Migration is one of the key realities of our time. It cuts across communities, influences priorities, and shapes societies. To realize the benefits of migration for migrants and host communities alike, our responses must be innovative, collaborative and designed beyond the immediate. Multi-stakeholder approaches involving government, civil society, academics, private sector and the broad third sector are key. It is with this in mind that I am pleased to share the IOM UK strategy, which lays the foundation of our work for the next four years.

Dipti Pardeshi, Chief of Mission, IOM UK
EXECUTIVE SUMMARY

One in seven people today are on the move, which represents over 1 billion people in the world, with the majority of international migrants searching for better economic and social opportunities. Among these numbers, 65.3 million people are now forcibly displaced, the most since the Second World War. The International Organization for Migration (IOM) works toward a world where both migrants and society benefit from humane and orderly migration. Never have IOM’s efforts been more pertinent.

In a time of unparalleled mobility, the need to manage migration productively and humanely is of increasing relevance to every nation and person in the world. IOM in the United Kingdom (IOM UK) has identified seven strategic areas for engagement for the period 2016 to 2020. These build on IOM’s unique expertise and contribute to the wellbeing of migrants and host communities.

**RESETTLEMENT**

Enhance refugee resettlement programmes in partnership with government, receiving communities and civil society actors to better facilitate refugee integration and promote successful resettlement outcomes. Deliver pre-departure services in the areas of cultural orientation, health assessments and movement operations and support innovations in resettlement pathways, such as community sponsorship and provisions for children-at-risk.

**INTEGRATION**

Address integration challenges by promoting migrant participation in the labour market, reducing barriers to integration, and bridging integration gaps through evidence based research that guides policy making and enhances implementation capacities of stakeholders.

**COMMUNITY COHESION**

Support a shared vision, sense of belonging, and value of diversity between migrants and receiving communities by promoting community engagement and cohesion through awareness-raising activities and information campaigns.

**HUMAN TRAFFICKING AND MODERN SLAVERY**

Reduce the prevalence of, and harm caused by, human trafficking and modern slavery by strengthening the capacity of frontline professionals, enhancing transnational collaboration, improving support conditions for those affected, and supporting businesses in addressing issues in global supply chains.

**DIASPORA AND DEVELOPMENT**

Support the contributions of diaspora communities to development through research and diaspora mapping, awareness raising of remittance costs and patterns, and facilitating the sharing of diaspora skills and expertise.

**MIGRANT ASSISTANCE**

Provide secure, reliable, and cost-effective services to migrants by providing return and reintegration assistance and by offering reliable transit assistance to refugees and migrants.

**MIGRATION POLICY AND RESEARCH**

Assist in the development of effective migration management policies by conducting and sharing migration research, supporting increased dialogue between migration stakeholders, and providing migration policy advice.

Partnerships with government, civil society, and the private sector underpin IOM’s work in all seven strategic areas. Equally, a focus on human rights, gender, and monitoring and evaluation is taken into account in each IOM project.
INTRODUCTION

The 21st century has been called ‘the age of migration’. Migration has figured prominently in media and political discourse, from concern over large movements in the Mediterranean to migration’s inclusion in the Sustainable Development Goals. These developments emphasize the need to manage migration productively and humanely for the mutual wellbeing of migrants and society. Yet, the constantly evolving complexity of migration issues, and their divisive nature in public and political discourse, create significant challenges to managing migration, entrenching obstacles to constructive resolutions.

IOM believes that well-managed migration and facilitated human mobility works for the benefit of states, migrants and society alike. Established in 1951 and headquartered in Geneva, IOM recognizes the link between migration and economic, social, and cultural development, as well as the right to freedom of movement.

IOM is an intergovernmental organization with 165 member states, which the United Kingdom of Great Britain and Northern Ireland (UK) joined in 1961. IOM has over 400 field offices in more than 150 countries, and over 8,400 operational staff undertaking more than 2,600 active projects. Considering national, European, and global migration trends, and building on IOM’s traditional competencies, IOM UK has developed this 2016–2020 strategy to outline the areas where IOM is best placed to contribute to enhanced and beneficial migration management. Although the strategy will guide IOM’s work in the UK over the next four years, it is flexible and subject to periodic review.

Key factors influencing IOM’s ability to implement this strategy include the evolving policy landscape, engagement with stakeholders, and internal capacity in project development and fundraising.

