners who had already been involved in the development of the research topic. The workshop has been a key step to writing the preliminary report, which was finalised in June.

The two important research projects, focusing on the feminisation of migration in Côte d'Ivoire appear to be on track. The data analysis and reporting of the feminisation of emigration to the country is now complete and the project has now moved beyond the fieldwork stage.

### ***Efficiency***

Expenditure for Côte d'Ivoire is within expectations for this point in the project trajectory. Further, the country office representative interviewed for this research indicated that the programme had been delivered within the available budget and the team had managed to collect and evaluate a lot of important data and useful information for the study on female migration. The completion and finalization of the two research projects is indicative of this, but it is still important to emphasise the need to further ensure effectiveness of the investment by good dissemination and sharing of findings throughout the region and more broadly.

### ***Sustainability***

Although the Cote D'Ivoire office's involvement in the IOM programme was relatively small. The research activities, as well as the data analysis workshops, had contributed to the sustainability of the initiative in CDI, as well as the sustainability of the approach to migration and learnings in the area across the region and more broadly. As stated by a member of the IOM project team interviewed for this evaluation: *"the*

*knowledge gained on female migrants has been feeding into a lot of discussions, approaches, and a lot of initiatives” that were in the process of being developed. Importantly, it is clear that “The impact is sustainable because we have gained a lot of knowledge that guides us in project development and policy dialogue with the government.’*

However, it may have been that CDI’s participation in Outcome 4 would have been helpful in addressing the gaps related to the data on context specific drivers for migrants. As indicated in an interview with the CDI country representative: *“The team’s participation in outcome 4 would have helped in exploring alternatives to irregular migration, looking into issues of documentation, exploring local investment opportunities”*. A clear gap is data and information on *“helping people find alternatives before they decide to migrate.”*

### **Cross-cutting**

The inclusion of IOM Cote D’Ivoire in outcome 2 was important. It is focused on the provision of long-term global protection for refugees and migrants, and the generation of data to support learning and understanding that can support future investment quality. Furthermore, the activities under outcome 2 were also aimed at supporting governments in managing migration whilst at the same time contributing specifically to Cote D’Ivoire’s economic growth. Outcome 2 activities supported migration management from a protection as well as a global perspective.

### **5.8.3 Recommendations**

- Ensure the effectiveness of any future training through contributing to the development of policy and guidance on data analysis and data dissemination across the broader region.
- Ensure that the findings of the two research studies are shared and disseminated within IOM and more broadly across the region.
- Contribute to the development of a data repository and regional learning hub to support data and information sharing to improve future programming.
- Continue to focus on building engagement and relationships with the Ivorian government in order to encourage their ownership of the future planning and delivery of support to migrants in the country.
- Advocate for the targeting of resources to support the impact of circular migration in the country.
- Investigate the possibility of including the delivery of Outcome 4 objectives in the country, particularly those objectives and activities aimed at developing alternatives to migration and the reintegration of migrants.

## 5.9 Guinea (WCA)

**Table 12** GUINEA: Key successes and challenges.

Key Successes	Key Challenges
<ul style="list-style-type: none"><li>▶ Successful support of returnees and reintegration and support to rebuild life through engagement in business activities among others</li><li>▶ The project has been able to build the capacity of local government and community level actors who will continue to provide support for reintegration activities even after the end of the project</li><li>▶ Development of awareness creation material on the dangers of irregular migration and targeting the youth who are most involved in this form of migration</li><li>▶ IOM succeeded in lobbying for budget allocation from the National Directorate for Community development for returnees' reintegration</li><li>▶ Support for the development of migratory observatory that includes detailed information on best practices for migrant reintegration and information on NGOs addressing migration related issues in the region, this would help the government to develop partnerships for effective migration management</li><li>▶ The strong relationships developed between project staff and the different stakeholders (both state and the community level) have been helpful in facilitating communication between project staff and beneficiaries at the time of the COVID-19 pandemic</li><li>▶ Targeting the most vulnerable, and to achieve the sustainable reintegration of returnees through promoting their financial autonomy</li></ul>	<ul style="list-style-type: none"><li>▶ The programme experienced changes in timelines due to political issues that came with movement restrictions, however, these delays were communicated to the donor</li><li>▶ COVID-19 pandemic is likely to slow down the activities of the project (As of March 2020) the team anticipated that the restrictions of movement would delay visits to project sites</li></ul>

### 5.9.1 Activity Description

The programme in Guinea is implementing three out of the four outcomes. On outcome 1.3, Guinea promoted information campaigns to ensure migrants are aware of the dangers of irregular migration and know about their rights and opportunities to access services along their migratory route. The awareness raising activities are mainly being implemented in transit countries, while Guinea is considered a country of origin so the focus is on reintegration, capacity building, and research.

IOM Guinea also supports migrants return and reintegration, with access to protection and durable solutions under outcome 2.1. This is achieved through assistance provided to vulnerable groups who receive reintegration support through livelihood training. Support is also provided for medical treatment and psychosocial support. Rehabilitation and strengthening of key services are also provided through the rehabilitation of migrant centres to expand the number of migrants that can be taken up in the centre.

Capacity building activities were carried out under output 2.2 with a focus on protection and human trafficking. The capacity building initiative targets local authorities and actors. IOM also increased the capacity of various government institutions through donation of equipment such as laptops and motorbikes, which allow local authorities to reach integration sites quickly.

Output 3.1 is on quantitative and qualitative data on migrant flows and characteristics along the CMR. The team has conducted research on irregular migration and youth and conducted a participatory mapping on return migrant mobility.

### 5.9.2 Findings by OECD/DAC Criteria

#### *Relevance*

The project provides financial support to migrant returnees mainly from Niger, Libya, and Algeria and assesses their needs before referring them for reintegration. The reintegration unit works with migrant returnees to develop reintegration plans that include details of the programmatic assistance to be offered and the financial resources and equipment needed for the implementation of the plan activities. Once the reintegration plan is approved, the migrant returnees are introduced to their activities and a tracking plan developed to monitor and evaluate the project. IOM also follows up with other units supporting reintegration at the community and institutional level. The project has succeeded in providing returnees as well as vulnerable members of the local community with opportunities thereby enabling financial autonomy.

