The European Union's "155-526//156-646//221-250" Project for the Centrally Managed Thematic Projects

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Lot 5: Centrally Managed Thematic Projects

Synthesis Report for the **Migration and Asylum Section**

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Executive Summary

The main scope of the present Synthesis Report is to present the projects under the Migration and Asylum Programme of the ROM contract for the Centrally Managed Thematic Projects (CMTP). A thorough analysis focused on the findings of the Monitoring Reports during the period 2008-2011 has been prepared.

The sections mentioned below recapitulate the main topics of the present report.

Introduction

This section gives a brief overview of migration and asylum issues as have been dealt by European Union. Migration is at the heart of the political debate in Europe and, for a few years now, is one of the strategic priorities in the external relations of the Union. Carefully managed, it can be a positive factor for growth and success of both the Union and the countries concerned. Asylum is a form of protection given by a State on its territory based on the principle of non-refoulement and internationally or nationally recognised refugee rights. It is granted to a person who is unable to seek protection in his/her country of citizenship and/or residence in particular for fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group or political opinion.

Programme Synopsis

In this section, the specific programme is presented in details. More specifically, its background and its intervention logic are being analysed, as well as the 19 projects of the programme. The thematic programme for cooperation with third countries in the areas of migration and asylum aims to support third countries in their efforts to ensure better management of migratory flows in all their dimensions. It puts the emphasis on capacity building in countries of origin, transit and encourages cooperation initiatives to develop and share experience, working methods and best practices regarding various aspects of migration. Geographically speaking, all third countries covered by the European Neighbourhood and Partnership Instrument (ENPI), Developed Cooperation Instrument (DCI) and European Development Fund (EDF) are eligible for being covered by the thematic programme. The second phase of the programme in the period 2010-2013 envisages additional funds of €175 million.

ROM CMTP Workplan

This chapter is dedicated to the CMTP workplan, where the monitoring approach is analysed as well as the preparations of the missions. The Centrally Managed Thematic Projects (CMTP) are worldwide operations financed by the EC through Thematic Instruments and Programmes which are managed by DG EuropeAid, Direction F (AIDCO/F). ROM had been applied on the CMTP during the first two years of its official implementation (2002-2003), when the monitoring of the CMTP was distributed among the Geographical Directions of AIDCO. For CMTP, the grouping under national and regional projects is avoided, because these two terms are not equivalent to the terms used by the geographical ROM Teams. Instead of these two terms, the terms single-country and multi-country are used. The Migration and asylum thematic programme consists of 3 single-country, 16 multi-country projects and 53 project-visits with a total budget of 83.6 million €.

Insights of the Programme

This section refers to the programme performance. The majority of the projects performed well (60%) with an average rating of 2.70. The overall picture of the Migration and Asylum Programme at the level of analysis allowed by the monitoring work seems above average, although impact and sustainability is a major issue for the majority of the projects.

Success Story

The "Building Migration Partnerships - A platform for applying the Global Approach to Migration to the Eastern and South-Eastern Regions Neighbouring the European Union" project could be considered as a real success story. The intervention logic was clearly responding to the needs of the target groups and it largely contributed to the achievement of the Overall Objective (OO). There was a concrete and well-built Logical Framework Matrix (LFM) with specific and achievable Objective and Verifiable

Indicators (OVIs) at the level of OO, Project Purpose (PP) and expected results. All activities have been implemented as foreseen in the annual work plans, which are drawn into a very robust and specific project manual.

Conclusions and Recommendations

The Migration and Asylum programme, through a series of numerous projects, has dealt with various areas. The projects referred to illegal migration management, youth information and sensitization, programmes initiatives as immigration is concerned, living conditions of immigrants, technical cooperation and capacity building for readmission agreements, support to the local and regional integration etc. The programme, besides the above mentioned fields that has covered, has demonstrated also a wide geographic coverage with a focus on the zones that suffer the most from migration: European Neighbourhood countries, Africa, Indian Ocean and South Africa, Asia, Western Balkans region etc. It has also managed successfully to bring together various partners holding key roles in the migration and asylum field, such as governmental and public organisation with international NGOs.

As recommendations are concerned the main points are summarized as follows:

- Enhance the complimentarily / synergies between the Centrally managed projects and the projects in the national/regional portfolios, in order to ensure maximum EU/EC impact;

- Continue the discussion on the role of Government of the countries of origin, in view of the future role of the public sector;

- Projects addressing issues such as capacity building and assistance to policy setting would require realistic contracting periods;

- Ensure better coordination and synergies among inter-regional and Member-States cooperation to migration projects;

- Consider including the Direction de Surveillance du Territoire (DST)-Ministry of Interior-Niger and related services in PCM training courses (Across Sahara project / C-103500);

- Further activities for enhancing effective donor dialogue should be initiated.

1. INTRODUCTION

In its Technical Proposal, the CMTP Monitoring Contractor proposed to elaborate and submit to the EC Synthesis Reports on the main Regional Programmes. The role of these Synthesis Reports is to present briefly the intervention logic of the Programme by providing a concise programme synopsis, the implemented workplan, the insights of the programme focusing on the ROM[1] results and their analysis, focus on special issues like deconcentration, follow-up of ROM recommendation and application of the LFA, provide an example of success and finally present the overall conclusions and recommendations. Experience from the past had shown that the Synthesis Reports, due to their concise and consolidated content, were very welcome by the EC Services.

The Results-Oriented Monitoring (ROM) system by assessing projects' Relevance and Quality of design, Efficiency, Effectiveness, Impact, and Sustainability aims to provide independent advice to: i) inform the stakeholders on the project performance. ii) provide statistics and quantitative analysis on the monitored EC development portfolio, and iii) provide a source of information at the level of the programming cycle. The present Synthesis Report builds on the points (ii) and (iii), given that the Monitoring Reports have already covered the point (i).

The present Synthesis Report is referred to the Migration and Asylum Programme which contains 19 projects and 53 projects-visits which were implemented from May/2008 to Apr/2011 in a very wide geographical zone resulting in 48 monitoring reports. These monitoring reports is the base of the analysis presented in the Synthesis Report.

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[1] Results-Oriented Monitoring (ROM)

2. PROGRAMME SYNOPSIS

2.1. Background of the Thematic Programme Migration and Asylum

The European Union (EU) is an area in which freedom of movement must be ensured. Since the beginning of 1990s, the flow of persons seeking international protection in the EU has been such that the Member States have decided to find common solutions to this challenge. A set of commonly agreed principles at European Community level in the field of asylum can provide a clear added value while continuing to safeguard Europe's humanist tradition.

Asylum is a form of protection given by a State on its territory based on the principle of non-refoulement and internationally or nationally recognised refugee rights. It is granted to a person who is unable to seek protection in his/her country of citizenship and/or residence in particular for fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group or political opinion.

All Member States of the European Union (EU) are affected by the flow of international migration. They have agreed to develop a common immigration policy at EU level. The European Commission has made proposals for developing this policy, most of which have now become EU legislation. The main objective is to better manage migration flows by a coordinated approach which takes into account the economic and demographic situation of the EU.

In spite of the restrictive immigration policies which have been in place since the 1970s in most Member States, large numbers of legal and illegal migrants have continued to come to the EU together with asylum-seekers. Taking advantage of persons seeking a better life, smuggling and trafficking networks have taken hold across the EU. This situation meant that considerable resources have had to be mobilised to fight illegal migration especially to target traffickers and smugglers. Furthermore, it is recognised that the EU needs migrants in certain sectors and regions in order to deal with its economic and demographic needs.

Migration is at the heart of the political debate in Europe and, for a few years now, is one of the strategic priorities in the external relations of the Union. Carefully managed, it can be a positive factor for growth and success of both the Union and the countries concerned.

Following the entry into force of the Amsterdam treaty, the Tampere and Hague European Councils and, more recently, the Brussels European Council, which adopted the European Pact on Immigration and Asylum, have become the main reference and building blocks for a comprehensive migration and asylum policy. With the political framework, all available translations in place, concerns related to migration and asylum issues have become firmly part of the external relations policy and cooperation programmes with third countries.

As regards cooperation, the EU is addressing migration and asylum through various cooperation instruments. The integration of concerns related to migration and asylum within the external policy and EU programmes forms part of a comprehensive effort to address migration issues in a coherent and efficient way at EU level. They provide the core funding for addressing the root causes of migration and a number of migration and asylum projects (including border management).

One of the instruments that the ROM CMTP project covers is the Thematic Part of the Regulation (EC) No 1905/2006 i.e. the Development Co-operation Instrument (DCI) which was launched in January 2007. DCI replaced a wide range of other instruments under which the Migration and Asylum projects were financed.

During the last years, the Commission has strengthened its efforts to incorporate the questions related to migration and asylum in its political dialogue with third countries, propose comprehensive approaches to migration and mainstream these questions in its development cooperation strategies. As regards cooperation, and in parallel to the contribution of the geographical instruments, the Commission has been funding actions, such as the "Aeneas" programme (2004-2006), which followed the preparatory actions financed from the budget heading B7-667 between 2001 and 2003. The aim of these Programmes is to assist third countries in their efforts to better manage migratory flows. Initially

created to cover the period 2004-2008, 'Aeneas' was shortened to three years (2004-2006), during which about € 120 million of migration related projects have been financed. Within the framework of the Financial Perspectives 2007-2013, a new thematic programme on migration and asylum is now replacing Aeneas.

2.2. Programme Intervention Logic

Similarly to the Aeneas programme, the <u>general objective</u> of the thematic programme is to support third countries in ensuring better management of migratory flows in all their dimensions. Thematically speaking, while covering all the essential facts of the migratory phenomenon (migration and development, labour migration, illegal immigration and trafficking in human beings, migrant's rights, asylum and international protection), <u>the thematic programme doesn't directly address the root causes of migration but puts the emphasis on capacity building in countries of origin, transit and encourage cooperation initiatives to develop and share experience, working methods and best practices regarding various aspects of migration.</u> Geographically speaking, all third countries covered by the European Neighbourhood and Partnership Instrument (ENPI), Developed Cooperation Instrument (DCI) and European Development Fund (EDF) are eligible for being covered by the thematic programme. However, the subject of the thematic programme is primarily, although not exclusively, migration to the European Union. In this connection, the regions of emigration and transit towards the European Union are considered in the first place.

To achieve its main objective, the programme focuses on the following areas:

- Fostering the links between migration and development,

- Promoting well-managed labour migration,

- Fighting illegal immigration and facilitating the readmission of illegal immigrants,

- Protecting migrants against exploitation and exclusion and supporting the fight against trafficking in human beings,

- Promoting asylum, international protection and the protection of the stateless persons

The programme has a budget of € 205 million for 2007-2010, allocated as follows:

- Southern Migratory Route: €70 million (34% of the total)

- Eastern Migratory Route: €50 million (24% of the total)

- Middle East and Gulf Countries: €5 million (2% of the total)

- Southern and Eastern Asia and the Pacific: €16 million (8% of the total)

- Latin America and the Caribbean: €16 million (8% of the total)

- Global and Multi-regional Initiative: €28 million (14% of the total)

- Special Measures: €20 million (10% of the total)

The second phase of the programme in the period 2010-2013 envisages additional funds of €175 million.

2.3. Projects under the Programme

A table recapitulating all the Projects of the Programme is presented overleaf:

Table 1: Projects under the Migration and Asylum Programme

N	CRIS	Project Title	Coordinator	End date	EC Budget	2008	2009	2010	2011	Partner Countries
						Monitoring History				
DCI-MIGR										
1	170600	Strengthening Reception and Detention Capacities in Lebanon (STREDECA)	International Centre for Migration Policy Development (ICMPD) - AU	01/09/2010	499.977€		√			Lebanon
2	153434	Regional programme and dialogue on facilitating safe and legal migration from South Asia to EU	International Organisation for Migration (IOM) - BE	31/01/2011	885.232€		√			India Bangladesh, Czech Republic, Denmark, Italy, Romania, Sri Lanka
3	147242	Joint Migration and Development Initiative	United Nations Development Programme (UNDP) - USA	01/04/2011	15.000.000€		√			Belgium
4	153386	Améliorer la Protection et les Conditions de Vie des Migrants internationaux et ceux rendus vulnérables par le Phenomène migratoire en Afrique du Nord	International Federation of Red Cross and Red Crescent Societies - CH	17/12/2011	1.199.270€		√			Switzerland, Morocco, Algeria, Tunisia, Libya
5	153252	Technical Cooperation and Capacity Building for the Governments of Ukraine and Moldova for the Implementation of Readmission Agreements with the European Union (GUMIRA)	International Organisation for Migration (IOM) - BE	31/12/2010	2.000.000€			√		Ukraine, Moldova, Belarus
6	153174	Local Integration of Refugees in Belarus, Moldova and Ukraine (Phase 1)	United Nations High Commissioner for Refugees (UNHCR) - BE	28/02/2011	2.000.000€			√		Belarus, Moldova, Ukraine, Switzerland
7	153780	Temporary and circular labour migration between Portugal and Ukraine	Immigration and Borders Service (Serviço de Estrangeiros e Fronteira)- Ministry of Interior-Portugal	10/12/2010	500.049€			√		Portugal, Ukraine
8	153125	Building Migration Partnerships- A platform for applying the Global Approach to Migration to the Eastern and South-Eastern Regions Neighbouring the European Union	Ministry of Interior of the Czech Republic - Department for Asylum and Migration Policy	01/01/2011	1.146.422€			√		Austria, Georgia, Hungary, Moldova, Poland, Romania
9	153022	Supporting Regional Integration through Improved Migration	International Organisation for Migration (IOM) - BE	31/12/2011	1.052.736€				√	Costa Rica, El Salvador, Nicaragua, Honduras

N	CRIS	Project Title	Coordinator	End date	EC Budget	Monitoring History				Partner Countries
						2008	2009	2010	2011	
		Management in Central America								
10	153692	Regional Assisted Voluntary Return and Reintegration Programme for Stranded Migrants in Libya and Morocco	International Organisation for Migration (IOM) - BE	31/05/2011	2.000.000€		√		√	Libya, Morocco, Switzerland, Mali, Niger
MIGR (before the establishment of the DCI)										
1	103474	Training Action for the Balkans, three intensive seminars on Asylum and International Protection for 120 civil servants	Academy of European Law (ERA) - DE	15/12/2007	512.617€	√				Bosnia & Herzegovina, Serbia
2	103626	Action collective de soutien à la réintégration des migrants de retour dans leur pays d'origine	Institut Universitaire Europeen (IUE) - IT	19/12/2008	1.076.000€	√				Algeria, Morocco, Tunisia
3	120044	Informer et sensibiliser la jeunesse scolarisée (16 à 20 ans) aux risques encourus par les migrants pour une migration légale ou illégale	Croix-Rouge de Belgique (CRB) - BE	31/12/2008	614.976€	√				Democratic Republic of Congo
4	114838	Promoting Innovative Migrant Remittances in Africa, Asia, Eastern Europe and Middle East	IFAD - IT	01/03/2009	4.000.000€		√			-
5	103671	2005/2006(a) - MIGRAMACAU (Migration Macao)	Secretariate for Security	20/12/2007	500.905€		√			-
6	103500	ACROSS SAHARA – Pilot Project of regional cooperation and capacity building on border and illegal migration management	Ministry of Interior of Italy - IT	29/08/2007	1.567.158€		√			Libya, Niger
7	120093	MESURE - Migrations en Sécurité	TECLA (Association pour la Coopération Transrégionale, Locale et Européenne) - IT	31/12/2009	1.374.772€		√			Tunisia
8	130328	Capacity building of governmental and non-governmental agencies to manage emigration in Egypt	KENTRO ANAPTYXIS KAI EKPAIDEFSIS EVROPAIKI PROOPTIKI, European Perspective - GR	14/12/2010	784.000€			√		Egypt

