



Midterm Evaluation of IOM East and Horn of Africa Regional Strategy 2020 – 2024

**IOM CENTRAL EVALUATION
September 2023**

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This report presents the background, findings and recommendations of an evaluation carried out by CD-BE Consulting & Development between February and July 2023, mandated by IOM Central Evaluation Unit (EVA) in the framework of the implementation of its biennial evaluation plan 2021-2022. The evaluation team of CD-BE Consulting & Development consisted of Antonia Carrion and Paolo Leotti as main experts, with support from Ivan Martin as adviser.

The team has benefitted from the guidance and active participation of IOM staff in the regional office, country offices of the region and at headquarters, who produced relevant data for the preparation of the report and would like to thank them, as well as all other stakeholders having contributed to this evaluation.

Final responsibility for accuracy of the data and soundness of the analysis included in this report rests with the Central Evaluation Unit. The findings, analysis and recommendations presented in this report do not necessarily reflect the views of CD-BE Consulting & Development.

IOM Central Evaluation Unit

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LIST OF ACRONYMS

AAP	Accountability to Affected Populations
AU	African Union
CO	IOM Country Office
COMESA	Common Market for Eastern and Southern Africa
DTM	Displacement Tracking Matrix
EAC	East African Community
EHoA	East and Horn of Africa
EVA	Central Evaluation Unit
GCM	Global Compact for Safe, Orderly and Regular Migration
IGAD	Intergovernmental Authority on Development
IDPs	Internally Displaced Persons
ISCM	Inter-State Consultation mechanism on Migration
MCOF	Migration Crises Operational Framework
MECC	Migration Environment and Climate Change
MIGOF	Migration Governance Framework
MIRAC	Migration Resource Allocation Committee
MOPAN	Multilateral Organization Performance Assessment Network
MOU	Memorandum of Understanding
MRP	Migration Response Plan
NGO	Non-Governmental Organisation
OECD/DAC	Organization for Economic Co-operation and Development – Development Assistance Committee
PRIMA	Project Information and Management Application
PSU	Project Support Unit
RDH	Regional Data Hub
REC	Regional Economic Communities
RMFM	Regional Ministerial Forum on Migration
RO	IOM Regional Office
SRTS	Senior Regional Thematic Specialist
SDG	Sustainable Development Goals
SRF	Strategic Results Framework
UN	United Nations
UNEG	United Nations Evaluation Group

EXECUTIVE SUMMARY

The Regional Strategy 2020-2024 for the East and Horn of Africa (EHOA) was formally launched on the 1st of December 2020. The strategy includes a set of seven priorities for the Regional Office (RO) and Country Offices (CO) in the region, clustered around the three pillars (Resilience, Mobility, and Governance) of the International Organization for Migration (IOM) Strategic Vision 2019 – 2023. It also includes four areas to improve institutional development, enabling the organization to deliver on its strategic priorities.

The main objective of the mid-term evaluation of the IOM EHOA Regional Strategy 2020-2024 is to assess the relevance, coherence and efficiency of the mid-term implementation of the Regional Strategy and its effectiveness as a planning, monitoring, and management tool able to inform and guide IOM's activities in the region, as well as to assess its expected and potential impact and sustainability. The evaluation also identifies good practices and recommendations to improve the performance of the on-going implementation before closure, and for preparation of the new strategic planning cycle.

The evaluation was conducted between February and May 2023 with a mixed methodology, also including a set of case studies.

Key Findings

1. Most COs recognize the value of the guidance and priorities outlined by the Regional Strategy, which also plays an important role in leveraging regional priorities for donor engagement, including at country level.
2. The gender perspective was significantly integrated into the Regional Strategy both as a cross-cutting element and as a distinct area of work to empower women. The strategy does not explicitly mention Disability and Accountability to Affected Populations (AAP) as cross-cutting issues, but it includes the promotion of human rights as a central guiding principle.
3. While the strategy acknowledges that natural hazard-induced disasters, environmental degradation, and climate change are contextual factors shaping migratory trends, these issues are not sufficiently addressed in the strategic priorities section.
4. The implementation of the Regional Strategy is already yielding tangible outcomes in terms of institutional development and policy capacity, reflecting IOM's performance in the region.
5. Limiting factors to the implementation of the strategy include discrepancies in the understating of the functions of the Regional Strategy, the broadness of the strategy, the fragility of the context, resource constraints including for institutional development, and reluctance by some staff to embark on regional strategic processes.
6. The Regional Strategy was developed in parallel to the Strategic Results Framework (SRF) and does not fully align with it, but already includes some parts of the SRF. An exercise to develop a Theory of Change (ToC) was organised after the formulation of the Regional Strategy including a results matrix for measuring strategic achievements using the SRF as a backbone.

7. The Regional Strategy has generally been relevant for the formulation of country strategies and is the main entry point to orient interventions with local governments and the United Nations Country Teams (UNCT). Most COs recognize the value of the guidance and priorities outlined by the Regional Strategy.

Conclusion and lessons learned

Overall, the elaboration of the Regional Strategy is a useful process to orient the transition of IOM from a service and assistance-oriented organization to a strategic and operational UN agency, creating an intermediary step between the global vision of the organization and the national strategic dimension. The alignment of CO and RO strategies in terms of strategic mindset, including with the SRF, identification of core areas of work in the region, and collaboration between RO and COs will be key for effective strategic planning, operational implementation and reporting on results. This should be reinforced by an appropriate allocation of resources and availability of tools that support project implementation areas.

The evaluation has also identified lessons learned on the formulation and implementation processes of the Regional Strategy that complement its recommendations:

- The formulation exercise needs to be participative and to consider the migratory context and development priorities.
- The Regional Strategy must be accompanied by a specific results-based and process-based monitoring and evaluation (M&E) framework.
- The use of the Regional Strategy as a main planning tool in the RO is an indispensable condition to ensure effectiveness.
- The use of the Regional Strategy as a fundraising instrument increases its effectiveness, potential impact, and sustainability.
- Communication, including internal communication and external visibility, is a key tool to increase internal and external acknowledgment of the strategy.
- The Regional Strategy is a guiding instrument that ensures a shared and stable framework to understand and prioritize areas and strategies of intervention.

Several interventions are also contributing to the achievement of results and to the promotion of long-lasting changes, including through capacity building and knowledge sharing at RO and COs levels, coordination and synergetic programming among projects – Migration Response Plan (MRP), and consolidation of the Regional Data Hub (RDH).

Externally, Memorandums of Understanding (MoU) and workplans were agreed with the Intergovernmental Authority on Development (IGAD) and the East African Community (EAC), including within joint regional programmes with EAC and IGAD on migration and health. Actions were also developed within the Kampala Ministerial Declaration on Migration, Environment and Climate Change.

Recommendations

The evaluation suggests three recommendations stemming from the analysis and evidence related to the evaluation criteria. They should be considered for the completion of the current strategy and/or for the preparation of the next Regional Strategy.

Recommendation 1: The EHoA Regional Strategy is established through internal and external consultative processes, considering the migration realities at the global, regional and country levels, as well as the UN and other international engagements and frameworks. Close collaboration is required between the RO and COs of the region. In that regard, it remains important to:

- Continue engaging with civil societies organizations and right holders for the implementation and monitoring of the current strategy and for the preparation of the next Regional Strategy.
- Establish and/or maintain formal regional and national consultation mechanisms to discuss migration trends and drivers, to align IOM's regional and country priorities, to increase ownership by governments and to reinforce IOM's regional leadership.
- Consolidate partnerships with regional and national strategic players, for instance with the African Regional Economic Communities (REC) and IOM Member States in the region.
- Continue guaranteeing coherence with internal institutional priorities and frameworks, such as IOM global Strategic Vision or the Migration Crisis Operational Framework (MCOF), and externally with international and regional initiatives such as the Sustainable Development Goals (SDG), the Global Compact for Safe, Orderly and Regular Migration (GCM) or the Kampala Ministerial Declaration.

Recommendation 2: The EHoA Regional Strategy has already integrated components of the new Strategic Results Framework (SRF) to improve institutional reporting on IOM achieved results. The RO has also taken steps to encourage COs of the region to work along the same strategic lines to develop their strategy and programmes. In that regard, it remains important to:

- Increase socialization of the Regional Strategy among COs staff, including project managers, with practical orientations on how to integrate regional strategic approaches and indicators in national strategies and projects' management.
- Agree on minimum standards for the development of country strategies in the region, to ensure that the focus is not only on project development and implementation and that they contribute to IOM global and regional strategic results.
- Continue to offer capacity building activities in policy and strategy set-up for IOM staff in the region and include material presenting the Regional Strategy and expected results in the welcome package for new staff. This will also ensure the inclusion of explicit references to the Regional Strategy in country documents, funding proposals and exchanges with national and regional authorities.

Recommendation 3: The EHoA Regional Strategy has already registered interesting results and impact in the field of migration management in the region, for instance within UNCTs, and in terms of visibility and

recognition of IOM leadership role in migration, for instance through fundraising. In that regard, it remains important to:

- Continue using the Regional Strategy to illustrate IOM's leadership and added value in migration management when discussing with governments, donors and partners, and to negotiate unearmarked and softly earmarked funding to support its implementation and for measuring its impact.
- Ensure the formulation of a comprehensive ToC for the next Regional Strategy 2025-2029, characterized by a results matrix aligned with the SRF, and to define drivers of change to be mainstreamed in all priorities of the forthcoming strategy.
- Continue using the Regional Strategy as a management tool, with the development of annual work plans linked to it. Also define communication strategies to disseminate the strategy and involve local authorities in multi-level events to facilitate information sharing related to it.

1. CONTEXT AND PURPOSE OF THE EVALUATION

1.1. Background

Among their tasks and in collaboration with the COs in the respective regions, IOM's ROs are ensuring sound regional strategic and programming approaches, as well as fostering the development of regional partnerships. The ROs also play an important role in the development, endorsement, and reporting of COs programmes and projects, consistently providing technical assistance as well as support for human and financial resources management.¹ The Chiefs of Mission in the countries report directly to the Regional Directors, who then report to IOM Director General.

In the EHOA region, IOM has been active since the early 1980s with the creation of a RO in Nairobi (Kenya) in 1985, and EHOA is one of the IOM's regions with very high operational presence. Currently, the EHOA RO covers ten countries, namely: Burundi, Djibouti, Ethiopia, Eritrea, Kenya, Rwanda, Somalia, South Sudan, Uganda, and the United Republic of Tanzania. The COs have different set-ups, with vast offices like Ethiopia, Kenya, Somalia and South Sudan having a large number of staff, programmes and projects, and other COs such as Eritrea, Burundi and Djibouti with a smaller staff presence and projects' portfolio.

The projects and programmes implemented in the region cover more than 30 thematic areas, including operations and emergencies, migrant protection and assistance, labour migration, immigration and border governance, migration health and climate change. Since 2020, a total of 640 projects are or have been implemented, including 28 projects directly managed by the RO.²

At the regional level, IOM is working with its Member States, the African Union (AU) through the Special Liaison Office in Addis Ababa, and the RECs such as IGAD³ and the EAC.⁴ IOM's work reflects key strategic priorities defined in national development plans and regional and continental frameworks. The collaboration with the AU and the United Nations Economic Commission for Africa (UNECA) also contributes to shaping discourses and policies on migration in Africa. The Organization has recently developed the [IOM Continental Strategy for Africa](#).

The formal integration of IOM in the UN system in 2016 as an UN-related organization⁵ resulted in a series of structural reforms, which also led to the development of a "new generation" of regional strategies. Although IOM had previously developed such strategies, they were not embedded in a global strategic planning process and they were based on various timelines and cycles across the ROs, adopting different formats and contents. The IOM highly decentralized approach has limited cross-regional planning and engagement, also characterized by a low level of strategic coherence with IOM global governance.

¹ IOM, Terms of reference of the Regional Offices.

² Information collected through the Project Information and Management Application (PRIMA), a common database with relevant information concerning all projects under implementation.

³ Member States of IGAD are Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, Sudan and Uganda

⁴ EAC includes the Republic of Burundi, the Democratic Republic of the Congo, the Republic of Kenya, the Republic of Rwanda, the Republic of South Sudan, the Republic of Uganda, and the United Republic of Tanzania.

⁵ <https://www.iom.int/news/iom-becomes-related-organization-un>

The review carried out by the Multilateral Organization Performance Assessment Network (MOPAN) in 2019⁶ determined that IOM lacked a strategic vision and that its financial framework, operating model, and business processes were not sufficiently aligned with the new demands emerging from its integration into the UN system.⁷ The review also recognized that the articulation of a more strategic vision and the improvement of its operating model and business practices could draw greater involvement of partners and donors in this new dynamic.

In this context, a five-year Strategic Vision 2019-2023 was developed, also in coherence with the 2015 SDG and the GCM of 2018. The IOM Strategic Vision also refers to other documents adopted by IOM in the last decade, such as the MCOF updated in 2021, the Principles for Humanitarian Action (2015) and the Migration Governance Framework (2016). In addition, the Strategic Vision framed the development of the IOM SRF in 2020, which outlines IOM's global strategic objectives and proposes indicators to measure them. At the same time, IOM Headquarters steered the elaboration of the nine regional strategies for the period 2020 to 2024, to allow the strategic planning cycle to trickle down from Headquarters to ROs and to COs.

Regional strategies were built through interactive processes involving Headquarters and ROs, taking into consideration other institutional initiatives, such as the Strategy on Migration and Sustainable Development,⁸ the Accountability to Affected Populations Framework⁹ and the Institutional Strategy on Migration, Environment and Climate Change 2021–2030.¹⁰ This interaction led to an agreed common template with guidance and sections for all regional strategies,¹¹ but gave room to contextualized priority-setting, informed by global priorities.

This process was crucial to implement the Strategic Vision, define IOM role in the regions, and identify where to strengthen its programming and develop institutional capacities.¹² The main objectives of the regional strategies are to provide an overarching regional context including the strategic objectives of IOM's Member States and those of regional institutions and economic communities of relevance to IOM, as well as the trends impacting mobility. The strategies also aim to determine IOM's comparative advantage and value added to advance in these objectives. At the country level, IOM's COs can build their own strategies on the issues identified during the development of the regional strategies, and simultaneously feed into continental and global strategies and frameworks.

⁶ MOPAN is an independent network of countries that work together –as shareholders and funders– to improve the performance of the multilateral system.

⁷ MOPAN, 2019. [MOPAN assessment 2017 – 2018. The International Organization for Migrations.](#)

⁸ IOM, 2020. [IOM Institutional Strategy on Migration and Sustainable Development](#)

⁹ IOM, 2021. [The Accountability to Affected Populations \(AAP\) Framework.](#)

¹⁰ IOM. [Institutional Strategy on Migration, Environment and Climate Change 2021–2030](#) for a comprehensive, evidence and rights-based approach to migration in the context of environmental degradation, climate change and disasters, for the benefit of migrants and societies. IOM, Geneva.

¹¹ (1) introduction that sets the aims of the document and the links with IOM strategic documents and key stakeholders; (2) the political and institutional outlook for the region; (3) the migration outlook for the region; (4) the regional strategic priorities and areas of expansion for the work of IOM, which is divided in the three pillars of the IOM Strategic Vision – Resilience, Mobility and Governance; (5) IOM institutional development, which is deemed crucial to achieving the RS priorities, (6) and the concluding statement.

¹² Information gathered through interviews carried out during fieldwork.

Country strategies in the EHoA region tend to replicate the three pillars of the IOM Strategic Vision — Resilience, Mobility and Governance— and regional priorities, but with several nuances depending on the contextual situation and the priorities of national governments (for instance as set out in the United Nations Sustainable Development Cooperation Frameworks (UNSDCF) in each country).

