

STANDING COMMITTEE ON PROGRAMMES AND FINANCE

Thirty-first Session

IOM DEVELOPMENT FUND

(Status report: 1 January to 30 September 2022)

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Background

1. An overview of the IOM Development Fund, which was established through Council Resolution No. 1035 of 29 November 2000, is provided at the sessions of the Standing Committee on Programmes and Finance.
2. The allocation and application of the Fund is guided by Council Resolution No. 1390 of 24 November 2020 on budget regulations and practices.¹
3. The Guidance Note on the IOM Development Fund explains the characteristics of the Fund and provides practical guidance on its operations and management. It can be consulted in the three official languages on the [IOM Development Fund website](#).
4. With regard to the Fund's two lines of funding, Line 2 is broadly similar in its operation to Line 1, with one of the key provisos being that Member States subject to Article 4 of the IOM Constitution are not eligible to benefit from funding under Line 2.²

Fund administration

5. In 2022, a total of USD 16,367,469 is available for the IOM Development Fund. A total of USD 1,513,609 is available for Line 1 funding, comprising USD 1,400,000 in Operational Support Income and USD 113,609 in funds recovered from closed Line 1 projects. A total of USD 14,853,860 is available for Line 2 funding, comprising USD 13,600,000 in Operational Support Income; USD 475,629 in funds recovered from closed Line 2 projects; USD 39,600 from the Government of Austria and USD 738,606 from the Government of Belgium (all allocated via the Migration Resource Allocation Committee (MIRAC)); and USD 25 in private contributions made by individuals online.
6. Continuing the trend of recent years, project funding requests have increased in 2022, mainly as a result of the growing need of eligible Member States for seed funding to address various migration management challenges. Project proposals have been received for capacity-building support in the following areas: community development; durable solutions; integration and social cohesion; labour migration; migration and development; migration health; migration management support; immigration and border management; migration, environment, climate change and risk reduction;

¹ Section IV, paragraph 13 of Council Resolution No. 1390 states the following: "The Director General is requested to allocate USD 1.4 million from Operational Support Income for the development of migration projects in favour of developing Member States and Member States in transition, on the basis of an equitable regional distribution, without prejudice to funds already allocated for these purposes, referred to as funding Line 1." Section IV, paragraph 14 states that: "The Director General is further requested to allocate USD 13.6 million from Operational Support Income to the IOM Development Fund, referred to as funding Line 2". Paragraph 15 of the same section states that: "The total amount available for the IOM Development Fund for both Line 1 and Line 2 (excluding direct voluntary contributions) is USD 15.0 million."

² Section IV, paragraph 17(a) of Council Resolution No. 1390 states that: "Access to funding under Line 2 will be linked to outstanding contributions, and Member States subject to Article 4 of the Constitution will not be eligible for funding". The phrase "subject to Article 4" refers to the status of a Member State whose current arrears in the payment of its financial contributions to the Organization equal or exceed the amount of the contributions due from it for the preceding two years and whose loss of voting rights in accordance with Article 4 of the IOM Constitution becomes effective one year after the Council has been informed that the Member concerned is in arrears to an extent entailing the loss of voting rights, if at that time the Member State is still in arrears to the said extent, but not a Member State whose loss of voting rights has become effective but whose voting rights were maintained or restored by the Council after being satisfied that the failure to pay is due to conditions beyond the control of the Member State.

migration policy; migration research; and transfer of migrant knowledge and resources. All projects approved are aligned with relevant objectives/principles contained in the IOM Migration Governance Framework, the IOM Strategic Vision, the IOM Migration and Sustainable Development Strategy and the Sustainable Development Goals. The Fund continues to be a vital means of advancing migration and sustainable development policies and programmes. Through the [guidance note promoting mainstreaming of the Migration and Sustainable Development Strategy](#) in all IOM Development Fund projects, the Fund aims to help governments ensure the highest development outcomes for such projects vis-à-vis the Strategy's main deliverables and effectively communicate the impact on sustainable development.

