

# Results Based Management: IOM Development Fund Projects



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## Introduction:

Since 2001, the IOM Development Fund has provided a unique global resource aimed at supporting developing Member States in their efforts to strengthen their migration management capacities. With over 800 projects implemented in more than 122 countries worldwide, the Fund has successfully addressed the capacity development needs of eligible Member States by providing essential “seed funding” for innovative projects.

The Fund is designed to contribute to the harmonization of eligible Member States’ migration management policies and practices with their overall national development strategy in support of the 2030 Agenda for Sustainable Development. Priority projects are identified by Member States in coordination with IOM Offices worldwide and include activities that enhance migration management practices and promote safe, regular and orderly migration.

In the Fund’s continued efforts to reinforce its accountability over the years, Results Based Management (RBM) has been central to its approach in all aspects of fund management as well as throughout the entire project cycle, in order to strengthen project impact, sustainability and evidence-based programming. While it is recognized that there is no single RBM roadmap applicable to all organizations and entities, the IOM Development Fund is aiming to further strengthen the RBM approach in a more systematic manner in line with IOM’s institutional advancement in RBM, characterized and driven by the upcoming launch of the Strategic Results Framework (SRF).

This booklet aims to serve as an internal and external resource to highlight the RBM approach of the IOM Development Fund, while featuring selected Fund projects which have been identified as good reflections of the Fund’s RBM actions.

Cover Photo: A man casts his fishing net as his family looks on in Majuro, the Republic of the Marshall Islands. The IOM Development Fund supports many projects in the Pacific Islands, including a project focused on the migration, environment, and climate change nexus for various states in the North Pacific, including the Republic of the Marshall Islands, both researching the impacts of climate change on mobility in the Pacific context and providing mobility-related, sustainable responses to questions posed by the effects of climate change.

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A Ministry of Health representative and IOM Project Manager visit the Bantaco gold mining site on a monitoring visit for an IOM Development Fund project. Regular monitoring and reporting is required for all Fund projects, to ensure effective RBM throughout project implementation. Senegal, 2019.



Beyleh Daher, Manager of Espace Créatif, a digital fabrications lab set up through a Fund project in Djibouti, demonstrates new equipment to the Minister of Education and Professional Training. Ensuring government buy-in is critical to the sustainability of Fund projects. Djibouti, 2019.

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Haitian border inhabitants cross the border back and forth to enjoy the Dajabon's Binational Market at the northern border between the Dominican Republic and Haiti. An assessment of this border crossing was conducted under the "Contributing to the Achievement of Sustainable Development Goals Related to Migration Management in the Dominican Republic" project, one of the Case Studies presented on page 26 of this book. Dajabón Province, Dominican Republic, 2019.

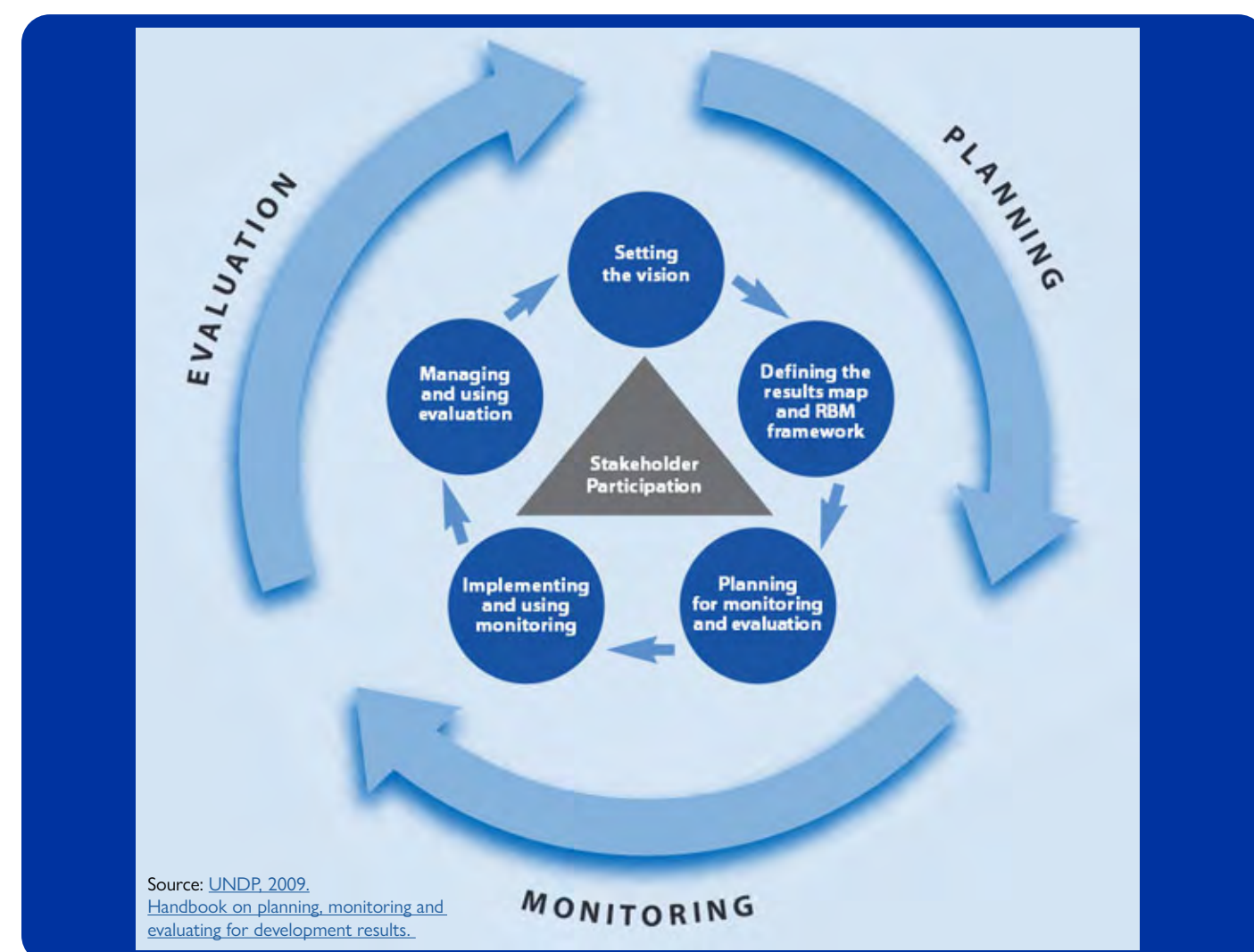


## Results-Based Management and IOM: Overview

Results-based management (RBM) is defined as “management strategies aimed at the achievement of intended organizational results by integrating a philosophy and a set of principles that are focused on results in all aspects of management and, most significantly, by integrating evidence and lessons learned from past performance into management decision-making”<sup>1</sup>.

RBM supports better performance and greater accountability by applying a clear plan to manage and measure an intervention, with a focus on the results to be achieved. By identifying, in advance, the intended results of an intervention and how its progress can be measured, managing an intervention and determining whether a difference has genuinely been made for the beneficiaries becomes better understood and easier to implement. Instead of reacting to external events, RBM instead prompts managers to take a proactive approach to clearly identify and measure results, and then how to improve performance to close any gaps in the future.