MIGRATION GLOBALLY, REGIONALLY, AND IN THE UK

The age of migration has been an uneasy one. Today, more than 65.3 million people are moving due to unprecedented numbers of simultaneous, protracted and complex crises. Among the forcibly displaced worldwide, 40.8 million are internally displaced persons. At the same time, migration is now recognized as a crucial force in development and a driver of poverty reduction, and South-South migration exceeded South-North migration in 2015. Unfortunately, today’s migration flows are also occurring alongside a global spike in anti-migrant sentiment and xenophobia, amplified by a growing fear of terrorism.

In Europe, complex mixed migration flows have tested the European Union’s (EU) founding principles and common values, particularly solidarity, shared responsibility and free movement. Furthermore, the UK’s historically distinctive position within the EU has deepened in part due to migration concerns. The UK’s decision to opt out of the European relocation mechanism for migrant and refugee arrivals in 2015, its selective participation in EU migration-related policies and the referendum on EU membership itself in June 2016 demonstrate the UK’s ongoing efforts to negotiate migration concerns in relation to the EU.

This response is in part rooted in history. Despite...
receiving immigrants for centuries, the UK has traditionally been an exporter of people to the US and former colonies, only moving from a nation of net emigration to immigration in the last three decades.

Continued economic growth and high levels of employment are contributing to an ongoing increase in migration to the UK. While a range of occupations have labour and skills shortages, many people in the UK nonetheless favour reducing immigration both from the EU and further abroad. Contemporary UK immigration policies tend to follow the Government’s net migration target of reducing the figure to the tens of thousands.

In 2015, a new Immigration Bill began to work through Parliament and came into force as the Immigration Act 2016 on 12 May 2016. It introduced new measures to prevent migrants in an irregular situation in the UK from accessing housing, driving licences and bank accounts, as well as new sanctions to make it easier to enforce immigration laws and remove irregular migrants.

At the same time, the UK remains a destination country for victims of human trafficking and forced labour. In 2015, the Global Slavery Index estimated that 11,700 victims of human trafficking and modern slavery were living in the UK, yet only 3,266 were referred to the National Referral Mechanism, meaning significant numbers of victims remain unidentified and without access to support and protection measures.

To combat this worrying trend, the Modern Slavery Act entered into force in March 2015, consolidating the offences used to prosecute slave drivers and introducing a clause to address transparency in supply chains. While such advancements are welcome, concern remains over the absence of support at the end of the referral process, leaving victims vulnerable to further exploitation.

Despite anxieties over immigration, in response to the volatility in the Middle East and the large-scale movement of Syrian refugees across Europe, the British public called for an increase in resettlement of Syrians. In September 2015 the UK Government announced the expansion of the Syrian Vulnerable Person Resettlement scheme to resettle 20,000 Syrians from the Middle East and North Africa (MENA) region by 2020. This was joined by a further announcement in April 2016 to resettle another 3,000 refugee ‘children-at-risk’ by 2020. This has marked a significant expansion of resettlement in the UK, with traditional resettlement through the Gateway Protection Programme yielding a much smaller average of 750 individuals per year. In parallel, from 2013 to 2015 the UK received an average 27,000 asylum applications per year, constituting 8% of the net migration figure for 2013. The refusal rate for asylum applications in 2014 was 59%.

Yet, the varied histories of migration and migration-related policies have contributed to a diverse population in the UK, with many diaspora communities. This is most visible in London, where multiculturalism has flourished, contributing to the economic, social, and cultural fabric of the city. Diaspora communities have proven to be an important element in the cultural, political, and economic engagement between the UK and other countries.

Diaspora remittances are widely recognized as an important resource to help reduce household poverty and enhance local development, and finding ways to use diaspora skills to fill knowledge and skills gaps has also gained currency over the past two decades.

5 Since 2004, IOM has provided pre-arrival and movement services for Gateway refugees, helping an average of 750 Gateway refugees per year, as of 28 April, 2016.
IOM’s Work – Globally and in the UK

IOM works with its key stakeholders, migrants and Member States to navigate the complexities of migration issues by promoting humane and orderly migration for the benefit of all. This is done by:

- Promoting international cooperation on migration issues
- Assisting in the search for practical solutions to migration problems
- Providing humanitarian assistance to migrants in need.