7. Actual financial allocations against available funding are on schedule, with 73 per cent of the overall funding having been allocated by the end of the third quarter of 2022. As at 30 September 2022, 245 active projects were being administered. It is important to note that many active projects have been extended due to the COVID-19 pandemic. Although IOM offices found innovative ways to continue implementing some activities during lockdowns, past restrictions have still affected the majority of projects.

Staff support for the IOM Development Fund

8. The Junior Professional Officer funded by the Government of Italy has been a vital member of the IOM Development Fund Unit, reviewing project applications and reports, carrying out project performance reviews and contributing to the update of the IOM Development Fund Strategic Plan.

Strategic Plan

9. The [IOM Development Fund Strategic Plan](#) was updated for the period 2022–2027. Among other things, it details the shared values that underpin the Fund's work as a unit and its relationships with internal and external stakeholders. The goal of the Fund remains to provide Member States with accountable and effective seed funding for innovative migration-related initiatives. An action plan is also currently under development.

Awareness-raising and fundraising initiatives

10. The awareness-raising and fundraising campaigns entitled "Look Forward Give Back" and "Do the Right Thing" were expanded to include other active and relevant projects. The Fund targeted events where the campaigns could be highlighted, notably the IOM exhibition on Quai Wilson in Geneva and a music festival in Nyon, Switzerland, attended by 250,000 people. These events made it possible to share compelling stories from countries underrepresented by the global media through portraits, quotes and videos accessed via QR code, amplifying the voices of migrants, young people and other groups that are sometimes overlooked in conversations on migration. Both events succeeded in raising awareness, as demonstrated by the 400% increase in traffic to the campaign websites.

Review of best practices

11. The IOM Development Fund has conducted a review of projects focusing on immigration and border management between 2015 and 2020, providing an overview of 47 projects in total, comprising 17 completed projects and 30 active projects. The aim was to identify best practices and lessons learned, and assess the challenges encountered during implementation. In the case of positive findings, details were provided on how to replicate them in future projects, while recommendations regarding negative findings described how best to avoid or mitigate them. There was a particular focus on innovative processes and outputs with a view to harnessing innovation in future projects and

capacity development objectives. Attention was also paid to project impact and sustainability to assess the effectiveness of seed funding initiatives, in addition to cross-cutting issues such as gender mainstreaming and human rights. The findings and recommendations of this review will inform the wider strategic approach of the IOM Development Fund in relation to project development, implementation and sustainability. The summary of the review is appended as Annex V, and the full review can be found on the IOM Development Fund website.

12. One recommendation incorporated into the design of all projects in 2022 is to include a preparatory period prior to implementation of the project, which provides time to consolidate stakeholder buy-in, among other tasks.

Ex-post evaluations

13. The IOM Development Fund is committed to undertaking ex-post evaluations of all completed projects and has allocated USD 60,160 for that purpose in 2022.

Eligible Member States and allocations: 1 January to 30 September 2022

14. This report includes the following annexes:

- | | |
|-----------|---|
| Annex I | Line 1: Member States eligible for allocations under the IOM Development Fund, by region, as at 30 September 2022 |
| Annex II | Line 2: Member States eligible for allocations under the IOM Development Fund, by region, as at 30 September 2022 |
| Annex III | Line 1 and Line 2: IOM Development Fund regional distribution chart – Approved projects from 1 January to 30 September 2022 |
| Annex IV | Line 1 and Line 2: IOM Development Fund financial summary – 1 January to 30 September 2022 |

Review of IOM Development Fund projects and evaluations

15. This report includes the following annex:

- | | |
|---------|--|
| Annex V | Summary of the review of IOM Development Fund immigration and border management projects between 2015 and 2020 |
|---------|--|

Annex II
Line 2: Member States eligible for allocations under the IOM Development Fund,
by region, as at 30 September 2022
(total: 97)

