

# COMPASS Mid-Term Evaluation

## Evaluation Report

Client: Ministry of Foreign Affairs, Department for Stability & Humanitarian Aid

Rotterdam, 28.12.2022





# COMPASS Mid-Term Evaluation

## Evaluation Report

Client: Ministry of Foreign Affairs, Department for Stability & Humanitarian Aid

Evaluation team: Thijs Viertelhuizen, Marzia Montemurro, Joana da Costa Reis, with thematic support from Ed Schenkenberg (protection and quality assurance) and Claire Greene (MHPSS)

Rotterdam, 28.12.2022



# Table of Contents

Abbreviations	7
Executive Summary	9
1 Introduction	13
1.1 Objectives of the COMPASS Mid-Term Evaluation	13
1.2 Background	14
1.2.1 Policy context	14
1.2.2 The featured COMPASS ecological approach	15
2 Evaluation Approach and Methodology	17
2.1 COMPASS Theory of Change	17
2.2 Data collection tools and analysis	17
2.3 Challenges and limitations	18
3 Fitness for purpose of COMPASS programme design	19
3.1 Relevance	19
3.2 Coherence	22
3.3 Effectiveness	25
3.4 Efficiency	31
3.5 Sustainability	33
4 Communication & visibility	37
5 Cross-cutting issues	41
5.1 Gender	41
5.2 Mental Health and Psycho-Social Support (MHPSS)	42
5.3 Localisation	44
6 Conclusions and Recommendations	49
List of Annexes	53
Annex I Theory of Change COMPASS	55
Annex II People Consulted	57
Annex III List of key documents consulted	59
Annex IV Evaluation Matrix COMPASS	63
Annex V Country summaries	69
Egypt summary	71
Nigeria Summary	75
Iraq Summary	79
Annex VI Interview guides	83



# Abbreviations

AR	-	Awareness Raising
AVM	-	Assistance to Vulnerable Migrants
AVRR	-	Assisted Voluntary Return and Reintegration
CBP	-	Community-based planning
COMPASS	-	Cooperation on Migration and Partnerships to Achieve Sustainable Solutions
COP	-	Community of Practice
CT	-	Counter Trafficking
DAC	-	Development Assistance Committee
DG	-	Directorate-General
DIAP	-	Defining an Institutional Approach to Protection
DSH	-	Department for Stabilization and Humanitarian Aid
DTM	-	Displacement Tracking Matrix
EQ	-	Evaluation Question
EU	-	European Union
EUD	-	European Union Delegation
EUR	-	Euro
FCDO	-	Foreign, Commonwealth and Development Office
FGD	-	Focus Group Discussion
GBV	-	Gender Based Violence
GCM	-	Global Compact for Migration
GEEW	-	Gender Equality and the Empowerment of Women
HQ	-	Headquarters
HR	-	Human Resources
IASC	-	Inter-Agency Standing Committee
IGO	-	Intergovernmental Organisations
ILO	-	International Labour Organisation
IMREF	-	Independent, Monitoring, Rapid Research and Evidence Facility
IMRF	-	International Migration Review Forum
INGO	-	International Non-Governmental Organisation
DG INTPA	-	Directorate-General for International Partnerships
IOM	-	International Organization for Migration
JI	-	(EU-IOM) Joint Initiative
LGBTI	-	Lesbian, Gay, Bisexual, Transgender and Intersex
MaM	-	Migrant as Messenger
MEAL	-	Monitoring, Evaluation, Accountability and Learning
MEL	-	Monitoring, Evaluation and Learning
MFA	-	Ministry of Foreign Affairs
MHPSS	-	Mental Health and Psychosocial Support
MIMOSA	-	Migrant Information Management tool
MOPAN	-	Multilateral Organization Performance Assessment Network.
MSC	-	Most Significant Change
MTE	-	Mid-term Evaluation
DG NEAR	-	Directorate-General for Neighbourhood and Enlargement Negotiations

NL	-	Netherlands
NNGO	-	National Non-Governmental Organisations
OECD	-	Organisation for Economic Co-operation and Development
PXD	-	Protection Division
RC/RC	-	International Red Cross and Red Crescent Movement
RO	-	Regional Office
SDGs	-	Sustainable Development Goals
SOGIESC	-	Sexual Orientation, Gender Identity, Gender Expression and Sex Characteristics
SSS	-	Safety Support Solutions Programme
UK	-	United Kingdom
UN	-	United Nations
UNHCR	-	United Nations High Commissioner for Refugees
UNODC	-	United Nations Office on Drugs and Crime
Y2	-	Year Two



# Executive Summary

The consortium Ecorys - HERE-Geneva was selected to conduct the Mid-Term Evaluation (MTE) of the Cooperation on Migration and Partnerships to Achieve Sustainable Solutions (COMPASS) programme. COMPASS is implemented by the International Organisation for Migration (IOM) and funded by the Ministry of Foreign Affairs of the Netherlands (MFA). The programme aims to ensure that migrants of all gender and diversity groups have access to protection sensitive pathways and are empowered to contribute to sustainable development outcomes in their communities. COMPASS foresees an ecological approach, involving responses at the: i) individual and household; ii) community, and; iii) structural levels. The Dutch MFA has contributed a budget of 55,150,000 EUR for a period of three years from 01 January 2021 to 31 December 2023.

COMPASS is currently implemented in 14 countries and focuses on the following intervention areas for people on the move:

- migrant protection (including combating trafficking and smuggling, and promoting safe and dignified return and sustainable reintegration);
- community-level programming aimed at preventing unsafe and irregular migration and improving sustainable reintegration outcomes;
- focus on policies and legal frameworks to enable a conducive environment for migrant protection;
- partnerships, with a focus on coordination, information sharing and learning.

The 14 participating countries are: Afghanistan, Algeria, Chad, Egypt, Ethiopia, Iraq, Lebanon, Libya, Mali, Morocco, Niger, Nigeria, Sudan and Tunisia.

In its utilisation-focused approach, the MTE-team engaged with the MFA and the COMPASS core team members in the validation of the preliminary findings and the co-creation of recommendations. The main data collection methods were: document and literature review, interviews with stakeholders at the global, regional, and country level; three case country studies in Egypt, Iraq and Nigeria; a case study of the Protection Division at IOM where COMPASS is housed. The evaluation findings have been organised in line with OECD-DAC evaluation criteria: relevance, coherence, effectiveness, efficiency and sustainability. The MTE has specifically focused on the design of the funding instrument itself.

Before summarising the main findings and conclusions, it is important to reflect on the overall nature of COMPASS. Original and ambitious in its design, COMPASS is considered a flagship programme as it opens the path for IOM to innovate thanks to the support of a non-traditional funding model. It is important to remember, however, that COMPASS is but one of the many projects and programmes currently implemented by IOM. Its ambition needs to be assessed against IOM's broader institutional objectives. Fulfilling its formative objectives, the insights presented below also provide a basis for course corrections where and as needed.

1. The COMPASS structures and approaches are coherent and effective especially when looked at from a top-down perspective, from global to local. As the programme allows for a great degree of variability across country offices, however, that coherence risks getting lost when looking at each country separately. The effectiveness of the programme design risks being undermined by the different approaches taken at country level. An easy fix would be for IOM to:

- Develop country-based ToCs as specified in the IOM Management Response to the Evaluability Assessment. The ToC should be the entry point for programme coherence: from global to local and from local to global.

2. Staffing choices have been made to guarantee the necessary support to country offices in terms of functions and competencies. Some decisions in terms of programme governance structures, such as integrating two core team members within two different regional offices were made at the beginning but never explicitly acknowledged. The lack of clarity as to how COMPASS structures align with traditional IOM ones and how they support them can create confusion and hinder the eventual institutionalisation of COMPASS approaches. In terms of the role of MFA and the embassies, there appear to be clear lines of communication. Bilateral (IOM and MFA) and trilateral (IOM, MFA and host governments) engagement could be further strengthened. There are steps that both IOM and MFA can take:

- IOM should review the current programme governance structure, identify current communication and reporting lines and make it explicit both in terms of job descriptions of core staff as appropriate (e.g. acknowledge coordination with regional office role) and alignment with IOM structures.
- MFA should consider leveraging embassies to further support the strategic contextualisation of COMPASS in the fourteen countries.
- MFA and IOM should explore opportunities and added value of trilateral engagement across the fourteen countries of implementation to support joint policy objectives.

3. The Dutch MFA is seen both as a donor and as a partner by IOM. The latter aspect is reportedly shaped by the openness in which MFA staff engage with IOM and the flexibility they display. Support on advocacy is also acknowledged as a defining feature for an IOM-MFA partnership. The current partnership element under COMPASS seems to have focused at the global level, exclusively on the relationship between IOM and the Dutch MFA, however. To be able to improve access to protection-sensitive pathways for migrants of all gender and diversity groups, IOM cannot do it alone. It is somewhat inherent in the notion of the ecological approach in advancing a global policy agenda. Developing the notion of partnerships further can help strengthen results being achieved under COMPASS. To achieve that, there are different steps both IOM and MFA can take:

- Clarify and define jointly the ambition and the scope for global policy partnerships under COMPASS. Clearly articulate that ambition in any potential follow up to the current phase of COMPASS.
- IOM can build on the recommendations from DIAP to define a plan of action where COMPASS can be leveraged to advance policy partnerships.
- MFA can leverage its partnership with IOM to explain IOM's approach and positioning on protection and thus expand opportunities for engagement with other Member States.

4. Even though COMPASS is a multi-year flexible programme, IOM is still a largely projectized organisation. IOM processes and procedures are built around it. Projectisation can promote synergies across projects/programmes but it also has an impact on the type of which capacity is available where on what. This may create substantial differences in resources and capacities across country offices and also limit knowledge retention within the organisation. Both MFA and IOM should:

- Clearly acknowledge the projectized nature of IOM as a risk in the programme ToC and de-projectisation as one of the assumptions behind what the programme is expected to achieve.

5. The programme design is not generating substantial transaction costs in the implementation of the interventions. There are however some areas where additional gains could be made, both in terms of the administrative arrangements and with regard to the flexible line. This is an effective feature of the COMPASS programme. Yet, the fact that it is left entirely open and it is not defined has made it difficult to manage country expectations. The MFA should consider:

- Defining the modalities of the flexible line to clarify what can be approved directly from IOM (on the basis of pre-agreed criteria) and what would need to require the MFA approval.
- Identifying bottlenecks for a speedy approval of the requests under the flexible line.
- Consider aligning COMPASS administrative arrangements (i.e., approval requirements for budget reallocations and reporting schedules) with standard practice in multi-year programmes implemented by IOM.

6. There is an inherent degree of sustainability in the COMPASS programme design, with the ecological approach encompassing activities at different levels – individual, community and structural. This creates at a minimum the setting for a higher degree of sustainability over time. While it is too early to assess the extent to which COMPASS approaches have been institutionalised within and across IOM, there are steps that both MFA and IOM can take to further strengthen the programme sustainability:

- IOM should strengthen opportunities for cross-learning between countries and regions both by encouraging the harvesting of lessons learnt at country level and creating a space for that to happen informally, as in the case of the community of practice for case managers.
- IOM should ensure that the knowledge developed within and out of COMPASS is not only crystallised but also available for external use. It could be helpful to explore synergies with the Knowledge Management Hub under the EU-IOM Joint Initiative.
- MFA should conduct an internal lessons-learnt exercise and use it to inform discussions with other interested donors to explore the possibility of using COMPASS as a funding model.
- MFA should consider extending/continuing this first Phase of COMPASS. MFA should take and communicate its decision to IOM four to six months prior to the end of the current programme to ensure continuity in staffing and programme ownership and design.

7. The potential for COMPASS to have a high visibility and to produce far reaching communication outputs is unprecedented due to its size. There is general agreement that the potential to collect and consolidate data and evidence from awareness raising campaigns and other communication activities from the fourteen countries is one of the benefits of the large geographic scope. However, lessons learnt and sharing of experiences on communications between countries and regions is limited. The communication guide offers a good standardization of quality for outputs but it is not rigorously implemented at the country level and fails to address aspects on awareness raising. The visibility of the Netherlands MFA as a donor in the field could be heightened. In the area of communication:

- IOM should aim to offer more regular trainings and refreshers on the COMPASS communication guide, as skill building trainings to improve the capacity of communication focal points in country offices.
- IOM and the MFA should discuss and agree as to which branding material from the Netherlands MFA should be used, more specifically whether the logo to be used the iteration that states “Ministry of Foreign Affairs” or the version that reads “Ministry of Foreign Affairs of the Netherlands”.

8. The mainstreaming of gender appears to have been successfully improved since the MOPAN and the COMPASS evaluability assessment. Gender mainstreaming has thoroughly been integrated throughout the programme. Notwithstanding the successful improvements, IOM has the opportunity to:

- Build on findings from the SOGIESC research and integrate these across the different components of COMPASS.
- Consider investigating how the diverse SOGIESC research findings can inform the broader understanding of how to mainstream gender for IOM as an organisation.

9. MHPSS is mostly seen as an essential feature of case management and as such it features prominently under outcome 1. There are however different additional measures that could be undertaken to strengthen the mainstreaming of MHPSS as the programme moves from looking at MHPSS as a service or activity to a set of principles to be integrated throughout. IOM could in particular:

- Integrate measures in the results framework that evaluate mainstreaming MHPSS differentiated by the type of service and activity (e.g., referral and clinical management of mental disorders, results of counselling and other forms of focused support on subjective wellbeing, effects of community engagement and family and community support on subjective wellbeing and community resilience, effects of structural or policy activities)..
- Reframe the focus of MHPSS activities and mainstreaming from a deficit-based to a strengths-based approach, including integrating activities that build on individual-level resilience and community-based resources.
- Build a closer relationship with the MHPSS unit. For full mainstreaming, the programme needs to have dedicated resources, and the MHPSS unit can accompany the core team in the process and provide further suggestions and ideas.

10. Localisation was broadly integrated into the programme following the evaluability assessment. However, the analysis of the interviews has shown that there are different degrees of understanding across both the global and the country level. Given the lack of clarity around this cross cutting issue, the following should be considered by the MFA and/or IOM:

- Both the MFA and IOM should clarify their expectation on localisation, in particular defining what a measure of success for each of the partners would be. If the community-based planning approach is a way not only to discharge interventions under outcome 2 but also to mainstream localisation, it should be clearly acknowledged.
- IOM can leverage its convening role to explore broader policy questions related to localisation such as the linkages between localisation and a protection agenda.
- IOM country offices and Dutch embassies can further articulate what the mainstreaming of localisation should/could look like in each of the fourteen countries.

# 1 Introduction

The Netherlands Ministry of Foreign Affairs (MFA) commissioned Ecorys and HERE-Geneva to conduct a Mid-Term Evaluation (MTE) of the COMPASS Programme. This report presents the overall approach used to conduct the analysis, its limitations as well as its findings.

## 1.1 Objectives of the COMPASS Mid-Term Evaluation

COMPASS is implemented by the International Organisation for Migration (IOM) and funded by the Ministry of Foreign Affairs of the Netherlands (MFA). The programme aims to ensure that migrants of all gender and diversity groups have access to protection sensitive pathways and are empowered to contribute to sustainable development outcomes in their communities. COMPASS foresees an ecological approach, involving responses at the: i) individual and household; ii) community, and; iii) structural levels. The Dutch MFA has contributed a budget of 55,150,000 EUR for a period of three years from 01 January 2021 to 31 December 2023. COMPASS is currently implemented in 14 countries and focuses on the following intervention areas for people on the move:

- migrant protection (including combating trafficking in persons and smuggling of migrants, and promoting safe and dignified return and sustainable reintegration);
- community-level programming aimed at preventing unsafe and irregular migration and improving sustainable reintegration outcomes;
- focus on policies and legal frameworks to enable a conducive environment for migrant protection;
- partnerships with a focus on coordination, information sharing and learning.

The 14 participating countries are: Afghanistan, Algeria, Chad, Egypt, Ethiopia, Iraq, Lebanon, Libya, Mali, Morocco, Niger, Nigeria, Sudan and Tunisia.

The objective of the MTE was to identify enabling and constraining factors to the implementation of the COMPASS programme thus far. On this basis, the MTE assessed the fitness-for-purpose of the programme, intended as the quality of the programme design or whether the programme in its current setup is likely to achieve its objectives. Fitness for purpose can in principle, cover a wide array of topics, but for the purpose of this MTE it refers to the organisation (structures, processes and approaches) of the programme. These include, for example:

- Administrative and financial agreements between the MFA and IOM;
- Organisation at both MFA and IOM (global, regional, country levels);
- The capacity of (sub-) organisations involved in the implementation of the programme;
- Reporting requirements and (potential) other administrative burden for IOM;
- Flexibility in programming and funding;
- Management and coordination;
- Information and knowledge management;
- Programme contextualisation and flexibility: organisational needs at the country level and needs of beneficiaries.

The different elements that contribute to assessing the fitness-for-purpose of the COMPASS programme have been included in the evaluation matrix. It is important to note that as the MTE focuses on the programme design, it is less concerned with the concrete results/impacts of the COMPASS programme for its target groups, i.e. migrant beneficiaries.

In addition, the MTE sought to clarify the role of the Dutch MFA as a donor and a partner.

This MTE feeds into the programme-wide performance review, the planning exercise for 2023 to the extent possible and offers considerations for a potential phase II.

## 1.2 Background

The MFA (as other Ministries and Departments of the Dutch Government) has traditionally been a strong supporter of IOM. IOM implements a broad range of activities and pursues different thematic objectives in multiple countries in which different parts of the MFA and the Dutch Government are involved through the funding of dozens of (small) IOM projects such as PROTECT and the Migrant as Messenger (MaM) Project. COMPASS represents a new type of arrangement – a streamlined, flexible funding mechanism – which could function as a new framework for cooperation with IOM in future. While IOM is implementing other global and multi-annual programmes both broadly within the organisation and, more specifically by the Protection Division, the institutional set-up and programmatic approach of COMPASS is relatively new. It goes beyond the traditional projectized focus of IOM and encompasses a holistic programmatic view.

### 1.2.1 Policy context

The implementation of COMPASS comes at a time of significant developments both at the international and national policy contexts. Renewed international commitments to address issues related to migration and forced displacement differently have increased since 2016. With the New York Declaration for refugees and migrants, UN member states “recognized the need for a comprehensive approach to human mobility and enhanced cooperation at the global level”. A Global Compact for Safe, Orderly and Regular Migration (GCM) was adopted in 2018 alongside the Global Compact on Refugees. The aim of the Compact is to address all aspects of international migration (including humanitarian, developmental and human rights-related), and present a framework for comprehensive international cooperation on human mobility. Additionally, migration is highly relevant in the context of each of the Sustainable Development Goals of the 2030 Agenda and the promise to leave no one behind.

The final progress declaration<sup>1</sup> of the 2022 International Migration Review Forum (IMRF) confirmed the need to pay attention to the role to be played by the broader community in both areas of origin, transit and destination, the need to foster regular migration through diversified pathways and opportunities for regularisation and sustainable reintegration and highlighted the importance on reducing the vulnerabilities undermining the rights and/or well-being of the individual, their families, communities and societies. It also further put forward UN Member States’ commitments to strengthen legislative and policy measures to prevent, combat and eradicate trafficking in persons and to integrate migration in national development plans according to a whole-of-government, whole-of-society approach. UN Member States also called for any relevant and interested stakeholders to contribute ways for the full implementation of the GCM. Overall, the IMRF outlined opportunities for synergies with COMPASS both in terms of influencing global policy discussions with the evidence produced through the programme and of operationalising the priorities identified globally.

---

<sup>1</sup> <https://migrationnetwork.un.org/system/files/docs/IMRF%20Progress%20Declaration%20-%20REV4%20-%209%20May%202022%20-%20FINAL.pdf>.

Greater attention to rights and a holistic approach to human mobility follows an increasing recognition that people may be motivated to move by a multiplicity of factors. People may move to escape violence and conflict; they may be victims of trafficking or exposed to violence, exploitation and abuse and smuggling of migrants; they may move in search of better living conditions; or they move for a combination of these and other reasons. People on the move are also increasingly vulnerable and subject to threats such as extortion, harassment and trafficking in persons. People in so-called mixed migration have different legal statuses as well as vulnerabilities, even though they may travel along similar routes and through similar means. Additionally, cities offer different opportunities to migrants, internally displaced people, and refugees, as well as exposing them to different risks. IOM plays a prominent role in the follow up of the GCM as the Coordinator of the UN Network on Migration. IOM has also increasingly worked to clarify and strengthen its role in protection in recent years, at a time when the protection of migrants is seen as undermining state sovereignty.<sup>2</sup>

At the national level, policies with differing aims may coexist, i.e. border control, foreign policy, rule of law, etc.. IOM's decentralized and project-based approach may expose the organisation to competing priorities. Going beyond a project-based approach, COMPASS aims to be a financial instrument supporting programmatic cooperation between IOM and the Government of the Netherlands. It is based on the assumption that by creating more structure through COMPASS IOM will be better able to address these competing expectations from different stakeholders. It follows the Netherlands' policy decision in migration cooperation of less (fewer smaller contracts), better (increased focus on quality of interventions through more structured M&E) and more flexible (e.g. soft earmarking). In line with the MFA's objective, the COMPASS programme represents a true novelty in this respect.

### 1.2.2 *The featured COMPASS ecological approach*

Prominent in the design of the COMPASS programme is an ecological approach intended as the recognition that individuals are part of a broader social dynamic. They interact and rely on their families, their communities, and the broader society governed by the State. The idea of a whole-of-society approach is one of the core messages coming out of the processes behind the development of the two Global Compacts as well as of the IMRF. It recognises the shift towards a more holistic approach to better respond to needs and uphold rights.

Applying it to COMPASS, an ecological approach entails combining case management to respond to individual and household needs with activities aimed at environment building, whether at the community or State/structural levels. Among the planned actions are capacity building of relevant actors at the national and local levels and awareness raising campaigns on both the relevant normative frameworks and the risks of irregular migration.

---

<sup>2</sup> <https://www.un.org/en/chronicle/article/protection-migrants-rights-and-state-sovereignty>.





