

Evaluation of the International Migration Capacity Building Program – Funded projects component

Evaluation and Performance Measurement Division

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Acronyms

CFP	Call for Proposal
FY	Fiscal year
G&C	Grants and Contributions
IMCBP	International Migration Capacity Building Program
IRCC	Immigration, Refugees and Citizenship Canada
MCEE	Migration Cooperation and Engagement Envelope
MPDP	Migration Policy Development Program
T&C	Terms and Conditions

Executive summary

The purpose of this evaluation was to assess the relevance, influence, and results of Immigration, Refugees and Citizenship Canada's (IRCC) International Migration Capacity Building Program (IMCBP)-Funded Projects Component. As per the Directive on Results and the Financial Administration Act, this evaluation was conducted to fulfil the requirement to evaluate ongoing grants and contributions (G&C) with five-year average actual expenditures of less than \$5 million per year. The scope of the evaluation covered the period since the last evaluation in 2013, with an emphasis on recent years.

Brief overview of IMCBP-Funded Projects

The International Migration Capacity Building Program (IMCBP)-Funded Projects Component is a grant program that seeks to advance migration policy development and research to further advance Canada's goals of promoting international protection and managed migration. Approximately \$700K CAD annually is provided through individual IMCBP-Funded Projects to eligible beneficiaries, with the objectives of supporting the development of well-managed migration systems that facilitate safe, orderly and regular migration through an advancement of capacity building efforts, and increasing in the development and exchange of migration-related information and expertise.

Evaluation Findings and Recommendations

The IMCBP-Funded Projects Component has evolved overtime, and include participation in events, information sharing and capacity building. These projects are being used as a tool to support activities that contribute to IRCC's bilateral and multilateral relationships, and the program is being administered with the necessary mechanisms and processes in place to support the program's management and oversight.

In response to the evaluation findings and in support of continued improvement of the IMCBP-Funded Projects Component, this report concludes by proposing four recommendations for the program area to consider.

Despite the successes, challenges exist for the IMCBP-Funded Project Component. Primarily, the broad purpose and objectives of the program have made it difficult to ascertain the role and position the program has within IRCC. In addition, there is a misalignment between the IMCBP expected outcomes and the more specific small-scale nature of the individual IMCBP-Funded Projects, making it difficult to determine the level and impact of the program, and if the program is achieving its expected outcomes.

Recommendation 1: IRCC should review the purpose and program theory for the IMCBP-Funded Projects Component to ensure that the program resources are being used strategically.

Recommendation #2: Based on the results from recommendation 1, IRCC should develop a performance measurement framework for the IMCBP-Funded Projects Component which better defines their expected outcomes and identifies corresponding indicators and measurement tools.

Given the relatively low materiality of the program, the Department undertakes many processes and steps to administer and oversee the IMCBP-Funded Projects Component application process. The application process and requirements were found to be clear and easy to understand, though describing project deliverables and expected results was somewhat less understood, and there were mixed views among interviewees and survey respondents regarding the neutrality of the program's selection process.

Recommendation 3: IRCC should recalibrate the IMCBP-Funded Projects Component proposal process to better align the level of effort with the scope of the program and the amount of money being administered, while ensuring transparency within the selection process.

Individual IMCBP-Funded Projects were seen as useful to individuals within the Department. Knowledge disseminated and gained through the IMCBP-Funded Projects Component to a broader audience was dependent on relationships between the sponsors and the partner organizations.

Recommendation 4: In support of strengthening the dissemination of results of the individual IMCBP-Funded Projects, IRCC should:

- a) **Implement a central repository of information accessible to all IRCC employees; and**
- b) **Create and implement a communication strategy to share and promote information.**

Evaluation of International Migration Capacity Building Program – Funded Projects – Management Response Action Plan (MRAP)

The Evaluation of the IMCBP-Funded Projects and the Evaluation of IRCC’s Memberships in International Forums and Organizations (MIFO) were conducted in tandem, recognizing that the overall funding mechanism and program outcomes are linked together. As a result, the respective recommendations and action items were compiled in one MRAP document. The same MRAP can be found in the Evaluation of MIFO.

Reconfirm program purpose

The broad purpose of the IMCBP-Funded Projects Component, which is intended to allow for a variety of initiatives to be eligible for funding, has diluted the intent of the program, making it difficult to ascertain the need that the program is fulfilling. Presently, the IMCBP-funded projects are contributing to the achievement of migration diplomacy and international bilateral and multilateral relations. The Department would benefit from a review of the purpose and program theory of the IMCBP-Funded Projects Component to better align how the program is operating with the need it is best suited to fulfill.

Recommendation 1: IRCC should review the purpose and program theory for the IMCBP-Funded Projects Component to ensure that the program resources are being used strategically.

Response: IRCC agrees with this recommendation.

With the transition of the Migration Policy Development Program to the IMCBP in 2019, and the associated increase in funding, the role of the IMCBP within the Department has evolved.

In recognition of this evolution, the Department agrees that reassessing the IMCBP’s program theory and further clarifying its objectives is timely, and will support the strategic use of funds. Part of this work will include an IMCBP strategic framework and/or amended governance documents will then be used by IRCC to guide program direction and activities.

Action	Accountability	Completion date
Action 1A: Conduct a review of the purpose and program theory of the IMCBP-Funded Projects Component, in consultation with Departmental stakeholders, to assess respective needs and significance of IMCBP for advancement of priorities.	Lead: International and Intergovernmental Relations (IIR) Branch	Q2 2022–2023
Action 1B: Present findings of the review at IRCC’s International Steering Committee and communicate with partners.	Lead: International and Intergovernmental Relations (IIR) Branch	Q2 2022–2023
Action 1C: Develop an IMCBP strategic framework and/or amend governance documents to better identify the intent of the program and the eligible projects, including key IMCBP priorities, and targeted departmental priorities.	Lead: International and Intergovernmental Relations (IIR) Branch	Q1 2023–2024

Ensure effective program monitoring

Subsequent to reviewing the purpose of the IMCBP-Funded Projects Component, the Department would also benefit from a review of the program’s expected outcomes and associated performance measurement strategies. The present outcomes are very broad, and ultimately too ambitious to be achieved with a small budget. Without a clear purpose and achievable program outcomes, it is difficult to identify clear measures to assess program performance which would allow for the demonstration of a more robust program results story. This has created a contradiction in that the program is functioning, but its intended outcomes are not being achieved. Clearly defined and measurable outcomes would help the program to articulate its place within the Department, and the value that it provides.

Recommendation 2: Based on the results from Recommendation 1, IRCC should develop a performance measurement framework for the IMCBP-Funded Projects Component which better defines their expected outcomes and identifies corresponding indicators and measurement tools.

Response: IRCC agrees with this recommendation.

While IMCBP’s projects positively contribute to the advancement of well-managed migration, the projects themselves and their respective objectives have been diverse, which represents a challenge with regards to reporting and measuring performance.

In 2020–2021, to better capture project results, performance measurement indicators based on high level objectives identified in the IMCBP Terms and Conditions were integrated into all grant arrangements. The Department will build upon these new processes to develop a representative performance measurement framework.

Active and ongoing performance measurement activities may have resource implications.

Action	Accountability	Completion date
Action 2A: Based on IMCBP’s strategic framework (to be developed under Action 1C, in response to Recommendation 1), develop the IMCBP’s performance measurement framework.	Lead: IIR Support: Research and Evaluation (R&E) Branch	Q1 2023–2024
Action 2B: Present the updated IMCBP performance measurement framework at IRCC Performance Measurement Steering Committee.	Lead: IIR Support: Research and Evaluation (R&E) Branch	Q2 2023–2024

Calibrating level of effort

Given the relatively low materiality of the program (approximately \$700K per year), the Department undertakes many processes and steps to administer and oversee the IMCBP-Funded Projects Component application process. In view of the work done to administer the internal call for proposals process, convene the review committees, present to the committees, and negotiated and develop proposals to successful grant arrangements, the level of effort being undertaken does not correspond to the amount of funding being administered. For the 2021–2022 application year, the IIR Branch launched a streamlined application process, focusing on key funding areas, and not administering an internal call for proposals. With this in mind, the Department would benefit from a review of the IMCBP-funded project application process, looking at ways to streamline this process, while also maintaining good program management, in order to support a more nimble administration of the funds and better align with the needs of the program. When developing the revised process, the Department should take into consideration ways to address the mixed views on the neutrality and the selection process.

Recommendation 3: IRCC should recalibrate the IMCBP-funded project proposal process to better align the level of effort with the scope of the program and the amount of money being administered, while ensuring the selection process is transparent.

Response: IRCC agrees with this recommendation.

Following the permanent increase in annual project funding to \$1,000,000, the Department implemented a robust governance structure to solicit and assess project proposals. The Department implemented an internal call for proposal process, established a Department-wide project review committee, and twin consultation processes through two internal committees. Project selection considered the potential to advance Whole-of-Government and IRCC priorities, and sound stewardship of public funds. While the current process ensures that subject matter expertise is leveraged from across the Department, IRCC acknowledges that the level of effort is high, given the modest project funding.

The Department agrees to identify and implement a less resource-intensive project selection process that continues to achieve these aims, while ensuring that the selection process is clearer. The Department will ensure revised processes provide sponsoring branches with greater clarity on project selection processes and criteria, as well as information on why projects were unsuccessful. Further changes may be implemented to the solicitation and assessment process following the development of the strategic framework (to be developed under Action 1B, in response to Recommendation 1).