RBM means taking a life-cycle approach, including planning and defining a results framework, implementing to achieve the results, monitoring to ensure results are being achieved, and reporting and conducting an evaluation. It can be conceptualized as in the figure below:



1. Results-Based Management in the United Nations System: High-Impact Model for Results-Based Management, JIU/NOTE/2017/1, p. iv.



RBM aims to provide valuable information for decision-making and lessons learned for the future, and requires strong monitoring and evaluation (M&E) as well as knowledge management (KM).

Over the last 15 years, international actors have increasingly shifted to RBM. Since 2011, IOM began a more conscious move towards an RBM methodology in its projects and developed the IOM Project Handbook (which was further revised in 2017). To strengthen project development and management, a results-based approach was introduced, including requiring a results matrix. In 2015, the IOM Development Fund launched PRIMA (Project Information and Management Application) for Fund Projects to deploy an institutional project information management solution that assists IOM to develop, manage, monitor and report on projects supported by the Fund and their results. The success of PRIMA for Fund Projects led to the introduction of an organization-wide PRIMA for all IOM Projects in 2019. The Fund has continued providing specific guidance, tools and templates for IOM Regional Offices and Country Offices to support the effective use of both PRIMA systems.

### The IOM Strategic Vision and Strategic Results Framework

In 2019, IOM released the IOM Strategic Vision for 2019–2023 and developed a new Strategic Results Framework (SRF) to guide organization-wide strategic planning and prioritization and streamline reporting on results and resource mobilization. The SRF is currently being piloted. Upon completion of the pilot, the IOM Development Fund will incorporate the SRF into the RBM approach which is presented in this document, to ensure the alignment of the IOM Development Fund with the Strategic Vision and, in turn, the Sustainable Development Goals.



## Results-Based Management Approaches and Actions: IOM Development Fund Projects

This section of the document demonstrates how the RBM approach is incorporated into IOM Development Fund processes and procedures as key principles of fund management and as concrete actions throughout the project cycle.

### Planning Phase

#### Defining and prioritizing results

A result is defined by IOM as a “measurable change that is the consequence of a means-ends relationship”.<sup>1</sup> “Results” refers to the outputs and outcomes of a project, including those outside of the scope of the project, and those which only materialize over time. In line with the guidance in the IOM Project Handbook, the IOM Development Fund requests IOM Offices to conduct situational and country level analyses as part of the project conceptualization, with a view to clearly define key intended results of the proposed interventions. This takes place through consultations with national government counterparts and reviews of relevant national strategies, priorities and development plans, as well as the UN Sustainable Development Cooperation Framework (UNSDCF). The Fund ensures that its projects respond to the priorities of developing Member States and that those priorities are reflected in defining project results. Requiring a government support letter for funding approval is one way of enforcing that approach. As seed funding for innovative projects, the Fund also heavily prioritizes sustainability and aims for institutionalization/upscaling of its interventions.

#### Aligning results with international and IOM institutional frameworks

It is important for the Fund to ensure that project results are aligned with and contribute to the advancement of IOM institutional results frameworks and other relevant international frameworks. The 2030 Agenda for Sustainable Development is one of the essential international frameworks which guides development outcomes of the Fund projects. It is mandatory for all Fund proposals to indicate relevant SDG targets to which the project results would contribute. IOM institutional frameworks and strategies such as Migration Governance Framework (MiGOF) and Migration & Sustainable Development Strategy also guide the formulation of project results and establish strong causal links between project interventions and intended results particularly from the migration and mobility perspective unique to IOM. The IOM Strategic Results Framework (SRF), which builds on the IOM Director General’s Strategic Vision, will be fully incorporated into the process of results formulation during the project conceptualization and proposal development in the IOM Development Fund project cycle.

#### Articulating a clear Theory of Change (ToC)

A Theory of Change (ToC) describes how activities undertaken by an intervention contribute to a chain of results which lead to intended impact. In the context of the IOM Development Fund projects, a ToC is required to explain and clearly demonstrate the causal links between

lower level items in the project results matrix (e.g. Activities and Outputs) and higher level items (e.g. Outcomes and Objective), including the assumptions inherent in those links. All Fund project proposals need to articulate a ToC in the Project Description section.<sup>2</sup> As a seed funding mechanism which supports the capacity development efforts of developing Member States in migration management, the Fund has a strong focus on achieving changes in behaviours and practices of project beneficiaries and beneficiary organizations particularly at the Outcome level.<sup>3</sup> The ToC allows the Fund and evaluators a greater depth of insight into the project design.

#### Formulating results and building the project results matrix

The Fund pays close attention to results formulation and carefully reviews the project results matrix to meet the following key requirements:

- Ensure appropriate change language and action language are used.
- Objectives, Outcomes, Outputs and Activities are formulated in accordance with the definitions in the IOM Project Handbook to ensure that the project and its results matrix are designed to be able to measure and promote the change.
- Have a clear vertical logic<sup>4</sup> in the results matrix in line with the Theory of Change (ToC) while also supported by the right set of assumptions.
- Develop SMART (Specific, Measurable, Achievable, Relevant and Time-bound) indicators to effectively measure change and achievement at Objective, Outcome and Output levels.
- The appropriate use of quantitative and qualitative indicators to effectively capture the change at the project level and also, through use of numeric indicators in PRIMA, enable for aggregated reporting across the Fund projects globally.

#### Mainstreaming gender<sup>5</sup>

Project components and results of the IOM Development Fund projects should incorporate strong gender dimensions. It is mandatory for all Fund projects to score a minimum of IOM Gender Marker 2a, which means sufficient gender considerations are incorporated into the project design at the Needs Assessment, Output and Activity levels.

#### Mainstreaming Rights-Based Approaches (RBA)<sup>6</sup>

Rights-based approach (RBA) is a conceptual framework and a methodological tool for developing policies and practices that integrate the rights, norms and standards derived from international law. This is critical when designing project components and results of the IOM Development Fund projects and, in practice, the Fund requests that IOM Offices mainstream RBA in the project results formulation for ensuring conscious and systematic integration of rights and rights’ principles.

2. While all IOM projects should include the development of a Theory of Change during conceptualization phase, the IOM Development Fund additionally requires the explicit articulation of the ToC in the project description section of the proposal. For more information on the Theory of Change as it relates to IOM and IOM Development Fund projects, please see the [IOM Monitoring and Evaluation Guidelines](#).

3. All IOM projects promote attention to outcome-level changes.

4. Vertical logic clarifies the causal relationships between the activities, outputs, outcomes, and objective.

5. Gender is also highlighted as a key cross-cutting issue in the IOM Project Handbook.

6. Rights-based approach is also highlighted as a key cross-cutting issue in the IOM Project Handbook.

1. IOM Project Handbook, page 4

## Management and Monitoring Phase

### Developing detailed results monitoring frameworks on PRIMA

All Fund projects develop detailed results monitoring frameworks<sup>7</sup> on PRIMA (IOM's Project Information and Management Application), which define: i) what information is needed; ii) how it will be used to track progress on results and indicators; and iii) how data will be collected and analyzed. The Fund works closely with IOM Offices in completing these detailed results monitoring frameworks in a timely manner and ensuring systematic data collection to measure relevant results over the lifetime of the project. This is the main platform where IOM Offices update the progress made against each project indicator in the results matrix and share the latest status with the Fund. IOM Offices are advised to also conduct context monitoring and beneficiary monitoring in addition to data collection and analysis for each of the indicators, which will then feed into the results monitoring on PRIMA as well as donor reporting to the Fund. The Fund also recommends the use of internal monitoring reports and enhanced risk monitoring to facilitate decision-making at the country level and capture lessons in preparation of reporting to the Fund.