## 2 Evaluation Approach and Methodology

### 2.1 COMPASS Theory of Change

Given the ecological and multilevel approach of COMPASS, the Theory of Change (ToC) behind the programme is naturally a complex one. The MTE team used the revised ToC following the 2021 Programme Evaluability Assessment as a basis for the review. To identify the critical elements of the programme under review, the Team decided to develop a simplified version which highlights what strategies, necessary steps and assumptions needed to be tested more closely.

The evaluation team took the most recent ToC developed by the IOM and MFA as a basis and the simplified version was discussed with IOM. The ToC presented in Annex I reflects an immediate focus on the areas of investigation of the MTE regarding the fitness-for-purpose of the programme structure and only in a secondary manner of the intervening intermediary programmatic results. The current elaboration of the ToC is to be intended as strictly functional for the purpose described above. Given the general nature of the ToC as a 'living document' specific findings and suggestions as to possible modifications are highlighted as appropriate in this report.

### 2.2 Data collection tools and analysis

The main data collection methods were: document and literature review, interviews with stakeholders at the global and regional level (see Annex II for the full list of people consulted), three country case studies in Egypt, Iraq and Nigeria and one case study of the Protection Division at IOM HQ.

#### Document and literature review

The evaluation team reviewed a diverse set of documents for the purpose of the MTE. These include:

- Data and documentation internal to the COMPASS programme (full list in Annex III.);
- IOM documentation (e.g. IOM Handbook on Protection and Assistance to Migrants Vulnerable to Violence, Exploitation and Abuse, IOM's Approach to Migration Protection and Assistance, IOM MHPSS Guidelines, Handbook on sustainable reintegration as well as the IOM guidance on the referral mechanism, see Annex III for full list);
- Publicly available data and resources from similar partnerships and funding instruments, other organisations/ projects such as EU-IOM Joint Initiative, the UK-funded Safety, Support and Solutions II programme and PROTECT;
- General literature on protection and assistance services to people on the move.

Each document was assessed by the evaluation team along an analysis grid that is structured on the basis of the evaluation criteria and EQs presented in Annex IV.

#### Stakeholder interviews

Interviews at the global and regional level were largely conducted remotely. The evaluation team was able to conduct 69 key stakeholder interviews in total. Key stakeholders were identified through purposive sampling based on their role in the design and implementation of the COMPASS programme and/or relevance given COMPASS objectives. Building on the evaluation matrix and the desk review, interviews were semi-structured and thus conducted along interview templates tailored to each type of stakeholder interviewed. The interview guidance is included in Annex VI.

## Case study selection

Case studies form an important tool to collect in-depth information on the structure and approach of the COMPASS programme and the way the programme is implemented in practice. Because the IOM country offices (and the specific contexts in which they operate) differ significantly in terms of management/ leadership, operational capacity, migratory challenges as well as political and economic contexts, the representativeness of each country case study is likely however to be limited. In consultation with the MFA and the IOM COMPASS Core team, it was decided that Egypt<sup>3</sup>, Iraq<sup>4</sup> and Nigeria<sup>5</sup> would inform the research. Two of the three country case studies (Egypt and Nigeria) were conducted in person. For Egypt, a team of two travelled to Cairo between 10-16 September 2022. For Nigeria, the team leader travelled to Nigeria between 23- 26 August. For Iraq, given the political unrest at the time of the MTE, it was decided to carry out the interviews remotely. For Iraq and Nigeria, the MTE evaluation core team was supported by national researchers for the interviews with national authorities and migrant groups (for Nigeria). The national researchers are part of the ECORYS-HERE network and have worked on previous evaluations, such as the one for PROSPECTS in the case of Iraq. The choice of migrant groups and of national authorities was made based on purposive sampling following input from the IOM teams in both Iraq and Nigeria. The case study summaries are presented in Annex V.

A validation meeting was held online on 13 October 2022 with the MFA and IOM staff to validate the main findings, present the conclusions, and jointly brainstorm about recommendations addressing the MTE findings. The purpose of the workshop was to triangulate and validate the MTE findings to arrive at solid and robust findings, conclusions and recommendations.

## 2.3 Challenges and limitations

The evaluation faced the following challenges and some limitations regarding the approach:

- Due to the projectized nature of IOM, the very recent and current perspective has dominated the insights offered. However, the focus on where issues currently stand provides a clear direction in terms of moving forward. As much as possible, the evaluation team has tried to talk to people who were involved in the original programme design to better understand the rationale for the programme design;
- Besides data collected during the field visits in Egypt and Nigeria, the research has relied on perceptions of both IOM and MFA staff with regard to the fitness for purpose of COMPASS. While perceptions may not be accurate in reflecting objective elements, they hold significance, as they represent the way in which key stakeholders see a certain issue, and even more so when they are raised by multiple key stakeholders. The evaluation team has triangulated the findings from the interviews with a comparison from other similar programmes (PROTECT and PROSPECTS for MFA and the EU-IOM Joint Initiative) to the extent possible given the information available;
- The documentation received by the evaluation team varied in terms of scope and detail between global and country-specific details. In particular, while the evaluation received comprehensive documentation from the COMPASS Core Team regarding the different aspects of the global programme, access to country-specific documentation was not always successful. This has made it difficult to look at some of the issues more in detail.

---

<sup>3</sup> Given the implementation of both COMPASS and another complementary MFA-funded programme (Prospects), the presence of both a regional and a country office, a lower middle-income country, a champion country for the Global Compact for Migration, previously covered by the Evaluability Assessment.

<sup>4</sup> Given the implementation of both COMPASS and another complementary MFA-funded programme (Prospects), the presence of conflict dynamics, the size of the IOM country office, an upper middle-income country, a whole-of-society type of intervention.

<sup>5</sup> Given its geographical importance in West Africa, a lower middle income country, focus on awareness-raising activities.

### 3 Fitness for purpose of COMPASS programme design

The analysis of the fitness for purpose of the COMPASS programme design is meant to look at the different elements of the programme through the lens of the OECD-DAC criteria of relevance, coherence, effectiveness, efficiency and sustainability. More specifically, the analysis tries to balance the review of programme-specific approaches and components with that of existing global policy commitments and the priorities and needs of the different programme constituencies.

#### 3.1 Relevance

The MTE revealed that COMPASS is an exceptional programme for IOM. Usually, IOM implements series of contingent donor-funded short-term projects targeted at individual countries or specific migratory issues in which individual IOM Country Offices are involved. COMPASS on the contrary, is a multi-annual programme that covers multiple countries and concerns a broad range of activities implemented by HQ, Regional Offices and Country Offices. The relevance of the programme has been assessed in this MTE by focussing on the appropriateness of the design for the MFA, IOM and the beneficiary countries. It has been found relevant along multiple lines.

##### Key findings on Relevance

- For the MFA, COMPASS is a streamlined model for future cooperation with IOM, following the Netherlands' policy decision in migration cooperation of less (fewer smaller contracts), better (increased focus on quality of interventions through more structured M&E) and more flexible (e.g., soft earmarking) funding;
- The programme resembles the holistic multi-level approach to migration management advocated by OM and clearly builds on lessons learned from the past;
- As COMPASS covers the entire scope of IOM activities, it is used 'a la carte' at country level, both to ensure continuity with previous programmes and to allow for contextualisation. Not all 14 countries therefore implement activities under each of the programme outcomes;
- The programme foresees flexible programming and includes a flexible funding component. Whereas this allows the MFA for easy approvals, the conditions for flexibility require some revision.

##### The Dutch Ministry of Foreign Affairs

IOM has become an increasingly important organisation for the Dutch MFA. Since the 2015 refugee crisis, the issue of irregular migration gained significant political importance in the Netherlands. This enhanced importance is for example reflected in the budget increase of DSH at the MFA.<sup>6</sup> IOM is considered by the MFA as *the* organisation for managing migration and therewith instrumental for limiting the influx of irregular migrants to the country.

IOM became a UN organisation in 2016 and it has been slowly aligning its organisational policies. The most recent MOPAN assessment (2017) for instance, highlighted a range of organisational challenges that required improvement. These challenges concerned the organisation's (lack of)

<sup>6</sup> Precise increase to be added.

strategic vision, its operating and financial model lacking coherence and coordination mechanisms, the limited occurrence of evaluation and learning, as well as insufficient mainstreaming of gender equality and of environmental sustainability and climate change. With COMPASS, the MFA committed itself to supporting IOM's organisational development through capacity building, while simultaneously seeking to maintain its agility.

COMPASS emerged from a long-standing cooperation between the MFA and IOM as it encompasses multiple (past) projects in a single contract. By establishing COMPASS, the MFA merged 20+ projects with IOM into a single multi-annual programme, with which the MFA honours its internal commitment to engage in "less, better and more flexible development cooperation". This commitment refers to more focused and qualitatively high value engagements in development cooperation that can also be easily adjusted to changed circumstances.

The establishment of the COMPASS partnership with IOM through a single contract significantly reduces the administrative burden for the MFA of cooperating with IOM. For example, COMPASS requires less scrutiny of regular reporting and financial plans as these are now tied to only one contract. According to interviews, this considerably lowers transaction costs for the MFA and allows for an enhanced focus on the quality of the partnership. In addition, COMPASS foresees simple approval procedures for programmatic changes and the use of the flexible budget line since these require just one internal memorandum.

### **The International Organisation for Migration**

As laid down in the programme's Theory of Change (ToC), the COMPASS programme seeks to provide "access to protection sensitive pathways and to empower them to contribute to sustainable development outcomes in their communities". In addition, the programme seeks to decrease irregular migration. These objectives are in line with IOM's overall objectives. As stated in the 2019 Strategic Vision, IOM seeks to enhance the resilience of people on the move by addressing drivers of migration and integrating development objectives through long-term holistic approaches, innovative evidence-based migration management and support to governments.<sup>7</sup> It is recognised in the Strategic Vision that IOM needs to strengthen its internal governance system. At country level, however, it is not always entirely clear what COMPASS seeks to achieve since country-level ToCs have not been consistently developed. This makes it also more difficult to identify how COMPASS at country level is related to the global programme.

Overall, the COMPASS programme mirrors IOM's strategic objectives. Interviews revealed that COMPASS was largely designed by IOM staff in response to a request from the MFA. The programme covers the whole spectrum of IOM activities, ranging from protection, combatting trafficking in persons and smuggling of migrants to sustainable return and reintegration. In addition, COMPASS reflects the multilevel ecological philosophy advocated by IOM, which means that the various dimensions of migration management are implemented (where relevant) at individual/household, community and structural level. By pursuing this holistic approach, the programme integrates IOM's protection framework into a broader programme that goes beyond protection. Furthermore, COMPASS also includes capacity building for IOM to strengthen its internal governance system. The programme includes a significant learning agenda too.

### **IOM restructuring process**

As of 2021, IOM embarked on an internal transformation process. The most relevant organizational change with regard to COMPASS has been the transformation of the Department of Migration

---

<sup>7</sup> <https://governingbodies.iom.int/system/files/en/council/110/C-110-INF-1%20-%20IOM%20Strategic%20Vision.pdf>.

Management into the Department of Programme Support and Migration Management.<sup>8</sup> Such a change was made with the aim to increase coherence and eliminate silos, in particular with regard to protection. Instead of having two separate workstreams focusing on developments and emergency/humanitarian work respectively, the new Protection Division would encompass both thus making protection work more prominent.

While COMPASS was initially negotiated before such organisational changes had fully entered into force, it now provides an opportunity to support such a shift by encouraging learning and experimentation. The idea of the MFA to further support the implementation of the recommendations from the IOM process to Define an Institutional Approach to Protection (DIAP) is an example of the type of strategic importance COMPASS can play in accompanying broader organisational shifts.

### COVID-19

The implementation of the COMPASS programme has been significantly affected by the outbreak of the pandemic. Interviewees stated that COVID-19 particularly caused delays in implementation. COVID-19 and associated mobility restrictions caused for example that migrants were required to stay longer in transition centres and that planned research for COMPASS could not be conducted. At the same time, interviewees praised the flexibility of the programme, which enabled them to adjust to the new pandemic reality. Changes in implementation modalities for instance, allowed the COMPASS project management team to work remotely and to ensure continuity of the programme.

### Whole of society approach

Key to a whole-of-society approach are two broader considerations about IOM's use of advocacy and partnerships to achieve the overall objectives of COMPASS of better protection and assistance outcomes for people on the move. On the first, it will be important to acknowledge the role COMPASS plays in supporting the definition of IOM-wide/institutional positions on various critical protection questions. Given IOM's role as the coordinator and the Secretariat of the UN Network on Migration, this is particularly relevant in the context of IOM's work in supporting Member States in the implementation, follow-up, and review of the GCM. On the second, it will be important to acknowledge the quality of existing partnerships IOM entertains at global, regional and country level and the challenges and opportunities in achieving a whole-of-society approach in collaboration with others.

The COMPASS programme offers a global perspective and simultaneously allows for contextualised approaches in country. The ecological approach pursued by COMPASS accommodates the needs of individuals, communities and governments in the 14 countries. The case studies revealed that the broad (global) scope of the programme is used a la carte at country level. As a result, there are significant differences between COMPASS countries in the focus of programming, in terms of thematic areas, types of intervention and level of intervention. Which of those are selected depends on the specific migratory challenges, but also on the space provided by governments and preferences of the MFA. IOM Country Offices (co-) decide with HQ and the MFA ultimately what is feasible and what is possible. COMPASS activities vary between the countries and different interventions at different levels are selected.

---

<sup>8</sup> <https://governingbodies.iom.int/system/files/en/scpf/28th/S-28-15%20-%20Report%20of%20the%20SCPF%20on%20the%2028th%20Session%20YES.pdf>, para.68.

## 3.2 Coherence

The coherence of the COMPASS programme follows from its compatibility with other interventions in the 14 countries, covering similar sectors or institutions. A particular focal point of the coherence of COMPASS involves the utilisation of lessons learnt from other (previous and ongoing) projects and programmes from the IOM.

The MTE produced the following key findings on coherence:

### Key findings on Coherence

- COMPASS is clearly based on lessons learned from previous projects and previous programming cycles;
- At country level, COMPASS is combined with other projects (e.g. EU-IOM JI), sometimes filling funding gaps. COMPASS focal points working on multiple projects contribute to programmatic synergies;
- Institutional coordination within MFA has a clear lead from The Hague with support provided from embassies. There are however missed opportunities in the lack of strategic involvement of the embassies in the contextualisation of the COMPASS programme in the countries.

### Lessons learnt

M&E and learning is key to COMPASS. Both the MEAL Guide and the Evidence and Research Strategy aim to enhance the body of evidence that underlies the programme, to guide knowledge development in all 14 COMPASS countries and to facilitate learning. These also constitute mechanisms to recognise success and failure for accountability purposes. While this is an ongoing process throughout the implementation of the programme, its main principles were already applied during the design stage of COMPASS.

The analysis of the interviews confirmed that the COMPASS programme design rests on a multitude of lessons learnt from previous programming at IOM. These include lessons learned from the MOPAN assessment as well as lessons learnt from other programmes. The flexibility of the COMPASS programme, for example, was largely inspired by the lack of flexibility in other previous programmes. Interviews revealed for example, that the Foreign, Commonwealth and Development Office (FCDO) Safety, Support, Solutions Phase II (SSS II) programme<sup>9</sup> “foresaw some flexibility. However, budgetary reallocations for programmatic changes would require IOM to engage in a lengthy approval process. With COMPASS, flexibility of programming and finances is governed through much simpler procedures.

Furthermore, lessons have been taken into account from the Evaluability Assessment that was conducted for COMPASS in 2021. The assessment sought “to determine the overall readiness of the COMPASS to be evaluated in a reliable and credible fashion”. This assessment result in the development of the MEAL Guide and associated practices and indicators.

Finally, interviews revealed that annual programming exercises take into account lessons learnt from previous years and build on experiences obtained. Findings, conclusions and recommendations of this MTE are supposed to be applied for programming for year 3.

<sup>9</sup> [https://iati.fcdo.gov.uk/iati\\_documents/59919711.odt](https://iati.fcdo.gov.uk/iati_documents/59919711.odt).

### Internal coordination and synergies

For the MFA, IOM is engaged in a broad range of activities in which different parts of the MFA and the Dutch government are involved. Interviews have shown that there is little risk of overlapping support. At the MFA and increasingly at other ministries, the COMPASS programme manager from DSH is generally recognised as the IOM focal point, which generally allows for the internal coordination of Dutch support to IOM. Similarly, for IOM COMPASS serves as entry point for internal coordination. Though the program sits in the Protection Division, it leverages IOM's technical expertise with regard to the Displacement Tracking Matrix, Transition and Recovery, Labour Mobility and Social Inclusion amongst others.

At country level, COMPASS focal points are also managing other donor-funded projects and programmes aside from COMPASS. Hence, they are able to combine various donor-funded interventions. For example, COMPASS funding in Nigeria is used for Return and Reintegration activities in combination with similar activities implemented under the EU-IOM Joint Initiative. The case load for returnees from Mali is so large that it cannot be all covered by the EU-IOM Joint Initiative. Hence, COMPASS is used to fill funding gaps. The MFA stated in interviews that COMPASS was also designed to be used as complementary to EU programmes.

In addition, activities from other programmes such as Migrants as Messengers (MaM) are added to the COMPASS programme. MaM for example has been proven useful for the provision of community-based awareness raising campaigns on trafficking in persons in Nigeria since the necessary templates were already developed and ready to be implemented.

At a global level, the creation of synergies between different programmes is visible through different examples. One is the yenna.org platform, which was originally developed under the EU-IOM Joint Initiative while its activities are now funded through COMPASS. Similarly, the research agenda for COMPASS was built to avoid duplications and to leverage complementarities with the one under the Joint Initiative. The scope of the diverse SOGIESC study was thus expanded to understand specific return and reintegration aspects. Another is the alignment of institutional tools, such as the synergies between the COMPASS Information Management and M&E systems with other programmes to push for the harmonisation of monitoring tools as well as data management systems at the institutional level. COMPASS puts much emphasis on M&E and learning. A dedicated MEL Officer is part of the core project management team at HQ supporting existing country-based M&E capacity. The tension between standardisation and contextualisation is being addressed with the inclusion of the most significant change approach under COMPASS. As one informant noted: "it contributes to the contextualisation of results in a qualitative manner". It is expected that COMPASS trainings on the most significant change approach will also benefit the EU-IOM JI.

While largely beneficial from the perspective of internal coherence (and efficiency), such synergies however, may make it hard to identify the precise contribution of COMPASS to results.

### Global policy objectives

COMPASS clearly contributes to global policy commitments. Most of all, the programme is multi-annual and includes a flexible funding component, which is in line with the provisions set forth in the Grand Bargain. Furthermore, the development of the COMPASS Evidence and Research Strategy is informed by the frameworks set forth in the Global Compact for Migration (GCM) and the 2030 Agenda Sustainable Development Goals (5, 8, 10, 13 and 16).

COMPASS is also enabling the implementation of commitments under the GCM at the country level. In Egypt, interviews highlighted how the possibility to fully contextualise COMPASS allows

IOM to respond to the government priorities in its ambitions as a GCM champion. In Iraq, a voluntary national review was conducted to take stock of the State's progress toward the GCM's objectives and to assess what openings may exist for continued progress and collaboration. Out of the seven pledges for improved migration governance made at the subsequent 2022 International Migration Review Forum, at least 2 are currently being funded by COMPASS:

- Follow-up on the Migration Governance Indicators Assessment;
- Expansion and strengthening of the National Referral Mechanism for Reintegration.

### **Institutional coordination and cooperation**

Beyond operational and programmatic synergies, institutional coordination and cooperation are important elements in supporting institutional coherence in the COMPASS programme implementation. When it comes to internal coordination for the MFA, it is clear the programme is largely managed by The Hague. The case studies have highlighted that the embassies at the country level are consistently asked for input though they may have different degrees of engagement with IOM country offices. In Iraq, for example, COMPASS is not the sole funding mechanism informing the Dutch government's partnership with IOM in the country. According to interviews, the Netherlands are the fifth biggest donor to IOM in Iraq. This entails a direct and close relationship between IOM and the Dutch government generally, not only at country but also at capital level, with visits from IOM Iraq representatives to The Hague. In Egypt, the embassy is quite involved in participating in COMPASS-related events providing additional in country-visibility to COMPASS.

Building on findings from the mid-term evaluation of the PROSPECTS<sup>10</sup> initiative, funded by the Dutch MFA and implemented in some of the countries where COMPASS is also implemented, such as Iraq and Egypt, it is worth highlighting two points. The first is that current communication lines between The Hague and the embassies are well defined leaving little space for confusion. The second is that contrary to PROSPECTS where embassies have taken a proactive role in shaping some of the strategic planning discussions among the partners, for COMPASS embassies provide more of an advisory role, potentially missing out on shaping part of that contextualisation effort that is typical of COMPASS. For embassies, however, to play a more substantive role under COMPASS, interviews have revealed that it would require a careful discussion about capacity available at the embassy and closer proximity to COMPASS activities and results.

In terms of external coordination, case studies have revealed that most dialogue between the three main partners (IOM, Dutch government, host governments) happen on a bilateral basis. IOM country offices tend to have very close relationships with designated line ministries and/or technical leads which is the result of relationship building over the course of different years and through different programmes. The Dutch government also builds on bilateral discussions with their government counterparts in the different COMPASS countries. Finally, both IOM and the Dutch government participate in country-based coordination platforms, such as the Joint Platform for Migrants and Refugees or the Migration roundtable among donors in Egypt. There were no examples given however of trilateral engagement. The added value of such an approach could be left to the Dutch embassies to discuss when contextualising COMPASS objectives in a similar vein as to how policy dialogue under PROSPECTS is meant to support programmatic results.

Finally, COMPASS activities result from cooperation between IOM and other UN organisations. Regarding the case management guidelines, for example, a "Group of Experts" from different organizations (UN and other IOs) contributed to the development of the guidelines. Another straightforward example are the business skills trainings. These have been designed by the

---

<sup>10</sup> PROSPECTS is a four-year partnership between the Dutch MFA, UNHCR, UNICEF, ILO, the World Bank and the International Finance Corporation (IFC) meant to develop a new paradigm in responding to forced displacement crises.