N	CRIS	Project Title	Coordinator	End date	EC Budget	Monitoring History				Partner Countries
						2008	2009	2010	2011	
9	103526	Programme for the Enhancement of Transit and Irregular Migration Management in Libya (TRIM)	International Organisation for Migration (IOM) - BE	31/03/2008	2.000.000€				√	Libya

3. ROM WORKPLAN 2008-2011

3.1. Monitoring approach

The Centrally Managed Thematic Projects (CMTP) are worldwide operations financed by the EC through Thematic Instruments and Programmes which are managed by DG Development Cooperation EuropeAid, Direction F (DEVCO/F). ROM had been applied on the CMTP during the first two years of its official implementation (2002-2003), when the monitoring of the CMTP was distributed among the Geographical Directions of AIDCO. After the decentralisation of the management of the EC External Assistance projects in 2004 (devolution), the CMTP were monitored again on a pilot basis in 2007 (through a framework contract, as well as by allocating a certain number of thematic projects to the geographical ROM Teams). For CMTP, the grouping under national and regional projects is avoided, because these two terms are not equivalent to the terms used by the geographical ROM Teams. Instead of these two terms, the terms single-country and multi-country are used. These terms were introduced by the ROM CMTP team in order to facilitate monitoring of the projects fully aligned with the methodology for the Regional Programmes. For the single-country projects one overall report is submitted, while for the multi-country projects a separate MR was prepared for each country visited (if applicable) and a horizontal report, presenting the overall conclusions and analysis of the project was prepared, corresponding to the visit to the project coordinator. The Migration and asylum thematic programme consists of 6 single-country and 13 multi-country projects. The multi-country projects are also subject to a further classification by typology in order to identify **what** and **how** it should be monitored.

Based on the classification per project intervention logic, there are four different types of Multi-country Projects:

- **Exclusively regional without national activities/components (category A):**
  - The Overall Objective (OO) and Project Purpose/Specific Objective (PP) defined in the Financial Agreement are exclusively regional
  - Impact and sustainability are regional
  - Success in all involved countries is necessary for the achievement of the project's objectives
  - No national activities/components
  - Example: Regional network Programme, Support to regional Institutions

- **Exclusively regional RP including activities on the national level (category B):**
  - The OO and PP defined in the Financial Agreement are exclusively regional
  - Impact and sustainability are regional
  - Success in all involved countries is necessary for the achievement of the project's objectives
  - Possibility of activities on the national level
  - Example: a pipeline or regional road crossing several countries

- **Hybrid RP (category C):**
  - RP with autonomous national components.
  - The OO is regional, but partially based on the reinforcement of the national capacities
  - The results are both regional and national and the national results contribute to regional results.
  - The activities are regional and national and the regional activities coordinate and complement national activities.
  - Failure of one national activity/component to deliver outputs would jeopardise the regional outcome even if some regional outcome would be produced anyway, as national outcomes in other countries will persist.
  - Example: Regional natural parks or development of a network of highways linking different countries.

- **Pseudo RP (category D):**

- OO, PP, impact or activities regional dimension.

- Regional fund used for opportunist local or national activities

- Each beneficiary country develops its own autonomous operation without regional considerations

- Example: Water facility or programme of business cooperation with the EU

Based on the typology by RP configuration only the number of countries to be visited is taken into account. Essentially a RP may cover very different numbers of countries closely or widely dispersed which has its own consequences for the logistics of monitoring an RP. These different configurations are: *Configuration a:* These are RP covering a small cluster of countries (from 1 to 4) over a limited geographic area, *Configuration b*: RPs including a cluster of 6-8 countries in the same region e.g. MEDA, Africa or African sub-region, or in a more extended area, *Configuration c:* RPs including a large group (around 15) of countries within the same region, *Others.*

In the following table the projects under the Migration and asylum programme by Typology of Intervention Logic and by RP configuration are presented:

Table 2: Multi-country Projects under the typology classification

No	CRIS	Typology by Intervention Logic	Title
1	147242	A	Joint Migration and Development Initiative
2	153780		Temporary and circular labour migration between Portugal and Ukraine
3	103474	B	Training Action for the Balkans, three intensive seminars on Asylum and International Protection for 120 civil servants.
4	103626		Action collective de soutien à la réintégration des migrants de retour dans leur pays d'origine
5	114838		Promoting Innovative Migrant Remittances in Africa, Asia, Eastern Europe and Middle East
6	153434		Regional programme and dialogue on facilitating safe and legal migration from South Asia to EU.
7	153386		Améliorer la protection et les conditions de vie des migrants internationaux (refoulés et/ou en transit) et ceux rendus vulnérables par le phénomène migratoire en Afrique du Nord
8	153252		Technical Cooperation and Capacity Building for the Governments of Ukraine and Moldova for the Implementation of Readmission Agreements with the European Union (GUMIRA)
9	153174		Local Integration of Refugees in Belarus, Moldova and Ukraine (Phase 1)
10	153125		Building Migration Partnerships- A platform for applying the Global Approach to Migration to the Eastern and South-Eastern Regions Neighbouring the European Union
11	153022		Supporting Regional Integration through Improved Migration Management in Central America
12	153692		Regional Assisted Voluntary Return and Reintegration Programme for Stranded Migrants in Libya and Morocco
13	103500	C	ACROSS SAHARA – Pilot Project of regional cooperation and capacity building on border and illegal migration management

* Multi-country Projects that have been monitored before 2009 (i.e. the year the typology classification was introduced).

The majority of the projects are classified under category B. This means that the overall objective (OO) and project purpose (PP) are exclusively regional: they aim at reinforcing regional integration, developing regional capacities or addressing a regional problem. The expected results are regional and directed towards regional capacities. The direct impact and sustainability of the programme are regional. Success in all involved countries is necessary to the achievement of the programme. Additionally, only two are under category A and 1 under C. As concerns typology by configuration, the majority of projects are under 'a', which means in a limited geographic area.

3.2. Preparation of Missions

The preparation of the missions was carried out based on the experience gained during the years. The key element for the successful preparation is the smooth cooperation with all involved actors.

3.2.1 Cooperation with DEVCO

The CMTP Workplans were adjusted and consolidated through coordination and consultation with EuropeAid. Especially, the cooperation was conducted with DEVCO/F2 (before Jun/2009) and with DEVCO/F3 after the transfer of the migration Section. The Projects Managers were informed timely about the ROM mission. A briefing prior to the mission and a de-briefing after the mission were organised, as appropriate.

3.2.2 Cooperation with the EU Delegation

For the Centrally Managed Thematic Projects, the cooperation with the EU Delegations is implemented only upon request of the Project Manager at the European Commission. This request is generally made during the briefing at the European Commission organised before the ROM missions.

3.2.3 Preparation and organisation of the Monitoring Visits

After the assignment of the projects to the relevant monitors, respecting the criteria of availability, sectoral background and previous monitoring experience, the monitoring teams for each mission were formed.

In some cases, the ROM CMTP Team expanded the documentation found on CRIS with documentation received from the EC Project Managers and projects' coordinators. All collected documentation was forwarded to the involved monitors, early in advance of the planned Visits' dates. No particular problems arose during this procedure.

The organisation of the meetings, as well as the compilation of the monitors' schedules, can consumed considerable time but the procedure was sometimes facilitated by the project coordinators, who contacted directly the national counterparts in the participating countries. In general, the results in terms of mission planning were more than satisfying mainly due to the large number of stakeholders involved in the projects and their good will for cooperation.

Table 3: Main data of the Monitoring Missions in the frame of which Migration and Asylum projects have been monitored in 2008-2011

Overview	1 ENPI countries	2 Africa, Indian Ocean, South Africa	3 Asia	4 Latin America	5 EU	6 Western Balkans and Turkey	7 Caribbean, Pacific, Cuba, OCTs	8 Other (JP, US)	TOTAL
N° of countries visited	10	3	3	4	9	2		1	32
N° of project-visits	20	3	3	4	19	2		2	53
N° of MR reports produced	18	3	3	4	17	2		1	48
N° of single-country projects monitored	3		1		2				6
N° of multi-country projects monitored (on the basis of the coordinator)					12			1	13
Million € covered	2.7		0.5		34.4			1.2	38.7
Average size of project per sub-region / country	0.9		0.5		2.5			1.2	2.0

Some of the projects were monitored after the end of their lifecycle using the so-called ex-post ROM methodology. The number of ongoing and closed projects per type are presented in the following Table:

Table 4: Number of monitored projects per status and type

Prjoject Status	Single-country	Multi-country					TOTAL
		Cat. A	Cat. B	Cat. C	Cat. D	TOTAL	
Ongoing	4	2	8			10	14
Ex-post	2		2	1		3	5
TOTAL	6	2	10	1	0	13	19

Given that the present Synthesis Report focus in general on the performance of projects, all projects are analysed together independently of their status. The allocation of visits per country is presented in the following Table

Table 5: Main data of the Monitoring Missions in the frame of which Migration and Asylum projects have been monitored in 2008-2011

ENPI countries	Visits	Africa, Indian Ocean, South Africa	Visits	Asia	Visits	Latin America	Visits	EU	Visits	Western Balkans and Turkey	Visits	Other (JP, US)	Visits
Country	Visits	Country	Visits	Country	Visits	Country	Visits	Country	Visits	Country	Visits	Country	Visits
Algeria	2	Congo DR	1	Bangladesh	1	Costa Rica	1	Austria	1	Bosnia And Herzegovina	1	Switzerland	2
Belarus	1	Mali	1	India	1	El Salvador	1	Belgium	9	Serbia	1		
Egypt	1	Niger	1	Macao	1	Honduras	1	Czech Rep.	1				
Georgia	1					Nicaragua	1	Germany	1				
Lebanon	1							Hungary	1				
Libya	1							Italy	3				
Moldova	3							Poland	1				
Morocco	4							Portugal	1				
Tunisia	3							Romania	1				
Ukraine	3												
TOT	20	TOT	3	TOT	3	TOT	4	TOT	19	TOT	2	TOT	2

It has to be noted that the second visit to Libya planned in the period from 28/Jan/2011 to 03/Feb/2011 did not take place. The procedure to receive the visa from the Libyan embassy had already started in Nov/2010. However, despite continuous efforts followed-up closely by the European External Action Service (EEAS), the visa was not issued. For this reason, a telephone interview with the IOM Office in Tripoli was held on 10 February 2011 checking in parallel the option to implement the visit at a later stage. However, on 15/Feb/2011, major unrest broke out in Libya. Protests erupt in the second biggest city (Benghazi) which resulted in clashes spreading to other cities, including Tripoli, making practically impossible any visit to Libya. In this context, a Monitoring Note (MN) was produced.

4. INSIGHTS OF THE PROGRAMME

4.1. Programme performance

The following table presents the average rating and percentage of "a"s and "b"s with regard to the grades of he five monitoring criteria (Quality of project design, Efficiency, Effectiveness, Impact, Potential). For the calculation of the average scores, the grades a, b, c, d have been replaced by scores 4, 3, 2, 1 respectively.

Table 6: Overview of performance by average rating and a/b % of frequency of ratings

Criterion	MIGR		DCI-MIGR		Total	
	Average rating	Good (A or B)	Average rating	Good (A or B)	Average rating	Good (A or B)
Relevance / Design Quality	2.86	56%	2.88	80%	2.87	68%
Efficiency	2.58	56%	2.76	60%	2.68	58%
Effectiveness	2.59	67%	2.70	40%	2.65	53%
Impact	2.74	67%	2.54	50%	2.63	58%
Sustainability	2.73	67%	2.62	40%	2.67	53%
AVERAGE	**2.70**	**67%**	**2.70**	**50%**	**2.70**	**58%**
Number of projects	**8**		**10**		**18**	

Note: For one of the 19 projects monitored, a Monitoring Note (i.e. report without grades) was produced instead of Monitoring Report.

The following tables illustrate the performance of the projects as per DG EuropeAid Category (I, Ii, III, IV) and grade (A, B, C, D). The Migration and asylum programme has performed relatively well as the majority of the projects (61%) are listed under the Category II.

The following tables illustrate the performance of the projects as per DG EuropeAid Category (I, Ii, III, IV) and grade (A, B, C, D). The Migration and asylum programme has performed relatively well as the majority of the projects (61%) are listed under the Category II.

Table 7: Overview of performance by Category

Performance category	Average rating	Average rating	% of all projects
Category I	Very good performance (minimum 3 a, no c, no d)	0	0%
Category II	Good performance (a, b, maximum 2 c, no d)	11	61%
Category III	Performing with problems (a, b, minimum 3 c, no d)	6	33%
Category IV	Not performing, or having major difficulty (minimum 1 d)	1	6%
TOTAL		**18**	**100%**

Among the projects monitored, the following are considered as successes (projects with ratings "a" and/or "b" for all criteria):

- Training Action for the Balkans, three intensive seminars on Asylum and International Protection for 120 civil servants

- Action collective de soutien à la réintégration des migrants de retour dans leur pays d'origine

- Informer et sensibiliser la jeunesse scolarisée (16 à 20 ans) aux risques encourus par les migrants pour une migration légale ou illégale

- Joint Migration and Development Initiative (European Commission-UN Joint Initiative)

- Améliorer la protection et les conditions de vie des migrants internationaux (refoulés et/ou en transit) et ceux rendus vulnérables par le phénomène migratoire en Afrique du Nord

- Building Migration Partnerships- A platform for applying the Global Approach to Migration to the Eastern and South-Eastern Regions Neighbouring the European Union

On the other hand the following project is considered as the least successful one, currently being at a critical stage (two or more "d" ratings):

- Promoting Innovative Migrant Remittances in Africa, Asia, Eastern Europe and Middle East

4.2. Analysis per criterion and subcriteria

In this section an analysis of the projects performance is presented per criterion and subcriteria as addressed in the Background Conclusion Sheet:

The highest performance is related to the relevance / quality of design. The projects are relevant and in line with EU policy and priorities. Strategy and approach of the projects remain valid. Some indicative projects with regard to good performance in this criterion are:

- «Informer et sensibiliser la jeunesse scolarisée (16 à 20 ans) aux risques encourus par les migrants pour une migration légale ou illégale»,

- «Améliorer la protection et les conditions de vie des migrants internationaux (refoulés et/ou en transit) et ceux rendus vulnérables par le phénomène migratoire en Afrique du Nord» and

- «Building Migration Partnerships- A platform for applying the Global Approach to Migration to the Eastern and South-Eastern Regions Neighbouring the European Union».