Migratory situation in the East and Horn of Africa Region

Migration in the EHoA includes multiple categories of migrants moving within and out of the region, mostly in a complex manner because of intertwined mobility patterns, where countries are simultaneously origin, transit and destination countries for different categories of people on the move.¹³ As of mid-2020, the estimated number of international migrants in the EHoA stood at 6.2 million, an 80 per cent increase from 2000 and a 16 per cent increase from 2015.

While labour migration, through both regular and irregular channels, has continued to drive regional mobility dynamics, forced migration trends have become more prevalent. In recent years, the migration patterns in the EHoA region have become increasingly humanitarian in nature, characterized by forced migration due to widespread conflict and violence, political persecution, human rights violations, environmental degradation, and the adverse effects of climate change. The region now hosts a large population of internally displaced persons (IDPs), refugees, and asylum seekers, with refugees making up to 60 per cent of the international migrant population.¹⁴

The region is home to some of the world's largest refugee camps, including Aw-barre and Sheder in Ethiopia, Dadaab and Kakuma in Kenya, Bidi Bidi in Uganda, and Nyarugusu, Nduta, and Mtendeli in the United Republic of Tanzania. Unlike any other region in the world, several countries in the EHoA are major refugee-hosting countries, while simultaneously being major origin countries of refugees and asylum seekers.¹⁵ Regarding IDPs, nearly 7.4 million new internal displacements were recorded in the EHoA in 2021, the highest number ever recorded in the region. Of these, 83 per cent were due to conflict and violence, and 17 per cent were caused by disasters.¹⁶

The region has three main interregional routes: the Eastern Route towards the Arabian Peninsula and Saudi Arabia, which absorbs 40 per cent of movements in the region, the Southern Route towards the southern part of the continent and South Africa, that absorbs 9 per cent of movements, and the Northern Route towards North Africa and Europe, including only 1 per cent of movements. The most important flows take place within the region, which are classified as the Horn of Africa Route where 50 per cent of movements are registered.¹⁷

¹³ IOM, 2023. Migration along the Eastern Corridor. Report 34. Regional Data Hub. IOM Regional Office for the East and Horn of Africa. [IOM_Eastern-Corridor-Migrant-Situation_31122022.pdf](#)

¹⁴ IOM, 2022. A Region on the move: East and Horn of Africa. Regional Office for East and Horn of Africa. [A Region on the Move 2021: East and Horn of Africa | IOM Publications Platform](#)

¹⁵ Ibid.

¹⁶ Ibid.

¹⁷ Ibid.

Migration picked up significantly across the three migratory corridors in 2022, marking the end of the impact of COVID-19 restrictions on mobility. Migration along the Eastern Route increased for instance by 64 per cent between 2021 and 2022 (from 269,000 to 441,000 migrant movements). The number of unaccompanied children doubled in 2022 compared to the previous year (from 7,300 to 14,900), representing 38 per cent of all children tracked in 2022 (39,700). Similarly, the number of female migrants travelling along the Eastern Route also doubled (from 53,200 to 106,700).¹⁸

In that context, the [EHOA Regional Strategy 2020-2024](#) was formally launched on the 1st of December 2020. The strategy includes a set of seven priorities, which are clustered around the three pillars of the IOM Strategic Vision 2019 – 2023. It also includes four areas to improve institutional development enabling the organization to deliver on its strategic priorities: i) improving policy capacity and regional cooperation; ii) innovation, institutional learning and knowledge management including data collection, management, dissemination and use, research production, and monitoring and evaluation; iii) communications and visibility; and iv) staff development.

The 2020-2024 Regional Strategy offers an overview of migration and policy trends in the region and a strategic framework for IOM's regional priorities (Figure 1).

Figure 1. Priorities included in the Regional Strategy.

Resilience

1. Mitigate adverse drivers of displacement and irregular migration
2. Promote and provide timely and effective assistance and protection to people at risk and/or affected by crisis
3. Promote durable solutions and reintegration for displaced persons and returning migrants

Mobility

4. Facilitate mobility and support regional integration
5. Promote inclusion and conditions that empower migrants and the diaspora to contribute to sustainable development

Governance

6. Promote robust and whole-of-government structures, coherent policies and normative frameworks underpinning migration at the subnational, national, regional and global levels and supportive of sustainable development objectives
7. Reduce the incidence of irregular migration, including smuggling of migrants and trafficking of persons

The drafting and formulation of the Regional Strategy was partly influenced by the internal final evaluation of the previous 2016-19 EHOA regional strategy and its main recommendations. The recommendations included mapping and aligning the strategy with the priorities of Member States and donors, relevant global and regional frameworks, goals and strategies, such as Agenda 2063, Agenda 2030 and the GCM,

¹⁸ IOM, 2023. 2022 [Migrant movements between the Horn of Africa and the Arabian Peninsula](#).

and with IOM's global vision, policies and guidelines. This process was implemented during the formulation of the current strategy.¹⁹

1.2. Evaluation objective and scope

The mid-term evaluation of the IOM EHoA Regional Strategy 2020-2024 was included in the central biennial evaluation work plan 2021-2022 of IOM Central Evaluation Unit.

The main objective of the evaluation is to assess the relevance, coherence and efficiency of the mid-term implementation of the Regional Strategy and its effectiveness as a planning, monitoring, and management tool able to inform and guide the IOM's activities in the region, as well as to assess its expected and potential impact and sustainability. The evaluation also identified good practices and recommendations to improve the performance for the last years of implementation and for the new strategic planning cycle.

The evaluation was conducted between February and May 2023 and was based on an inception and desk review phase (February 2023), a field phase partly conducted in the EHoA RO in Nairobi (first week of March 2023) and partly online (end of February 2023 until the beginning of April 2023) and surveys.

The main internal target audience and users for this evaluation are IOM management and staff in the RO and COs of the region, as well as in other interested regions and at Headquarters, for instance IOM operational departments, strategic and policy divisions or the Results Based Management (RBM) unit. The external audience includes interested donors, Member States, Regional Economic Communities (RECs) and international and local partners.

1.3. Methodology and limitations

The evaluation uses the Organization for Economic Co-operation and Development – Development Assistance Committee (OECD/DAC) criteria of relevance, coherence, effectiveness, efficiency, impact, and sustainability.²⁰ As this is a mid-term evaluation, the criteria of impact and sustainability are measured in terms of potential achievements, based on the results of the first two years of implementation.

The process consisted of answering the evaluation questions under each criterion, determining to what extent these issues were addressed by the strategy, and of considering cross-cutting issues affecting mobility and migrants' human rights, as well as migration governance. The evaluation also put focus on environmental sustainability.²¹

The methodology was mainly qualitative, based on online and in-person interviews and included a mixed workshop at the end of the fieldwork phase in RO Nairobi, which facilitated the participation from COs. Quantitative tools were also used to select and reach the largest share of Programme Managers (PM) and Project Support Units (PSUs) at the country level. An online survey was designed together with semi-structured interviews guides, to guarantee the participation of the greatest number of IOM staff in

¹⁹ Wambanda, A.; HILL-MLATI, J.; Kimani, A. (2019). Review of the IOM East And Horn of Africa Strategy: 2016–2019. Evaluation report.

²⁰ <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

²¹ See Annexes 1 and 2

different COs and at Headquarters. Of the nine PSUs in the region, seven responded to the survey and for PM, 17 responded from the targeted group of 47 staff. A total of 31 on-line interviews were carried out with IOM staff at Headquarters and COs, as well as with representatives of RECs and civil society actors.

Additional face-to-face interviews were carried out during the field visit to the EHoA RO (16). For the hybrid workshop carried out during fieldwork in Nairobi, a total of 44 attendants were recorded, 13 in person and 31 online.

The methodology also included case studies to understand how some initiatives in the region are contributing to the achievement of the Regional Strategy objectives. The analysis of the case studies was based on the identification of initiatives expected to have a direct impact on the achievement of the Regional Strategy priorities. A desk review was also part of the methodology for further verification and triangulation of data.

The evaluation design included ethical safeguards (voluntary participation, inclusion and non-discrimination of participants as well as ensuring anonymity and confidentiality), adhering to the Norms and Standards for Evaluation of the United Nations Evaluation Group (UNEG) and the UNEG Codes of Conduct for Evaluation.

In terms of limitations, IOM regional strategies were conceived without a mandatory result matrix or detailed work plan to address identified priorities but based on the development of comprehensive approaches and/or ways to address issues. The implementation of the strategic priorities also depends on the capacity of COs to align their actions with the priorities of the regional strategies. The evaluation focused therefore its analysis on how the EHoA Regional Strategy can be considered a key instrument in framing IOM's response to migrants' resilience, mobility, and migration governance, and how it guides the priorities and activity of IOM in the region, including for its COs.

Being a mid-term evaluation, the analysis of potential impact and sustainability is also limited, including in measuring the capacity of the Regional Strategy to introduce structural changes in IOM's work and the migratory context in the region.

Due to the evaluation timeframe and the thematic and geographic reach of the Regional Strategy, the evaluation also faced challenges in contacting all external informants identified, who were involved in the implementation of the strategy especially at the national level. Therefore, the target group of the evaluation mainly consisted of IOM management teams from EHoA regional and country offices, the contribution of external other stakeholders ending up being limited.

2. EVALUATION FINDINGS

2.1. Relevance

The analysis of relevance is based on the level of perception of IOM teams at the regional and national levels regarding the significance of the strategy, the context assessment carried out for the strategy formulation, as well as the level of integration of IOM main cross-cutting approaches. The acknowledgement of the strategy by external stakeholders and their level of implication in its development and implementation are also covered.

- *EQ1. Does IOM management from both the regional and country offices still perceive the Regional Strategy as relevant, and what adjustments may be needed for the remaining period of implementation of the strategy, and ideally for the next Regional Strategy?*

The perception of the relevance of the strategy varies according to the position of the staff and the office where they work. Overall, regional teams have a better understanding than country teams, and senior management and Project Support Unit (PSU) staff in COs have a more positive perception of the relevance of the strategy than other positions, such as staff with project management roles and Resources Management Officers (RMO). This can be explained by the fact that senior management and PSU staff better see the applicability of the strategy as a working tool than personnel dealing with direct interventions in the field, and the level of knowledge of the strategy differs depending on the level of involvement in the formulation of the Regional Strategy and/or in related actions.

Regarding its relevance as a planning and management tool and as a M&E framework in the daily work, answers globally show a positive appreciation to provide a general orientation framework and as a communication and fundraising tool, rather than a practical tool for project development and monitoring.

Despite differences between countries in the region, the Regional Strategy areas of interest and priorities have been globally relevant to COs. While the relevance of the thematic approaches within the strategy varies, broader regional issues like climate change, political stability or transhumance are well covered at countries level, adapting to different national contexts.

Even if the comprehensive approach of the strategy ensures its relevance, the fragile regional context in EHoA made it necessary to put greater focus on some priorities and cross-cutting issues. For instance, the perspective of stability and peace in the region during the strategy formulation was not anymore a reality, and climate change and its negative impact as migration driver required closer attention. These examples reveal the importance of having a flexible framework that can capture changes occurring in fragile contexts. Despite contextual challenges, the Regional Strategy remains relevant to respond to new situations and adapt.

A planning framework and management tool

Most of the informants having contributed to the evaluation consider as a strength the strategy's capacity to embrace most of IOM's current interventions in the region, as well as emerging areas of work due to changing operational scenarios and country contexts. It serves as a frame to ensure a coherent and harmonized approach to IOM's work in the region, and for planning.

Used as a planning framework by EHoA senior management, the strategy sets milestones and help to establish yearly work plans. It also supports coherence between the SRF, the regional strategic priorities and the interventions expected to be implemented. The Regional Strategy is also extensively used as such by the Senior Regional Thematic Specialist (SRTS), especially for areas lacking a thematic strategic plan. The areas that have not undergone significant changes in recent years and that have already consolidated priorities and dynamics, do not however need to rely on the Regional Strategy for planning purposes and it is less relevant for them.

For the COs, the Regional Strategy has generally been relevant for the formulation of their country strategies and is used as the main entry point to discuss and orient interventions with local governments and the UNCTs, which is appreciated even if there may be other priorities and documents of reference to consider, such as national development plans, and contextual specificities that can affect the perception of its relevance. At the projects' level, both PSU teams and SRTS use it for project development. The surveys show that participants substantially agree that the Regional Strategy priorities are relevant, and they are used to some extent to develop new projects. This is also positive for the reinforcement of knowledge and understanding of the Regional Strategy by IOM teams in COs, which could increase its applicability for project development in the COs.

A monitoring and evaluation framework

While M&E work is usually led by PMs in the IOM COs, such a role within the Regional Strategy is not very clear for them. In the RO however, the Regional Strategy is a reference for top management and M&E teams to set yearly outputs and organize the work plans according to the seven priorities of the strategy.

Currently, the corporate tool used to monitor and report on IOM's results of its interventions at the country and regional levels is the Institutional Questionnaire, which is aligned with the indicators included in the SRF. However, the incomplete matching between the current Regional Strategy and the new SRF may sometimes limit the use of the SRF as a framework for M&E of the Regional Strategy.

A communication tool

The evaluation fieldwork highlighted the capacity of the strategy to act as a communication tool to disseminate IOM's work and priorities. The strategy plays an important role in guiding IOM's portfolio at the national and regional levels and in leveraging regional priorities for donor engagement, including at the country level. The priorities in the strategy are key for resource mobilization, including for lobbying

with donors on regional priority areas, identification of new interventions, and new key strategic areas for development. By referencing the strategy, IOM can also demonstrate alignment of the strategic priorities with national and international priorities, including those outlined in National Development Plans, UNSDCF and humanitarian response plans addressing emerging or ongoing humanitarian crises.

- *EQ 2. To what extent does the strategy consider demographics, human mobility patterns, and migration flow in the region, as well as human rights, gender equality, disability, environment, and AAP?*

The Regional Strategy presents a comprehensive description of the main migration and mobility trends in the region as well as the main development priorities. The strategy is the result of a broad contextual examination that includes the analysis of the drivers and triggers of the mobility patterns in the EHoA, as well as a political and institutional outlook influencing mobility based on the analysis of the national and regional priorities set out in National Development Plans, UNSDCF and relevant REC strategy documents. The contextual analysis of demographics and migration flows in the region was mainly based on information produced by IOM via the RDH.

The strategy acknowledges the existence of mixed migratory dynamics with the presence of economic and environmental migrants, refugees, asylum seekers, IDPs, forced migrants, as well as migrants with specific vulnerabilities, such as victims of trafficking and smuggling, and migrants with health/disability problems. The strategy also shows awareness of how sex, gender and age can shape the different steps of the migratory experience. The regional overview also considers the different needs and vulnerabilities of migrants depending on their stage in the migratory process and encourages the research of durable solutions (in particular for IDPs and refugees) and sustainable reintegration for returning migrants. It highlights the importance of considering individual migrants' needs in all steps of the migratory process.

Although the strategy includes clear information on these mixed migration dynamics, it offers limited guidance on how to adapt responses and actions to the profiles of people on the move and address the needs of migrants at different stages of their migration process in specific country contexts. This is linked to the nature of the strategy being formulated as a set of broad objectives in a regional context, without including results frameworks or a ToC with identified outcomes and impacts at the country level.

Regarding cross-cutting issues, the Regional Strategy includes gender perspective and human rights as guiding principles, but disability is not viewed as a cross-cutting priority and the AAP principle is not specifically covered. Regarding environmental issues, the strategy identifies the importance of natural hazard-induced disasters, environmental degradation, and climate change as contextual factors shaping migratory trends.