International Labour Organisation (ILO) and are provided by the IOM as part of the reintegration packages for returnees. In addition, IOM cooperates with the United Nations Office on Drugs and Crime (UNODC) in the area of combatting trafficking in persons. In Nigeria for example, IOM and UNODC are engaged in joint programming when it comes to the law enforcement and criminal justice response to trafficking in persons. Here, UNODC has the lead in intelligence gathering and criminal investigation, IOM focuses on the victims. Interviews revealed that competences are not always that clearly divided. UNODC for example, is also involved in the protection of victims of trafficking, especially by providing MHPSS, before their court cases. However, cooperation between the two UN organisations usually goes smoothly. IOM and UNODC recently submitted a joint proposal on migration governance to the EUD in Abuja.

### A model for the future?

The MFA perceives the COMPASS partnership as a model for the future. The Ministry announced that it will channel all future cooperation with IOM through COMPASS, with the exception of stabilisation-related programmes and smaller contracts with IOM from embassies and support to the IOM by other line ministries, especially the Ministry of Justice. By offering multi-annual funding as well as capacity-building activities, the MFA stated to be convinced that IOM is better equipped to perform its activities (implement its mandate) and therewith to safeguard Dutch interests. The recent addition of two countries to the COMPASS programme is in line with this commitment.

Incorporating existing programmes in COMPASS however can be potentially cumbersome in practice. The MaM programme for example runs until the end of 2022. It covers nine countries of which only one country (Nigeria) is currently a COMPASS country. The MFA may need to reflect on whether and how such additions to COMPASS can be achieved without changing the entire nature of the programme and its funding.

## 3.3 Effectiveness

Under the criteria of effectiveness, the MTE has sought to assess to what extent and in what way the COMPASS structures, processes and approaches are enabling or hindering factors in achieving the programme objectives.

### Key findings on Effectiveness

- The COMPASS structures, processes and approaches are generally effective. There are in particular three key strengths in the programme design: 1. it is a global programme with implementation across different contexts; 2. the COMPASS core team is institutionally hosted in the Protection Division at IOM HQ; 3. the programme has integrated a flexible line;
- The fact that the programme relies on a broad spectrum of components enhances reach, flexibility and ultimately effectiveness;
- The flexibility built in the programme allows for sufficient contextualisation. There is a high degree of variability in how country offices use COMPASS and what the programme is expected to achieve in each context;
- The projected nature of IOM as an organisation is currently missing as a risk as is de-projectisation of IOM from the assumptions behind what the programme is expected to achieve;
- The flexible line is a critical component of the programme, but its use needs to be further clarified;
- COMPASS can provide an avenue for strengthening IOM's role as a convener and identify complementarities with other stakeholders beyond the Dutch government to pursue IOM's protection agenda.

Based on the analysis of the documents received and informed by the interviews and three country case studies and the small case study of the IOM Protection Division at HQ, the evaluation team can conclude that the COMPASS structures, processes and approaches are largely effective. Both the way the programme is designed and the way it is managed facilitate contributing to the improvement in accessibility of protection sensitive pathways by migrants of all gender and diversity groups, empowering them to contribute to sustainable development outcomes in their communities. The Evaluability assessment has played an important role in defining and addressing initial design gaps. The evaluation team has noted in particular some key strengths of the programme that drive its effectiveness, it has analysed its governance structure and it has identified some areas for further improvement.

### Key strengths

The programme design benefits from three key strengths: 1. it is a global programme with implementation across different contexts; 2. the COMPASS core team is institutionally hosted in the Protection Division at IOM HQ; 3. the programme has integrated a flexible line.

1. The fact that COMPASS is a global programme being implemented in 14 countries helps drive coherence across multiple contexts in terms of institutional approaches to migrant protection and assistance. Multiple countries engagement allows a better understanding of migration trends and of the challenges, violence, exploitation and abuse that people on the move are facing in specific migration corridors, which COMPASS as a flexible program allows to address across the border. The programme, for example, allows for smoother cooperation and coordination between IOM Country Offices, especially between the offices in sending and receiving countries. Take the case of Nigerian women being trafficked to and exploited in Lebanon for example. The Nigeria case study showed that because Nigeria and Lebanon are both covered by the COMPASS programme, the two Country Offices have been able to intensify information exchanges and have established close relations to arrange for the return of the victims and their reintegration into Nigerian society.

COMPASS also helps consolidate an institutional approach that looks at the different layers needed for effective migrant protection and assistance. This includes looking beyond the traditional and longstanding expertise within IOM in direct assistance at the individual level and giving space to address community and structural issues at the same time. In the words of an informant: "Traditional AVRR funding modality is individually based, which does not allow you to have those broader conversations for community and structural dimensions." COMPASS countries can generate lessons learnt before new approaches, processes, policies are rolled out globally. It is rare for IOM to have donor-funded programmes that allow to have support to both the global and targeted country levels. As one informant put it: "COMPASS is where we apply what we learn, continue to learn and continue to experiment".

The case studies have shown that the ecological approach is not only an essential element in driving the effectiveness of IOM's protection and assistance work. It is also a way to make direct assistance more sustainable, by acting at the same time at the community and policy level. The inclusion of a specific research/learning focus within COMPASS is an additional enabler. As seen in Iraq, for example, COMPASS builds on a holistic approach to migration management connecting research to governance strengthening and policy work. The different components of the programme are complementary with one another. It allows IOM to focus on the implementation of the national referral mechanism for the reintegration of returnees operated by the Ministry of Migration and Displacement (MoMD). For the COMPASS model to work, the

context analysis informing IOM country strategies as well as COMPASS interventions needs to clearly identify the connections between the different levels.

Additionally, COMPASS helps standardize approaches by piloting institutional guidance. A global programme gives HQ leverage to ensure compliance with institutional systems in country offices. COMPASS is being instrumental in promoting the coherent and consistent use of the Migrant Management Operational Systems Application (MiMOSA), for example. MiMOSA is now used in all fourteen IOM missions. Trainings and refreshers were offered to all country offices, and capacity to use this system has increased in all countries. This alignment in tools used between countries creates the possibility to more easily consolidate data and manage information. Gaps in the system were also identified and addressed by including additional data fields in the system for the COMPASS countries. While other programmes like the JI in fact have focused on MiMOSA, COMPASS is the only programme that has an indicator on MiMOSA compliance with the aim of improving data quality. Before approving requests for funding for direct assistance (as has been the case for Egypt), the COMPASS core team has been making sure that those requests are linked to clear information management processes and that cases have been integrated into MiMOSA appropriately. COMPASS is also perceived as supporting the roll-out and the operationalization of new policies. The example mentioned in the interviews was the policy on the Full Spectrum of Return, Readmission and Reintegration. The new policy highlights a more nuanced approach as it talks about the agency of the migrant and the notion of informed decision. Voluntary is understood in terms of no coercion and given that sometimes there may be very few options, the policy tries to set limits on how IOM works in supporting returns organised by others. Part of the operationalisation of this new policy and where COMPASS is helping is updating the process for detecting vulnerability and needs.

Through its broad spectrum of activities and approaches, COMPASS also foresees the strengthening of organisational capacity at IOM. One of the key aspects of this capacity building concerns MEAL, which has been identified as one of IOM's organisational weaknesses in the last MOPAN assessment. Additionally, a COMPASS Evidence and Research Strategy has been created to address knowledge gaps and critical questions that emerge during the implementation of the programme. The strategy seeks to strengthen the evidence-based and learning approach of the programme by guiding and maximising the use of data, engaging and expanding the network of experts, establishing an evidence and knowledge base and leveraging lessons learned to inform the program implementation.

2. The choice of hosting the COMPASS core team in the Protection Division at IOM HQ is de facto enabling IOM's institutional shift towards a rights-based approach. As one informant noted: "HQ is the only part of the organisation that can do the work to overcome the silos. In country people do not bother if they are PXD or something else but there is still the problem of cutting up the pie. You need people with clout to promote a more holistic approach." The decision as to the programme's institutional housing was largely driven by the understanding that most of the programmes the MFA had been supporting were in the field of prevention of irregular migration and had a strong protection component. It built on the MFA's interest in exploring the model used by the Foreign, Commonwealth and Development Office (FCDO) of the United Kingdom.

Since 2015, when it joined the UN system, IOM has taken significant steps in strengthening its role and work in protection and in the fulfilment of rights. This progress coincided with the adoption of the Global Compact for Safe and Orderly Migration (GCM) in 2018, while migration is highly relevant in the context of each of the Sustainable Development Goals of the 2030 Agenda. On the humanitarian side, protection has been mainstreamed in IOM's service delivery and has been taken forward as specific projects delivered by specialized protection staff. With

such developments, IOM has realized over time that it needed to clarify its role in protection both internally and externally. It has tried to do this through the Defining an Institutional Approach to Protection (DIAP) project. DIAP has been the first step in helping to clarify IOM's role in protection. According to the interviews, the expectations from the PXD for the next step would be to identify how to implement IOM's protection narrative on the ground and to ensure that "IOM staff have protection in the back of their minds whenever they design, implement and monitor programmes". According to the findings of the DIAP, there is an expectation among IOM staff that the protection narrative should not only refer to the legal foundation framework of IOM's protection role, but also be clear and practical and applicable to the different contexts where IOM is present. The 'global' reach of COMPASS as well as its flexibility allowing for contextualisation would offer an opportunity to identify that practical and contextualised protection narrative. What happens when government priorities do not help IOM deliver on the rights of migrants? What type of data is it safe to collect in authoritarian contexts?

The ecological approach at the basis of COMPASS further provides an opportunity to build greater institutional protection expertise and experience beyond the individual level to address the needs of migrants victims of violence, exploitation and abuse. Counter-trafficking has been traditionally singled out as a very significant protection activity and IOM has established considerable expertise in case management. This is however but one component of protection. Housing COMPASS within the Protection Division allows a global flexible programme to turning protection from an activity/ project to an institutional approach as it contributes to supporting all different aspects of migration management. As COMPASS is integrating the next phase of DIAP, there are significant opportunities to further shift the organization towards a rights-based approach, by providing the necessary resources and institutional set up to be taking the protection narrative to the country offices.

3. Building on lessons learnt from previous projects, the overall COMPASS budget is softly earmarked, and it also includes ad hoc lines for direct assistance towards protection, return and reintegration and flexible unearmarked funds (available annually) which allow the COMPASS programme to cover emerging needs and priorities and also allow for shifts within the programme during implementation. The integration of a flexible line in the programme allows IOM to more effectively address unexpected changes in the context of the fourteen countries or to build on unexpected opportunities. In terms of the first, IOM noted in 2021 significant changes in migration routes. Iraqi migrants, for example, were returned to Iraq from Lithuania during late 2021 without receiving systematic reintegration support. COMPASS flexible line was used to support the Iraqi returnees in most vulnerable situations with reintegration assistance in Iraq complementing the work of the Iraqi national referral mechanism.

### Programme governance

In terms of programme structure, COMPASS is managed by a project management team at HQ with focal points in the 14 Country Offices and two positions based in regional offices. Key functions (project/programme management, M&E, information management, resource management and communications and protection) are represented in the COMPASS core team. The case studies have shown that mid-way through the implementation of the programme, functions and roles across the COMPASS core team are well understood at country level, especially by COMPASS focal points.

The current structure has also provided, however, a certain level of confusion, at least in the initial stages of implementation, as it seems to run in parallel to the traditional IOM structure with country or regional offices managing multi-country programmes. In Egypt, for example, interviews with IOM staff highlighted that the initial absence of clear communication protocols resulted in confusion

about the role of the different staff involved in the implementation of COMPASS activities. The Egypt County Office had been managing the PROTECT II programme and had thus been used to a certain level of management decentralisation.

The decision to place two COMPASS core members in regional offices was meant to contribute to a certain level of enhanced coordination between HQ and regional offices. In IOM's structure, the regional offices oversee, plan, coordinate and support IOM activities within their region. They are also responsible for project review and endorsement and provide technical support to country offices, particularly in the area of project development, project implementation, monitoring and evaluation, resource mobilization, resource management, and liaison coordination with regional and subregional governments, United Nations agencies and other key partners. Interviews for the Egypt case study did indeed confirm that the COMPASS protection officer is well established within the regional office and is instrumental in providing regular updates about COMPASS implementation to regional IOM staff. As such, the protection officer plays a double role, supporting all fourteen countries in particular under outcome 1 and providing regional support.

While this was a conscious and strategic choice, the evaluation team has not found a clear definition of roles and responsibilities between COMPASS core team members housed in a regional office and regional thematic specialists, however. In a highly decentralised organisation such as IOM, the decision to host COMPASS within PXD at HQ provides clear opportunities as seen above. At the same time, the lack of explicit acknowledgement of how the COMPASS programme structures aligns (or not) with the standard role taken up by the regional offices may engender a lack of ownership at the regional level and create a parallel structure outside of the institutional IOM ones.

### Areas for adjustment

Despite a general fitness for purpose of the existing programme design, as well as its structures and approaches there are some adjustments that could be made to make it even more effective. These concern a greater alignment between the different levels of programme implementation and greater clarity both in the criteria for the use of the flexible line and the expectations of the impact COMPASS can achieve within IOM.

#### 1. Global to local

The programme flexibility is one of the greatest assets of COMPASS as it tries to minimise the risks of over standardisation and allows for contextualisation. The set-up of the programme as an "à la carte" menu is helpful as different countries face different migration dynamic, different challenges and different opportunities. At the same time, however, it is hard to assess the effectiveness of these approaches when taking a bottom-up perspective of the programme, one that only looks at what COMPASS is trying to achieve at the country level. The narrative behind the programme approach from a global perspective is compelling, it makes sense and is set up in a way that it can achieve its ultimate aim as discussed above. From a country perspective, that narrative becomes confusing as there is too much variability from country to country. Not all countries have a compelling vision of what COMPASS is set to achieve, how it fits in the overall country strategy and how it intersects with other existing interventions. Iraq is a good example: COMPASS has been focusing on supporting the Iraqi government in the implementation of its national migration strategy with a focus on return, readmission and reintegration. All activities are framed under this overall objective. For other countries, the risk is that the programme flexibility contributes to making it solely a gap filler without being able to identify what compelling vision is behind it. The suggestion put forward in the IOM

management response to create country-specific theories of change could help address this challenge.

## 2. Flexible line

As seen above, the flexible line is a helpful feature of COMPASS. The fact that it is left entirely open, and it is not defined, however, has made it difficult to manage country expectations. The COMPASS Programme Manager has tried to identify ways to divide the amounts available under the flexible line in an equitable and effective way among countries. The decision was therefore made to use it on an emergency basis, funding direct assistance cases that are already in the case management system. It has happened however that at times IOM priorities have diverged from MFA priorities in terms of how to leverage such a flexible line. Going into Year 3, it would be good to define the modalities of the flexible line to clarify what can be approved directly from IOM (on the basis of pre-agreed criteria) and what would need to require the MFA approval. This way the amount under the flexible line can be divided into different pots and the approval process streamlined as appropriate.

In the case of Egypt, given this lack of clarity and given its specific management perspective, the IOM team expressed a preference for another MFA-funded project such as PROTECT, which did not have a flexible line but had the flexibility to adjust activities across different budget lines and did not require an extra layer of coordination with HQ and MFA. Clarifying the modalities of the flexible line under COMPASS would help address some of the country offices concerns while maintaining the added value of the linkages with HQ.

## 3. Projectized nature of IOM

Even though COMPASS is a multi-year flexible programme, IOM is still a largely projectized organisation. Other IOM donors are not implementing similar multi-year programmes and IOM did not change its internal procedures as a result of COMPASS. COMPASS is fitting within the existing IOM structures and ways of working and as such it remains “just another project”. The team who designed the COMPASS programme, for example, is not the one who is leading its implementation. If a COMPASS phase 2 were to be agreed, the current team may not be involved in its future implementation unless clear guidance is received from MFA 6 months prior to the end of the current phase to ensure that employment contracts with COMPASS core team are renewed.

As per its set up, COMPASS is meant to benefit from and contribute to broader institutional processes. It would be helpful, however, to clearly acknowledge this reality as an essential risk and assumption (de-projectisation) behind the COMPASS Theory of Change. The full effectiveness of the COMPASS programme design is closely linked to IOM’s institutional capacity. A projectized funding modality negatively impacts, for example, continuity and stability in positions and approaches, thus hampering knowledge sharing and learning.

## Partnerships

The case study carried out with the Protection Division at IOM HQ has pointed to another area requiring further attention. It refers to the concept and strategic use of partnerships. Despite the acronym COMPASS itself introduces the notion of partnership, thus far this has mostly been seen in the sense of a partnership between IOM and the MFA. The word in the name of the programme stresses the intention of the MFA of being something more than a donor, a partner. We will also see later that partnerships play an important role in the mainstreaming of localisation as one of the three

cross-cutting issues. When it comes to understanding the role of partnerships as an element underlying the effectiveness of the programme design, however, the focus is on the engagement with Member States and on the idea of building complementary action with other actors, including on advocacy. To be able to improve access to protection-sensitive pathways for migrants of all gender and diversity groups, IOM cannot do it alone. It is somewhat inherent in the notion of the ecological approach in advancing a global policy agenda. IOM needs to strengthen and build on its capacity to convene and establish dialogue with Member States as it has started doing as the Coordinator of the UN Network on Migration. On advocacy, partnerships will help demystify the notion that it cannot be done. If IOM is to effectively mainstream a rights-based agenda across the organisation, better reflection on what IOM can do in case of human rights violations and understanding the many nuances of advocacy work and IOM's role vis-à-vis other actors will be important. COMPASS can help with that.

### 3.4 Efficiency

Under the criteria of efficiency, the MTE has sought to assess the fitness for purpose of COMPASS looking at the extent to which the programme, in the way it is designed, delivers, or is likely to deliver, results in an economic and timely way.

#### **Key findings on Efficiency**

- The COMPASS structures, processes and approaches are generally efficient and there are only a few adjustments that could enhance the programme's efficiency;
- The programme suffered from delays in Year 1, but it has since picked up momentum;
- There was no perception among COMPASS Core Team, IOM staff, MFA staff and/or partner of undue or too cumbersome transaction costs;
- Multiannual funding requiring annual plans is found helpful;
- Administrative arrangements such as reporting timelines and threshold for budget reallocation are not aligned with other multi-year programmes IOM is implementing.

#### **Timeliness**

The programme has suffered from initial delays in the first year of implementation for a number of reasons, due to both external circumstances and structural constraints. First, the programme started as the COVID-19 pandemic was already under way and this has had an impact on the implementation of activities especially at the country level because of lockdown measures. In the case of activities requiring host government's consent and engagement, lengthy bureaucratic processes and the need to align expectations has meant that some activities were postponed (as in the case of the shelter for victims of trafficking in Egypt for example). Secondly, the projectized nature of IOM has meant that the team tasked with the implementation of the programme needed to be recruited once the agreement between IOM and the MFA was signed. This has meant that the core team was full in place only towards the end of the first year. While temporary staff ensured the interim, the core team has needed to take full ownership and learn how to work together, which has taken (necessary) time. As of year 2, however, the implementation of the programme has gained momentum and the Evaluability Assessment has provided a good framework to identify priority issues.

### Transaction costs

When talking of transaction costs<sup>11</sup>, we refer to the costs arising from activities of exchange needed for the implementation of COMPASS. Transaction costs mostly include administrative overheads<sup>12</sup>, in particular staff time, but also opportunity costs (trade-off between more administrative work and programmatic work) should be taken into account. At first sight and compared to other donors, the informants interviewed for the purpose of the MTE - especially at the country level - considered the transaction costs linked to the implementation of COMPASS to be fair. The fact that COMPASS requires annual plans despite being a multi-annual programme and contrary to the MFA practice under the similar MFA-funded programme PROTECT was considered worth the effort.

Respondents in fact, whether in Egypt, Iraq and Nigeria, generally acknowledged that annual plans force IOM to critically assess past achievements and build on both successes and failures to plan for the following year. There is still space, however, for a few efficiency gains and some ideas for improvements are highlighted in the section below.

### Administrative arrangements

From the MFA side, the current administrative arrangement, with a global programme replacing some 20 separate contracts with IOM has demonstrated clear efficiency gains. There are, however, two elements of the current contractual/administrative arrangements with IOM that could be adjusted and/or clarified to further focus resources on substantive rather than administrative issues. The first regards the reporting timeframes. Generally, for multiannual programmes, IOM has negotiated yearly reporting cycles instead of the 6-month cycle proper to COMPASS. It is understood that this is closely linked to the annual plans required under the programme. However, given that the programme involves 14 countries it takes time to collect all necessary information. According to informants from IOM, this 6-month reporting cycle leaves little time to actually reflect on what works and what does not or try to review the approach and to streamline the steps in the processes. The second element concerns the process for the approval of budget reallocations. Financial changes which arise during the implementation of the programme and which impact upon the contractually defined summary project budget have to first receive the approval of the MFA in the form of a budget reallocation. Based on other donor practices, IOM is not required to request such approval if changes do not exceed 10/15% and as long as the aims of those financial resources remain the same. Budget reallocation requests under COMPASS can reportedly take between 3 to 4 months and they have been made for changes within 0,5%.

---

<sup>11</sup> A review of the efficiency of the five partner agencies themselves, including the Multilateral Organisation Performance Assessment Network (MOPAN) assessments is considered outside the scope of the evaluation.

<sup>12</sup> The five partners receive between 7-9 percent for management costs, in line with the general arrangement the MFA has with the agencies.



## 3.5 Sustainability

The evaluation question formulated for sustainability assesses **the extent to which the net benefits of the intervention continue or are likely to continue.**

### Key findings on Sustainability

- The flexible and broad design of COMPASS enables sustainable activities;
- The large geographic size of COMPASS offers an opportunity to test new approaches and develop new IOM wide tools and guidance;
- It is too early to ascertain the degree of buy-in of the government, further made difficult by limited access to governmental and other external stakeholders;
- There is space to further utilise the role of the MFA as a partner, in particular for advocacy purposes;
- Due to the projectized nature of the IOM, in the event of a phase II, in order to ensure lessons learned are integrated to the new design and to avoid a slow start, the MFA would have to commit to the extension at least four months before the end of the current phase.

COMPASS has heightened the capacity for sustainability of IOM interventions in a number of different ways. First, we will discuss the inherent sustainability of the programme design, in particular the different levels in which the broad scope of activities are implemented. These mutually reinforcing components create potential for sustainable interventions in the COMPASS countries. Then we will discuss the extent to which IOM has already institutionalised some learnings of COMPASS, and the factors that enable or prevent further reaping of benefits. Lastly, the extent to which there is buy-in of the COMPASS approach by partners and the role of the MFA as a donor and partner will be discussed.