The demand for support to migrant returnees is extremely high and, so far, IOM Guinea has been able to support about 15,000 returnees and the programme more than 1500 with income generating activities and services tailored to their needs. For instance, the soap making project, implemented in three different zones, is an example of a successful initiative that has met the needs of beneficiaries and led to financial autonomy. The beneficiaries were trained on soap making and provided with the materials and equipment. Two beneficiaries have been able to market their soap and are now exporting the product. Others have been organized into groups and have been able to use proceeds from their soap making to enrol in school to further their education. Another project that targets single mothers, the pineapple cultivation project, has seen the women make pineapple juice. The project succeeded in providing these women with finances which enabled their children to access education. The cassava value chain project that consists of training beneficiaries on the different processes involved in the cassava farming including cassava planting, processing, and marketing has also led to financial autonomy among the project beneficiaries.

IOM developed a memorandum of understanding with the Guinean National Institute of Statistics, which led to IOM providing the NIS with equipment such as computers and thematic maps that enabled the NIS to conduct its operations more effectively. This was deemed to be highly relevant, particularly with the training of NIS staff by IOM as TOTs, which has cascaded the training downwards and are now providing support in the review of processes for surveys with young returning migrants.

### ***Effectiveness***

The commencement of activities under the project faced some delays, although some activities were ongoing despite the political tensions resulting from delays and postponement of national elections from November 2019 to January 2020 and later to March 2020. The election postponement led to protests and consequently movement restrictions, which had an impact on programme level activities and was reported to the donor through IOM's regional office. Also, counterparts from the government were not available during this period, therefore training involving the participation of the government could not go on.

Currently, the project team will be studying the effects of COVID-19 on the project and has begun consultations with the donor. The pandemic has already affected the flow of migrants and any activity that requires more than 20 people has been postponed. Monitoring and evaluation activities have also been affected and the team is finding mitigation measures, like using phones or other forms of communication. The programme team has submitted proposals on adaptations to make and activities that could go on in the coming months to the regional office and donors.

The strong relationships developed between the programme staff and the different stakeholders (state- and community-level) have been helpful in facilitating communication between project staff and beneficiaries at the time of the COVID-19 pandemic. Currently, programme staff are in communication with the beneficiaries to modify the reintegration plans and to adapt them to the current context. There are some beneficiaries whose reintegration plans consist of starting up small business activities such as mini-markets and glass workshops. The programme staff are adjusting these changes by taking charge of communication with various suppliers to ensure supply of materials to these businesses given the ongoing lockdown that has restricted movement and led to road closures.

### ***Efficiency***

IOM recruited an M&E person to support the project to improve efficiency. Program activities are monitored on a day-to-day basis from the onset of the project. Additionally, the team has a monthly review of the workplan and resource schedule to discuss any delays and mitigation measures. The team also conducts weekly meetings to review workplans and set agenda for activities and make decisions on activities that inform programming activities. Despite delays experienced, the team has been able to adapt to ensure the timing of the project is not affected.

The team also ensured operational efficiency in the reintegration process by first supporting returnees to identify projects through the development of business plans, the project team then further supports the returnees through the identification of suppliers, identification of project location. The suppliers are bound by IOM rules and procedures, are pre-qualified by IOM in advance, and offer the services to returnees as they set up their business activities. IOM also collaborates with the government to help returnees identify locations for their businesses and this helps ease the process of launching their business.

Improving inter-country communication between IOM staff members working on the SSSI project has ensured efficiency in managing the various components of the project. This was possible through the promotion of inter-team learning and encouraging information exchange between IOM staff implementing the same project in different countries.

### ***Sustainability***

As an exit strategy, IOM has built the capacity of various actors to continue supporting returnee reintegration to ensure sustainability of these activities. For instance, there have been targeted trainings for local NGOs to continue providing assistance to migrants in the community. The capacity of the government has also been built and they have been equipped with tools and structures to enable them to continue providing services and activities to promote reintegration of returnees to the community. The government has shown commitment and taken ownership; further, it has endorsed the global compact of migration and shown commitment such as increasing representation in foreign countries to ensure Guineans who want to return home are not stranded but receive the relevant documentation such as IDs.

The programme also provided training on reintegration of returnees to 30 community leaders thus equipping them with skills on appropriate approach to follow for the reintegration of returnees. There have also been awareness campaigns targeting irregular migration.

The trainings on soap making, glass making, managing business among others, provided to returnees has equipped them with skills that they will use to continue to generate income even at the end of the project.

IOM provided equipment including computers and motorcycles to the technical units so that they continue the implementation of returnees' reintegration efforts even after the end of the project. The units can use this equipment to collect and analyse data on local and regional migration trends.

Practical training and support to different Government ministry departments was provided to better inform them on their roles and responsibilities in terms of returnees' reintegration. Additionally, regular meetings have been held with relevant government ministries to discuss issues related to the reintegration of returnees. For instance, the Ministry of Social Action is now responsible for protecting members of the community who are at risk of migrating illegally.

IOM has also supported the development of a migration observatory that includes detailed information about best practices in terms of migrants' reintegration, and information on non-governmental organizations addressing migration related challenges in the region, and with which the government can develop relationships/partnerships for effectively addressing migration related issues.

The team has also assisted the National Data Institute in developing data about migration flows in the region. IOM has succeeded in putting pressure on the National Directorate for Community Development to include returnees' reintegration as a component of the National Plan for Local Development and to allocate a part of the plan's budget for supporting the achievement of this component and this will help in the sustainability of reintegration activities in the country.

### ***Cross-cutting***

Assessment of vulnerabilities and gender are key cross-cutting themes incorporated into the project. The project has a targeted number of women to incorporate into the programme, for instance, the main selection criteria is single parent families who are mostly women, then victims of trafficking, seniors and children. Also, the community projects focus on prioritizing the needs of women (so far only 2% of migrant women are returnees) and building their capacity in the joint monitoring of projects with the government. The programme also has a referral mechanism to meet the needs of returnees who are HIV positive whose treatment needs are fully catered for by the programme.