As the subcriteria are concerned the *relevance of the project* demonstrates the highest performance while the appropriateness of the intervention logic (quality of design) brings the lowest score.

As Efficiency is concerned, the projects with the highest ranking are a) "2005/2006(a) - MIGRAMACAU (Migration Macao), ex-post ROM" and b) "Joint Migration and Development Initiative (European Commission-UN Joint Initiative)". These projects have been professionally managed and the implementing teams have been highly efficient with timely execution of activities and management of funds. The subcriterion "*achievement of outputs"* has the highest score. On the other hand the project "Promoting Innovative Migrant Remittances in Africa, Asia, Eastern Europe and Middle East" has the lowest grade as Efficiency is concerned. The project implementation is very poor. As sub-criteria are concerned the lowest grading refers to the *availability of inputs managed, the activities implementation and the inputs achievement.*

At the level of Effectiveness the highest grading refers to the "Joint Migration and Development Initiative (European Commission-UN Joint Initiative)" and "Building Migration Partnerships- A platform for applying the Global Approach to Migration to the Eastern and South-Eastern Regions Neighbouring the European Union" projects. These projects have achieved the majority of results initially set and the sub-criterion related to the *achievement of planned results* is in the highest place. The project with the weakest Effectiveness is "Promoting Innovative Migrant Remittances in Africa, Asia, Eastern Europe and Middle East" with results initially planned not been achieved. The *likelihood of PP achievement* is the subcriterion with the lowest grading.

Impact prospects are the weakest criterion in comparison to the rest main criteria. The highest score belongs to the "*Training Action for the Balkans, three intensive seminars on Asylum and International Protection for 120 civil servants*". The knowledge/expertise gained during the training seminars has been used to improve the work of the relevant national institutions in the field of asylum and migration. The project with the lowest impact is "*Promoting Innovative Migrant Remittances in Africa, Asia, Eastern Europe and Middle East*". No direct impact has been measured since no single project, financed through the Call for proposals has been accomplished.

Sustainability was in general good, with the «Améliorer la protection et les conditions de vie des migrants internationaux (refoulés et/ou en transit) et ceux rendus vulnérables par le phénomène migratoire en Afrique du Nord» project having the highest grade. While "Strengthening Reception and Detention Capacities in Lebanon (STREDECA)" and "Regional Assisted Voluntary Return and Reintegration Programme for Stranded Migrants in Libya and Morocco" have the lowest score.

4.3. Analysis per cross-cutting issues

The new, streamlined version of the Background Conclusion Sheet (BCS) now includes a separate sheet for the assessment of four cross-cutting issues: (i) gender interests, (ii) good governance, (iii) environmental needs, and (iv) human rights. Specific references to human rights, governance, and gender have been made in the majority of the ROM outputs as presented in the following Table:

Table 8: Consideration of cross cutting issues in selected monitored projects

CRIS Number	Title	Consideration of cross-cutting issues
147242	Joint Migration and Development Initiative (European Commission-UN Joint Initiative)	Gender and human rights issues in line with the needs of the addressed vulnerable groups
153434	Regional programme and dialogue on facilitating safe and legal migration from South Asia to EU	No specific gender focus was observed during the project visit as it was generally addressed to migrants and potential migrants from South Asia without looking at the gender aspects. However, one of the principal aims of the project is to reduce illegal emigration which often puts migrant in a very vulnerable situation with regard to the exercise of their rights
170600	Strengthening Reception and Detention Capacities in Lebanon (STREDECA)	Gender interests have been considered in the design of the project
120093	MESURE - Migrations en Sécurité	The methodology applied by the project reflects clearly the issue of men and women equality
153386	Améliorer la protection et les conditions de vie des migrants internationaux (refoulés et/ou en transit) et ceux rendus vulnérables par le phénomène migratoire en Afrique du Nord,	The project promotes human rights through a series of activities promoting voluntarism in order to prevent the sufferance of the most vulnerable groups
153252	Technical Cooperation and Capacity Building for the Governments of Ukraine and Moldova for the Implementation of Readmission Agreements with the European Union (GUMIRA)	Gender interests are adequately considered where women have benefits of specific conditions. Environmental aspects also have been effectively taken into account in the refurbishment of the MAC in Chernihiv and in Chisinau with thermo isolated doors and windows and other equipment for energy saving. The construction respects the environmental standards in Ukraine and in Moldova. Additionally the Project Purpose (PP) is to favour the good governance and the best practices regarding migration. The promotion of human rights is the core issue of the GUMIRA project.
153174	Local Integration of Refugees in Belarus, Moldova and Ukraine (Phase 1),	The project design actively contributes to the promotion of Human Rights in Moldova. Refugees and asylum seekers are vulnerable persons and who need specific protection (according to the 1951 Convention of Refugees).
130328	Capacity building of governmental and non-governmental agencies to manage emigration in Egypt	Human rights are paramount to this project, with the rights of "would be immigrants" taking centre stage. The whole purpose of the project is to reduce exploitation of would be immigrants by illegal immigration rings and to enhance the knowledge of the rights of individuals
153125	Building Migration Partnerships (BMP) – A platform for applying the Global Approach to Migration to the Eastern and South-Eastern Regions Neighbouring the European Union	The project is building the roots for further policy development at the EU and country level (partner and beneficiary) on migration issues that promote Human Rights
153022	Supporting Regional Integration through Improved Migration Management in Central America	It helps to ensuring better working conditions, which may have a positive impact on the way migration officials provide migration-related services in the region

153692	Regional Assisted Voluntary Return and Reintegration Programme for Stranded Migrants in Libya and Morocco (Ex-Post)	Good governance has been considered in the project design. Indeed migration management is essential in terms of economic development, both in the countries of origin and of destination/transit. In particular in Libya, the labour market is very dependent on foreign labour, both legal and illegal and planning of these resources will become essential in the years to come

A short analysis of the situation for each project follows hereafter:

103474 – Training Action for the Balkans, three intensive seminars on Asylum and International Protection for 120 civil servants (Ex-Post)

Seven countries from the Balkan region have benefited from this project which reflected the EU priorities set up within the AENEAS five-year programme (2004-2008) for financial and technical assistance to third countries in the areas of migration and asylum. The strategy and approach of the project remained valid, all planned beneficiaries were reached and main results achieved. The project was successful in facilitating the process of harmonisation of national legislations with the EU standards by involving a high number of professionals already involved in legislative reform, ensuring a multiplier effect of bringing counterparts from the region together and fostering communication and networking. The practices from the training seminars have been incorporated in the daily work, while the knowledge gained and material provided during the training was used for further training in target countries. Institutional support is needed to maintain the results of the action with good human resource management, use of train-the-trainer approach and cases-related exercises.

103626 - Action collective de soutien à la réintégration des migrants de retour dans leur pays d'origine

The original proposition was on the basis of four partners, but the final contract was signed with two of them for contractual/financial reasons. Despite this change the implementation of the project was not harmed. The project is coherent with the EC policy that concerns the re-enforcement of the migrants capacity to contribute to the development of their country of origin. Both objectives (general and specific) are coherent, but the specific ones are expressed in the form of activities. Although all necessary human resources were at the disposal of the partners and the methodologies used made feasible a good participation of everybody among them, a better coordination in institutional level related to the return of migrants could be strengthened considerably. The project results are results of a common work, articulating a long experience in the field of national partners. Aspects related to migration are important in the agenda of the Association Agreements. It is unfortunate, however, that the link migration / return / development is treated only marginally. The national partners seem to have the financial means to find resources for the continuation of the project results after the end of the EC support.

120044 - Informer et sensibiliser la jeunesse scolarisée (16 à 20 ans) aux risques encourus par les migrants pour une migration légale ou illégale

The quality of project design is sound: the subject is major and prevalent in the DRC and the support is relevant to the country. The project structure, as it is presented in the Logical Framework, provides clarity through an analytical approach, and its elements are appropriate and relevant and allow the achievement of the results and the objectives. The participation of both partners in jointly developing the project since the very beginning was very important. Thus, the delays in the project had no negative impact on the implementation or the quality of the activities and the results. The brief extension is understandable, especially since it was not a budgetary one. However, there are gray areas regarding communication with volunteers and the Ministry of Education in Kinshasa, whose resolution would be beneficiary for the project and its potential for sustainability. The target groups have access to all services offered by the project. The project's overall impact on beneficiaries is not easily measurable or quantifiable. Nevertheless, it is certain that the project has opened up possibilities of impact, which can be supported and strengthened by similar future actions. Groups affected by the project yet seem to have assimilated the message. It is certain that the project's sustainability and continued advocacy based largely on teachers and volunteers from the CR, which are the key elements of post-project phase.

114838 – Promoting Innovative Migrant Remittances in Africa, Asia, Eastern Europe and Middle East

Building on the experience of the joint programme on rural remittances for Latin America and the Caribbean, a collaboration between the Multilateral Investment Fund (MIF) of the Inter-American Development Bank (IDB) and IFAD, this scheme was created to include new co-financing partners such as the European Commission (EC), the Consultative Group to Assist the Poor (CGAP), the Government of Luxembourg, Kingdom of Spain and the United Nations Capital Development Fund (UNCDF). The project had a clear focus in the field of remittances and by the means of Calls for Proposals (CfP) has gathered a great number of applications for small grant projects. The project aim has been pertinent and relevant for the target groups; however, delays from the very beginning of the project implementation, starting with the late appointment of the PC, affected the project timeline beyond repair. Majority of planned outputs have not been delivered and results are practically non-existing. Organisation of the 2007 International Forum on Remittances caught considerable attention of all electronic and printed media in 2007. IFAD managed to select 21 small grant projects (only 6 had access to project funds), as agreed and most of the activities that eventually led to the selection of small grant projects were executed, but with huge delays and through slow execution of the CfP and IFAD's complex internal procedures, which eventually impeded the project's performances resulting in the need for a project extension.

103671 – MIGRAMACAU (Migration Macao) (Ex-Post)

Although not achieving institutional agreements, the project strengthened inter-regional communication channels in the Pearl River Delta Region (PRDR), with Macau serving as a regional point for discussing immigration issues. Weak design, with no results defined and lack of indicators and assumptions, affected the planned activities, which although efficiently executed, were not sufficient to fully achieve ambitious specific objectives. No progress was made in setting up grant conditions of reception and protection of asylum seekers. The budget was unrealistic and needed rearrangement to meet requirements for capacity building activities which have been evaluated by participants as highly relevant. Higher number of people than planned benefited from training events, resulting in strengthened capacity of relevant migration and police personnel in the region. The impact at institutional level varies and is unclear. Information systems are still different in the PRDR and methods and equipments remain not standardised. No training programme or knowledge transfer plan have been designed yet, however, the project allowed for updating the internal training material and positive training replication experiences happened at the Macau Airport Immigration Service.

103500 – ACROSS SAHARA – Pilot Project of regional cooperation and capacity building on border and illegal migration management (Ex-Post)

The project has been implemented as cooperation between the Ministries of Interior of Libya, Niger and Italy and had a pilot dimension. It was the first time that Libya and Niger shared organisational patterns and methodologies with international partners. The project was broadly implemented as planned, but without baseline data on migrant flows and with not sufficiently analysed tenuous Niger-Libyan relations, which eventually, resulted in slowing down the information sharing exercise. The foreseen funds were made available; however, the Niger and Libyan partners did not have complete access to the project and budget information. Capacity building activities have successfully covered a range of subjects and contributed to create a basis for future institutional development, demonstrated through the successful submission of the "Across Sahara 2" project under the EC AENEAS programme. While civil society structures are increasingly consulting with the Government of Niger and allow for participation of traditional social structures, this is less the case in Libya. The beneficiaries appreciated the support provided, but confirmed the need for a long-term commitment in this area. Although the project provided hard technology, Niger services remain under-equipped; motivation of the personnel serving in these outposts remains a major problem. Follow-on initiatives by the EC and effective donor dialogue will require improved cross border cooperation and clear roadmap for the development and equipment of relevant services.

147242 – Joint Migration and Development Initiative (European Commission-UN Joint Initiative)

The project has sound design and is professionally managed. It is well established and has managed to create a strong international profile and interest with the aim to empower small grass-roots civil society organisations (CSO) in 16 target countries to link M&D more effectively and increase their knowledge on best practice in the sector. The EU Member States (MS) have already shown considerable commitment to the initiative. The project provided on the job training for PCM and Community of

Practice (CP) is used by 950 members providing a permanent forum to share information in real time and collate data about existing initiatives and good practice. There were 320 eligible project proposals submitted by Apr-09. Stakeholders are highly motivated. Considerable progress has been made towards enabling CSOs to play a more prominent role in Migration/Development related issues. The quality of the results has been highly professional, in terms of technical production and of pertinence of the networks created. The potential impact of the project is increased by the high profile presence of UN and EC professionals and is far beyond the 16 countries selected. The project events stimulated bilateral and multilateral contacts providing synergies. Both the partners and beneficiaries of the project are CSOs and international organisations.

153434 – Regional programme and dialogue on facilitating safe and legal migration from South Asia to EU

The project is highly relevant, but experiences serious difficulties with regard to the facilitation of legal migration. Revisions to the project design reflected changing circumstances and priorities. The assumption that SE Asian Labour force is required in the EC is not holding true as evidenced by the lack of interest of EU Member States to participate. Delays in implementation made the current timescale ambitious. Good progress has been made in India, thanks to a number of Government initiatives; modest in Bangladesh and limited in Sri Lanka. Two out of four results are likely to be achieved. Although behind schedule, the project's potential impact is high, but the regional dimension remains nascent. Closer ties between national and EU recruitment agencies and strengthened regional cooperation are needed to improve legal migration. IOM is the driving force of the project and the Governments are seen as passive recipients rather than the main stakeholder driving the process. Improvements are needed in transfer of ownership supported by IOM's hands on assistance in the implementation and use of good practice of the policy framework and institutional capacity in India. Donor coherence and complementarity is incipient and not efficient to date.