Realizing the benefits and full potential of migration requires planned, well-managed, and well-governed approaches to migration and human mobility. To achieve this, IOM has developed the Migration Governance Framework, presenting a version of migration governance to which states can aspire, and for which IOM can provide support and assistance.

The Migration Governance Framework sets out the principles and objectives that guide IOM’s work.

The inclusion of migration considerations in the Sustainable Development Goals fits well with the goals of the Migration Governance Framework, and IOM stands ready to help. In partnership with the Economist Intelligence Unit, IOM developed a Migration Governance Index to measure the degree to which national policies facilitate and promote responsible, safe, and regular migration, and IOM and Gallup are partnering to create a report on migrant populations, using the annual Gallup World Poll, which will produce key metrics and benchmarks for evaluating the processes of the Sustainable Development Goals.

IOM has a long-standing and extensive working relationship with the United Nations at several levels. Migrants’ rights have been the focus of the High-level Dialogue on Migration and Development, UN-based frameworks, and other processes, including the Global Forum on Migration and Development and Regional Consultative Processes on migration, all of which IOM actively contributes to. IOM has also joined the UN System-Wide Action Plan for Gender Equality and the Empowerment of Women.

In addition, IOM has special expertise in international migration law, which contributes to advocacy for and compliance with international and regional standards. IOM uses this expertise to assist governments and other migration actors in strengthening their capacity to govern or contribute to migration management more effectively, notably through training and capacity-building activities, legislation review, policy development, and research on migration law.

The adoption of the Sustainable Development Goals was an important milestone as it recognizes the positive contributions of migrants and their fundamental role in development.

IOM in the UK

IOM’s presence in the UK began in 1992 as a liaison office, and became operational in 1999 with the launch of the country’s first assisted voluntary return programme.

Historically, IOM has played a vital role in these areas of migrant and refugee work:

- Refugee resettlement, by providing pre-departure and movement services to refugees
- Supporting counter-trafficking efforts through capacity building for local authorities and civil society
- Providing migrant assistance at all stages of the migrant journey, including reintegration of returned migrants
- Bolstering migration and development efforts through research and skills-transfer projects with diaspora communities in the UK.

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11 A full copy of MiGOF is available at www.bit.ly/1ObKM7B
12 Migration Crisis Operational Framework www.iom.int/mcof
14 Displacement Tracking Matrix www.globaldtm.info
In 2015, IOM undertook humanitarian activities in 67 different countries and contexts. IOM’s camp management work benefitted more than 3.3 million individuals across 41 countries while shelter work assisted some 5.2 million people across 40 countries.

IOM’s Migration Crisis Operational Framework is an analytical and operational tool supporting emergency response, and formulates the way in which the organization supports its member states and partners to better prepare for, respond to, and recover from migration crises. IOM leads the global Camp Coordination and Camp Management Cluster for natural disasters, and provides key support through the Displacement Tracking Matrix.
By its nature, migration involves multiple actors. Governing migration well requires partnerships to broaden the understanding of migration and develop comprehensive, effective and harmonized approaches. Partnerships are integral to the sustainability and effectiveness of IOM’s work. Partnership can advance:

1. Advocacy, awareness-raising, and knowledge-building
2. Innovation including the development and sharing of new products, technologies, services, and approaches
3. Resource mobilization to generate funds, human resources, goods and services to support activities
4. The delivery of programmes at the local, national, regional, or global levels.

The laws and policies affecting the movement of people are not restricted to any single issue. Good migration governance relies on holistic approaches whereby all ministries with responsibilities touching on the movement of people are implicated. In line with the whole-of-government approach, IOM aims to engage partners across the Government to support cohesive and complementary policies.

As such, IOM works closely with the Home Office and Foreign and Commonwealth Office on migration matters. IOM is committed to expanding collaboration with the UK Parliament, notably the All-Party Parliamentary Groups on Migration, Refugees, Human Trafficking and Modern Slavery, and Diaspora, Development and Migration.

The private sector also has an important role to play in contributing to humanitarian and development challenges.

As one of the largest distributors of overseas development aid in the world, a key supporter of aid reform, and one of IOM’s largest humanitarian and development donors, the UK Department for International Development is also a key partner. IOM UK aims to strengthen and build consistency in the relationship in the coming years.