Africa 36 Members (37%)	Middle East 1 Member (1%)	Asia and Oceania (continued)
Algeria Angola Benin Botswana Burkina Faso Burundi Cabo Verde Congo Côte d'Ivoire Egypt Eswatini Ethiopia Ghana Kenya Lesotho Libya Madagascar Malawi Mali Mauritania Mauritius Morocco Mozambique Namibia Niger Rwanda Senegal Sierra Leone Somalia South Africa Sudan Togo Tunisia Uganda United Republic of Tanzania Zimbabwe	Jordan	Myanmar Nepal Pakistan Papua New Guinea Philippines Samoa Solomon Islands Sri Lanka Tajikistan Thailand Timor-Leste Tonga Turkmenistan Tuvalu Uzbekistan Vanuatu Viet Nam
	Latin America and the Caribbean 18 Members (19%)	
	Argentina Belize Bolivia (Plurinational State of) Colombia Costa Rica Cuba Dominica Dominican Republic Ecuador Guatemala Guyana Haiti Honduras Jamaica Mexico Panama Paraguay Peru	
	Asia and Oceania 31 Members (32%)	Europe 11 Members (11%)
	Afghanistan Bangladesh Cambodia China Fiji India Kazakhstan Kiribati Kyrgyzstan Lao People's Democratic Republic Maldives Marshall Islands Micronesia (Federated States of) Mongolia	Albania Armenia Azerbaijan Belarus Bosnia and Herzegovina Georgia Montenegro Republic of Moldova Russian Federation Serbia Ukraine

Note: The Line 2 listing of eligible Member States (and budget for each region) is updated each year up to the cut-off date of 30 June to take into account the payment of outstanding contributions and reclassification by the World Bank. Guinea and Zambia are not included in the above list because they became eligible for Line 2 funding after paying outstanding assessed contributions, which occurred after the cut-off date. Palau is likewise not included in the above list because it became eligible for Line 2 funding after the cut-off date.

Annex III
Line 1 and Line 2: IOM Development Fund regional distribution chart –
Approved projects from 1 January to 30 September 2022

REGION: AFRICA		
IOM office (benefiting Members and non-members)	Project	Amount funded (USD)

Line 1		
IOM Burundi	Enhancing Burundi's Border Management Information Systems – IOM Strategy: activities 2 and 3	100 000
IOM Chad	Strengthening Labour Migration Governance in Chad – IOM Strategy: activities 2, 3 and 12	100 000
IOM Comoros	Capacity Development of the Government of the Comoros in the Development of a National Migration Policy – IOM Strategy: activities 2, 3 and 4	100 000
IOM Guinea	Developing a Migrant-sensitive Health Service Delivery Model to Reach Miners in Upper Guinea – IOM Strategy: activities 2 and 3	100 000
IOM Mozambique	Pilot for the Promotion of Integrated Durable Solutions for Internally Displaced Persons (IDPs) in Central Mozambique – IOM Strategy: activities 3 and 9	100 000
IOM Sudan	Sudan: Developing the Capacity of the Lukdi Point of Entry for Humanitarian Border Management – IOM Strategy: activities 2, 3, 5 and 6	100 000
Africa Line 1 allocations to date		600 000
Africa Line 1 available funding (less multiregional and administration allocation)		610 516
Allocations for Africa Line 1 as a percentage of available funding		98%
Allocations for Africa Line 1 as a percentage of total Line 1 available funding		41%