### Programme design

The ecological approach encompassing activities at different levels – individual, community and structural – has contributed to making COMPASS inherently sustainable, or at a minimum it creates the setting for a higher degree of sustainability over time. First, the engagement at the community level under outcome 2 allows for the identification and empowerment of local change agents. Knowledge or resources are passed on to community leaders, or other individuals within migrant communities. The sustainability of COMPASS is also closely related to the attention paid to the structural level under outcome 3. The programme is intrinsically aiming to be sustainable as it attempts to support governance structures and strengthen policy and legal frameworks. As one respondent noted: “Assistance made at the individual level is more sustainable if there are mechanisms in place to support the communities and fill the gaps at the policy level”.

Sustainability is also supported by the synergies being built between COMPASS and other country and/or multi-country programmes as seen in the previous sections. In Nigeria, for example, COMPASS is supporting and expanding state-level anti-trafficking platforms that had been initiated with other donor’s funds.

### Institutionalisation of COMPASS approaches

Overall, it is still too early to tell whether key features of the COMPASS programme, such as its ecological approach, are being fully institutionalised within IOM. That is the hope behind the programme design, which has to contend with some of IOM’s institutional features, such as its projectized and decentralised nature. Centralised reporting using one tool, for example, has created a more structured and improved reporting from country missions. An effort to translate these tools

improved under COMPASS to global tools is currently ongoing. However, at this stage it is still too early to evaluate the longer-term impact of the changes made in the tools. The data collection phase is still on the way, and it is not yet possible to examine the extent to which these tools have been institutionalised.

Respondents more consistently highlighted the fact that by being flexible COMPASS is de facto an enabler for the institutionalisation of IOM approaches. As we have seen above, for example, as new IOM guidance material and tools are designed, COMPASS allows for the actual operationalisation. Key stakeholders stated that the flexibility of COMPASS makes it not only possible to apply what has been learnt but also try new approaches. In particular it was pointed out that the size of the programme offers an unprecedented opportunity to pilot test new approaches or tools in all fourteen COMPASS countries over a three-year period. This makes it possible to test tools in different contexts, geographic areas and in countries with different migration challenges. Additionally, the multi-year characteristic of the programme gives IOM a special opportunity to conduct longitudinal studies, to evaluate activities and to adjust according to lessons learned over the time period of the programme. COMPASS offers an opportunity to close the circle from designing new approaches, to operationalisation, identification of gaps and design adjustments.

Finally, key to ensuring the sustainability of the programme and of any intervention are both learning and knowledge management. As we have seen in the previous sections, the multi-country nature of COMPASS offers an opportunity not only for cross-country programmatic linkages but also to share lessons learnt among one another. COMPASS, however, has not fully exploited its potential to this end yet. As highlighted in the interviews, sharing what is happening within COMPASS should not be an initiative from people in PXD but it should be coming from the people working within the programme at country level. Along these lines, one of the messages to come out of the case study in Iraq was the recommendation to HQ to do a call for lessons learned at the country level. Interviews with IOM staff have further highlighted how they find extremely helpful the community of practice for case managers as it allows peer-to-peer exchanges. To the evaluation team's knowledge, however, this is the only<sup>13</sup> operational thematic community of practice. As one respondent noted: "Given that [COMPASS] is supposed to promote learning it is important that there is a system that captures [lessons learnt in] the whole scope of activities that are happening under COMPASS. At the moment it is not possible, there is no system that captures the whole spectrum of activities." With regard to knowledge management, interviews highlighted the opportunity to use the knowledge generated under COMPASS to engage external (non-IOM) stakeholders. A public platform can last beyond the scope of the project and other projects can contribute to what is already there. It was suggested that the Knowledge Management Hub interface under the Joint Initiative could be used to build COMPASS knowledge for AVRR and either expand that platform or point to other resources on AVM, which are currently not included under the JI platform.

### **Buy-in for the programme and the role of the MFA**

One of the big challenges in sustainable interventions is ensuring some degree of government buy-in so that the activities can be integrated into national systems and are possibly reflected in policy changes in the future. The degree to which we have been able to ascertain buy-in is rather limited due to the lack of access to government officials. Findings from the interviews with IOM staff offer some anecdotal evidence around ownership of awareness raising campaigns. In Egypt there is high ownership of the government for the awareness raising campaigns against trafficking in persons and smuggling of migrants. The cooperation of the relevant government committee in the design of the campaigns, although described as challenging, has according to IOM staff led to a strong

---

<sup>13</sup> The evaluation team understood that there exists community of practice within IOM regarding M&E and research to bring together people from PXD working under both COMPASS and the JI.

sentiment of ownership. This has been eased by the fact that IOM priorities are relatively aligned with the government's priorities, thus creating the political will for good cooperation. In Nigeria the government is committed to the aim of reducing trafficking, and has assisted in the set-up of awareness campaigns, however it is unlikely that the government would absorb these activities if the funding from IOM stopped.

Regarding the role of the MFA, it is clear from interviews with IOM staff that the MFA is seen both as a donor and as a partner. The latter aspect is reportedly shaped by the openness in which MFA staff engage with IOM and the flexibility they display. Support on advocacy is also acknowledged as a defining feature for an IOM-MFA partnership. In Iraq, for example, the Dutch government has been supportive of IOM messages regarding returns to Northern Syria. As highlighted in the interviews and discussed in the section on effectiveness, MFA as a partner could further play a role in strengthening IOM's broader role as a convener and furthering its partnership approach outside of the MFA. Finally, the MFA can also play an important role in ensuring the sustainability of the programme. It is important that the MFA captures their own lessons learnt and uses those in conversation with other donors as well to explore the potential of expanding COMPASS as a funding model.

Lastly, there is a general agreement that despite some achievements, COMPASS has not reached its full potential and would benefit from a phase II. In the event of a phase II the Dutch MFA would have to recognize the projectized nature of the IOM and make the wish for a second phase clear in a timely way in order to maximise sustainability. If a phase II is to exist then the current team should be largely involved in designing and implementing the new phase. However, in order for this to happen, clear commitments for a phase II would have to be made six to four months before the end of the current phase. This is important given the institutional set-up of IOM.



## 4 Communication & visibility

### Communication strategy and Brand Book

As part of this MTE the team evaluated the extent to which the programme communication strategy is being applied in a manner that is beneficial to the programme and partners. A communication guide for COMPASS was developed in 2021. It aims to give guidance to COMPASS communication focal points in country offices on how to create quality content and how to share it effectively. The document is written with the Dutch public and the governments of the implementing countries as focus audiences. Thus, it focuses more on editorial lines of storytelling on social media, and educational stories in media outputs and other platforms. Community dialogue, awareness raising campaigns or other outputs that target people on the move, returned migrants, and communities of origin and return as their main audience are not covered in this guidance document. The COMPASS communication strategy also does not include opening new communication channels, but rather identifies different existing channels at a global, regional and country level and lists the procedures for posting content in those.

Based on the interviews, the degree of awareness of the communication guide is relatively high across all the different levels of IOM. Almost all interviewees had heard of the communication guide document in some form or another. At the country level, the use of the guide is centralised in the staff covering a clear communications function. In Egypt, for example, the communication guide is well shared and in particular the COMPASS programme assistant, who works as the communications focal point, refers to it regularly. The country team also liaises often with the communication officer in Dakar. In Iraq, it is the public information unit who has day-to-day knowledge of the guide and its application.

Despite the generalised awareness of the existence of the guide there are some shortcomings to its application. For example, it is worth noting that the guide sets forth that country offices should strive to create a dedicated page for COMPASS on the country IOM webpage. This has not been done for any of the fourteen countries. The visibility of COMPASS and the Dutch as a donor is rather limited in the IOM country webpages. Some country pages list their main projects and donors (see for example Chad, Lebanon and Tunisia) but omit COMPASS from the list. Lastly, the annex in the guide also offers some specific comments and recommendations for existing IOM communication channels in COMPASS countries. A number of these have not been addressed by the country offices.

Lastly, a COMPASS brand book was created in year one in Dakar and reviewed in the second year. The branding guide includes for example standards on how to present data, how the COMPASS and the MFA logo should be used. While the brand book is perceived as a good and easily understandable tool, some confusion as to which MFA logo should be used, arose throughout the evaluation. More specifically whether the correct logo includes text “Ministry of Foreign Affairs of the Netherlands”, just “Ministry of Foreign Affairs” or no text at all next to the image. According to interviews, the logo provided by the MFA during the preparation of the brand book was a simplified version as the correct logo was not available in all necessary languages. An agreement as to which logo to use should be reached and the brand book should be updated accordingly.

### External communication

The communications guide offers an important standardization of outputs. In particular it clearly states what not to do and how to ensure a minimum level of quality. It does not however, set goals

or quantify the number of outputs that country offices should aim to produce for their country, regional or global channels. The evaluation team has observed a disparity in the quantity of COMPASS communications outputs in country social media between the three country case studies. If output milestones were more clearly set in the communication guide, then there would be an opportunity to better track the progress of country offices and support when needed.

The impression of differing communication outcomes between the fourteen COMPASS countries was also mentioned to the team during the visit to Egypt. In fact, despite the communication training in Tunisia, where communications focal points from all fourteen countries came together, country level staff is mostly unaware of what the other countries are implementing. This limits the opportunities for cross-learning between the COMPASS countries and regions. The COMPASS communication strategy offers an opportunity to detail how the programme can support this cross-learning in the area of communication. For example, in order to increase the opportunity to share communication plans, recent outputs and challenges faced, more regular calls with country office communication focal points should be set. These could work as learning and reflection sessions to evaluate what has worked or not as well as an opportunity to increase coherence in the communication of COMPASS across countries. Better databases for documenting communication outputs, or stories could be developed. This would only be possible if countries are reminded to budget the necessary human resources needed to ensure that the communication staff can contribute to these efforts. A session on the communication guide could be offered to the COMPASS team working on communications.

Another challenge given the large geographic span of the programme over fourteen different countries and four regional offices, is the varying degrees of capacity in country offices. As mentioned before, in order to improve the communication and visibility of COMPASS the country offices will have to prioritise resources towards increasing the capacity of communications staff. Additional COMPASS wide trainings such as the one organised in Tunisia can be more effective if accompanied by a broader strengthening of communications capacity in country. The communication guide states that an internal survey showed that there is limited technical expertise available for the creation of quality content in most county offices. In-country skill building sessions or step by step tutorials on how to use simple graphic designing tools could be options to increase the technical expertise. It is to be discussed what upskilling can and should be done under COMPASS and what using other resources.

In addition to the lack of dedicated communications staff at the country level, there are also challenges at the core team level. The role of the communication officer for COMPASS has been combined with the role of AR officer and attributed to one staff member in the AR unit in Dakar. According to one interviewee, during the design of the programme an additional communications assistant position in either Dakar or Egypt was discussed but it never came to fruition. While communication operational budget is recognized as being rather good for outputs, there is the perception that having dedicated HR in the budget is not being sufficiently prioritised by HQ. In particular as MaM is coming to an end and the team in Dakar risks dissolving, there is the concern that one person splitting their time between communication and AR will not be enough.

Another perceived structural challenge is that when global communication outputs for COMPASS are created, these must go through a process of approval that is prone to bottlenecks. Rather than going through to the communications officer for COMPASS, the line of approval goes through the RO where the comms team will then send it through to HQ. This can be a lengthy process and as the RO do not have dedicated communications staff for COMPASS, the output can get stuck in the flow. Only after reaching HQ is the output shared with the MFA for feedback and approval. In contrast, with MaM there was more direct contact with both the focal point at the MFA as well as the

communications team from the Ministry. This direct contact is perceived to have been useful for time sensitive content as it enabled the team producing the output to receive feedback and make necessary adjustments in a timely manner.

### **Internal communication**

The evaluation team is not aware of any internal COMPASS communication strategy currently in place. COMPASS encompasses all different levels of IOM – HQ, RO and CO – in four different regions. While the project is managed from HQ in Geneva, its core team is spread between Geneva, Cairo and Dakar. The programme also involves a large number of teams from protection to awareness raising and direct assistance. As previously discussed, the global narrative of COMPASS has been well defined, however, in the link to the country level the vision is lost. Given the geographic scope and the cross-sectoral nature of COMPASS an internal communication strategy would assist in better transmitting the vision across different departments and levels. Clearer internal communication channels would facilitate the coordination and cooperation across the fourteen countries, ROs and HQ, help all country offices align with the COMPASS goals and messaging set by the core team, thus creating a stronger narrative about the programme's purpose.





## 5 Cross-cutting issues

The programme has identified three particular cross-cutting issues that are instrumental in the achievement of the expected outcomes. These are gender, localisation and mental health and psychosocial support (MHPSS). The MTE has looked at their mainstreaming separately and here below are the key findings.

### 5.1 Gender

Of all the three cross-cutting issues, **gender is the one which has been more thoroughly integrated across the programme**. The level of mainstreaming achieved reflects IOM's work and adjustments in this area since the findings of both the 2017-2018 MOPAN assessment and the COMPASS Evaluability Assessment. While both the 2017-18 MOPAN assessment of the IOM as well as the mid-term evaluation of IOM's Gender Equality Policy 2015-2019<sup>14</sup> point to good impetus for gender mainstreaming within IOM and its interventions, the MOPAN also uncovered a lack of systematic and reliable reporting of gender-related results.<sup>15</sup> In order to effectively mainstream gender, gender analysis should be reflected and reported in one or more of the project's activities, outputs, outcomes and objectives. The lack of gender focused outputs and outcomes in the results framework was also raised in the COMPASS evaluability assessment.

Generally, gender has been identified as an **institutional priority** for IOM. Guided by the New York Declaration for Refugees and Migrants, the 2018 Global Compact for Migration (GCM) and the 2030 Agenda for Sustainable Development, IOM has increasingly emphasised gender as a cross-cutting priority for all of its work. The IOM's Policy on the Full Spectrum of Return, Readmission and Reintegration, further reinforces the commitment to developing a gender responsive<sup>16</sup>, as well as child- and vulnerability-sensitive perspectives.<sup>17</sup>

In the COMPASS programme gender is understood to have an **impact on a migrant's vulnerabilities and experiences**. As such, besides integrating gender considerations in its non-discrimination and individualized assistance programming principles, the programme also clearly assumes a gender sensitive approach for all activities at all levels. The services provided aim to promote gender equality by acknowledging and addressing gender inequality and discrimination. As laid forth in the programme document, gender considerations are also expected to have been mainstreamed in all tools, processes, materials and activities of the programme, as well as in the diversity in recruitment.

The **Evaluability Assessment provides a solid baseline** to assess the degree to which gender has been mainstreamed within the programme and gaps been addressed. IOM, for example, has addressed the lack of dedicated gender-specific language in the results framework through the

---

<sup>14</sup> The Baseline Report 'Getting to Equality: Measuring Gender Results to Improve IOM's Performance' presents a systematic review of reporting on gender across the IOM. The study reports that gender-related reporting occurs mainly at the activity level, while reporting at the level of outputs and outcomes are less common. See Getting to equality: Measuring gender results to improve IOM's performance, p. 31.

<sup>15</sup> <https://www.mopanonline.org/assessments/iom2017-18/IOM%20Report.pdf>.

<sup>16</sup> IOM broadly defines gender-responsiveness as "addressing the different needs, perspectives and representations of all genders. In order to be responsive, activities and actions need to go beyond increasing awareness – they need to take action to reduce inequalities and promote gender equality." Source : <https://publications.iom.int/books/gender-and-migration-data-guide-evidence-based-gender-responsive-migration-governance>, p. ix.

<sup>17</sup> <https://www.iom.int/sites/g/files/tmzbd1486/files/documents/ioms-policy-full-spectrum-of-return-readmission-and-reintegration.pdf>.

reformulation of existing outcomes, outputs and indicators. The formulation of outcome 1 was reformulated to make it gender sensitive (“Migrants **from all gender and diversity groups** and their families are better empowered to pursue sustainable resolution of vulnerabilities and reintegration”). While gender sensitive formulation at the outcome and output level is mostly applied to the individual level, gender disaggregation is consistently present in the results framework for all three levels of the ecological approach as appropriate. The MEAL guide also tries to address the balance needed between quantitative and qualitative indicators by putting forward alternative approaches. The Most Significant Change (MSC) or Success Case methods can help better capture among others shifts in gender dynamics that would be harder to assess through solely quantitative measures. Not all countries, however, are working on all the aspects of the results framework and the level of seniority of country-based gender focal points as well as their institutional set-up (integrated in a programme or part of the human resources team) may vary. Gender mainstreaming may thus result in unequal results from one country to another.

The **analysis of the interviews** carried out for this MTE has confirmed findings from the Evaluability Assessment. Overall, informants have a positive perception of how gender has been integrated into the programme and **gender disaggregation is understood as a minimum requirement as well as gender scoring of proposals and tools for revision**. Gender can also be a lens in which to assess the value of prospective partnerships as in the case of the Egyptian Red Crescent, which provides gender-sensitive services and GBV support to women and girls. From a case management perspective, IOM staff generally recognise the need for gender-sensitive support, services and resources, as there are solid processes in place to understand migrants needs. The 2019 IOM Handbook on Migrant Protection and Assistance details sex, sexual orientation and gender identity among the determinants for migrant vulnerability. Gender dimensions of protection were also reportedly integrated as a cross-cutting issue under the virtual trainings on case management involving all 14 COMPASS countries and carried out between January and March 2022. At the same time, however, informants acknowledged **challenges in mainstreaming gender and gender equality considerations at the policy/structural level**. It is harder to provide global guidance given specific contextual challenges and the varying levels of political willingness regarding the issue in the 14 countries where COMPASS is being implemented.

Finally, it is important to acknowledge the contribution that COMPASS is making to advancing the understanding of **gender equality as including various gender identities** within IOM more generally and thus filling a knowledge gap. Findings and recommendations from the research on migrants with diverse sexual orientation, gender identity, gender expression, and sex characteristics (SOGIESC), in fact, can inform more inclusive and better tailored approaches to IOM’s direct assistance work including on return and reintegration and needs for capacity development of case workers through the development/integration of diverse SOGIESC consideration in new/existing guidance and tools. While it is not explicitly spelled out in the COMPASS Evidence and Research Strategy, findings from the diverse SOGIESC study could be helpful in informing not only gaps at the individual level but could also help shape an understanding of the opportunities available /risks present at the community and structural levels as well.

## 5.2 Mental Health and Psycho-Social Support (MHPSS)

Mental health and psychosocial support (MHPSS) is a multisectoral aspect of humanitarian and development assistance that involves the treatment and protection of people living with mental health problems as well as the promotion of psychosocial wellbeing in the overall population. MHPSS is a stated policy priority for the MFA. Contrary to gender and localisation, MHPSS was not specifically included in the review carried out under the Evaluability Assessment.

As part of this MTE, the team reviewed to what extent the COMPASS programme design integrated MHPSS both through its key programmatic and MEAL documents and across its ecological approach (at the individual, community and structural levels). Based on the review of the documents provided by the IOM COMPASS team and interviews with key informants, the **current approach to MHPSS** under COMPASS seems to be more that of **a service to be included** in any range of options for direct assistance **than a concept being mainstreamed across the programme**.

The COMPASS Programme Document has **consistent references to MHPSS** as a standard case management approach, in line with the idea of reinforcing referrals and supports for people in need of specialized, focused mental health and psychosocial support as informed by the Inter-Agency Standing Committee Reference Group on MHPSS Monitoring and Evaluation Framework. This reflects an increasing interest in mental health-related programming across IOM generally based on the experience gathered through years of direct assistance to migrants in vulnerable situations. The IOM Handbook on Migrant Protection and Assistance, for example, details what can be understood as mental health and psychosocial support and how they should be differentiated.

Generally, IOM has a **dedicated MHPSS unit** at Headquarters with dedicated activities in 80 countries and a team of a few hundred people among national and international staff. At HQ, IOM is also trying to ensure that mental health is included in migration policy and that migration is not forgotten in mental health processes and policy. IOM's MHPSS approach is based on the idea that MHPSS issues, including among migrants, are related to systemic issues, and it is important to understand the system factors that influence mental health (i.e., the root causes). Systemic also means looking not only at individuals, but also at families and communities, which is at the basis of the COMPASS ecological approach. Programmatically, IOM generally uses tools that look at migration experiences at the individual, family, and community level and focus on risk and resilience factors (strengths-based approach, adversity activated developments).

In COMPASS, however, mainstreaming of MHPSS has mostly focused at the individual level, on case management. Given its global nature, COMPASS has been used to disseminate the Handbook and MHPSS has been integrated in the curriculum of global virtual training sessions on case management. MHPSS is also a standard topic included as part of the community of practice for case managers which aims to facilitate learning, dissemination of guidance and tools and good practices among the COMPASS countries of implementation.

The implication of the focus on case management (one of the three levels in the ecological approach) is that the **default MHPSS approach** appears to be **deficit-based** (e.g., identifying vulnerabilities). It looks less into resources, resilience, and strengths of individuals and communities, which are central to IOM's MHPSS approach. At a higher strategic level, MHPSS is integrated at the output level (output 1.1) in the results framework with regard to the training of case workers in connection with migrant vulnerabilities. There are no specific indicators, however, that refer to its mainstreaming, an increased understanding of the difference between mental health and psychosocial support among case workers or references to community-based engagement and/or structural and policy work. At a lower level, MHPSS indicators have been included into research conducted within COMPASS, for example through the research project on sustainable reintegration outcomes and risks of re-trafficking for Victims of Trafficking. The inclusion of MHPSS indicators in COMPASS research activities was noted as a strength and an indication of mainstreaming by MHPSS staff; however, they also acknowledged the risk of over-standardization.

The **analysis of the interviews** has shown that country offices seem to be quite engaged on MHPSS and reaching out to HQ for dedicated support as needed. Yet, HQ capacity to address and respond to these requests is limited and would require a dedicated focal point to support COMPASS staff in the mainstreaming of MHPSS. **In-country support on MHPSS** will in fact vary from country to country depending on the type of dedicated resources available. Whether a context is an emergency or a non-emergency one will also affect the level and type of MHPSS resources allocated to that country office. In Iraq, for example, respondents highlighted how MHPSS is already mainstreamed across the organisation's activities and programmes given that IOM Iraq has a well-resourced and dedicated MHPSS unit. COMPASS functions more as an enabler than a catalyst for the mainstreaming of MHPSS. Variation in how human resources are allocated can affect MHPSS mainstreaming and programming, particularly in non-emergency settings where MHPSS is more likely to be subsumed within protection. In these situations, it may be preferable to have a social worker or someone with MHPSS competencies and training be the dedicated focal point for MHPSS. While it is important to research indicators of success (as in the case of the MHPSS-sensitive response in Ethiopia), attention needs to be given to the risk of over standardisation. This is where the level and type of resources available in each country and the connection between COMPASS and the MHPSS unit can make a difference.

