



International Organization for Migration (IOM)
The UN Migration Agency

**FINAL INTERNAL PROJECT EVALUATION “ENHANCING THE
INSTITUTIONAL CAPACITY OF THE IMMIGRATION AND NATURALIZATION
DIRECTORATE IN SOMALIA”**

FINAL REPORT

SUBMITTED ON 8 JULY 2022

BY

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ACRONYMS

AMISOM	African Union Mission to Somalia
ATMIS	African Union Transition Mission in Somalia
AU	African Union
CSOs	Civil Society Organizations
DG	Director General
EU	European Union
FGS	Federal Government of Somalia
FDU	Fraud Detection Unit
GCM	Global Compact for Safe, Orderly and Regular Migration
HR	Human Resource
HQ	Headquarter
HRMIS	Management and Information System
IBMC	International Border Management Committee
IBM	International Border Management
IND	Immigration and Naturalization Department
IGAD	Intergovernmental Authority for Development
IOM	International Organization for Migration
M&E	Monitoring and Evaluation
MIDA	Migration for Development in Africa
MIDAS	Migration Information Data Analysis System
MIA	Mogadishu International Airport
MGOF	Migration Governance Framework
NGOs	Non-Governmental Organizations

DAC	Development Assistance Committee
OECD-	Organization for Economic Co-operation and Development
PFM	Public Finance Management Expert
POE	Port of Entry
SOP	Standard Operating Procedure
VfM	Value for Money
VHF	Very High Frequency

EXECUTIVE SUMMARY

The final evaluation is intended to assess the extent to which the enhancing the Institutional Capacity of the Immigration and Naturalization Directorate (IND) in Somalia project has achieved the short and long-term objectives as set out in the project documents. It is also intended for use by the donor (the Ministry for foreign affairs for Finland) to assess performance and value for money for the set of activities they funded. It is also intended for use by the project team and others in the Mission and within IOM globally, so that they can improve design and implementation of ongoing and future programming; and for use by partners and stakeholders, to assess relevance and accountability to intended beneficiaries.

Summary of key findings

Below is a summary of key findings from this evaluation:

Findings from key informant interviews with IND officials indicate that before the implementation of this project, the communication and coordination of IND activities across units was quite disorganized and uncoordinated. This project has helped deal with this challenge and now the IND holds regular coordination meeting and develops coordination reports where needs of different units are identified and action points developed and shared with all IND senior management members. To improve communication between the headquarters in Mogadishu and the ports of entry, which was a major challenge before this project, Very High Frequency (VHF) towers at Port of Entries (PoEs) have been established. The respondents however indicated the need for a lot of capacity building in the use and maintains of these equipment but at least now, the communication between headquarters and PoEs is improving.

Findings indicate that the IOM project staff and consultants reviewed and aligned the project with relevant regional and global strategies including the Global Compact for Safe Orderly and Regular Migration (GCM), the 2030 Agenda for Sustainable Development, IOM Migration Governance Framework (MiGOF), IOM's regional strategy for East Africa, the AU migration policy as well as other regional and global strategies.

Sustainability of the benefits of this project will depend on the ability of the IND to expand upon trainings and capacity development of the immigration officers in the areas started by this project. Interviews with IND senior officials provided some evidence that they are already in discussions with donors on how to get funding to deepen and continue with services such as

trainings and IT equipment support to complement those supported by this project. This will help sustain the benefits of this project beyond this project cycle.

Recommendations

The following evaluation provides the following recommendations aimed at ensuring that similar projects in future are relevant, effective, efficient and sustainable.

Relevance

The trainings offered are very relevant but have barely met the needs of the department. This project needs a long-term approach to the needs of the immigration department in order to meet the intended objectives. The Federal Government of Somalia should continue allocating resources to the IND to continue addressing its training needs going into the future.

In the same breath, IND officials recommended the need to establishment an immigration-training center similar to the one in Kenya to support the continued training of immigration staff based on emerging information and ever-dynamic skill requirements in the immigration field. FGS should work with the international community to support the establishment of the Immigration training school.

Effectiveness

IND officials recommended that instead of the IND constantly seeking funding for capacity building, the IND should get donors to fund an academy for immigration training with a curriculum to ensure continuous training of immigration workers in Somalia. Support for exchange visits to other countries in the region for immigration officials and staff would go a long way in gaining knowledge and skills as well as exchanging ideas (bench making) on immigration management best practices.

Efficiency

As the IND grows bigger and develops internal systems and capacity, donors should allow IND to implement certain aspects of the projects directly. This will enhance their practical skills more and avoid delays and bureaucratic bottlenecks that come with implementing partner versus government approvals. Currently however, the project consultants felt that a joint approach with IND working closely with IOM should continue in future as the IND still requires a lot of capacity building to be able to implement such projects on their own in future.

Donors should support a capacity assessment of the IND to determine areas where there is capacity to implement activities internally without the support of an implementing partner.

Sustainability

Donors should also target specific activities at senior FGS and member states levels to promote awareness and buy-in to the project benefits and seek their support in cascading and maintaining project benefits. The FGS should seek more funding to increase IND staff capacity development in areas such as VHF equipment maintenance among others.

1.0 INTRODUCTION

1.1 Background

Somalia had been without a stable government for almost three decades. The coming to power of the Federal Government of Somalia (FGS) and the support and stabilization efforts from the African Union Transition Mission in Somalia (ATMIS) formally African Union Mission to Somalia (AMISOM) and the international community has helped stabilize the country over time. However, the many years of conflict has made it extremely hard to manage the porous borders of the country.

The porosity of Somalia's borders allows for easy movement of irregular migrants, terrorists and weapons, contributing not only to insecurity in Somalia, but also to its neighboring countries. In order to respond to those complex migratory challenges, the Federal Government of Somalia has committed to enhance the performance in terms of efficiency and effectiveness of the Immigration and Naturalization Directorate (IND), which is the government institution responsible for managing its borders.

Immigration and Naturalization Directorate started in 1960 as a branch of the National Police. Since then, it has evolved. It was moved from the police to the National Security Service in 1972. Currently, IND is an independent directorate under the Ministry of Internal Security and both institutions (police and immigration) work together in law enforcement. IOM is providing continuous support on migration policy and legislation issues. Through the involvement of a (Migration for Development in Africa) MIDA Legal Expert, IND drafted various legislations such as the draft legislation on IND roles and responsibilities in 2018, draft legislation on Somali Immigration Law in 2018, and draft legislation on Somali Passport in 2019.