170600 – Strengthening Reception and Detention Capacities in Lebanon (STREDECA)

The project remained relevant at the time of monitoring in Sep-09; however unlikely to achieve its purpose since the legal framework to allow this was not in place. All planned activities have been implemented and completed as planned, but management tools needed adjustments to allow proper internal monitoring. Upon completion of the second phase, the project has achieved some of its planned results, being focused on technical rather than on legislative aspects toward the protection of refugees and vulnerable groups. The broad development impact to which the project can contribute is restricted due to the local national and sector policy considerations. Lebanon does not consider itself as an asylum country and trafficking people are commonly considered as illegal migrants. Thus, the project's concept of offering international protection to those to be found refugees is not included in the local priorities and policies. Nevertheless, even under the current circumstances, the project can still exercise leverage, influencing at a certain extent the high level decision makers in the country. This intervention, being the first attempt to deal with gaps and deficiencies at operational level, is regarded by the International Centre for Migration Policy Development as a test project for future actions in other Arab countries, considering lessons learnt on the design and the approach to be used in the Mediterranean Transit Migration Dialogue.

120093 - MESURE - Migrations en Sécurité

The relevance of the objectives of the project is confirmed by the general and institutional context. Because of the political and administrative situation in Tunisia which is the country of reference of this project, it became necessary to reformulate the project to ensure better institutional base and involvement of the Tunisian authorities. Despite the detailed planning of the project, no Logical Framework (LF) has been developed and assumptions influencing the achievement of the OS, are not explained. Despite small delays, from both the Italian and Tunisian side, the implementation took place as scheduled globally. Two months before its closure, the project has achieved many of the stated results. It is difficult to assess the impact that the results will have on the beneficiaries' ability to make legal migration routes to Italy. To these difficulties must be added the problems derived from a new Italian law against illegal migration. Finally, there is a good level of ownership of the objectives and the proposed strategy on the part of all stakeholders, both in Italy and in Tunisia.

153386 - Améliorer la protection et les conditions de vie des migrants internationaux (refoulés et/ou en transit) et ceux rendus vulnérables par le phénomène migratoire en Afrique du Nord

The recent developments in social, political and economic level make this project particularly relevant. The project complements and uses the results a first migration project initiated in Morocco in 2007 by

the International Federation of Red Cross and "Croissant-Rouge" in partnership with the Moroccan "Croissant-Rouge". A good level of support, ownership of objectives and strategy, proposed by the project from the National Civil Societies (NSC) exists, both at central and decentralized levels. The implementation of the project proceeds according to schedule. At the time of monitoring, the results were not yet fully visible, due to the fact that it was still in start up phase. The project's success rests on one hand on the effective engagement in the project by NSC and secondly, on the opening of the authorities, both at national and local level. It is too premature to judge the effects induced by the project. Nevertheless, we can hope that, if the conditions of implementation remain, this will contribute to increase the impact of NS (National Societies) in the dissemination of humanitarian values. The project could become a model for regional collaboration, source of inspiration for future interventions, both in Europe and in the direction towards the countries of Sub-Saharan Africa. Finally the concept of sustainability is an integral part of the project.

153252 – Technical Cooperation and Capacity Building for the Governments of Ukraine and Moldova for the Implementation of Readmission Agreements with the European Union (GUMIRA)

This targeted Technical Assistance, finished in December 2010, has been a significant milestone in the protection of migrant human rights focusing on the development of the EU compliant legal and procedural framework, and the integration of relevant best practices into national administrative procedures and civil society. However, project design contained limitations for project effectiveness including mixed overall and specific objectives, turning to seven expected results, addressed by seventy two overlapping activities. Project objectives appeared ambitious considering the two-year project duration. Inputs were in place but reporting practice was not comprehensive to facilitate the follow up of activities and results. Still, outputs appear clearly of high quality in both countries; Due to lack of expertise, ten months before the project end, few outcomes have been achieved on M&E. Training activities took place to the satisfaction of all recipients. The ownership of the project was good in both countries. In Moldova delays happened due to heavy load on the policy agenda. Quantitative measurement of the project effects in both countries is limited due to lack of relevant indicators. The absence of specific legislation that regulates the operational framework of key stakeholders in the implementation of the Readmission Agreements limits the potential sustainability of the services. In both countries, project takes advantage of the Government involvement, the IOM management capacities on migration issues and the provision of NGO professional services to migrants. However, due to the project short duration, the sustainability has not been ensured.

153174 – Local Integration of Refugees in Belarus, Moldova and Ukraine (phase 1)

The basis of this pilot project is set in the recommendations of the Local Integration Survey 2007. There is a clear strategy and expected results defined and tangible but non achievable indicators due to project's duration. The list of planned activities is too extensive. Although all inputs were available on time for efficient implementation the project had management deficiencies. The Partner Governments' contribution is uneven and corresponds to achievement of results, from good in Belarus to weak in Moldova and nonexistent in Ukraine. UNHCR reporting offer information on activities delivered but does not follow the DoA structure, creating confusion concerning the logical link between the objectives and results. UNHCR's inexperienced partners in Ukraine and Moldova combined with unfavourable socio-political situation, legal constraints, and refugee unwillingness to participate, contribute to low effectiveness of the intervention and weak impact. Preference to work illegally and evident xenophobia at local and governmental level are considerable problems in Ukraine and Moldova. Refugees' aggressiveness against UNHCR and the EC is not uncommon. Sustainability of the intervention is poor as the level of policy support has faded away in Ukraine and is very weak in Moldova.

130328 - Capacity building of governmental and non-governmental agencies to manage emigration in Egypt

The project was substantially delayed during the first phase, as partners did not reach a working agreement prior to the official start date. Bureaucracy and delays should have been better incorporated into the intervention logic. Better relationship between partners has been established later during the project implementation. The Egyptian partner has been committed, but was unaware of rules and time constraints to be respected in order for funds to be allocated, not giving due importance to formal agreements. The stakeholders did find the project relevant and important. Outputs have been delivered in a logical sequence, albeit delayed. The information component has been particularly successful and supported by the stakeholders, as the message of the dangers of illegal immigration to would-be-immigrants and young people has been spread. The remaining project outputs have been delivered as

foreseen and their quality was good. Closer donor coordination was not considered early enough in the project. Stakeholders were actively involved in decision making, which increased ownership by the local partners who are aware of the sustainability issues. The Ministry is very keen to continue implementing and funding similar activities

153780 – Temporary and circular labour migration between Portugal and Ukraine

The project was well conceived, but its relevance has diminished in the current economic crisis context of Portugal where labour demand has been drastically reduced. The project was looking to activate the 2003 Bilateral Agreement on Circular Temporary Migration (ACTM) between Portugal and Ukraine. Major delays, weaknesses in the overall project management, low capacity for generating internal project cohesion and the complexity of the approach have limited project effectiveness; not all intended results will be achieved. However, this pilot initiative has outlined potential positive and negative effects of a circular migration approach and developed an operational framework for a circular migration scheme. The implementation time has been adequately extended to 24 months. Output quality, assistance and training material have demanded further adjustments. 35 Ukrainian workers (92% women) have accepted job offers in Portuguese businesses, and desertion rate achieved 8%. Institutional capacity at the technical level for labour migration has been strengthened. Due to limited impact prospects, the ACTM will not be activated and development effects and increased regulated migration cannot be expected.

153125 – Building Migration Partnerships (BMP) – A platform for applying the Global Approach to Migration to the Eastern and South-Eastern Regions Neighbouring the European Union

This has been the first initiative that addresses the implementation of the Global Approach to Migration to the Eastern countries neighbouring the EU, reinforcing cooperation and creating first inter-regional platform on the basis of Joint Declaration signed during the Prague's Ministerial Conference in Apr-09. The action has been well designed with strong output-orientation. All activities have been implemented as foreseen high level of involvement of partners and majority of beneficiaries. Constraints have been observed in work overload of migration authorities in Russia, secrecy of data in post Soviet countries, and in the existence of other EU actions in third countries, which overlapped with some of the project's activities. The project has underpinned the process of trust building and has contributed to a large extent to achieving the confidence. While achieving all estimated results, the project enjoyed high level of political support in the context of the partnership approach embedded at the preparatory meetings and initial workshops. The follow-up BMP, to be initiated in 2011, is likely to enjoy strong willingness and motivation of all stakeholders to continue the process. Challenges remain in better coordination with other initiatives at the regional level, provision of individual country implementation plans, capacity building needs in beneficiary countries and leverage of the high level of policy support while engaging all related ministries that tackle migratory issues.

153022 - Supporting Regional Integration through Improved Migration Management in Central America

This project aims at improving migration management, through regional integration, combining technological infrastructure, capacity building and coordination capacities of the Central American Commission of Migration Directorates (OCAM). Project design mixes overall objective with results and contains non quantifiable indicators. The initial phase of the project has suffered many delays due to the Honduran political turmoil in 2009; however, as of mid 2010, the implementation has been gaining in efficiency, thanks to the normalisation of the political relations with Honduras, the assignment of a new Regional Coordinator and the commitment shown at the level of OCAM to continue the regional efforts in support to improved migration management. A 10-month, budget-free project extension enabled the re-adjusting of the action plan, which in terms of outcomes may still not be realistically achievable by project completion. The project is contributing to improved migration management mainly in the field of information sharing, formation of the project implementing team and national coordination structures, but its effectiveness related to regional Legal Harmonisation is unlikely, due to uneven political support. There is no concrete direct impact of the project visible yet. However, in terms of regional integration, the project is already contributing to the elaboration of a Regional Integral Migration Policy led by the Central American Integration System (SICA). The centrally managed project coordination limits local ownership and project transparency. To achieve the planned targets in the remaining timeline, the project faces the need to further promote ownership of stakeholders through strengthened national coordination and synergies generated with other initiatives.

103526 - Programme for the Enhancement of Transit and Irregular Migration Management in Libya (TRIM)

The project proposes to strengthen Libya's capacities to address irregular transit migration, in a humane and orderly manner, through the establishment of an Assisted Voluntary Return and Reintegration (AVRR) programme. The project was relevant, as it provided a humanitarian response to the situation of stranded irregular migrants in Libya. With a growing number of migrants in the country, which is both a transit and a destination country, and with a free-visa regime with Sub-Saharan African (SSA) countries, the management of migration was a challenge for Libyan authorities. Delays in the implementation of activities occurred, as it took time to have the Government involved and allow the IOM to implement the project, while also the review and approval of amendments to the contract took longer than expected. The project contributed partially to the achievement of its PP. While it supported the Government of Libya through the AVRR programme in the management of migration, it did not manage to lay the groundwork for a sustainable and long term approach. The project contributed to the achievement of its three defined OOs, but to different extents. The main contribution was to the irregular migrants, as the AVRR Centre and the AVRR approach provided to part of the huge community of irregular migrants in Libya an opportunity for voluntary return. Despite the above-mentioned weaknesses of the reintegration support in countries of origin, the AVRR project contributed to offering improved reception conditions in Libya. The lack of a sustainability strategy for continuing with the results achieved hampered the continuity of most of the benefits. Despite the improvement of the relations with the Libyan authorities, it does not seem that ownership was achieved so that these authorities take responsibility for the maintenance of the AVRR Centre and continuation of its activities. On the other hand, the actual unrest in the country increases the concerns about sustainability and ownership. The results achieved depend on donors' funds for their continuation.

153692 – Regional Assisted Voluntary Return and Reintegration Programme for Stranded Migrants in Libya and Morocco (Ex-Post)

The project has caught up with the initial delays. The lack of statistics hampers the assessment of the reintegration activities' sustainability, which seems weak, as well as the benefits of the strategy adopted. The project was not embedded in the institutional structures, but worked in parallel or substituting national efforts. Despite an overall good design, the lack of sustainability strategy affected mostly the too ambitious reintegration assistance component. The 12-month project implementation period was too short, especially for ensuring the effectiveness and sustainability of the reintegration activities. Weaknesses in the reintegration component and partial achievement of the reinforcement of national capacities in origin and transit countries hampered full achievement of the project purpose. The complexity and delicate nature of the issue, relatively recent appearance of transit migration in Libya and Morocco and the virtual absence of an active civil society in Libya additionally hampered linear development of policies and sustained measures to address the subject. Most of the results were achieved, but the project purpose was attained only in regard to the number of returns organised. The project provided a solution for most migrants that were in a vulnerable situation and could no longer stand their irregular status. Capacity building was affected by the lack of interest of the national authorities to engage in a sustained dialogue in this area. Although the IOM Offices in origin countries supported reintegration activities, they lacked the means for a regular follow up, especially for the returnees located far from the capital city. In the absence of precise data on the transit migration, the real impact of the project and other related initiatives remains difficult to assess. Therefore, the chances for establishing a sustainable reintegration activity through the project's support were low. The project contributed to strengthening the capacities in Libya, but had no direct effect in reinforcing the capacity in Morocco as the involvement of the Moroccan authorities was lower than expected. Although the contribution to inter-regional cooperation between origin, transit and destination countries is limited, some impact is visible in the strengthening civil society in countries of origin (Mali and Niger). The NGOs are committed to continue support to returnees, but this requires funds which are not available. Considerable efforts are needed in optimising the outputs of the various IOM's initiatives.

4.4. Performance of projects over time

Among the 19 projects in the section of Migration and Asylum there has been only one re-monitored as seen in the Table below:

Table 9: Performance of projects over time

Project	DAC Criteria	Grades (a, b, c, d) and Scores (1-4)			
		2009		2011	
Regional Assisted Voluntary Return and Reintegration Programme for Stranded Migrants in Libya and Morocco	Relevance / design	b	2.80	c	2.50
	Efficiency	b	3.10	b	2.58
	Effectiveness	b	3.00	c	2.33
	Impact	b	3.00	c	2.27
	Sustainability	c	2.40	c	1.93

It is worth noticing that the re-monitoring was performed after the end of the project (ex-post ROM), resulting in better focus on impact and sustainability. The assessment of the project after its end resulted in lower scores for Relevance, effectiveness to date and impact. In particular, as concerns relevance, the project was supported by transit and origin countries' authorities, but it was designed by the IOM from a humanitarian perspective and lacked a sustainability strategy. Despite an overall good design, the lack of this strategy affected mostly the too ambitious reintegration assistance component. At the effectiveness level, weaknesses in the reintegration component and partial achievement of the reinforcement of national capacities in origin and transit countries hampered full achievement of the PP. As impact is concerned most income generating activities were functional but did not contribute to a sustainable activity.

4.5. Analysis per partner country

It has been noted that under the Migration and Asylum Programme there have been more than one visit to certain countries. This section provides a country-specific outlook of the situation in specific countries regarding the implementation of the Migration and Asylum Programme in the region. In the analysis of each country there is also a paragraph focusing in general on the situation in the country and its cooperation with the EC, and then some more specific comments are cited concerning migration and asylum issues in these countries.