### Monitoring activity level progress using the Microsoft Project module on PRIMA

In addition to above, the Fund requires IOM Offices to update the Microsoft Project module<sup>8</sup> on PRIMA to monitor activity implementation progress and identify weaknesses in performance.

### Regular monitoring by the Fund and coordination calls with IOM Offices

The Fund conducts monthly monitoring of all active Fund projects through PRIMA to have an overview of the status of each project and identify those which require reminders or further action. Based on this monthly monitoring, the Fund also organizes ad hoc coordination calls with IOM Offices to discuss challenges and potential corrective measures. The Fund also carries out several Project Performance Reviews (PPR) on active projects to review implementation to date and recommend corrective actions as and when required to ensure the success of the project.



### Maximizing the use of PRIMA dashboards for monitoring

The Fund uses various PRIMA dashboards and modules to enhance its monitoring efforts over the projects it supports globally and inform necessary actions for effective fund management in communication with relevant IOM Offices. This can include Project Burn Rates, Timeliness of Reporting, and Targeting of SDGs, for example.

7. PRIMA integrates the results monitoring framework as a tool available to be used by all IOM projects, in line with the guidance in the IOM Project Handbook for use of Results Monitoring Framework (RMF).

8. The Microsoft Project modules in PRIMA similarly aligns to the guidance in the IOM Project Handbook on the use of a detailed workplan as the basic tool for activity monitoring.

## Reporting Phase

### Ensuring quality project reports through the Fund's review

Effective results-based management requires presenting up-to-date, reliable and balanced information. By the time of project reporting phase, necessary information and data should have been collected and analyzed regularly in line with specific requirements mentioned under the managing and monitoring phase. Quality criteria for results-based reporting include the following, and the Fund reviews submitted project reports for quality assurance:

- ▶ Completeness
- ▶ Balance (positives and negatives)
- ▶ Consistency
- ▶ Substantiveness and reliability
- ▶ Clarity

### Clear reporting against indicators outlined in the results matrix

The Fund pays special attention to what is reported against the indicators outlined in the results matrix and compares actual results at the time of reporting with the expected results, using the Results Monitoring Module on PRIMA. This practice is not carried out in isolation but builds on the collective efforts by the Fund and IOM Offices to facilitate and strengthen data collection and analysis throughout the project implementation.

### Utilizing qualitative information effectively for reporting

In project reporting of the IOM Development Fund, IOM Offices are advised to use qualitative information to complement and demonstrate the multidimensional effects that can result from project interventions as well as how the project is addressing key cross-cutting issues.

### Carefully reviewing challenges shared through project reporting

The Fund carefully reviews the challenges shared by IOM Offices in project reports to inform necessary actions to be taken by the Fund. Based on that, the Fund actively reaches out to IOM Offices to discuss these challenges and how joint actions can be made to facilitate smooth project implementation and results achievements. Context monitoring and risk monitoring by IOM Offices also help address these challenges.

### Sharing project final reports with the Permanent Missions of benefitting Member States

Final reports of all Fund projects are shared with respective Permanent Missions in Geneva of benefitting Member States, so they are fully aware of the project results. This measure also aims to enhance the accountability and transparency of the Fund.





## Evaluation Phase

### Conducting ex-post evaluations after project completion

All Fund projects are required to conduct an ex-post evaluation six to twelve months after the project completion. These ex-post evaluations aim to understand why – and to what extent – intended and unintended results were achieved and at analyzing the implications of the results.

The Fund's ex-post evaluations are carried out in line with the OECD/DAC Evaluation Criteria to assess the relevance of the project to its stakeholders and beneficiaries, the coherence of project interventions, the effectiveness and efficiency of project management and implementation, the expected impact, how well were cross-cutting themes of human rights and gender mainstreamed in the project, and if the desired effects are sustainable, and/or have the prospects of sustainability. Evaluations are carried out by internal and external evaluators (projects assigned based on careful considerations) contributing to addressing any perceived objectivity and lack of out of the box perspective.

### Informing future project design and funding allocation decision-making

Good practices and lessons learned from ex-post evaluations are shared with IOM Offices through briefings, guidance notes, referral to successful cases during project development, and an annual consolidated meta-analysis. These measures aim to improve knowledge management and to inform future project design to be supported by the IOM Development Fund. Evaluation can also inform the Fund's planning, programming, budgeting, funding allocation and reporting to strengthen the overall effectiveness of the Fund. All evaluations are also uploaded to IOM's Evaluation Repository for use by all IOM staff as well as external stakeholders.

The Fund also conducts periodic reviews of completed projects with a specific thematic focus and/or a geographical focus as part of knowledge management. They aim to capture trends in specific types of projects, good practices and lessons learned and review reports are shared with IOM Offices to inform future project development as well as externally to communicate the Fund's knowledge management efforts (see Annex for examples).



## Project Case Studies



## Supporting the Development of a Migration Policy in Albania (TC.0993)

Project Management Site:	Tirana, Albania
Benefitting Member State:	Albania
Project Beneficiaries:	Ministry of Internal Affairs, Ministry of Social Welfare and Youth, and Ministry of Foreign Affairs
Project Budget:	USD 125,000
Project Duration:	24 months
Funding Year:	2016
Funding Line:	Line 2
Relevant SDG Targets:	10.7
MiGOF:	Principle 2 and Objective 3
IOM Migration & Sustainable Development Strategy:	Outcome 3, Deliverables 1 & 2

### Project Summary

Migration is a crucial element in Albania's social and economic development, both in light of the large proportion of Albanian citizens abroad and the strong dependency on migrant remittances. Albania is also considered a country of origin, transit and destination for migrants, including economic migrants, asylum-seekers and refugees. In order to address Albania's challenges related to complex migration flows, as well as enhance the development impact of migration, a cross-cutting approach to migration governance is required. In this context, the project aimed to contribute to Albania's efforts to achieve the Sustainable Development Goal Target 10.7 to facilitate orderly, safe, and responsible migration and mobility of people, including through implementation of planned and well-managed migration policies. It did so by providing support for the development of a new migration governance policy.

A review of the legislation was also conducted, making necessary legislative amendments and developing new provisions, as appropriate, to further strengthen the migration legislation. Moreover, capacity development, with a specific focus on the Migration Governance Framework (MiGoF), was also provided to the authorities involved in the development of the policy. Finally, the project aimed to ensure that migration legislation is gender sensitive and corresponds to international human rights standards.