With the support of IOM and other key stakeholders, the IND has managed to lay strong foundations in terms of human resource capacities, its organizational structure and its financial management. However, given the nascent nature of the government, IOM continues to work closely with IND to identify gaps and further prioritize activities.

Through past and current funding from other donors, IOM has addressed the need for expert guidance in the IND through the placement of Migration for Development in Africa (MIDA) staff, including a Senior Advisor to the Director General of the IND. His accomplishments include the development of an organogram for IND, a strategy to guide the Immigration and Naturalization Directorate Strategic Plan and the creation of a Returns Management Office. He

also contributed to increased staff capacity through training in areas of resource management. In 2018, IOM assisted the IND's Human Resources (HR) department with increasing their capacities and administrative structure by establishing an HR Management and Information System (HRMIS). However, at the same time the comprehensive border management assessment conducted by IOM in 2018 identified that the human resources and administration units face significant challenges in implementing the newly developed HR policy and effectively planning and delivering capacity building programmes.

Addressing the lack of reliable communication between Somalia's points of entry and the Mogadishu based Headquarters has been identified as a high priority by the IND Director General (DG). As part of the recently completed European Union (EU) Facilitating Sustainable Return through Laying Foundation for Somalia in the Horn of Africa (FLASH) project, IOM has installed a VHF tower and equipment at the Dhobley Port of Entry (PoE). This equipment allows for two-way communication between the PoE and HQ.

In order to maintain and reinforce the established growth of the IND's human and operational capacities, this project has contributed to building IND's administrative and operational capacity.

Moreover, IOM continues to strengthen the government capacity building through institution and human resources support. In particular, IOM has provided Humanitarian Border Management training to IND officials supported by other donors, whose aim is to mainstream human rights due diligence in relation to migration management.

Against this background, the International Organization for Migration (IOM), through funding from Finland Ministry of Foreign Affairs, has been working with the FGS through enhancing the Institutional Capacity of the Immigration and Naturalization Directorate (IND) in Somalia. The intervention focused on strengthening the institutional capacities of the IND, in particular of the Human Resources Department, in order to improve the Federal Government of Somalia (FGoS) efforts in migration and border management. The project's aim was to achieve this by fostering an integrated approach that focuses on the active engagement of diasporic actors and (international) experts to transfer knowledge and competencies to IND as a public institution.

1.2 Project objectives

This project aimed to strengthen the administrative and operational capacity of IND to better manage Somalia's borders through capitalizing on the skills and expertise available by the

Diasporas, which may otherwise be unavailable in Somalia. This included 1) strengthening communications and coordination across IND units and 2) improving IND's administrative capacity through strengthening the HR unit of IND. In particular, the project supported following activities:

- a) Established IND management coordination framework;
- b) Translated the border management Standard Operating Procedures (SOPs) and manuals into Somali language;
- c) Established Very High Frequency (VHF) towers, radios and receivers;
- d) Developed work procedures and systems under HR unit;
- e) Improved and expanded HRMIS (Human Resources Management Information Systems) to include appraisal and performance function.
- f) Developed and conducted trainings on migration and border management; and
- g) Supported the procurement of equipment and furniture for the new training unit under Human Resource (HR).

The initiative was aimed to support the achievement of national development objectives, as stipulated by FGoS in the National Development Plan 2017-2019, and was characterized by a high institutional ownership at all levels of implementation.

1.3 Project Outcomes and Outputs

The overall objective was to contribute to improving the Federal Government of Somalia's (FGoS) efforts in migration and border management, in line with IND priorities and the National Development Plan. The project, which was implemented in Mogadishu and selected locations in Somalia, constitutes of the following outcomes and outputs.

Outcome 1: The IND has improved its communication and coordination across units

Output 1.1 Coordination meeting reports, including identification of recommendations, development needs and action points are accessible to all IND senior management members.

Output 1.2 Border Management SOPs and manuals are translated into the Somali language

Output 1.3 VHF towers established at Port of Entries (PoE)

Outcome 2: The IND has improved its administrative capacity to manage activities implemented under the HR department through the placement of a diaspora expert

Output 2.1 The IND HR has the skills to develop work procedures and systems

Output 2.2 IND appraisal and performance measurements system will be approved by the DG of the IND and ready for use

Output 2.3 The IND HR is able to offer a training package to immigration staff

Output 2.4 IND staff has the resources (equipment, furniture and uniforms) to better implement activities under a new training of HR unit

1.4 Project Basic Information

- Funding Agency: Finland Ministry of Foreign Affairs
- Executing Agency: International Organization for Migration (IOM)
- Amount of Grant: One million euros (£ 1,000,0000.00)
- Grant Effectiveness: 1 May 2020
- Implementation Period: September 2020 – 31 December 2021
- Extension Date: 31st December 2021 until 30 June 2022
- Completion date – 30 June 2022

1.5 Final evaluation purpose

IOM commissioned this final evaluation for use by the donor (the Finland Ministry of Foreign Affairs), so that they can assess performance and value for money for the set of activities they funded. For use by the project team and others in the Mission and within IOM globally, so that they can improve design and implementation of ongoing and future programming. For use by partners and stakeholders, to assess relevance and accountability to intended beneficiaries. Specifically, the evaluation sought to:

- Assess the relevance of project design,
- Assess the effectiveness and performance of the project,
- Assess efficiency of project management and implementation,
- Assess to what extent the benefits of the project are likely to be sustained after the completion of the project.
- Assess the extent to which the project paid attention to crosscutting issues (gender and human rights).

1.6 Evaluation Scope

This final project evaluation covered the entire project duration (September 2020 –June 30 2022). Evaluation meetings were held within IOM, IND premises in Mogadishu, Somalia and virtually with the donor and the MIDA human resources expert.

1.7 Evaluation Criteria

The evaluation used the five main OECD-DAC criteria of relevance, effectiveness, efficiency, coherence, and sustainability as well as cross-cutting issues of gender and human rights.

1.8 Evaluation matrix

The evaluation matrix (see appendix 1) was developed prior to field data collection comprising evaluation questions, indicators data sources and data collection tools. The main questions were derived from the Terms of Reference (TOR) and presented using the evaluation criteria of relevance, effectiveness, efficiency, coherence, and sustainability as well as cross-cutting issues of gender and human rights. The matrix also contains evaluation indicators distilled from the project results framework.

2.0 EVALUATION METHODOLOGY

2.1 Data collection

This final evaluation was conducted between 25th May and 15th June 2022 and included a desk-review of relevant project documents, key informant interviews with the donor, IOM project staff, project consultants and an FGD with IND officials. Below are further details on how these methodologies were implemented.