Line 2		
IOM Cabo Verde	Supporting Cabo Verde's Local and National Government Towards Sustainable and Inclusive Diaspora Engagement – IOM Strategy: activities 4 and 8	300 000
IOM Côte d'Ivoire	Developing the Capacity of the Government of Côte d'Ivoire in Ethical Recruitment and Migrant Worker Protection in Food and Agricultural Supply Chains – IOM Strategy: activities 2, 3, 6 and 12	300 000
IOM Egypt	Migration Research Unit (MRU): Enhancing Capacities in Migration Research and Policy Development in Egypt - Phase II – IOM Strategy: activities 4, 5 and 6	300 000
IOM Eswatini	Eswatini: Technical Assistance for the Development of a National Migration Policy – IOM Strategy: activity 2	300 000
IOM Ethiopia (Ethiopia, Kenya)	Supporting the Development of the Ethiopia–Kenya Border Community of Moyale by Facilitating Small-scale Trade and Human Mobility – IOM Strategy: activities 1, 2, 3 and 5	400 000
IOM Kenya	Kenya: Enhancing Peace through the Prevention of Natural Resource-based Conflicts in North-western Kenya – IOM Strategy: activities 3 and 5	300 000

Annex III (continued)

REGION: AFRICA (continued)		
IOM office (benefiting Members and non-members)	Project	Amount funded (USD)

Line 2 (continued)		
IOM Mauritania	Mauritania: Strengthening Local Labour Migration Management in Chami, with a Focus on Access to Health Resources and Protection Services – IOM Strategy: activities 2, 6 and 12	300 000
IOM Mauritius	Mauritius: Strengthening Migration Management for Sustainable Development with a Focus on Internal Migration – IOM Strategy: activity 2	300 000
IOM Morocco	The Link Between Migration, Environment and Climate Change in Morocco – IOM Strategy: activities 2, 3, 5 and 6	300 000
IOM Rwanda	Strengthening the Capacity of the Government of Rwanda to Manage Migration Data for Labour Mobility – IOM Strategy: activities 3, 4 and 12	300 000
IOM Sierra Leone	Addressing Coastal Communities' Vulnerability in Sierra Leone: a Case Study of Plantain and Yelibuya Islands – IOM Strategy: activities 2 and 3	300 000
IOM Uganda	Improving Migration and Climate Change Policy Coherence in Uganda – IOM Strategy: activities 3 and 5	300 000
IOM Zimbabwe	Mainstreaming Migration into Environment Policy and Adaptation Strategies in Zimbabwe – IOM Strategy: activity 3	300 000
Africa Line 2 allocations to date		4 000 000
Africa Line 2 available funding (less multiregional and administration allocation)		5 069 000
Allocations for Africa Line 2 as a percentage of available funding		79%
Allocations for Africa Line 2 as a percentage of total Line 2 available funding		29%

Lines 1 and 2	
Africa regional allocations	4 600 000
Africa regional available funding	5 679 516
Percentage allocated across the two funding lines	81%

Annex III (continued)

REGION: MIDDLE EAST		
IOM office (benefiting Members and non-members)	Project	Amount funded (USD)
Line 1		
Middle East Line 1 allocations		0
Middle East Line 1 available funding (less multiregional and administration allocation)		14 536
Allocations for Middle East Line 1 as a percentage of available funding		0%
Line 2		
IOM Jordan	Contributing to the Evidence Base and Capacity for Gender-sensitive Climate Change Adaptation Measures in Vulnerable Governorates in Jordan – IOM Strategy: activities 3 and 6	200 000
Middle East Line 2 allocations		200 000
Middle East Line 2 available funding (less multiregional and administration allocation)		137 000
Allocations for Middle East Line 2 as a percentage of available funding		146%
Allocations for Middle East Line 2 as a percentage of total Line 2 available funding		1%
Lines 1 and 2		
Middle East regional allocations		200 000
Middle East regional available funding		151 536
Percentage allocated across the two funding lines		132%

Annex III (continued)

REGION: LATIN AMERICA AND THE CARIBBEAN		
IOM office (benefiting Members and non-members)	Project	Amount funded (USD)