### Key Results to Highlight

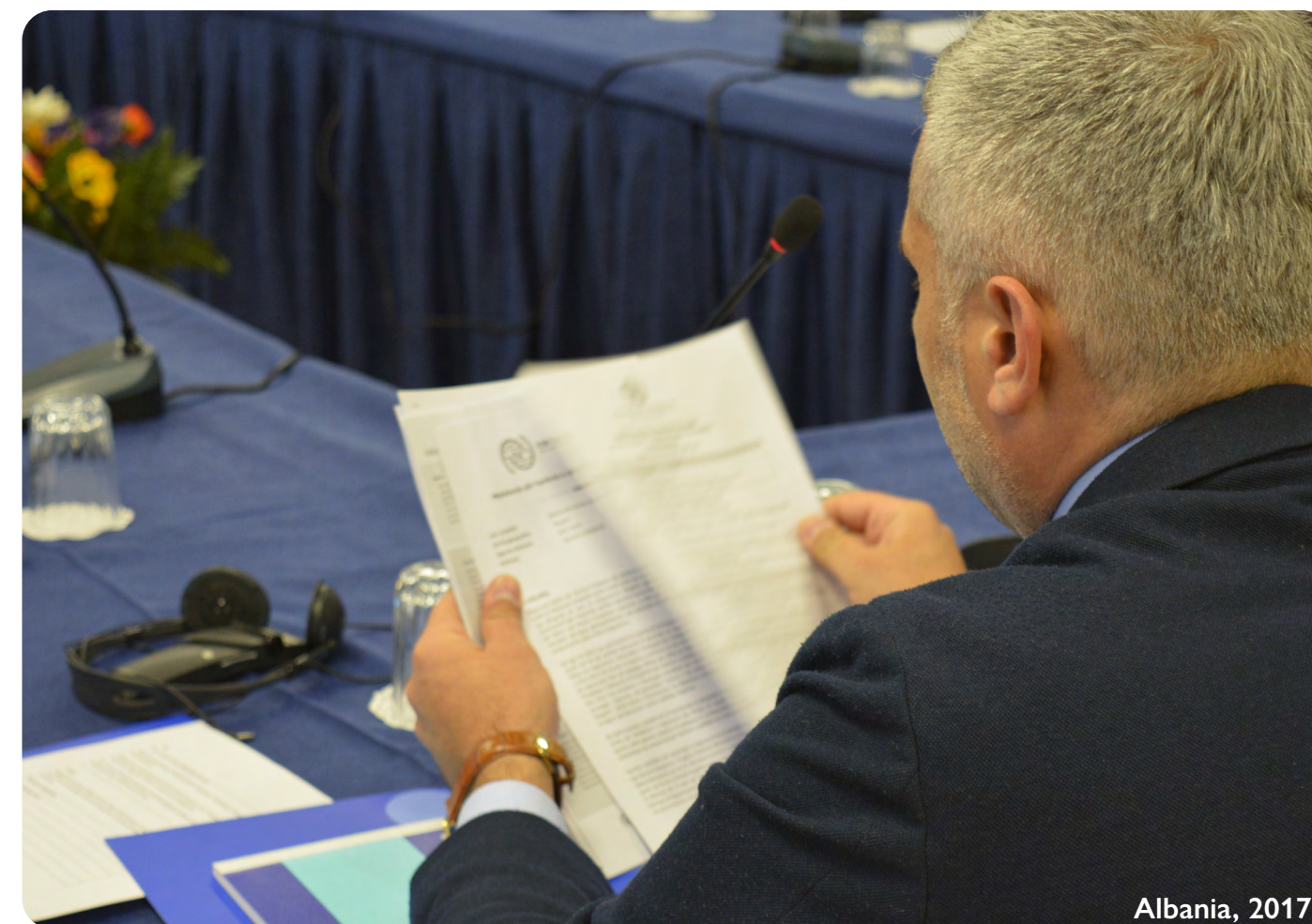
- The National Strategy for Migration Governance 2019-2022 and its Action Plan were completed within the project timeframe and endorsed a few months later by the Government, on 9th June 2019.
- New governance structures have been established within the Government to oversee the implementation of the Action Plan and monitor the progress.

## Stakeholder Engagement and Partnership

- The project was implemented with the Government as an equal partner. For the development of the migration strategy, a Steering Group (SG) was formed in which the GoA had equal representation and a governmental Inter-Institutional Working Group (IIWVG) met throughout the project from its start date. Similarly, for the review of legislation, the Government was involved in the process throughout.

### Good Practices and Lessons Learned

- Early 'buy in' and ownership from the Government meant that when the project was ready to begin it could do so quickly having already secured the necessary commitment from the relevant government departments and organizations.
- Having the 'right people' in place was critical for the success of the project: The strength of the pre-existing relationship between IOM and Government meant that the relationship was very efficient and effective as both organizations had worked together for many years, including on the last migration strategy. This relationship was further strengthened by the five consultants recruited, all of whom had either previous IOM or government expertise.
- Finding the right consultants was key to the success of the project and took two rounds of recruitment. The consultants had a high degree of expertise and also complimentary areas of expertise (international, local, human rights, knowledge of the Government, budget, legal).
- The preparatory phase of the project was well executed and ensured project viability when faced with external factors such as the election and the reduction in the project timeframe.





## Facilitating Migrant and Diaspora Investment in Ukraine (CE.0411)

Project Management Site:	Kiev, Ukraine
Benefitting Member State:	Ukraine
Project Beneficiaries:	Ministry of Social Policy of Ukraine and Ministry of Economic Development of Ukraine
Project Budget:	USD 200,000
Project Duration:	15 months
Funding Year:	2018
Funding Line:	Line 2
Relevant SDG Targets:	8.3, 8.10, and 10.7
MiGOF:	Principle 3 and Objective 1
IOM Migration & Sustainable Development Strategy:	Outcome 2, Deliverable 3

### Project Summary

In 2014-2015, Ukrainian migrant workers were the biggest external contributors to the Ukrainian economy, having transferred approximately USD 2.8 billion through remittances. It is noteworthy that 22% of migrant workers stated interest in investing these funds in businesses and development projects in Ukraine. Considering present economic and financial challenges, these resources could become an alternative source of financing for Ukrainian entrepreneurs and state institutions with development needs. However, migrant and diaspora investment is currently conditioned by the availability of targeted incentives and mechanisms in the context of the labour migration policy, such as tax exemption, preferential loans and transnational bank accounts.

The overall objective of the project was to contribute to the Government of Ukraine's efforts to boost economic development through attracting and facilitating investments by Ukrainian migrant workers and diaspora into local businesses. In pursuit of this objective, the project implemented the following actions, which consisted of the following two components. The first component conducted a targeted assessment of the current legal and regulatory framework in Ukraine from the perspective of facilitating migrant and diaspora investment in local businesses.

This feasibility study resulted in (i) concrete practical recommendations and plan of action for enabling migrant investments and (ii) identification of the most suitable migrant and diaspora investment scheme/mechanism for the Ukrainian context. It was followed by targeted training sessions for government and other stakeholders on the implementation of the investment scheme identified by the study. The second component aimed to improve Ukrainian government stakeholders' knowledge and ability to manage labour migration by providing training sessions in (i) labour migration management and fostering development, as well as in (ii) mainstreaming migration into local development planning.