4.5.1 Algeria

The first formal EU / Algeria relations started just after the independence of the latter. It was at that time to maintain the status quo in terms of trade with Europe, keeping trade facilitation to Algeria in order to sell to the European market its agricultural products. It was until April 1976 that a cooperation agreement was signed, which was concluded at the same time with the other two Maghreb countries (Morocco and Tunisia). This agreement was part of the new European policy towards the Mediterranean, launched in 1972 and resulted in 1995 on the Barcelona Declaration which established the Euro-Mediterranean partnership. Algeria and the North Africa region in general has experienced over the past ten years, a certain increase in terms of migration flows from Sub-Saharan Africa. Due to its geographical location, the wider area became a staging area, crossed by people fleeing civil conflict, war or poverty, trying to reach the continent of Europe. These North African countries become destination countries and / or transit. Following assessments conducted since 2005 in Algeria and Morocco by the International Federation of Red Cross, it is clear that the key players in the field (local authorities, communities and Red Cross) have usually few resources, allowing them to manage their outreach satisfactorily. Algerian environment is more complex and insecure in comparison to other North African countries, not only because of the absence of a policy on migration, or even a public debate around the phenomenon of irregular migration from sub-Saharan Africa (the media in Algeria only cover

the phenomenon of migration of young Algerians, said "harragas"), but also because of a nascent civil society still underdeveloped, resulting in a very small number of organizations, including foreign NGOs and international organizations involved in assisting migrants. This precarious environment, with lack of strategy and national migration policies, lack of childcare facilities, lack of coordination between key players is not conducive to effective management of this humanitarian crisis.

As regards the objectives and priorities of the Thematic Programme of the EU cooperation with third countries in the fields of Migration and Asylum, the projects implemented, contribute to the reinforcement of the programme goals and priorities, such as, improving the protection and treatment of migrants including the fight against xenophobia and racism towards migrants.

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4.5.2   Tunisia

Europe has good and longstanding relationships with Tunisia, a neighbour country to the south of the Mediterranean. The first trade agreement between the European Economic Community was in 1969 already, followed by a cooperation agreement in 1976. Later on, Tunisia was the first country in the south of the Mediterranean which signed in 1995 an Association Agreement with the EU, containing among others the important goal of establishing a free trade with the EU. This agreement continues to be the legal basis for bilateral cooperation. Finally, a Neighbourhood Action Plan, developed in 2005, established the strategic objectives for this cooperation. As part of the technical and financial cooperation, several financial protocols were signed, followed by the MEDA programme which ran until 2006. Since 2007, cooperation between the EU and Tunisia is funded under the European Neighbourhood and Partnership Instrument (ENPI). In the beginning of 2011, the "Tunisian Revolution" changed completed the political scenery of the country, it has still to be observed how the new political structure will affect the policies in the migration and asylum section. Studies and recent events show that the desire to emigrate from the south shore of the Mediterranean, especially the Maghreb to the north shore remains very strong, but the obstacles faced by the migrants are considerable. Lack of awareness of actual risks involved in undertaking a course of illegal immigration and information about the real opportunities for legal immigration are two fundamental obstacles in order to result in a successful migration project. For Tunisia in particular, migration to Italy is among the most consistent: in 2003, Tunisia ranks in eighth place (source Caritas). For flows of irregular immigrants, an official report of the Tunisian Ministry of Internal Affairs speaks of intercepted 3,318 illegal immigrants before they managed to leave the territorial waters of Tunisia in 2003. In five years (1998-2003), more than 40,000 people, including more than 30% of Tunisians, were arrested in Italy for attempted illegal border crossings. Tunisia is also an important transit point for migrants from sub-Saharan Africa to Europe. The situation has gravely deteriorated in the last months after the recent uprising in Tunisia as well as other neighbouring countries of North Africa, including Libya.

Under the institutional and legal context of Tunisia, which falls, despite its growing position as a country not only sender of migrants but also transit, Tunisia was the first country from North Africa to adopt a very repressive law against illegal migration. Moreover, as in Algeria, there is a very small number of organizations, including foreign NGOs and international organizations involved in assisting migrants. They have only a partial legal recognition and the space for acting is extremely limited for the establishment of outreach, or even point to the benefit of migrants.

4.5.3   Morocco

Since 1963, Morocco has requested the opening of negotiations to conclude a trade agreement in 1969. This cooperation has evolved to reach a new agreement in 1976 that contained both commercial arrangements and financial assistance in the form of donations to the socio-economic development of the Kingdom. To accompany this Agreement, four financial protocols were signed during the period from1976 to 1996 supplemented by loans from the European Investment Bank. During the period following the financial protocols, the MEDA I Programme (1996-99), which represents a tripling of aid to Morocco in relation to financial protocols, has supported the economic and the socio-economic transition of Morocco. MEDA II has greatly increased the amount of money awarded to Morocco. Since January 1st, 2007, ENPI has taken over with a budget for 2007-2010 of 654 million Euros and targeted Morocco as the first beneficiary of EU funds in the region.

The Barcelona Declaration promoted dialogue, exchange and cooperation to ensure peace, stability and prosperity in the region, includes political and security issues, economics and finance and social, cultural and human affairs. This partnership is established through a bilateral association agreement with each Mediterranean partner and the EU. Morocco, which occupies a strategic place in the Euro-Mediterranean partnership, signed the Association Agreement in February 1996. After the ratification of the Agreement by all the parliaments of member states of the European Union, the Agreement came into force in March 2000.

Morocco is increasingly becoming a route for illegal immigration to the EU from sub-Saharan Africa and Asia. The country is both transit and destination country of migrants and cannot face, alone, the caseload of illegal migrants entering and transiting its territory. The Moroccan authorities are increasingly appealing to the international community to provide assistance for managing this growing stranded community of vulnerable migrants and reduce the pressure created on their countries by illegal flows. Currently, an increasing number of migrants are approaching the IOM offices in Morocco to seek for return and reintegration assistance, creating a large waiting list that cannot be assisted in a comprehensive way due to lack of sustainable funding.

Migration in Morocco has taken important dimensions during the last decade and has gradually become visible in the majority of Moroccan cities. According to the International Organization for Migration (IOM), this figure is between 10,000 and 20,000 irregular migrants. Towards to this growing positioning Morocco as a sender country of migrants, but also transit or destination country, falls, as Tunisia, in a general trend of tighter borders and stricter controls (Morocco has developed a law against traffickers and illegal migrants). However, there are some signs of an open space environment that allows the dialogue on migration issues, an attitude that we cannot find at regional level. Indeed, the emergence of democratic values in the political system in Morocco since 2002 has presented a turning point in the approach of the migrants' rights.

4.5.4 Moldova & Ukraine

The EU and Moldova started negotiations on an EU-Moldova Association Agreement in Chisinau on January 12th, 2010. The new agreement will be an innovative and ambitious document going beyond the established framework of cooperation and opening a new stage in their relations, notably by enhancing political dialogue and deepening sectoral cooperation. The Association Agreement replaces the EU-Moldova Partnership and Cooperation Agreement which entered into force in July 1998 and sets at present the framework for EU-Moldova relations. The EU and Moldova intend to establish a Deep and Comprehensive Free Trade Area (DCFTA), when the relevant conditions are met and expressed their commitment to make progress in line with the agreed set of steps towards that objective. A joint ENP Action Plan was adopted in February 2005 by the EU-Moldova Cooperation Council. This Action Plan still serves as a tool for supporting Moldova's own programme for democratic and economic reform. The EC assistance focuses on the reform priorities agreed in the ENP Action Plan. It increased over the years substantially and has reached about € 70 million and is planned to be increased up to € 100 million annually until 2013.

Since 1991, when Ukraine gained independence, the European Union and Ukraine have developed an increasingly dynamic relationship. Ukraine is a priority partner country within the European Neighbourhood Policy (ENP) and the Eastern Partnership. The current legal framework for EU-Ukraine relations is provided by the Partnership and Co-operation Agreement (PCA). The ambitions of both the EU and Ukraine to enhance their relationship created an opportunity to move beyond cooperation towards gradual economic integration and deepening political association. Therefore, in March 2007 negotiations on a new EU-Ukraine Association Agreement were launched to replace the Partnership and Cooperation Agreement. The new agreement also envisages, following Ukraine's accession to the World Trade Organisation in May 2008, the establishment of a deep and comprehensive Free Trade Area with the EU. Since negotiations and ratification of the EU-Ukraine Association Agreement will take some more years before the full Agreement can enter into force, the sides decided to adopt the EU-Ukraine Association Agenda.

Both Parliaments of Ukraine and Moldova ratified Readmission Agreements with the European Community on 15 January 2008 and are active with regard to Ukrainian and to Moldovan citizens respectively. The section of the Agreement that pertains to Third Country Nationals (TCNs) came into effect starting in January 2010. The Readmission Agreements stipulate that Ukraine and Moldova must

readmit their own nationals but also TCNs who entered the territory of the European Union States coming illegally from their territories. The GUMIRA project intervenes for the sensitisation of both Governments and the civil society to Human Rights in the context of detention and setup of adequate infrastructure for reception and return of TCNs.

In 2007 a survey, co-funded by the EC entitled "The Local Integration of Refugees in the Republic of Belarus, the Republic of Moldova and Ukraine 'A Strategy for Action'" was conducted in all three countries. The survey was containing a number of recommendations to the Governments and relevant organisations, which emphasised the urgent need to improve the existing integration opportunities of refugees in the region. Due to limited integration prospects, very often refugees tend to look for ways to illegally immigrate to European Union countries. In addition, many refugees remain dependent on UNHCR or Governments' assistance, which is not a desirable result neither for refugees, nor for UNHCR or for the Governments of the three countries. The project, implemented by UNHCR, was launched in 2009 with the full support of the respective Governments. Local integration is considered as the most practical and durable solution for most recognised refugees in the region. However, even if the refugees are granted basic social and economic rights, there are still many obstacles remaining in exercising their rights and achieving self-reliance and integration in the local societies. In each country, the objectives are implemented through different mechanisms and activities, based on the existing needs and conditions in various project locations.

EU Border Assistance Mission to Moldova and Ukraine (EUBAM) is another project that helps combat crime. The mission provides on-the-job training and advice to Moldovan and Ukrainian officials which will help them improve transparency on the border and deter and detect criminal activity such as smuggling and illegal migration. The mission was established in November 2005 at the joint request of the Presidents of Moldova and Ukraine. The mission scope is assistance on the modernization of management of common border of these countries in accordance with European standards, and to help in the search for a resolution to Transnistrian conflict of the Republic of Moldova. Fully funded by the European Union within the context of the EU Neighbourhood Partnership Instrument, and with the United Nations Development Programme (UNDP) acting as implementing partner, EUBAM is an advisory, technical body mandated to enhance the capacities of our partners – the border guard and customs authorities and other law enforcement and State agencies of Moldova and Ukraine. By offering comprehensive support to our partners on EU best practice from its headquarters in Odessa and six field offices on either side of the Moldova/Ukraine common border, EUBAM envisages that border and customs procedures and standards in MD/UA will ultimately mirror those prevalent in the European Union. On a broader context and within the framework of the European Neighbourhood Policy, EUBAM is a unique instrument by which the EU strives on the one hand to encourage the movement of legitimate trade and travel, and on the other hand to guarantee security for its citizens and tackle criminality. EUBAM has an annual budget of €12 million and a staff of over 200, approximately 100 seconded and contracted staff from EU member States, four UNDP staff, and 126 national staff of Moldova and Ukraine. A Memorandum of Understanding signed by the European Commission, the government of Moldova, and the government of Ukraine in late 2005 is the legal basis for EUBAM, while an advisory board – which meets twice a year – acts as the Mission's governing body. The Mission's six cherished core values are neutrality, partnership, reliability, results, service and transparency. The mandate of the Mission has already been extended twice (once in 2007, again in 2009), with the current mandate expiring on 30 November, 2011.

Especially in Moldova positive legislative steps have been undertaken. Following a survey carried out in 2007, co funded by the EC, important recommendations were presented and discussed with the government. However, Moldova faced recently political turmoil and is directly hit by the financial crisis. According to unofficial sources, nearly 2 million Moldovan live and work abroad (mainly in Russia and Italy). The remittances reach 40% of the GDP. In such a grim socio - politico - economical environment - the government is mainly counting on support from the international community, including for providing basic protection needs to refugees and asylum seekers.

4.6. Analysis per type of partner

The Migration and Asylum Programme has attracted a large number of partners, with a wide range of capacities. Partners are mainly falling under the following generic categories:

- European countries public administration: *3 M&A projects*

- International governmental organizations: *6 M&A projects*
- International NGO/CSOs/Universities: *4 M&A projects*
- UN family organizations: *5 M&A projects*
- Partner countries public administration: *1 M&A project*

Depending on the scientific, technical and business project context, the involvement, motivation and effectiveness of each partner type may vary significantly, also depending on the capacity of each individual partner institution. The type of implementing partners for the monitored M&A projects is presented in the table below:

Table 10: Type of Partners of M&A Projects

M&A projects	Type of partner				
	International NGO/CSOs/Universities	International governmental organizations	UN family organizations	Partner countries public administration	European countries public administration
Training Action for the Balkans, three intensive seminars on Asylum and International Protection for 120 civil servants.					Academy of European Law (ERA)
Action collective de soutien à la réintégration des migrants de retour dans leur pays d'origine	Institut Universitaire Européen (IUE)				
Informer et sensibiliser la jeunesse scolarisée (16 à 20 ans) aux risques encourus par les migrants pour une migration légale ou illégale	Red Cross (FR)				
Promoting Innovative Migrant Remittances in Africa, Asia, Eastern Europe and Middle East			IFAD		
2006/2008(a) - MIGRAMACAU (Migration Macau)					Secretariate for Security
ACROSS SAHARA – Pilot Project of regional cooperation and capacity building on border and illegal migration management					Ministry of Interior of Italy
Joint Migration and Development Initiative (European Commission UN Joint Initiative)			UNDP		
Regional programme and dialogue on facilitating safe and legal migration from South Asia to EU.		IOM			
Strenghtening Reception and Detention Capacities in Lebanon (STREDECA)		ICMPD			
MESURE - Migrations en Sécurité					TECLA
Améliorer la protection et les conditions de vie des migrants internationaux (refoulés et/ou en transit) et ceux rendus vulnérables par le phénomène migratoire en Afrique du Nord	International Federation of Red Cross				
Technical Cooperation and Capacity Building for the Governments of Ukraine and Moldova for the Implementation of Readmission Agreements with the European Union (GUMIRA)		IOM			
Local Integration of Refugees in Belarus, Moldova and Ukraine (Phase 1)			UNHCR		
Capacity building of governmental and non-governmental agencies to manage emigration in Egypt	European Perspective				
Temporary and circular labour migration between Portugal and Ukraine					Ministry of Interior (PT)
Building Migration Partnerships: A platform for applying the Global Approach to Migration to the Eastern and South-Eastern Regions Neighbouring the European Union					Ministry of Interior (CZ)
Supporting Regional Integration through Improved Migration Management in Central America		IOM			
Programme for the Enhancement of Transit and Irregular Migration Management in Libya (TRIM)		IOM			
Regional Assisted Voluntary Return and Reintegration Programme for Stranded Migrants in Libya and Morocco		IOM			