### **5.9.3 Recommendations**

- The Government has been slow to support the activities of the project and migration issues in general. However, there is much progress and IOM is currently working with other partners to support the Government develop a migration policy for better management of migration. The continuous support has also enabled the government to appreciate their involvement in migration issues.
- The team has also recommended broadening the vulnerability criteria for migrant returnees and members of the community to include members that are recognized by the current criteria as not vulnerable. Also, migrants with chronic conditions should be taken care of by the programme fully, as some have died due to inadequate care.
- IOM should broaden the scope of the project and the surveys to not only returning migrants but also include more fundamental issues associated with the migration including migration push factors and migration related laws. IOM should also address migration with more depth by addressing the push factors rather than reintegration only.
- There is need to conduct surveys that look at the available irregular migration/human trafficking related laws and the reasons behind their applicability/lack of applicability. This survey will help stakeholders to understand the lack of enforcement of irregular migration laws and help in reviewing available laws and developing more evidence-based ones.
- More training recommendation for NIS staff to increase their technical capacity in producing, managing and synthesizing migration related data. IOM's role is also recommended in unifying the government, NGOs and stakeholders conducting irregular migration related surveys to encourage information sharing and unifying indicators and methods used thus helping in increasing the validity of data.

## 6. OVERVIEW OF KEY RECOMMENDATIONS

The section below provides an overview of the key recommendations, which are based on the findings and conclusion of this midterm evaluation. They are presented by ranking and include sections in the findings, which validate each recommendation. Moreover, suggestions are included on how each recommendation can be supported:

Recommendation	Section	Directed	Ranking	How Action Can be Supported	
1	Ensure that a consensual approach is applied in the development of the ToC from its design phase. The TOC should also be systematically reviewed in a participatory manner by involving IOM teams at various levels, partners and the donor. Moreover, involving local/national stakeholders in this process can also ensure relevance and ownership of the programme. As important is the need to assess the evidence that verifies the assumptions of the programme's ToC.	Theory of Change (p.10); Findings (p.14); e.g. Algeria – Relevance (p.15); CDI - Relevance (p.57)	IOM	High	<ul style="list-style-type: none"> <li>- Conduct regular virtual workshops at mission, RO, and IOM/London level to systematic test the programme's TOC. Engaging staff at different levels and parts of the programme can allow contributions to be made on different aspects of the programme, which in turn facilitates the learning process between and within IOM teams (at country, cross-country, and regional levels).</li> <li>- Engage the donor, national/local stakeholders and partners in the review process in order to clarify roles and responsibilities and establish consistency around outcomes.</li> <li>- Develop a simplified version of the TOC and make available in Arabic/English and French to make it more user friendly to IOM staff at all levels.</li> </ul>
2	Improve understanding of the 'route-based approach' at country-levels and how it fits into the programme across IOM country teams. A route-based approach has been widely cited at management level as contributing to improving support to migrants across the CMR. However, little is known about the approach at IOM country-level.	Theory of Change (p.10); e.g. Algeria – Relevance (p.15); Senegal - Relevance (p.40); Niger (p.45).	IOM	High	<ul style="list-style-type: none"> <li>- Examine concrete examples of migration interventions that have used route-based approaches at a global level, in order to gain a more nuanced understanding of the concept and identify best practices on and how the approach can be put into practice.</li> <li>- Involve various stakeholders (international and national, UN Agencies and academia) in the process through holding conferences and events that brings the different entities together in order to promote knowledge generation and sharing on understandings of RBA in the area of migration.</li> <li>- Piloting initiatives based on global success stories of RBAs used in migration support.</li> </ul>

3	DFID to consider re-evaluating the level of reporting requirements, in order to strike a balance between efficiency and effectiveness while communicating results. Findings suggest that reporting activities tend to be time consuming with insufficient staff available in comparison with expected quality and quantity of outputs.	Section 5 on Findings – e.g. Efficiency across countries and at RO, thematic, and IOM London levels	DFID	Med	- Conduct a participatory workshop that involves relevant staff from DFID, IOM and partners to discuss reporting issues and engage all stakeholders in addressing this issue.
4	Re-assess how the analysis produced from the SSSII programme can be best used to adapt day to day programming and facilitate IOM in its adaptive learning capacities. The programme through its various outcomes (3 and 4 mainly) collects large amounts of data that are not fully exploited to improve programming.	Section 5 on Findings – e.g. CDI - Effectiveness (p.57) and Efficiency (p.58)	IOM	Med	- Conduct regular online workshops between IOM teams at RO and thematic levels, to brainstorm and come up with processes on how existing data that is collected and analysed can be systematically fed into programming in order to support adaptive learning processes.
5	Further develop tools that can be used to measure impact of the data collection and analysis generated by the programme on national and international stakeholders.	Section 5 on Findings – e.g. The Gambia - Sustainability (p.30); Senegal - Relevance (p.40); CDI - Cross-cutting (p.59)	IOM	Med	- Sub-contract an external consultant/company to refine tools generated through the programme, using a variety of innovative mediums such as data visualisations to better communicate impact and engage different audiences.
6	Undertake country thematic meetings for the purpose of conducting ‘deep dives’ on thematic issues (such as gender, environment, and social cohesion) with a select number of countries (rather than all countries). These thematic meetings would be beneficial for collecting best practices and challenges on specific thematic issues (such as for example gender), which could be shared with other countries.	Section 5 on Findings – e.g. sections on Cross-cutting issues (e.g. Algeria, p.20; Burkina Faso, p.37)	IOM	High	- IOM RO organize regular remote meetings at a thematic level on various thematic issues and produce online and offline material documenting outcomes of these meetings, which can be accessible to IOM country teams and ensure that that they are produced in English, French and Arabic.
7	Ensure that new IOM staff, and specifically those in country management positions, have sufficient knowledge on IOM processes and procedures as well as the capacities to properly manage in-country teams.	Section 5 on Findings – e.g. Algeria - Effectiveness (p.16)	IOM	High	- Provide online induction training, specifically for management level staff to orient them IOM’s processes and procedures, as well as their roles and responsibilities. - Conduct regular performance monitoring and reviews to ensure smoother operation of IOM teams at country level.