Line 1		
IOM Ecuador	Addressing Human Mobility in a Changing Climate in Mountain Areas of Ecuador – IOM Strategy: activities 3, 6 and 7	100 000
IOM El Salvador	Strengthening the Capacities of the Government of El Salvador to Provide Access to Programmes on Violence Prevention, Gender and Prevention of Irregular Migration – IOM Strategy: activity 5	100 000
IOM Nicaragua	Strengthening the Capacities of the Government of Nicaragua for the Protection of Children, Women Migrants and Migrants in Vulnerable Conditions – IOM Strategy: activities 3 and 11	100 000
Latin America and the Caribbean Line 1 allocations		300 000
Latin America and the Caribbean Line 1 available funding (less multiregional and administration allocation)		305 258
Allocations for Latin America and the Caribbean Line 1 as a percentage of available funding		98%
Allocations for Latin America and the Caribbean Line 1 as a percentage of total Line 1 available funding		21%

Line 2		
IOM Colombia	Strengthening the Government of Colombia's Capacities in Implementing the Comprehensive Migration Policy – IOM Strategy: activities 2 and 4	300 000
IOM Costa Rica	Development and Adoption of Community and Household Climate Change Adaptation Plans to Address the Environmental Drivers of Migration in Costa Rica – IOM Strategy: activity 5	300 000
IOM Dominica	Improving Social Protection for Local and Migrant Communities in Dominica – IOM Strategy: activities 4, 7 and 11	300 000
IOM Panama	Strengthening Local Government Capacities to Mitigate the Risks of Gender-based Violence and Support Survivors in the Darien Region, Panama – IOM Strategy: activity 2	300 000
IOM Paraguay	Implementation of National Migration Strategies related to Migrant Protection in Paraguay – IOM Strategy: activities 1 and 2	300 000
Latin America and the Caribbean Line 2 allocations		1 500 000
Latin America and the Caribbean Line 2 available funding (less multiregional and administration allocation)		2 603 000
Allocations for Latin America and the Caribbean Line 2 as a percentage of available funding		58%
Allocations for Latin America and the Caribbean Line 2 as a percentage of total Line 2 available funding		11%

Lines 1 and 2	
Latin America and the Caribbean regional allocations	1 800 000
Latin America and the Caribbean regional available funding	2 908 258
Percentage allocated across the two funding lines	62%

Annex III (continued)

REGION: ASIA AND OCEANIA		
IOM office (benefiting Members and non-members)	Project	Amount funded (USD)

Line 1		
IOM Cambodia	Operationalizing COMMIT in Cambodia: Setting the Foundation for a Transnational Referral Mechanism – IOM Strategy: activities 3 and 11	100 000
IOM Kazakhstan	Addressing Human Mobility in a Changing Climate in Mountain Areas of Kazakhstan – IOM Strategy: activities 3 and 5	100 000
IOM Maldives	Maldives: Strengthening Government and Community Capacities to Facilitate Effective Responses to the Human Mobility Dimensions of Climate Change – IOM Strategy: activity 3	100 000
IOM Mongolia	Leveraging the Potential of the Diaspora for the Development of Mongolia – IOM Strategy: activities 4 and 8	100 000
Asia and Oceania Line 1 allocations		400 000
Asia and Oceania Line 1 available funding (less multiregional and administration allocation)		377 938
Allocations for Asia and Oceania Line 1 as a percentage of available funding		106%
Allocations for Asia and Oceania Line 1 as a percentage of total Line 1 available funding		28%

Line 2		
IOM Bangladesh	Knowledge for all (K4A): Climate Migration in Bangladesh – IOM Strategy: activities 3 and 6	300 000
IOM Fiji (Fiji, Tuvalu, Vanuatu)	Enhancing Labour Mobility Governance in the Pacific – IOM Strategy: activities 2 and 12	400 000
IOM Kyrgyzstan	Promoting Social Cohesion by Combating Xenophobia and Anti-migrant Sentiments Against International Migrants in Kyrgyzstan – IOM Strategy: activities 3 and 8	300 000
IOM Marshall Islands	Ao Kapijuknen: Building a Women-led Domestic Tourism Programme for Livelihood Diversification and Economic Self-reliance in the Marshall Islands – IOM Strategy: activity 5	300 000
IOM Federated States of Micronesia	Technical Assistance for the Development of a Migration Policy in the Federated States of Micronesia – IOM Strategy: activities 2 and 3	300 000
IOM Papua New Guinea	Strengthening the Counter-trafficking Response in Papua New Guinea – IOM Strategy: activity 11	300 000
IOM Uzbekistan	Enhancing Access to HIV Prevention and Treatment for Migrants and their Families in Uzbekistan – IOM Strategy: activities 6 and 12	300 000
IOM Viet Nam	Strengthening National Centralized Data Collection on Trafficking in Persons in Viet Nam – IOM Strategy: activities 6 and 11	300 000