Action	Accountability	Completion date
Action 3A: Conduct a review of the 2021-22 IMCBP application year (a streamlined process) for lessons learned.	Lead: IIR Support: Financial Partnerships Branch	Q1 2022–2023
Action 3B: Develop a revised project solicitation and assessment process, including new governance structure, in consultation with implicated IRCC branches, and seek senior management approval.	Lead: IIR Support: Financial Partnerships Branch	Q2 2022–2023
Action 3C: Share updated project documentation and information with partners and stakeholders.	Lead: IIR Support: Financial Partnerships Branch	Q2 2022–2023

Performance Measurement Framework

While grant arrangements for each international migration forum and organization highlight the objective of Canada’s membership, the Department does not have a performance measurement strategy to report on the outcomes of the memberships overall. A performance measurement framework would help IRCC to monitor the extent to which the objectives of the memberships are being achieved and would help provide evidence to show the extent to which the memberships support IRCC’s goals, programs, and policies.

Recommendation 4: IRCC should develop a performance measurement framework for the international memberships to reconfirm their expected outcomes and develop corresponding indicators and measurement tools.

Response: IRCC agrees with this recommendation.

In 2020–2021, to better capture project results, performance measurement indicators based on high level objectives identified in the IMCBP Terms and Conditions were integrated into all grant arrangements. The Department agrees to build upon these new processes to build a representative performance measurement framework focused on outcomes, including from IRCC’s international memberships.

Action	Accountability	Completion date
Action 4A: Develop a performance measurement framework that specifically measures and helps report on the unique characteristics of IRCC’s international memberships.	Lead: IIR Support: R&E	Q1 2023–2024
Action 4B: Present the updated international memberships performance measurement strategy at IRCC Performance Measurement Steering Committee.	Lead: IIR Support: R&E	Q2 2023–2024

Improving information sharing and dissemination of results

While information-sharing mechanisms exist within IRCC and between IRCC and OGDs, the evaluation found room for improvement in communicating information gained from the various memberships in international migration forums and organizations. In addition, knowledge gained from the IMCBP-funded projects could be increased if a systematic dissemination strategy was implemented. To ensure that all potential parties can benefit from the knowledge gained from the international memberships and the IMCBP-funded projects, IRCC should move towards implementing an accessible central repository for this information to allow IRCC employees who may not be directly involved with this work to access and use the information gained.

Recommendation 5: In support of strengthening the dissemination of results of the individual IMCBP-funded projects and of the participation in the international organizations and forums, IRCC should:

- a) Implement a central repository of information accessible to all IRCC employees; and
- b) Create and implement a communication strategy to share and promote information.

Response: IRCC agrees with this recommendation.

To date, the Department has disseminated results of IMCBP-funded projects and memberships through informal channels, to the analysts within IRCC and other government departments who could most benefit.

Given the benefits of sharing this valuable information more broadly, IRCC agrees to develop a central repository of information and a communication strategy to promote awareness, to ensure Government of Canada employees and key stakeholders have access to information gained.

Information management and communication activities will have resource implications.

Action	Accountability	Completion date
Action 5A: Consult Departmental stakeholders and communication experts to identify and develop options for a repository of information.	Lead: IIR Support: R&E and Communications Branch	Q1 2022–2023
Action 5B: Implement selected option, contingent on senior management approval and resources.	Lead: IIR Support: R&E and Communications Branch	Q4 2022–2023
Action 5C: Develop and implement a communication strategy on how to best disseminate and promote information from the repository.	Lead: IIR Support: R&E and Communications Branch	Q4 2022–2023

Introduction

Purpose, focus and scope of the evaluation

The purpose of this evaluation was to assess the relevance, influence, and results of Immigration, Refugees and Citizenship Canada's (IRCC) International Migration Capacity Building Program (IMCBP)-Funded Projects Component. As per the Directive on Results and the Financial Administration Act, this evaluation was conducted to fulfil the requirement to evaluate ongoing grants and contributions (G&C) with five-year average actual expenditures of less than \$5 million per year.

The evaluation focused on the IMCBP-Funded Projects Component, including awareness, reach and dissemination of project results, as well as their influence on international capacity for migration management. It also examined the immediate impacts of changes to program delivery.

The scope of the evaluation covered the period since the last evaluation in 2013¹, with an emphasis on recent years. The evaluation did not examine the international membership component of the IMCBP, as that will be addressed through the Evaluation of IRCC's International Memberships in Forums and Organizations. It also did not examine the Migration Cooperation and Engagement Envelope (MCEE) as it was deemed too early to evaluate.

Program context

Previously operating as the Migration Policy Development Program (MPDP), the IMCBP is a funding mechanism that advances migration policy development and research to further advance Canada's goals of promoting international protection and managed migration internationally.

Created in 2003 as a contribution program, the MPDP aimed to promote the exchange of information among states as well as research on migration issues. The MPDP was converted in 2009 to a grants program, and in 2017, the program terms and conditions (T&C) were updated and a temporary increase in funds was received. This temporary increase supported the transition from the MPDP to the IMCBP, and in fiscal year (FY) 2018–2019, the program funding was permanently increased to approximately \$1M. The program T&Cs were updated again in 2019 to reflect the name change from MPDP to IMCBP, and to allow additional funding envelopes to operate through the program.

Previously, the MPDP's objective was to promote an increase in dialogue, encourage the exchange of information with states, as well as to gain access to the work of organizations and influence their activities. Presently, the IMCBP provides funding to eligible beneficiaries for initiatives that advance global migration programs and policies in support of Canada's migration and humanitarian objectives. IRCC invests in capacity building with the goal of promoting migration that is safe, orderly, and regular, and to deter irregular migration; helping countries develop tools and policies to manage migration and deal with migration challenges; and facilitating the flow of factual information that demonstrates how countries can benefit economically, socially and culturally from migrants.²

¹ Canada, IRCC (2013). *Evaluation of the Migration Policy Development Program*.

² Canada, IRCC (2019). *Canada's International Migration Capacity Building and Engagement*.

With the shift to the IMCBP, the program objectives expanded to include the advancement of capacity building efforts that support the development of well-managed migration systems. The current objectives for the IMCBP as per the program’s T&Cs are to support the development of well-managed migration systems that facilitate safe, orderly and regular migration through an advancement of capacity building efforts, and an increase in the development and exchange of migration-related information and expertise.³

IMCBP funding

Administered through Transfer Payments (Vote 10),⁴ the IMCBP budget supports the membership fees and voluntary contributions to international migration forums and organizations, as well as funded projects. There are three funding components which currently operate under the IMCBP.

Figure 1: Funding components administered through the IMCBP as of FY 2020–2021⁵

Memberships in International Forums and Organizations	Funded projects	Migration Cooperation and Engagement Envelope (MCEE)
<ul style="list-style-type: none"> • Program allows for participation in designated forums and organizations, enabling IRCC access to promote and support the exchange of information on migration issues. • Approximately \$300,000 annually 	<ul style="list-style-type: none"> • Program that provides funding to eligible beneficiaries for initiatives that advance global migration programs and policies in support of Canada’s migration and humanitarian objectives. • Approximately \$700,000 annually 	<ul style="list-style-type: none"> • Pilot program that provides funding over six years to deliver capacity building assistance which focuses on improving cooperation and engagement with targeted countries. • \$21 million / 6 years

Between 2003 and 2017, the MPDP had a total approximate G&Cs budget of \$350,000, annually. Funds were temporarily increased to \$1.02 million in FY 2017–2018, through an internal transfer from the IRCC Settlement Program. In FY 2018–2019, the grant program received approval to increase the core budget to \$1M through a transfer of \$650,000 from the Settlement Program. The permanent funding increase began in FY 2019–2020, and presently, IMCBP-Funded Projects Component have a budget of approximately \$700K, annually.

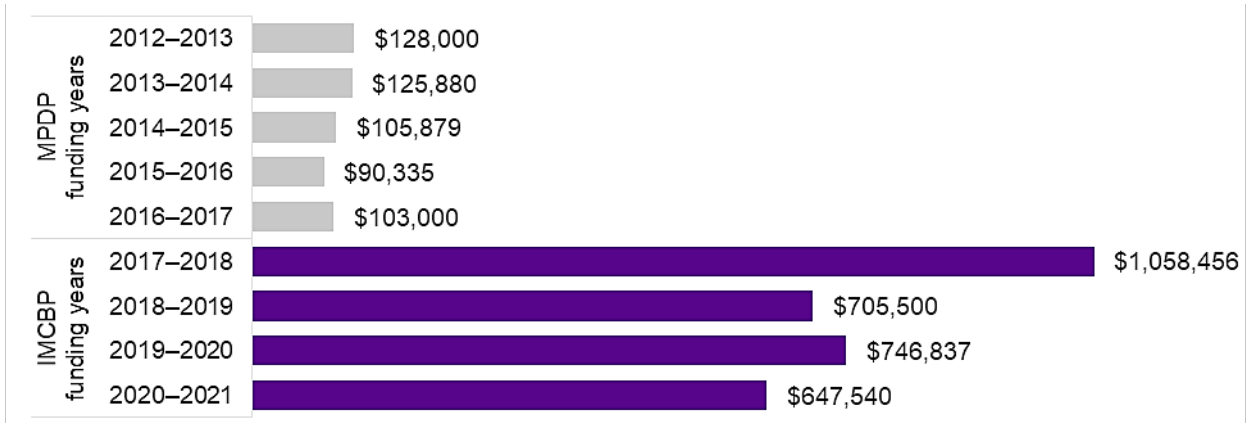
Since FY 2012–2013, IRCC has administered \$3.7M in funding for IMCBP-Funded Projects Component, the majority of which was administered during the IMCBP years (FY 2017–2018 to present).

³ IRCC (2019). *Terms and Conditions for the International Migration Capacity Building Program*.

⁴ Vote 10 funding is meant for government-wide initiatives to allow for implementation of strategic management initiatives. Source: Canada (2018). *Government of Canada budgets and expenditures*.