### Key Results to Highlight

- A mechanism for migrant and diaspora investment has successfully been developed and presented to the relevant government stakeholders including the Ministry of Finance, State Fiscal Service of Ukraine, Ministry of Social Policy, Ministry of Economic Development, Ministry of Regional Development, Reform Office of the Cabinet of Ministers and State Employment Service of Ukraine, representatives of the financial sector of Ukraine, Non-Governmental Organizations, and representatives of the expert community working in the sphere of diaspora engagement and protection of Ukrainian migrants. The mechanism identified within this Feasibility Study is a call for action and one of the first instruments proposed to Ukraine, and could build the link between migration and development.
- Connections with diaspora groups strengthened. A joint intervention on "Potential of Migrants' and Diaspora Investment for the economic development of Ukraine" was made by the representatives of IOM and the Ukrainian diaspora association at the 13th EUROPE-UKRAINE FORUM (February 2020, Poland) that gathered 800 participants from Poland, Ukraine and other Eastern Partnership countries, the EU and the US, including government members, politicians, businessmen, regional officials, representatives of international organizations and think tanks.
- Follow-up funding identified. The 'SME Boost' Project (EUR 10M) approved for funding by KfW. The project was conceptualized in consultations with the SME Development Office – advisory body to the Ministry of Economy of Ukraine – a new partnership for IOM Ukraine that was identified and nurtured throughout the IOM Development Fund Project and outlived the project making IOM voice heard into the other economic discussions with the Government related to the access to finance for SMEs, lending mechanisms, COVID-19 recovery, etc.



Poland (40%), Russia (25%) and Italy (11%) are the most popular destinations for Ukrainian migrant workers



Circular migration (34%) prevail over a long or short-term migration (20% each)



57% of migrants work abroad for 3 months



Most of the migrants (>90%) have families in Ukraine

A brief overview of some findings from the targeted assessment, which was conducted as the first component of the project.

### Stakeholder Engagement and Partnership

- Representatives of the project stakeholders formed a working group that served as a consultative body for the period of the Feasibility Study. Members of the working group took part in relevant workshops where interim results of the Feasibility Study were presented to provide their constructive feedback. They were also contacted by experts from PwC and IOM representatives in a bilateral format for more advanced scoping interviews. The working group comprised of experts in diaspora engagement, protection of migrants, economic development and fiscal administration.

### Good Practices and Lessons Learned

- Effective partnership with a private consultancy company led to a good project product.



## Strengthening Labour Migration Management in Lesotho (LM.0304)

Project Management Site:	Pretoria, South Africa
Benefitting Member State:	Lesotho
Project Beneficiaries:	Ministry of Labour
Project Budget:	USD 150,000
Project Duration:	18 months
Funding Year:	2016
Funding Line:	Line 2
Relevant SDG Targets:	8.7, 8.8, and 10.7
MiGOF:	Principle 2 and Objective 1
IOM Migration & Sustainable Development Strategy:	Outcome 1, Deliverable 2; Outcome 3, Deliverable 2

### Project Summary

The overall objective of this project was to support the Ministry of Labour and Employment (MoLE) of Lesotho towards implementing labour migration programmes within the framework of the Southern African Development Community (SADC) Labour Migration Action Plan (2016-2019), SADC Regional Labour Migration Policy Framework, and Article 19 of the SADC Employment and Labour Protocol stipulating provisions on the Protection of Migrant Workers.

IOM, in partnership with the Ministry of Labour and Employment, achieved this objective through the following three areas: i) The GoL demonstrates increased capacity on labour migration management; ii) GoL bilateral engagement on labour migration management with a country of destination is strengthened including labour exchange programme through the bilateral labour agreement; and iii) GoL has improved the implementation of the national labour migration policy through the implementation of the national labour migration policy action plan.

This national labour migration project was designed to complement the IOM Development Fund regional project that aims to bring together the selected SADC Member States in order to facilitate South-South labour mobility arrangements. In this regard, the goal was to ensure the protection of the fundamental human, labour, health and social rights of migrant workers, their families, and associated communities of origin and destination.

### Key Results to Highlight

- Development and completion of a new National Labour Migration Policy for Lesotho.
- Bilateral Labour Agreement (BLA) Guidelines were developed that are aligned to the regional guidelines.
- Clearly demonstrated increase in knowledge and capacity among key government officials especially in relation to negotiation for bilateral labour exchanges and bilateral deals.

## Stakeholder Engagement and Partnership

- The inter-ministerial, multi-sectoral technical working group was formed, and many of the members were same as members of National Consultative Committee on Migration (NCC). The NCC regularly met to discuss on the migration issues including Migration Governance Index (MGI), as well as labour migration.



Lesotho, 2016

### Good Practices and Lessons Learned

- Good commitment by the mission's staff led to a timely project delivery: IOM Office had a consistent monthly project monitoring mechanism where the head of office, together with the finance and project colleagues, filled up a monitoring tool that enables them to track activity implementation monthly as well as detect projects that have a low budget burn rate and thus take necessary corrective actions. This was in addition to formal donor reporting requirements to the IOM Development Fund.
- Signing of a Declaration of Intent: During the learning visit to Mauritius, Lesotho and Mauritius signed a declaration committing themselves to signing an MoU. This committed both Lesotho and Mauritius teams to intentionally work towards finalizing the MoU, irrespective of any hurdles that may present themselves. Though the MoU negotiations took time, the idea remained on the top of both technical teams' priority lists, largely because the declaration of intent reminds them of the need to achieve a result. As it was signed by high level government representatives (Principal Secretaries level), it gives technical teams the political backing and approval to negotiate.
- A targeted engagement with CSOs may be necessary to ensure common understanding: Learning from the feedback that trade unions and employers gave to the process, it is important to make full efforts to ensure that all stakeholders had a common understanding. Some may not be well informed and/or may have a suspicious outlook, especially in the context of the tripartite model of labor management.



## Strengthening the Capacity of the Government of Kenya to Manage National Identity Programmes (TC.1052)

Project Management Site:	Nairobi, Kenya
Benefitting Member State:	Kenya
Project Beneficiaries:	Ministry of Interior and Coordination of National Government (National Registration Bureau, Civil Registration Department, Department of Immigration Services, Integrated Population Registration System)
Project Budget:	USD 150,000
Project Duration:	18 months
Funding Year:	2017
Funding Line:	Line 2
Relevant SDG Targets:	1.4, 5.1, 5.6, 5.a, 16.8, and 16.9
MiGOF:	Principle 1
IOM Migration & Sustainable Development Strategy:	Outcome 2, Deliverable 1; Outcome 3, Deliverable 1

### Project Summary

The overall objective of the project was to contribute to improved identity management in Kenya through strengthening the capacity of the Kenyan Government, as well as by creating awareness of full identity management chains, from the security of breeder documents such as birth certificates to the safe and reliable issuance of secure travel documents such as e-visas, e-passport systems and national 'identity e-citizens' (Integrated Population Registration System).

This was achieved by supporting a needs assessment in identity management, recommendations for identity chains focused on breeder documents and travel documents, a Training of Trainers for the government officials from key departments involved in identity management (National Registration Bureau, Civil Registration Department, Department of Immigration Services and the Integrated Population Registration System), and a pilot public awareness campaign about IDs and breeder documents, and about the rights associated in selected counties where the level of awareness was low.

The project assisted the Government of Kenya in assessing, planning and implementing improvements to their travel documents and related issuance systems, referencing the applicable travel document standards of the International Organization for Standardization (ISO) and the International Civil Aviation Organization (ICAO).



### Key Results to Highlight

- One of the most tangible project results was an increase in the number of national ID registrations in project locations. The project led to a 43% increase in new ID registration and 72% increase in renewal in the selected locations. The timeline of processing applications also reduced with a quicker turnaround from the NRB (National Registration Bureau) HQ. These positive changes took place through capacity development of government officials, community awareness raising utilizing information materials (brochures and Service Charters), community sensitization (barazas), mobile registration and radio campaigns.
- The project reached people residing in some of the hardest to access areas, and as a result, the relationship and trust between NRB officers and people in those remote communities were strengthened.