Gender equality

The Regional Strategy does not only integrate the gender perspective as a cross-cutting issue but also as a specific area of work to empower women under Priority 5. The strategy recognizes that migration

impacts men and women differently and that gender is critical in shaping migration experiences and outcomes. It aims to address gender-specific vulnerabilities and promote gender equality in all aspects of migration governance and programming. The strategy acknowledges the importance of addressing the specific needs and vulnerabilities of migrant women and girls on the move, including sexual and gender-based violence, sexual and reproductive health, access to education and employment, and protection from trafficking and exploitation. In this regard, the level of integration of gender in the Regional Strategy document according to the OECD gender equality policy marker would be significant (Marker 1).²²

The PRIMA database offers the possibility to analyse the projects activated in the region according to IOM gender marker.²³ A more granular analysis would however be required to better understand the extent of the changes identified, and the level of integration of the gender approach in interventions.

Human rights and Accountability to Affected Populations

The IOM's AAP Framework establishes IOM's approach for implementing and mainstreaming AAP, particularly across the organization's crisis-related operations. IOM's framework aligns with the Inter-Agency Standing Committee (IASC)'s Commitments to AAP and Protection from Sexual Exploitation and Abuse (PSEA),²⁴ which guide IOM and other UN agencies in improving the quality and effectiveness of their programmes and services, and building trust and credibility with the communities they serve. The goal of IOM's AAP framework is to ensure that the needs and rights of affected populations are respected and protected and that they are empowered to participate in decisions that impact their lives. IOM also has a Rights-Based Approach (RBA) programming manual, created to guide the identification of the international legal standards at play in projects and to understand and incorporate rights principles into the actual programming processes.

The Regional Strategy does not specially mention the APP framework but includes the promotion of human rights as a central guiding principle. It centres on upholding migrants' human rights, which also means working to avoid rights violations such as smuggling and trafficking. Furthermore, women and youth migrant empowerments are included in Priority 5: "Promote inclusion and conditions that empower migrants and the diaspora to contribute to sustainable development". In Priority 1, the Regional Strategy states that IOM will be "supporting local authorities to develop community action plans collaboratively with community members, including IDPs and returnees for peaceful coexistence and sustainable development".

²² OECD. DAC gender equality policy marker. <https://www.oecd.org/dac/gender-development/dac-gender-equality-marker.htm>

²³ The IOM Gender Marker is a tool that assesses how well projects integrate gender considerations. It establishes a clear set of minimum standards for incorporating gender considerations into projects and sets out a coding system based on three minimum standards: 1) needs assessments, 2) outputs, and 3) activities. All IOM projects should strive to meet these minimum standards. Five possible codes can be given to projects based on how many of the minimum standards have been met and on the main objective of the project: 2b, 2a, 1, 0, and N/A. If all three areas have sufficiently integrated gender, the project will code either 2a or 2b, depending on if the main objective of the project is gender equality. If only one or two of the areas have sufficiently integrated gender, the project will code 1. If none of the areas has sufficiently integrated gender, the project will code 0. Some IOM projects —mainly those related purely to finance and administration and concerning additional overhead balance or internal service fees— will have no gender implications and will code "not applicable," or "N/A".

²⁴ IOM adheres to the Inter-Agency Standing Committee (IASC)'s definition of AAP as "an active commitment by humanitarian actors to use power responsibly by taking account of, giving account to, and being held to account by the people they seek to assist." See IOM, 2023. Accountability to affected populations. Available at <https://www.iom.int/accountability-affected-populations>

Priority 6 of the Regional Strategy entails providing policy support to the Member States to pursue a whole-of-government, whole-of-society approach. This support may include assistance to migrant organizations, although the Regional Strategy does not explicitly highlight the importance of strengthening these organizations financially and organizationally.

Communities, migrants and grass-roots organizations were not involved in the elaboration and monitoring of the Regional Strategy, but the regional overview of the strategy incorporates information on migration trends obtained from migrants through global data collection initiatives, such as the IOM Displacement Tracking Matrix (DTM). Staff in COs often interact with migrants and involve them in decision-making and feedback processes for specific interventions, but there are no mechanisms to ensure their participation in more regional and strategic decision-making processes.

Regarding implemented projects, it could have been relevant to pay attention to the number of projects aimed at improving the capacities of duty bearers and those intending to empower right holders. These two types of actions outlined in the IOM's RBA programming manual, could show the level of accountability in IOM's promotion of a rights-based approach in the region. The information available in PRIMA does not allow this level of analysis.

Climate change

Even if climate change is presented in the Regional Strategy as a global and regional megatrend, and environmental degradation, natural hazard-induced disasters, and climate change are considered drivers of migration, it is not sufficiently reflected in the strategy as its relevance in the region and the number of actions developed on this topic during the last years would suggest.²⁵ From this limited coverage, it became however a strategic area of intervention with the substantially increased importance given during the implementation of the strategy.

According to PRIMA, the budget devoted to the "Migration, Environment and Climate Change"²⁶ area has substantially changed with the introduction of the Regional Strategy. The overall budget of projects related to this thematic area moved from an estimated budget of USD 963,700.00 between 2018 and 2020 to an estimated budget of USD 9,031,270 between 2021 and December 2022. A more granular analysis would be required to understand specific areas of intervention and the relevance of the projects implemented in this area.

Disability

Disability is not explicitly mentioned in the Regional Strategy, but the strategy refers to "drivers of vulnerability". The expression is closely linked to the concept of the IOM determinants of migrant

²⁵ Worth to note that the IOM's Institutional Strategy on Migration and Climate change 2021-2030 was completed after the RO strategy.

²⁶ Project type Environment and Climate Change « NC »

vulnerability (DOMV), which includes all the factors contributing to the migrant vulnerability framework. The framework is based on four main categories: individual factors, social factors, legal factors, and structural factors. Each category has specific determinants that can increase or decrease migrant vulnerability. For instance, individual factors may include age, gender, health status, and disability.²⁷

Data in PRIMA shows a limited number of activated projects stating in the summary section the intention to work with migrants with disabilities. At the same time, the intention to work with persons with disabilities increased since the launch of the Regional Strategy, from nine projects and an estimated budget of USD 34,283,775 between 2019-2020 to 16 projects with an estimated budget of USD 49,710,790 between 2021-2022. As this analysis only considers the text from the summary section, it is very likely that disability is addressed in many more interventions, including under protection.

- *EQ 3. To what extent has the Regional Strategy acknowledged the role of external stakeholders, as well as requested their views for its development and implementation in a participatory manner?*

The Regional Strategy acknowledged the role of external stakeholders, including Member States, RECs, Inter-state Consultation mechanisms on Migration (ISCMS), UN agencies, and Non-Governmental Organisations (NGO). However, the approach of the strategy is much more focused on the work at IOM institutional level without sufficiently emphasizing the importance of involving civil society organizations.

Formulation of the strategy was mainly based on an IOM internal process that included an analysis of national and regional development plans, and it did not include formal consultation with Member States in the region or with other external stakeholders. Some informal consultations and retreats were however organized with RECs when the Regional Strategy was an advanced draft to collect input on the most significant aspects. This level of involvement of Governments and RECs was not homogenized across the IOM regions.

A launch of the Regional Strategy took place at the end of 2020, to disseminate the strategy and the new IOM planning cycle. An important number of stakeholders, including RECs, ministers, and other high-level representatives of Member States and UN agencies and donors, participated in the event. Only one NGO attended.²⁸

2.2. Coherence

The evaluation analyses the internal coherence of the Regional Strategy, considering to what extent the strategy is supported by a ToC compatible with IOM country strategies in the region, and its external coherence with the main IOM operational and institutional priorities and external frameworks and

²⁷ IOM 2019. IOM Handbook on Protection and Assistance to Migrants Vulnerable to Violence, Exploitation, and Abuse. The framework is used by IOM and other organizations to assess the needs of migrants and develop appropriate interventions to address their vulnerabilities. The goal of the framework is to improve the protection and well-being of migrants, particularly those who are most vulnerable.

²⁸ List of organizations present at the Regional Strategy Launch.

initiatives, including the work of other UN agencies as well as national development priorities in the region.

➤ *EQ4. To what extent is the Regional Strategy supported by a ToC?*

The Regional Strategy outlines the vision of IOM regarding migration and mobility in the EHoA region. As cited in its foreword, the strategy reflects what developments IOM considers necessary “to address complex challenges and seize the many opportunities migrations offer to both migrants and society”.²⁹ In this regard, the strategy responds to a logical-causal chain responding to the question: “*What working areas need to be prioritized to address specific drivers of migration and determinants of the IOM work in the region?*”. Furthermore, the introduction to each of the three pillars, Resilience (4.1), Mobility (4.2), and Governance (4.3) includes an explanation on how the programming of strategic priorities responds to the outlined trends and supports the priorities of IOM and Member States. While strategic thinking was evident in the ToC, it lacked a clear causal-effect chain that links activities to outputs, outcomes, and ultimate objectives.

The ToC was developed after the formulation of the Regional Strategy, which was “*constructed on the logic that safe, regular, governed, orderly migration and operations will enhance regional integration and contribute to inclusive growth and sustainable development*”.³⁰ It was elaborated to increase the internal capacities of IOM in EHoA to develop and report on strategic plans and therefore to support the implementation of the Regional Strategy. Another primary interest in having a ToC was its contribution to capacity-building related to the rollout of country strategies aligned with regional frameworks.

The ToC attempts to lay out a big picture of the links between activities, spheres of control (outputs), influence (outcomes), and the sphere of concern (objectives). The link with the Regional Strategy is done at the level of areas of influence (outcomes) of the ToC. The ToC also includes a results matrix to measure strategic achievements using the SRF as a backbone and adding specific indicators for changes not included in the SRF.

According to the results matrix, the IOM Institutional Questionnaire is a key tool to measure the level of implementation of the Regional Strategy. However, according to information gathered during fieldwork, the exercise of developing a results matrix from the strategy was quite a complex exercise for two main reasons. First, the strategy was not formulated in terms of results to achieve and secondly, not all the indicators of the SRF and the results matrix can be informed by the Institutional Questionnaire.

➤ *EQ5. To what extent does the Regional Strategy align with the main IOM operational and institutional priorities, such as those contained in the Strategic Vision, MCOF, and IOM support to the implementation of the SDGs and GCM?*

²⁹ International Organization for Migration (IOM), 2020. *East and Horn of Africa – Regional Strategy 2020–2024*. IOM. Nairobi, p.iii.

³⁰ International Organization for Migration (IOM), 2022. Background and Methodology. Theory of Change of the East and Horn of Africa Regional Office. Monitoring and Evaluation (Regional Strategy). *Internal document*.

The IOM's regional strategies were conceived as plans to operationalize the IOM Strategic Vision, which were following the same five-year cycle (2020–2024). The strategies aimed to align and boost the vision of the organization towards a more context-specific regional approach, also creating a link between global institutional frameworks and operational realities of national offices.

The development of the regional strategies needed to also consider the existing thematic strategies of IOM, such as the IOM Policy on Protection (2015), the IOM Gender Equality Policy (2015–2019), the Institutional Strategy on Migration and Sustainable Development (2020),³¹ or those that were developed in parallel to the regional strategies such as the Institutional Strategy on Migration, Environment and Climate Change 2021–2030.³² Figure 2 below is an illustration of how IOM strategies align with the Strategic Vision and international initiatives such as the SDG and GCM.

Figure 2. IOM's institutional and strategic alignment.



Source: IOM (2021) Leveraging Global Frameworks through Policy and Programming (LGF) Training.

As already mentioned, the EHoA Regional Strategy was developed through a participatory process, involving multiple exchanges between the RO, COs and Headquarters. The EHoA RO owned the process and moved it forward, addressing arising challenges at the same time. The new regional strategic planning cycle 2025–2029 can certainly benefit from this experience, moving to a more coherent and aligned process.

³¹ IOM; 2020. [IOM Institutional Strategy on Migration and Sustainable Development](#)

³² IOM, 2021. [Institutional Strategy on Migration, Environment, and Climate Change 2021 – 2030](#).

Level of integration of priorities included in IOM's Strategic Vision

As already mentioned, the priorities identified by the EHoA RO are clustered around the three pillars of the IOM Strategic Vision 2019–2023 following the template provided by IOM Headquarters, but the way priorities are grouped does not necessarily correspond to the Strategic Vision as the formulation followed a bottom-up model in EHoA region rather than the opposite. The regional priorities were identified according to contextual needs and priorities of Member States in the region, and then clustered according to the three Strategic Vision priorities rather than just adapting the Strategic Vision orientations to the regional context.

The Strategic Vision was complemented by a results framework with key performance indicators, the SRF, providing a clear roadmap for the achievement of IOM global objectives. The SRF was developed in parallel to the Regional Strategy and therefore the level of alignment of the strategy with this framework is not complete. Figure 3 below displays discrepancies in the alignment between the priorities of the Regional Strategy, the Strategic Vision pillars and the SRF long-term outcomes.

Figure 3. Correspondence between EHoA regional priorities and SRF.



Pillars of the Regional Strategy	Regional Strategy Priorities	SRF long-term outcomes ³³
Resilience	Priority 1: Mitigate adverse drivers of displacement and irregular migration	Resilience and empowerment 2a
	Priority 2: Promote and provide timely and effective assistance and protection to people at risk and/or affected by the crisis	Humanitarian assistance and protection 1a, 1b, 1c. Resilience and empowerment 2b Human mobility 3a Governance 4c
	Priority 3: Promote durable solutions and reintegration for displaced persons and returning migrants	Resilience and empowerment 2c, 2d
Mobility	Priority 4: Facilitate mobility and support regional integration	Human mobility 3a, 3b
	Priority 5: Promote inclusion and conditions that empower migrants and the diaspora to contribute to sustainable development	Resilience and empowerment 2b, 2d. Human mobility 3b
Governance	Priority 6: Promote robust and whole-of-government structures, coherent policies, and normative frameworks underpinning migration at the subnational, national, regional, and global levels and supportive of sustainable development objectives	Migration Governance 4a, 4b
	Priority 7: Reduce the incidence of irregular migration, including the smuggling of migrants and trafficking of persons	Human mobility 3b

Source: IOM, 2023.³⁴

Although several processes occurred in parallel, the correspondence between the Strategic Vision pillars, SRF long-term outcomes and the Regional Strategy priorities is quite fulfilled. Participants in the evaluation also consider that the level of alignment between the IOM Strategic Vision, the SRF and the Regional Strategy is solid enough, considering the context in which the process was implemented. Moreover, both the Strategic Vision and the Regional Strategy incorporate regional institutional development priorities as a tool to ensure the implementation of the strategy. Furthermore, some of the “drivers for success” identified by the Strategic Vision differ from those in the Regional Strategy, but they are complementary.

³³ It is important to mention that this correspondence between the pillar of the Regional Strategy and the SRF long-term outcomes has been defined by the EHoA RO. It does not follow the one published on the IOM website regarding SRF: International Organization for Migration (IOM), 2023. IOM Strategic Result Framework. <https://www.srf.iom.int/objectives>

³⁴ IOM, 2020. East and Horn of Africa – Regional Strategy 2020–2024.

Figure 4. Drivers for institutional development identified in the IOM Strategic Vision and IOM EHoA Regional Strategy.

Strategic Vision	Regional Strategy
<ul style="list-style-type: none"> • A resource base • Institutional identity • Strategic communications • Internal governance framework • Operational effectiveness • Policy capacity • Data and research • Knowledge management • Innovation 	<ul style="list-style-type: none"> • Policy capacity and regional cooperation • Innovation, institutional learning, knowledge management, including data collection and dissemination, research production, and monitoring and evaluation • Communications and visibility • Staff development

Source: IOM, 2019 and IOM, 2020.

Level of integration of the different dimensions of the MCOF

The MCOF, approved in 2012 and updated in 2021 with an Addendum, defines IOM’s comprehensive, inclusive, and holistic response to the mobility dimensions of crises, which means that all IOM planning, analyses and activities in crisis or at-risk contexts should be undertaken in line with the MCOF. The framework contributes to IOM’s Strategic Vision across all four objectives outlined in the SRF, including the operationalization of the Humanitarian-Development-Peace Nexus (HDPN), a cross-cutting priority in the SRF.