⁵ On October 29, 2020, the Department of Finance gave its approval for IRCC’s request to reprofile and extend its MCEE by three additional years, bringing the total timeframe of the envelope to six-years (to end in FY 2024-25). The reprofile was required to ensure that the MCEE could achieve its intended objectives, given ongoing and expected impacts and delays resulting from COVID-19.

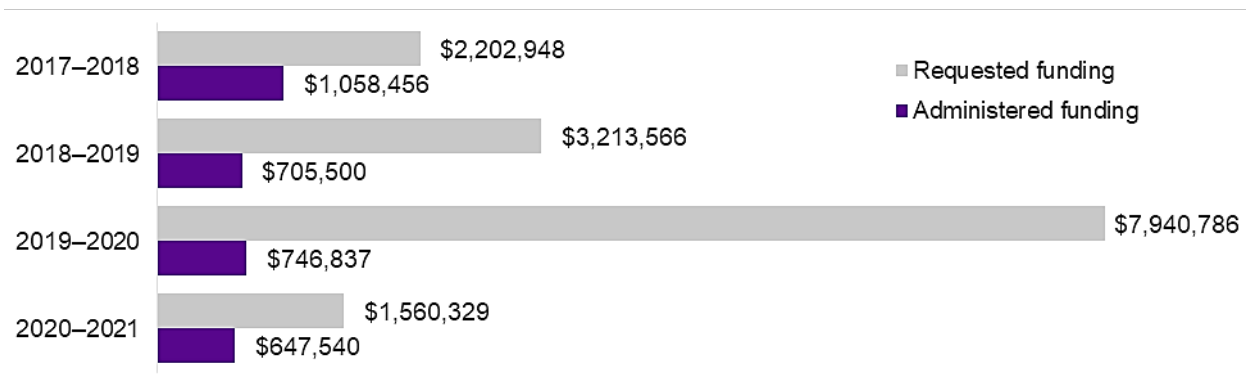
Figure 2: Total funding administered to MPDP and IMCBP funded projects component



Source: MPDP and IMCBP grant arrangements from 2012 to 2021

Demand for IMCBP-Funded Projects Component funding has increased in recent years. Most notably, in FY 2019–2020, almost \$8M was requested in funding for a \$700K envelope.

Figure 3: Total requested funding from IMCBP-funded projects component proposals



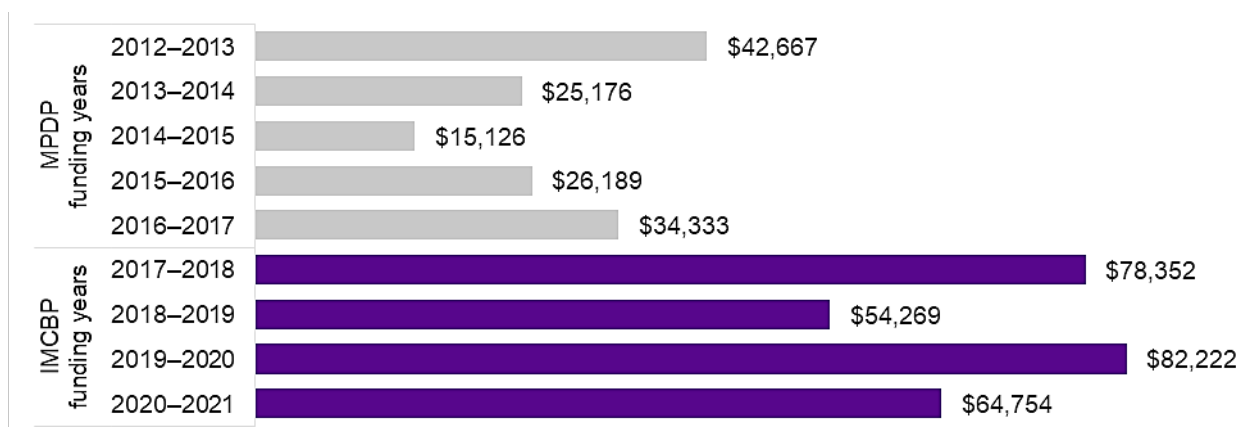
Note: Due to an administrative error in FY 2020–2021, 17 proposals were not formally submitted by the deadline. The total requested funding is based on those that were submitted and considered.

Source: IMCBP grant agreements.

Modifications were made to the call for proposal (CFP) process in FY 2020–2021 to limit the scope of the proposals, allowing for a more strategic focus on projects that were consistent with IRCC priorities, which included focusing on projects that had previously received IMCBP funding, and those that focused on COVID-19.

The average grant amount for individual IMCBP-Funded Projects has increased in recent years. The lowest average individual IMCBP-Funded Project grant amount was in FY 2014–2015 at \$15,126, and the highest average grant amount was in FY 2019–2020 at \$82,222. Between FY 2012–2013 and FY 2016–2017, an average of \$28,698 was administered, compared to \$70,185 between FY 2017–2018 and FY 2020–2021.

Figure 4: Average grant amount administered through the MPDP and IMCBP by fiscal year



Source: MPDP and IMCBP Grant Arrangements from 2012 to 2021

Profile of applications and funded projects

Eligible recipients for the IMCBP-Funded Projects Component include: international organizations, foreign grant beneficiaries, non-governmental organizations, not for profit institutions, organizations and agencies (domestic and international), and individuals and private sector organizations operating at the international level from within or outside Canada.⁶

Since FY 2012–2013, 67 projects have been funded, with 21 between FY 2012–2013 and FY 2016–2017, and 46 between FY 2017–2018 and FY 2020–2021.⁷ The number of funded projects has increased since the program transitioned to IMCBP, which is in relation to an increase in available funding.

Figure 5: Number of MPDP and IMCBP-funded projects by fiscal year



Note: One project in FY 2017–2018 was cancelled.

Source: IRCC, MPDP and IMCBP grant arrangements and applications.

Different characteristics were noted among the funded projects between FY 2012–2013 and FY 2020–2021, including the characteristics listed below.

- Type of Project: almost half (48%) of funded projects were for a conference or workshop, followed by 28% for policy development, 22% for research, and 13% for technical support.
- Geographic area of focus: almost half (48%) of funded projects had Central America, Mexico and the Caribbean as the target area. This was followed by 37% which had a global focus, 12% for South America, 6% for Europe, 6% for Middle East and North Africa, 5% for Asia, and 5% for Oceania.

⁶ IRCC (2019). *Terms and Conditions for the International Migration Capacity Building Program*.

⁷ In FY 2017–2018, 14 projects were identified as approved, however, one project was cancelled. All data analysis includes the cancelled project.

- Subject: 39% of funded projects had general migration as the subject, followed by 18% for Asylum, 15% for Resettlement, 12% for Settlement, 9% for Immigration, 6% for Passport, 5% for Visitors/Tourists, 5% for temporary worker, and 3% for Humanitarian and Compassionate. Additionally, 42% of projects were for a country-specific population.
- Project's Target Population: 70% of funded projects had non-Canadian governments as a target population and 48% had international organizations, while 33% were targeting the Canadian government, 25% the population of another country, 18% academics, and 15% other populations.

In recent years, proposals are required to have a one or more project sponsor, which can be a representative from any branch within IRCC.⁸ For the period between FY 2017–2018 and FY 2020–2021, 49% of funded projects were sponsored by International and Intergovernmental Relations Branch (IIR), 20% by Refugee Affairs Branch, 18% by International Network, 7% by Immigration Program Guidance Branch, 7% by Immigration Branch, 7% by Admissibility Branch, 4% by Settlement and Integration Policy Branch, 4% by Migration Health Branch, and 2% by Research and Evaluation Branch.

Characteristics broken down by funding period (MPDP vs. IMCBP) can be found in Annex A: Profile of Funded Projects, by Program (MPDP vs. IMCBP).

⁸ As sponsoring branches were not required as part of the MPDP funding years, no data is available on sponsoring branches until FY 2017–2018.

Methodology

Questions and scope

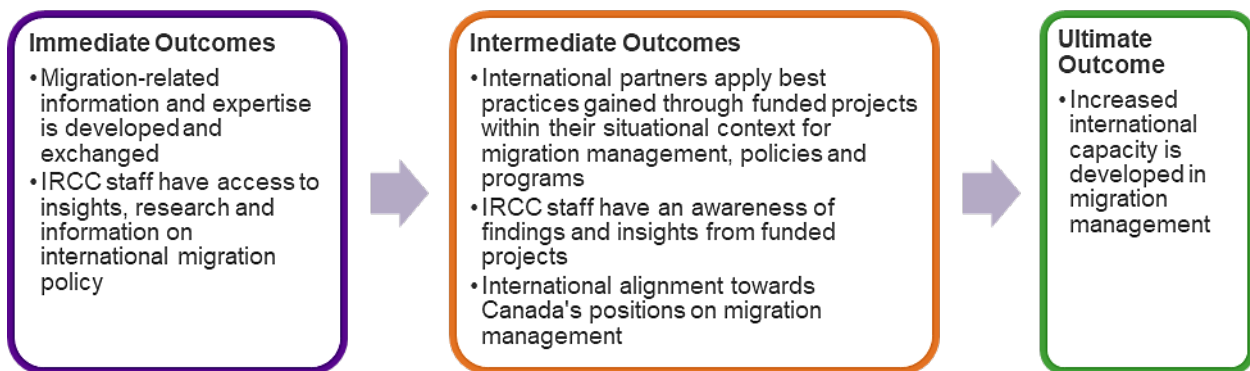
The evaluation scope and approach were developed during an initial planning phase, in consultation with IIR Branch. Through these consultations, four main questions were identified for the evaluation of the IMCBP-Funded Projects Component.