Annex III (continued)

REGION: ASIA AND OCEANIA		
IOM office (benefiting Members and <i>non-members</i>)	Project	Amount funded (USD)
	Asia and Oceania Line 2 allocations	2 500 000
	Asia and Oceania Line 2 available funding (less multiregional and administration allocation)	4 384 000
	Allocations for Asia and Oceania Line 2 as a percentage of available funding	57%
	Allocations for Asia and Oceania Line 2 as a percentage of total Line 2 available funding	18%

Lines 1 and 2		
	Asia and Oceania regional allocations	2 900 000
	Asia and Oceania regional available funding	4 761 938
	Percentage allocated across the two funding lines	61%

Annex III (continued)

REGION: EUROPE		
IOM office (benefiting Members and non-members)	Project	Amount funded (USD)

Line 1		
IOM Türkiye	Improved Migration and Climate Change Policy Coherence in Türkiye – IOM Strategy: activities 3 and 6	100 000
Europe Line 1 allocations		100 000
Europe Line 1 available funding (less multiregional and administration allocation)		145 361
Allocations for Europe Line 1 as a percentage of available funding		69%
Allocations for Europe Line 1 as a percentage of total Line 1 available funding		7%

Line 2		
IOM Albania	Supporting the Development and Implementation of a New National Strategy on Migration and Action Plan in Albania – IOM Strategy: activities 2 and 3	300 000
IOM Azerbaijan	Contributing to the Establishment and Operationalization of a National Passenger Information Unit (PIU) In Azerbaijan – IOM Strategy: activity 3	300 000
IOM Republic of Moldova	Strengthening International Migrants' Access to Health Services in the Republic of Moldova – IOM Strategy: activities 2 and 6	300 000
IOM Republic of Moldova (Georgia, Republic of Moldova)	Save More in Migration: Supporting Migrant Workers from Georgia and the Republic of Moldova to Enhance Savings, Remittances and the Sustainable Benefits of Labour Migration – IOM Strategy: activities 3, 4 and 12	300 000
Europe Line 2 allocations		1 200 000
Europe Line 2 available funding (less multiregional and administration allocation)		1 507 000
Allocations for Europe Line 2 as a percentage of available funding		80%
Allocations for Europe Line 2 as a percentage of total Line 2 available funding		9%

Lines 1 and 2		
Europe regional allocations		1 300 000
Europe regional available funding		1 652 361
Percentage allocated across the two funding lines		79%

Annex III (continued)

ADMINISTRATION AND MULTIREGIONAL		
IOM office (benefiting Members and non-members)	Project	Amount funded (USD)
Administration Line 1 and Line 2		
	Line 1	60 000
	Line 2	693 700
	Total	753 700
	Administration available funding	753 700
	Allocation as a percentage of available total (Line 1 and Line 2)	5%
Multiregional Line 2		
IOM Headquarters	Project evaluations	60 160
IOM Headquarters	Diaspora 4 Climate Action (D4C): Leveraging the Potential of Human Mobility in the Context of Climate Change through Diaspora Engagement in Albania, Bangladesh, Ghana and Jamaica – IOM Strategy: activities 3, 4 and 12	400 000
	Total	460 160
	Multiregional available funding	460 160
	Allocation as a percentage of available total (Line 2)	3%

Annex IV
Line 1 and Line 2: IOM Development Fund financial summary –
1 January to 30 September 2022