### Stakeholder Engagement and Partnership

- For the collaboration / coordination with other stakeholders such as CRS (Civil Registration Services), RAS (Refugees Affairs Secretariat), IATA (International Air Transport Association), and others who are members of NCM, although most of them were involved at the designing stage, and participated in the project as members of steering committee, the project almost exclusively worked with NRB, hence there was not enough evidence to conclude that the project made the positive impact on bringing different stakeholders together to tackle full ID chain management. This concrete feedback is now brought into consideration for all new similar projects, and will help to improve their outcomes.

### Good Practices and Lessons Learned

- The project had limited resources despite the ambitious goals of Government of Kenya, which required some adjustment in the work plan, and this caused a slow start. However, the close consultation with the government, together with their high level of ownership, helped the project get on the right track. In terms of resources, the project made good use of NRB's existing programs to maximize the results. For example, the cascaded training, which was supposed to target about 20 people at the beginning, increased in target number to 47 with the participation of NRB.
- At all the target sites that the project evaluator visited, respondents mentioned that high levels of poverty, and high illiteracy rates are the main concerns to promote ID acquisition. There are many people who have difficulties in paying transport to access NRB offices or paying the ID replacement fee, or struggle to find time to go to NRB offices (as some of them are casual workers) to apply or to pick up IDs. The complexity of obtaining required breeder documents is also blocking some people from acquiring an ID.





## Promoting Psychosocial Services and Assistance for Vulnerable Migrants in Morocco (MA.0374)

Project Management Site:	Rabat, Morocco
Benefitting Member State:	Morocco
Project Beneficiaries:	Medical students and medical professionals, Medical centers, National health institutions, Border agents, Stranded migrants part of the AVRR programme
Project Budget:	USD 200,000
Project Duration:	30 months (including 6 month no cost extension)
Funding Year:	2016
Funding Line:	Line 2
Relevant SDG Targets:	3.4, 3.8, and 10.7
MiGOF:	Principle 1 and Objective 1
IOM Migration & Sustainable Development Strategy:	Outcome 2, Deliverable 1

### Project Summary

Morocco is a transit corridor for migrants wishing to reach Europe and, in recent years, is increasingly also a destination country. According to the Moroccan Ministry of Interior, 25,000 to 40,000 irregular migrants, originating mostly from Western Sub-Saharan Africa, reside in Morocco. Despite recent governmental efforts to develop a comprehensive human-rights based approach migration policy, many migrants, often in irregular situations, find themselves stranded and in situations of vulnerability facing harsh living conditions. Furthermore, access to health services for irregular migrants remains difficult, although their precarious living conditions and the violence they face on a daily basis means they often have unmet psychosocial and medical needs.

Therefore, this project aimed to improve psychosocial support services to migrants in Morocco through a two-fold action based on capacity development activities for medical professionals in Morocco and on direct service provision to enhance pre-departure services offered to migrants in the context of the Assisted Voluntary Return and Reintegration (AVRR) programme.

### Key Results to Highlight

- A national migration and health training material including a Mental Health and Psychosocial Support (MHPSS) module became available for primary health professionals.
- The National Health and Immigration Strategic Plan (in French: Plan Stratégique National Santé Immigration - PSNSI) was in the process of including a MHPSS component.
- 100% of migrants expressed satisfaction with the guide and the sensitization they received in the pre-departure services.

## Stakeholder Engagement and Partnership

- IOM and Ecole Nationale de Santé Publique (ENSP) signed an agreement aiming for cooperation in the migration and health field mainly in research, capacity development and exchange of expertise. The signature happened on 22 February 2018 during the national conference on migration and health organized by IOM and ENSP. A focus group discussion was held on “Place for migrants in the new national law on mental health issues”. The conference was a great opportunity for the stakeholders to be sensitized to the key role of academic and the needs of MHPSS improvement for all vulnerable population, including migrants.
- Collaboration with ENSP and MoH is the best approach to ensure the sustainability for capacity development activities targeting health care providers and ENSP students, which continued even after the project completion.

### Good Practices and Lessons Learned

- IOM and Ecole Nationale de Santé Publique (ENSP) co-funded events and meetings.
- Some training components were co-funded by the Global Action against Trafficking in Person and the Smuggling of Migrants project “GloAct.”



Morocco, 2017



## Zambia Migration Profile: Supporting Evidence-Based Migration-Related Policy Making and Planning in Zambia - Phase II (PR.0216)

Project Management Site:	Lusaka, Zambia
Benefitting Member State:	Zambia
Project Beneficiaries:	Ministry of National Development Planning (including Central Statistics Office), Ministry of Home Affairs, Ministry of Foreign Affairs, Ministry of Labour and Social Security, and National Research Institutions
Project Budget:	USD 110,000
Project Duration:	24 months
Funding Year:	2017
Funding Line:	Line 2
Relevant SDG Targets:	10.7 and 17.18
MiGOF:	Principles 2 & 3 and Objective 1
IOM Migration & Sustainable Development Strategy:	Outcome 3, Deliverables 1 & 2

### Project Summary

The Government of the Republic of Zambia (GRZ) requested the assistance of the International Organization for Migration (IOM) to strengthen its capacity to collect, analyze and utilize migration data, and ultimately to prepare a Migration Profile.

Improving migration management at a national level had been identified as a priority for the Government of Zambia, as migration dynamics in the country and region had become increasingly complex. There was a severe lack of reliable migration data and analysis on which to base policy formulation and planning, and the Government of Zambia was in the process of developing its Seventh National Development Plan. Data, including Migration Data, was required as part of this process, including the ongoing monitoring and evaluation of actions under the plan.

IOM Zambia had previously provided support to GRZ to have access to and utilize an increased level of reliable data on migration through a 12-month project supported by the IOM Development Fund, titled the “Migration Profile Phase I”. Phase I was intended to provide a foundation for the development of a full migration profile and to feed into policy making and planning processes through the development of a migration data assessment, which highlighted data ability, data gaps and recommendations.

Following a new request from the Government of Zambia in 2017, IOM then carried out this follow-up project, ultimately to develop a full migration profile under Phase II of the project. Phase II supported the Central Statistics Office and key line ministries (in particular the Ministry of Home Affairs and the Ministry of Labour) with strengthened systems to collect, analyze and utilize migration related data.

### Key Results to Highlight

- By the time of project completion, the migration profile had been developed and was already informing the development of a national migration policy, the revision of the government 7th national development plan, as well as providing a basis for further migration questions to be included in the national census.

### Stakeholder Engagement and Partnership

- The TWG comprised members drawn from relevant state ministries and quasi-government institutions. These members were formally appointed through the Ministry of Home Affairs, Cabinet Office of the Government of the Republic of Zambia in June 2017. The TWG was co-led by the Department of Immigration, under the Ministry of Home Affairs, and the Central Statistical Office (CSO) under the Ministry of National Development Planning. IOM continued to support the TWG to hold meetings to guide project implementation. At the development stage, the meetings were more frequent, necessitated by the need to have regular updates as the development of the document evolved over time. During the project, the TWG met a total of 11 times.
- The support to the CSO included capacity development on the labour migration module and child labour module within the Labour Force Survey (LFS). As the ILO plays a lead role in this area, IOM collaborated with the ILO and UNICEF Zambia offices to provide holistic support on this exercise to CSO with a special focus on capacity development.