Figure 6: Evaluation questions

1. Is there an ongoing need for IRCC to fund projects for capacity building in migration management?
2. Are the IMCBP-Funded Projects Component contributing to increased international capacity for migration management?
3. To what extent is IRCC aware of findings and insights from the IMCBP-Funded Projects Component?
4. To what extent has the management and oversight of the IMCBP-Funded Projects Component been effective?

The evaluation's scope and approach was guided by the program's draft expected outcomes which were based on the ongoing work to develop a logic model for international engagement, previous evaluations, and consultations with program stakeholders. As the IMCBP is not a program in IRCC's Program Inventory, there is no active program logic model and departmentally validated outcomes and indicators.

Figure 7: IMCBP-funded projects component outcomes



Data collection methods

Data collection and analysis for this evaluation took place from July 2020 to July 2021. The evaluation included multiple lines of qualitative and quantitative evidence.

Figure 8: Data collection methods

Document and Financial Review
<ul style="list-style-type: none">• Included compiling information from proposals, grant agreements, and Public Accounts, presentations and other program documents.
Data Mining
<ul style="list-style-type: none">• Included compiling data from proposals submitted as part of the CFP call out for projects that received funding (n=67) and those that did not receive funding (n=83) between FY 2012-13 and FY 2020-21.
Interviews
<ul style="list-style-type: none">• Included interviews with 20 individuals, both IRCC Staff (headquarters and abroad), and external stakeholders.
Survey of Applicants and Recipients
<ul style="list-style-type: none">• Conducted in March-April 2021, this online survey had a total of 22 responses and represented 24% of the Applicant-Recipient population from FY 2018-19 to FY 2020-21.
Survey of Sponsors
<ul style="list-style-type: none">• Conducted in April 2021, this online survey had a total of 16 responses and represented 37% of the sponsor population from FY 2018-19 to FY 2019-20.
Survey of Senior Management
<ul style="list-style-type: none">• Conducted in June-July 2021 and administered to members of IRCC's internal International Steering Committee and Vote 10 Committee, this survey had a total of 13 responses out of 37 recipients and represented 35% of the survey population. 5 individuals were able to comment on IMCBP related questions.

Challenges and considerations

Overall, the evaluation design employed numerous qualitative and quantitative methodologies to provide robust information for the small G&Cs program. Efforts were made to reduce information gaps and highlight areas of limitation. In particular, both the key informants and survey respondent populations were made up of an array of representatives from in and outside of IRCC, as well as both successful recipients and non-funded applicants. This ensured that a broad set of perspectives were brought to the analysis, and reducing respondent bias.

Some challenges were experienced with data collection, particularly regarding the availability of data, limited survey populations, and the overall size of the program. These challenges included:

- **Limited number of individuals involved in the program:** Due to the small scale nature of the IMCBP-Funded Projects Component, the interview population, as there are not many projects funded, nor individuals involved in the program. This created challenges as interview analysis could be perceived as opinions with personal individual biases included. However, interview analysis results have been triangulated where applicable with other lines of evidence, mitigating respondent biases.

- **Limited survey responses:** Due to the limited number of applicants and sponsors involved in the IMCBP-Funded Projects Component, the number of potential survey respondents is relatively low. In addition, there are instances of individuals submitting or sponsoring multiple proposals and inactive email addresses which, as a result, reduced the number of eligible survey respondents. Similar with interview analysis results, survey responses have been triangulated where applicable with other lines of evidence, mitigating a response bias.
- **Program data were manually collected:** While the information regarding the proposals and grant agreements are kept in a centralized location, project-level information is not compiled in an analysis-ready format. The evaluation team compiled the information from each available grant and proposal to create the necessary administrative data for the program. The evaluation team grouped the proposals and grant agreements by themes, characteristics and outcomes.

In spite of these challenges, the triangulation of information from multiple lines of evidence is considered sufficient to ensure that the findings are reliable and can be used with confidence.

Evaluation findings

Management and governance of the IMCBP-funded projects component

The IMCBP primarily operates through the International and Intergovernmental Relations (IIR) Branch, which is responsible advancing departmental initiatives with provincial and territorial governments, foreign governments and their diplomatic representatives and multilateral, regional and bilateral organizations.⁹ IIR is also the departmental lead on domestic information sharing policy issues.¹⁰

The IIR Branch solicits project proposals through an annual internal CFP process as its main approach for engaging with sponsors and recipients. This departmental call out process provides IRCC branches with the opportunity to put forward their projects for funding consideration.¹¹ These branches sponsor proposals on behalf of third-party organizations/entities, such as multilateral organizations, established non-government organizations, and researchers.

A Project Review Committee reviews the proposals, and members of this committee include representatives from various branches across the department to act as assessors. The Committee's guidelines are stipulated in the Project Review Committee's terms of reference.¹²

The governance structure that oversees the review of projects was revised in 2019, with the FY 2019–2020 proposals being the first under the new process which operates as follows¹³:

- Each proposal is reviewed by at least two members of the Project Review Committee based on set criteria (e.g., meeting Terms & Conditions, risk and mitigation, financial management, innovation and alignment with priorities).
- A holistic review and discussion is conducted by IIR of all proposals with additional strategic considerations.
- Projects are presented to IRCC's internal International Steering Committee (ISC) and Vote 10 Committee for comment.

The delegated authority to authorize the expenditure for grants through the IMCBP is the Director General of IIR. This includes approving the final list for funding. The delegated authority will consult the Assistant Deputy Minister of the Strategic and Program Policy Sector prior to approval of the final list of initiatives for funding.¹⁴

Since FY 2017–2018, the number of applications received increased year-over-year, with 24 in FY 2017–2018, 29 in FY 2018–2019, and 59 in FY 2019–2020. This caused the application success rate to decrease to a low of 16% in FY 2019–2020.

⁹ IRCC (2018). *International and Intergovernmental Relations Branch*.

¹⁰ Canada, IRCC (2019). *IRCC Deputy Minister Transition Binder 2019 – Strategic and Program Policy Sector*.

¹¹ IRCC, IIR (2018). *2018 MPDP Business Case – Increase in the funding envelope for the Migration Policy Development Program*.

¹² IRCC, IIR (2019). *Terms of Reference – Migration Policy Development Program Project Review Committee*.

¹³ IRCC, IIR (2020). *IMCBP Strategic Review – Initial Assessment of Issues*.

¹⁴ IRCC, IIR (2019). *International Migration Capacity Building Program (formerly MPDP) Proposals 2019-2020. October 11, 2019*.

Figure 9: IMCBP-Funded Project Component Application Success Rate, by fiscal year



Note: Due to an administrative error in FY 2020–2021, 17 proposals were not formally submitted by the deadline. The success rate is based on those that were submitted and considered.

Source: MPDP and IMCBP grant arrangements from 2012 to 2021.

Interviewees noted that the CFP process was adjusted in the FY 2020–2021 cycle to reflect the COVID-19 impacts, and included setting the criteria and parameters, expanding and providing a sponsorship guide, and providing overall proposal guidelines. In addition, the FY 2021–2022 cycle is also undertaking some application modifications, including pivoting to focus on Central America projects that are aligned with bilateral and multilateral relationships.

Administration

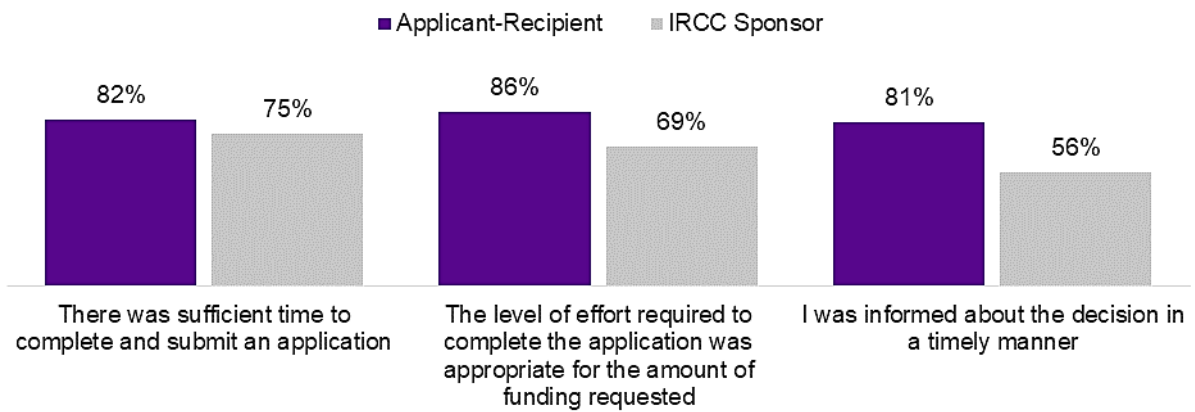
Finding: While the necessary mechanisms and processes are in place to support the program’s management and oversight, the level of effort required to administer the CFP is onerous relative to the project funding available.

The overall administration of the grant process takes approximately a year, from the development of the CFP to the signing of the grants. The involvement of sponsors and applicants is primarily involved in the beginning of the fiscal year, with the CFP being administered during the summer months.

A large proportion (82%) of surveyed applicant-recipients and 75% of surveyed sponsors agreed that there was sufficient time to complete and submit an IMCBP-Funded Projects Component application. However, sponsor interviewees reported that the timing and deadlines of the CFP were challenging. Interviewees highlighted that the time-consuming nature of putting together an application was an unexpected impact of the IMCBP-Funded Project Component process, especially if the sponsor is also asked to participate on the CFP Project Review Committee. In addition, interviewees noted that due to the rapidly changing nature of migration issues, a CFP process is not always best suited to allow for quick and accessible funding for projects.

Similarly, when asked if the level of effort required to complete an application was appropriate for the amount of funding requested, surveyed sponsors were less satisfied with the duration of time in which it took for them to find out the results of the CFP, with just over half (56%) reporting satisfaction, in comparison to surveyed applicant-recipients (81%).