8	Ensure that country-level staff country-level are properly staffed (i.e. in terms of positions and capacities).	Section 5 on Findings – e.g. Algeria - Effectiveness (p.16); The Gambia - Efficiency (p.29) Burkina Faso - Efficiency (p.36)	IOM and DFID	High	<ul style="list-style-type: none"> <li>- Ensure that dedicated reporting and M&amp;E staff for the programme at country-level exists.</li> <li>- Consider investing more on roving teams to support and alleviate pressure on country teams. These teams can be deployed temporarily to help field offices on a short-term basis.</li> <li>- Dedicate a budget for the recruitment of a coordination officer who can take in charge the collection of all data produced under outcome 3.</li> <li>- Allocate additional resources for an accountability officer to support countries in compiling country-level achievements and in the development of accountability systems.</li> <li>- Conduct systematic staff capacity assessments and provide tailored trainings (online) for IOM staff (at field, management and regional levels)</li> <li>- Provide trainings to country level staff so that they have the capacities to conduct needs assessments that feed into IOM country programming.</li> </ul>
9	Greater efforts are needed at the country-level to ensure that the programme design and implementation are owned by the government in order to ensure sustainability. As important is the need to build the capacities of local stakeholders so that they have the required capacities to address the needs of migrants.	Section 4 on TOC (p.10); Section 5 on Findings – e.g. Algeria - Effectiveness (p.16); Senegal - Relevance (p.40) and Sustainability (p.42); Niger - Sustainability (p.48); Mali - Relevance (p.52); CDI - Sustainability (p.58); Guinea - Effectiveness (p.62) and Sustainability (p.63)	IOM	High	<ul style="list-style-type: none"> <li>- This could be achieved through the establishment of reference groups and or steering groups during the design phase of the programme, who are actively involved throughout the programme timeframe. IOM project managers also play an important role in ensuring that information on the programme at a regional and country-level is shared and greater focus is needed to ensure that this process takes place. In addition, refining processes that can help the team in assessing national authorities' use of outcome 3 data may be beneficial.</li> </ul>

## 7. ANNEXES

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### 7.1 Terms of Reference

#### Mid-term review of the “Safety, Support and Solutions in the Central Mediterranean Route” programme

**Commissioned by:** IOM London, Regional Office Cairo and Regional Office Dakar

##### 7.1.1 Evaluation context

Migrant journeys, particularly via the Central Mediterranean Route, are extremely perilous, with migrants facing risks of violence, exploitation, abuse and, in some instances, death.

The DFID funded Safety, Support and Solutions Phase II in the Central Mediterranean Route (CMR) is an inter-regional programme aiming at fewer deaths and less suffering along the Central Mediterranean Route through safer and more orderly migration. The 36-months programme (February 2018 – March 2021) is being implemented in 10 countries across the regions of West and Central Africa, and the Middle East and North Africa. It provides critical humanitarian and protection support to migrants at key junctures along the route. Assistance is offered to migrants in transit and upon return, with a focus on victims of trafficking, unaccompanied children, and migrants in very vulnerable situations. Support is also extended to communities that host migrants and returnees.

The programme aims at reaching its overall objective through 4 interrelated outcomes:

- Outcome 1: Migrants and refugees in vulnerable situations at key points along the CMR are better protected from harm.
- Outcome 2: Increased access to solutions, including reintegration initiatives and strengthened protection systems that meet migrants’ needs.
- Outcome 3: Key actors have greater understanding of who moves and where they move as well as migrant vulnerabilities and protection concerns along the journey and use this information to make migrants journeys safer.
- Outcome 4: Contributing to the evidence base on regular and irregular migration decision-making and the influence that interventions may have on this.

##### 7.1.2 Evaluation purpose

The programme’s mid-term review (MTR) will be conducted by external evaluators and will aim at identifying gaps and opportunities to improve the SSSII programme based on the criteria of relevance, efficiency, effectiveness and sustainability. It will also examine the Theory of Change, and propose concrete recommendations to strengthen it so as to improve performance. The evaluation will focus on the implementation process and evaluate the extent to which the programme’s Theory of Change, strategy and intervention package has supported relevant, efficient and effective achievement of programme objectives.

The MTR will be conducted for the primary use of the programme’s **core governance team**, to assess the performance and effectiveness of a route-based approach to programming, and to implement corrective actions following the evaluator’s recommendations. The findings and recommendations from the MTR will be discussed at an internal workshop with relevant IOM units and country missions, during which lessons

learned and best practices will be shared, remaining programme's activities adapted accordingly, and a revised and more complete ToC for CMR route-based programming will be defined.

The evaluation report and two-page brief will be shared with **DFID** and **SSSII partners** to feed into their own assessment of the programme's performance/achievements and contribute to information and knowledge sharing on the CMR.

### **7.1.3 Evaluation scope**

The mid-term review will cover the entire lifetime of the programme, from its inception phase to the end of the fourth reporting period (31<sup>st</sup> December 2019). The MTR will focus on all four outcomes of the programme. All countries involved in the programme are to be covered by the evaluation, with the selection of specific countries in North and West Africa for field visits depending on time and funds available. The countries will be selected for field visits in accordance with DFID and based on the following criteria:

- Larger budget share
- Strategic importance for the CMR flows
- Implementation progress
- Countries which have not been the subject of visits or assessments by the DFID-funded third-party monitors.
- At least one country where Outcome 4 is being implemented

Countries where field visits will not be possible will be covered through the document review and phone calls with relevant stakeholders. The evaluators are also expected to include the inputs of other relevant units participating in the programme, notably relevant staff in the Vienna, Cairo and Dakar regional offices, as well as GMDAC, ORION, DTM and MHub.

### **7.1.4 Evaluation criteria**

The evaluation will use the OECD-DAC criteria of relevance, effectiveness, efficiency, and sustainability.

#### ***Proposed Evaluation questions***

##### Relevance

- To what extent does the programme Theory of Change, strategy and intervention package address the priority needs of beneficiaries?
- Does the programme respond to the needs of migrants along the CMR?
- Does the programme respond to the information and capacity building needs of governments and other stakeholders?
- How does the programme team define the route-based approach? What are the variances in understanding between country teams/ governance team/ regional teams?
- To what extent has the programme implementation strategy been effective in responding to the regionality/route-based approach of the programme it is meant to address?
- Are the programme's activities and outputs consistent with the intended outcomes?
- Is the project in line with donor priorities?
- Are the most vulnerable migrants along the CMR reached as expected?

## Effectiveness

- Are the project outputs and outcomes on track to be achieved in accordance with the stated plans?
  - o Do migrants along the CMR have better access to services (directly or through referral mechanisms)?
  - o How effective are return and reintegration initiatives supported under the programme?
  - o Are governments and other stakeholders accessing data and research on migration trends? Does that influence their responses?
- Are there any factors that prevent migrants from accessing the services provided?
- Are migrants satisfied with the protection, health and other direct assistance services provided?
- Are migrants satisfied with the return and reintegration provided?
- To what extent has the project adapted to changing external conditions to ensure the migrants were protected from harm and able to access reintegration support?
- To what extent are the programme structures, procedures and implementation arrangements adequate to enable programme adaptation?
- What is the quality of services provided in Migrant Resource and Response Mechanisms?
- Do capacity building activities conducted under Outcome 1 and Outcome 2 lead to better services and increased capacities to identify & support vulnerable migrants?
- To what extent are the project implementation arrangement and strategies adequate for achieving expected results (budget structure, reporting lines, human resource allocation in line with project design?)