The Regional Strategy indicates alignment with the MCOF and aims *“to redouble the humanitarian response and efforts towards resilience”*.³⁵ It is easy to identify how the MCOF is used as a backbone to lay out several areas of assistance linked to emergency warning and prevention, crisis preparedness and response, and transition and recovery, but it is not always possible to see direct accordance between the priorities outlined in the Regional Strategy³⁶ and the sectors of assistance of the MCOF. In addition, the Regional Strategy was formulated before the addendum to the MCOF, which introduces a new distribution of assistance sectors. The strategy also includes data management and gender equality as cross-cutting issues, similarly to the MCOF. Other cross-cutting elements in the MCOF also feature in the Regional Strategy: protection mainstreaming, disaster risks and climate change, and law and policy.

Integration of the different dimensions of the HDPN into the Regional Strategy

IOM adheres to the OECD-DAC Recommendations on HDPN, which stress the need to strengthen collaboration, coherence and complementarity across the respective mandates of humanitarian,

³⁵ IOM, 2020. IOM EHoA Regional Strategy 2020 - 2024. P.16

³⁶ Early warning and prevention; crisis preparedness and response, including for disease outbreaks; protection measures along migratory routes; community-based interventions to address adverse drivers of displacement and irregular migration; and transition and recovery programming.

development, and peace actors³⁷ to simultaneously address the root causes of crises, build resilience, and support sustainable development. The recommendations also underline the importance of conducting joint assessments and risk analyses to reach the most vulnerable populations, and to ensure a multi-dimensional understanding of each crisis context. The MCOF Addendum³⁸ aims to reinforce IOM's HDPN approach through a people-centred approach, integrated programming and effective coordination.³⁹

The Regional Strategy highlights the importance of HDPN for the region and seeks to support its implementation. More specifically, it promotes the integration of humanitarian, development, and peacebuilding activities in its resilience efforts to mitigate adverse drivers of displacement and irregular migration (Priority 1), and to promote durable solutions and reintegration for displaced persons and returning migrants (Priority 3).

The Regional Strategy also refers to some of the OECD/DAC recommendations such as the importance of common assessment, comprehensive programming and coordination with other humanitarian actors, and to “contribute to conditions that are more conducive to a resolution of the crisis, and longer-term development efforts”. The strategy also assigns importance to the need for better financing across the nexus (including through evidence-based, integrated financing strategies and predictable, flexible, multi-year funding), which is a main OECD/DAC recommendation.

Contribution of the Regional Strategy to the achievement of the SDG and the GCM

The Regional Strategy engages IOM explicitly “to consolidate its efforts in the region to enhance migrants’ and migration’s contribution to sustainable development”, in line with the SDG and IOM’s institution-wide approach to migration and sustainable development,⁴⁰ but it does not detail how the identified priorities could contribute to the SDGs.

The analysis also shows that the Regional Strategy drew inspiration from the GCM to define how some of its priorities could contribute to the different objectives of the GCM. More specifically, Priority 1 mentions that “Mitigating adverse drivers of displacement and irregular migration” might contribute to the GCM objective two about minimizing adverse drivers and structural factors that compel people to leave their country of origin, and objective five related to enhancing availability and pathways for regular migration. Similarly, the Regional Strategy also explains how Priority 2 “Promote and provide timely and effective assistance and protection to people at risk and/or affected by crises” aims to contribute to GCM objectives 13 on alternatives to detention, 14 on ensuring consular protection, assistance and cooperation throughout the migration cycle and 17 on eliminating all forms of discriminations and promoting evidence-based public discourse to shape perceptions of migration.

³⁷ OECD, 2023. DAC Recommendation on the OECD Legal Instruments Humanitarian-Development-Peace Nexus: 643.en.pdf (oecd.org)

³⁸ See: <https://governingbodies.iom.int/system/files/en/scpf/30th/s-30-inf-1-mcof-2021-addendum.pdf>

³⁹ OIM, 2022. Humanitarian Development Peace Nexus (HDPN). Available in <https://emergencymanual.iom.int/humanitarian-development-peace-nexus-hdpn>

⁴⁰ IOM, IOM Institutional Strategy on Migration and Sustainable Development (Geneva, 2019): <https://publications.iom.int/system/files/pdf/iom-institutional-strategy.pdf>

Although the Regional Strategy does not explicitly outline the contribution of each regional priority to the GCM, there is a clear relationship between them. Operational aspects are included in the annual work plan developed by the RO for the implementation of the strategy.

- *EQ6. To what extent are the priorities outlined in the Regional Strategy coherent with external frameworks and initiatives and with the work of other UN agencies?*

The Regional Strategy broadly refers to the frameworks and initiatives related to mobility at the continental level like the African Union Agenda 2063, the African Continental Free Trade Area, the African Passport and Free Movement of People, the Single African Air Transport Market, the Migration Policy Framework for Africa, and Plan of Action 2018–2030.

It recognizes the importance of regional integration and economic development in the EHoA region, which are key objectives of Agenda 2063. In particular, the strategy is aligned with two African aspirations: a “prosperous Africa based on inclusive growth and sustainable development” and “an integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of Africa’s Renaissance”. The Regional Strategy is also aligned with the fourth goal of the African Union Agenda for a peaceful and secure Africa.

The strategy also refers to EHoA frameworks such as the IGAD Regional Migration Policy Framework (RMPF) and integration processes, including the IGAD Protocols on the Free Movement of Persons and Transhumance; the EAC Common Market Protocol and the protocol related to the free movement of labour migrants, which includes the issuance of EAC passports by its Member States to their nationals, and to the visa regime adopted by the Common Market for Eastern and Southern Africa (COMESA); and the Action Plan on Migration with its Protocol on the Free Movement of Persons, Labour, Services, Rights of Establishment and Residence to accelerate economic development. It also refers to the Regional Ministerial Forum on Migration for East and Horn of Africa (RMFM) created to jointly address labour migration policies, foster labour mobility and protect the fundamental human, labour, and social rights of migrant workers.

Furthermore, the Regional Strategy includes as a priority to “facilitate mobility and support regional integration” as well as “promote robust and whole-of-government structures, coherent policies and normative frameworks underpinning migration at the subnational, national, regional and global levels and supportive of sustainable development objectives” through close collaboration with RECs, including IGAD and EAC to facilitate the management and coordination of migration governance across governmental bodies. This includes work on the production, harmonization and comparability of migration data; strengthening data collection, management, and consolidation; and use of data towards informing coordination and policy. Priority 7 related to the reduction of the incidence of irregular migration, including smuggling migrants and trafficking of persons, also includes collaboration with IGAD and EAC on peace and security.

The Regional Strategy also points out the significance of IOM engaging with and leveraging key partners of the UN and existing networks to achieve its regional goals. More concretely, the strategy outlines the importance of contributing to the 2030 Agenda as a member of the United Nations Sustainable Development Group (UNSDG) and to regional dialogues on migration and sustainable development, including through the UNCTs and the UNSDCF. It also underlines the instrumental role of national coordination mechanisms on migration to engage national partners and promote a whole-of-government, whole-of-society approach.

In alignment with this vision regarding UN coordination mechanisms, the RO privileged coherence with priorities of national and regional UN networks during the formulation process, which partly consisted of gathering and systematizing UN main priorities in the region and countries. IOM analysed the links of the identified priorities with migration and mobility as well as IOM's comparative advantage. This exercise was done in collaboration with COs to ensure coherence between the Regional Strategy and the priorities of UNCTs, but the alignment of the Regional Strategy with the UN countries priorities was challenging since the national planning cycles did not always coincide with IOM's ones.

The different planning cycles with UNCTs were also problematic when developing IOM country strategies to roll out the Regional Strategy. Some COs were reluctant to follow IOM timelines privileging an alignment with the UNSDCF. After close consideration, IOM Headquarters concluded that the development of IOM country strategies can be beneficial either before or after the UNSDCF. Before the UNSDCF would allow IOM's vision to feed into the development of the UN country frameworks, and after to take into account the UNSDCF. The decision was finally taken that there was no need to have a fixed timeline for rolling out IOM country-level strategies.

Along the same lines, most informants in the evaluation agreed that the Regional Strategy is a valuable resource to support IOM's position regarding UN networks and coordination forums on migration and that it can have an essential role in leveraging migration in UNSDCF and through coordination with other UN Agencies at the country level. The evaluation of the 'IOM's institutional approach and contribution to the 2030 Agenda for Sustainable Development' conducted in 2022 concluded that IOM COs received useful support to develop Common Country Analysis (CCA) and UNSDCF.⁴¹

➤ *EQ7. How did the RO guarantee proper alignment of the country strategies to the regional one?*

As already mentioned, the Regional and Country Strategies have a symbiotic relationship. The Regional Strategy is expected to be implemented through the Country Strategies, and Country Strategies need a global reference framework. The Regional Strategy offers support to develop Country Strategies and/or identify country priorities, facilitating their coherence and alignment within the region, and serves as a tool to allow COs to articulate the country priorities with identified mobility dimensions and IOM's comparative advantages.

⁴¹ IOM, 2022. Evaluation of the IOM's Institutional approach and contribution to the 2030 Agenda for Sustainable Development. https://evaluation.iom.int/sites/g/files/tmzbdl151/files/docs/resources/SDG%20Central%20evaluation%20report%20final_0.pdf

The analysis of the coherence between the Regional Strategy and the ten Country Strategies of the region shows four different situations:

1. Country Strategies drafted after the introduction of the Regional Strategy that are aligned with it. This is the case of Djibouti, Kenya, the United Republic of Tanzania and Uganda. The structure of the documents is based on the three pillars (Resilience, Mobility, and Governance) introduced by the Strategic Vision and adopted by the Regional Strategy. Apart from the initial diagnosis, it also includes a chapter on institutional development.
2. Country Strategies updated after the introduction of the Regional Strategy that are partially aligned with it. This is the case of Somalia, where the three pillars of the Strategic Vision are mentioned but a more programmatic approach is introduced with a categorization of priorities based on (1) emergency and post-crisis, (2) transition and recovery, and (3) migration governance and development. The strategy acknowledges the Regional Strategy as a main general framework.
3. Country Strategies drafted before the introduction of the Regional Strategy, like South Sudan, that are not aligned with it, nor with the Strategic Vision.
4. COs without a Country Strategy officially approved. This is the case of Burundi, Rwanda, Ethiopia and Eritrea. In the first three cases, the Country Strategies are in development and the guiding document is the Regional Strategy. No information is available on Eritrea.

➤ *EQ8 To what extent are the priorities outlined in the Regional Strategy coherent with national development priorities?*

The Regional Strategy privileged the alignment with national development plans and therefore its formulation was based on the identification of national priorities and their interaction with mobility. During the formulation process, the RO with the support of COs gathered all national development plans and systematized different development goals to understand the priorities of countries in the region. The exercise included the identification of development goals of regional frameworks such as RECs and the African Union, and of donors in the region such as the European Union (EU), as well as UN cooperation frameworks. After grouping them, some general patterns were identified as key development priorities in the region:

- Transformative inclusive economic growth, including access to jobs, urbanization, and women and youth empowerment.
- Regional integration.
- Governance, conflict prevention, peace and security, and rule of law.
- Crisis preparedness and response, resilience, climate change, and natural resource management.
- Human development, social inclusion, and social services, including health and education.

As described in the Regional Strategy document, the priorities of IOM are the result of synergies between development priorities and the identified global and regional megatrends that may influence migration patterns in the coming five years: domestic and international inequalities, urbanization, digitalization, automation, innovations in information and communications, ‘distance-shrinking’ technologies, demographic transition with an increasingly young population and more women entering the workforce, climate change alongside natural hazard-induced disasters and environmental degradation. Furthermore, there are specific drivers of migration and determinants of IOM’s work identified as (a) the promise of peace and regional integration; (b) the increasingly protracted nature of crises, fragility, and potential ruptures; (c) the increasingly entrenched nature of transnational organized crime; (d) the persistent vulnerability of migrants in irregular situations; and e) the continuous re-emergence of epidemics, pandemics, zoonotic diseases, and other public health threats.

2.3. Effectiveness

The Section provides insights into the status of implementation of the Regional Strategy, analysing its capacity to guide the work of IOM to respond to evolving needs, develop programmes and projects, and clarify IOM’s role vis-à-vis other stakeholders. The analysis also identifies factors facilitating or preventing the achievement of the strategic objectives and the capacity of the strategy to respond to unforeseen challenges. Finally, the analysis examines the efficacy of the Regional Strategy as a planning, monitoring, and reporting tool and the role played by the RO in providing guidance and support to COs for implementing the regional strategy and/or developing their strategy.

The analysis was made considering that the strategy was not formulated in terms of achievable results, but rather in terms of priorities and areas of expansion for IOM, across the three IOM Strategic Vision pillars. Indicators chosen by the evaluation to measure the level of implementation are related to:

- The level of awareness of the Regional Strategy and its priorities by IOM staff in the RO and COs.
- The actions expected in the Regional Strategy that were implemented.
- The perceptions of improvements in the priorities identified by the Regional Strategy.

➤ *EQ9. What is the status of implementation of the Regional Strategy and intended results, and are they likely to be achieved within the strategy timeframe?*

Level of awareness of the Regional Strategy and of its priorities

The evaluation assessed the awareness of IOM RO and COs staff regarding the strategy and its priorities, which differs depending on two intertwined factors: if the staff is based in the RO or in a CO, and their position and profile.⁴² For staff in the RO, it is easier to assimilate the strategy having already a regional perspective in their daily work. Ensuring awareness and assimilation of the Regional Strategy by COs staff

⁴² It is worth noticing that these factors also influence if the IOM staff perceive the Regional Strategy as significant as explained in the analysis of the relevance.

proved to be less effective since their focus moves to their Country Strategy, with also less involvement for implementation of regional priorities.

The same differences between staff in the RO and in the COs were noted regarding the usefulness of the Regional Strategy. Some of the uses attributed to the Regional Strategy are:

- A framework to guide actions
- A management tool for planning, monitoring, and evaluating
- A tool to ensure coordination and collaboration among IOM staff
- A document that informs IOM's identity in the region
- A communication tool to inform IOM achievements
- An instrument for fundraising
- A declaration of principles.

Although most of the staff recognize the strategy as a framework to guide actions, the lack of consensus on other functions also implies different expected results, with difficulties in measuring them.

Level of implementation of the Regional Strategy by Priority

As previously mentioned, the Regional Strategy was not articulated on a causal relation between activities, outputs, and specific and general objectives. Therefore, it was not possible to identify the expected results, indicators, timeframe milestones, means of verification, or assumptions to analyse its effectiveness.⁴³

Instead, the analysis was done based on project budgets by IOM's areas of work during the period, grouped by regional strategic priorities. The analysis considered all IOM projects activated between 2021 and 2022, clustered by regional priority according to the IOM classification of project typology.⁴⁴ However, the analysis is just an initial attempt to draw quantitative conclusions from the funded projects. A more granular assessment would be needed to address cases where a single project contributes to more than one priority,⁴⁵ and to compare the cost-benefit effectiveness by priority, which are out of scope for the present evaluation.