Figure 10: Satisfaction with level of effort required to submit an application



Note: Satisfaction is based on those who responded 'agree' or 'strongly agree' to the survey question. Responses include those whose proposals were approved and not approved.

Source: IRCC, *Survey of IMCBP Applicants and Recipients*; *Survey of IMCBP Sponsors*.

Sponsors

Finding: While there was agreement regarding the benefits of sponsors as part of the IMCBP-Funded Projects Component, some surveyed sponsors were unclear about their role.

Overall, documentation indicates that sponsors are beneficial to the IMCBP-Funded Projects Component as they are aware of the subject matter as well as regional needs and priorities. They can act as a mechanism to limit the number of proposals and ensure that there are clear linkages to IRCC and Government of Canada priorities. Regarding their relationship with the sponsoring IRCC branch, 33% of surveyed applicants-recipients reported having previously worked with the IRCC sponsoring branch, while 53% reported the IMCBP-Funded Project was the first time they worked with IRCC.

A majority (88%) of surveyed sponsors whose project received funding agreed that having an IRCC sponsor on an IMCBP-Funded Project added value to the application. All surveyed applicant-recipients who received funding found having a sponsoring branch and IRCC contact to be helpful compared 71% of surveyed applicant recipients who did not receive funding. In addition, 80% of surveyed IRCC senior management felt the IMCBP branch sponsor model helped to develop targeted, quality products.

While sponsors were seen as beneficial, 63% of surveyed sponsors whose project received funding agreed that they understood their role as a project sponsor. Documentation highlighted that having sponsors across the Department created a decentralized approach to the program, as each sponsor has a unique relationship with the organization.¹⁵ This has also allowed for an organization to be sponsored by multiple branches for different projects. A guide for sponsors was developed in FY 2020–2021 to further support sponsors.

¹⁵ IRCC, IIR (2020). *IMCBP Strategic Review – Initial Assessment of Issues*.

Application process and reporting requirements

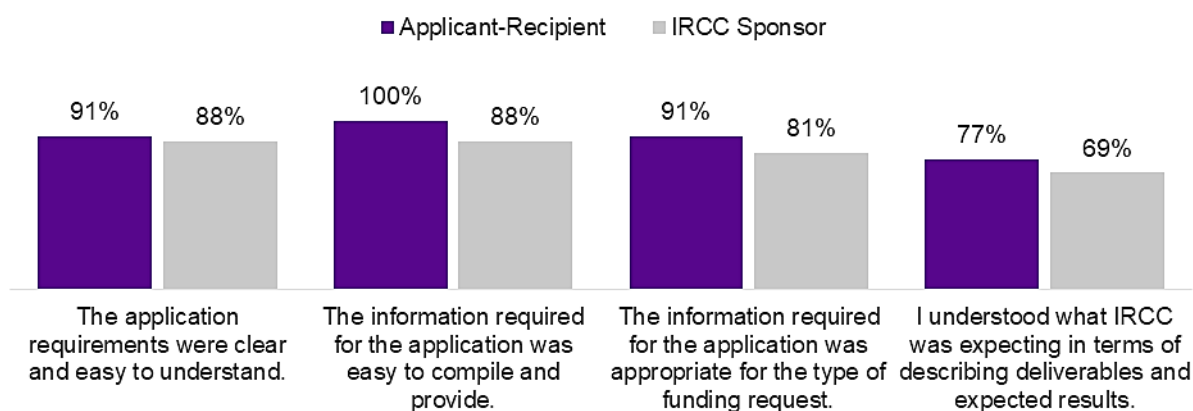
Finding: The application process and requirements were found to be clear and easy to understand, though describing project deliverables and expected results was somewhat less understood.

Applicant-recipient survey respondents had positive perceptions of the application requirements, as 87% agreed that the application process was clear and easy to understand. The information required for the application (e.g., project description, expected activities, alignment with Government of Canada/IRCC priorities, etc.) was found to be easy to compile and provide, with 100% of surveyed applicant-recipients in agreement.

The 2020 IMCBP Strategic Review identified a lack of GBA+ considerations as a gap when submitting budget requests, as well as limiting the ability to consider Feminist International Assistance Policy priorities in project selection. Interviewees noted that in the most recent CFP, there was a new requirement for branches to submit information on GBA+.¹⁶

Some challenges were identified with the application process and requirements, particularly in relation to understanding what IRCC was expecting in terms of deliverables and expected results, as 23% of surveyed applicant-recipients and 31% of surveyed sponsors reported disagreeing that they understood what IRCC was expecting.

Figure 11: Satisfaction with application process and requirements



Note: Satisfaction is based on those who responded 'agree' or 'strongly agree' to the survey question. Responses include those whose proposals were approved and not approved.

Source: IRCC, *Survey of IMCBP Applicants and Recipients*; *Survey of IMCBP Sponsors*.

All applicant-recipient survey respondents who received funding reported that it was easy to identify expected results for their respective projects, and that expected results identified were realistic and measurable. Documents highlighted that a standardized reporting requirement for the IMCBP-Funded Projects Component is difficult given the variety and type of projects funded. Interviewees reported the capacity to gather, monitor and report results changed on a project-by-project basis and depended on individual sponsors and partners. It is also important to note that 44% of the IMCBP funding was used to support participation in / hosting of workshops and conferences since FY 2017–2018, in which the contribution of the projects to the achievement of program outcomes would be more difficult to attribute.

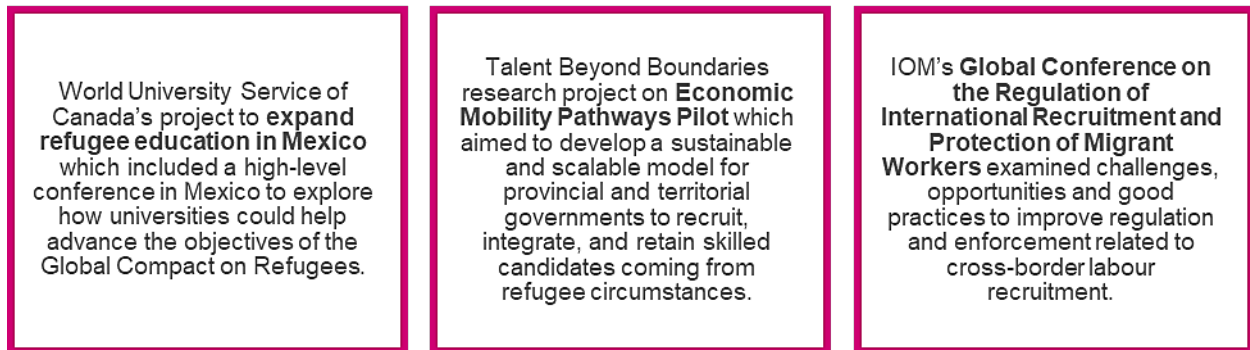
¹⁶ IRCC, IIR (2020). *IMCBP Strategic Review – Initial Assessment of Issues*

In FY 2020–2021, the results section of the grant arrangements began to be standardized to support categorizing types of projects and results by the outcomes listed in the IMCBP T&Cs.

Impact of IMCBP-funded projects

A variety of projects have been funded throughout the IMCBP-Funded Project Component’s history, ranging from smaller initiatives to larger projects. Some notable achievements include the following:

Figure 12: Notable IMCBP-Funded Projects Component Achievements



Source: WUSC (2020). *Expanding Refugee Education in Mexico: Solutions Beyond Canada*; IRCC (2020). *The Economic Mobility Pathways Pilot: Exploring labour mobility as a complementary pathway for refugees*; IOM (2019). *Press Release – Canada, IOM Co-host First Global Conference on Regulation of International Recruitment and Protection of Migrant Workers*.

Reasons for requesting funding

Finding: While the objectives of the IMCBP-Funded Projects Component have evolved over time, program funding has largely supported projects in relation to participating and hosting events, information sharing and capacity building.

The 2012 evaluation of the MPDP found that the program as a whole was a vehicle primarily designed for funding forums and organizations and considered the research component to be secondary.¹⁷ The critical levers within the program were identified as memberships, seats at workshops, etc. and the funded research component was based on the availability of remaining funds. Similarly, funding available for the IMCBP-Funded Projects Component is dependent on the amount remaining after membership fees and voluntary contributions for international forums and organizations have been allocated, which is fairly consistent year to year; however, impacted by exchange rates.