## Efficiency

- Were the projects' activities undertaken and outputs delivered on time? (select milestone outputs)
- Are the costs proportionate to the results achieved?
- Is a workplan and resource schedule available and used by the project management and other relevant parties?
- How well are the resources (funds, expertise and time) being converted into results?
- Economy and value for money - Does IOM purchase materials of the appropriate quality from the right places?

## Sustainability

- Are structures, resources and processes in place to ensure that benefits generated by the programme continue once external support ceases?
- To what extent is the project embedded in institutional structures that are likely to carry on with initiatives put in motions once external support has ceased?
- How will recurrent costs and future expenditures be covered?
- What is the effect of the programme on other economic activities?

## Cross-cutting

- To what extent do the various components of the SSSII programme talk to each other, support each other and learn from each other?

- To what extent does the project address cross-cutting issues such as human rights, environment, social inclusion and gender?

### 7.1.5 Evaluation methodology

Evaluation team: External

The evaluation team will use mixed methods:

- Review of project documents (proposal, reports, work plans, monitoring data, budget, financial report, annexes etc.); relevant IOM strategies and guidance; relevant projects and documents under the DFID SSSII programme (home-based, desk study);
- Key in-depth interviews with IOM staff, state authorities, SSSII partners (field visits in selected countries, phone calls with relevant stakeholders in other countries);
- Interviews/FGDs and/or surveys with migrant beneficiaries of the programme (field visits in selected countries);
- Project implementation process observation at selected sites.

The evaluators are expected to provide a revised description of the methodology in the proposal, as well as a detailed methodology in the inception report.

The evaluation must follow the IOM Data Protection Principles, UNEG norms and standards for evaluations, and relevant ethical guidelines.

### 7.1.6 Evaluation deliverables

The deliverables expected from the Evaluator include the following:

- An **inception report** will be prepared by the Evaluator and shared with IOM London and the two Regional Offices. The report should include an evaluation matrix and a draft interview guide, along with any other needed data collection tools. The **Evaluation Matrix** will demonstrate the Evaluators' understanding of the ToR and outline data collection and analysis plans, to be completed and reviewed with the Midterm Review Reference Group prior to the field visit.
- Following the field visits, the Evaluator will prepare a **presentation** of the initial findings and tentative conclusions and recommendations. This will be used to debrief the Evaluation Manager and other relevant parties, to identify and address any misinterpretations or gaps.
- Building on the debrief and initial feedback received, the Evaluator will produce a **draft report** that will be shared with the Evaluation Manager for review. The Evaluation Manager will solicit and consolidate feedback and present it to the Evaluator. Feedback should focus on technical aspects and not on the conclusions or findings, unless those are based on inaccurate or incomplete information, in which case corrected or supplemental information should be provided.
- Once feedback is provided by the Evaluation Manager, the Evaluator will prepare the **final report**. The report will follow the same presentation logic and include, at a minimum, the information described in the IOM Project Handbook template for evaluation reports: executive summary, list of acronyms, introduction, evaluation context and purpose, evaluation framework and methodology, findings, conclusions and recommendations. Annexes should include the TOR, inception report, list

of documents reviewed, list of persons interviewed or consulted and data collection instruments.

The minimum report content requirement is as follows:

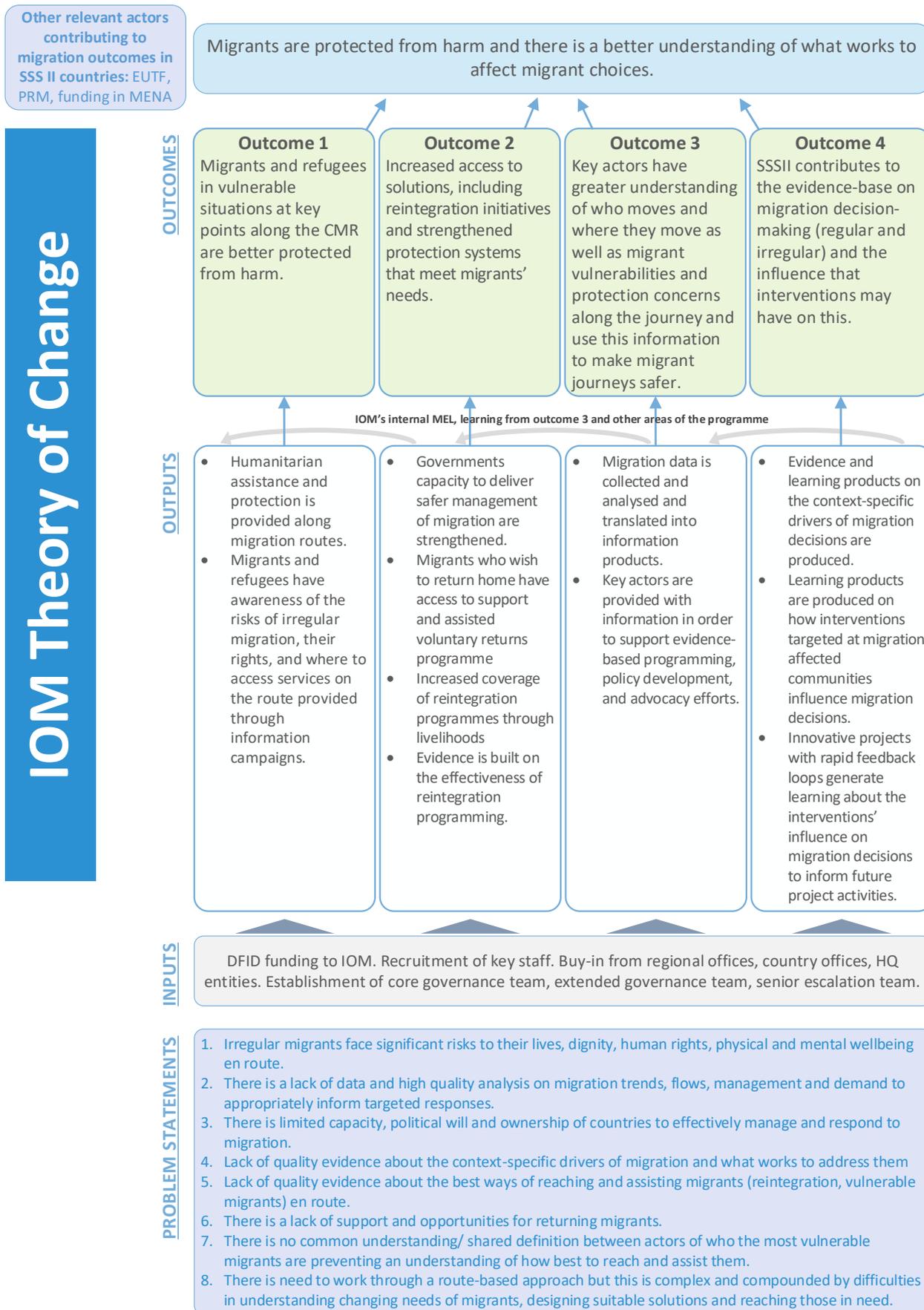
- Cover page, list of acronyms
  - Table of contents
  - Executive summary
  - Methodology
  - Findings
  - Conclusions
  - Recommendations in order of priority
  - Annexes (itinerary, people met, question guides, etc.)
- The Evaluator will also prepare a **two-page Evaluation Brief** to facilitate sharing of the key findings, conclusions and recommendations. The **Evaluation Brief** will include: identification of audience of the learning brief; project information (project title, countries covered, project type and code, project duration, project period, donor(s), and budget); evaluation background (evaluation purpose, evaluation team, evaluation timeframe, type of evaluation, methodology); and evaluation results: key findings and/or conclusions, including best practices and lessons learned, and key recommendations.