	USD	USD
Line 1		
2022 Operational Support Income allocation ^a	1 400 000	
Recovered funds from completed projects ^b	113 609	
Subtotal Line 1		1 513 609
Line 2		
2022 Operational Support Income allocation ^a	13 600 000	
Recovered funds from completed projects ^c	475 629	
Contribution from the Government of Austria, allocation via MIRAC ^d	39 600	
Contribution from the Government of Belgium, allocation via MIRAC ^d	738 606	
Private contributions made by individuals online ^e	25	
Subtotal Line 2		14 853 860
Total available funds		16 367 469

	USD	%
Total allocations made in 2022 under Line 1	1 460 000	96
Balance available: Line 1	53 609	4
Total allocations made in 2022 under Line 2	10 553 860	71
Balance available: Line 2	4 300 000	29

- a In accordance with Council Resolution No. 1390 of 24 November 2020 on budget regulations and practices, USD 1.4 million is allocated for Line 1 and USD 13.6 million is allocated for Line 2 from Operational Support Income. The total amount available for the IOM Development Fund for both Line 1 and Line 2 (excluding direct voluntary contributions) is USD 15.0 million.
- b Corresponding to USD 5,377 recovered from 1 July to 31 December 2021 and USD 108,232 recovered from 1 January to 30 June 2022.
- c Corresponding to USD 227,410 recovered from 1 July to 31 December 2021 and USD 248,219 recovered from 1 January to 30 June 2022.
- d Contributions received from 1 July to 31 December 2021 and carried forward to 2022.
- e Corresponding to USD 25 received from 1 January to 30 June 2022 (gross amount).

Annex V

REVIEW OF IOM DEVELOPMENT FUND IMMIGRATION AND BORDER MANAGEMENT PROJECTS, 2015 - 2020





A review was conducted to assess 47 active and completed Immigration and Border Management projects funded by the IOM Development Fund between 2015 and 2020.


Key Findings


- IBM projects accounted for for 13.6 per cent of the Fund's total projects and 13.1 per cent of the Fund's total project budget from 2015 to 2020.
- The regional distribution of Immigration and Border Management projects is highly uneven.
- 65 per cent of completed projects fully reached all of their intended outcomes and produced all of their expected outputs. Challenges affected all projects, requiring 52.9 per cent of completed projects (9 projects) to undergo at least one revision.
- 47 per cent of completed projects reported the overall project impact as "excellent". A further 41 per cent reported the impact as "very good".
- 71 per cent of completed Immigration and Border Management projects featured innovative approaches.
- 10 of the 17 completed projects specifically incorporated human rights aspects into project implementation, notably through trainings to beneficiaries. 62.5 per cent of completed projects also mainstreamed gender in project design, with 88 per cent of projects mainstreaming gender successfully during project implementation.
- 100% of the completed projects reported at least one outcome being sustained following the completion of the project.


Project type by key outcome:

 **Development of technical systems:** to assist with the registration, collection and storage of passenger data

 **Improving identity management:** to promote and enhance registration of citizens and migrants

 **Policy development:** to ensure compliance, give guidance and streamline IBM

 **SOPs, strategies and guidelines:** to ensure good service delivery in IBM activities

 **Trainings to border officials:** to assist with the protection of migrants, and align IBM activities with international standards and best practices

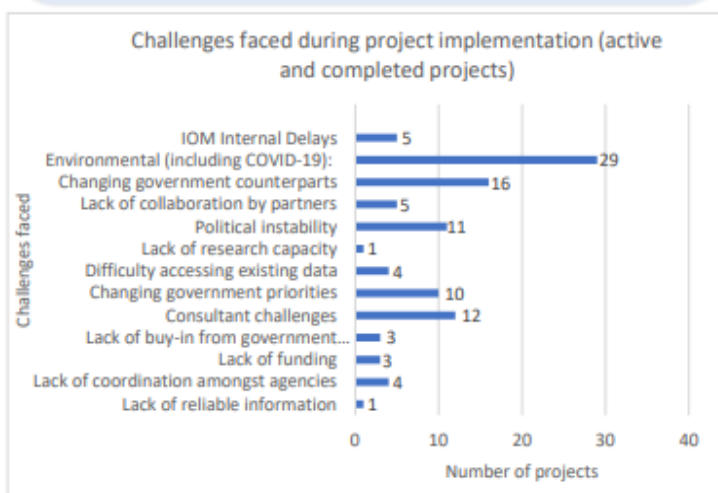
CROSS-CUTTING THEMES:

Human rights were incorporated in IBM projects through:

- Capacity-building on humanitarian border management
- Producing legislation aligned with human rights
- Specific trainings on human rights in border management

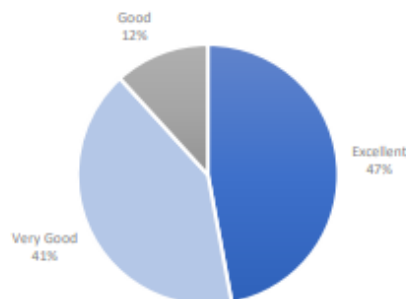
Gender was mainstreamed in IBM projects through:

- Appointing female immigration officers
- Incorporating gendered issues such as gender-based violence into training for border officials
- Encouraging equal participation of women in trainings and project activities
- Producing gender-sensitive policy and legislation



FRAMEWORKS: All projects were aligned with the Sustainable Development Goals (SDGs) and contributed to the achievement of objectives under the Migration Governance Framework (MiGOF) and the Institutional Strategy on Migration and Sustainable Development. They were also aligned with Global Compact for Migration (GCM) objectives.

Project Impact (completed projects)



7 of the 17 completed projects reported receiving follow-up funding from donors including IOM, GIZ, the EU, the Swiss Government and the IOM Development Fund.

SUSTAINABILITY

100% of completed projects reported that at least one Outcome has been sustained after project implementation, including:

- Through Training of Trainers (ToT), where trained individuals continued to train others in their respective institutions
- Continued facilitation of border crossings for indigenous labour migrants in Costa Rica through the creation of a workplan and development of migration system
- Through the incorporation of SOPs institutionalized and incorporated into border services and agencies
- Through the creation of training materials and handbooks which remain embedded within ministries, informing national strategies and action plans.

RECOMMENDATIONS

Project design: Participatory approaches should be used throughout project design. Governments and stakeholders should be involved in project development, to promote ownership and buy-in and prevent implementation delays. A strong, thorough Risk Assessment should be undertaken, with contingency plans put in place to mitigate the impacts of such risks.

Coordination with Governments and stakeholders: The engagement and buy-in of high-level government authorities and other stakeholders is critical for successful implementation and sustainability. Promoting deep consultation between different stakeholders, for example through the establishment of Technical Working Groups or Steering Committees, contributes to overall ownership and sustainability. A preparatory period before implementation begins provides time to solidify stakeholder buy-in.

Incorporating cross-cutting themes: Incorporate trainings on human rights in border management and gender mainstreaming, specifically for Government counterparts and border agencies. IOM personnel should receive training in mainstreaming human rights and gender perspectives in project development and implementation. SOPs related to gender and human rights are a useful tool for reference for frontline officers. Human rights and gender considerations should be incorporated explicitly in outcomes and outputs, where possible, and in at least one

Innovation: Encourage innovative processes to respond to identified gaps in existing capacities relating to services, systems, tools, procedures, legislation and/or beneficiaries and stakeholder groups. Projects should look for unique angles and intersections between themes in project design.

Sustainability: Involve governments and agencies in every step of implementation to increase ownership. Advocate the development of training manuals and handbooks, to have a resource to share with beneficiaries and partners. Trainings should be conducted in the Training of Trainers (ToT) format contribute to project sustainability. Incorporate a mechanism to ensure that beneficiaries/stakeholders, where government officials or border agency staff, include regular training beyond the end of the project itself.