Upon analyzing the CFP proposals for the period under review, the most common reason for requesting funding throughout the last nine years was participation in / hosting events including conferences and workshops (43%), which supported increasing participation at events or meetings and funding for hotel and airfare.¹⁸

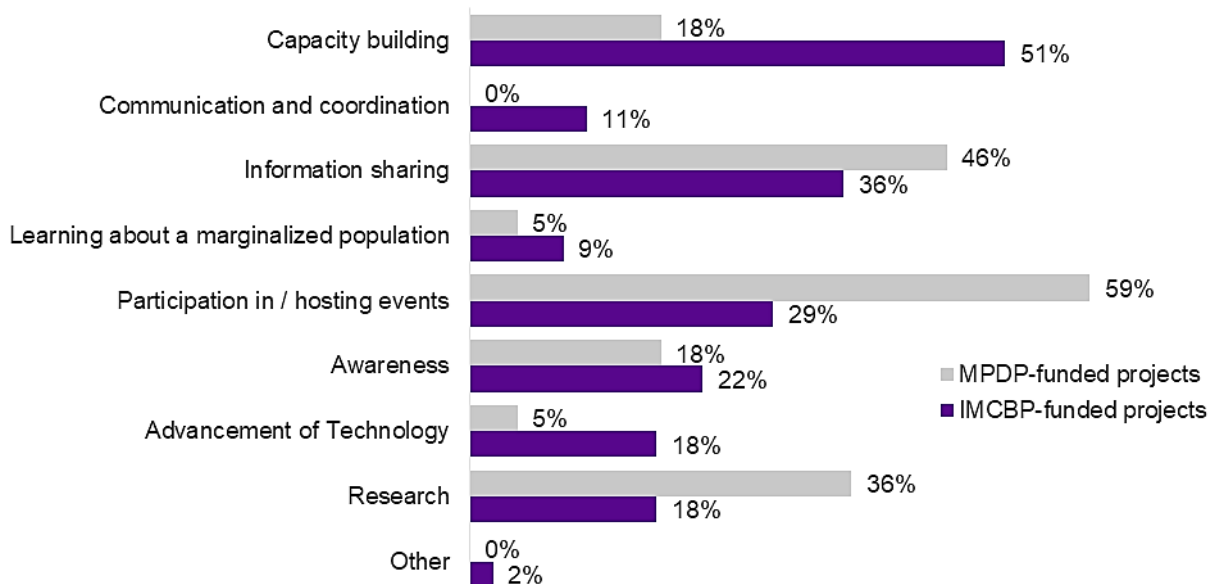
Of the proposals that received funding, the most common reason included capacity building (40%), information sharing (39%) and participation in / hosting events (including conferences or workshops) (39%). Some differences were noted between the individual MPDP-Funded Projects

¹⁷ Canada, IRCC (2013). *Evaluation of the Migration Policy Development Program (MPDP)*.

¹⁸ As proposals can have multiple reasons for funding, these percentages do not add up to 100%. A single project can have multiple reasons for funding.

compared to the individual IMCBP-Funded Projects, reflecting a transition in program purpose from participating in events, information sharing, and research under the MPDP towards capacity building under the IMCBP, as seen in Figure 13.

Figure 13: Reason for receiving funding, by MPDP-funded projects and IMCBP-funded projects



Note: As proposals can have multiple reasons for funding, these percentages do not add up to 100%, and should not be interpreted as mutually exclusive.

Source: IRCC, MPDP and IMCBP grant arrangements and applications.

Use of the IMCBP-funded projects

Finding: The IMCBP-Funded Projects Component is being used as a tool to support activities that contribute to IRCC’s bilateral and multilateral relationships.

The importance of IMCBP project funding was identified by interviewees and survey respondents, as there was a need to increase capacity building funding due to irregular migration concerns. Interviewees highlighted the usefulness of the IMCBP-Funded Projects Component as a tool for the Government of Canada and IRCC to foster bilateral relations with like-minded countries. As IRCC leads Canada’s international migration engagement and capacity building efforts to promote safe, orderly and regular migration to Canada and globally, while also deterring irregular migration, the IMCBP-Funded Projects Component is a supporting tool for these efforts.

Interviewees highlighted that the capacity building work undertaken by IRCC plays a role in migration diplomacy and establishing Canada as a leader in migration policy. Multilateral and bilateral engagement, as well as international capacity building are methods in which Canada can demonstrate leadership in the international migration sphere and support the development of global solutions, while advancing Canada’s international migration priorities such as the Global Compact on Migration, the Global Compact on Refugees, etc.¹⁹ In this regard, IMCBP-Funded Projects Component were identified by interviewees as helping secure, establish and leverage larger bilateral and regional relationships and helping build partnerships in the Americas.

¹⁹ Canada, IRCC (2019). *IRCC Deputy Minister Transition Binder 2019 – Key International Stakeholders*.

While the capacity building projects varied overall, interviewees noted that the IMCBP-Funded Projects Component helped build capacity for immigration, especially refugee and visa processing work in key states throughout Central and South America.

Interviewees reported that this created upstream positive effects on Canada. In addition to the support the funded projects provide to international engagement and bilateral and multilateral relations, data analysis showed that 58% of individual IMCBP-funded projects had an intention of sharing of Canadian expertise (i.e., Canada’s knowledge on migration related topics supports other countries and organizations; seen as experts in the field of migration) and 45% of individual IMCBP-funded projects have potential for a return on investment for Canada (i.e., supporting other countries/organizations would have a benefit to Canada in the long term).

In addition, in discussing the program in its current iteration, interviewees highlighted the importance of the linkages between the IMCBP-Funded Projects Component and the other IMCBP streams, including IRCC’s memberships in international migration forums and organizations, especially with regards to capacity building projects. These projects were seen as helping bolster Canada’s standing within these organizations and forums. Interviewees noted that certain funded projects with large organizations such as the IOM often had additional organization capacity to support the achievement of IMCBP’s program outcomes, but more so because of their international reach, access and connections (i.e., forums, conferences, etc.).

Finding: The purpose and objectives of the IMCBP-Funded Projects Component are very broad, making it difficult to ascertain the role and position the program has within the Department.

Presently, the IMCBP has a broad purpose through its terms and conditions, in providing funding to “eligible grant beneficiaries for initiatives that advance global migration policies and programs, in support of Canada’s migration and humanitarian objectives”.²⁰

In advancing international migration and protection diplomacy, the IMCBP-Funded Projects Component’s ability to support a wide breadth of projects gives Canada the potential to exert its influence and leadership, disseminate and support best practices with respect to managed migration and refugees, as well as advance Canadian interests, particularly in regions and on subjects of significance for IRCC’s migration agenda.²¹ This has allowed for additional funding components to fall under the same terms and conditions (i.e., MCEE). Interviewees emphasized their appreciation for flexibility within the IMCBP funding mechanism, especially considering the evolving nature of international relations.

Despite this, having broad purpose and objectives connected to international relations and improving Canada’s reputation makes it difficult to consistently link the IMCBP-Funded Projects Component back to supporting IRCC core priorities, aside from its link to IRCC’s international engagement efforts. Interviewees noted that within the Department, there was not always awareness of what was being funded, as there were many players present in migration-related capacity building, and oftentimes a mix of OGD’s, partner states, and international non-government organizations involved in projects. Given the program’s wide scope through the T&Cs as well as the broad purpose and program objectives, the intention of IMCBP-Funded Projects Component is not always clearly articulated, making it difficult to ascertain the role and position the program has within the Department.

²⁰ IRCC (2018). *Terms and Conditions – International Migration Capacity Building Program*.

²¹ IRCC, IIR (2018). *2018 MPDP Business Case - Increase in the funding envelope for the Migration Policy Development Program*.

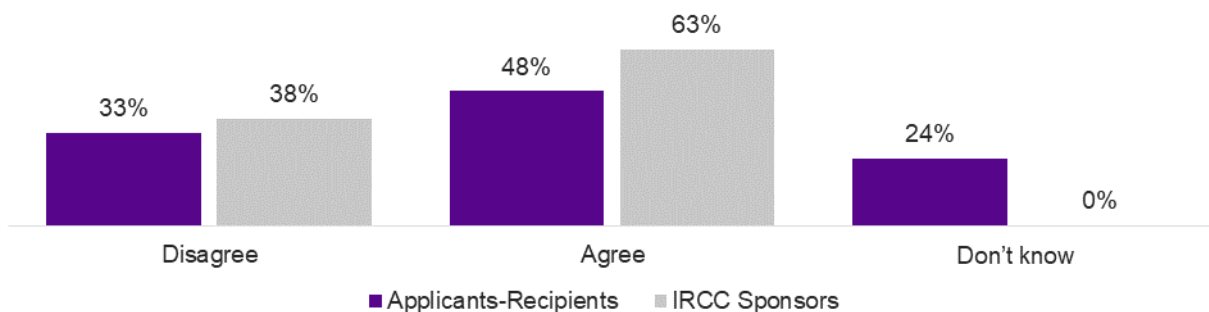
Program oversight

Finding: There were mixed views among interviewees and survey respondents regarding the neutrality of the IMCBP-Funded Projects Component selection process.

As previously mentioned, there is a detailed governance and selection process in place for funding projects through the IMCBP. Applications for funding through the IMCBP-Funded Projects Component is open to branches throughout the Department, including the IIR Branch which holds the responsibility for putting in place and implementing the selection process, ensuring that projects selected have the potential to advance Whole-of-Government or IRCC priorities, and that funding decisions are consistent with the principle of demonstrating a sound stewardship of public funds.

The neutrality and appropriateness of the process was questioned by a few interviewees and some survey respondents. Some interviewees questioned the perceived fairness of the IMCBP-Funded Project Component selection process, as it was felt that IIR Branch submitting projects to be approved by their own branch challenged the neutrality of the selection process. In addition, survey results indicated mixed perceptions of neutrality among respondents. A majority (80%) of surveyed IRCC senior management felt the IMCBP selection process was transparent, and 20% reported not knowing. Approximately two-thirds of surveyed sponsors and approximately half of surveyed applicant-recipients agreed that the IMCBP-Funded Projects Component selection process was transparent, however, about one third of both groups disagreed.