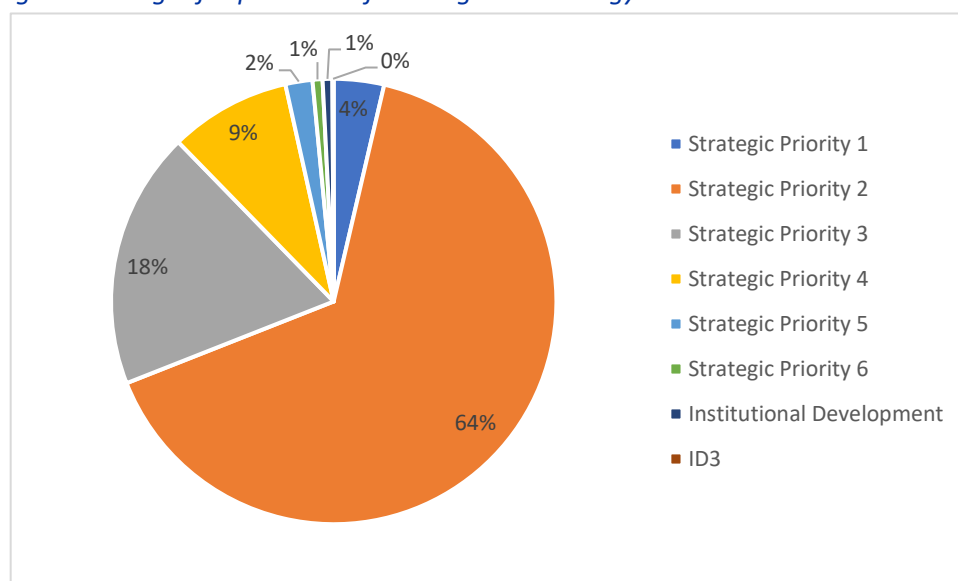
⁴³ Even if a comprehensive ToC was developed, accompanied by a result-matrix associated with the SRF, the exercise did not permit to measure the achievement of expected results, not only because the instrument that collects data (the Institutional Questionnaire) does not inform on all indicators of the SRF and Regional Strategy matrix results, but also because the indicators of the SRF are not completely aligned with the type of outcomes that the Regional Strategy presents. On the other hand, the work plan developed by the RO, including yearly outputs and milestones aligned with the Regional Strategy priorities, was not conceived as a monitoring and evaluation tool and the linkages built retrospectively between the Regional Strategy and the annual work plan have the essential function of ensuring coherence in RO planning rather than supporting the analysis of trends and gaps in the regional programming towards the achievement of Regional Strategy expectations.

⁴⁴ The analysis used 32 typologies of intervention adopted by IOM during the period 2021-2022. See the correspondence between the type of projects in PRIMA and strategic priorities in Annex 5.

⁴⁵ The analysis took into account the project code type. For project covering multiple themes related to more than one project types, only the main type was considered.

As shown in Figure 5 below, most project funding in the region aligned to Priority 2, “Promote and provide timely and effective assistance and protection to people at risk and/or affected by crises”, which absorbs 64 per cent of the funding; followed by Priority 3, “Promote durable solutions and reintegration for displaced persons and returning migrants”, which represents 18 per cent of the budget. Only 18 per cent of the total funding in national and regional projects and programmes in the region aligned to other priorities. This may also show how IOM interventions are determined by the contexts and, to a great extent in the EHoA region, guided towards the reinforcement of migrants and community resilience in crises and humanitarian situations.

Figure 5. Budget for priorities of the Regional Strategy 2021–2022.⁴⁶



Source: PRIMA

Priority 5, “promote inclusion and conditions that empower migrants and the diaspora to contribute to sustainable development” is the third area of investment, followed by actions linked to Priority 4, “Facilitate mobility and support regional integration”, which includes all type of actions regarding border management and promotion of regular migration. It is worth noting that the percentage for Priority 6 “Promote robust and whole-of-government structures, coherent policies and normative frameworks underpinning migration at the subnational, national, regional and global levels and supportive of sustainable development objectives” is minimal in number but qualitatively effective (see below), and Priority 7 “Reduce the incidence of irregular migration, including smuggling of migrants and trafficking of persons” is not represented in the graph due to overlap with other priorities, namely Priority 4.

From a qualitative perspective, the evaluation attempted to take stock of the main achievements identified by IOM staff in COs and RO related to the Regional Strategy. A clear consensus existed among informants regarding primary successes during the first two years of implementation.

⁴⁶ Excludes the budget of projects created before the release of the regional strategy.

Actions related to the work with RECs directly linked with Priorities 4 and 6 were continuously outlined. The RO has made a concerted effort to align numerous programmes, projects, and strategic initiatives with the goal of regional integration. The Regional Strategy serves as a guide for IOM's regional integration processes, while promoting safe, orderly, and regular mobility and migration.

IOM personnel also recognized that the Regional Strategy contributed to promoting inclusion and creating empowering conditions for migrants and the diaspora to contribute to sustainable development (Priority 5). It outlined efforts regarding the various diasporas, leading to improved harmonization of diaspora engagement and mobilization in the region. The capacity to stimulate policy debate on labour migration in the region was also highlighted through the work developed by the RMFM, since IOM Member States of the region could work together to realize the potential of labour migration as a contributor to the regional development, and to ratify relevant human rights and labour laws to create a common approach on the rights of migrant workers⁴⁷ (Priorities 4 and 6).

In the case of Priority 2, which is traditionally the broadest field of intervention of IOM in the region, informants recognized the added value of the Regional Strategy in strengthening route-based approaches for migrants in vulnerable situations. This included joint capacity-building and generalization of Standardized Operational Procedures (SOPs) across protection programmes in the region, covering SOPs on child protection. Apart from Priority 2, this approach is also linked to Priorities 4 and 6 since IOM supported the development of a regional child policy with IGAD as well as an inter-RECs process towards the revision of a roadmap for the protection of children on the move.

Regarding Priority 7, progress in integrating more regional approaches to border management was highlighted, reflecting the issue and cross-border nature of irregular migration in the region.

Level of implementation of the Regional Strategy regarding institutional development

The Regional Strategy includes a set of objectives related to institutional development, which are essential to *“deliver on the expectations from IOM’s Member States, migrants, and fellow United Nations agencies, as well as on the strategic objectives set out”*⁴⁸ by the strategy. Priorities outlined in the Regional Strategy include improving policy capacity and regional cooperation, as well as innovation, institutional learning and knowledge management, data collection, management, dissemination and use, research production, M&E, communications and visibility, and staff development.

Concerning the improvement of institutional capacities, all evaluation participants concurred that IOM is undergoing a restructuring process requiring enhanced efforts in institutional development aligned with the priorities outlined in the strategy. Even if progress was made, progress needs to continue.

⁴⁷ See <https://www.iom.int/news/new-agreements-foster-regional-cooperation-migration-sustainable-development-and-migrant-workers-rights-east-and-horn-africa>

⁴⁸ IOM, 2020. IOM EHoA Regional Strategy 2020 – 2024. P. 24.

Many participants point out the value of the Regional Strategy to strengthen policy support capacities of IOM's RO and management teams in the region, which could be further achieved by recruiting skilled professionals (for instance Senior Policy and Research Officers) and by building staff's capacity through new training opportunities in the organization.

At the same time, participants state that a change is required on how the organization monitors and communicates on strategic approaches and policy, for instance by combining concrete results from project implementation with strategic and policy improvements. The increase in research production to generate more evidence-based to implement the strategy is however outlined as a key achievement of the last two years.

An important aspect to highlight is the increased collaboration between SRTS, which has led to greater knowledge exchange and learning between different thematic areas, producing more integrated programming and solutions. In this regard, the Regional Strategy explicitly promotes that "cross-thematic approaches will be encouraged to promote learning across programmatic areas". This is considered a direct result that has changed the previously siloed approach among areas.

Likelihood to achieve strategy results in the defined timeframe

The analysis of achieved results in some thematic areas and institutional development confirms that the implementation of the Regional Strategy is already yielding tangible outcomes in terms of institutional development and policy capacity, reflecting IOM's performance in the region.

More specifically, the organization is achieving high standards of institutional capacity, which is key to maximizing the quality and impact of interventions. The Regional Strategy has been an added value in the definition of core priorities to ensure strategic focus, allowing IOM to become a trustworthy reference in policymaking, as the work with RECs and in research production is demonstrating, while continuing to be very effective operationally on the ground. Progress in institutional development and investments in core priorities are also consolidating the leading role of IOM in multi-actor and multi-country interventions.

During the evaluation, informants showed a high degree of intentionality in going beyond the outputs of isolated interventions, which increases the probability of continuing on the same trend for the strategy implementation and of better defining outcomes and impact during the next two years.

- *EQ10. Have the strategic priorities proven to be useful in guiding the work of IOM in the region to respond to evolving needs, develop programmes and projects, and clarify IOM's role vis-à-vis other stakeholders?*

The Regional Strategy as a support to adaptation of IOM work to evolving needs

The regional context is increasingly subject to protracted crises that magnify fragilities in the countries in crisis themselves, but also in the region. During the first two years of implementation of the strategy,

some countries in the EHoA have experienced civil wars, droughts, and public health threats, alongside the presence of transnational organized crime, that have influenced the regional situation and heavily impacted the decisions and conditions of migrants. The above threats were mentioned in the Regional Strategy with the understanding that those would reshape regional priorities and considering such fragile situations in the priorities planning allowed IOM to better face these unexpected changes. IOM's Regional Strategy guided the Organization to build its capacity to respond to these crises, which is one of the main areas of investment as discussed previously.

With the tools mentioned in the Regional Strategy, like the RDH, regular interactions with key continental, regional, and national stakeholders, and exchange of information between the RO and COs, IOM was able to identify new needs and redirect its programmes and projects accordingly. The capacity of adaptation has also been key to ensuring strategic alliances among stakeholders, as in the case of the Kampala Declaration on MECC, since the climate change-migration connection is mentioned in the Regional Strategy.

Although some informants recommended updating the strategy more frequently to ensure its guiding capacity at the thematic level given the above contextual changes, IOM RO has shown sufficient capabilities to adapt to evolving situations and needs, remaining in line with the strategy and without introducing any formal update.

In the COs and as mentioned previously, the use of the Regional Strategy for guidance and as a reference for adaptation is usually more limited due to the different levels of knowledge of it, the perception regarding its relevance and the availability of Country Strategies also needing adaptation to changing contexts.

[The development of programmes and projects at the regional and country levels determined by regional priorities](#)

According to the seven staff surveyed in the PSU at country level, the Regional Strategy is somewhat useful for (i) the development of new projects, (ii) as a planning framework, and (iii) as a reference for M&E. The results from this small sample have been triangulated with SRTS interviews and top management of COs. There is a general agreement on the usefulness of the strategy for developing projects, even if more contribution from SRTS is expected in COs. It is worth mentioning that the Regional Strategy is encouraging the creation of synergies across projects for a less fragmented project implementation. This call is intended to better visualize how projects are contributing to higher objectives, including at regional level.

The MRP is paradigmatic of this move since it is structured towards collective outcomes by providing a framework that joins independent projects and independent actors to mutually reinforce and work as programmes in a coordinated manner. Currently, the MRP is a collective resource mobilization, in which each of the 48 partners is responsible for its funding, contrary to a multi-partner trust fund, in which the management structure distributes a global budget among partners.

The Regional Strategy has also included adjustments in the guidance provided resulting in new areas of intervention and improved innovation to tackle challenges associated with changing migration patterns. This is for instance the case for the search of alternatives to migrant detention and options for diaspora involvement prioritized by the Regional Strategy, to increase understanding and propose programming solutions.

Usefulness of the Strategy to position IOM in discussions with stakeholders

As reported during the evaluation, IOM management teams consider that the most evident results are those deriving from the collaboration with RECs, IGAD, EAC and RMFM in the field of labour migration. The organization heavily invested in becoming a skilful and trustworthy development partner at the technical and policy levels and evidence shows promising results in terms of cooperation agreements, work plans and joint declarations promoting more consistent policy responses to regional issues. This is considered as a consequence of the prioritization made through the Regional Strategy.

In the case of collaboration with the EU, the use of the strategy in discussions is still in the initial phase. The programming exercise conducted by the RO based on the Africa Multiannual Indicative Programme (MIP) 2021-27 of the EU included explicit and implicit references to the Regional Strategy, reflecting IOM's comparative advantages and added value in relation to the EU's strategy.

At country level, COs are facing different situations given the varying priorities of governments and related expectations from IOM and donors. From a general perspective, the capacity of COs to use the Regional Strategy during discussions largely depends on the type of IOM activities in the country, whether the COs are seen primarily as service provider, as is the case in most resettlement activities, or as a strategic partner for a collaborative approach in the management of migration dynamics in the country.

- *EQ11. What are the major factors influencing the achievement of the strategic objectives, and did they respond properly to unforeseen challenges?*

The evaluation could identify several factors that informants labelled as 'enabling' for implementation of the Regional Strategy. The most predominant one, creating consensus among respondents, is related to the leadership of the RO's top management with its highly strategic vision of the region and capacity to convert it into concrete programming ideas and action at the regional level. It should be noted that the Regional Director and Deputy were responsible for the processes that led to the conception of the Regional Strategy, which certainly influenced leaderships. This was reinforced by a committed and highly qualified senior staff, among them the SRTS, who play a key role in spreading and boosting the priorities of the Regional Strategy.

The presence and willingness of other important regional actors ready to collaborate with IOM are also extremely positive in reaching a broader influence and consolidating the role of the strategy. This is for instance the case for the engagement of Member States with RECs and RMFM, creating a favourable

context for a regional approach to migration. The alignment of the Regional Strategy with Member States and RECS priorities, as mentioned previously, reinforce the effective use of the strategy.

The evaluation also identified factors negatively impacting the implementation of the strategy. Among these are discrepancies in the understanding of the various functions of the Regional Strategy, which hinder the role played by each staff member in its implementation. This is also related to the lack of ownership of the Regional Strategy by IOM staff as discussed earlier, mainly at the CO level.

The insufficient number of staff in some areas, the limited background in policy, and lack of core funding to ensure key positions related to the strategy implementation, are also key constraints for its implementation.

IOM's broad areas of intervention included in the Regional Strategy provide an overall understanding of the interdependence of key factors, but they might also limit the capacity to effectively achieve global changes. The contextual fragility of the region affected by natural disasters and conflicts leaves little room apart from humanitarian interventions to deploy the Regional Strategy more broadly and consistently, focusing on long-lasting regional priorities.

Also related to the context, the capacity, or sometimes willingness, of governments to understand all the challenges related to migration is not always sufficient, which requires IOM to propose innovative solutions that can satisfy governments to address issues at stake.

As already mentioned, another limiting structural factor is the resistance and/or limited capacity in some COs to embark on this regional strategic process.

➤ *EQ12. How effective were the planning, monitoring, and reporting roles expected from the strategy on the regional COs' programming?*

The COs play a limited role in planning, monitoring and reporting on the implementation of the Regional Strategy. The strategy was not conceived to be monitored at the country level, resulting in the absence of a dedicated monitoring system. Therefore, the RO has also had difficulties to effectively monitor the achievements related to the implementation of the strategy, and how it is contributing to the SRF.

It was also expected that the achievements would be measured through the implementation of Country Strategies, which proved to be challenging for the consolidation of results, as already explained. Limitations on the level of knowledge of the strategy by COs and in some cases limited integration of regional priorities at the country level, offering diversified views of the content of the Country Strategies, are also factors limiting the capacity of the Regional Strategy to play a role in COs programmes' planning.

➤ *EQ13. Have the COs in the region received substantive guidance and support from the RO in implementing the Regional Strategy and/or developing their own strategy?*

Several COs surveyed, especially at the mid and entry-level staff, do not consider having received sufficient information on the Regional Strategy, which limited their capacity to mainstream it in their programming

and for dissemination among country stakeholders. One of the difficulties was to understand to which extent guidance from the RO, for instance through SRTS, refers to specific technical aspects, to alignment with the Regional Strategy or both.

Regarding the support from the RO for the formulation of Country Strategies, most respondents of the questionnaire to PSU staff considered having received enough support from the RO to develop their Country Strategies. Some offices used however the Strategic Vision as a primary reference, without seeing the Regional Strategy as a 'link' between the global and country strategic levels. In addition, some staff noted that the formulation of Country Strategies was not supervised by the RO in systematic ways and depending on the strategy followed by each CO. In the cases of interaction only at a late stage of the formulation of the Country Strategies, the provision of guidance from the Regional Office to ensure alignment between Regional and Country Strategies was challenging. It should however be reminded that until recently, there were no institutional requirements to align IOM's country strategies to more global strategies, and the timing of their development was left at the discretion of the Chiefs of Mission. Alignment is now required, especially with the implementation of the SRF, and instructions have been issued regarding the development and alignment of regional and country strategies with IOM global Strategic Vision.