- 1 Desk Review:** A review of key project documents that included the project proposal, project narrative and financial reports among others was conducted. The main objective of the desk review was to obtain information that would help answer some of the evaluation questions. Data collected from the desk review was used to inform analysis and reporting.
- 2 Key Informant Interviews:** in total, 10 key informants were interviewed. Respondents included the donor, IOM project staff and consultants and
- 3 Focus Group Discussion (FGD) with IND officials** (project beneficiaries- The FGD sought to answer questions on the process of project implementation. The table in appendix two (2) shows the breakdown of key respondents interviewed.

2.2 Evaluation questions

The above processes sought to answer the following main research questions;

Relevance

- Do the intended results align with and support government policies and national strategies?
- Has the project responded to the needs of the target beneficiaries?
- Is the project aligned with and supportive of IOM national, regional and/or global strategies and the Migration Governance Framework?
- Are there any identifiable ways that the approach should be revised in future, or is it evident that additional or complementary activities or projects will need to be implemented?
- Is the project document well designed according to IOM project development guidelines and logical framework approach, including results, indicators, budget and M&E planning?
- To what extent has the project adapted to changing external conditions in order to ensure project outcomes are achieved?
- To what extent have target groups and possibly other relevant stakeholders been involved in project planning and implementation?

Effectiveness

- Have the project outputs and outcomes been achieved in accordance with the stated plans, or are they on track to being achieved? If no, why not?
- Were the activities sufficiently well implemented to reach intended results? Would other activities have been more effective in reaching the results?
- To what extent has the project and its outputs met stakeholder expectations, both government and participants?
- What were the major external factors influencing the achievement of the project's expected outputs and outcomes, including both contextual factors and other related interventions?

Efficiency

- To what extent were resources (time, funds and expertise) adequate to implement the activities and achieve the outputs?
- Were the project activities undertaken as scheduled and were outputs delivered on time? If not, what was the reason for possible delays?
- How well were the resources (funds, expertise, and time) converted into results?
- What measures have been taken to ensure that resources are efficiently used?

Coherence

- Are the different actors involved coordinating?
- How does this project align with and complement other related initiatives, whether implemented by IOM, the government, or other national and international actors? What is the added value, if any, of this project compared to those other efforts?

Sustainability

- Are the benefits generated likely to continue once external support ceased?
- To what extent were the project and its results supported by local institutions and embedded in institutional structures that are surviving beyond the life of the project?
- What are the major factors affecting sustainability, including any identified challenges faced by the implementing organization and partner entities?

Gender

- To what extent were gender mainstreaming issues taken into account in design and implementation?

- Were any barriers to equal gender participation identified in design or implementation, and was anything done to address these barriers?

Human rights

- Was the planning and design process for the project participatory and non-discriminatory?
- To what extent has the project helped to ensure respect of relevant human rights of migrants?

2.3 Limitations

Although efforts and measures were put in place to ensure that all relevant stakeholders were interviewed during this final evaluation, it was not possible to interview the IND officials separately due to their busy schedules. One meeting bringing together all IND officials was therefore held in the IND boardroom where each of the officials answered the relevant evaluation questions.

2.4 Data analysis

Qualitative data analysis methods was applied. Qualitative data was analysed using comparison, mixed data integration, contribution analysis and triangulation.

3.0 EVALUATION RESULTS

This section presents the evaluation results. Here, the findings from the evaluation data answering the evaluation questions are presented using the evaluation criteria of relevance, effectiveness, efficiency, coherence, sustainability and crosscutting issues of gender and human rights. Also presented here are the evaluation conclusions and recommendations.

Relevance

Do the intended results align with and support government policies and national strategies?

This project was premised on the need to support the Federal Government of Somalia achieve its national development priorities as stipulated in the National Development Plan (NDP) 2017-2019. This was especially in dealing with enormous and diverse security challenges posed by the porous borders which form easy entry points for threats emanating from active terrorism, insurgency and maritime insecurity which continue to be major threats to Somalia's national security architecture.

According to the FGD with IND officials, one of the main strategies to improve the security of Somalia has been to strengthen the capacity of the IND to detect and quell threats emanating from porous borders before they happen. A key entry point has been to strengthen communication and coordination of border management activities and improving the capacity of relevant staff to do their work. According to all interviewed respondents, there has been a major improvement in border security in Somalia since the start of this project.

Has the project responded to the needs of the target beneficiaries?

Findings from the FGD with IND officials indicate that before the implementation of this project, the communication and coordination of IND activities across units was quite disorganized and uncoordinated. This project has helped deal with this challenge and now the IND holds regular coordination meeting and develops coordination reports where needs of different units are identified and action points developed and shared with all IND senior management members. To improve communication between the headquarters in Mogadishu and the Ports Of Entry, which was a major challenge before this project, VHF towers at Port of Entries (PoEs) have now been established. Although respondents indicated the need for a

lot of capacity building in the use and maintenance of these equipment, at least now the communication between headquarters and PoEs has been improved.

Evaluation findings indicate that the existing Border Management SOPs and manuals developed in 2018 were only available in English and were quite difficult to interpret or understand by many officials. This was solved by this project through the translation of the Border Management SOPs and manuals into Somali language as shown in the quote below.

“The support offered to us to translate the Border Management SOPs and manuals into Somali language is very useful and welcome. Before these SOPs were translated, they were not very useful to the officials because most of them could not quite understand the content as it was in English language which some of the officials only have basic skills ” - IND official

According to one IND official, the IND has over the years faced enormous challenges especially with regard to lack of capacity within the HR department which lacked the skills to develop procedures and systems and also lacked the resources (equipment, furniture and uniforms) to better implement activities.

Findings from project reports, and confirmed through beneficiary interviews with IND HR director and MIDA expert, the IND HR has now been trained and imparted with skills to develop procedures and systems. The IND HR officials and staff performance measurements and appraisal system has been developed. Further, Trainings of Trainers (ToTs) has been offered to IND HR. Through these ToTs, the IND HR is able to offer a training package to immigration staffs. The project has also provided IND staffs with resources (equipment, furniture and uniforms) to better implement activities under a new training of HR unit.

Is the project aligned with and supportive of IOM national, regional and/or global strategies and the Migration Governance Framework?

Findings indicate that IOM project staff and consultants reviewed and aligned this project with relevant regional and global strategies. These include the Global Compact for Safe, Orderly and Regular Migration (GCM), the 2030 Agenda for Sustainable Development, Migration Governance Framework (MiGOF), IOM’s regional strategy for East Africa and the African Union (AU) migration policy among other regional and global strategies as shown in the quote below.