All deliverables are to be written in English and meet good language standards. The final report should meet the standards laid out in the UNEG Quality Checklist for Evaluation Reports.

#### **7.1.7 Evaluation workplan**

Ideally, and depending on DFID agreement, the MTR should start on December 1<sup>st</sup>, 2019, and the final report be completed before March 31<sup>st</sup>, 2020.

## 7.2 Theory of Change for IOM DFID CMR SSSII (£26m) 2018-2021



### 7.3 Methodology related data (Tools, ethical protocols, interviewee lists, etc.)

All data collection tools are presented in their generic form. Adaptations were made to suit different country contexts, with questions that are not relevant to the specific country context/programme being taken out to support aligned data collection.

Good Morning/Good Afternoon

My name is \_\_\_\_\_ and I work with Parallel Perspective and IOM. We are undertaking an evaluation of IOM's Safety, Support and Solutions in the Central Mediterranean Route (CMR) project. (SSSII programme). The purpose of this interview is to gain an understanding and perspectives on the programme. The information you give will enable us to gain a strong understanding of the programme, to identify gaps and assist in the development of better programmes and strategies for supporting migrants on the CMR.

#### ***INTERVIEW GUIDE FOR IOM PROJECT STAFF AND PROJECT IMPLEMENTING PARTNERS***

Name: \_\_\_\_\_

Job title: \_\_\_\_\_

Country/ies covered: \_\_\_\_\_

#### **Background/programme evidence base**

- 1) As you experience it in your professional capacity, please give some context of migration in the country/ies in which you work.
- 2) To what extent do you feel that it is correct to say that irregular migrants face significant risks to their lives, dignity, human rights, physical and mental wellbeing when on-route? Please elaborate on your answer.
- 3) Do you feel that there is adequate data and quality data analysis on migration trends, flows, management and demand? Please elaborate on your answer.
  - a. If the answer is no, where are the gaps, and what would you suggest can be done to address this?
  - b. If the answer is yes, do you feel that data is well-utilised to inform programmes?
- 4) To what extent do you feel confident that you are, in your professional position able to access quality evidence about the context-specific drivers of migration and what works to address them? Please elaborate on your answer.
- 5) To what extent do you feel confident that you are, in your professional position able to access quality evidence about the best ways of reaching and assisting migrants (reintegration, vulnerable migrants) on-route? Please elaborate on your answer.
- 6) From your own experience at country-level, to what extent do you think there is adequate capacity, political will and country-level ownership to support proper management of issues associated with the migration of people?

7) To what extent do you feel the following statement is correct?  
There is a lack of support and opportunities for returning migrants. Please elaborate on your answer.

8) Do you feel that there is a clear common understanding/ definition between actors of who the most vulnerable migrants and how is best to reach and assist them?  
If not, is there a need for this common understanding?  
How can a common understanding be reached?

9) To what extent do you feel that migration should be managed through a route-based approach? Please elaborate on your answer and suggest alternatives if relevant.

10) What is your interpretation of the programme's theory of change?

- a. To what extent do you feel that the theory of change has supported implementation?
- b. Do you use the theory of change as a tool to inform your daily work on the programme? (If not why not?)
- c. What changes would you make to the theory of change? Please explain your answer

#### **Relevance**

- 1) To what extent do you feel that the programme responds to the needs of migrants along the CMR?
  - a. What are the key successes you have experienced in the context of the country/ies where you work in terms of the programme meeting the direct needs of beneficiaries?
  - b. What could be done to better align the programme with the needs of migrants?
- 2) To what extent do you feel that the programme addresses the information needs of governments and other stakeholders?
  - a. Please provide examples of how this has been successful
  - b. How could this be improved?
- 3) To what extent do you feel that the programme addresses the capacity building needs of governments and other stakeholders?
  - a. Please provide examples of how this has been successful
  - b. How could this be improved?
- 4) What is your understanding of the route-based approach?
  - a. Have you felt that there is any difference in definition/understanding between different teams amongst IOM (for example, country versus regional)?
- 5) Please describe in your own understanding, the programme implementation strategy.
- 6) Based on your own experience, to what extent do you feel that the programme implementation strategy been effective in responding to the regionality/route-based approach of the programme?
  - a. Please provide examples of how this has been effective
  - b. How could the response have been more effective?

- 7) Are you aware of the donor requirements/priorities?
- 8) To what extent do you feel that the project is in line with donor priorities?
- 9) What is your opinion as to whether the most vulnerable migrants along the CMR reached as expected?
  - a. How can this be improved?