The RO teams also recognize that ownership of the Regional Strategy at the country level needs to be strengthened to catalyse coordination and collaboration among and within countries to boost the achievement of regional goals. In general, it appears that CO staff, mainly PM, need more support, guidance and understanding of the regional priorities, especially those who have recently joined the region.

In terms of implementation of the Regional Strategy, the PSU staff surveyed was asked to identify which capacities had been improved by the RO to support the implementation of the Regional Strategy, and the policy capacity and regional cooperation were the lowest-scoring categories, while communications and visibility only account for slight/moderate improvements. The remaining dimensions (innovation; institutional learning and knowledge management; M&E; data collection, management, dissemination and use; research production; and staff development) scored slight or considerable improvements. None of the respondents assessed the improvements as very significant.

The perception of management teams as well as RO staff is different from the one of country PSUs. The RO has been focused on reinforcing IOM's capacity to engage with relevant actors to have a more strategic perspective on migration, which has impacted more the work of county management teams than program-oriented staff. This regional perspective and management also reinforced the work more at the regional level than at the CO level.

In the case of innovation, institutional learning, and knowledge management, informants pointed out the challenges to introduce these aspects at the CO level. This difficulty arises from the absence of clear guidelines regarding innovation at the country level and the insufficient resources set aside to focus on incubating innovative ideas. The lack of a whole-of-government approach and a culture of low knowledge-

sharing further exacerbate those issues. The COs have this perception even though the RO made efforts to promote these aspects, for instance organizing capacity-building sessions derived from identified interests in relevant topics, regional gaps and opportunities. It has developed tools for knowledge management, such as the SharePoint of the knowledge management framework.

The EHoA RO also promoted the development of the RDH, which aims to support evidence-based, strategic, and policy-level discussions on migration in the region. Established in early 2018, the RDH follows a route-based strategy, focusing on the Eastern, Horn of Africa, Northern, and Southern routes. The RDH produces regular data analyses on the main migration trends and provides technical support to reinforce the data management capacity of IOM staff in the region. This helps strengthening the coordination, harmonization, and interoperability of IOM operational data sources. The RDH works closely with the RECs and within the UN system, specifically under the Migration Multi-Partner Trust Fund and the MRP.

Regarding M&E, COs consider that the situation has not substantially changed with the introduction of the Regional Strategy, even though efforts were made to improve them. The COs of a more reduced size lack dedicated M&E personnel and rely on support from the RO for monitoring and producing sound evidence from the project implementation. On their side, large COs often have M&E dedicated personnel and important capacities in place to deliver relevant data to the Regional Office.

The aspects of communications and visibility register a low level of effectiveness by COs in increasing awareness and contributing to the implementation of the Regional Strategy. There are concurring factors that affect performance in this area such as skills shortage among the communication personnel in COs, lack of alignment between the communication strategy defined by the regional communication team and actions directed towards communication of the Regional Strategy by COs, disinterest in the policy approach promoted by the Regional Strategy from an audience more interested in concrete results of humanitarian responses, the lengthy process with Headquarters to set the tone, messages, and contents. As a Chief of Mission expressed, there is also the risk that any increase in effectiveness implies more workload without hiring additional skilled personnel, since COs largely rely on project-funded staff, especially in the smallest offices.

2.4. Efficiency

The analysis of efficiency answers three questions related to the management, monitoring tools, and mechanisms established to ensure the tracking of the strategy, as well as the staff and institutional capacities of the RO to deliver the outlined strategic objectives and to use the funding allocated to the strategy.

The Regional Strategy was not conceived as a results framework as already discussed, so the strategy was not associated with the development of a M&E plan, the allocation of a budget and a human resources plan to ensure its implementation. In 2020, the option of a dedicated budget was explored during

preparation, but it was finally disregarded due to the potential risk of donors' misunderstanding that the Regional Strategy would only be implemented if funding was available.

However, some attempts were made during the first implementation phase to measure the level of achievement, as well as to fundraise for its execution, including the creation of specific positions with a key strategic role in the region. The RO also made efforts to increase staff capacities to support the implementation of regional approaches.

- *EQ17. What management and monitoring tools and mechanisms have been established to ensure that the RO is on track with the implementation plan of the strategy, and to adjust the strategy whenever needed?*

As previously mentioned, the Regional Strategy did not include a M&E framework with indicators to measure the achievement of each regional priority and it is not formulated in terms of objectives to achieve, but rather in terms of guidance setting the regional expectations and the main areas or clusters of interest for the Organization. Thus, with no specific mechanism in place, monitoring progress towards expectations at the national and regional levels was not possible.

Nevertheless, the RO has tools to monitor its work which, to a certain extent, can measure the level of implementation of the Regional Strategy by examining for instance the depth of contribution of this work to each strategic priority. Firstly, the RO has developed annual work plans, which are based on the strategy's priorities, including institutional development objectives. Annual reporting on these plans identifies the initiatives developed by the RO during the first two years of the strategy implementation and the work plans also contribute to assessing the progress of SRF indicators. Secondly, the RO developed a results matrix aligned with the SRF, which is measured based on the information collected by the Institutional Questionnaire and includes work developed by COs. As it can be noted, both mechanisms may only partially portray the achievements of the Regional Strategy, but the situation may change with the full alignment of the strategy indicators to those of the SRF.

During the evaluation it was observed that PRIMA is rarely used to capture the progress of projects and their contribution to the implementation of regional strategies. Often, the information included is descriptive and not results-based. PRIMA includes the expected outcomes and outputs, project indicators, a budget and the gender marker, among other fields. However, most often the level of achievement against each of the indicators is not captured, even if reflected in donors' reports. Additionally, COs do not always fully comply with PRIMA, and the quality of data may not be sufficient and updated in time, as highlighted during interviews. Changes currently introduced in PRIMA will however allow the platform to capture the progress of SRF indicators, which also offers opportunities to monitor and track regional strategies.

Specific human resources to monitor the Regional Strategy are not available at the CO level. Ensuring the M&E of the strategy at the CO level would require additional resources beyond the staff recruited with projects, to track the contribution of each project and programme to the Country and Regional Strategies

and the contribution to migration management and advocacy at the national level to advance the implementation of the Regional Strategy.

With the full roll-out of the existing mechanisms (SRF, PRIMA, and the revised Institutional Questionnaire), there is room to move towards greater convergence of the systems, strengthening the M&E capacities of Regional Strategies with efficient investment in staffing across the COs and RO.

- *EQ15. Does the RO have sufficient institutional and staff capacities to deliver the outlined strategic objectives (including innovation, institutional learning, knowledge management, communication and visibility, and staff development)?*

The RO has a key role in defining and formulating the Regional Strategy and guiding its implementation. However, the full execution of the strategy also depends on the capacity of COs to develop and/or align to the suggested approaches and areas of work. The EHoA region has a total of 10 COs and 56 sub-offices.

At the end of 2022, IOM had 5,812 workers in the region, 2,926 project-based and 2,886 recruited by third parties. The prediction for upcoming years is a rise in project-based staff and a reduction in third-party workers. Technical capacities of the COs are very different, as their areas of work, organizational structure, size, and financial sources are also extremely varied.

The capacity of COs to adopt the regional priorities differs across the countries, several factors explaining limitations as noted during the interviews and surveys. These include insufficient strategic thinking, deficiencies in networking between the COs and RO colleagues, and the need to improve the knowledge on how to approach new areas of work, for instance in the case of Migration, Environment, and Climate Change (MECC). The important turnover of IOM teams and difficulties in preserving talent due to projectization also weaken the implementation of the Regional Strategy.

The RO and SRTS have important roles to play in supporting COs in the operationalization of the strategy. Although all projects submitted by COs must be endorsed by SRTS, formal procedures for the operationalization of the strategy through the support of SRTS do not exist, which explains why some COs consider guidance from SRTS during project endorsement for alignment of projects to the Regional Strategy to be somehow inefficient. There is also limited time capacities of SRTS to cover all countries in the region and in the case of COs without PSU, this situation is exacerbated. The lack of resources and formal procedures for effective operationalization and coordination of the strategy at different levels is often compensated with heavy reliance on personal relationships. Finally, and given the workload of COs, the actions promoted by the RO to improve the implementation of the strategy, in parallel to Headquarters' requirements for compliance with the SRF and Institutional Questionnaire to support the global Strategic Vision, may be judged by COs as extra work creating difficulties to juggle with national priorities and COs' regular activities.

Staff performance assessments at the country level do not include indicators related to the implementation of the Regional Strategy, although they are available for management teams in the RO.

Projectization in IOM often implies that performance assessments are done based on staff contribution to project achievements and donor accountability frameworks, rather than on organizational development progress or regional impacts. Any link of staff performance indicators in COs with the national and regional priorities identified in the respective strategies deserve to be further examined.

- *EQ16. Has the approved core funding, operational support income (OSI), and unearmarked funding allocated to the RO been used efficiently to support the implementation and prioritization of the Regional Strategy?*

The absence of a specific budget allocated to the implementation of the Regional Strategy reduces the possibility of analysing the efficiency of expenditure for achieving the strategic objectives given the difficulties in identifying budget amounts directly used for each objective or related priorities. However, given that the RO has work plans aligned with the Regional Strategy, it may be considered that the budget attached to the plans managed by the RO can be used for efficiency analysis of the strategy. Core and unearmarked funding are also residual in comparison with the earmarked budgets allocated for projects in the COs.⁴⁹

In 2022, 98.09 per cent of the budget of IOM in the region was earmarked for project funding, slightly higher than the percentage in 2019, before the launch of the strategy (97.71%). The core funding allocated to the RO is less than 1 per cent of the overall budget (0.33% in 2022 and 0.40% in 2019) and it grew from USD 1.4 million in 2019 to USD 1.58 million in 2022. The OSI grew from USD 6.7 million in 2019 to USD 7 million in 2022.

During the first two years of implementation of the Regional Strategy, the earmarked budget increased by USD 130 million. According to PRIMA, 214 projects were activated in the region between 2019 and 2020, and 2017 between 2021 and 2022. Of these, the RO managed nine projects between 2019 and 2020, and 20 projects between 2021 and 2022. For all projects in the region, the budget increased from an USD 540 million to USD 629 million and for the projects managed by the RO only, it grew from USD 27 million to USD 67 million, showing an increase after the launch of the strategy (see also below). While most projects cover only one country, the number of activated projects implemented in more than one country and managed within the region increased from 16 in 2019-2020 to 31 in 2021-2022. The elaboration of regional concept notes that are used by COs to formulate and develop projects are also identified as suitable work methodologies to push the implementation of the strategy.

The evaluation considers that the execution of regional projects was an effective tool to advance the implementation of the strategy, as well as multi-country projects. IOM does not have a unified approach to the role that ROs should play in the implementation of projects in the region. Centrally managed regional projects seem more effective in achieving strategic priorities, as in the case of the collaboration with RECs to develop projects managed by the RO, being the accredited office for the two RECs in the region. Furthermore, they allow hierarchical relationship between the Regional Director and the Chiefs of

⁴⁹ See Annex 6: Types of funding in IOM.

Mission involved in each regional project. Multi-country projects on their side enhance initiatives in the field, promote synergies across countries and experience sharing, and ensure the involvement and interaction of national actors. The lack of hierarchical relationships between COs may be problematic for reporting to the CO leading the multi-country project.

Regarding the drivers for the implementation of the strategy, the project-oriented nature of IOM limits the availability of funding for institutional development. In this case, unearmarked funds played a key role in the support of the RO for its institutional development. From September 2021 to March 2022, the Regional Office benefited from USD 200,000 via the Migration Resource Allocation Committee (MIRAC) funding⁵⁰ related to Regional Strategy implementation. This initiative has enabled the definition of outputs and outcomes between the priorities of the Regional Strategy, the SRF, and the yearly results matrix. Moreover, the MIRAC funding supported other Regional Strategy-related activities that reinforced IOM's position in the region through the development and/or the implementation of Country Strategies, the organization of a high-level retreat with the EAC, and a workshop for the MRP for the Horn of Africa and Yemen, which is a key platform for engaging partners in response to the challenges of mixed migration in the region. The OSI was also important as this flexible income could be used towards strategy delivery through, for instance, the hiring of a Senior Policy and Research Officer and the production of the State of Migration Report in collaboration with IGAD and EAC. All of these actions were key for the strategy implementation and adjustments and demonstrate the usefulness of unearmarked funding for that purpose.

The IOM budget structure and projectization model limits the allocation of budget for the implementation of regional strategies, a constraint known since the formulation phase. Despite this, the Organization decided not to convey the message that the implementation of these strategies is conditioned to donor contributions. The Regional Strategy was understood as a tool to communicate the work and objectives of the organization more effectively to the potential donors of the region and the strategy was viewed as a fundraising tool within the region, in complement to project-based earmarked funding.

The Regional Strategy is guiding IOM fundraising prospective analysis. Concrete examples were shared during data collection, for instance, a document that analyses the mobility dimensions of the priorities of the EU in the region, in which the Regional Strategy was used to articulate its added value to align donors' priorities with IOM priorities for the region. This type of work may not yet generate direct funding but is laying the foundations to do so, showing the potential of the Regional Strategy for fundraising.

2.5. Impact

Impact criteria is mainly analysed as the potential impact of the Regional Strategy based on already achieved and expected results, as well as drivers of change that might create a longer-term impact. It is worth mentioning again that impact analysis remains challenging in the framework of a mid-term

⁵⁰ Established in 2017, MIRAC is IOM's entry point for flexible funding (unearmarked and softly earmarked). The value of flexible funding for IOM is that it allows implementing strategic/institutional initiatives.

evaluation as two years after the launch is a relatively short timeframe to produce broad impacts at the regional and country levels. It must also be stressed that conditions are not present to assess the potential impact of the strategy on the final beneficiaries, the migrants, communities and diasporas.

The evaluation of the potential impact is also based on the level of attention of Member States, donors, and other stakeholders towards the priorities stated in the strategy. The evaluation finally tries to identify significant changes in terms of integrated regional migration management in national policies, strategies, and national capacity development attributable to the Regional Strategy in the countries of the region.

- *EQ18. To what extent has the Regional Strategy already generated significant attention from Member States, donors, and other stakeholders on the stated priorities?*

The evaluation could not reach a significant number of external stakeholders, both at the national and regional levels. However, written exchanges with regional institutional and non-institutional actors, as well as with some IOM local partners, point to the conclusion that IOM's action in the region is valued very positively and that the organization is recognized as a lead actor in migration and mobility of populations.

However, while IOM's action is evaluated as significant, stakeholders may not be aware of the link with priorities stated in the Regional Strategy since the strategy may still be quite unknown to IOM's main stakeholders. Whilst the Regional Strategy was launched with the presence of Ministers and high-level government officials from the ten countries of the EHoA region, there was no formal consultation process during its elaboration, and a specific communication strategy was not undertaken. The IOM staff in RO and COs confirm using the strategy as a communication framework, mainly in negotiations with donors, to share the priorities of the organization, but it is not done in a structured and formal manner.

The analysis of the preparatory phases for the conclusion of agreements with regional partners, specifically with EAC and IGAD, indicates that the Regional Strategy has played a significant role as a technical reference. The strategy was useful in the development of concrete frameworks of intervention and in determining areas of interest and collaboration between organizations. Nevertheless, the Regional Strategy is not mentioned in the MoU with IGAD and EAC and is not known by IGAD and EAC staff surveyed, whereas it was a subject of discussions during strategic bilateral retreats.