Finally, the focus on the individual and the consequent deficit-based approach has further implications. There was a lack of clarity among country office staff about which MHPSS activities they were expected to implement and for whom. For example, the differentiation of clinical management of mental health problems and community-focused psychosocial programs was not clear. Interviews have also pointed to the fact that there exist different perceptions as to what the successful mainstreaming of MHPSS could look like. It goes from having dedicated mental health professionals being part of the team, to having the right referral partners/service, implementing the appropriate case management guidance (e.g., training case managers in MHPSS principles and Psychological First Aid, as described in forthcoming IOM Case Management Guidelines), integrating well-being components (such as yoga sessions), knowledge generation of good practices in MHPSS-sensitive responses (as is the case in Ethiopia). These are not necessarily wrong ideas but it shows a certain degree of variability that risks making it difficult to assess the impact of such mainstreaming. Many of IOM's MHPSS tools are designed to be frameworks as opposed to manualized programs/interventions, which rely heavily on MHPSS expertise and community engagement to determine the appropriate activities to operationalize those frameworks for implementation. Therefore, having the right support and including the MHPSS unit at HQ from the beginning could have made it simpler to clarify the ambition of a programme like COMPASS and to provide guidance on how to apply these frameworks to specific contexts. As highlighted by one of the informants, mainstreaming requires having an MHPSS focal point dedicated to ensuring the appropriate adoption of MHPSS principles within a program. In COMPASS as in other projects/programmes, MHPSS is often externalized and there isn't a dedicated person for this. "The more you mainstream, the more you need to have person who can supervise". t

### 5.3 Localisation

Of the three cross-cutting issues, **localisation is the one that is least defined** under COMPASS. It builds on a global policy commitment – that of the Grand Bargain - subscribed by both IOM and the MFA but it is not informed by a specific institutional policy framework. The concept of localisation has gained impetus as a priority since the first World Humanitarian Summit in 2016, where the Grand Bargain commitments were agreed on, with the aim to improve effectiveness and efficiency of humanitarian action by shifting more support and funding to local and national actors.

There is no single definition of localisation, however<sup>18</sup>. The OECD broadly defines localisation of humanitarian response as the process of “recognising, respecting and strengthening the leadership by local authorities and the capacity of local civil society in humanitarian action, in order to better address the needs of affected populations and to prepare national actors for future humanitarian responses”.<sup>19</sup> It is about recognising the subsidiary role of international action to national and local ones while at the same time leveraging their respective roles.

The **Evaluability Assessment** did review the integration of localisation in the COMPASS results framework. It found that **localisation was broadly integrated** into the programme although guidance on how to approach localisation as well as more appropriate M&E tools were lacking. The Assessment took as a basis for the review the NEAR framework<sup>20</sup>. Included as commitment to provide “[m]ore support and funding tools to local and national responders”, the Grand Bargain work stream on localisation has clarified that such support can be translated into four specific areas for action<sup>21</sup>: 1. partnership (removing barriers to partnerships and including capacity strengthening in partnership agreements); 2. capacity strengthening (investing in institutional capacities and reinforcing not replacing); 3. financing (channelling 25% of humanitarian finance as directly as possible to local actors and increasing the use of pooled funds); 4. coordination (supporting and complementing local mechanisms and involving local actors in international mechanisms).

Indeed, if we take the areas for action highlighted above, localisation can be gleaned from the many references in the programme document, the results framework and the MEAL guide to strengthening local capacities and supporting local coordination mechanisms, a focus on partners including on grants for them (specifically with regard to case management activities). Yet, there seems to be a missing step, that which clarifies that COMPASS does understand localisation as such and does translate it into these different elements. **Specific guidance on this would be helpful**. This is especially the case given that as opposed to gender and MHPSS there are no specific institutional policy frameworks that have been developed (including by the MFA) that could be used as default guidance.

The **analysis of the interviews** has confirmed that there seems to be a varying degree of understanding across countries and positions with what is to be expected with the term “localisation”. Expected measures of success for the mainstreaming of localisation vary from one person to another and between IOM and the MFA. Some may put more emphasis on the amount of funding going to local/national civil society organisations and the quality of the partnerships, others may value the level of ownership by national and local authorities as an indicator that mainstreaming has been successful. Overall, the majority of IOM informants, especially in the country offices, were unsure as to what localisation is. Given that the localisation agenda has been mostly led by humanitarian actors, there is a further gap in terms of what is to be expected between emergency and non-emergency contexts. For IOM staff involved in more developmental work, the term localisation did not carry linkages to global policy commitments but rather to standard ways of working in support of national and local policy frameworks. Such findings, though specific to IOM, are somewhat in line with findings from studies across the sector. A lack of consensus on the meaning of localisation has been found to make it difficult to operationalise the localisation

---

<sup>18</sup> For a review of existing definitions and their implications, please see <https://reliefweb.int/attachments/68b6f07a-d1c0-3b64-a82f-4e97d78ac64f/Localization-FINAL-12.30.21.pdf>.

<sup>19</sup> OECD (2017) Localising the response: World Humanitarian Summit – putting policy into practice, the commitments into action series.

<sup>20</sup> <https://ngocoordination.org/system/files/documents/resources/nearest-localisation-performance-measurement-framework.pdf>.

<sup>21</sup> <https://gbllocalisation.ifrc.org/wp-content/uploads/2021/02/Section-2.pdf>.

agenda.<sup>22</sup> Similarly, studies have shown how different organisations and individuals may have opposing understandings of localisation.<sup>23</sup>

This lack of clarity has been used by the COMPASS team to advance work on the community level of the COMPASS ecological approach. This has resulted for example in the development of the **community-based planning (CBP) approach**, intended as an effort to localise IOM's response to displacement and migration crises. This approach focuses on working at the community level and covers the planning, assessment and recovery phases of its programmes. The Participation in practice manual describes the process step by step to ensure that local representatives from all socio-economic groups participate in all stages of the programme. During year two implementation, the COMPASS team held a three-day workshop on community-based planning to bring together IOM's leading practitioners on CBP to finalise the curriculum for the CBP trainings in the spirit of a whole-of-organisation approach. This initiative supported the ongoing partnership between the Protection and the Transition and Recovery Divisions while also working towards an institutional approach to community-based work within IOM. The focus on the role of communities is an important one, which is in line with the intended ecological approach under COMPASS. By not spelling expectations out, however, there are not only risks of a lack of coherence across the programme but also of different readings between IOM (across the different levels) and the MFA as to what the programme will have achieved.

### COMPASS within broader understandings of localisation

The concept of localisation has gained impetus as a priority since the first World Humanitarian Summit in 2016, where the Grand Bargain commitments were agreed upon, with the aim to improve effectiveness and efficiency of humanitarian action by shifting more support and funding to local and national actors. There is no single definition of localisation, however<sup>24</sup>. The OECD broadly defines localisation of humanitarian response as the process of "recognising, respecting and strengthening the leadership by local authorities and the capacity of local civil society in humanitarian action, in order to better address the needs of affected populations and to prepare national actors for future humanitarian responses".<sup>25</sup> It is about recognising the subsidiary role of international action to national and local ones while at the same time leveraging their respective roles.

Since the World Humanitarian Summit, localisation has remained high on the global humanitarian policy agenda, but progress has been mixed. There has been, for example, increasing momentum to support local leadership capacities but shares of direct funding to local actors have dropped.<sup>26</sup> Generally, there are two particular areas of focus that have been brought to the fore in global policy discussions that are helpful to highlight in the context of mainstreaming localisation within COMPASS: **who are local actors** and **how to measure progress**. Turning to **who is to be understood as 'local'**, it is clear that this can potentially reflect a wide variety of actors at different levels. Much of the global policy discussions around localisation presume that local actors are synonym with government officials (at the different levels)<sup>27</sup> or organised groupings such as civil society organisations. COMPASS' focus on communities could bring much needed recognition and

<sup>22</sup> <https://reliefweb.int/report/world/localization-landscape-report>.

<sup>23</sup> [https://cdn.odi.org/media/documents/Localisation\\_lit\\_review\\_WEB.pdf](https://cdn.odi.org/media/documents/Localisation_lit_review_WEB.pdf) and <https://reliefweb.int/report/world/localization-landscape-report>.

<sup>24</sup> For a review of existing definitions and their implications, please see <https://reliefweb.int/attachments/68b6f07a-d1c0-3b64-a82f-4e97d78ac64f/Localization-FINAL-12.30.21.pdf>.

<sup>25</sup> OECD (2017) Localising the response: World Humanitarian Summit – putting policy into practice, the commitments into action series.

<sup>26</sup> <https://interagencystandingcommittee.org/system/files/2022-06/Grand%20Bargain%20Annual%20Independent%20Report%202022.pdf>.

<sup>27</sup> Cf. discussions on localising the Global Compacts, <https://migrationnetwork.un.org/resources/localizing-global-compacts-first-report-local-action-migrants-and-refugees-2022>.

understanding of a greater variety of actors, which is key to an equitable approach to localisation.<sup>28</sup> At the same time, it is important to highlight the integration within the CBP approach of two concepts, those of localisation and participation, which are considered to be two distinct though linked areas of work.<sup>29</sup> In the Grand Bargain 2.0 Framework, enabling priority 2 integrates both localisation and participation.<sup>30</sup> Yet, this was mostly done to elevate participation to a system priority given the little progress achieved thus far. As there is little evidence of how feedback from affected populations/communities is used to inform programming decisions, or how their views are factored in from the outset of a programme or project design phase, collecting lessons learnt on the application of the CBP approach could be a valuable objective in itself for a potential phase 2 of COMPASS.

When it comes to **measuring progress** towards localisation, there is currently very little analysis pointing to what success looks like or “what might be the desired end point for all stakeholders in localised humanitarian response”.<sup>31</sup> Existing frameworks<sup>32</sup> that propose indicators and metrics to quantify and measure change have been criticised for promoting siloed metrics (e.g. number of local actors involved in coordination meetings but no focus on their level of influence).<sup>33</sup> In the absence of a well-articulated, holistic objective for localisation, the share of funding to local actors has become the proxy indicator to measure localisation.<sup>34</sup> For COMPASS, it would be interesting to explore two different avenues. The first is to analyse progress by empirically grounding it in each particular country context once the mainstreaming objective(s) for localisation under COMPASS has/have been clarified. As with MHPSS, in fact, the risk of over standardisation will always have to be borne in mind. As was seen in Egypt, for example, what does support to local/national civil society actors look like, especially when all international actors focusing on protection and migration management refer to same four or five actors? It raises not only questions of value added and absorption capacity, but it also calls for a more nuanced conversation with local and national actors themselves<sup>35</sup> as to what can be achieved and how. This would be in line with increasing calls for localised approaches to monitoring and evaluation. The second is to build on the whole-of-organisation process adopted for the development of the CBP approach to explore current practices already being used within IOM.<sup>36</sup>

Finally, given the lack of existing institutional policy guidance for both IOM and the MFA, COMPASS can provide a **catalyst for exploring specific questions with regard to localisation** besides clarifying existing programme-related expectations. Questions around the linkages between a localisation and a protection agenda would be particularly interesting to tackle.<sup>37</sup> Are there differing concepts of ‘protection’? Different prioritisations and perspectives? How do gender and cultural norms and biases impact on protection outcomes? What do complementary local and international protection strategies look like?

---

<sup>28</sup> <https://reliefweb.int/report/world/localization-landscape-report>.

<sup>29</sup> <https://interagencystandingcommittee.org/system/files/2022-06/Grand%20Bargain%20Annual%20Independent%20Report%202022.pdf>.

<sup>30</sup> <https://interagencystandingcommittee.org/system/files/2021-07/%28EN%29%20Grand%20Bargain%202.0%20Framework.pdf>.

<sup>31</sup> [https://cdn.odi.org/media/documents/Localisation\\_lit\\_review\\_WEB.pdf](https://cdn.odi.org/media/documents/Localisation_lit_review_WEB.pdf), p.29.

<sup>32</sup> Cf. <https://humanitarianadvisorygroup.org/insight/measuring-localisation-framework-and-tools/>; <https://ngocoordination.org/en/library/near-localisation-performance-measurement-framework>; [https://resourcecentre.savethechildren.net/pdf/localisation\\_framework\\_partnership\\_2019.pdf](https://resourcecentre.savethechildren.net/pdf/localisation_framework_partnership_2019.pdf).

<sup>33</sup> [https://cdn.odi.org/media/documents/Localisation\\_lit\\_review\\_WEB.pdf](https://cdn.odi.org/media/documents/Localisation_lit_review_WEB.pdf).

<sup>34</sup> [https://cdn.odi.org/media/documents/From\\_the\\_ground\\_up\\_its\\_about\\_time\\_for\\_local\\_humanitarian\\_action.pdf](https://cdn.odi.org/media/documents/From_the_ground_up_its_about_time_for_local_humanitarian_action.pdf).

<sup>35</sup> Involvement with the Embassies of the Netherlands in these conversations would be extremely helpful to ensure MFA policy coherence in the different contextualization efforts.

<sup>36</sup> Building on the IASC guidance on localisation in humanitarian coordination (<https://interagencystandingcommittee.org/operational-response/iasc-guidance-strengthening-participation-representation-and-leadership-local-and-national-actors>), IOM as the cluster lead for Camp Coordination Camp Management (CCCM) has been developing a localisation framework and work plan in Somalia, for example.

<sup>37</sup> Cf. <https://cdn.odi.org/media/documents/12995.pdf>.





## 6 Conclusions and Recommendations

The COMPASS programme among the Netherlands MFA and IOM is a highly novel model of funding to protect people on the move, combat trafficking in persons and smuggling of migrants, and support dignified return while promoting sustainable reintegration. This MTE has examined the relevance, coherence, effectiveness, efficiency and sustainability of this programme. Overall, the evaluation team found COMPASS – after two years of existence – to be fit for purpose. Not only it appears to address needs identified by both IOM and MFA, it also helps contextualising global policy commitments under the Global Compact for Migration. One of the most important features in the design of COMPASS is the link between policy and practice in a virtuous loop: policy should inform practice and lessons learnt improve policies.

As in any new programme, despite the overall design is well thought through, there are a few areas that could be strengthened to ensure that COMPASS fulfils its potential. Most of the adjustments required are rooted in the need to clarify and spell out choices that have been made in the implementation of COMPASS, whether they refer to the programme structure or the cross-cutting issues. Alongside some technical fixes, it would be important to further develop Outcome 4, not only to expand protection space for migrants but also to build greater programme sustainability. The main conclusions and various measures for improvement are presented below. The recommendations are aimed at both the MFA and IOM, and are structured to reflect the different roles they play:

1. The COMPASS structures and approaches are coherent and effective especially when looked at from a top-down perspective, from global to local. As the programme allows for a great degree of variability across country offices, however, that coherence risks getting lost when looking at each country separately. The effectiveness of the programme design risks being undermined by the different approaches taken at country level. An easy fix would be for IOM to:
  - Develop country-based ToCs as specified in the IOM Management Response to the Evaluability Assessment. The ToC should be the entry point for programme coherence: from global to local and from local to global.
2. Staffing choices have been made to guarantee the necessary support to country offices in terms of functions and competencies. Some decisions in terms of programme governance structures, such as integrating two core team members within two different regional offices were made at the beginning but never explicitly acknowledged. The lack of clarity as to how COMPASS structures align with traditional IOM ones and how they support them can create confusion and hinder the eventual institutionalisation of COMPASS approaches. In terms of the role of MFA and the embassies, there appear to be clear lines of communication. Bilateral (IOM and MFA) and trilateral (IOM, MFA and host governments) engagement could be further strengthened. There are steps that both IOM and MFA can take:
  - IOM should review the current programme governance structure, identify current communication and reporting lines and make it explicit both in terms of job descriptions of core staff as appropriate (e.g. acknowledge coordination with regional office role) and alignment with IOM structures.
  - MFA should consider leveraging embassies to further support the strategic contextualisation of COMPASS in the fourteen countries.
  - MFA and IOM should explore opportunities and added value of trilateral engagement across the fourteen countries of implementation to support joint policy objectives.

3. The Dutch MFA is seen both as a donor and as a partner by IOM. The latter aspect is reportedly shaped by the openness in which MFA staff engage with IOM and the flexibility they display. Support on advocacy is also acknowledged as a defining feature for an IOM-MFA partnership. The current partnership element under COMPASS seems to have focused at the global level, exclusively on the relationship between IOM and the Dutch MFA, however. To be able to improve access to protection-sensitive pathways for migrants of all gender and diversity groups, IOM cannot do it alone. It is somewhat inherent in the notion of the ecological approach in advancing a global policy agenda. Developing the notion of partnerships further can help strengthen results being achieved under COMPASS. To achieve that, there are different steps both IOM and MFA can take:
  - Clarify and define jointly the ambition and the scope for global policy partnerships under COMPASS. Clearly articulate that ambition in any potential follow up to the current phase of COMPASS.
  - IOM can build on the recommendations from DIAP to define a plan of action where COMPASS can be leveraged to advance policy partnerships.
  - MFA can leverage its partnership with IOM to explain IOM's approach and positioning on protection and thus expand opportunities for engagement with other Member States.
  
4. Even though COMPASS is a multi-year flexible programme, IOM is still a largely projectized organisation. IOM processes and procedures are built around it. Projectisation can promote synergies across projects/programmes but it also has an impact on the type of which capacity is available where on what. This may create substantial differences in resources and capacities across country offices and also limit knowledge retention within the organisation. Both MFA and IOM should:
  - Clearly acknowledge the projectized nature of IOM as a risk in the programme ToC and de-projectisation as one of the assumptions behind what the programme is expected to achieve.
  
5. The programme design is not generating substantial transaction costs in the implementation of the interventions. There are however some areas where additional gains could be made, both in terms of the administrative arrangements and with regard to the flexible line. This is an effective feature of the COMPASS programme. Yet, the fact that it is left entirely open and it is not defined has made it difficult to manage country expectations. The MFA should consider:
  - Defining the modalities of the flexible line to clarify what can be approved directly from IOM (on the basis of pre-agreed criteria) and what would need to require the MFA approval.
  - Identifying bottlenecks for a speedy approval of the requests under the flexible line.
  - Aligning COMPASS administrative arrangements (i.e., approval requirements for budget reallocations and reporting schedules) with standard practice in multi-year programmes implemented by IOM.
  
6. There is an inherent degree of sustainability in the COMPASS programme design, with the ecological approach encompassing activities at different levels – individual, community and structural. This creates at a minimum the setting for a higher degree of sustainability over time. While it is too early to assess the extent to which COMPASS approaches have been institutionalised within and across IOM, there are steps that both MFA and IOM can take to further strengthen the programme sustainability:
  - IOM should strengthen opportunities for cross-learning between countries and regions both by encouraging the harvesting of lessons learnt at country level and creating a space for that to happen informally, as in the case of the community of practice for case managers.

- IOM should ensure that the knowledge developed within and out of COMPASS is not only crystallised but also available for external use. It could be helpful to explore synergies with the Knowledge Management Hub under the EU-IOM Joint Initiative.
  - MFA should conduct an internal lessons-learned exercise and use it to inform discussions with other interested donors to explore the possibility of using COMPASS as a funding model.
  - MFA should consider extending/continuing this first Phase of COMPASS. MFA should take and communicate its decision to IOM four to six months prior to the end of the current programme to ensure continuity in staffing and make sure that the current team can be involved in the design and implementation of an eventual next phase.
7. The potential for COMPASS to have a high visibility and to produce far reaching communication outputs is unprecedented due to its size. There is general agreement that the potential to collect and consolidate data and evidence from awareness raising campaigns and other communication activities from the fourteen countries is one of the benefits of the large geographic scope. However, lessons learnt and sharing of experiences on communication between countries and regions is limited. The communication guide offers a good standardization of quality for outputs, but it is not rigorously implemented at the country level and fails to address aspects on awareness raising. The visibility of the Netherlands MFA as a donor in the field could be heightened. In the area of communication:
- IOM should aim to offer more regular trainings and refreshers on the COMPASS communication guide, as skill building trainings to improve the capacity of communication focal points in country offices.
  - IOM and the MFA should discuss and agree as to which branding material from the Netherlands MFA should be used, more specifically whether the logo to be used the iteration that states “Ministry of Foreign Affairs” or the version that reads “Ministry of Foreign Affairs of the Netherlands”.
8. The mainstreaming of gender appears to have been successfully improved since the MOPAN and the COMPASS evaluability assessment. Gender mainstreaming has thoroughly been integrated throughout the programme. With the specific research agenda under COMPASS, IOM has the opportunity to further:
- Build on findings from the SOGIESC research and integrate these across the different components of COMPASS;
  - Consider investigating how the diverse SOGIESC research findings can inform the broader understanding of how to mainstream gender for IOM as an organisation.
9. MHPSS is mostly seen as an essential component of case management and as such it features prominently under outcome 1. There are however different additional measures that could be undertaken to strengthen the mainstreaming of MHPSS as the programme moves from looking at MHPSS as a service or activity to a set of principles to be integrated throughout. IOM could in particular:
- Integrate measures in the results framework that evaluate mainstreaming MHPSS differentiated by the type of service and activity (e.g., referral and clinical management of mental disorders, results of counselling and other forms of focused support on subjective wellbeing, effects of community engagement and family and community support on subjective wellbeing and community resilience, effects of structural or policy activities).
  - Reframe the focus of MHPSS activities and mainstreaming from a deficit-based to a strengths-based approach, including integrating activities that build on individual-level resilience and community-based resources

- Build a closer relationship with the MHPSS unit. For full mainstreaming, the programme needs to have dedicated resources, and the MHPSS unit can accompany the core team in the process and provide further suggestions and ideas.

