



# Evaluation Summaries

## Evaluation: Managing Labour Migration for Development and Integration in the EuroMed, West Africa, and East Africa

### Quick Facts

**Countries:** Africa Region  
**Final Evaluation:** June 2006  
**Mode of Evaluation:** Independent  
**Technical Area:** International Migration  
**Evaluation Team:** Dr. Savina C. Ammassari,  
independent consultant  
**Project Start:** February 2004  
**Project End:** December 2006  
**Project Code:** RAF/02/12/EEC  
**Donor:** The European Union (1,767,656 US\$)

### Background & Context

#### Summary of the project purpose, logic and structure

The project has sought to achieve many critical objectives that reflect the urgent need to improve the governance of migration. Its aims were to improve the collaboration and cooperation between different countries and regions through the development of an ongoing dialogue and experience exchange in the field of labour migration. It also aimed to produce a stronger awareness among project stakeholders with regard to migration issues, to strengthen their capacity to develop and implement migration management measures, to enhance the adoption and practical implementation of international standards, to facilitate the elaboration of new policy frameworks, guidelines and manuals and to

establish specific international cooperation mechanisms as well as possible multilateral agreements to better regulate labour migration as a tool for development.

#### Purpose, scope and objectives of the evaluation

The evaluation aimed to assess the relevance, clarity and quality of the project's design and objectives; the adequacy and effectiveness of project implementation; the project's performance in terms of efficiency; the sustainability of project outcomes and its development impacts; and any possible unanticipated results of the project.

#### Methodology of evaluation

The evaluation made use of information from different sources with the aim of information gathering and data acquisition as well as confirmation and validation of the evidence. A desk review of project documents, reports, publications and supporting materials was carried out; and face-to-face interviews were conducted in Geneva and in Brussels with project staff and representatives of funding institutions. Furthermore, implementing partners, stakeholders, and direct beneficiaries were interviewed over the phone.

### Main Findings & Conclusions

The evaluation found that the project is relevant to national and regional development priorities on labour migration in the three geographical areas it covered. The project is

consistent with the objectives and priorities of the ILO and addresses the concerns of the European Commission. It has complemented ongoing efforts promoted within the framework of regional initiatives like those of EuroMed, the Economic Community of West African States (ECOWAS), the West African Economic and Monetary Union (UEMOA), the East Africa Community (ECA) and the New Partnership for Africa Development (NEPAD).

Despite the difficulties that have emerged during its implementation, the project has achieved a series of important results. In particular, the project has increased the awareness of different stakeholders with regard to migration issues. It has promoted a better understanding of its causes and consequences and the urgent need to join efforts in order to manage migration for the benefit of all. A great deal of information and data on migration has been produced which are critically needed to develop new comprehensive policy frameworks and to devise effective migration management measures.

The research and the discussion of its findings at seminars and conferences has helped building the capacity of stakeholders on different aspects of labour migration. The dialogue and experience exchange on labour migration has proven instrumental to improve the collaboration and cooperation between different countries and regions. A particularly significant contribution of the project has been the establishment of tripartite consultation mechanisms on labour migration. In some countries this has led to the elaboration of new migration policy initiatives. In general the project has succeeded in catalysing much interest in and commitment to the need of improving the governance of migration.

The dialogue on labour migration has been facilitated by the establishment of Focal Points and national Tripartite Migration Committees. With their help some common areas of concern have been identified and possible forms of cooperation discussed. However, these structures, which were meant to be permanent, have not sufficiently been

institutionalised for their members to take concrete actions and to carry initiatives forward after the conclusion of the project. Such a process would have required more time and resources. It has too prematurely been interrupted to ensure the sustainability of some of the project's outcomes and impacts.

## Recommendations & Lessons Learned

### Main recommendations and follow-up

The project could have benefited from a more realistic design based on a feasibility assessment and a clearer definition of priority needs. Stakeholders should have been involved in such a preliminary exercise. This would have helped strengthening the project's rationale and allocating resources more strategically, especially by operating a distinction between short, medium and long term objectives and by keeping sustainability issues into due account.

The evaluation concludes that the achievements made so far will need to be consolidated and amplified during a new phase of the project. Toward this aim the following lessons and recommendations should be taken into consideration:

1. While the scope of the pilot phase was excessively broad, the next phase would need to adopt a more narrow focus. The analysis should aim to establish concrete opportunities and constraints and find suitable entry points to develop practical initiatives which can help improving the governance of migration at national, regional and international levels.
2. The objectives pursued during a new phase will have to be defined on the basis of a clear strategic vision regarding the short-, medium- and long-term objectives in the field of migration management.
3. Implementation strategies should be carefully articulated according to a precise timeline and realistically defined interventions with regard to micro-, meso- and macro-level initiatives.
4. The new phase should as much as possible focus on the regions, sub-regions and countries which already have benefited from the pilot

project. The involvement of new countries which have not participated in the pilot phase should in principle be avoided at this stage.

5. However, a two-track approach could be envisaged, whereby a limited number of countries will be involved in the design and implementation of project initiatives (core countries), whilst the other will only be associated in larger scale consultation exercises and strategic experience exchange initiatives.

6. A multi-step tendering mechanism could be envisioned in the new phase to facilitate the selection of core countries who would receive more extensive support in order to design and implement practical initiatives which would need to adequately respond to the aims and strategies of the new phase of the project.

7. The dialogue will need to be expanded to include not only labour ministries and social partners, but also other government departments than those dealing with labour and employment. A special effort will need to be made to avoid duplication of efforts and to create synergies between different initiatives in the field of migration.

8. Representatives of international agencies and civil society organizations will need to be associated more consistently in consultations organised in the next phase of the project.

9. Technical cooperation will need to be granted during the next phase of the project to support the development and implementation of concrete initiatives aimed at improving the management of labour migration. Careful attention must be paid to striking an adequate balance between country-level requests and needs which will have been identified in a participatory way to match ILO's capacity and comparative advantage and broader migration policy concerns which reach beyond those of one country and region.

10. Specifically tailored training in the form of hands-on workshops will need to be provided to help building expertise and practical know-how at the national and regional levels.

11. Cost-effective ways will need to be sought to manage the efforts and these should as much as possible draw benefits from the

existence of ILO field offices and national and regional institutions whose capacity has been built during the pilot phase of the project.