With regards to the type of implementing partner, the performance of the monitored projects at horizontal/consolidated level is summarised in the Table and Figure here below:

Table 11: Performance per type of Coordinating Partner

Category	Description	Perfromance
0	not known/NA	N/A
1	International NGO/CSOs/Universities (at EU and international level)	3.02
2	Local NGOs/CSOs/Universities (at Partner country level)	N/A
3	Profit oriented organisations (companies, think-tanks, institutes)	N/A
4	International governmental organizations (non UN)	2.50
5	UN family organizations (incl. WB)	2.40
6	Partner countries public administration (ministries, municipalities, etc)	N/A
7	European countries public administration (ministries, municipalities, etc.)	2.80
8	European governmental organizations/EU agencies	N/A
9	Regional bodies (MERCOSUR, SADEC, ASEAN, etc)	N/A
10	Hybrids (mix of different partners)	N/A
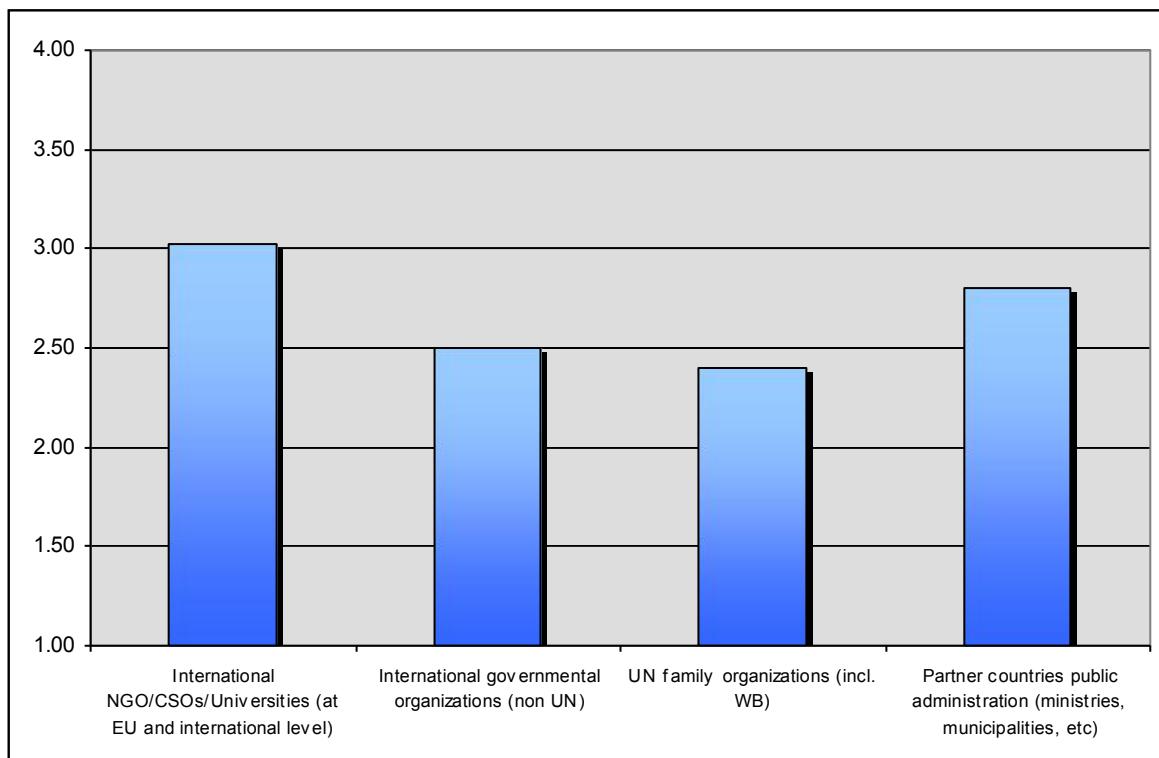
Figure 1:   Performance per type of Coordinating Partner

As presented in the Figure above the average of the projects performance does not vary dramatically. Among the type of implementing partners, UN family organisations has the lowest score (2.40/4.00). It is worth noticing that this type of organisations that includes UNDP, IFAD, UNHCR, IOM has a great experience in managing projects, however they have presented a lower grades concerning efficiency, effectiveness and impact.

5. SUCCESS STORY

As reported in section 4.1, six projects have received only "a" and/or "b" scores to all of the five criteria; they can thus be considered as successes. Among them, the following project could be considered as a success story.

Project Title	Building Migration Partnerships - A platform for applying the Global Approach to Migration to the Eastern and South-Eastern Regions Neighbouring the European Union	
Monitoring	Report N° & grades	**MR-135262.01:A-B-B-B-B**
	Previous grades	**N/A**
Domain	**DCI - MIGR**	
Sector	**15160 – Human Rights**	
Background	Humanitarian tragedies occurred in the Mediterranean Sea in 2005 unleashed the need for clear policies to tackle migration issues in the European Union. As a reaction, the EU Heads of State and Governments set up an informal meeting at Hampton Court on 27/10/2005 under the UK presidency. As a result of this process, the EU Council decided to redefine the role of migration at the EU level. The traditional 'stand-alone' conceptualisation of migration was then updated to a multi-dimensional perspective of the issue to be tackled in cooperation with Partner Countries in the frame of EU's external relations. Therefore, the EU Council adopted the Global Approach to Migration (GAM). It is a policy framework aimed at formulating comprehensive and coherent policies that address the broad range of migration-related issues, bringing together different policy areas – development, social affairs and employment, external relations and justice and home affairs – and taking both short term actions as well as a longer term vision to address the root causes of migration and forced migration. The GAM has a strong theme of working in partnership with countries of origin and transit. Its key concepts are partnership, solidarity and shared responsibility. The first regional priority of GAM was to address migration issues in the South, reflected in the EU-Africa Join Declaration on Migration and Development (the so-called EU-Africa Process) and followed up by the Rabat Declaration. Nevertheless, the enlargement of the EU to the East with the accession of the Czech Republic, Poland, Hungary and Slovakia in 2004 fostered the decision made by the European Council to extend the GAM to Eastern and South-Eastern countries neighbouring the EU, under the German presidency of 2007. The need of concrete and operational instruments to policy implementation in this framework led the Czech Republic, which took over the EU presidency in 2009, to initiate the Building Migration Partnerships project, particularly aimed at migration policy development with EU's neighbouring countries in the East. The intervention receives 80% of the funding from the EC grant contract MIGR/2008/153-125 and the rest is co-funded by the leading Partner Countries – Czech Republic, Poland, Slovakia, Hungary and Romania – and implemented by the International Centre of Migration Policy Development (ICMPD).	
Intervention Logic	The Overall Objective is to contribute to the implementation of the Joint Declaration agreed at Prague Ministerial Conference "Building Migration Partnerships" on April 2009. The Project Purpose is: i) Further elaborate agreed principles and priorities of "Migration Partnerships" between participating states; ii) Jointly develop "Migration Partnership Strategies" at senior level expert; iii) Jointly conduct "Migration Partnership Mappings" at senior working level; iv) Jointly establish "Migration Profile Reports" on size and structure of migration flows – legal, illegal and asylum – between participating countries; and, v) Develop IT-based information gathering and exchange tool on the migration situation along the Eastern migration route. The Expected Results are summarized: 1) Written report "Migration Partnership Strategies" with partnership objectives and policy recommendations; 2) "Migration Partnership Mappings", good practices of previously developed and implemented measures in the context of the migration partnership concept; 3) "Migration Profile Reports" for each beneficiary country; and, 4) Interactive Map "I-Map Eastern Migration Route. While Planned Activities [for all 3 components, i.e. are i) policy dialogue, ii) policy development, and iii) information]: Participatory workshops, expert missions, questionnaire-based surveys, structured information analysis, feedback, and review and structured presentation of results. Beneficiary Countries: Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Russian Federation, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan.	
Key issues - recommendations	Some of the direct impacts of the project are already visible (i.e. increasing bilateral cooperation). In general, the OO should be built upon a more concrete and direct outcome, since the term 'contribution' is too general. Thus, a future project could better target and measure the degree and extent of apparent direct impacts thereby contributing to enhance the effectiveness of the action. EC: 1) For future projects, ensure better coordination and synergies among inter-regional and MS cooperation to migration projects. Project Team: 1) Track records of bilateral cooperation initiatives undertaken between Partner MS and Beneficiary Countries; 2) Set up technical assistance programmes in capacity building for data collection and management at the Beneficiary Country level; 3) Further elaborate on a concrete and tangible OO. EC/Project Team: 1) Consider the inclusion of Western Balkan countries and Turkey in a forthcoming project.	

5.1. Reasons for success

The main reasons of considering this project as a success can be summed up in the following points:

- The intervention logic was clearly responding to the needs of the target groups and it largely contributed to the achievement of the Overall Objective (OO). There was a concrete and well-built Logical Framework Matrix (LFM) with specific and achievable Objective and Verifiable Indicators (OVIs) at the level of OO, Project Purpose (PP) and expected results.

- All activities have been implemented as foreseen in the annual work plans, which are drawn into a very robust and specific project manual. It is permanently updated and shared among the partners as the main technical management tool. The successful implementation of activities is well noted with the i) high participation records in all the preparatory meetings and workshops; ii) the implementation of 9 -from a total of 11- expert missions up to date; iii) the large available information gathering via questionnaire-based surveys and the analysis and structuring of the information.

- Quarterly dissemination of the project progress with useful flash reports and a newsletter has contributed to set the feedback and review of the project achievements.

- The translation, interpretation and publication of all activities and documents in English and Russian have contributed to a large extent to gain the confidence and participation of beneficiaries.

- It is worth highlighting that the initial fear of low participation of Beneficiary Countries -due to the historical secrecy of former Soviet Union States- has successfully been overcome. This is due mainly to the high level of political support in the context of the partnership approach embedded at the preparatory meetings and initial workshops.

- Furthermore, the project has sorted out unplanned political constraints at the beneficiary level and it has adapted to external changing conditions.

- The BMP has become the first inter-regional platform where beneficiaries can express their own priorities and concerns. All of the above have been achieved in the frame of EU migration policies and the partnership approach, which is a very significant accomplishment.

- BMP is likely to become a reference to other inter-regional migration cooperation projects as it is building the bedrocks for concrete actions shaped by international policy frameworks.

- High level of ownership supports the project continuation.

6. CONCLUSIONS AND RECOMMENDATIONS

6.1. Overall conclusions on the Migration and Asylum monitored projects

The Migration and Asylum (M&A) monitored projects address several issues: illegal migration management, youth information and sensitization, programmes initiatives as immigration is concerned, living conditions of immigrants, technical cooperation and capacity building for readmission agreements, support to the local and regional integration etc. The projects, besides the above mentioned fields have wide geographic coverage with a focus on the zones that suffer the most from migration: European Neighbourhood countries, Africa, Indian Ocean and South Africa, Asia, Western Balkans region etc. It has also managed successfully to bring together various partners holding key roles in the migration and asylum field, such as governmental and public organisation with international NGOs. The overall picture of the monitored projects is positive, although impact and sustainability is a major issue for the majority of the projects. A summary of key issues identified by the Monitors is presented below:

▪ **General issues**

The projects, in general, were well conceived and reflected the EU priorities for financial and technical assistance to third countries in the areas of migration and asylum. Results were tangible and accessible to the target groups even though continuation of the delivery of projects' benefits beyond the projects' end was in most cases unsure. Strategies and approaches of the projects remained valid, the majority of the planned beneficiaries were reached and main results achieved, however, institutional support is needed to maintain the results. Pilot initiatives have outlined potential positive and negative effects of a circular migration approach and developed an operational framework for such a scheme.

▪ **Project Design**

Fifty percent of the monitored projects received a positive assessment concerning the appropriateness of the intervention logic (In some cases the project design contained limitations for project effectiveness including mixed overall and specific objectives) , while 72% received adequate support from the involved stakeholders. In 78% of the monitored projects cross-cutting were well integrated in the project design.

▪ **Sustainability Prospects**

Sustainability is one of the weakest issues after impact for the Migration and Asylum programme with an average scoring for all projects of 2.67 with the financial/economic viability being the weakest sub-criterion (2.56). In several cases it is unlikely that the beneficiaries will provide their own financial resources and local authorities seem to count on the continuation of external assistance. The projects sustainability has to be regarded not only in consideration of the governmental involvement but also with the contribution of all stakeholders involved. In addition, most projects did not seem to have a concrete phase out for ensuring viability of operations after the project completion. On the other hand, there is a very positive example, the project «Améliorer la protection et les conditions de vie des migrants internationaux (refoulés et/ou en transit) et ceux rendus vulnérables par le phénomène migratoire en Afrique du Nord», where the concept of sustainability is an integral part of the project given the importance to capacity building component.

6.2. Recommendations

The following general recommendations are presented for the consideration of the relevant EC Services:

▪ Closer coordination among similar projects on a Programme-wide level is necessary, in order to exchange experiences, secure complementarity, enhance networking and minimise duplication. Enhance the complimentarily / synergies between the Centrally managed projects and the projects in the national/regional portfolios, in order to ensure maximum EU/EC impact;

▪ Projects addressing issues such as capacity building and assistance to policy setting would require realistic contracting periods;

▪ Ensure better coordination and synergies among inter-regional and Member-States cooperation to migration projects;

- Promote activities for enhancing effective donor dialogue;

- Consider the phase-out strategy of these projects; explore the possibility of future funding sources of the public and/or private sector.

