



Final Evaluation Report of the 2018-2019 EASO-DGMM Roadmap

Executive Summary

The partnership between the European Asylum Support Office (EASO) and the Turkish Directorate General for Migration Management (DGMM) was consolidated in a pilot phase of cooperation (Pilot Roadmap, September 2017 – February 2018) and subsequently in a Roadmap signed in February 2018 and valid until July 2019. The EASO – DGMM cooperation has developed using a participatory approach where EASO and DGMM have been working together in the drafting and identification of areas of cooperation. Following a joint evaluation of the pilot phase and the exchange of information and visits (both at technical and at high level) to EASO and DGMM (January and March 2018 respectively), it was agreed to identify areas of cooperation with concrete activities.

The 2018-2019 Roadmap outlines EASO's intervention in four core pillars (outcomes):

1. Pillar 1: Enhancing the capacity of the Country of Origin Information (COI) Unit in DGMM
2. Pillar 2: Capacity-building of current and new staff in DGMM and the Provincial Directorates for Migration Management (PDMM)
 - Sub-pillar 2.1: Support in the development of training modules and of an e-learning platform
 - Sub-pillar 2.2: Data analysis and development of harmonized indicators
 - Sub-pillar 2.3: Contingency planning
3. Pillar 3: Strengthening the capacity of staff working with vulnerable groups
4. Pillar 4: Support to the new Decision Centre in Ankara.

The 2018-2019 EASO-DGMM Roadmap remains relevant to the needs of Turkey. The intervention appears as part of a process to strengthen the collaboration between EASO and DGMM and to enhance the capacity of DGMM in key priority areas. Within certain pillars and sub-pillars the relevance and effectiveness of the intervention is hindered by absorption capacity constraints, too generalised definition of the needs prior to the intervention and a formulation of the intended objectives that could be more results-oriented in its approach (in particular Pillar 4).

Overall, EASO was able to deliver on most activities and outputs within the planned timeframe (e.g. particularly successful was the intervention within Sub-pillar 2.3.), but there remain underachievement (e.g. Pillar 3), also due to limited consideration of possible delays relating to internal and external staffing and coordination challenges. The lack of an independent, formalised monitoring function and consolidated reporting elements on activities and Roadmap results indicators (e.g. activity reports, monthly reports, indicators data collection) has an impact on the possibility to evaluate the effectiveness and efficiency of EASO's intervention. Limited data could be retrieved during the desk review phase of this evaluation. Such an information gap equally hinders the process to use validated and real time information and analysis for an informed decision-making process to respond to situational changes.

Whereas overall communication and cooperation with DGMM has reportedly been positive, at times, internal (EASO) and external (DGMM) turnover of key staff (e.g. EASO Roadmap coordinator, DGMM Data Analysis focal point, etc.) as well as heavy workloads (both EASO and DGMM) and limited absorption capacity on the side of DGMM had an impact on the coordination process.

At this stage, it remains difficult to evaluate the impact of the implementation of the Roadmap. Nevertheless, a positive element remains the strengthening of a partnership between EASO and DGMM on asylum related matters, which provides solid foundation for a more ambitious and structured intervention in the future. The sustainability of EASO's intervention appears as fair, and it is interlinked with the achievements obtained, or not, within the different pillars and sub-pillars.

Recommendations

The internal evaluation report of Roadmap implementation includes a number of recommendations based on the evaluative findings.

- 1) Improve the intervention logic to make EASO's project (in this case the Roadmap) results-oriented and more effective;
- 2) Improve the internal knowledge management systems, including data gathering, analysis, and information storage and sharing (e.g. reporting). Ensure the establishment and implementation of real time monitoring activities and periodic and systematic reflective evaluation exercises;
- 3) Reflect upon adequate presence of EASO's staff on the ground to improve the quality of the support provided and enhance the strategic understanding of the context;
- 4) Enhance the design of training programmes and establish an evaluative approach to assess learning and needs



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This report includes non-validated operational data provided to the evaluators during data collection. Some data may differ from those presented in other reports because such data may have been updated through subsequent internal data reviews or validation exercises.

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