#### **Effectiveness**

- 1) To what extent has the project experienced changing external conditions (from concept stage to implementation)?
  - a. Please give [an] example[s] of how the project has adapted to changing external conditions to ensure the migrants were protected from harm and able to access reintegration support?
  - b. If this has not been done, do you feel it is necessary to make these efforts?
  - c. How do you feel this could have been done?
- 2) To what extent are the programme structures, procedures and implementation arrangements adequate to enable programme adaptation when needed?
  - a. What changes to the structures would you make to improve this?
- 3) To what extent do you feel that services are provided effectively within the programme?
- 4) what would constitute improvements in service delivery?
- 5) To what extent is the programme addressing this properly?
- 6) Are these results sustainable?
- 7) In your experience, what is the quality of services provided in Migrant Resource and Response Mechanisms?
  - a. How could this be improved?
  - b. To what extent are the project implementation arrangement and strategies adequate for achieving expected results (budget structure, reporting lines, human resource allocation in line with project design?) and how could they be improved?

#### **Efficiency**

- 1) Do you have access to a workplan and resource schedule?
  - a. Do you use this routinely?
- 2) To what extent do you feel that there have been appropriate measures put in place to support operational efficiency?
  - a. Please expand on your answer.
  - b. How could this have been improved?

#### **Sustainability**

- 1) Please give some examples of how programme continuity (sustainability) is being assured
  - a. How could this process of assuring programme continuity be improved?
- 2) What structures, resources and processes are in place to ensure that benefits generated by the programme continue once external support ceases?
  - a. How could additional efforts be made to ensure that this happens?
- 3) Please give some examples from your country/ies context[s] as to how the project is being embedded in institutional structures

- a. Where do you feel the gaps are?
- b. How do you feel this could be improved?
- c. How will recurrent costs and future expenditures be covered (are other donors absorbing this or is it the country itself)?
  - i. Is there a domestic funding strategy in place to take over the responsibility of funding this project at national level?
- d. What do you feel is the effect of the programme on other economic activities?

**Cross-cutting**

- 1) To what extent do the various components of the SSSII programme talk to each other, support each other and learn from each other?
  - a. How could this be improved?
- 2) Please give examples of how you feel that the project addresses cross-cutting issues (for example human rights, environment, social inclusion and gender)?
  - a. How could this be improved?

***INTERVIEW GUIDE FOR KEY INFORMANT INTERVIEWS:  
GOVERNMENT/STATE/POLICY LEVEL STAKEHOLDERS***

Good Morning/Good Afternoon

My name is \_\_\_\_\_ and I work with Parallel Perspective and IOM. We are undertaking an evaluation of IOM’s Safety, Support and Solutions in the Central Mediterranean Route (CMR) project. (SSSII programme). The purpose of this interview is to gain an understanding and perspectives on the programme. The information you give will enable us to gain a strong understanding of the programme, to identify gaps and assist in the development of better programmes and strategies for supporting migrants on the CMR.

Name: \_\_\_\_\_  
 Job title/Org.: \_\_\_\_\_  
 Country/ies covered: \_\_\_\_\_

**Background/programme evidence base**

- 1) Please give some context of migration in the country/ies in which you work
- 2) From your own experience at country-level, to what extent do you think there is adequate capacity, political will and country-level ownership to support proper management of issues associated with the migration of people?
  - a. Please give examples
- 3) To what extent do you feel the following statement is correct? Please elaborate on your answer.  
 There is a lack of support and opportunities in your country for returning migrants.

### **Relevance**

- 1) How have you been involved in the project?
- 2) What was your experience of the project activities that you participated in?
  - a. How could they have been improved?
- 3) To what extent do you feel that the project addresses the information needs of yourself as a representative from government or as another stakeholder?
  - a. Please provide an example as to how this has been done well
  - b. How could this be improved?
- 4) To what extent do you feel that the programme addresses the capacity building needs of yourself as a representative from government (or as another stakeholder)?
  - a. Please provide examples of how this has been done well
  - b. How could this be improved?

### **Effectiveness**

- 1) To what extent do you feel that services are provided effectively within the programme?
- 2) what would constitute improvements in service delivery?
- 3) To what extent is the programme addressing this properly?
- 4) Are these results sustainable?

### **Sustainability**

- 1) Are you aware of any structures, resources and processes are in place to ensure that benefits generated by the programme continue once external support ceases?
  - a. How could additional efforts be made to ensure that this happens?
- 2) Are you aware of how this project is being embedded/integrated in institutional structures in your country?
  - a. Where do you feel the gaps are?
  - b. How do you feel this could be improved?
  - c. How will recurrent costs and future expenditures be covered (are other donors absorbing this or is it the country itself)?
    - i. Is there a domestic funding strategy in place to take over the responsibility of funding this project at national level?
  - d. What do you feel is the effect of the programme on other economic activities?

**INTERVIEW GUIDE FOR KEY INFORMANT INTERVIEWS:  
OTHER STAKEHOLDERS (e.g. UN AGENCIES)**

Name:

Job title/Org.:

Country/ies covered:

**Background/programme evidence base**

- 1) As you experience it in your professional capacity, please give some context of migration in the country/ies in which you work.
- 2) To what extent do you feel that it is correct to say that irregular migrants face significant risks to their lives, dignity, human rights, physical and mental wellbeing when on-route? Please elaborate on your answer.
- 3) Do you feel that there is adequate data and quality data analysis on migration trends, flows, management and demand? Please elaborate on your answer.
  - a. If the answer is no, where are the gaps, and what would you suggest can be done to address this?
  - b. If the answer is yes, do you feel that data is well-utilised to inform programmes?
- 4) To what extent do you feel confident that you are, in your professional position able to access quality evidence about the context-specific drivers of migration and what works to address them? Please elaborate on your answer.
- 5) To what extent do you feel confident that you are, in your professional position able to access quality evidence about the best ways of reaching and assisting migrants (reintegration, vulnerable migrants) on-route? Please elaborate on your answer.
- 6) From your own experience at country-level, to what extent do you think there is adequate capacity, political will and country-level ownership to support proper management of issues associated with the migration of people?
- 7) To what extent do you feel the following statement is correct? There is a lack of support and opportunities for returning migrants in your country. Please elaborate on your answer.
- 8) Do you feel that there is a clear common understanding/ definition between actors of who the most vulnerable migrants and how is best to reach and assist them?
  - a. If not, is there a need for this common understanding?
  - b. How can a common understanding be reached?
- 9) To what extent do you feel that migration should be managed through a route-based approach? Please elaborate on your answer and suggest alternatives if relevant.