“This project was aligned with the Global Compact for Migration which is a key IOM achievement and Somalia is part of the countries that have showed interest in the Global Compact for Migration. This project is also aligned with the UN engagement with the Somali government. It is also contributing to the sustainable development goals”- IOM Project staff.

As indicated and the project proposal and confirmed by the IOM project staff, the project interventions have continued to contribute to the achievements of the 2030 Development Agenda and in particular SDG 10.7 which aims to facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies. This project also reflects the commitments of the Heads of States, especially the Federal Government of Somalia to work together for the identification of sustainable long-term solutions as defined in the New York Declaration for Refugees and Migrants.

In drafting and conducting the HR trainings for instance, the MIDA HR expert reviewed the immigration HR policies of Kenya, Ethiopia, Uganda, Britain and Canada. These immigration HR policies provided the consultant with an opportunity to address the gaps in the immigration HR policies in Somalia. According to the HR Director, the immigration HR policies in Somalia did not have any guidelines on how to discipline and or reward staff performance or appraise and promote or demote staff; this was left to the whims and discretion of the HR Director. A review of other regional and global immigration HR policies provided the consultant with best practices on how to address this gap in the Somalia immigration HR policies.

Are there any identifiable ways that the approach should be revised in future, or is it evident that additional or complementary activities or projects will need to be implemented?

All interviewed respondents felt that this project is part of the ongoing process of institution building and capacity support that is inevitable in Somalia after over three decades of instability. It is therefore important to continue revising strategies and approaches geared towards these objectives. Interviews with IND officials indicated that they feel that the IND has the capacity and wherewithal to perform or implement similar project activities on their own without the support of an implementing partner such as IOM. However, project consultants felt that a joint approach with IND working closely with IOM should continue in

future as the IND still requires a lot of capacity building to be able to implement such projects on their own in future.

All interviewed respondents indicated the need for continuation of support especially in maintenance and building the capacity of IND staff to operate equipment such as the VHF towers in order for their benefits to be realized currently and in future. IND officials recommended the need to establishment an immigration training center similar to the one in Kenya to support the continued training of immigration staff based on emerging information and ever dynamic skill requirements in the immigration field.

Is the project document well designed according to IOM project development guidelines and logical framework approach, including results, indicators, budget and M&E planning?

A review of the project document indicates that it is well designed according to IOM project development guidelines and logical framework approach, including results, indicators, budget and M&E planning. This project also follows a Results Based Management approach adopted by IOM Since 2001. Results Based Management (RBM) has been central to IOM's approach in all aspects of project management as well as throughout the entire project cycle, in order to strengthen project impact, sustainability and evidence-based programming¹.

To what extent has the project adapted to changing external conditions in order to ensure project outcomes are achieved?

Findings indicate that the project implementation phase coincided with the peak days of the COVID-19 pandemic. The lockdowns and travel restrictions that followed meant that movement of staff was very minimal because of the UN internal procedures for mitigating COVID-19. IND wanted to continue with their inter-agency coordination conferences despite the COVID-19 restrictions. IOM however advised the IND to minimize the number of participants attending project meetings and conferences and also ensure that all necessary COVID 19 World Health Organization preventive measures were observed during such meetings.

One of the activities that was highly affected by travel restrictions was the procurement of communication equipment because they were coming from Australia. There were delays

¹ https://kmhub.iom.int/sites/default/files/publicaciones/results_based_management-idf_2021.pdf

during the procurement phase. During installation, IOM advised the procurement firm, which was also responsible for installation, to increase the number of staff implementing the installation, operationalization and training of IND staff as a measure to account for the lost time during the COVID-19 restriction delays.

With regard to Human Resources Management Information Systems (HRMIS) trainings, IOM supported to implement these trainings and dedicated more staff to make sure the trainings were offered on time. IOM also made continuous follow ups with the HR expert and IT consultant to make sure that they met set timelines. Despite all these efforts, there were some delays especially due to bureaucratic processes in approving documents such as SOPs by the IND leadership. This meant that the project's scheduled timelines could not be met/lapsed before some few activities such as the HRMIS training for Jubaland, Kismayo and Hirshabelle could be completed. In order to complete them, a no-cost extension was requested to make sure that those remaining activities were completed and the necessary reporting submitted to IOM Regional Office and the donor.

To what extent have target groups and possibly other relevant stakeholders been involved in project planning and implementation?

Findings from the FGD with IND officials indicated that this project was designed with the full participation of the IND as the main beneficiary of the project. All stages from the project design, implementation and even the evaluation has involved all stakeholders. All planning meetings were attended by stakeholders from IND included Director of HR, Procurement and Logistics department, ICT department, Deputy Director General who was the focal person for inter departmental conferences and the IND focal person for IOM. Others were directors from regional federal member states who were key stakeholders because they were the focal people when activities were being designed and implemented at the state level. Findings however indicate that the main challenge to full stakeholder participation is the continued centralization of decision making at the IND headquarters whereby the final decisions are normally made at IND headquarters without any consultations with officials from regional federal member states.

Effectiveness

Have the project outputs and outcomes been achieved in accordance with the stated plans, or are they on track to being achieved? If no, why not?

The objective of this project was to contribute to improving the Federal Government of Somalia's (FGS) efforts in migration and border management, in line with IND priorities and the National Development Plan (2017-2019).

Table 1 below shows an analysis of the project indicator status under this objective as shown by the evaluation findings.

Objective: To contribute to improving the Federal Government of Somalia's (FGS) efforts in migration and border management, in line with IND priorities and the National Development Plan (2017-2019).				
Indicator	Baseline	Target	Status as shown by evaluation results	Mean of verification
Percentage of Immigration officials surveyed that report increased capacity of the IND to provide Immigration services as a result of training packages developed by the Human Resources Department	To be determined once the pre-test has been conducted	80%	Met the target	Interviews with project consultant and IND officials
Existence of a fully functioning HR unit to support IND's priorities for 2020	No	100%	Met the target	Interviews with project consultant and IND officials
Percentage of border officials that report improved border management linked to the two-way communication infrastructure upgrades	0%	70%	Met the target	Interviews with project consultant and IND officials
Outcome 1: The IND has improved its communications and coordination across units				