At the national level, the evaluation did not include interviews with the governments. They are expected to be informed about the Regional Strategy via IOM COs and their involvement with RECs. Considering that the level of involvement of COs is lower than at the RO level, and that RECs may not be fully aware of the Regional Strategy document, a more detailed assessment is needed to gauge the impact that the strategy may have on national institutions.

- *EQ 19. Is it already possible to identify important changes in terms of integrated regional migration management in national policies, strategies, and national capacity development in the countries of the region, which can be attributed to the implementation of the Regional Strategy?*

The evaluation tried to identify whether the Regional Strategy was already producing an impact on the inclusion of regional migration management into national policies and strategies. Through interviews with Chiefs of Mission, it was possible to identify the case of Djibouti as a relevant example. In 2021, the country drafted its 2021 National Strategy on Migration that focuses on addressing challenges faced by migrants from the Horn of Africa, including those impacted by conflict, protracted crisis, climate change, and lack of jobs. The strategy was the result of consultations conducted for several months with all relevant stakeholders and supported by IOM. Djibouti's strategy and policies demonstrate the regional focus and reflects its role as a hub, particularly for Ethiopian and Somali migrants, to enhance their conditions.⁵¹ No further evidence was however found in the other countries of the region on changes attributable to the Regional Strategy in terms of integrated regional migration management in national policies.

The Governments' involvement in RECs and the close cooperation between IOM and RECs, including the organization of regional forums with broad participation of Member States, suggests that they are increasingly involved in regional migration management. This was for instance the case with the participation of IOM Member States of the region in the Kampala Declaration, which reaffirmed the connection between climate change and migration and their willingness to address it at the regional level. Member States also participated in RMFM and contributed to the payment of some expenses. RMFM objectives are consistent with the regional strategy and represent a place to reinforce the regional integration of migration management.⁵² For instance, in the 3rd regional ministerial forum held in 2022, two agreements were signed committing Member States to work more closely to realize the benefits of migration for sustainable development and economic growth in the region, whilst enhancing the protection of migrant workers.

➤ *EQ 20. To what extent can trends in the type of IOM projects developed during the period already be attributed to priority areas of the Regional Strategy, for instance in terms of institutional development or innovation?*

The evaluation compared the budget variation between regional priorities and the analysis was made by grouping projects by regional priority based on the PRIMA project types.⁵³ The comparison does not show

⁵¹ See: <https://www.iom.int/news/djiboutis-first-national-strategy-migration-targets-challenges-horn-africa>

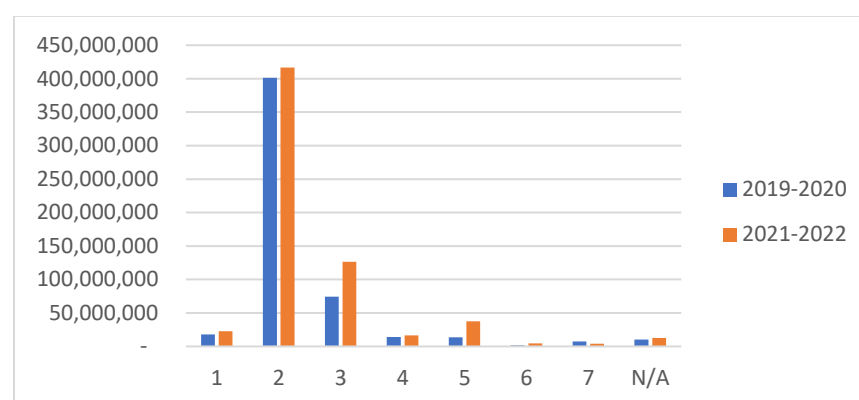
⁵² The RMFM objectives are the following:

- Support Member States and RECs to develop, adopt and implement bilateral and multilateral labour migration agreements (BLMAs).
- Promote common African policy responses to implement existing legal and policy frameworks; formulate new policy responses where protection gaps have been identified and involve multilateral stakeholders and development partners to protect the human, social, economic, and labour rights of African migrant workers in countries of origin, transit, and countries of destination.
- Establish or reinforce existing labour market information systems within Africa to identify labour market needs for migrant workers and strengthen the capacity of labour market institutions on labour migration.
- Introduce harmonized standards and tools for data collection, analysis, and monitoring of international labour migration in Africa to encourage quantitative and qualitative research on labour migration and its inter-correlated issues and facilitate evidence-based labour migration policymaking.
- Enhance inter-State, intra, and inter-regional cooperation for implementation of the AUC/IOM/ILO Joint Labour Migration Program.
- Governments to support the overall strengthening of social security and welfare institutions in the Member States to extend social security to migrant workers, promoting, in particular, the mainstreaming of gender and disability issues, induced mental health and psychosocial issues through access and portability regimes compatible with international standards and good practice. <https://www.iom.int/regional-ministerial-forum-migration-east-and-horn-africa-rmfm>

⁵³ See Annex 5 about the correspondence between PRIMA classification and regional strategic priorities.

important shifts during 2018-2020 and 2021-2022 periods. As already mentioned, projects related to Priorities 2 and 3 continue to absorb a significant share of the budget, but the analysis also sheds light on some increases of project budgets related to most priorities, mainly “Promote durable solutions and reintegration for displaced persons and returning migrants” (Priority 3), “Promotion of inclusion and conditions that empower migrants and the diaspora to contribute to sustainable development” (Priority 5) and “Promote robust and whole-of-government structures, coherent policies and normative frameworks underpinning migration at the subnational, national, regional and global levels and supportive of sustainable development objectives” (Priority 6).

Figure 6. Estimated budget of projects activated between 2018-2020 and 2021-2022 versus by regional strategy priority (in USD).



Source: PRIMA.

However, this analysis does not consider the option that each project may contribute to more than one priority. Also, IOM teams agree that it is difficult to identify intentionality in the detected changes since the types of implemented projects might also be highly influenced by donor priorities, contextual situations and priorities at the national or regional levels. Changes appear to be more meaningful regarding the introduction of coherent and comprehensive approaches to interventions than in determining the fields of intervention.

The fact that the Regional Strategy shows results in terms of improving engagement at the regional level with RECs and in institutional development, but without a real shift in the types of projects implemented, may encourage IOM in the EHoA region to progressively combine a project-oriented approach with a more strategic, policy-oriented and long-term view, which could be partly financed by core and unearmarked funding.

2.6. Sustainability

The analysis of the sustainability of the Regional Strategy tries to identify the probability of maintaining and relying on achieved results to ensure more durable changes. Therefore, the evaluation assesses whether the initiatives and achievements produced by the strategy are leading to sustainability, considering however that, as for impact, a mid-term evaluation cannot conduct a full assessment of it.

The likelihood that regional mechanisms, national governments and local authorities will continue to be supportive of the regional priorities is also studied, as well as the main factors that could limit the sustainability of the benefits and changes brought about by the Regional Strategy. Finally, the evaluation analyses how the Strategy can contribute to ensuring financial resources for IOM to continue pursuing its objectives up to the end of its implementation and beyond.

- *EQ21. To what extent are the benefits already generated by the Regional Strategy and identified through the evaluation criteria analysis expected to be sustainable?*

During the analysis of the Regional Strategy's effectiveness, four main drivers of change were identified.⁵⁴ The IOM's approach is intended to enhance its institutional development and policy capacity while simultaneously strengthening operational capacities through the standardization of approaches, knowledge production, and capacity-building.

These drivers of change are more closely related to the organization's internal capacities but have internal and external effects on the work method and on its intentionality to focus on results that consolidate IOM's position in the region. The enthusiasm with which RO staff is embracing these new approaches of work is also a factor that could play an increased role in terms of sustainability. The efforts carried out by IOM in terms of use of innovative methodologies, knowledge production and sharing, promotion of institutional dialogue on migration in the region, and dynamization of stakeholders' networks appear to be enabling factors that have been consolidated to yield long-lasting and impactful results.

- *EQ 22. What is the likelihood that regional mechanisms, national governments, and local authorities will continue to be supportive of regional priorities?*

During the evaluation, clear evidence of IOM's involvement with Member States and RECs in the region show that IOM is considered a trustworthy and long-term partner, being translated into support for IOM's priorities and sustainable collaboration. Additionally, given that the Regional Strategy content is the result of clustering mobility trends and development priorities from relevant actors of the region, the broad consensus around these issues strengthens the likelihood of sustainability.

The likelihood of support from authorities to regional priorities may however diminish when moving from regional actors to national and local levels. Regional authorities would remain more supportive since they have more knowledge and buy-in of IOM regional priorities. The better regional mechanisms and national institutions understand the regional priorities regarding migration, the more likely local authorities will be supportive of IOM regional priorities. In this regard, COs have a key role to play in the next two years of strategy implementation.

⁵⁴ See Annex 7.

➤ *EQ 23. What are the main factors that could limit the sustainability of the benefits and changes brought about by the Regional Strategy?*

The Regional Strategy itself is also a factor of sustainability since it ensures a common and stable framework to understand and prioritize areas and strategies of intervention defined by the IOM RO teams over a period of five years. This also means that there may still be changes in the planning cycle that pave the way for the Regional Strategy, including changes in top management in the RO, but without disrupting effects. All informants agreed however on the fact that the top management leadership in EHoA RO was and is an enabling factor for the strategy, and changes in leadership can be a threat to sustainability of the Regional Strategy results if top management interest and involvement diminish. Efforts made to involve various levels in the integration of regional approaches and mainly SRTS and PSU teams, could act as a mitigation factor of this threat. Personnel rotation in RO and COs can also represent a risk for the sustainability of the strategy, and it remains necessary to continue and strengthen efforts during the next two years to promote, train, and develop internal ownership to ensure smooth transitions when needed.

The second main threat to the sustainability of the Regional Strategy is the disruption of contextual factors that produce huge impacts and require a rethinking of priorities and funding allocation, as it has already happened in the previous two years. However, the strategy has shown good capacity for adaptation due to the existing and strong stakeholders' networks and the emphasis on capacity-building, as well as the ability to mobilize resources and quickly deploy them. The well recognized IOM leadership in the region ensures that the Regional Strategy can be smoothly adapted to remain sustainable despite fragile contexts and sudden changes that may occur.

In general, IOM management teams consider the sustainability of stakeholder support as durable while they also identify some threats. There are concerns related to the waning interest in the region, particularly among donors, often due to additional emerging needs in other regions such as those provoked by the war in Ukraine or the earthquake in Turkey and Syria in early March 2023. The lack of adequate funding to continue being operational in the field while increasing policy capacity may also become a threat to strategy implementation and sustainability.

➤ *EQ 24. To which extent is the Regional Strategy contributing to ensuring enough financial resources for IOM to pursue its objectives?*

As noted under impact, the more substantial effects of the strategy were not directly generated by a shift in funding to specific areas but rather by institutional changes that transformed its approach to the region, making it more intentional. In this regard, the sustainability of the Regional Strategy may also be partially dependent on funding. As already mentioned, the increase in core and unearmarked funding may be essential to reinforce key positions for guiding the Organization's regional leadership and regional and national working approaches.

No important shifts in the distribution of the different types of funding are expected since earmarked project funding will certainly continue to be the largest share of the budget (around 98% of the total funding). However, core funding and unearmarked funding increased during the last years and the core funding is expected to grow in 2024 in line with the budget reform approved by IOM Member States.

Regarding unearmarked funding, the regions have been receiving funding from MIRAC since 2019. According to PRIMA, the global budget of the projects approved via MIRAC was USD 59,18 million in 2019-2020 and decreased to USD 50,54 million in 2021-2022. More specifically for the EHoA region, the MIRAC-approved funding was USD 2,2 million in 2019-2020 and USD 1,7 million in 2021-2022. The figures do not indicate an increase in unearmarked funding for the region as a result of the Regional Strategy, and this decreasing trend should not continue, on the contrary.

All informants agreed that the Regional Strategy is setting a framework for negotiations with donors and, according to overall funding evolution, it is having a positive effect. IOM's efforts at Headquarters to increase core funding to promote a restructuring process in the organization also appear to be effective. Ongoing exchanges with donors in the EU are also promising actions that could be essential in terms of sustainability, mainly if they could ensure the availability of unearmarked funding to support IOM priorities in the region.

3. LESSONS LEARNED AND GOOD PRACTICES

Some lessons learned and good practices regarding the process of formulation and implementation of the Regional Strategy can serve to orient or complement the formulation of recommendations. They are presented based on the cycle of the Regional Strategy, from its formulation to implementation, including fundraising and M&E.

Figure 7. List of lessons learned and good practices regarding the cycle of formulation and implementation of the Regional Strategy.

Phase	Lessons learned and/or good practices
Formulation	1. The formulation exercise needs to be participative and consider the migratory context and development priorities.
Monitoring and evaluation	2. The Regional Strategy must be accompanied by a specific results-based and process-based M&E framework
Management and planning	3. The use of the Regional Strategy as a main planning tool in the RO is an indispensable condition to ensure effectiveness. 4. The use of the Regional Strategy as a fundraising instrument increases its effectiveness, potential impact, and sustainability. 5. Communication, including internal communication and external visibility, is a key tool to increase internal and external acknowledgment of the strategy. 6. The Regional Strategy is a guiding instrument that ensures a shared and stable framework to understand and prioritize areas and strategies of intervention.

Source: triangulation of the information collected during the evaluation process.

The formulation exercise needs to be participative and consider the migratory context and development priorities.

The process of formulation of the Regional Strategy has been identified as a good practice and it also leaves some lessons learned for improvement.

The formulation of the strategy was mainly an IOM internal process, in which COs were closely involved. During the process, national development plans in the region, RECs strategic objectives, and objectives of main cooperation frameworks were analysed. The data collection process resulted in around 200 objectives from various documents and started the clustering exercise to identify which are related. Once a comprehensive scheme of the priorities was produced, a discussion was organized with the senior management team of the RO and the Chiefs of Mission from the ten COs, and later it was readjusted.

The final steps of the process were conducted with the support of an external consultant, which helped to realize that the definition of the elaboration process had to be conducted internally by the core team, to provide participating staff with experiences to replicate in similar processes in the future. The consultant was essential to promote reflection and to help to move forward through the definition of the objectives.

Additionally, IOM staff involved in the process concluded that the formulation of the strategy would have gained relevance and partner ownership with the organization of external consultation processes, including with migrants.

The Regional Strategy must be accompanied by a results-based and process-based M&E framework.

Even if the Regional Strategy was formulated as a general orientation framework, the RO identified the need for supporting the implementation of the Regional Strategy through the creation of planning and M&E tools to analyse the implementation process, measure the progress of the strategy implementation, and identify potential changes. The introduction of a ToC, a results matrix, and the development of annual work plans based on the strategy's priorities were attempts by the RO to readjust the weaknesses of the Regional Strategy. The conduct of the present mid-term evaluation can certainly be considered as a good practice.

The use of the Regional Strategy as a main planning tool in the RO is an indispensable condition to ensure effectiveness.

The use of the Regional Strategy as a main management tool by the RO resulted in the elaboration of annual work plans aligned with the Regional Strategy. It also resulted in the integration of a regional approach as a cross-cutting methodology in the work of the regional staff, mainly SRTS and PMs. This also changed the method of working and communicating with COs, with increased focus on building capacities and sharing information.

The use of the Regional Strategy as a fundraising instrument increases its effectiveness, potential impact, and sustainability.

The RO recognizes the influence of the Regional Strategy in the allocation of funds experienced by IOM in the region in recent years. To leverage the usefulness of the strategy to this aim, the RO developed some promising initiatives. The most important initiative was the development in 2021 of a document to lay out the regional programming priorities for IOM in the EHoA, while responding to the EU Sub-Saharan Africa Multi-Annual Indicative Program (MIP) 2021-2027.⁵⁵

⁵⁵ The Multi-Annual Indicative Program for Sub-Saharan Africa (regional MIP) covers the EU's partnership with Sub-Saharan Africa and reflects the guiding principles of the Neighbourhood, Development, and International Cooperation Instrument-Global Europe (NDICI-Global Europe) of "simplification", "subsidiarity", "geographization" and "policy first" in our interaction with key stakeholders. Actions are envisaged at three levels: country, multi-country/(sub-)regional/trans-regional, and continental ("whole-of-Africa" approach).