Engaging with civil society organizations, such as grassroots migrant and diaspora organizations, foundations and trusts, international and local non-governmental organizations, as well as regional umbrella organizations, is also integral to IOM UK’s activities. For example, IOM UK has a partnership with the British Red Cross through the family reunification programme, is a member of Refugee Week, and has worked with the Joint Council for the Welfare of Immigrants on the ‘I am a migrant’ campaign.

Improving migration research and evidence is also a key priority, especially in light of the skewed public discourse that tends to accompany migration debates. IOM UK will strengthen partnerships with universities and think tanks, such as the Overseas Development Institute and Chatham House.

The private sector also has an important role to play in humanitarian and development challenges, and will be essential to reaching the objectives set by the Sustainable Development Goals. IOM UK’s intention is to build long-term partnerships with companies, foundations, associations and individuals that use each partner’s knowledge, expertise, skills and/or resources for the benefit of migrants and society.

As an international city headquartering many transnational institutions and migration policy stakeholders, London is an important hub for IOM’s work. IOM UK supports the organization’s global projects and looks to inform domestic and global approaches. Partnerships underpin and are vital to IOM UK’s many areas of work, including with:

*Local community groups*

*Neighbouring, transit, and origin countries*

*Civil society*  
*Private sector*

*International and regional organizations*

*Unions*  
*UK government*

*Migrants and diaspora communities*

*Academia*  
*Faith organizations*
STRATEGIC AREAS 2016–2020

RESETTLEMENT
In close partnership with UNHCR, central and local government agencies, and civil society partners, IOM has been facilitating the resettlement of refugees to the UK since 2004. In 2015 alone, IOM resettled 3,543 refugees and other vulnerable migrants to the UK. The rapid expansion of resettlement quotas is leading IOM to scale up the existing high-quality, comprehensive resettlement services. Equally, IOM is looking to cooperate with national and local government to develop an enhanced, forward-looking programme that facilitates refugee integration and anticipates future resettlement needs.

CULTURAL ORIENTATION
In coordination with government, by inputs from local authorities, and through the exchange of best practices, IOM will expand the cultural orientation curriculum delivered to refugees pre-departure, incorporate child-friendly elements, and increase opportunities for refugees to successfully integrate in their host communities.

MIGRANT HEALTH
Access to physical and mental health services and psychosocial support pre-departure increases refugee wellbeing and supports them in contributing to their home communities and host societies. IOM will continue to work with local authorities, national health services and public health bodies in the UK to ensure that refugees receive timely and appropriate pre-departure health assessments and support from national health services after their arrival in the UK.

MOVEMENT SERVICES
The safe and dignified movement of refugees is a complex process requiring coordination between multiple actors to provide timely travel, appropriate documentation and reception by host communities. IOM will continue to arrange appropriate medical and operational staff to assist in refugee movement operations to ensure the process is as comfortable and predictable as possible for the refugees and receiving communities.

COMMUNITY SPONSORSHIP
Interest in establishing a community-based sponsorship programme for resettlement is growing in the UK. Community sponsorship taps into private resources, enabling refugee resettlement through the support of private citizens, non-governmental organizations, and other interested groups. IOM UK participates in the National Refugee Welcome Board and provides support to government and civil society organisations to establish a community sponsorship programme that enhances the wellbeing of refugees and receiving communities alike.

Globally IOM moves 1 person every 5 minutes for resettlement
Labour market integration increases self-efficacy and is key to harnessing the full contributions of migrants to their new communities. It strengthens local economies through entrepreneurialism, expanded tax bases, and diversity in services and products. Yet there can be barriers, such as an inability to transfer qualifications, differences in cultural values, insufficient language skills, and a mismatch between experience and opportunities.

IOM UK aims to reduce these barriers by analyzing employer and migrant needs, encouraging opportunities for migrants, and creating space for increased employer and migrant engagement.

Civic and social participation is central to creating a shared sense of purpose, values and community. Many barriers can restrict this process for migrants, such as limited language abilities, lack of information or access to services, and isolation from the community. IOM UK will focus on identifying emerging barriers and assisting in the development of support services sensitive to migrant issues. Partnership with local authorities and frontline professionals will also be advanced to help develop targeted services for migrants, including children-at-risk.