Extent to which regular two-ways communications between HQ and points of entry are available	None	3	Met the target	Interviews with project consultant and IND officials
Number of priorities achieved as mentioned in the IND Strategic Plan	0%	3	Met the target	Interviews with project consultant and IND officials
<i>Output 1.1 Coordination meeting reports, including identification of recommendations, development needs and action points are accessible to all IND senior management members</i>				
Existence of coordination meeting reports available to IND SMT	0	4	Only 3 meetings held, 75% target met	Review survey IND officials filled during the first and last meeting to see improvement Review of minutes of coordination meetings held with IND Senior Management Team (SMT)
Output 1.2 Border Management SOPs and Manuals are translated in the Somali language				
<i>Existence of translated Manuals and SOPs</i>	0	1	Completed	Review of translated Manuals and SOPs
Output 1.3 VHF towers established on the activity and the components that make up that activity and an end result at Port of Entries (PoE)				
Number of VHF towers established (inclusive of Digital VHF CODAN Radio Solution, CODAN, Tower, installation including shipping and delivery	0	6	Met the target	Interviews with IT consultant, IOM staff and IND

service and antenna accessories)				officials and review of progress reports ²
Outcome 2 The IND has improved its administrative capacity to manage activities implemented under the HR department through the placement of diaspora expert				
Percentage of immigration officials who's training record is registered in the training management system	0	100%	Met the target	Review of the training records registered in the training management system
Percentage of IND Human Resource staff surveyed that report the MIDA HR Expert and HR consultants added value	0	100%	Met the target	Interviews with HR consultant and IND officials
Output 2.1 The IND HR department has the skills to develop work procedures and systems				
Number of work procedures developed on the training needs of staff	0	1	Met the target	Review of work procedures developed on the training needs of staff
Number of systems developed on job grading/ salary scales	0	1	Met the target	Interviews with HR consultant, IOM staff and IND officials
A diaspora expert is placed within the IND HR department who is leading the system development and capacity building	0	1	Met the target	Interviews with HR consultant, IOM staff and IND officials ³
Output 2.2 IND appraisal and performance measurements system				

² The consultant could not visit the VHF towers established to check and confirm their availability (inclusive of Digital VHF CODAN Radio Solution, CODAN, Tower, installed because the data collection only happened in Mogadishu while these activities were implemented in the regions.

³ The consultant could not verify/ check/ review the HRMIS himself because he was not granted access to the HRMIS.

will be approved by the DG of the IND and ready for use				
Number of appraisal systems approved by the DG	0	1	Met the target	Review of report on appraisal systems approved by the DG
Written confirmation of DG of IND stating the reception of the staff performance overview	Signed letter from the DG	No	Did not meet	No written confirmation of DG of IND stating the reception of the staff performance overview was seen by the evaluator
Output 2.3 The IND HR department is able to offer a training package to immigration staff				
Number of training packages offered to IND staff, disaggregated by type of training	0	1	Met the target	Review of training packages offered to IND staff, disaggregated by type of training
Number of databases detailing staff skills, knowledge gaps and available resources	0	1	Met the target	One database detailing staff skills, knowledge gaps and available resources in existence
Output 2.4 IND staff has the resources (equipment and, furniture and uniforms) to better implement activities under a new training of HR unit				
Number of training units equipped (e.g. computers, printers, projectors, and whiteboards)	Deed of Donation	1	Met the target	Review of deed of donation showing number of training units equipped (e.g. computers, printers, projectors, and whiteboards)
Number	Deed of Donation	500 (minimum) (2 per officer).	Met the target	Review of deed of donation showing number of uniforms procured (Comprising of shirt, trousers/skirt, Hijab, belt, tie, shoes, badges and hat)

Were the activities sufficiently well implemented to reach intended results? Would other activities have been more effective in reaching the results?

FGDs with IND officials who are the main beneficiaries of the project indicate that the project was very successful in delivering desired/ planned results. By the time this evaluation was being conducted, all planned activities had been implemented. The evaluator interviewed IND officials and asked them to state if they were satisfied with the services offered in the project. They unanimously stated that they felt satisfied with the trainings and equipment offered by this project, which have already begun to bear fruits by improving the work performance of the IND staff. For example, the project has supported the IND in different areas including capacity building of the human resource management capacity, where HRMIS database was developed and initiated at both IND headquarters and the regional branches.

Trainings were conducted for the IND officials who will be operating this system. Trainers were also trained to make sure there is continuous training, in-house and on-job training that these TOTs can conduct in the regional offices whenever necessary. VHF equipment was also installed to improve communication between headquarters and regional branches that are remote. IND operators who will be operating this equipment were also trained and those branches are now constantly feeding up their information with the communication equipment at headquarters in Mogadishu.

To what extent has the project and its outputs met stakeholder expectations, both government and participants?

All IND officials indicated to have been fully satisfied with this project and its outputs. The availability of communication and coordination equipment was hailed as a game changer in ensuring that there will be seamless communication between the different ports of entry and the headquarters. Findings indicate that the HR trainings have refreshed the staff on HR operations. IND officials however suggested the need for long term support in these same areas noting that the activities that have been implemented are very good but will require more time and support to bear sustainable results.

What were the major external factors influencing the achievement of the project's expected outputs and outcomes, including both contextual factors and other related interventions?

Findings indicate that delays occasioned by COVID 19 restrictions were the only main external factor that influenced the achievement of the project. These delays mainly affected the procurement of the communication equipment because they were procured from Australia.

Efficiency

To what extent were resources (time, funds and expertise) adequate to implement the activities and achieve the outputs?

Project narrative reports indicate that all activities were implemented within the planned time. However, delays occasioned by COVID 19 travel restrictions led to delays in procurement of communication materials. Financial reports indicate that the activities were implemented within set budget.

Were the project activities undertaken as scheduled and were outputs delivered on time? If not, what was the reason for possible delays?

Delays in responding to requests for approval by project staff to IND director general also affected activities such as SOPs translations and HRMIS training, to recover lost time and finalise these activities, the project sought no cost extensions until June 2022.

How well were the resources (funds, expertise, and time) converted into results?

A review of the project financial report indicates that about 43.5% of the total budget was used for operational, staff, office and overhead costs while about 56.5% went to actual activity implementation. The interview with the donor representative indicated that this is a cause for concern mainly because the expectation is that the implementing agency (IOM) is expected to have operational presence in Somalia and this should reduce the operational cost and thus increase the amounts that goes to actual implementation.

What measures have been taken to ensure that resources are efficiently used?