10. Localisation was broadly integrated into the programme following the evaluability assessment. However, the analysis of the interviews has shown that there are different degrees of understanding across both the global and the country level. Given the unclarity lack of clarity around this cross-cutting issue, the following should be considered by the MFA and/or IOM:

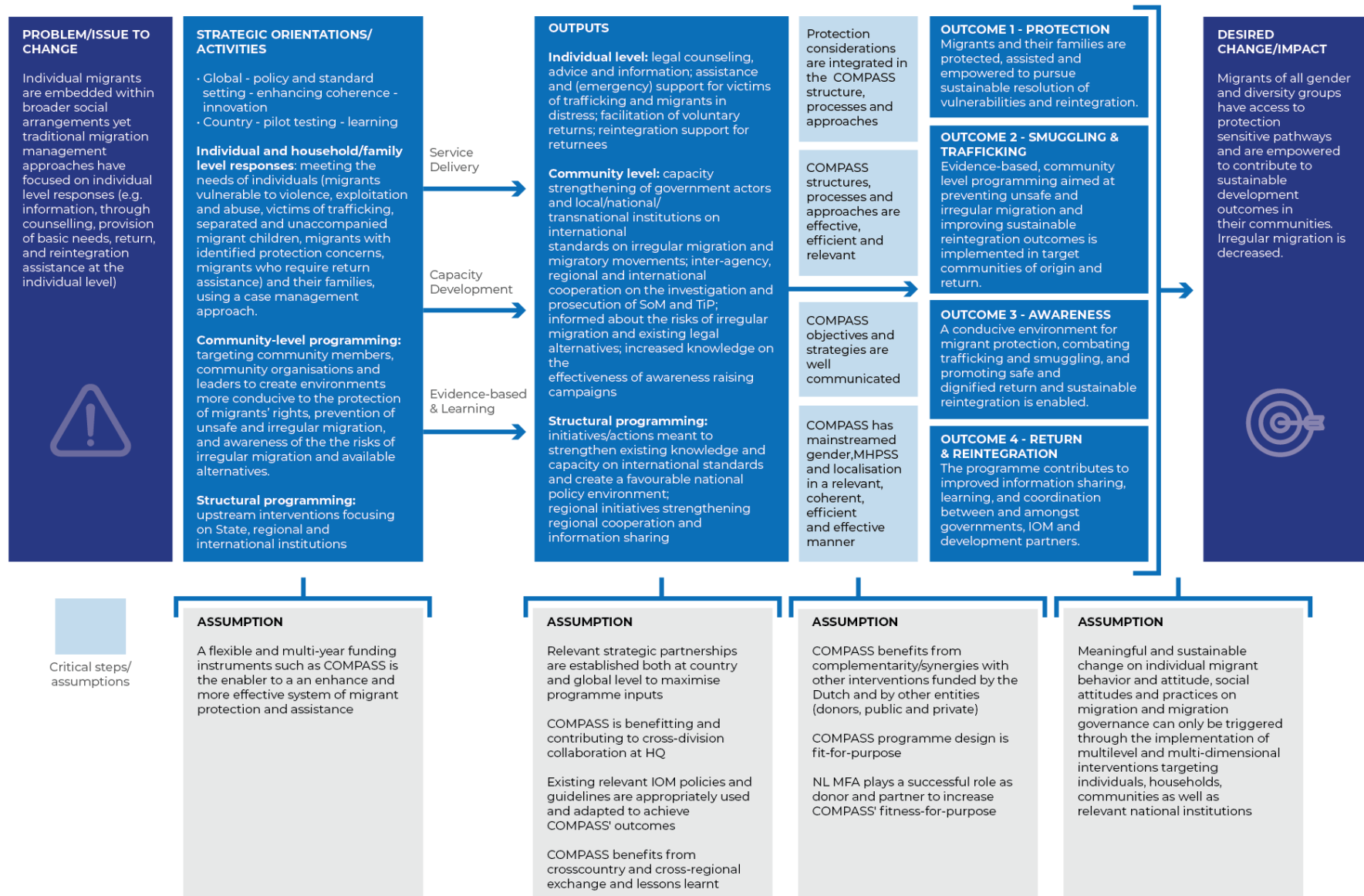
- Both the MFA and IOM should clarify their expectation on localisation, in particular defining what a measure of success for each of the partners would be. If the community-based planning approach is a way not only to discharge interventions under outcome 2 but also to mainstream localisation, it should be clearly acknowledged.
- IOM can leverage its convening role to explore broader policy questions related to localisation such as the linkages between localisation and a protection agenda.
- IOM country offices and Dutch embassies can further articulate what the mainstreaming of localisation should/could look like in each of the fourteen countries.

## List of Annexes

- Theory of Change COMPASS
- Interviews conducted and people consulted
- List of key documents reviewed
- Evaluation Matrix for the evaluation
- Case study reports
- Interview guides for IOM staff and MFA / embassy staff respectively



# Annex I Theory of Change COMPASS







## Annex II People Consulted

	Name	Organisation
<b>Global</b>		
1	Warner ten Kate	Netherlands Ministry Foreign Affairs
2	Mariska Meijerhof	Netherlands Ministry Foreign Affairs
3	Mylene Sijnja	Netherlands Ministry Foreign Affairs
4	Davina Gounden	IOM, COMPASS Programme Manager
5	Theogene Nshimiyimana	IOM, COMPASS MEL Officer
6	Lee Kanthoul	IOM, COMPASS Protection Officer
7	Leonor Cid	IOM, Associate Project Officer
8	Caroline Ronsin	IOM, M&E Officer for Regional Programmes in RO Cairo
9	Linda Cottone	IOM, COMPASS Research Officer
10	Amanda Gardner	IOM, Consultant on COMPASS Lebanon
11	Kashif Khan	IOM, Information Management Officer
12	Lindsey Higgs	IOM, standing in for Communication and Awareness Raising Officer
13	Luca Putteman	IOM, COMPASS Communication and Awareness Raising Officer
14	Mohammed Kessam	IOM, Resource Management Officer
15	Silvan Nesat Lange	IOM, Research and data officer
16	Barbara Salewski-Ratering	IOM, AVRR communication focal point
17	Heather Komenda	IOM, Regional thematic specialist
18	Marina Cacic	IOM, AVRR officer
19	Guglielmo Schinina	IOM, MHPSS Director
20	Mia Barrett	IOM, Head of media, communications and awareness raising
21	Peppi Kiviniemi-Siddiq	IOM, Regional thematic specialist in Bangkok
22	Harry Cook	IOM, PXD
23	Irina Todorova	IOM, Head of core protection unit
24	Phineas Jasi	IOM, PXD
25	Rosilyne Borland	IOM, Head of Return and Reintegration Unit
26	Yitna Getachew	IOM, Head of PXD
27	Sasha Kam Chan	IOM, Regional thematic specialist in Cairo
28	Nassima Clerin	IOM, Regional thematic specialist in Dakar
29	Nimo Ismail	IOM, Regional thematic specialist in Nairobi
30	Stine Laursen	IOM, Senior data analysis assistant
<b>Nigeria</b>		
31	Eva de Wit	Netherlands Ministry Foreign Affairs, First Secretary Migration, Embassy in Abuja
32	Ruth Mbugua	IOM, COMPASS focal point at IOM country office
33	Narulita Ayu	IOM, MHPSS Project Officer
34	Ujimwen Aigbeze	IOM, Senior Project Assistance
35	Bertha Nguvulu	IOM, Project Officer (AVM and CT)
36	Charles Nwanelo	Federal Ministry of Humanitarian Affairs
37	Olubiyi Olusayo	National Agency for the Prohibition of Trafficking in Persons
38	Nwanze Ijeoma	Delta State Task Force Against Human Trafficking
39	Rachel Ozor	Lagos State Task Force Against Human Trafficking

	Name	Organisation
40	Simon Idoko	National orientation Agency
41	Ngozi Okoro	Child Protection Network
42	Sidney Osawaru	SOS Children's Villages
<b>Egypt</b>		
43	Habiba Algindy	Netherlands Ministry Foreign Affairs, Policy Officer Migration and Regional Affairs at Embassy in Cairo
44	Eugenia Boutylkova	Netherlands Ministry Foreign Affairs, First Secretary, Embassy in Cairo
45	Laurent de Boeck	IOM, Chief of Mission
46	Benedetta Postiglione	IOM, COMPASS Project Officer
47	Nada Mahamoud	IOM
48	Bernard El Doueihi	IOM
49	Kurdvin Rasool	IOM, Africa Regional Migration Coordinator
50	May Abdelmoneim Mazen	IOM, COMPASS Project Assistant
51	Nermine Abdel Rahim	IOM
52	Ali Said	IOM, COMPASS Project Assistant
53	Fabrizio Malabasi	IOM, Protection Consultant
54	Graziella Rezza	EU Delegation
55	Amir Faheem	ILO
56	Elena Ferrari	UNHCR
57	Mariam Mecky	Danish Embassy Cairo
58	Johann Kuchta	German Embassy Cairo
<b>Iraq</b>		
59	Lars Faber	Netherlands Ministry Foreign Affairs, Embassy in Baghdad
60	Sofia Karim	IOM, COMPASS focal point at country office
61	Agnes Ebenberger	IOM, Migration Governance
62	Mohammed Almashhadani	IOM, Migration Governance
63	Manar Al-Jasass	IOM, Senior Protection Officer
64	Mukta Hussein	IOM, MEAL Unit
65	Robert Odhiambo	IOM, Coordinator of the MEAL Unit
66	Vanessa Okoth-Obbo	IOM, Head of Public Information Unit
67	William Culhane	IOM, DTM
68	Ismael Khalil	Ministry of Migration and Displacement, Director of International Cooperation at the Office of the Minister
69	Ziad Khalaf	Ministry of Migration and Displacement, Deputy Director of Anbar Office

## Annex III List of key documents consulted

- Artival (2021). Evaluability Assessment of the Cooperation on Migration and Partnerships to Achieve Sustainable Solutions (COMPASS) Project. Madrid, Spain: Artival Research & Evaluations.
- Ecorys and Here-Geneva (2022). Prospects Mid-Term Evaluation – Final Report. Rotterdam, Netherlands: Ecorys and Here-Geneva.
- IMREF (2021). SSS II Lessons learned: Reflections from protection programming for migrants along the Central Mediterranean Route. London, UK: Independent, Monitoring, Rapid Research and Evidence Facility of the Safety, Support and Solutions Phase II.
- IOM (2021a). COMPASS Brand Book. Geneva, Switzerland: International Organization for Migrants.
- IOM (2021b). COMPASS Communications Guide. Geneva, Switzerland: International Organization for Migration.
- IOM (2021c). COMPASS Evidence and Research Strategy. Geneva, Switzerland: International Organization for Migration.
- IOM (2021d). Management Response to Evaluability Assessment: COMPASS project. Geneva, Switzerland: International Organization for Migration.
- IOM (2021e). Assessment of Research Gaps and Needs for the 14 COMPASS Countries. Geneva, Switzerland: International Organization for Migration.
- IOM (2021f). COMPASS Research Advisory Board (RAB) - Terms of Reference. Geneva, Switzerland: International Organization for Migration.
- IOM (2022a). COMPASS MEAL activity Plan (excel). Geneva, Switzerland: International Organization for Migration.
- IOM (2022b). COMPASS Monitoring, Evaluation, Accountability and Learning (MEAL) Guide. Geneva, Switzerland: International Organization for Migration.
- IOM (2022c). COMPASS Year 1 Narrative Report. Geneva, Switzerland: International Organization for Migration.
- IOM (2022d). Towards a framework for Migrant Vulnerability Profiling: Community of Practice (COP) of Case Managers: Special session for the development of the IOM Migrant Vulnerability Profiling. Geneva, Switzerland: International Organization for Migration.
- IOM (2022e). Webinar on Cse Management for Migrant Children: Fourth Webinar of the COMPASS Community of Practice for Case Management Workers. Geneva, Switzerland: International Organization for Migration.
- IOM (n.d.). COMPASS AWR Activity Plan – Egypt. Geneva, Switzerland: International Organization for Migration.
- IOM (n.d.). COMPASS AWR Activity Plan – Ethiopia. Geneva, Switzerland: International Organization for Migration.
- IOM (n.d.). COMPASS AWR Activity Plan – Nigeria. Geneva, Switzerland: International Organization for Migration.
- IOM (n.d.). COMPASS Community-Based Interventions Field Guide. Geneva, Switzerland: International Organization for Migration. Available at: [https://www.canva.com/design/DAEs5vd-Sdl/Eo3fzWlclRW-qIA963RuOQ/view?utm\\_content=DAEs5vd-Sdl&utm\\_campaign=designshare&utm\\_medium=link2&utm\\_source=sharebutton#1](https://www.canva.com/design/DAEs5vd-Sdl/Eo3fzWlclRW-qIA963RuOQ/view?utm_content=DAEs5vd-Sdl&utm_campaign=designshare&utm_medium=link2&utm_source=sharebutton#1).
- IOM (n.d.). COMPASS Country Theory of Change – Ethiopia. Geneva, Switzerland: International Organization for Migration.
- IOM (n.d.). COMPASS Country Theory of Change – Nigeria. Geneva, Switzerland: International Organization for Migration.

- IOM (n.d.). COMPASS Programme Log Frame (excel). Geneva, Switzerland: International Organization for Migration.
- IOM (n.d.). COMPASS Y2 Narrative Country Template – Afghanistan. Geneva, Switzerland: International Organization for Migration.
- IOM (n.d.). COMPASS Y2 Narrative Country Template – Algeria. Geneva, Switzerland: International Organization for Migration.
- IOM (n.d.). COMPASS Y2 Narrative Country Template – Chad. Geneva, Switzerland: International Organization for Migration.
- IOM (n.d.). COMPASS Y2 Narrative Country Template – Egypt. Geneva, Switzerland: International Organization for Migration.
- IOM (n.d.). COMPASS Y2 Narrative Country Template – Ethiopia. Geneva, Switzerland: International Organization for Migration.
- IOM (n.d.). COMPASS Y2 Narrative Country Template – Iraq. Geneva, Switzerland: International Organization for Migration.
- IOM (n.d.). COMPASS Y2 Narrative Country Template – Lebanon. Geneva, Switzerland: International Organization for Migration.
- IOM (n.d.). COMPASS Y2 Narrative Country Template – Libya. Geneva, Switzerland: International Organization for Migration.
- IOM (n.d.). COMPASS Y2 Narrative Country Template – Mali. Geneva, Switzerland: International Organization for Migration.
- IOM (n.d.). COMPASS Y2 Narrative Country Template – Morocco. Geneva, Switzerland: International Organization for Migration.
- IOM (n.d.). COMPASS Y2 Narrative Country Template – Niger. Geneva, Switzerland: International Organization for Migration.
- IOM (n.d.). COMPASS Y2 Narrative Country Template – Nigeria. Geneva, Switzerland: International Organization for Migration.
- IOM (n.d.). COMPASS Y2 Narrative Country Template – Sudan. Geneva, Switzerland: International Organization for Migration.
- IOM (n.d.). COMPASS Y2 Narrative Country Template – Tunisia. Geneva, Switzerland: International Organization for Migration.
- IOM (n.d.). COMPASS Year 2 Plan. Geneva, Switzerland: International Organization for Migration.
- IOM (n.d.). Cooperation on Migration and Partnerships to Achieve Sustainable Solutions (COMPASS) Programme Document. Geneva, Switzerland: International Organization for Migration.
- IOM (n.d.). Getting to equality: Measuring gender results to improve IOM's performance. Baseline report. Geneva, Switzerland: International Organization for Migration.
- IOM (n.d.). Guiding Safe Migration: 2021-2022: COMPASS Year One results. Geneva, Switzerland: International Organization for Migration.
- IOM (n.d.). IOM Case Management Global Virtual Training Report. Geneva, Switzerland: International Organization for Migration.
- IOM (n.d.). IOM's Activities on Migration Data: An Overview. Geneva, Switzerland: International Organization for Migration.
- IOM (n.d.). Trafficking in Persons: Nigeria Data Brief. Geneva, Switzerland: International Organization for Migration.
- IOM Iraq Mission (2022). Iraq Mission: IOM Displacement Tracking Matrix. Baghdad, Iraq: International Organization for Migration Iraq Mission. Available at: <https://iraqdtm.iom.int/>.
- KPSRL (2021). Security and Rule of Law and Building Back Better: Why Localization matters in promoting inclusive and sustainable development in post-COVID work – Key Takeaways from Online Discussion. The Hague, Netherlands: Knowledge Platform Security & Rule of Law.

- MOPAN (2019). International Organization for Migration (IOM): 2017-18 Performance Assessment. Multilateral Organization Performance Assessment Network.
- Samuel Hall (2022). Evaluation of the project "Strengthening Protection and Assistance to Vulnerable and Stranded Migrant in and Transiting through North Africa (PROTECT II)" (draft one).
- Shumkovski, A. (2020). External Assessment of the Inclusion of Gender in IOM Evaluations: Report to the UN System Wide Action Plan (UN-SWAP) for Gender Equality and the Empowerment of Women (GEEW).
- Yenna (2022). Who are we?. Dakar, Senegal: Yenna. Available at: <https://www.yenna.org/en/who-we-are>.



## Annex IV Evaluation Matrix COMPASS

EQ	Criteria	Sub-questions	Indicators	Information sources/Data collection methods
<p>1. Inasmuch as possible at this stage, what can be said about the fitness for purpose of the COMPASS programme design?</p> <p>- The extent to which the COMPASS structures, processes and approaches are effective, efficient and relevant, and enable the programme to achieve its objective and outcomes in the relevant country contexts and globally. In other words: to what extent and in what way are the structures, processes and approaches enabling or hindering factors in achieving the COMPASS objectives?</p> <p>- Coherence: is intervention likely to benefit or is it</p>	<p>1. Relevance <i>The extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.</i></p>	<p>1.1. Has the potential of COMPASS and its whole-of-society approach been established comprehensively, fully and clearly?</p> <p>1.2 Does COMPASS address the priorities of all partners (NL, MFA, IOM, national authorities, communities)?</p> <p>1.3 To what extent is COMPASS in line with the transformation process that the IOM is currently facing?</p> <p>1.4 Does COMPASS contribute to the global (IOM) policy commitments (e.g. Grand Bargain and state commitments under the Global Compact on Migration)? Were adjustments made to respond to external factors of the programme (e.g. COVID-19 related effects, etc)?</p>	<ul style="list-style-type: none"> <li>• Utility/appropriateness to migrant populations;</li> <li>• Number/type of consultations with key stakeholders (e.g. internal NL MFA, IOM, national authorities, communities,...);</li> <li>• Degree of alignment with IOM strategy and policy priorities, Agenda 2030, Global Compact on Migration, national policies;</li> <li>• Inclusion of cross-cutting issues in COVID-19-related action plans;</li> <li>• Context appropriate (both structures and communication strategy).</li> </ul>	<ul style="list-style-type: none"> <li>• Programme documents review, including IOM M&amp;E data;</li> <li>• Interviews: NL MFA; IOM staff; RC/RC Movement; UNHCR; UN Women; UNODC; EU DG INTPA and EU DG NEAR; INGOs; NNGOs; in-country coordination structures; government authorities (national/local);</li> </ul>
	<p>2. Effectiveness <i>The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential</i></p>	<p>2.1 Does the way the programme is structured and managed facilitate achieving COMPASS' institutional objectives?</p> <p>2.2 Do the programme structure and processes succeed in facilitating a whole-of-society approach to migrant protection and assistance?</p>	<ul style="list-style-type: none"> <li>• Quality and contribution of: <ul style="list-style-type: none"> <li>• COMPASS governance structure and processes (at various levels);</li> <li>• Administrative agreement MFA with IOM and IOM with other partners;</li> <li>• Integration of COMPASS into broader IOM's governance structures (% NL funding contributing to COMPASS objectives);</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• FGDs in case studies: migrant populations as appropriate (disaggregated by age, sex and gender, vulnerability); IOM staff</li> </ul>

EQ	Criteria	Sub-questions	Indicators	Information sources/Data collection methods
<p>benefitting from any complementarity/synergies with other interventions funded by the Dutch and by other entities (donors, public and private)?</p>	<p><i>results across groups</i></p>	<p>2.3 To what extent are protection considerations, including the principle of the rights-based approach, integrated in the COMPASS structure, processes and approaches?</p> <p>2.4 To what extent do the programme and its implementation consider conflict sensitivity issues and the do no harm principle? Does the programme monitor and adapt to changes in context sufficiently?</p>	<ul style="list-style-type: none"> <li>• Level and type of knowledge creation (including on the cross-cutting issues) within COMPASS;</li> <li>• Connection between knowledge creation from COMPASS and broader IOM policies;</li> <li>• Level of stakeholder participation;</li> <li>• Number of training actions on programme objectives, communication strategy, cross-cutting issues;</li> <li>• 'People on the move' are included in decision-making processes on their safety;</li> <li>• Functioning mechanisms (incl. advocacy, partnerships,...) are available for reporting and responding to human rights violations.</li> </ul>	
	<p>3. Efficiency <i>The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way</i></p>	<p>3.1 To what extent do the NL MFA and IOM perceive the transaction costs involved in COMPASS are worth the effort and expected outcomes?</p> <p>3.2 Is the staffing for delivering the programme appropriate and how are the necessary structural and technical means guaranteed (at the different levels)?</p> <p>3.3 How does COMPASS compare to previous support from NL MFA to IOM (if applicable)?</p>	<ul style="list-style-type: none"> <li>• Perceptions on the administrative establishment of the programme;</li> <li>• Changes in programming;</li> <li>• Reprogramming of funds;</li> <li>• Revision of timelines for implementation.</li> </ul>	
	<p>4. Coherence <i>The compatibility of the intervention with</i></p>	<p>4.1 To what extent is COMPASS building on lessons learnt/complementing</p>	<ul style="list-style-type: none"> <li>• Definition of relative gaps and complementarities;</li> <li>• Type of funding design;</li> </ul>	