### Good Practices and Lessons Learned

- The TWG developed a tool to update the migration profile, which will be done every three years under the leadership of the CSO, significantly increasing the sustainability of the project.
- The use of a local technical team to produce the migration profile facilitated a skills transfer to national institutions, increasing the likelihood that they would be able to update the profile with limited external support in the future.
- The project was instrumental in its inclusion of migration questions in the national labour force survey as well as the census, both which are key sources of data to update the profile and ensure that subsequent versions will have more robust data.



Geneva, 2018



## Development of a National Framework for Durable Solutions in Vanuatu (CS.0837)

Project Management Site:	Port Vila, Vanuatu
Benefitting Member State:	Vanuatu
Project Beneficiaries:	Government of Vanuatu
Project Budget:	USD 100,000
Project Duration:	9 months
Funding Year:	2016
Funding Line:	Line 1
Relevant SDG Targets:	10.7, 13.1 and 13.2
MiGOF:	Principle 2 and Objective 2
IOM Migration & Sustainable Development Strategy:	Outcome 1, Deliverable 1 Outcome 2, Deliverable 2

### Project Summary

This project aimed to build the capacity of the Government of Vanuatu to manage the displacement cycle in cases of sudden- and slow-onset emergencies, with the aim of ensuring protection-sensitive 'Durable Solutions' for disaster-affected populations. This was achieved through the participatory development of a national framework for Durable Solutions, including a policy document, and related operational tools.

Under the leadership of the Ministry of Climate Change Adaptation (MCCA) and National Disaster Management Office (NDMO), the project facilitated a consultation process involving government partners, cluster members, Civil Society Organizations and other stakeholders. The process followed relevant guidelines and legal principles.

The project was responsible for the following deliverables: 1) an overview and background of internal displacement and forced migration patterns in Vanuatu; 2) identification of challenges and gaps for achieving durable solutions in Vanuatu; 3) a policy framework to manage the displacement cycle in Vanuatu and 4) standard operating procedures (SOPs) and tools, in line with IOM's Progressive Resolution of Displacement Situations (PRDS) framework and the Durable Solutions Preliminary Operational Guide.

### Key Results to Highlight

- The National Policy on Climate Change and Disaster-Induced Displacement was officially adopted by the Government of Vanuatu and launched in September 2018.
- The Government appointed a lead Ministry and incorporated other ministries and departments to directly support the implementation of the policy. There is strong support and priority focus within the Government of the policy implementation.

## Stakeholder Engagement and Partnership

- The project established a Steering Committee to have oversight of the policy draft. It included a wide range of government ministries and departments across land rights, women affairs, community services and education, among others. It was composed of national and local authorities, humanitarian stakeholders and non-government organizations. The establishment of the Steering Committee led to strong government ownership of the project.

### Good Practices and Lessons Learned

- The project was designed at the request of the Government of Vanuatu and implemented by IOM in strong coordination with the government. The project had strong links to national priorities and was deliberately linked to key national strategic documents.
- Use of related technical tools: The project conducted a thorough review of relevant national legislations and policies to determine existing protections and to inform the new policy. The project complemented the existing government initiatives and builds on previous projects implemented by IOM in Vanuatu and in the Pacific region and related to displacement.
- IOM, in consultation with government stakeholders, developed a proposal which has been approved to be funded by the IOM Development Fund to cover the project's second phase.
- The policy document produced by the project strongly incorporates human rights and gender equality, reflecting the links between displacement and holistic protection of rights.
- Engagement with private sector, education institutions and researchers were limited. Engaging wider stakeholders is important as they also play a role in responding to displacement – sometimes through informal mechanisms.





## Contributing to the Achievement of Sustainable Development Goals Related to Migration Management in the Dominican Republic (CE.0352)

Project Management Site:	Santo Domingo, Dominican Republic
Benefitting Member State:	Dominican Republic
Project Beneficiaries:	National Statistics Office (ONE), Ministry of Foreign Affairs (MIREX), Ministry of Economy, Planning and Development (MEPyD), and Ministry of Interior and Police (MIP), National Institute for Migration (INM)
Project Budget:	USD 100,000
Project Duration:	18 months (including 6 month no cost extension)
Funding Year:	2016
Funding Line:	Line 1
Relevant SDG Targets:	10.7
MiGOF:	Principles 1 & 2
IOM Migration & Sustainable Development Strategy:	Outcome 2, Deliverables 1 & 3 Outcome 3, Deliverable 2

### Project Summary

The Dominican Republic is one of the 190 countries committed to the 2030 Sustainable Development Goals (SDGs) and therefore, the development of national indicators and targets is strategic to ensure the monitoring and implementation of the migration related policies vis-à-vis the 2030 National Development Strategy and the 2030 Agenda for Sustainable Development. The objective of this project was to contribute to the national efforts to measure the progress towards the Sustainable Development Goals related to migration, through strengthening the capacities of the institutions in charge of the formulation, implementation, and measurement of migration policy towards the SDGs. The main activities included training and technical assistance to facilitate the definition of indicators and targets on migration, and reporting mechanisms. In collaboration with the National Institute of Migration, the Ministry of Foreign Affairs and among others, the Ministry of Interior and Police, this initiative ensured that the SDGs are met, with special emphasis on the goals and lines of action related to migration management through adopting some innovative approaches.

### Key Results to Highlight

- Migration-related indicators were identified which were comparable and measurable towards SDG targets. The project was also able to establish a baseline and work towards establishing appropriate targets. 8 indicators were created in collaboration with ONE.
- The project applied an innovative approach to measuring SDG indicator 10.7.2 through the MGI process by working with ONE and using a digital platform to gather information on the questions, and establishing a baseline for comparison. The fact that the National Immigrant

Surveys (ENIs) were used to create a baseline for comparison between 2013 and 2017 was also seen as key and unprecedented in the MGI process.

- A commitment from government agencies to identify migration-related indicators that would contribute to measuring SDG targets in line with the country's national development strategy.
- The project successfully raised awareness about migration governance and mobilizing government entities to commit to developing national strategic and programmatic processes.
- Mechanisms were established within institutions such as the National Migration School (ENM) to allow for continued training on SDGs and Agenda 2030.
- The project was able to bring about a change in migration governance in the Dominican Republic, which developed several processes that have been sustained beyond the project closure in June 2018.

### Stakeholder Engagement and Partnership

- The project worked closely with strong national government institutions such as the National Statistics Office (ONE), the Ministry of Foreign Affairs (MIREX), the Ministry of Economy, Planning and Development (MEPyD), and the Ministry of Interior and Police (MIP), as well as the National Institute for Migration (INM). These government entities were key in creating momentum and mobilizing a commitment from other government stakeholders to participate in the project initiatives including the MGI. The project also worked closely with the United Nations Development Programme (UNDP) and other UN agencies involved in migration issues.