An analysis of the project narrative and financial reports indicate that the project was implemented within the set budget. The project benefitted from IOM's robust financial monitoring system that tracks budget consumptions, IOM's effective supplier and partner management ensured implementation of the project as per the work plan i.e. translation of the

resources (inputs) into outputs in the most efficient manner demonstrating efficient operations and within the planned budget. The Theory of Change and Log frame/results framework identify key costs, risks, opportunities and measurable outcomes.

Coherence

Are the different actors involved coordinating?

According to IND officials interviewed, the project has benefited from consultations between the FGS and the federal member states to ensure increased synergies in managing immigration challenges in Somalia.

According to interviewed IOM staff, one of the key coordination instruments is the IND quarterly meetings which helped to support in the capacity of IND coordination. This activity included three quarterly meetings. In these meetings, senior managers and other IND officials including the DG and regional directors would convene a conference either in Mogadishu or in one of the capitals of the federal member states to discuss the coordination structures of the IND. They would discuss and appraise on what they have done in the past three months as well as look into challenges that have been encountered. Corrective actions would then be identified, and a plan developed on what was going to be done in the coming three months. During these meetings partner agencies from other government departments and other partners from NGOs and CSOs that have a stake in border management would be invited.

How does this project align with and complement other related initiatives, whether implemented by IOM, the government, or other national and international actors? What is the added value, if any, of this project compared to those other efforts?

Findings indicate that this project has benefited and complements other related initiatives by other stakeholders. In this regard, other donor partners are working with IOM to support IND institutional capacity building. For example, the Norwegian Ministry of Justice is supporting IND institutional capacity building in two areas: placement of senior advisor to the Director General and placement of interns in the different units of IND according to the skills need of IND. These include HR interns, IT interns and administration and finance interns. Norwegian Ministry of Justice is also assisting on infrastructure equipment for IND including construction of border points under regional headquarters. Further to this, the Danish government is also assisting on construction of regional headquarters and strategic ports of entries within IND in Somalia.

The US government is also assisting IND on the database management and information management in partnership with IOM's Migration Information Data Analysis System (MIDAS). In the same breath, IOM has been implementing Better Migration Management- a regional program for many countries in East and Horn of Africa, which assists IND when it comes to regional collaboration with other neighboring countries, including Kenya, Ethiopia and Djibouti. It also assists the IND and other border management authorities to establish the Integrated Border Management Committee (IBMC), which includes all government authorities that have a stake in border management. Including the immigration, the police and customs and health sectors.

Sustainability

Are the benefits generated likely to continue once external support ceased?

Evidence from this evaluation points to an indication that the gains from this project are likely to be sustained beyond this project's funding period. To start with, the consultative approach adopted by this project is potentially conducive to sustaining the benefits of the project due to the high-levels of buy-in and engagement it encouraged from the beginning; particularly in terms of its capacity to mobilize IND officials and other key stakeholders in the project. The continued discussion between IND and the Ministry of Foreign Affairs of Finland and other donors on areas of continued cooperation coupled with presence of other donors supporting the IND in other areas and the cooperation with IOM in areas such as MIDAS are encouraging pointers of project sustainability. Interviews with IND heads of departments also demonstrated that there was a growing understanding of the need to integrate project benefits into their plans in the different departments.

To what extent were the project and its results supported by local institutions and embedded in institutional structures that are surviving beyond the life of the project?

Findings indicate that agencies such as IOM, the World Bank and USAID have been working together with IND in this and other projects aimed at improving the capacity of the IND. These agencies would also provide inputs on how to improve inter-agency coordination among relevant agencies including the police, the Criminal Investigations Department, Ministry of Civil Aviation, customs department, port authorities and health authorities among others. This has helped improve intra and inter agency coordination in the immigration, security and border management in Somalia under this project.

What are the major factors affecting sustainability, including any identified challenges faced by the implementing organization and partner entities?

Interviews with government officials indicated that there are plans to integrate the benefits of this project in their plans and activities. The human resource director, for instance indicated that all new employees in the department would have to go through all the trainings that have been offered in this project. Further, the standard SOPs will be adopted and used in all IND activities to ensure uniformity and sustenance of project benefits.

However, interviews conducted with government officials indicated that there are no resources in place for maintaining the benefits of this project. In light of this, the government plans to continue seeking financial support from donors to sustain the project benefits.

Gender

To what extent were gender mainstreaming issues taken into account in design and implementation?

According to key informant interviews with IOM project staff, gender mainstreaming was ensured by making sure that when it came to development of training plans for IND participants, gender mainstreaming was always incorporated in the participant's list by ensuring that both men and women participated in meetings. Similarly, at the end of the trainings, the trainers used to report on among other things, the gender breakdown of participants. This helped to make sure that participation in trainings and technical capacity building is gender representative within IND. Equally, when IND were nominating operators, they usually made sure that female officers were included in whatever they positions were being nominated and instated.

Were any barriers to equal gender participation identified in design or implementation, and was anything done to address these barriers?

Most respondents interviewed identified the issue of gender mainstreaming as a weak link in this project, this was mainly attributed to the context as opposed to lack of emphasis on gender considerations in Somalia. According to the respondents, there are more men than women in the public service in Somalia but the project ensured that both men and women who are part of the immigration department were involved in all project activities.

Human rights

Was the planning and design process for the project participatory and non-discriminatory?

Findings indicate that IOM, either through this or other projects have been conducting the humanitarian border management trainings which includes training of immigration officers on human rights instruments, both domestic and international and how they should respect and protect the rights of migrants at all times. This ensures that the IND is equipped with human rights skills when dealing with migrants. The planning and design process for this and other projects have been done in a participatory and non-discriminatory manner.

To what extent has the project helped to ensure respect of relevant human rights of migrants?

To ensure respect of relevant human rights of migrants, IOM has trained front line immigration officials on human rights because they are ones who deal with returning migrants or migrants that may be undocumented as well migrants that are trying to cross the border because of crisis or deportations. These include women, girls and children. In this regard, IOM trains immigration officials in the return management unit on return and re-integration.

4.0 CONCLUSIONS, LESSONS LEARNED AND RECOMMENDATIONS

This section provides the evaluation conclusions, lessons learnt and recommendations.

Conclusions

Overall the project is considered to be successful in all activities, outputs and outcomes achieved. Given the context of Somalia, respondents emphasized that while the project is addressing very important gaps in the IND, there is need for continuation of the services offered especially the HR trainings. The trainings so far offered are very relevant but interviewed stakeholders are of the opinion that they need to be continued and offered to senior IND officials to give them the capacity to supervise the work of other trained immigration officials. This project needs a long-term approach to the needs of the IND in order to meet the intended objectives.