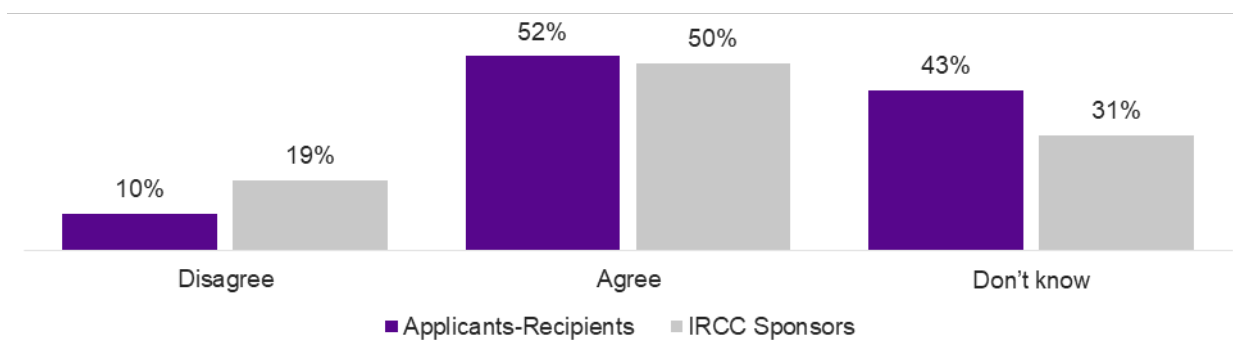
Figure 14: Survey respondents - Selection process was transparent



Source: IRCC, Survey of IMCBP applicants and recipients; Survey of IMCBP sponsors

When applicant-recipients and sponsor survey respondents were asked whether the IMCBP-Funded Projects Component selection process was unbiased, approximately half of both groups agreed, though some disagreed and a sizable portion of respondents reported not knowing. In addition, 80% of surveyed IRCC senior management agreed that the process was unbiased, and 20% disagreed.

Figure 15: Survey respondents – Selection process was unbiased



Source: IRCC, Survey of IMCBP applicants and recipients; Survey of IMCBP sponsors

With the IMCBP-Funded Project Component objectives being broad, and with IIR Branch being the policy centre of expertise within the Department through its responsibility for international bilateral and multilateral relations as well as capacity building, this has caused challenges in interpretation regarding the administration of the selection process.

Measuring and achieving expected program outcomes

As discussed in the methodology, the IMCBP does not have an active program logic model or departmentally validated outcomes and indicators. Since the IMCBP is not a program within IRCC's program inventory, there is no requirement for the IMCBP to have program outcomes. Nonetheless, draft expected outcomes were developed based on program consultations for the purposes of the evaluation.

Finding: There is a misalignment between the program's expected outcomes and the more specific and small-scale nature of the IMCBP-funded projects, making it difficult to determine if the program is achieving its expected program outcomes.

Expected outcomes for the IMCBP were developed with the contributions to memberships in international forums and organizations in mind, creating program outcomes that are broad and high-level. In particular, intermediate and ultimate program outcomes were difficult to measure for the scale and scope of the IMCBP-Funded Projects Component, and the achievement of these results were not able to be attributed to these projects. The ability to influence international migration policy was also highlighted in the previous evaluation as being difficult to measure to a significant magnitude and attribution level.²²

With regards to the achievement of program outcomes, individual IMCBP-Funded Projects are limited in the ways they can contribute to the program outcomes due to their small-scale nature. This is partly due to the high level nature of the IMCBP-Funded Projects Component outcomes, but also because the projects that are selected are very specific in nature. For example, while an intermediate program outcome relates to international partners applying best practices gained through funded projects, approximately half (48%) of individual funded projects had a geographical focus of North and Central America, focusing their opportunity to influence international migration largely to this region.

As a result, there is a misalignment between the program's broad expected outcomes and what is realistically achievable and measurable, given the small-scale and specific nature of the funded

²² Canada, IRCC (2013) *Evaluation the Migration Policy Development Program*.

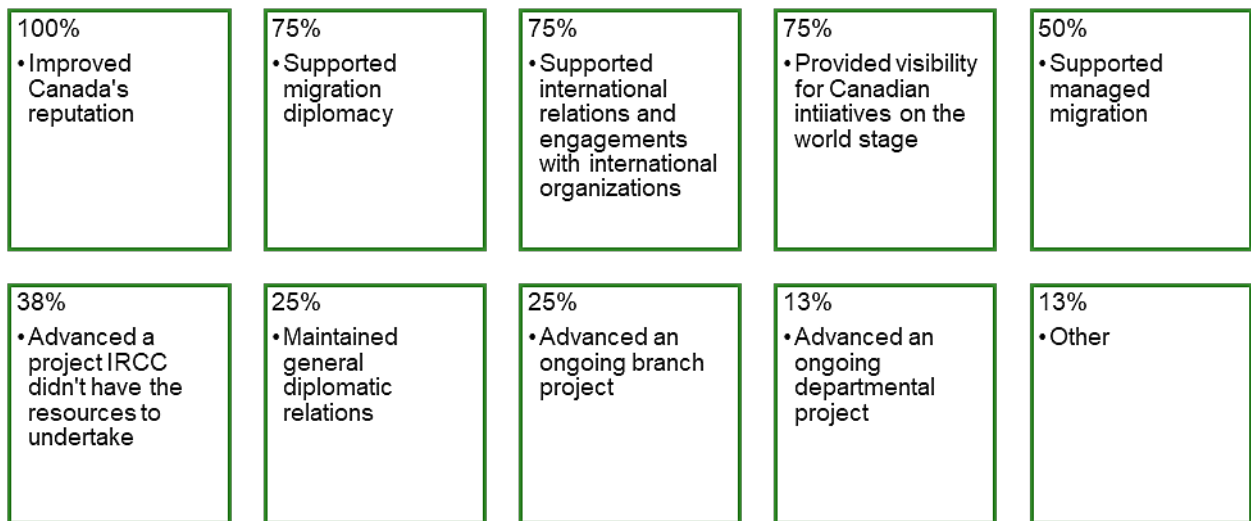
projects. With the program outcomes being measured at the project level, this is made it difficult to determine the impact of the program, as well as communicate a coherent results story.

Contributing to international migration management

Finding: While benefits of the individual IMCBP-Funded Projects towards international migration management were noted, it is difficult to determine the level and impact of the program as a whole.

Individual IMCBP-funded projects are contributing to Canada’s bilateral and multilateral relationships. Almost two-thirds (57%) of applicant-recipient survey respondents who received funding reported to a great extent that international policies and/or programs have been informed by their funded project. In addition, all surveyed sponsors who received funding reported that the IMCBP-funded projects improved Canada’s reputation (100%) and a large proportion reported that it supported migration diplomacy and international relations and engagements with international organizations. While it is not always clear if the individual IMCBP-funded projects are supporting the identified program outcomes, the funded projects are supporting other similar objectives that are equally important to the department.

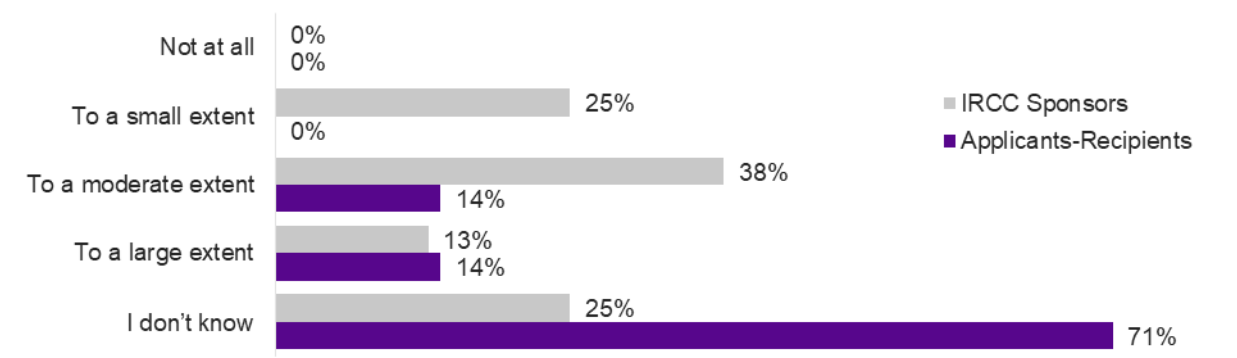
Figure 16: How individual projects supported IRCC policy and programs



Source: IRCC, Survey of IMCBP sponsors.

The IMCBP-Funded Projects Component operates with the intention of funding capacity-building projects to strengthen migration management systems and influence the global discourse on international migration. While this is one of the main functions of the program, interviewees indicated that measuring the impact and use of the funded projects was a challenge, especially in measuring the influence of IRCC funding on managed migration over time. With the IMCBP having a broad scope and limited reach in terms of funding, interviewees indicated that there was likely minimal overall impact on managed migration from a high level global perspective. This was also reiterated in the survey of applicant-recipients, in which 71% reported not knowing if their funded project informed managed migration. Results for the surveyed sponsors was mixed – with 50% reporting to a moderate or large extent that it had informed managed migration, but 25% reporting to a small extent. Of the applicant-recipient survey respondents who responded, 28% reported to a moderate or large extent.

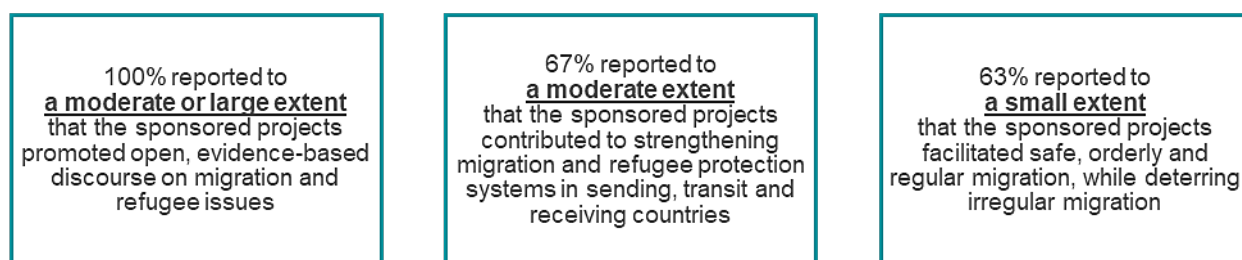
Figure 17: International Migration management positions have been informed by the IMCBP-funded projects



Source: IRCC, Survey of IMCBP applicants and recipients; Survey of IMCBP sponsors

When asked if the sponsored projects supported the broader IMCBP objectives, surveyed sponsors had mixed responses.²³ Surveyed sponsors were more positive in terms of identifying that the sponsored projects promoted open, evidence-based discourse on migration and refugee issues, but were less positive in terms of the sponsored projects facilitating safe, orderly and regular migration while deterring irregular migration.