ANNEX I

Monitoring Reports produced in 2008-2011

C/N	Project Ref. No	Project Title	Project End Date	Project Authority	Monitoring Report Ref.	Design	Efficiency	Effectiveness	Impact	Sustainability	Action Points
1	103474	Training Action for the Balkans, three intensive seminars on Asylum and International Protection for 120 civil servants	15/12/07	Academy of European Law (ERA)	108340.01	b	b	b	b	b	1) The strategy and approach of the project remained valid and is pertinant to day. The intervention logic was clear and coherent, ensuring that training programmes provide participants with the necessary knowledge/expertise enhancing the capacity of the relevant institutions involved in asylum management and international protection to manage migratory flows. 2) All planned beneficiaries were reached during project implementation; the main results were achieved, relating to the legal framework of the issue of asylum and migration; the selection of participants by the ministries could have been better i.e. by selecting the promising people who are planned to be maintained in the field of asylum and international protection for an adequate time after project completion. 3) The knowledge gained and material provided during the training was used for further training in target countries. 4) There is more institutional support needed to maintain the results of the action; there is need for similar trainings within the target countries and aligned to the particular context of each country. 5) A train-the-trainer approach would be recommendable in order to maintain the knowledge and practices gained; the skills and in-country presence of the international organisations such as IOM should be used to build further upon the results achieved.
2	103626	Action collective de soutien à la réintégration des migrants de retour dans leur pays d'origine	19/12/08	Institut Universitaire Européen (IUE)	010400.02	b	b	b	b	b	Projet pertinent, répondant à un besoin évident d'informations, permettant, à terme, des décisions politiques et économiques. La méthodologie et les résultats des enquêtes sont probants et ont délivré les instruments, aptes à poursuivre l'intervention à une grande échelle. La question de la reprise par les instances nationales est essentielle pour l'utilisation future des résultats du projet. Il est recommandé que le Chargé de Programme pour des programmes futurs : (1) Envisage d'encourager la participation des organisations (ONG, Syndicats, Organisations de Patronat, etc.), aussi bien du Sud que du Nord ; (2) Assure une présence de la CE à la dernière rencontre organisée par le projet et considère, dans des programmations futures, des synergies avec des programmes de développement économique ; (3) Sur la base des résultats, issus du projet et des décisions sur les mesures de suivi par les instances publiques et privées, prises lors de la dernière rencontre, considère des interventions, renforçant la viabilité institutionnelle des résultats du projet ; (4) Que l'IUE, en collaboration avec les partenaires nationaux, lors de la rencontre prévue pour Novembre 2008, encourage la préparation d'une «feuille de route» comprenant un timing tentative ainsi qu'une description du rôle et des responsabilités éventuelles de tous les partenaires, publics et privés pour la mise en œuvre des mesures sur lesquelles un consensus a été trouvé.
3	120044	Informer et sensibiliser la jeunesse scolarisée (16 à 20 ans) aux risques encourus par les migrants pour une migration légale ou illégale	31/12/08	Croix-Rouge de Belgique (CRB)	109960.01	a	b	b	b	b	Le projet de sensibilisation se clôture à la fin 2008, et en plus des activités déjà programmée par l'équipe du projet en RDC, il serait utile de considérer de: 1) Assurer la mise à disposition des Bandes Dessinées dans les écoles, après la fin du projet CE. 2) Organiser une séance d'information à l'attention du Ministère de l'EPSP sur les développements du projet, de façon à s'assurer de leur soutien pour toute action future. 3) Assurer des séances de recyclage pour les enseignants et les volontaires relais, pour assurer une bonne compréhension de leur rôle et une assimilation des services offerts par le projet. 4) Discuter plus en profondeur la possibilité d'une suite donnée au projet à travers d'autres actions dans des partenariats BE-RDC.
4	114838	Promoting Innovative Migrant Remittances in Africa, Asia, Eastern Europe and Middle East	1/3/09	IFAD	115000.01	b	d	d	d	c	The project implementation to date is poor. Practically, none of project goals have been achieved and the project is ending late February 2009. Delays from the very beginning of the project implementation, starting with the late appointment of the PC, affected the project timeline beyond repair. Additionally, the slow execution of the CfP and IFAD's complex internal structure have impeded the project's performances. It is suggested that 1) IFAD is to clarify the issue of expenditure of other donor funds with the EC as soon as possible; 2) IFAD is to improve internal procedures regarding the approval of projects; The Task Manager is to request IFAD, if and when the contract extension is granted, 1) to elaborate more time-bound OVI's/targets; 2) to revisit the LF and improve its quality, especially the quantification of the projects to be financed.
5	103671	2005/2006(a) - MIGRAMACAU (Migration Macao)	20/12/07	Secretariate for Security	115140.01	c	a	b	b	b	The project is considered very relevant but, in view of the inexperience of the local partner in dealing with EC projects, PCM tools were not applied systematically. Implementation, however, was excellent and SO were achieved, albeit with difficulty. The Immigration Department is advised to: 1) Ensure with auditors that the Audit Report is submitted soon; 2) Identify further training needs; 3) Analyse whether an update or adaptation of the material may be useful to future training; 4) In collaboration with other institutions involved, assess whether further training is necessary and how knowledge can be shared; consequently: a) Use the training material in order to replicate the training courses; b) Elaborate a Knowledge Transfer Plan to share the knowledge within the institution; c) Design a Training Programme covering new training courses and replication of the ones given by the project. The EC is advised to: 1) Once the Audit Report is approved, send the Secretary for Security the letter of recovery concerning the funds to be paid back; 2) For future interventions, a) Ensure the respect of the PCM procedures, with a sound LFM; b) With partners without experience with the EC cooperation projects, support should be provided by the EC to improve project management and allow flexibility in the interventions.

C/N	Project Ref. No	Project Title	Project End Date	Project Authority	Monitoring Report Ref.	Design	Efficiency	Effectiveness	Impact	Sustainability	Action Points
6	103500	ACROSS SAHARA – Pilot Project of regional cooperation and capacity building on border and illegal migration management	29/2/08	Ministry of Interior of Italy	116320.01	c	c	b	c	c	The project is relevant and in line with EU policy and priorities. Inputs were provided in time and the project was broadly implemented as planned, in spite of some delays. It is recommended that: 1) Italian MoI: for future projects, ensure a better level of consultation; the information on the follow-up project should be communicated immediately to the Libyan and Niger partners. 2) IOM and Italian MoI: consider ways to include the Libyan and Niger partners in project formulation training. 3) EC: for future programmes, insist on clearly quantifiable baseline data on migration trends and on the operational aspects of the services involved. 4) GoN and Libya: consider the complementarity with development programmes in the discussions with the International donor community. 5) GoN: address the issue of the motivation of the border guard personnel, through premium payments for hardship conditions, training and regular rotations.
7	147242	Joint Migration and Development Initiative (European Commission-UN Joint Initiative)	1/4/11	United Nations Development Programme (UNDP)	121860.01	b	a	b	b	b	The project, though ambitious, is clearly designed and professionally managed. It is well established and has managed to create a strong international profile/interest for the JMDI. The LF is used as a dynamic management tool, updated regularly. EC TM: 1) Consider a no-cost extension of 12 months to allow for an analysis of lessons learnt of the 1st CfP; 2) Consider adding Arabic as a vehicular language for the preparation of proposals; 3) For future projects, consider the inclusion of a provision for "emerging" organisations, to broaden the scope of the participating CSOs. EC/UN: 1) Continue the discussion on the role of Government of the countries of origin, in view of the future role of the public sector; 2) Explore possibilities for complementary funding to ensure the continuity of the CfP "pipeline"; 3) For future programmes in the same sector: consider the inclusion of partners that more recently became countries of destination and/or origin such as the Republic of South Africa and the countries of the Region of the Great Lakes; UNDP/PMU: 1) Review present and future staffing needs of the PMU and present a disaggregated budget with the request for project extension; 2) Clarify the role of the specialised UN Agencies (UNHCR, ILO etc.) during the sub-projects' implementation; 3) Use the quantitative information available in the narrative reporting to update the LF, a.o. with baseline data; 4) Explore the possibility of future co-funding with MS and/or other funding sources of the public and/or private sector.
8	153434	Regional programme and dialogue on facilitating safe and legal migration from South Asia to EU	31/1/11	International Organisation for Migration (IOM)	123560.01	b	c	c	b	b	The project is highly relevant but experiences serious difficulties with regard to one of its principal objectives (the facilitation of legal migration). The assumption that SE Asian Labour force is required in the EC is not holding true as evidenced by the lack of participation of EU MS participation. Although behind schedule, its impact potential is high, but the regional dimension remains nascent to date. IOM: 1) Revised project design: Activities relating to Component 3 need to be clarified. If it is unlikely that job fairs will proceed, alternative actions should be proposed. Market research mechanisms need to be reinforced so as to identify potential markets for South Asian labour. Support to the market research cell, to be established in the MoEWOE, should be prioritised. Closer collaboration with BAIRA in market research should be reinforced. Funds should be made available to raise awareness about MRCs. 2) The revised design should be submitted to the EC asap. 3) The MoEWOE should take a more proactive role, with IOM adopting an advisory role. 4) More informal exchange mechanisms should be encouraged (e.g. staff exchanges). 5) The Governments should be encouraged to take a leading role in donor coordination. 6) The ToR for recruitment monitoring and migration profile need to be finalised urgently. 7) An internal monitoring system should be established. 8) The ECD should be kept informed on project progress. GoB: A comparative analysis of the performances of the Dhaka MRC, the 3 BMET MRCs and the 3 DC MRCs should be undertaken to see which model is more effective.
9	170600	Strenghtening Reception and Detention Capacities in Lebanon (STREDECA)	1/9/10	International Centre for Migration Policy Development (ICMPD)	123860.01	b	b	c	c	c	The project remains relevant but is unlikely to achieve its PP since the legal framework to allow this is not in place. It is recommended: ICMPD: 1) Improve the LF to make it more relevant to the actual strategy and represent an essential management tool 2) Define and agree on the role of and the inputs to be provided by every actor in the implementation phase DGSG: 1) Consider the recruitment of women guards to treat female detainees and include them in the staff group to be trained; 2) Consider and develop a sustainable strategy to maximise benefits from the training modules in the long term. EC, ICMPD, DGSG: 1) Lessons learnt and services provided at operational/technical level should comprise the basis for a future policy-oriented project; DGSG: 2) The detention centre must be considered as a temporary solution. Develop a plan for a new detention centre, complying with international legal and technical standards). EC/ECD: Enhance the complementarity/synergies between the Centrally managed projects and the projects in the national/regional portfolios, in order to ensure maximum EU/EC impact.
10	120093	MESURE - Migrations en Sécurité	31/12/09	TECLA (Association pour la Coopération Transrégionale, Locale et Européenne)	125640.01	c	b	b	b	b	Deux mois avant sa clôture, le projet a atteint une bonne partie des résultats énoncés. Il convient néanmoins de préparer d'ores et déjà la phase après projet, dans un souci de capitalisation des résultats acquis. En termes de recommandations pour TECLA et ses partenaires: (i) Trouver, dans les meilleurs délais, une solution à la situation de crise dans les relations entre TECLA et l'AMDRH, accélérant la production et la diffusion des spots (WP4) ; (ii) Accélérer la mise en place de la plateforme expérimentale (WP3) pour qu'elle puisse être présentée aux partenaires tunisiens pour exploitation ultérieure ; (iii) Rédiger un plan pour l'exploitation, usage, fonctionnement et propriété intellectuelle de la plateforme expérimentale, une fois achevée; (iv) Elaborer un plan de formation, en concertation avec les autres initiatives en matière de rapprochement des systèmes socioprofessionnels de gestion partagée de la migration; (v) Réévaluer la possibilité de publier les recherches élaborées dans le cadre du projet; (vi) Assurer qu'il existe avant la fin du projet une concertation avec le Ministère Italien du Travail, de la Santé et des Politiques Sociales, pour capitaliser les résultats, particulièrement dans le cadre de nouvelles interventions prévues en partenariat avec TECLA.

C/N	Project Ref. No	Project Title	Project End Date	Project Authority	Monitoring Report Ref.	Design	Efficiency	Effectiveness	Impact	Sustainability	Action Points
11	153386	Améliorer la protection et les conditions de vie des migrants internationaux (refoulés et/ou en transit) et ceux rendus vulnérables par le phénomène migratoire en Afrique du Nord	17/12/11	International Federation of Red Cross and Red Crescent Societies	125841.01	a	b	b	b	a	Les évolutions récentes en matière de flux migratoires qu'ont connu les pays en Afrique du Nord et ses répercussions sur les plans social, politique et économique rendent ce projet particulièrement pertinent. Globalement, les résultats ne sont pas encore pleinement tangibles en raison de la situation du projet, qui se trouve toujours dans sa phase de démarrage. En termes de recommandations : IFRC et SN: 1) A la lumière des dernières évolutions dans la crise institutionnelle que vit le CRA, réévaluer le chronogramme initialement prévu et la faisabilité des actions dont la responsabilité relèvent du CRA ; 2) Réévaluer le budget, afin de dégager les fonds non utilisés pendant la première année (notamment sous la rubrique RRHH) et les réallouer à d'autres activités. Au regard de l'importance du volet communication, il pourrait s'avérer pertinent de recruter un expert en la matière pour assurer un suivi régional de la mise en place des plans de communication; 3) Il pourrait s'avérer utile se fixer un deadline (dans 6 mois approximativement), au delà duquel, si la situation de paralysie du CRA n'est pas maîtrisée, il faudrait proposer une réallocation des fonds au bénéfice d'autres pays de la région, plus réactifs (comme la Libye, par exemple) ; 4) Lors de la rédaction du rapport annuel, mettre en exergue les complémentarités et synergies entre les deux projets qui se déroulent en parallèle; 5) Evaluer la faisabilité et pertinence de conduire une enquête, à l'image de celle conduite au Maroc, sur les perceptions des communautés d'accueil vis-à-vis les migrants ; 6) Compte tenu de la fréquence prévue des réunions du Comité de Pilotage, il pourrait être utile de demander à la Cellule de Gestion Régionale de rédiger des rapports semestriels pour assurer un suivi rapproché ; 7).Continuer les activités de plaidoyer sur la base du mandat des SN, renforcer le dialogue institutionnel avec les autorités; 8) Renforcer l'échange d'informations et la coordination avec d'autres acteurs, nationaux (associations locales) et internationaux, engagés dans le domaine de la migration, y compris les centres de recherches.
12	153252	Technical Cooperation and Capacity Building for the Governments of Ukraine and Moldova for the Implementation of Readmission Agreements with the European Union (GUMIRA)	31/12/10	International Organisation for Migration (IOM)	130307.01	c	b	b	b	c	The project is relevant but the LF is not propitious for its appropriation by the GoUM. Tangible results and potentially multiplier effects are observed. The GoUM have to clarify their respective institutional framework for further achievements. The IPs should be signed urgently. More EU MS should be active in the process. The respective EUD in each country might formally contribute to the project successful implementation. In both countries, GUMIRA takes advantage of the Government involvement, the IOM management capacities on migration issues, and the provision of NGO professional services to migrants. But due to the project short duration, the sustainability is not yet ensured. IOM: 1) to draft a new format for the reporting based on a simplified LF; 2) to set up relevant indicators with measurable targets at the end of the project; 3) to organise a regional event in 2010 on Readmission to enhance the regional scope of GUMIRA and to issue a report on synergies and lessons learnt from both countries; and, 4) to organise a concluding seminar in Kiev and in Chisinau with the view to produce a country specific Final Report presenting fact findings, lessons learnt, conclusions and recommendations for sustainability and long-term impact in each country. GoUM: 1) to include the MOJ in the Readmission Process. GoUM and EC: 1) to engage EU MS in streamlining the IP negotiations .GoUM, EC, and IOM: 1) Based on the progress achieved, a six-month time extension of the project might strengthen the GUMIRA acquis and allow the elaboration of the sustainability preconditions. This extension might also ensure the needed continuation of support to the institutions engaged in the RA implementation, which was only initiated in 2009.
13	153174	Local Integration of Refugees in Belarus, Moldova and Ukraine (Phase 1)	28/2/11	United Nations High Commissioner for Refugees (UNHCR)	132180.01	b	c	c	c	c	The success of Local Integration depends on the willingness of all involved parties and on the management capacities of local and International Organisations. The project is facing problems, due to a combination of constraints. The EU Delegation in Kiev is suggested to intervene, in case UNHCR and the Regional Migration Services in Odessa do not manage to re-establish mutual agreement and restore UNHCR access to the TAC. The UNHCR is recommended to: 1) Structure its forthcoming annual report according to the DoA; 2) Adapt the project design and the LFM bearing in mind the partners capacities; 3) Plan actively the planned study tours in each country; 4) Monitor on a regular basis the activities carried out by all its local partners (NGOs) in all three countries. UNHCR-Moldova: 1) Gather on regular basis all refugees and asylum seekers informing them about the project's process and results; 2) Strengthen components on employment and housing; 3) Explain the choice of local partners with refugees and among all local partners. UNHCR-Ukraine: 1) Sort out rapidly the differences with the Regional Migration Service and the Charity Fund "Sympathy"; 2) Strengthen working relation with the Ministry of Education, and the Ministry of Labour; 3) Insist that all Ministries share useful information with NGOs partners. UNHCR-Belarus: 1) Organise special Russian language courses for those preparing for the state entry university exams; 2) Clarify, as soon as possible, the legal status of apartments in order to pursue renovation activities.
14	130328	Capacity building of governmental and non-governmental agencies to manage emigration in Egypt	14/12/10	KENTRO ANAPTYXIS KAI EKPAIDEFSIS EVROPAIKI PROOPTIKI, European Perspective	134700.01	b	c	c	b	b	The project was substantially delayed during the first phase, as partners did not reach a working agreement prior to the official start date. There now seems to be a good relationship between partners, although more openness and information exchange is still necessary. The Ministry for Manpower and Migration does not seem to give due importance to formal agreements and would rather rely more on informal arrangements. Overall, there is a sense that the stakeholders find the project relevant and important. It is unfortunate the project was not scheduled to be monitored earlier on. The following recommendations should be considered by stakeholders. Ministry for Manpower and Migration: 1) Should have a more proactive role in donor coordination instead of trying to prevent contacts between different partners, and pay closer attention to contract terms and conditions pre project. EP: 1) Promptly communicate project problems to the EC and not rely only on project reports; 2) The EUROACCESS system should be analysed urgently. An IT expert should go to Egypt and assess whether the problem is technical, if further training is needed, or both. Some of EUROACCESS functionality must be enhanced (e.g. the search options and CV insertion) in coordination with end-users. EC Task Manager: 1) Adopt a supportive role of NGO projects, which often encounter problems due to capacity issues. All stakeholders: 1) Understand the advantages provided by the project and pursue the collaboration of the Ministry for Manpower and Migration and the SFD in the area of the project objectives.