### Good Practices and Lessons Learned

- The government's commitment to increased attention to migration included two National Immigrant Surveys (ENI) in 2012 and 2017. Making links to these nationally established instruments contributed to building the support necessary for the success of the project.
- The project effectively ensured sustainability, notably in linking to the national planning instrument END 2030 and ensuring that government entities consider migration-related indicators and integrated relevant activities within their structures and processes.
- The project's positive results have continued beyond the project closure. Given that the project was aligned with the END 2030 and coordinated closely with significant government entities ensured the buy-in of a broad range of institutions that committed to following the measurement of indicators until 2030. Similarly, the innovative approach used for the MGI was effective in engaging government entities and was used as an example for replication in the Mesoamerican region.
- A no-cost extension was requested and approved for 6 months from January to June 2018. The extension was requested due to a delay in the approval of the indicators by the government and of the launch of the MGI results scheduled for February 2018. The extension was also linked to the government's commitment to publish a Voluntary National Review (VNR) which was published in June 2018.



## Improving Legal Assistance to Migrants in Brazil and Promoting their Access to Labour Markets (IM.0043)

Project Management Site:	Brasilia, Brazil
Benefitting Member State:	Brazil
Project Beneficiaries:	Federal Public Attorney (Defensoria Pública da União); UN Global Compact Network Brazil; Migrants in Brazil
Project Budget:	USD 100,000
Project Duration:	18 months
Funding Year:	2017
Funding Line:	Line 1
Relevant SDG Targets:	5.1, 5.2, 8.5, 8.8, and 10.7
MiGOF:	Principles 1 & 2 and Objective 1
IOM Migration & Sustainable Development Strategy:	Outcome 2, Deliverable 1 Outcome 3, Deliverables 1 & 2

### Project Summary

Migration flows to and from Brazil have profoundly changed over the past ten years, creating new challenges for the protection of migrants' rights and access to labour markets. Although a new migration law was adopted and now incorporates the main standards and principles of international law, Brazil still needs to develop structured public policies to facilitate the integration of migrants. This project contributed to fostering migrant integration in Brazil by strengthening the capacity of the Federal Public Attorney (FPA) staff and enhancing legal assistance to migrants.

An online course and training of trainers' workshop aimed to build the knowledge of civil servants and public attorneys with regard to the protection of migrants' rights, in particular those of women and irregular migrants. Furthermore, an analysis of corporate policies for migrants to access the Brazilian labour market was carried out by the United Nations Global Compact Network partners. This analysis reviewed the main legal gaps preventing migrants from working for companies that are members of the UN Global Compact Network in Brazil. Finally, the UN Global Compact Network companies took part in a workshop to acquire skills and tools to design and adopt innovative corporate social responsibility policies that focus on strengthening migrant integration, with special provision for women.

### Key Results to Highlight

- High quality products developed during the project implementation (e.g. the handbook on legal protection and assistance for migrants and the online course) were used and replicated after the project completion. FPA has been running repeated iterations of the online course and continuously adding to the handbook.

- The online course was made available for staff from other government agencies and civil society organizations who work directly with migrants.
- Increased contact between FPA and other government departments creating the potential to build cross-sectoral networks of organizations working to support migrants.
- Reinforced coordination among key migration stakeholders including UN agencies, Civil Society Organizations and academia.

### Stakeholder Engagement and Partnership

- The project was delivered in partnership with a well-known and trusted partner, including individuals within FPA who had been seeking to enhance internal knowledge and awareness of how to help migrants for ten years.

### Good Practices and Lessons Learned

- The ToT session, bringing together FPA migration experts from all regions of Brazil, provided the context for a needed strategic discussion.
- FPA staff took a full share of ownership of the design and delivery of project materials and activities, describing it as a "joint venture", with high levels of constructive discussion and collaboration.



Brazil, 2020



## Annex: Example Guidance Note from Thematic Review

### REVIEW OF IOM DEVELOPMENT FUND PROJECTS FOCUSING ON COUNTER-TRAFFICKING AND PROTECTION & ASSISTANCE TO VULNERABLE MIGRANTS 2015-2019

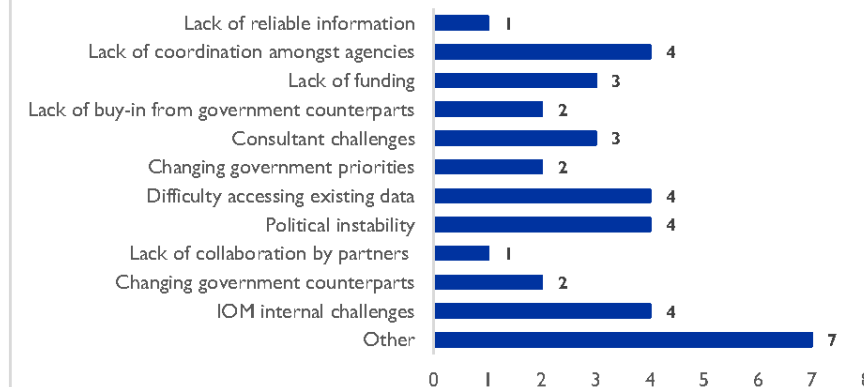


A project review was conducted in October 2020 to assess 17 completed CT and PX projects, both as primary and secondary project types, which were funded by the IOM Development Fund between 2015 and 2019.

#### KEY FINDINGS:

- Despite increases in IOM Development Fund budget, proportionally fewer PX projects implemented in 2019
- CT/PX projects relatively evenly distributed across regions
- 82.4 per cent of projects successful in fully achieving outcomes and delivering expected outputs
- 82.4 per cent successfully reached all intended beneficiaries
- 58.8 per cent of projects reported having produced or involved innovative processes and/or outputs
- 64.7 per cent of projects needed a revision to achieve outcomes and successfully implement the project.

#### CHALLENGES ENCOUNTERED BY CT/PX PROJECTS BY NUMBER, 2015-2019



#### IMPACTS

##### Actors impacted by the project:

- Victims of trafficking & potential victims of trafficking
- Government agencies
- Law enforcement personnel
- Members of the judiciary
- Ambassadors and consular officials
- Job seekers
- Social organizations
- Social workers and counsellors

#### SUSTAINABILITY

##### Methods used to sustain project outcomes:

- Trainings and training curricula
- Knowledge transfers
- Continued partnerships
- Integration of outcome with existing systems and practices
- Technological assistance
- Annual reporting and other evaluations
- Promotional events
- Appointment of personnel to maintain outcome

#### RECOMMENDATIONS

##### To improve implementation:

- Assign relevant IOM personnel for countries with no IOM office
- Ensure management arrangements are established after project completion to ensure successful continuation of outcomes, especially for global projects where clear coordination and management are key
- When possible, develop contingency plan for activities susceptible to changing political circumstances

##### To foster innovation:

- Encourage innovative processes and outputs by identifying gaps in existing capacities or stakeholder and beneficiary groups
- Promote innovative partnerships with businesses to bolster migrant protection in the private sector

##### To improve project impacts:

- Advance interagency and regional coordination to foster awareness raising and sharing of knowledge
- Use tailored approach to target beneficiaries with focus on vulnerable groups, including differentiated needs for assistance and services
- Promote synergies between relevant projects and initiatives and foster new partnerships with stakeholders for increased reach to beneficiaries and greater project impacts

##### To sustain outcomes:

- Formulate sustainability plan prior to project closure to ensure continuation of activities & long-term impacts
- Promote local & government ownership through direct inclusion of relevant counterparts throughout project development & implementation



Notes

Notes



The IOM Development Fund supports developing Member States in the development and implementation of joint government–IOM projects to address particular areas of migration management. Since its inception in 2001, the Fund has supported over 800 projects in various areas of IOM activity and has benefited over 120 Member States.



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