**Relevance**

- 1) To what extent do you feel that the programme responds to the needs of migrants along the CMR?

- a. What are the key successes you have experienced in the context of the country/ies where you work in terms of the programme meeting the direct needs of beneficiaries?
  - b. What could be done to better align the programme with the needs of migrants?
- 2) To what extent do you feel that the programme addresses the information needs of governments and other stakeholders?
    - a. Please provide examples of how this has been successful
    - b. How could this be improved?
  - 3) To what extent do you feel that the programme addresses the capacity building needs of governments and other stakeholders?
    - a. Please provide examples of how this has been successful
    - b. How could this be improved?
  - 4) What is your understanding of the route-based approach?
    - a. Have you felt that there is any difference in definition/understanding between different teams amongst IOM (for example, country versus regional)?
  - 5) What is your opinion as to whether the most vulnerable migrants along the CMR reached as expected?
    - a. How can this be improved?

#### **Effectiveness**

- 1) In your experience, what is the quality of services provided in Migrant Resource and Response Mechanisms?
  - a. How could this be improved?
  - b. To what extent are the project implementation arrangement and strategies adequate for achieving expected results (budget structure, reporting lines, human resource allocation in line with project design?) and how could they be improved?
  - c. To what extent do you feel that the support (including training) that you have received under the programme has led to improved service delivery?

#### **Sustainability**

- 1) Are you aware of what (if any) structures, resources and processes are in place to ensure that benefits generated by the programme continue once external support ceases?
  - a. How could additional efforts be made to ensure that this happens?
- 2) Please give some examples from your country/ies context[s] as to how the project is being embedded in institutional structures
  - a. Where do you feel the gaps are?
  - b. How do you feel this could be improved?
  - c. How will recurrent costs and future expenditures be covered (are other donors absorbing this or is it the country itself)?
    - i. Is there a domestic funding strategy in place to take over the responsibility of funding this project at national level?
  - d. What do you feel is the effect of the programme on other economic activities?

**Cross-cutting**

- 1) To what extent do you feel that the project addresses cross-cutting issues (for example human rights, environment, social inclusion and gender)?
  - a. Where are the gaps?
  - b. How could this be improved?

## **INTERVIEW GUIDE FOR FGD WITH BENEFICIARIES**

### **Background**

- 1) What are the risks that women, men and children face when migrating away from their country? (risks on their lives, dignity, human rights and physical and mental wellbeing)
- 2) When women, men and children voluntarily return to the countries they have migrated away from, do they have enough support to settle back into their communities? Please elaborate on your answer (Prompts: Types of support available – economic, social, psychological, etc.- gaps in support for women, men and children, ways to address the gaps, priority needs, etc.)
- 3) Do you have access to any kind of support during your journey of migrating to your country of destination?
  - a. If so, what kind of support do you have and from whom? How does the existing support help you? To what extent does the support meet your needs? What are the gaps in the existing support? How could they be improved?
  - b. If not, what kind of support would you want? Why?
- 4) What do you think of the following statement?  
'There is a lack of support and opportunities for migrant women, men and children who have returned to their countries of origin'. Please elaborate on your answer.
- 5) In your opinion, which people do you believe are most vulnerable when migrating on-route to other countries and why? (Prompts: children, persons with disabilities, stateless, women, girls, etc? Do you feel like the project was able to help people in most need? If not, what would you recommend for the project to be reach people who are most vulnerable? If you believe that the project was able to meet the needs of those in most need, can you give examples how?)
- 6) What are the dangers of irregular migration? (Prompts: Are these risks the same for women, men, and children? If not, how do they differ? What kind of assistance is available for them? How can women, men and children be better protected when migrating?)

### **Relevance**

- 8) What are the types of services that you received through the project (Protection, health, other direct assistance services, return, reintegration)?
  - a. To what extent do you feel that the services offered to you through this project met your needs (during your journey along the CMR/ return/reintegration)? (prompts: are you satisfied with the services you receive(d)?)
  - b. What did you feel was the most significant support that helped you most? Why?
  - c. What would you have liked to have received that wasn't provided?
  - d. From the services that you received, what could have been done for them to better meet your needs?
  - e. Were you given the opportunity to provide feedback on the services you received? (if so, how? Are the feedback mechanisms suitable? How would you improve them? Has there been any observed changes in the support based on your feedback? Please give examples)

- 9) Do you feel like organizations offering support understand how to address your needs? (If so, please give examples how they address your needs? If not, please explain why? What type of skills do you think are important to be able to address your needs? What type of skills do you most value? Why? What type of skills is lacking among service providers? What would you recommend to improve so that the services provided to you better meet your needs?)

### **Efficiency**

- 10) What made it more difficult for you to benefit from the project? [Prompt: communication with staff, location of services, etc].
- 11) How were difficulties dealt with?
- 12) Is there anything you think could have been done to prevent these difficulties? (Prompt: Would you change anything in the way the project was managed in terms of time, money, staff, efforts? How? Why)

### **Effectiveness**

- 13) What were the biggest challenges you faced while traveling along the CMR/returning/reintegrating (Prompts: Why? How were difficulties overcome? What measures did you take to identify and deal with difficulties so they didn't occur again?)
- 14) In your experience, what is the quality of services provided in Migrant Resource and Response Mechanisms?
- a. How could this be improved?
  - b. Do you feel like the centre has enough staff, equipment and services to meet people's needs? If not, can you please elaborate on how this can be improved?
- 15) What type of services are offered to people who wish to return to their countries of origin? Are these services sufficient for them to experience a smooth return back to their countries? If not, why? What additional support would they need to for them to be settled and stay back in their countries?

### **Sustainability**

- 16) What do you feel you gained out of the information campaigns provided to you through the project? How will you be using this information? Did it have an effect on others around you? If so how?
- 17) Did the project have any economic effects on you or the people around you? (Prompts: if yes, please elaborate how with examples.)

### **Cross-cutting**

- 18) Did the project take into account the needs of women and men of different ages when providing support? If so, can you please give examples. If not, what would you change so that the project services better address the needs of women and men of different ages?