Effective integration policy must intersect and complement other major policy areas. This requires the collection and analysis of information relevant to a wide array of sectors, and an increase in the capacity of various actors to identify and address potential integration issues. IOM UK will work with partners to provide best practices and evidence of impact on migrants and communities. IOM UK will use this evidence to build the capacities of frontline service providers to bridge gaps in national and local integration.

Community cohesion supports two-way integration between migrants and receiving communities. A receiving community’s perception and openness to migration and migrants are clearly vital to the success of any migration management system. IOM UK therefore aims to support community cohesion by community engagement.

Migration is often an emotive topic, making it challenging to question long-held assumptions and engage in constructive discourse. To overcome these challenges, IOM UK will organize events, activities, and products that are informative, appealing, and relevant to UK communities, attracting audiences not commonly reached through existing methods. Spaces for engagement between receiving communities and migrants will also be created to facilitate sustainable relationships between diverse groups and provide an environment to explore beliefs about migration.
HUMAN TRAFFICKING AND MODERN SLAVERY

Human trafficking and modern slavery describe disturbing and complex crimes that represent grave violations of human rights and human dignity. There are thousands of victims in the UK alone, underpinned by a complex global industry. IOM has been a key actor in countering human trafficking and modern slavery, providing frontline professionals with awareness-raising sessions, indicators, and methods for taking action. IOM UK participates in parliamentary inquiries and facilitates study visits for practitioners, and collaborates with companies to address risks associated with unethical global recruitment practices through the International Recruitment Integrity System (IRIS). IOM will continue its work in counter-trafficking, building on its expertise to support the UK and international community in enhancing protection and prevention services for victims and vulnerable migrants through the following four components.

CAPACITY BUILDING

IOM UK will expand its awareness-raising training sessions to reach a broader range of stakeholders including local authorities and faith groups, homeless charities, healthcare providers, diaspora groups, and private sector government contractors. Train-the-trainer models and training manuals will be further explored to maximize dissemination of knowledge and modules.

IMPROVE SUPPORT CONDITIONS

Policies on migration, trade, employment and others can directly or indirectly create the conditions for trafficking and slavery, or can create barriers that prevent an effective response for the victims affected. IOM will carry out research to improve the understanding of how the UK politico-legal framework impacts human trafficking and modern slavery, with a focus on the conditions of support provided for victims. IOM will recommend improvements to policies impacting risk and the provision of support to those affected. Where appropriate and possible, IOM will also contribute to improving the direct assistance available to victims of human trafficking and modern slavery.

TRANSNATIONAL COLLABORATION

As a global phenomenon, transnational collaboration and experience-sharing is essential to improving responses to human trafficking and modern slavery. Using its extensive global network and repository of information, IOM will share best practices and knowledge on human trafficking and modern slavery, facilitating study visits, disseminating research publications, and organizing roundtables and seminars on successful counter-trafficking experiences. IOM will use its involvement in global-level actions and coordination efforts, such as the Sustainable Development Goals and the Inter-Agency Coordination Group against Trafficking in Persons to ensure a more effective transfer of knowledge to the UK context.

PRIVATE SECTOR ENGAGEMENT

The presence of human trafficking and modern slavery in the operations and supply chains of many businesses internationally and in the UK is a significant concern, with a majority of the estimated 21 million victims of modern slavery across the world being exploited in private sector activities. Through IRIS, IOM will continue working with multinational companies to improve their company’s and suppliers’ compliance with ethical recruitment standards. IOM will also work with UK stakeholders, such as private companies, trade bodies, and public bodies to enhance their capacity to detect, prevent, address, and report human trafficking and modern slavery in their operations and supply chains.

1 in 7 IDENTIFIED VICTIMS OF HUMAN TRAFFICKING HELPED BY IOM GLOBALLY

Strategic Plan 2016–2020
IOM’s work with diaspora aims to engage, enable and empower transnational communities as agents for development. For example, Migration for Development Africa (MIDA) participants on placement in Somaliland share their skills and experience with government institutions.
MIGRANT ASSISTANCE

Although the majority of migrants move without need for targeted services, some find themselves in need of assistance and protection. In the UK, some migrants wish to return to their country of origin but lack the means to do so. Dignified and humane assistance to migrants in need is an important element of IOM’s work. IOM UK will continue to provide reliable migrant assistance through the two areas below.