By the time this evaluation was being conducted, all planned activities have been fully implemented. The success of this project was facilitated by three factors as noted from interviews with the IOM project manager and review of project documents. One, the experience of the implementing organization (IOM) in migration and border management projects helped in the design of the project and setting realistic targets for the project. Interviews with IOM project staff clearly indicate that IOM has so far undertaken a number of immigration and border management projects in Somalia since 2007 and has established strong working relationships with the Federal Government of Somalia. Two, the deliberate involvement of IND senior management in the initial planning and roll out of project activities helped achieve their cooperation and participation in the project and facilitated the results achieved in all project outcomes. Third, the involvement through consultations with all relevant stakeholders at the federal and member state levels helped in sharing of relevant information and inclusion of context specific ideas which resulted to the attainment of project objectives.

Lessons Learned

A number of lessons can be gleaned from the implementation of this project. Three are highlighted below. First, the success of a project depends largely on the ability of the project management to ensure the involvement of all relevant stakeholders from the designing and execution of the project. Second, when designing projects that involve government approvals and therefore subject to different levels of consultations, this may likely have an effect of achievement of project timelines due to inherent delays as a result of bureaucracy in

government systems, it is therefore important to ensure adequate time is included the project execution timelines for those outcomes that may require government approvals and feedback.

Lastly, in complex projects, it's paramount to have a dedicated project team with expertise and experience in implementing similar project. In this project, a dedicated team of experts with experience in implementing activities in each project outcome was put in place. Project activities were focused primarily on achieving duties as outlined in the project document. The project team were clear about their project deliverables, they were clear about their objectives and their activities were aligned with the project outcomes. This was critical in ensuring that this project achieved the intended objectives. Thus, selecting the right project team makes the difference between project failure and success.

Recommendations

Relevance

The trainings so far offered are very relevant but have barely met the needs of the department. This project needs a long-term approach to the needs of the immigration department in order to meet the intended objectives.

In the same breath, IND officials recommended the need to establishment an immigration training center similar to the one in Kenya to support the continued training of immigration staff based on emerging information and ever dynamic skill requirements in the immigration field.

Effectiveness

IND officials recommended that instead of the IND constantly seeking funding for capacity building, the IND should get a pull of donors pulling to fund an academy for immigration training with a curriculum to ensure continuous training of immigration workers in Somalia

Support for exchange visits to other countries in the region for immigration officials and staff would go a long way in gaining knowledge and skills as well as exchanging ideas (bench making) on immigration management best practices.

Efficiency

As the IND grows bigger and develops internal systems and capacity, donors should allow for IND to implement certain aspects of the projects directly. This will enhance their practical

skills more and avoid delays and bureaucratic bottlenecks that come with implementing partner versus government approvals

Sustainability

Target specific activities at senior FGS and member states levels to promote awareness and buy-in to the project benefits as seek their support in cascading and maintaining project benefits. Seek more funding to increase IND staff capacity development in areas such as VHF equipment maintenance among others.

APPENDIX 1: EVALUATION MATRIX

Table 1: Evaluation Matrix					
Criterion	Main evaluation questions	Sub-questions	Indicators	Data sources	Data collection tools
Relevance	Do the intended results align with and support government policies and national strategies?	Was the government consulted during the designing of this project?	Stated contribution of government officials in the project design	Government officials. Donor Focal point Government policies on immigration	In-depth interview guide Desk review guide
		What national policies on migration and border management exist in Somalia? What is the level of alignment of this project results to those policies??			
	How and to what extent has Finland's Country Strategy for Development Cooperation Somalia 2017-2020 and the Country Programme for Development Cooperation in Somalia 2021–2024 strategy for Somalia been integrated in the project?	What priorities of Finland Ministry of Foreign Affairs does this project help fulfill?	Stated level of integration of Finland's Country Strategy for Development Cooperation Somalia 2017-2020 and the Country Programme for Development Cooperation in Somalia 2021–2024 strategy for Somalia in the project	Project staff. Donor Focal point Progress reports	In-depth interview guide Desk review guide

	Has the project responded to the needs of the target beneficiaries?	What are the main problems facing the Immigration and Naturalization Directorate?	Level of alignment of project (contribution of results to) the needs and priorities of the Immigration and Naturalization Directorate	IND officials. Donor focal Point Project Narrative reports	In-depth interview guide Desk review guide
	Is the project aligned with and supportive of IOM national, regional and/or global strategies and the Migration Governance Framework?	What national, regional and global strategies/commitments exist? How is the project aligned to these strategies/commitments?	Level of alignment with (contribution of results to) relevant regional and global strategies and commitments related to migration.	Project documents Regional and global strategies. IOM project staff	Desk review guide In-depth interview guide
	Are there any identifiable ways that the approach should be revised in future, or is it evident that additional or complementary activities or projects will need to be implemented?	What worked and what did not work well with the project approach? Are there activities that would need to be included to make the project more successful in future? If yes, which ones?	Stated successes and gaps in the achievement of project results	Project progress reports, IOM project staff and consultants Key stakeholders	Desk review guide In-depth interview guide
	Is the project document well designed according to IOM project development guidelines and logical framework approach, including results, indicators, budget and M&E planning?	What are IOM standards for project guidelines and monitoring? How well does this project meet those guidelines?	Level of project alignment with IOM guidelines and the project results framework	Project progress reports, Project results framework, IOM project staff	Desk review guide In-depth interview guide

	To what extent has the project adapted to changing external conditions in order to ensure project outcomes are achieved?	What external factors have affected the project and with what results? How did the project respond to those factors?	Stated effects of external factors on project performance	Project progress reports, Project results framework, IOM project staff	Desk review guide In-depth interview guide
	To what extent have target groups and possibly other relevant stakeholders been involved in project planning and implementation?	Were the project beneficiaries and stakeholders involved in the design and implementation of the project? If so, how were they involved and in which activities?	Level of involvement of project beneficiaries and stakeholders in the project	Project progress reports, Interviews with project staff, beneficiaries and key stakeholders	Desk review guide In-depth interview guide
Criterion	Main evaluation questions	Sub-questions	Indicators	Data sources	Data collection tools
Effectiveness	Have the project outputs and outcomes been achieved in accordance with the stated plans, or are they on track to being achieved? If no, why not?	What outputs and outcomes have been achieved? Are there any outputs and outcomes that have not been achieved and why?	Output and outcome level indicators of Results Framework	Project progress reports, Project results framework, IOM project staff	Desk review guide In-depth interview guide
	Were the activities sufficiently well implemented to reach intended results?	What activities were completed under this project and with which results?	Reported project activities and their effect on project effectiveness	Project progress reports,	Desk review guide In-depth interview guide