EQ	Criteria	Sub-questions	Indicators	Information sources/Data collection methods
	<p><i>other interventions in a country, sector or institution.</i></p> <p>5. Sustainability &amp; impact <i>The extent to which the net benefits of the intervention continue or are likely to continue.</i></p>	<p>programmes such as PROSPECTS, PROTECT and EU-IOM Joint Initiative?</p> <p>4.2 To what extent does the COMPASS programme address IOM's fragmented project-based institutional setup?</p> <p>5.1 Which changes to the structure, processes and/or approaches can be made to increase the expected effectiveness, relevance, efficiency, coherence, sustainability and impact at the end of the implementation time?</p> <p>5.2 Are COMPASS approaches being institutionalised within IOM?</p> <p>5.3 What is the buy-in of the programme approach by COMPASS partners?</p> <p>5.4 What role can the MFA (HQ and/or Embassies) play as donor and partner to increase COMPASS' fitness-for-purpose?</p>	<ul style="list-style-type: none"> <li>Type of programmatic outputs and outcomes.</li> <li>Gaps are identified and solutions found;</li> <li>Degree of institutionalisation of programme approaches;</li> <li>Degree of buy-in of the COMPASS approach by external stakeholders/partners;</li> <li>Definition of difference between partner and donor.</li> </ul>	
<p>2. Communication and visibility: is the programme communication strategy being applied in a manner that is beneficial to the programme and partners?</p>	<p>1. Effectiveness</p>	<p>1.1 Is the goal/objective of the communication strategy aligned with the overall objectives and expected outcomes of the COMPASS programme?</p> <p>1.2 Is information on the programme (objectives, approaches and structures) presented as described in the communication strategy?</p> <p>Is the communication strategy being used coherently and consistently by COMPASS staff at global, regional and country levels?</p>	<ul style="list-style-type: none"> <li>Degree of awareness/use of communication strategy by COMPASS staff and partners across global/regional/country levels;</li> <li>Perception of COMPASS staff and partners of usefulness of the communication strategy;</li> <li>Number of training actions on communication strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents review</li> <li>Interviews: NL MFA; COMPASS/IOM staff; COMPASS partners</li> </ul>

EQ	Criteria	Sub-questions	Indicators	Information sources/Data collection methods
<b>CROSS-CUTTING ISSUES</b>				
<p>3. Has the programme mainstreamed the crosscutting issues gender, Mental Health and Psychosocial Support (MHPSS) and localization in a relevant, coherent, efficient and effective manner?</p>	<p>1. Relevance</p>	<p>1.1. Is the design of COMPASS effectively contributing to the creation of favourable conditions for gender equality, MHPSS and localisation? Does it contribute to the global (IOM) policy commitments (e.g. Grand Bargain and state commitments under the Global Compact on Migration)? Were adjustments made to respond to external factors of the programme (e.g. COVID-19 related effects, etc)?</p> <p>1.2. What mechanisms are used for mainstreaming of gender, localisation and MHPSS and revision of programme milestones and results at global, regional and country level? How are the different stakeholder groups (NL MFA; IOM, migrants, communities, (national) country authorities) involved in this process?</p>	<ul style="list-style-type: none"> <li>• Utility/appropriateness to migrant populations;</li> <li>• Number of partnerships with governments, IGOs, INGOs, NNGOs for planning, coordination and implementation of support on crosscutting issues;</li> <li>• Inclusion of cross-cutting issues in COVID-19-related action plans;</li> <li>• Number of joint policy/advocacy initiatives with IOM partners on gender, MHPSS and localisation;</li> <li>• Program staff are able to refer individuals with mental health and psychosocial problems to appropriate services;</li> <li>• Program activities fit with local values, are culturally appropriate, and are delivered respectfully;</li> <li>• Migrants are included in the process program design, planning, and implementation;</li> <li>• Migrants are aware of their rights and codes of conduct for program staff;</li> <li>• Programmatic changes were made in response to comments/feedback from migrants and other stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Programme documents review;</li> <li>• Interviews: NL MFA; IOM staff; RC/RC Movement; UNHCR; UN Women; INGOs; NNGOs; in-country coordination structures; government authorities (national/local);</li> <li>• FGDs: migrant populations as appropriate (disaggregated by age, sex and gender, vulnerability); IOM staff.</li> </ul>
	<p>2. Coherence</p>	<p>2.1 Was the treatment of the crosscutting issues throughout the inception phase logical and coherent? Is the approach taken under COMPASS in line with internal</p>	<ul style="list-style-type: none"> <li>• Alignment with principles laid down in the GCM, Grand Bargain, LNOB, SDGs, IASC Guidance on MHPSS etc;</li> </ul>	

EQ	Criteria	Sub-questions	Indicators	Information sources/Data collection methods
		<p>guidelines and aligned with global policy standards and commitments?</p>	<ul style="list-style-type: none"> <li>• Alignment with similar programmes from multilateral and bilateral donors;</li> <li>• Alignment with upstream” (towards the country-level coordination structures and national/local governments, “peer-side” (with other agencies) and “downstream” (at the level of the implementing partners).</li> </ul>	
	3. Efficiency	<p>3.1 Are the means and resources being used efficiently to achieve results in terms of improved benefits for women, men, girls, boys of all ages including those who identify as LGBTI+? How well are the available resources used when mainstreaming gender, MHPSS and localisation considerations into the programme?</p>	<ul style="list-style-type: none"> <li>• Changes in programming;</li> <li>• Reprogramming of funds;</li> <li>• Revision of timelines for implementation.</li> </ul>	
	4. Effectiveness	<p>4.1 Have the results contributed to the achievement of the planned results and outcomes, and have benefits favoured male and/or female target groups? Did stakeholders (organisations, institutions, indirect target groups) benefit from the interventions in terms of institutional capacity-building in the area of gender mainstreaming and the development of gender competence among their staff?</p>	<ul style="list-style-type: none"> <li>• Level and type of knowledge creation on the cross-cutting issues within COMPASS;</li> <li>• Connection between knowledge creation from COMPASS and broader IOM policies;</li> <li>• Program activities incorporate efforts to identify, activate, and support local resources that support gender-appropriate psychosocial wellbeing;</li> <li>• Program activities facilitate engagement/linkages with formal and informal social structures that promote community connectedness (e.g., civil and</li> </ul>	

EQ	Criteria	Sub-questions	Indicators	Information sources/Data collection methods
			<p>community organizations; religious groups; youth educational and recreational activities);</p> <ul style="list-style-type: none"> <li>• Program activities support the reunification and maintenance of family and community support systems;</li> <li>• People have access to health services that prevent or reduce mental health problems and associated impaired functioning;</li> <li>• All programs have trained staff and systems on gender and for management of mental health and psychosocial problems;</li> <li>• Program staff are able to identify appropriate gender-sensitive and gender mainstreaming strategies and to refer individuals with mental health and psychosocial problems to appropriate services;</li> <li>• Localisation is clearly defined and expected outcomes clearly communicated;</li> <li>• Number of joint policy/advocacy initiatives with IOM partners on gender, MHPSS and localisation.</li> </ul>	
	5. Sustainability	5.1 Is the mainstreaming of cross-cutting issues being institutionalised within IOM more broadly?	<ul style="list-style-type: none"> <li>• Degree of institutionalisation (integration into broader IOM structures, processes and approaches).</li> </ul>	

## Annex V Country summaries

Country case studies form an important tool to collect in-depth information on the structure and approach of the COMPASS programme and the way the programme is implemented in practice. The findings from the case studies in Egypt, Iraq and Nigeria help build a comprehensive picture of the fitness or purpose of the COMPASS programme design and feed into the overall MTE report.

### **Methodological approach and limitations**

The country case studies have relied on the review of country-specific documentation (listed in Annex III), semi-structured interviews (listed in Annex II) with IOM staff, COMPASS focal points at the Embassy of the Netherlands in the country and selected external stakeholders (e.g., national government and NGO partners, other institutional donors and staff of international organisations) and FGDs with beneficiary groups in Nigeria in consultation with the IOM mission there. The sample was chosen through purposive sampling. Data was collected through an in-person country visit for Nigeria (from 22 to 26 August 2022) and Egypt (from 10 to 16 September 2022). The case study for Iraq was conducted remotely in consideration of the security situation at the time. Both in Nigeria and Iraq, the MTE team benefitted from the support of local researchers who led on the FGDs with beneficiary groups and national stakeholders respectively. The data collected for the case studies was triangulated with information collected through key stakeholder interviews at the global and regional level and through a review of relevant programme documentation where available.



# Egypt summary

## Context

Egypt's geographic position between the Middle East and East Africa, as well as its closeness to Europe, makes the country both a key destination and transit route. The recent unstable political climate in the region has exacerbated the number of arriving migrants and contributed to a pool of mixed migration movements both in terms of origin country and type of migrant.

According to IOM estimates from July 2022, Egypt currently hosts nine million international migrants, including expatriate workers, economic migrants and migrants who are transitioning through Egypt.<sup>38</sup> The main communities are estimated to be the Sudanese, Libyan, the Syrian and the Yemeni populations. However, the country also hosts a significant number of migrants from Saudi Arabia, South Sudan, Somalia, Iraq, Palestine and Ethiopia. The IOM estimates that approximately 13 to 15 percent of the nine million migrants, approximately 1.1 to 1.3 million individuals, are considered to be in a vulnerable situation. In particular, trafficking and smuggling in and out of the country continues to be a challenge.

In recent years domestic economic and demographic problems have exacerbated the migration challenges. The COVID-19 pandemic, combined with high unemployment and poverty rates has exposed a larger number of migrants at risk and demands for protection services at the individual and community level have risen.<sup>39</sup>

## Key takeaways

The following points summarise the key takeaways for the Egypt case study according to the OECD criteria adopted for the overall mid-term evaluation.

### Relevance and coherence

- The decision to include Egypt as one of the fourteen COMPASS countries is deemed appropriate for both IOM and the Dutch government. Egypt is a country of origin, transit and destination: COMPASS has the added value of allowing IOM to contextualise the programme to the Egyptian reality. Interventions are carried out under all three spheres of the ecological approach (under outcomes 1, 2 and 3). As such, COMPASS contributes to all activities of IOM Egypt across the full spectrum from protection and direct assistance to reintegration. At the individual level, COMPASS is allowing a particular focus on the protection and assistance to children. COMPASS is supporting the work done at the community level, through awareness raising activities. At the structural level, COMPASS supports the training conducted for the law enforcement officials by adding new modules to the existing plan. The multi-year and flexible nature of COMPASS reportedly allows IOM to align programmes to its overall strategy on an evidence and need basis;
- COMPASS is being used to complement other existing projects given donors' overall limited interest in funding activities in Egypt. The EU-IOM Joint Initiative (JI) under the EU Trust Fund, for example, covers return and reintegration, as well as a small amount of pre- and post- arrival direct assistance. COMPASS addresses increased numbers of vulnerable migrants. As such, in

<sup>38</sup> International Organisation for Migration (IOM). (2022). Triangulation of Migrant Stock in Egypt July 2022.

<sup>39</sup> International Organisation for Migration (IOM). Context analysis and country overview – Egypt.

Year 1 and Year 2 for COMPASS reintegration was not a priority because IOM had already received funding from JI;

- While synergies and complementarities across different donor-funded programmes are maximised, in the absence of a country-specific theory of change for COMPASS in Egypt, it is difficult to discern a coherent narrative as to how COMPASS activities fit in the overall country and global COMPASS strategy. Building on support being received from other donors and other programmes, COMPASS runs the risk of being perceived as a gap filler through a sum of different activities that may or may be not connected to one another;
- In its support to strengthening the capacities of Egyptian authorities through the provision of targeted training sessions for law enforcement officials and staff from the Ministry of Interior, IOM Egypt supports the objectives of the Global Compact for Safe, Orderly and Regular Migration (GCM). COMPASS enables that targeted approach based on the priorities identified by the government of Egypt and supports the nomination of Egypt as a Champion for the Global Compact for Migration.

### Effectiveness

- According to IOM's organisational structure, Egypt houses both IOM country office and its regional office for the Middle East and North Africa. In IOM's structure, the regional offices oversee, plan, coordinate and support IOM activities within their region. They are also responsible for project review and endorsement and provide technical support to country offices, particularly in the area of project development, project implementation, monitoring and evaluation, resource mobilization, resource management, and liaison coordination with regional and subregional governments, United Nations agencies and other key partners. COMPASS is currently housing one of its core staff – its protection officer – within the Regional Office in Cairo, which is the one overseeing the majority (eight out of fourteen) of COMPASS countries;
- COMPASS staff capacity within the Regional Office allows to have dedicated support in the region and to be closer to the operational implementation of the interventions funded by COMPASS. As such, the protection officer plays a double role, supporting all fourteen countries in particular under outcome 1 and providing regional support. While this was a conscious and strategic choice, there has not been a clear definition of roles and responsibilities between COMPASS core team members housed in a regional office and regional thematic specialists, for example. The lack of clarity may engender a lack of ownership at the regional level and create a parallel structure outside of the institutional IOM ones;
- The level of flexibility typical of COMPASS allows IOM to fulfil its mandate and intervene according to priorities and needs. As opposed to other donor-funded projects/programmes which specify target groups at the outset, COMPASS empowers IOM to respond to evolving circumstances on the basis of assessed needs;
- The fact that Egypt is part of a programme alongside other 13 countries has helped adopt institutional approaches that are coherent across the different IOM missions. This is particularly true when it comes to case management. The availability of a forum/community of practice is particularly well appreciated as it offers opportunities for peer learning and exchange without having to rely only on headquarters to organise webinars and learning sessions. Given the projectized nature of IOM, having a more mainstreamed approach to case management further facilitates staff mobility;
- There is a general feeling that the inclusion of Egypt under COMPASS has entailed a trade-off for the mission. COMPASS comes with a certain loss of management independence but offers gains in knowledge exchange and cross collaboration because of its global nature. To be able to fully build on the gains however further exchanges along the lines of those offered for case management were generally deemed helpful by IOM staff;
- Protection results in Egypt are largely informed by the political context in the region and the priorities of all stakeholders involved. All protection actors in Egypt are confronted with similar



challenges and the Dutch Embassy has an opportunity to leverage its financial instruments (not only COMPASS but also PROSPECTS, which is a partnership between UNHCR, UNICEF, ILO, the World Bank and the International Finance Corporation (IFC) to address situations of protracted displacement) to create an informal forum for policy dialogue. There is already a certain level of bilateral cooperation between IOM and some of the other UN agencies, but a collective dialogue may help identify common challenges and opportunities and leverage complementary strengths, provided there is willingness and interest from the different organisations.

### Efficiency

- IOM Egypt benefits from a dedicated COMPASS project officer who is able to manage most of the coordination costs (coordination with IOM HQ and Dutch embassy in Cairo, internal coordination within IOM Egypt and with government authorities);
- Internal communication at IOM Egypt on the coordination of COMPASS interventions appears to have improved since the recruitment of the dedicated project officer and the establishment of clear communication protocols;
- In a comparison with PROTECT II, another project funded by the Netherlands and now ending, COMPASS introduces two elements that make it slightly less efficient according to interviews, especially with regard to interventions of direct assistance. First, it introduces an extra layer for the use of the flexible funding, in the sense that it needs to be cleared off by the dedicated Head of Unit and the COMPASS project officer at IOM Egypt, before being approved by IOM HQ and receiving the final approval from the Dutch Ministry of Foreign Affairs. Second, it introduces the requirement for annual planning as opposed to the 2-year cycle with PROTECT.

### Sustainability

- The focus on technical support to government authorities is intrinsically building sustainability for COMPASS results. For example, the video developed by IOM for the national awareness raising campaign on the dangers of irregular/illegal migration was aired by Egyptian officials and became entirely owned by the National Coordinating Committee on Preventing and Combatting Illegal Migration and Trafficking in Persons (NCCPIM&TIP). The campaign was originally developed within the framework of a previous NL-funded IOM project and COMPASS contributed to its 3<sup>rd</sup> wave of dissemination in 2022. Additionally, other donors have contributed to its first and third waves of dissemination as well;
- Sustainability is also seen in terms of exporting to COMPASS funding model (flexible and multi-year) to other donors. Greater coordination among donors could help better align expectations and types of support and enhance overall sustainability of IOM interventions.

### Communication and visibility

- All IOM staff were aware of the COMPASS communication strategy even though they acknowledged it is not something they are extremely familiar with as it goes beyond their area of responsibilities. There is a dedicated communication focal point within the COMPASS team at IOM Egypt. Support is found both from the COMPASS core team and the communications assistant at IOM Egypt. Existing COMPASS communication tools are well known and there are plans to further leverage them to share Egypt-specific information as in the case of the Waka Well website;
- Greater exchange across the fourteen countries could be beneficial in sharing lessons learnt and leveraging different capacities across the different missions.

### Cross-cutting issues

- Gender is an institutional priority for IOM, and this appears throughout its work in Egypt: in addition to a gender focal point in country, revision of tools, proposals and case management

interviews are based on gender scoring; ensuring presence of women among community leaders and increasing partnerships with organisations working with women, as in the case of the Egyptian Red Crescent who provides tailored services to women and girls;

- Mental Health and Psychosocial Support (MHPSS): COMPASS in Egypt benefits from dedicated resources housed under the unit responsible for direct assistance. It is an area of focus for IOM more generally – with impetus having come from Iraq - and as such COMPASS is supporting IOM's institutional journey towards greater integration of MHPSS components across different activities. The approach taken is to start from the specific needs of both migrants and case workers and identify appropriate services and follow up;
- Localisation: there is a general lack of clarity in terms of what is to be expected for the mainstreaming of localisation, but it is clear that for IOM partnering with grassroots organisations is an opportunity to increase their reach beyond the migrant communities they already serve. This is where the partnership with the Egyptian Red Crescent and their network of volunteers comes in. More generally, a discussion around localisation intended as equal partnerships with national/local civil society will need to address the question of who the partners may be. In the interviews across the different stakeholders (IOM staff, donors, UN agencies), references were made to the same four organisations (Caritas Egypt, St. Andrew's Refugee Services -StARS, Terre des Hommes -TdH- Egypt, Psycho-social services and Training Institute in Cairo -PSTIC). This raises the question of both the added value of each partnership across the UN family as well as issues around absorption capacity. There is an opportunity to have a strategic discussion led by the Dutch Embassy in Cairo and in concert with PROSPECTS partners around expectations for localisation in Egypt with a focus on protection and how these translate for each of the organisations currently funded under PROSPECTS and COMPASS. IOM, for example, is well positioned to continue working with community-based organisations, given their experience in supporting community-based schools, for example and the presence of the Migrant Community council – an informal network composed of community leaders who provide feedback on IOM's plans and activities.

# Nigeria Summary

## Context

As of 2020<sup>40</sup>, there were an estimated 1.3 million migrants in Nigeria, representing some 0,6% of the country's population. While Nigeria is a country of net migration, it has also long played host to migrants from across West Africa. In addition, because of increased violence by non-State armed groups in North East Nigeria, there were also an estimated 2.1 million internally displaced persons by October 2021.<sup>41</sup> Additionally, Nigeria remains a source, transit and destination country when it comes to human trafficking. According to statistics for 2019- 2022 from the National Agency for the Prohibition of Trafficking in Persons (NAPTIP), 61% of human trafficking in Nigeria happens internally, while 39% is generated from cross-border trafficking.<sup>42</sup>

Nigeria has spearheaded significant reforms to migration policy in the last decade. These include extensive legal and policy frameworks, which reflect a shift from an approach centred around control of immigration to one of easing mobility.<sup>43</sup> On human trafficking specifically, the government has maintained efforts to prevent it with NAPTIP leading the federal government's efforts. Other line Ministries, however, such as Defense, Justice, Foreign Affairs, Labor and Productivity, and Women Affairs and Social Development all have responsibilities in supporting the country's response to human trafficking.<sup>44</sup>

## Key takeaways

The following points summarise the key takeaways for the Nigeria case study according to the OECD criteria adopted for the overall mid-term evaluation.

### Relevance and coherence

- By intervening at all three levels (individual, community and structural), COMPASS in Nigeria clearly reflects a whole-of-society/ecological approach. Awareness-raising activities are particularly important in hinterland communities. Given the Government of Nigeria's stance against human trafficking in "traditional" cities located close to the border or the sea, such as Lagos and Benin City, traffickers have started looking for victims in traditional rural communities. Awareness-raising activities are particularly useful to educate the communities and to show them how empty the traffickers' promises are, and the risks associated with them;
- COMPASS activities address clear needs, in particular for victims of human trafficking based on the priorities of the Nigerian Federal and State-level Government(s);
- COMPASS clearly benefits from the fact that countries in the Middle East are included in the programme since these are countries where Nigerians are often trafficked to. COMPASS makes cooperation on return and reintegration between IOM offices in Nigeria and in these countries (Lebanon in particular) much easier;
- Capacity building clearly anticipates on the needs of the Nigerian Government as it helps to set up state level anti-trafficking platforms in which the state-level government, the judiciary system and NGOs are involved to facilitate cooperation in their fight against human trafficking;

<sup>40</sup> <https://www.migrationpolicy.org/programs/data-hub/charts/international-migrants-country-destination-1960-2020>.

<sup>41</sup> [https://nigeria.iom.int/sites/g/files/tmzbd11856/files/documents/2022\\_Nigeria\\_Crisis\\_Response\\_Plan\\_2022.pdf](https://nigeria.iom.int/sites/g/files/tmzbd11856/files/documents/2022_Nigeria_Crisis_Response_Plan_2022.pdf).

<sup>42</sup> <https://naptip.gov.ng/wp-content/uploads/2022/06/2021-data-analysis.pdf>.

<sup>43</sup> [https://cdn.odi.org/media/documents/HMI\\_Nigeria\\_country\\_profile\\_web.pdf](https://cdn.odi.org/media/documents/HMI_Nigeria_country_profile_web.pdf).

<sup>44</sup> <https://www.state.gov/reports/2022-trafficking-in-persons-report/nigeria/>.

- To a certain extent, COMPASS is linked to other IOM projects in Nigeria. Most notably, COMPASS tops up funding of return and reintegration activities foreseen under the EU-IOM Joint Initiative;
- There is limited donor coordination. A working group on migration has been discontinued, although donors in Nigeria (at embassy level) continue to have much bilateral discussions on migration. However, donors clearly have different rationales and historical backgrounds to engage in migration policies in Nigeria;
- The Nigerian COMPASS project manager at IOM manages multiple (donor-funded) projects. While this facilitates internal coordination and synergies between programmes, it makes attribution more difficult.