Figure 18: Sponsored projects supporting broader IMCBP program objectives



Source: IRCC, Survey of IMCBP sponsors. Don't know responses excluded.

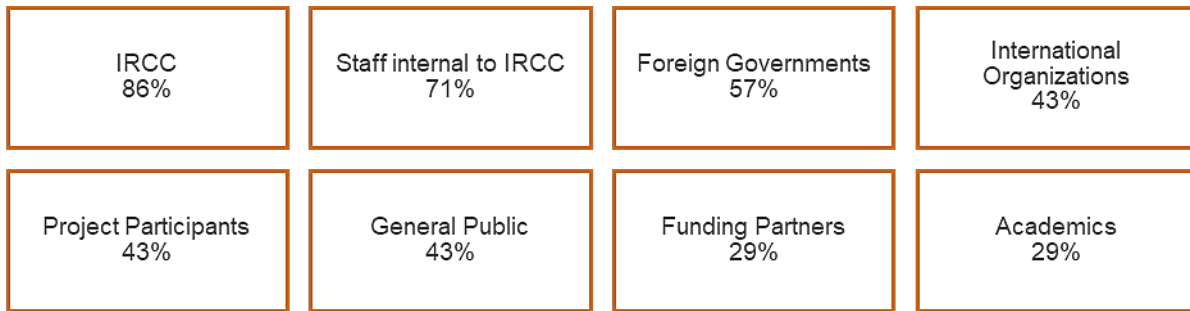
Awareness of IMCBP-funded project results

Finding: Knowledge disseminated and gained through the individual IMCBP-funded projects to a broader audience was dependent on relationships between the sponsors and the partner organizations.

Interviewees noted that the usefulness and quality of results depended heavily on individual relationships between sponsors and partner organizations. In addition, given how IRCC is operationally organized, there is potential for key branches to be unaware of individual IMCBP-Funded Projects that could benefit their work due to the nature of IRCC's organizational structure. The target audience for the dissemination of project knowledge also varied, as IRCC was not always the intended recipient, as identified by surveyed applicant-recipients.

²³ Excluded 'don't know' responses.

Figure 19: Target audience for disseminated project results



Note: As proposals can have multiple target audiences, these percentages do not add up to 100%, and should not be interpreted as mutually exclusive.

Source: IRCC, Survey of IMCBP applicant-recipients.

Aside from the groups involved in the operations of the IMCBP-Funded Projects Component, awareness of the individual IMCBP-Funded Project results was limited to those involved in the projects. Interviewees noted that much of the knowledge dissemination of information received through the individual IMCBP-Funded Projects happened at the working level between sponsors and partner organizations or within the IRCC sponsoring branch. When asked how their organization disseminated information regarding their funded projects, 71% of applicant-recipient survey respondents self-declared a paper report (internal or external), 57% reported briefings (e.g., in-person, web conferences), 43% identified online reports (internal or external), and 43% reported using social media.²⁴

Results were mixed regarding the knowledge gained from the funded projects, with participating organizations being more positive compared to IRCC sponsors and interviewees. All applicant-recipient survey respondents reported to a moderate or great extent that they/their organization gained knowledge from the IMCBP-Funded Project. In addition, 75% of surveyed sponsors reported to a moderate or great extent that they/their branch gained knowledge from the sponsored project. However, 25% of surveyed sponsors as well as no interviewees were able to identify knowledge gained or programs informed by the IMCBP-Funded Projects.

²⁴ Does not refer to the project requirements of a mid-term and a final report from project recipients that are included in the grant arrangements.

Conclusions and recommendations

Overall, the IMCBP-Funded Projects Component is being used by the Department as a tool to support activities that contribute to IRCC's bilateral and multilateral relationships. They are supporting activities in relation to events, information sharing and capacity building. The program is also being managed with the necessary mechanisms and processes in place.

While there have been benefits associated with the individual IMCBP-funded projects, the projects vary in scope and objectives, as their results are not collated or reported in a consistent way, making it difficult to tell a coherent results story and ascertain the program's achievements overall. With that in mind, there are four key areas where the program can be strengthened.

Reconfirming the purpose and ensuring effective program monitoring

The broad purpose of the IMCBP-Funded Projects Component, which is intended to allow for a variety of initiatives to be eligible for funding, has diluted the intent of the program, making it difficult to ascertain what specific need the program is fulfilling. Presently, the IMCBP-Funded Projects Component is contributing to the achievement of migration diplomacy and international bilateral and multilateral relations. The Department would benefit from a review of the purpose and program theory of the IMCBP-Funded Projects Component to better align how the program is operating with the need it is best suited to fulfill.

Subsequent to reviewing the purpose of the IMCBP-Funded Projects Component, the Department would also benefit from a review of the program's expected outcomes and associated performance measurement strategies. The current outcomes are very broad, and ultimately too ambitious to be achieved with a small budget. Without a clear purpose and achievable program outcomes, it is difficult to clearly identify measures to assess program performance which would allow for the demonstration of a more robust program results story. This has created a contradiction in that the program is functioning, but it is difficult to determine the level and impact on the program expected outcomes. Clearly defined and measurable outcomes would help the program to articulate its place within the Department, and the value that it provides.

Recommendation #1: IRCC should review the purpose and program theory for the IMCBP-Funded Projects Component to ensure that the program resources are being used strategically.

Recommendation #2: Based on the results from recommendation 1, IRCC should develop a performance measurement framework for the IMCBP-Funded Projects Component which better defines their expected outcomes and identifies corresponding indicators and measurement tools.

Calibrating level of effort

Given the relatively low materiality of the program (approximately \$700K per year), the Department undertakes many processes and steps to administer and oversee the IMCBP-Funded Projects Component application process. In view of the work done to administer the CFP process, convene the review committees, present to the committees, and negotiated and develop proposals to successful grant arrangements, the level of effort being undertaken does not correspond to the amount of funding being administered. Streamlining bid request methods and oversight reviews could support a more nimble administration of the funds which could better correlate to the needs of the program. However, surveyed sponsors and applicant-recipients had mixed views on the

transparency and neutrality of the selection process, and should be taken into consideration when developing revised processes.

In addition, for the 2021–2022 application year, the IIR Branch launched a streamlined application process, focusing on key funding areas, and not administering a CFP. The Department would benefit from a review of this streamlined process to determine if it is a more appropriate level of effort for the funding level, while also maintaining good program management.

Recommendation 3: IRCC should recalibrate the IMCBP-Funded Projects Component proposal process to better align the level of effort with the scope of the program and the amount of money being administered, while ensuring the selection process is transparent.

Improving information sharing

Despite challenges with the overall purpose of the IMCBP-Funded Projects Component, funded projects were seen as useful to individuals within the Department. Information from funded projects is dependent on the sponsor to disseminate the information, if not already made available by the funding recipient. Knowledge gained from the funded projects could be increased if a systematic dissemination strategy was implemented. This would also allow for project results and information to be available to more IRCC staff and enhance corporate knowledge.

To increase potential use of the information gained from the IMCBP-Funded Projects Component across the Department, IRCC should undertake initiatives to ensure that it is stored in a centralized location, allowing for the ease of access, regardless of when the project was undertaken.

Recommendation 4: In support of strengthening the dissemination of results of the individual IMCBP-funded projects, IRCC should:

- a) **Implement a central repository of information accessible to all IRCC employees; and**
- b) **Create and implement a communication strategy to share and promote information.**

Annex A: Tables

Table 1: Profile of funded projects, by program (MPDP vs. IMCBP)

		MPDP 2012–2013 to 2016–2017	IMCBP 2017–2018 to 2020–2021	Total 2012–2013 to 2020–2021
Type of project	Program			
	Policy Development	14%	36%	28%
	Research	36%	16%	22%
	Technical support	0%	20%	13%
	Conference or Workshop	55%	44%	48%
	Website	0%	7%	5%
	Training	5%	11%	9%
	Other	0%	2%	2%
Geographic area of focus	North and Central America	59%	42%	48%
	South America	0%	18%	12%
	Europe	5%	7%	6%
	Africa	0%	7%	5%
	Middle East and North Africa	0%	9%	6%
	Asia	5%	4%	5%
	Oceania	9%	2%	5%
	Global	36%	38%	37%
Subject	Visitors	0%	7%	5%
	Temporary Workers	0%	7%	5%
	Immigration	18%	4%	9%
	Humanitarian and Compassionate	9%	0%	3%
	Resettlement	9%	18%	15%
	Asylum	9%	22%	18%
	Settlement	18%	9%	12%
	Passport	0%	9%	6%
	General Migration	36%	40%	39%
Other	36%	44%	42%	
Target population	Canadian Population	0%	9%	6%
	Canadian Government	32%	33%	33%
	Population of Another Country	5%	36%	25%
	Foreign Governments	73%	69%	70%
	International Organizations	68%	38%	48%
	Academics	23%	16%	18%
	Refugees	0%	9%	6%
	Other	14%	16%	15%
Sponsoring branch *	Admissibility Branch	0%	7%	4%
	Immigration Branch	0%	7%	4%
	International and Intergovernmental Relations Branch	0%	49%	33%
	International Network	0%	18%	12%
	Immigration Program Guidance Branch	0%	7%	4%
	Migration Health Branch	0%	4%	3%
	None Available	100%	0%	33%
	Research and Evaluation Branch	0%	2%	1%
	Refugee Affairs Branch	0%	20%	13%
Settlement and Integration Policy Branch	0%	4%	3%	

*Note: (1) Sponsors were not always listed for MPDP years. (2) Joint sponsoring branches were occasionally listed. Totals will not equal 100%.