	Would other activities have been more effective in reaching the results?	Which activities were not able to be completed? How did they affect the project results? Are there activities that would have made the project more effective but were not implemented? If yes, which ones and how?		IOM project staff and consultants Key stakeholders	
	To what extent has the project and its outputs met stakeholder expectations, both government and participants?	What were stakeholders' expectations of the project? Has the project met those expectations or not?	Reported benefits of the project to the beneficiaries	Project beneficiaries and stakeholders	In-depth interview guide Desk review guide
	What were the major external factors influencing the achievement of the project's expected outputs and outcomes, including both contextual factors and other related interventions?	Are there any external factors that affected the implementation of the project? If yes, what factors and how did the project respond to them?	Reported adaptive management measures in response to changes in external context	Project progress/narrative reports Project staff Key stakeholders	In-depth interview guide Desk review guide
Criterion	Main evaluation questions	Sub-questions	Indicators	Data sources	Data collection tools
Efficiency	To what extent were resources (time, funds, and expertise) adequate to implement the activities and achieve the outputs?	Were there enough resources (time, funds, and expertise) to execute the project activities? How were those resources utilized to ensure all activities were adequately executed?	Reported availability of time, funds, and expertise to implement the project	Financial reports Project staff	Desk review guide In-depth interview guide

	Were the project activities undertaken as scheduled and were outputs delivered on time? If not, what was the reason for possible delays?	Where project activities completed within set budget?	Level of compliance with project planning, timelines and budget	Financial reports Project staff	Desk review guide
		Was the project funding available on time?			In-depth interview guide
	How well were the resources (funds, expertise, and time) converted into results?	Was feedback, approvals and inputs from IND available on time to facilitate the process?	Level of compliance with project resources management framework	Financial reports Project staff	Desk review guide
		Were project personnel (consultants) hired on time?			In-depth interview guide
Criterion	Main evaluation questions	Sub-questions	Indicators	Data sources	Data collection tools
Coherence	Are the different actors involved coordinating?	Who are the different actors in the project and which roles did they play? How were they coordinated?	Level of participation of different stakeholders in the project	Project partners Project staff	Desk review guide In-depth interview guide
	How does this project align with and complement other related initiatives, whether implemented by IOM, the government, or other national and international actors? What is the added value, if any, of this project compared to those other efforts?	Which other IOM and government initiatives exist to support migration and border management capacities in Somalia, if any? How does this project complement these initiatives?	Level of stated coherence with other IOM and government initiatives	Project progress/narrative reports Project staff Key stakeholders	In-depth interview guide Desk review guide
Criterion	Main evaluation questions	Sub-questions	Indicators	Data sources	Data collection tools

Sustainability	Are the benefits generated likely to continue once external support ceases?	What project benefits are likely to be sustained beyond the project period and why? Which benefits may not be sustainable and why?	Key stated benefits of the project in relation to the project outcomes	Project progress/narrative reports Project staff Key stakeholders	In-depth interview guide Desk review guide
	To what extent were the project and its results supported by local institutions and embedded in institutional structures that are surviving beyond the life of the project?	How was government, immigration officials, beneficiaries and other stakeholders involved in the implementation of the project? Which elements have been embedded into existing process amongst the different stakeholders? ?	Level of reported involvement of government, immigration officials, beneficiaries and other stakeholders in the implementation of the project	Project progress/narrative reports Project staff Key stakeholders	In-depth interview guide Desk review guide
Criterion	Main evaluation questions	Sub-questions	Indicators	Data sources	Data collection tools
Gender	Have gender considerations been properly integrated into the project implementation strategy and planned activities.	What are the IOM standards on gender inclusivity? How did you ensure that activities of the project were aligned to those standards? Were specific needs of both men and women taken into account in project activities?	Level of integration of gender considerations in the project implementation strategy and planned activities	Project progress/narrative reports Project staff Key stakeholders	In-depth interview guide Desk review guide

	Were any barriers to equal gender participation identified in design or implementation, and was anything done to address these barriers?	How did the project plan to ensure gender participation? Were the plans to ensure gender participation in the project met and how? If not, why?	Stated challenges in mainstreaming gender considerations in the project implementation strategy and planned activities	Project progress/narrative reports Project staff Key stakeholders	In-depth interview guide Desk review guide
Criterion	Main evaluation questions	Sub-questions	Indicators	Data sources	Data collection tools
Human rights	Was the planning and design process for the project participatory and non-discriminatory?	What measures were put in place to ensure that all project beneficiaries involved in all stages of project implementation?	Level of involvement of all stakeholders and beneficiaries in all project activities	Project progress/narrative reports Project staff Key stakeholders	In-depth interview guide Desk review guide
	To what extent has the project helped to ensure respect of relevant human rights of migrants?	What activities were put in place to ensure migrant human rights were observed during project implementation? If yes, how were these activities embedded at all stages of the project, from conceptualization to evaluation? If no why?	Stated human rights principles implemented/observed during the project	Project progress/narrative reports Project staff Key stakeholders	In-depth interview guide Desk review guide

APPENDIX 2: STAKEHOLDERS LIST

Day	Activity	Location	Stakeholders met	Contacts
1	Initial Meetings	IOM Office - Nairobi	Mohammad Amaran Khan IBM Programme Manager	amrankhan@iom.int +254110938771
2	Initial Meeting	Online -MS Teams	Mauri Starckman Head of Cooperation, Somalia	Mauri.Starckman@formin.fi +358295359177
3	Somalia (Briefing by IOM)	Mogadishu - Ocean Plot	IBM National Officer	abdirisack@iom.int +25290729354
4	Field Visit	Mogadishu IND office	Maj. Fahmo IND Director of border Control Management	fahmo@immigration.gov.so +252619505097
5	Field Visit	Mogadishu IND office	Abdirisak Daalac Director of logistics and procurement	saadkajs@gmail.com +46 70 066 35 64
6	Field Visit	Mogadishu IND office	IND HR Director	hr@immigration.gov.so +252 61 3063306
7	Field Visit	Online	MIDA HR Expert	ospite66@gmail.com +1 (647) 706-7181
8	Field Visit	Mogadishu	MIDA IT Expert	muktar7@gmail.com +252 61 2740019
9	Field Visit	Mogadishu IND office	IND ICT Director	<u>N/A</u>
10	Field Visit	Online	Immigration Director Jubaland	N/A

Consultants' signature _____



Date: 20/07/2022