#### Effectiveness

- COMPASS builds to a large extent on initiatives that were already ongoing. These include for example the support for state-level anti-trafficking platforms in more States (which started in a limited number of states with UK and Swiss funding), support for return and reintegration under the EU-IOM JI and awareness-raising activities under the NL-funded Migrants as Messengers (MaM) programme;
- Ultimately, COMPASS has improved the quality of service-provision to migrants by extending protection, return and reintegration to victims of human trafficking and the establishment of coordination platforms at State level;
- Currently however, IOM Nigeria is confronted with a large caseload of victims of trafficking in UAE countries. These countries are unfortunately not COMPASS countries.

#### Efficiency

- The programme is considered by IOM Nigeria as very flexible, which is beneficial for programming (for example it allowed to adapt for COVID).

#### Sustainability

- There is limited scope for sustainability as the protection and return and reintegration of victims continue to require donor-funding. Also, the Government of Nigeria doesn't seem to reserve sufficient budget for State-level coordination platforms to operate independently of donor funding.

#### Communication and visibility

- Implementing Partners (IP) are often unaware of what COMPASS is, even though the programme has been introduced (via email) and communication materials are available and used;
- Interviewees from IOM stated to be unaware of the COMPASS communication strategy. With regards to communication and visibility issues, IOM staff often referred to the communications officer in Dakar.

#### Cross-cutting issues (Gender, MHPSS, Localisation)

The case study revealed that these issues already automatically covered in the work of IOM in Nigeria:

- Helping victims of Human Trafficking requires a gender sensitive approach, given the nature of the issue at stake which is often related to sexual abuse;
- Protection of victims in Nigeria is rights-based;
- MHPSS is provided to victims, but this depends in reality on the availability of experts in the field (IP);
- A MHPSS unit is available at IOM Nigeria;

- Localisation: It is recognised that local government and communities play an important role in migration responses (with reference to awareness raising);
- Localisation: There is a gradual change taking place at IOM in which IOM slightly moves away from being an “implementation organisation” as it works increasingly with local IPs.



# Iraq Summary

## Context

Iraq has experienced decades of armed conflict, causing waves of political and economic instability. While significant progress has been made to address humanitarian needs in Iraq, according to IOM's Displacement Tracking Matrix (DTM) as of December 2021,<sup>45</sup> close to 1.2 million persons remained displaced in camps and informal displacement sites, out-of-camp settlements and host communities. As areas occupied by the Islamic State of Iraq and the Levant (ISIL) were retaken by Iraq's security forces, internally displaced persons (IDPs) have been gradually returning to their areas of origin.<sup>46</sup> Challenges preventing the safe and durable return of IDPs, such as social cohesion challenges, access to services, and security, however, persist. These obstacles have been compounded by the COVID-19 pandemic, which has exacerbated economic difficulties for the most vulnerable populations, including migrants.

Further to return dynamics linked to internal displacement, there have been returns of Iraqi nationals who had been attempting to cross into the European Union during 2021, after political friction between the EU and Belarus.<sup>47</sup> Supported by the international community, the Iraqi government has taken several actions to support safe returns and negotiate a systematic response to returns, reintegration and readmission.<sup>48</sup>

Iraq is a signatory of the Global Compact on Migration (GCM) and a member of the Champion Country initiative. Iraq was the first country in the Middle East and North Africa region to submit both a Voluntary National Review (VNR) – an overview of the State's progress toward the GCM's objectives – and a set of forward-looking policy pledges. Among these, there is the expansion and strengthening of the National Referral Mechanism for Reintegration, which is a core component of the COMPASS programme in Iraq.

## Key takeaways

The following points summarise the key takeaways for the Iraq case study according to the OECD criteria adopted for the overall mid-term evaluation.

### Relevance and coherence

- COMPASS provides an inherent added value to the different partners: IOM, the Dutch and the Iraqi governments. It responds to a policy priority of both the Iraqi and the Dutch governments, with a focus on return, readmission and reintegration, which is part of Iraq's National Migration Strategy adopted in 2020. Because of its flexibility, COMPASS allows to tailor activities to the specific context of Iraq and to have a comprehensive approach to migration management;
- Iraq's National Migration Strategy is the key governance framework for migration and is a tool for the implementation of Iraq's commitments under the Global Compact for Safe, Orderly and Regular Migration (GCM). Anchoring COMPASS' interventions in the Strategy helps support the strengthening of the Iraqi government's migration governance capacities in line with the GCM;

---

<sup>45</sup> <https://dtm.iom.int/iraq>.

<sup>46</sup> <https://crisisresponse.iom.int/sites/g/files/tmzbd1481/files/appeal/documents/IOM%20Return%20Strategy.pdf>.

<sup>47</sup> <https://www.crisisgroup.org/europe-central-asia/eastern-europe/belarus/behind-frictions-belarus-poland-border>.

<sup>48</sup> <https://crisisresponse.iom.int/response/iraq-crisis-response-plan-2022-2023>.

- For IOM, COMPASS appears to be seamlessly integrated into the IOM Iraq's strategy according to a compelling narrative which focuses on the structural level of the COMPASS ecological approach (outcome 3). It allows to focus on the implementation of the national referral mechanism for the reintegration of returnees operated by the Ministry of Migration and Displacement (MoMD). COMPASS builds on a holistic approach to migration management connecting research to governance strengthening and policy work. The different components of the programme are complementary with one another. In terms of research, the focus on return migrants helps fill a data gap.

### Effectiveness

- IOM Iraq is one of the largest IOM missions in the world. This allows (COMPASS) programme teams to rely on dedicated support capacity including on communications and MEAL;
- As part of the restructuring at country level, the newly created dedicated protection division within IOM Iraq has been instrumental in protection mainstreaming at country level – in terms of review of operational and policy guidance, communication products and training curricula;
- COMPASS per se is not influencing new ways of working but rather supporting IOM Iraq and the Iraqi government in addressing their strategic priorities in a more holistic way. It builds on the relationship that IOM Iraq has already built with the government of Iraq through previous and complementary work under other programmes;
- Lessons learnt from the implementation of outcome 3 activities in support of the national referral mechanism are being leveraged to expand that support from Anbar to other areas of Iraq, namely Baghdad. There is potential for those lessons to be amplified outside of Iraq for the benefit of other contexts, but this is not fully happening yet. It is one of the priorities, however, in the new strategic results framework;
- For the Dutch government, COMPASS is not the sole funding mechanism informing its partnership with IOM in Iraq. It is an increasingly important one given both governments' (Iraq and the Netherlands) priorities, but it is mostly managed in The Hague with support from the Embassy in Baghdad. Provided there is sufficient capacity and/or a reprioritisation of current workload, the Embassy could play a more strategic role in the trilateral partnership between IOM, the Iraqi government and the Dutch government (e.g. identifying complementarities with other Dutch-funded programmes in Iraq, including PROSPECTS and leveraging the Dutch government's priorities in Iraq). To do so, however, staff from the Dutch embassy would need to get closer to the programmes;
- COMPASS is effectively enabling a whole-of-government approach in supporting the strengthening of institutional capacity on an issue like the reintegration of returnees. Under the leadership of the Ministry of Migration and Displacement (MoMD), several other Ministries (Ministry of Interior, Ministry of Justice, Ministry of Foreign Affairs, Ministry of Planning, line ministries from the Kurdistan Regional Government) are also involved on the basis of the assessed needs of returnees.

### Efficiency

- The overall perception of the transaction costs needed for the implementation of COMPASS activities in Iraq is that they are extremely fair, compared to the type of programme COMPASS is and to other programmes from other donors. None of the donor requirements have been unrealistic. Even costs related to coordination needs appear to be a realistic burden.

### Sustainability

- The 3-year timeframe of the project is deemed an essential element in achieving a certain level of sustainability of the results. As activities focus on strengthening institutional capacity under Outcome 3, there is a certain degree of in-built sustainability into the implementation of



COMPASS in Iraq. The yearly reporting was found by some to further contribute to sustainability of interventions as it allows the opportunity to see what works and what does not;

- In view of the projectized nature of IOM and the relative high turnover in Iraq, IOM has integrated COMPASS within existing divisions and sections that implement programmes that are complementary and target the same stakeholders. COMPASS does not have a separate team. This builds synergies across programmes and addresses the risk of losing the knowledge and expertise built thus far once the programme comes to an end;
- An area that could be further built to strengthen the sustainability of COMPASS is a call for lessons learnt from the COMPASS core team, as an opportunity to collect systematic evidence in terms of the benefits and the gaps of the type of interventions and approaches that are being adopted in Iraq through COMPASS.

### Communication and visibility

- All IOM staff were aware of the COMPASS communication strategy, but this is something that is the ownership of the public information unit more specifically. The communication strategy appears to be working well in Iraq. It was the result of a consultative process at the beginning of the project and seems to take into account the fact that different missions have different levels and degrees of communication capacity. There will not be harmony on the themes across the fourteen COMPASS countries because of the different priorities but the strategy provides a good baseline on branding;
- The gap acknowledged was rather the lack of clarity in the way external communication may be reinforcing knowledge management. There is no forthright guidance on how to link research and knowledge creation to communication and programmes (both in the way programmes inform research and communication and findings inform programme readjustments).

### Cross-cutting issues

- Gender is an institutional priority for IOM and this appears throughout its work in Iraq: collection/use of disaggregated data by sex, gender and disability; policy guidance on how to ensure that disaggregated data is included in the national referral mechanism and that disaggregated data analysis is available; gender parity perspective with equal representation of women and men in workshops and panels; gender-sensitivity to ensure that case workers are sensitised to provide support to different groups according to gender-specific expectations in Iraq;
- Mental Health and Psychosocial Support (MHPSS): COMPASS in Iraq benefits from a dedicated MHPSS unit at IOM and dedicated MHPSS staff (social worker and/or psychiatrist) in each governorate. COMPASS is rather enabling the mainstreaming of MHPSS than pushing it through in Iraq. In the governance work under COMPASS, the focus has been on sensitising case workers for the national referral mechanism to specific issues of trauma especially for returnees and ensuring that among the service categories MHPSS is one of the three major ones (social, psychosocial and livelihoods). This focus has been particularly welcomed by Iraqi government authorities. Thanks to COMPASS, collaboration between the Ministry of Health and MoMD was made easier;
- There are different degrees of understanding and expectations around localisation among IOM staff, but one common reference is the fact that services and responsibilities are managed by national and local authorities and that some elements of COMPASS look at localisation through the referral system. There is also a wish to more clearly understand the expectations of the Dutch government with regard to localisation in Iraq. Given the specific nature of civil society in Iraq, this is one area of focus where the Dutch embassy could be more strategically involved in steering the discussions on what can be achieved on localisation in Iraq so to also align

expectations across the board with similar conversations under the other Dutch-funded programme PROSPECTS.

# Annex VI Interview guides

## Interview guide of IOM Staff

### COMPASS INTERVIEW GUIDE

#### IOM STAFF

##### **Introduction, confidentiality, and consent**

- As per the consent form shared with you, do we have your permission to list your name, title, and Organization in a list of people interviewed on the understanding that nothing you say will be attributed to you by name?
- What's your role and how long have you been in the position? What has been your involvement in the design of the COMPASS programme?

##### **Inasmuch as possible at this stage, what can be said about the fitness for purpose of the COMPASS programme design?**

- Does COMPASS help you improve IOM's work? If yes, how?
- What is the added value of COMPASS?
- What evidence has been used to establish the need for an ecological approach?
- **[for IOM staff involved in the design of COMPASS interventions]** What were IOM's priorities and expectations with a programme like COMPASS? Have they changed over time? Are those priorities and expectations being addressed? How?
- **[for IOM staff not involved in the design of COMPASS interventions]** What are your thoughts or expectations for IOM's priorities and expectations with a programme like COMPASS? Are those priorities and expectations being addressed? How?
- Have there been any significant impacts from the IOM transformation/restructuring process on your work? Does the COMPASS programme design reflect these institutional shifts? How?
- Does COMPASS contribute to the global (IOM) policy commitments (e.g. Grand Bargain and state commitments under the Global Compact on Migration)?
- Were adjustments made to respond to external factors of the programme (e.g. COVID-19 related effects, etc)?

##### **To what extent and in what way are the structures, processes and approaches enabling or hindering factors in achieving the COMPASS objectives?**

- **[for COMPASS focal points in countries]** can you tell us how your position is structurally integrated into the country missions? Who are your key interlocutors? Where does decision-making with regard to COMPASS rests?
- **[for IOM Chiefs of Mission]** how is COMPASS integrated into the structures and processes of the country mission? Are there any differences from other projects? If yes, which ones?
- **[for M&E staff]** Are you responsible for COMPASS-related M&E only? If yes, how does your work connect to the broader work of the mission/unit? If no, are there elements from COMPASS that you have taken and applied to your broader responsibilities?
- Does COMPASS enable better internal processes/structures? If so how? What are the major institutional challenges? How are they overcome?
- To what degree does COMPASS have an influence on IOM's policies and practices? Could you say anything about the influence of COMPASS on the quality of IOM's work?

- What do you understand as protection in the fulfilment of your functions? Is a rights-based approach integrated into the COMPASS structures and processes? How? How do you respond when you are confronted with human rights violations?
- Do you integrate conflict sensitivity and the do no harm principle in the design and implementation of COMPASS? How? Can you give us an example? Are there specific training sessions on this? Who leads them?
- Does the programme monitor and adapt to changes in context and population needs sufficiently? Can you give us an example?
- In your experience, what are the transaction costs involved in the implementation of COMPASS? Are they worth it? What could be improved?

**Is the intervention likely to benefit or is it benefitting from any complementarity/synergies with other interventions funded by the Dutch and by other entities (donors, public and private)?**

- Is the staffing for delivering the programme appropriate? how are the necessary structural and technical means guaranteed (at the different levels)?
- Do COMPASS activities benefit from synergies with other interventions? How and which ones? Does COMPASS contribute to/is complementary with other interventions? How?
- Is COMPASS building on lessons learnt/complementing programmes such as PROSPECTS, PROTECT and EU-IOM Joint Initiative?
- How does COMPASS compare to previous support from NL MFA to IOM (if applicable)? Do you view NL more as a donor or as a partner? Why?
- How is COMPASS different from other traditional IOM interventions (i.e. project-based)? How does the COMPASS programme address IOM's fragmented project-based institutional setup (e.g. high turn-over of staff)?

**Sustainability of COMPASS interventions**

- Which changes to the structure, processes and/or approaches can be made to increase the expected effectiveness, relevance, efficiency, coherence, sustainability and impact at the end of the implementation time?
- Are COMPASS approaches being institutionalised within IOM? How? Can you give an example?
- What role can the MFA (HQ and/or Embassies) play as donor and partner to increase COMPASS' fitness-for-purpose?
- How has the program identified, activated, and/or supported local resources to promote program implementation, impact, and sustainability?

**Communication and visibility: is the programme communication strategy being applied in a manner that is beneficial to the programme and partners?**

- Are you aware of the COMPASS communication strategy? If yes, are you using it? How? Have you been trained on it?
- How useful do you find the communication strategy? Are there changes you would like to recommend?

**Has the programme mainstreamed the crosscutting issues gender, Mental Health and Psychosocial Support (MHPSS) and localization in a relevant, coherent, efficient and effective manner?**

- Is the design of COMPASS effectively contributing to the creation of favourable conditions for gender equality, MHPSS and localisation? If so, how? If no, why not?

- Do migrants and other populations of interest participate on the design of the interventions? Do M&E plans include FGDs or other forms of consultations with migrants and other populations of interest? How is their feedback taken into account?
- How is gender equality being understood in the different types of interventions? What dimensions are being considered?
- How does the mainstreaming of mental health and psychosocial support translate in practice? Are you aware of the IOM manual on community-based mental health and psychosocial support?
  - How does COMPASS promote mental health and psychosocial wellbeing of the population it serves?
  - Do you have referral practices in place for people with mental health and psychosocial problems? How do these work?
- How do you define localisation? How is it mainstreamed across the COMPASS programmes? Does it change for non-COMPASS programmes? If so, how? Are you aware of the IOM manual Participation in practice?
- What does success in the mainstreaming of gender equality look like? What about MHPSS? Localisation? Have you had to adjust programmes to better integrate these cross-cutting issues? Are there any resource gaps that would enable you to achieve better results?
- Have you benefited from training sessions on gender equality, minimum principles for MHPSS, localisation? When and how long was it?
- Has COMPASS contributed to changing policies/processes/practices on gender equality, MHPSS and localisation within IOM? If so, how? What about partners?

## COMPASS INTERVIEW GUIDE

### NL MFA / EMBASSIES

#### **Introduction, confidentiality, and consent**

- As per the consent form shared with you, do we have your permission to list your name, title, and organisation in a list of people interviewed on the understanding that nothing you say will be attributed to you by name?
- What's your role and how long have you been in the position? What has been your involvement in the design of the COMPASS programme?

#### **Inasmuch as possible at this stage, what can be said about the fitness for purpose of the COMPASS programme design?**

- What programmes (other than COMPASS) is the embassy managing that have for aim to counter trafficking in persons and smuggling of migrants, raise awareness on the risks of unsafe and irregular migration, and assist voluntary return and reintegration?
- **[for embassy staff]** Do you feel the inclusion of your country is an appropriate choice? Why?
- **[for NL MFA / embassy staff involved in the design of COMPASS interventions]** What were NL MFA / embassy's priorities and expectations with a programme like COMPASS? Have they changed over time? Are those priorities and expectations being addressed? How?
- **[for NL MFA / embassy staff not involved in the design of COMPASS interventions]** What are NL MFA / embassy's priorities and expectations with a programme like COMPASS? Are those priorities and expectations being addressed? How?
- Does COMPASS contribute to the global policy commitments (e.g. Grand Bargain and state commitments under the Global Compact on Migration)? Do you see COMPASS has an effect on IOM's work? What?
- Were adjustments made to respond to external factors of the programme (e.g. COVID-19 related effects, etc)?

#### **To what extent and in what way are the structures, processes and approaches enabling or hindering factors in achieving the COMPASS objectives?**

- **[for Embassy staff]** Who are your key interlocutors at IOM? Do you feel they are the right ones?
- Is the way COMPASS is structured effective in light of the current policy environment for migrants in your country? Where does the government come in?
- What structures and processes (internal to IOM – at HQ, at country level, at regional level, across the different parts of IOM) do you feel enable the ecological approach of COMPASS? What are the major institutional challenges? How are they overcome?
- Is a rights-based approach integrated into the COMPASS structures and processes? How? How do you expect IOM to respond when confronted with human rights violations?
- Does the programme monitor and adapt to changes in context and population needs sufficiently? Can you give us an example?
- In your experience, what are the transaction costs involved in the implementation of COMPASS? Are they worth it? What could be improved?

**Is the intervention likely to benefit or is it benefitting from any complementarity/synergies with other interventions funded by the Dutch and by other entities (donors, public and private)?**

- Do COMPASS activities benefit from synergies with other interventions? How and which ones? Did you coordinate with other govts/donors in relation to the goals and objectives of COMPASS?
- Is COMPASS building on lessons learnt/complementing programmes such as PROSPECTS, PROTECT and EU-IOM Joint Initiative? If so, how?
- How does COMPASS compare to previous support from NL to IOM (if applicable)?
- How does the COMPASS programme address IOM's fragmented project-based institutional setup (e.g. high turn-over of staff)?

**Sustainability of COMPASS interventions**

- Which changes to the structure, processes and/or approaches can be made to increase the expected effectiveness, relevance, efficiency, coherence, sustainability and impact at the end of the implementation time?
- [for NL MFA staff] Are you aware if COMPASS approaches are being institutionalised within IOM? How? Can you give an example?
- What role can the MFA (HQ and/or Embassies) play as donor and partner to increase COMPASS' fitness-for-purpose?
- Are you aware of any examples where COMPASS approaches have leveraged local resources and/or community participation to promote program implementation, impact, and sustainability?

**Communication and visibility: is the programme communication strategy being applied in a manner that is beneficial to the programme and partners?**

- Are you aware of the COMPASS communication strategy? If yes, how useful do you find the communication strategy? Have you received feedback on it from others? Are there changes you would like to recommend?

**Has the programme mainstreamed the crosscutting issues gender, Mental Health and Psychosocial Support (MHPSS) and localization in a relevant, coherent, efficient and effective manner?**

- Is the design of COMPASS effectively contributing to the creation of favourable conditions for gender equality, MHPSS and localisation? If so, how? If no, why not? Does NL have specific policies on these issues and are they aligned with those of IOM (e.g. localisation)?
- What does success in the mainstreaming of gender equality look like? What about MHPSS? Localisation? Have you had to adjust programmes to better integrate these cross-cutting issues? Are there any resource gaps that would enable you to achieve better results?
- To your knowledge, has COMPASS contributed to changing policies/processes/practices on gender equality, MHPSS and localisation within IOM? If so, how? What about partners?

## About Ecorys

Ecorys is a leading international research and consultancy company, addressing society's key challenges. With world-class research-based consultancy, we help public and private clients make and implement informed decisions leading to positive impact on society. We support our clients with sound analysis and inspiring ideas, practical solutions and delivery of projects for complex market, policy and management issues.

In 1929, businessmen from what is now Erasmus University Rotterdam founded the Netherlands Economic Institute (NEI). Its goal was to bridge the opposing worlds of economic research and business – in 2000, this much respected Institute became Ecorys.

Throughout the years, Ecorys expanded across the globe, with offices in Europe, Africa, the Middle East and Asia. Our staff originates from many different cultural backgrounds and areas of expertise because we believe in the power that different perspectives bring to our organisation and our clients.

Ecorys excels in seven areas of expertise:

- Economic growth;
- Social policy;
- Natural resources;
- Regions & Cities;
- Transport & Infrastructure;
- Public sector reform;
- Security & Justice.

Ecorys offers a clear set of products and services:

- preparation and formulation of policies;
- programme management;
- communications;
- capacity building;
- monitoring and evaluation.

We value our independence, our integrity and our partners. We care about the environment in which we work and live. We have an active Corporate Social Responsibility policy, which aims to create shared value that benefits society and business. We are ISO 14001 certified, supported by all our staff.







P.O. Box 4175  
3006 AD Rotterdam  
The Netherlands

Watermanweg 44  
3067 GG Rotterdam  
The Netherlands

T +31 (0)10 453 88 00  
F +31 (0)10 453 07 68  
E [netherlands@ecorys.com](mailto:netherlands@ecorys.com)  
Registration no. 24316726

**W** [www.ecorys.nl](http://www.ecorys.nl)

***Sound analysis, inspiring ideas***