RETURN AND REINTEGRATION ASSISTANCE

IOM UK will continue to coordinate reintegration assistance through the Facilitated Return Scheme Reintegration Support Project for returned migrants in need of support on arrival. Return assistance will also be provided to victims of trafficking, exploitation, or abuse who are returning to a country within the European Economic Area (EEA), and who otherwise may not be able to receive support. Where possible, IOM will provide reintegration assistance to victims around the world, and will advocate for more comprehensive and sustainable reintegration support services.

TRANSIT ASSISTANCE

London hosts Heathrow Airport, the sixth busiest airport in the world by total passenger traffic. Refugees and migrants often transit through Heathrow on their way to a new host country, or their country of origin. Working around the clock, IOM’s Heathrow Airport Team will continue to provide transit assistance to refugees and migrants moving through the airport, ensuring they arrive at their final destination safely and smoothly.
MIGRATION POLICY & RESEARCH

Migration policy is often the subject of intense political debate and can be based on populist sentiments. It is therefore important to guide migration policy using facts and a well-founded analysis of the benefits and risks that movements of people pose. Migration policy and research has long been the complementary arm to IOM’s operations. Based on our worldwide experience, we are uniquely positioned to conduct research and offer guidance that advances the development of effective national, regional, and global migration management policies and strategies.

As the UK is a centre of migration-related learning, exploration, and organizational headquarters, IOM UK has recognized the need to use the organization’s expertise in migration policy and research to strengthen migration practices both within the UK and around the world.

MIGRATION RESEARCH

IOM’s publications, such as the World Migration Report and Migration Research Series, are a primary reference point for stakeholders interested in migration trends. IOM’s research informs policy, provides technical inputs and advice to governments and institutions, and identifies lessons learned and best practices. IOM UK will work to strengthen relationships with partners in the academic sphere to further engage in research projects exploring innovative migration practices, identify migration trends and gaps, and measure the impact of migration. IOM UK aims to contribute balanced and evidence-based research to inform dialogue and policy within the UK.

MIGRATION POLICY

IOM supports national dialogue with third countries on migration issues and, on request, provides ad hoc policy advice on diverse migration management issues. IOM also assists partners to further develop their approaches on migration issues. IOM UK has submitted a number of responses to government inquiries, such as the 2016 House of Lords inquiry regarding EU policies on unaccompanied minors, and engages in discussions such as Dublin-related issues of transfers, right to family reunification, counter-trafficking and migrant assistance. IOM UK will redouble its efforts in policy development, providing additional platforms for dialogue, engaging new partners and, on request, providing policy advice founded in technical expertise.

Speakers discussed the nexus between migration and development at a symposium, Migration and the Sustainable Development Goals, hosted by IOM and the Overseas Development Institute in December 2015. © GULAY M CAKAN
#PortraitsOfWelcome

IOM's global advocacy campaigns highlight and celebrate migrants' achievements and provide them with a platform to share their personal stories.

**STRATEGIC APPROACHES**

IOM’s strategic approaches underpin each IOM project, ensuring the highest level of effectiveness, inclusiveness, and quality in migration programming.

**RIGHTS-BASED APPROACH**

Upholding and protecting the fundamental and human rights of all migrants – regardless of their legal status – is central to IOM’s work. IOM works in cooperation with governmental, intergovernmental, and non-governmental partners to protect and promote the rights of all migrants, specifically emphasizing child rights, irregular migrants, those with health needs, single parent households, victims of trafficking, forced labour or other forms of exploitation, and other vulnerable migrants.

**GENDER**

IOM UK will develop programming and policy to uphold gender equality, with a particular focus on the empowerment of women. Through IOM’s innovative, gender-sensitive approaches, migration policies and programmes can be powerful tools to empower migrants and strengthen communities.

In recent years, IOM has joined the SWAP for Gender Equality and the Empowerment of Women, a system-wide accountability framework designed to accelerate progress towards gender equality and the empowerment of women. IOM is also reinforcing its policies and practices in all its field operations to prevent and address gender-based violence and sexual exploitation and abuse against women, girls, men and boys.

**MONITORING AND EVALUATION**

Meeting the challenges of impact evaluation and determining the consequences of migration are crucial to IOM’s work on behalf of governments and migrants alike. IOM UK will continue to integrate systematic monitoring and evaluation components in all its programmes and projects to maximize their effectiveness and sustainability and to feed findings and results back into further research.