C/N	Project Ref. No	Project Title	Project End Date	Project Authority	Monitoring Report Ref.	Design	Efficiency	Effectiveness	Impact	Sustainability	Action Points
15	153780	Temporary and circular labour migration between Portugal and Ukraine	10/12/10	Immigration and Borders Service (Serviço de Estrangeiros e Fronteira)- Ministry of Interior- Portugal	135082.01	c	c	c	c	c	A relatively slow inception phase has resulted in major delays. Some weaknesses in the overall project management and leadership and the complexity of the approach and the context, have limited project effectiveness. However, this pilot initiative is serving to outline potential positive and negative effects of a circular migration approach, which should be examined by all stakeholders. Because of the difficult political and economic context in Portugal for circular migration, the recommendations are focussed on setting key foundations for future reactivation measures. SEF: 1) Send the narrative and financial interim report to the EC as soon as possible; 2) Inform all stakeholders about the status of the project manager. Project/IOM: 1) Accelerate the elaboration of the paper outlining the operational framework of the circular migration scheme; 2) Ensure the quality of the WB effectiveness and impact assessment; 3) Define a common position about a potential extension considering real labour demand, willingness to support visa process, and stakeholders' commitment to continuation; 4) Present results to policy level representatives from both countries and the EC. WB: 1) Revise returnee questionnaires to include such aspects as gender, legal migration, working conditions, workers' rights, individual vs. household impacts, etc. and complement the survey with context and stakeholders' analysis. Project/SEC: 1) Try to improve the link between the returned workers and the State entrepreneurship programme. EC: 1) Consider lessons learned from this project for new Call for Proposals.
16	153125	Building Migration Partnerships- A platform for applying the Global Approach to Migration to the Eastern and South-Eastern Regions Neighbouring the European Union	1/1/11	Ministry of Interior of the Czech Republic - Department for Asylum and Migration Policy	135262.01	a	b	b	b	b	Some of the direct impacts of the project are already visible (i.e. increasing bilateral cooperation). In general, the OO should be built upon a more concrete and direct outcome, since the term 'contribution' is too general. Thus, a future project could better target and measure the degree and extent of apparent direct impacts thereby contributing to enhance the effectiveness of the action. EC: 1) For future projects, ensure better coordination and synergies among inter-regional and MS cooperation to migration projects. Project Team: 1) Track records of bilateral cooperation initiatives undertaken between Partner MS and Beneficiary Countries; 2) Set up technical assistance programmes in capacity building for data collection and management at the Beneficiary Country level; 3) Further elaborate on a concrete and tangible OO. EC/Project Team: 1) Consider the inclusion of Western Balkan countries and Turkey in a forthcoming project.
17	153022	Supporting Regional Integration through Improved Migration Management in Central America	31/12/11	International Organisation for Migration (IOM) - Belgium	138802.01	b	c	c	c	c	The initial phase of the project has suffered many delays due to the Honduran political turmoil in 2009; however, as of 2010, the implementation has been gaining in efficiency, thanks to the normalisation of the political relations with Honduras, the assignment of a new Regional Coordinator and the commitment shown at the level of OCAM to continue the regional efforts in support to improved migration management. A 10-month, budget-free project extension enabled the re-adjusting of the action plan, which in terms of outcomes may still not be realistically achievable by project completion. The project is effectively contributing to improved migration management mainly in the field of information sharing, but its effectiveness related to regional Legal Harmonisation is unlikely, due to uneven political support. The centrally managed project coordination limits local ownership and project transparency. To achieve the planned targets in the remaining timeline, the project should, therefore, consider reinforcing its strategy, by promoting further ownership of stakeholders (Migration Directorates) through improved information exchange, strengthened role of the National Coordinators and synergies generated with other initiatives. IOM: 1. Improve the informing of the project stakeholders on the project objectives, timeline and budget (including detailed information on the planned infrastructure activities and the Humanitarian Assistance Fund). 2. Increase the frequency of reporting to the stakeholders and the EU Delegations on project progress. 3. Ensure the quality control of the regional database with the participation of the Migration Directorates. 4. Strengthen the role of the National Coordinators, to add to the efficient and effective project implementation. 5. Promote participative decision mechanisms for the infrastructure component. 6. Promote (financial) synergies with the national migration budgets, other EU-financed projects (regional security at the borders in C. America; EU-LAC dialogue about migration models) and other relevant projects in the addressed countries, in regard of the infrastructure investment in border points. 7. Promote a gender differentiated approach in the migration policy document. 8. Enhance the project's visibility. EU Delegations: 1. Participate in the next regional workshop in El Salvador, in view of its strategic character. 2. Support the identification of synergies between the project and other relevant projects, including the regional initiative of border security.
18	153692	Regional Assisted Voluntary Return and Reintegration Programme for Stranded Migrants in Libya and Morocco	31/7/10	International Organization for Migration (IOM) - Belgium	127281.06	b	b	c	c	c	The project demonstrated to transit countries' authorities a humanitarian short-term response to the challenges posed by irregular migration, and met the target for returns. The lack of statistics hampers the assessment of the reintegration activities' sustainability, which seems weak, as well as the benefits of the strategy adopted. Lessons learnt: The IOM can efficiently organise returns, but for linking migration to development (i.e. aiming at migrants' sustainable reintegration) and reinforcing national capacities, improvements would be needed with respect to: 1) Designing longer duration projects, especially when reintegration activities are involved; 2) Elaborating a sustainability plan on the AVR programme, including handover steps of AVR Centres, capacity building activities for national authorities in transit and origin countries, functioning of the referral systems in transit and of the Steering Committees in origin, which should rely on existing mechanisms; 3) Ensuring the effectiveness and sustainability of returnees' projects through the elaboration of feasibility studies and linking NGOs/IOM Offices in origin during pre-departure phase; 4) Providing psychological support to migrants and improving arrangements on arrival (transportation); 5) Ensuring adequate communication on the benefits of the programme to migrants, bearing in mind that different AVR programmes funded by different donors exist, which imply receiving different benefits; 6) Designing and implementing a monitoring system, able to assess the relevance of the reintegration strategy adopted and to evaluate the migrants' reintegration activities at least 6 months after project's completion.

ANNEX II

Average score per criterion per project across the years

Project	Year	Relevance/Quality of design	Efficiency	Effectiveness	Impact	Sustainability	AVERAGE
MIGR							
Training Action for the Balkans, three intensive seminars on Asylum and International Protection for 120 civil servants.	2008	3,30	3,00	3,00	3,50	2,88	3,14
-BA Component	2008	3,30	3,40	3,00	3,00	3,00	3,14
-RS Component	2008	3,00	3,00	3,00	3,00	2,75	2,95
Action collective de soutien à la réintégration des migrants de retour dans leur pays d'origine	2008	3,30	2,80	3,00	3,00	2,60	2,94
-DZ Component	2008	3,00	3,00	3,55	3,00	2,75	3,06
-MA Component	2008	2,60	3,00	3,00	3,00	3,25	2,97
-TN Component	2008	3,00	3,40	3,45	3,00	3,00	3,17
Informer et sensibiliser la jeunesse scolarisée (16 à 20 ans) aux risques encourus par les migrants pour une migration légale ou illégale	2008	4,00	3,00	3,22	3,00	3,11	3,27
-CD Component	2008	4,00	3,20	2,89	3,00	3,11	3,24
Promoting Innovative Migrant Remittances in Africa, Asia, Eastern Europe and Middle East	2009	2,60	1,25	1,00	1,40	2,40	1,73
2005/2006(a) - MIGRAMACAU (Migration Macao)	2009	2,30	3,60	2,80	3,00	2,63	2,87
ACROSS SAHARA – PILOT PROJECT OF REGIONAL COOPERATION AND CAPACITY BUILDING ON BORDER AND ILLEGAL MIGRATION MANAGEMENT	2009	2,30	2,40	2,67	2,00	2,44	2,36
-NE Component	2009	2,30	2,60	2,45	3,00	2,33	2,54
MESURE - Migrations en Sécurité	2009	2,40	2,55	3,00	3,00	2,80	2,75
Capacity building of governmental and non-governmental agencies to manage emigration in Egypt	2010	2,70	2,00	2,00	3,00	3,00	2,54
DCI-MIGR							
Joint Migration and Development Initiative	2009	2,90	3,55	3,50	3,00	3,00	3,19
Regional programme and dialogue on facilitating safe and legal migration from South Asia to EU.	2009	2,70	2,45	2,50	2,60	2,80	2,61
-BD Component	2009	2,70	2,25	2,00	2,60	2,50	2,41
-IN Component	2009	3,00	2,65	3,00	3,00	3,80	3,09
Strenghtening Reception and Detention Capacities in Lebanon (STREDECA)	2009	2,70	2,75	2,50	2,00	2,00	2,39
Améliorer la Protection et les Conditions de Vie des Migrants internationaux et ceux rendus vulnérables par le Phenomène migratoire en Afrique du Nord	2009	3,90	3,00	3,00	3,00	3,80	3,34
-DZ Component	2009	3,30	2,00	2,50	2,40	2,70	2,58

-MA Component	2009	3,90	3,00	3,00	3,00	4,00	3,38
-TN Component	2009	3,90	3,00	3,00	3,00	3,80	3,34
Regional Assisted Voluntary Return and Reintegration Programme for Stranded Migrants in Libya and Morocco	**2009**	**2,80**	**3,00**	**3,00**	**3,00**	**2,30**	**2,82**
	2011	**2,70**	**2,55**	**2,50**	**2,40**	**2,00**	**2,43**
-MA Component	2009	2,80	3,20	3,00	3,00	2,50	2,90
	2011	2,70	2,75	2,50	2,00	1,60	2,31
-ML Component	2011	2,10	2,45	2,00	2,40	2,20	2,23
Technical Cooperation and Capacity Building for the Governments of Ukraine and Moldova for the Implementation of Readmission Agreements with the European Union (GUMIRA)	**2010**	**2,40**	**2,80**	**3,00**	**3,00**	**2,40**	**2,72**
-MD Component	2010	2,40	3,00	3,00	3,00	2,40	2,76
-UA Component	2010	2,40	2,80	3,00	3,00	2,40	2,72
Local Integration of Refugees in Belarus, Moldova and Ukraine (Phase 1)	**2010**	**2,60**	**2,45**	**2,00**	**2,00**	**2,40**	**2,29**
-BY Component	2010	2,90	3,20	3,00	3,00	2,70	2,96
-MD Component	2010	2,60	2,45	2,00	2,00	2,50	2,31
-UA Component	2010	2,60	1,95	2,00	2,00	2,30	2,17
Temporary and circular labour migration between Portugal and Ukraine	**2010**	**2,30**	**2,25**	**2,50**	**2,00**	**2,20**	**2,25**
Building Migration Partnerships- A platform for applying the Global Approach to Migration to the Eastern and South-Eastern Regions Neighbouring the European Union	**2010**	**3,90**	**3,45**	**3,50**	**3,00**	**3,20**	**3,41**
-GE Component	2010	3,00	2,75	3,00	3,00	2,30	2,81
-HU Component	2010	3,60	3,25	3,00	3,40	3,20	3,29
-MD Component	2010	3,00	3,00	3,00	3,00	3,00	3,00
-PL Component	2010	3,70	3,45	3,00	3,40	3,20	3,35
-RO Component	2010	3,70	3,00	3,00	3,00	3,20	3,18
Supporting Regional Integration through Improved Migration Management in Central America	**2011**	**2,70**	**2,35**	**2,00**	**2,40**	**2,40**	**2,37**
-CR Component	2011	2,10	2,35	2,50	2,40	2,20	2,31
-SV Component	2011	2,70	2,60	2,50	2,40	2,40	2,52
-HN Component	2011	2,40	2,25	3,00	2,40	2,70	2,55
-NI Component	2011	2,70	2,35	2,50	2,40	2,20	2,43