The document includes seven annexes that present a description of each proposed programmatic intervention, outlining key anticipated results, sample activities, and linkages with existing programming of IOM and partners, and how these contribute to the results outlined in the MIP priorities for Sub-Saharan Africa 2021-2027.

This exercise has not produced results yet but has the potential to set the conditions for policy-based collaboration and mainstreaming of migration with the EU and beyond flagship programmes like the EU-IOM Joint Initiative for Migrant Protection and Reintegration.⁵⁶ Such collaborations are expected to influence the migration agenda of both traditional and non-traditional donors, consolidate the IOM portfolio and increase funding levels, ensuring staff stability.

Communication, including internal communication and external visibility, is a key tool to increase internal and external acknowledgment of the strategy.

The lack of an internal communication strategy has resulted in a limited level of knowledge and understanding regarding the strategy within IOM teams in the region. However, the subsequent initiative with the elaboration of two videos explaining the strategy and its ToC interactively, has been significantly appreciated by informants.

There is a regret regarding the lack of socialization of the Regional Strategy as a factor limiting its effectiveness. The employment of communication tools for this aim is essential when working in regional approaches and programming.

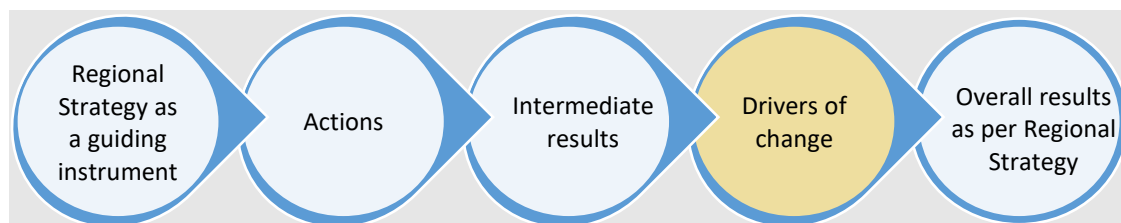
The Regional Strategy is a guiding instrument that ensures a shared and stable framework to understand and prioritize areas and strategies of intervention.

The main strength of the Regional Strategy is to set a direction for IOM in the region during five years and the definition of several areas of interest. In some cases, they represent a continuity with the past, in others, it is a change in IOM's efforts, but they are always based on a unique vision.

In addition to this, several examples can be found to explain how some flagship interventions are contributing to the achievement of results and to the promotion of long-lasting changes, mainly in terms of institutional development as previously explained in the analysis of the effectiveness. These examples are presented as case studies in Annex 7. For each case study, a causal chain is presented explaining how the Regional Strategy was used as a guiding instrument to implement action that turned into intermediate results and drivers of change, and that finally contributed to the achievement of the Regional Strategy objectives.

⁵⁶ In 2016 the Joint Initiative for Migrant Protection and Reintegration was launched to improve migrant protection, voluntary return, and reintegration along the Central Mediterranean route in Africa, the European Union (EU), through the Emergency Trust Fund for Africa (EUTF), and with contributions from Germany (€48 million) and Italy (€22 million), and implemented by IOM.

Figure 8. Examples of good practices regarding the use of the Regional Strategy as a management tool by top management in the RO



Action 1:⁵⁷ Capacity-building and Knowledge sharing at (1) Regional Office and (2) with County Offices.

Action 2: Coordination and synergetic programming among projects – MRP.

Action 3: Consolidation of the RDH.

Action 4: MoUs and workplans agreed with IGAD and EAC (global frameworks, and specific frameworks like the EAC roadmap for priorities at point of entry, and joint regional programme with EAC and IGAD within-migration and health).

Action 5: Kampala Ministerial Declaration on Migration, Environment and Climate Change.

⁵⁷ Each action is developed as a case study in Annex 7. Each action produces specific outputs, which then drive changes ultimately resulting in the overall results of the Regional Strategy.

4. CONCLUSIONS AND RECOMMENDATIONS

4.1. Conclusions

The Regional Strategy is a relevant tool to frame the intervention of IOM in the EHoA region, to respond to the main migration and mobility trends as well as the main development priorities identified during its formulation. The integration of cross-cutting issues of gender, human rights, and climate change allows to guide relevant changes in the action of IOM in the region. The Regional Strategy reflects IOM's ambition to increase the leadership of the Organization in different core areas as an operational and policy actor, while acknowledging the role of Member States, RECs, Inter-State Consultation Mechanisms on Migration (ISCMs) and UN agencies.

The Regional Strategy was conceived as an internal guiding document, and it did not plead for the inclusion of mechanisms to ensure rights holders' participation in its definition, implementation and monitoring. Formal consultation processes with external stakeholders were not promoted. Nevertheless, its relevance is strongly appreciated by regional IOM staff and stakeholders, and despite staff at the country level assigning a lower level of relevance to the strategy compared to regional personnel, it is still recognized that it is comprehensive enough to be relevant in the different national contexts.

A ToC was set up in 2021 six months after the launch of the Regional Strategy, and its M&E mechanisms can be improved given that the strategy is not in full coherence with the IOM SRF as both were developed simultaneously.

Different overlapping planning cycles at IOM Headquarters, RO and COs, and within UNSDCF made it difficult for IOM COs to find a coherent common ground within all these frameworks.

Although the Regional Strategy was not formulated as a results framework and its performance cannot be clearly assessed, the first two years of implementation provide evidence of important improvements in terms of institutional development, operational capacities and regional policy influence that reinforced IOM's position in the region. Institutional development, especially at the policy level, was achieved through capacity-building, innovation and knowledge sharing, and recruitment of highly qualified staff. These improvements, coupled with the Regional Strategy guidance, led to the definition of a strategic focus that allowed IOM to be considered an increasingly trustworthy reference in policymaking.

The intentionality in setting strategic priorities can be visualized in the leading role that IOM has in multi-actor and multi-country interventions and is strongly influencing the work of the Organization regarding the integration of migration concerns in regional integration processes (Priority 4); as well as in the promotion of inclusion and conditions that empower migrants and the diaspora to contribute to sustainable development (Priority 5); and in the promotion of robust and whole-of-government structures underpinning migration at the regional and national level (Priority 6).

These changes have been possible due to IOM top management leadership at the RO with strong involvement of SRTS, the regional support unit and PSUs in COs. The IOM staff in the region have different levels of acknowledgment of the Regional Strategy, which may impact ownership and effectiveness of implementation of the strategy.

Differences in the level of ownership of the Regional Strategy among COs are the result of the different capacities of COs in terms of domains of intervention, structure, size, staff capacities, and profiles. The EHoA RO supported country staff in facilitating the understanding and implementation of the Regional Strategy; however, the still-dominant reliance on projects is the main limitation to implementing the Regional Strategy.

Although IOM's work and achievements in recent years are garnering attention from external stakeholders, regional mechanisms and Member States, the level of knowledge of the Regional Strategy continues to be weak, also due to the absence of a communication strategy at its start.

Regarding the Regional Strategy's potential impact, it remains premature for a mid-term evaluation to find evidence that could be related to the ultimate impact on rights holders and in improving the regional context. Similarly, the evaluation could find little evidence regarding the integration of regional migration management into national policies and strategies. Those dimensions usually take time to produce evidence of the influence and support provided, since the overlying processes regarding the creation of a whole-of-government approach may be lengthy and buy-in from authorities can change over time. Yet, the participation of Member States in RECs and the close cooperation between IOM and the ISCM suggests a positive potential impact of the strategy within Member States. The sustainability of the Regional Strategy lies in its capacity to ensure institutional development, consolidate IOM regional leadership, and access unearmarked funding.

Overall, the elaboration of the Regional Strategy is a useful process to orient the transition of IOM from a service and assistance-oriented organization to a strategic and operational UN agency, creating an intermediary step between the global vision of the Organization and the national strategic dimension. The alignment of CO and RO strategies in terms of strategic mindset, identification of core areas of work in the region and collaboration, as well as with the SRF will be key for effective strategic planning, implementation and reporting on results. This should be reinforced by an appropriate allocation of resources and availability of tools that support project implementation areas.

4.2. Recommendations

The evaluation suggests three recommendations stemming from the analysis and evidence related to the evaluation criteria. They should be considered for the completion of the current strategy and/or for the preparation of the next Regional Strategy.

Recommendation 1: The EHoA Regional Strategy is established through internal and external consultative processes, considering the migration realities at the global, regional and country levels as well as UN and other international engagements and frameworks. Close collaboration is required between the RO and COs of the region. In that regard, it remains important to:

- Continue engaging with civil societies organizations and right holders for the implementation and monitoring of the current strategy and for the preparation of the next Regional Strategy.
- Establish and/or maintain formal regional and national consultation mechanisms to discuss migration trends and drivers, to align IOM's regional and country priorities, to increase ownership by governments and to reinforce IOM's regional leadership.
- Consolidate partnerships with regional and national strategic players, for instance with the African Regional Economic Communities (REC) and IOM Member States in the region.
- Continue guaranteeing coherence with internal institutional priorities and frameworks, such as IOM global Strategic Vision or the Migration Crisis Operational Framework (MCOF), and externally with international and regional initiatives such as the Sustainable Development Goals (SDG), the Global Compact for Safe, Orderly and Regular Migration (GCM) or the Kampala Ministerial Declaration.

Recommendation 2: The EHoA Regional Strategy has already integrated components of the new Strategic Results Framework (SRF) to improve institutional reporting on IOM achieved results. The RO has also taken steps to encourage COs of the region to work along the same strategic lines to develop their strategy and programmes. In that regard, it remains important to:

- Increase socialization of the Regional Strategy among COs staff, including PMs, with practical orientations on how to integrate regional strategic approaches and indicators in national strategies and projects' management.
- Agree on minimum standards for the development of Country Strategies in the region, to ensure that the focus is not only on project development and implementation and that they contribute to IOM global and regional strategic results.
- Continue to offer capacity building activities in policy and strategy set-up for IOM staff in the region and include material presenting the Regional Strategy and expected results in the welcome package for new staff. This will also ensure the inclusion of explicit references to the Regional Strategy in country documents, funding proposals and exchanges with national and regional authorities.

Recommendation 3: The EHoA Regional Strategy has already registered interesting results and impact in the field of migration management in the region, for instance within UNCTs, and in terms of visibility and recognition of IOM leadership role in migration, for instance through fundraising. In that regard, it remains important to:

- Continue using the Regional Strategy to illustrate IOM's leadership and added value in migration management when discussing with governments, donors and partners, and to negotiate

unearmarked and softly earmarked funding to support its implementation and for measuring its impact.

- Ensure the formulation of a comprehensive ToC for the next Regional Strategy 2025-2029, characterized by a results matrix aligned with the SRF, and to define drivers of change to be mainstreamed in all priorities of the forthcoming strategy.
- Continue using the Regional Strategy as a management tool, with the development of annual work plans linked to it. Also define communication strategies to disseminate the strategy and involve local authorities in multi-level events to facilitate information sharing related to it.

ANNEXES

Annex 1: Evaluation Terms of Reference

Mid-term evaluation of the “IOM East and Horn of Africa Strategy 2020-2024”

Commissioned and managed by: Department of Strategic Planning and Organizational Performance, IOM Central Evaluation unit

1. Evaluation Context

Over the past decade, there have been substantive changes in the way countries and the international community approach socioeconomic development with the adoption of the [2030 Agenda for Sustainable Development](#) (SDG-2015), as well as in the way humanitarian assistance is coordinated and provided. Migration management and assistance to migrants are integrated in the SDGs, and displaced populations and forced migration are at the centre of humanitarian action. The last decade has seen the adoption by IOM of the [Migration Crisis Operational Framework](#) (2012) updated in 2022, the Principles for Humanitarian Action (2015) and the Migration Governance Framework (2016). In the same year, IOM joined the United Nations, and with it the UN Sustainable Development Group and was granted full membership to the Inter-Agency Standing Committee (IASC). In 2018, IOM became the coordinator of the United Nations Network on Migration, following the adoption of the Global Compact for Safe, Orderly and Regular Migration (GCM), and a year later it launched an Internal Governance Framework (2019).

In this context, IOM has developed a [Strategic Vision in 2019-2023](#) to guide the Organization in meeting the expectation of its global role in addressing the needs and challenges of a complex migration field. As part of the implementation of the Strategic Vision, regional offices have developed their own strategic priorities for the 2020–2024 period integrating key elements of the Strategic Vision to respond to emerging needs within each region.

Building on the IOM’s Strategic Vision and its nine regional strategies, a Strategic Results Framework (SRF) was developed in 2021. The SRF together with the regional strategies provide a concrete roadmap for the implementation of the Strategic Vision on the ground, including concrete results to allow assessing the progress of the organization towards its strategic objectives.

IOM regional offices (ROs) oversee, plan, coordinate and support IOM activities within their region. They are responsible for project review and endorsement and provide technical support to country offices, particularly in the area of project development, project implementation, monitoring and evaluation, resource mobilization, resource management, and liaison coordination with regional and subregional governments and multilateral bodies, United Nations agencies and other key partners. ROs also provide support for regional and national United Nations networks on migration, thereby supporting implementation of the [Global Compact for Migration](#) adopted by most IOM Member States in 2018. They also support United Nations reform efforts, ensuring that migration is mainstreamed common country analyses and United Nations Sustainable Development Cooperation Frameworks (UNSDCFs).

The IOM RO for East and Horn of Africa (EHOA), has developed the [East and Horn of Africa regional strategy for 2020-2024](#). The strategy provides an institutional outlook of the region, including continental and regional frameworks and initiatives, a migration outlook with policy trends and migration drivers, the strategic priorities for the region, and institutional development needs to deliver the strategic objectives. The strategic priorities, clustered around the three Strategic Vision pillars are:

Resilience

1. Mitigate adverse drivers of displacement and irregular migration
2. Promote and provide timely and effective assistance and protection to people at risk and/or affected by crisis
3. Promote durable solutions and reintegration for displaced persons and returning migrants

Mobility

4. Facilitate mobility and support regional integration
5. Promote inclusion and conditions that empower migrants and the diaspora to contribute to sustainable development

Governance

6. Promote robust and whole-of-government structures, coherent policies and normative frameworks underpinning migration at the subnational, national, regional and global levels and supportive of sustainable development objectives.
7. Reduce the incidence of irregular migration, including smuggling of migrants and trafficking of persons

The regional strategy guides the work of the RO and is a reference for country offices to define their own strategic priorities. The RO EHOA covers the country offices of Burundi, Djibouti, Eritrea, Ethiopia, Kenya, Rwanda, Somalia, South Sudan, Uganda and the United Republic of Tanzania. The RO is located in Kenya and is operational since 1985. IOM's Ethiopia Office is also acting as a Special Liaison Office to the African Union and the United Nations Economic Commission for Africa, while IOM's African Capacity-Building Centre is located in the United Republic of Tanzania. IOM works closely with the East African Community (EAC) and the Intergovernmental Authority on Development (IGAD). The region hosts several Inter-State Consultation Mechanisms on migration (ISCMS), to which IOM has an observer status and either provides or supports the secretariats.

Considering the above, IOM Central Evaluation Unit has foreseen a mid-term independent evaluation for the IOM EHOA Strategy 2020-2024, as part of the central evaluation biennial evaluation workplan for 2021-2022.

2. Objective of the Evaluation

The objective of the evaluation is to **assess the mid-term implementation of the East and Horn of Africa Regional Strategy 2020 – 2024, its effectiveness as a planning, monitoring and management tool and the extent to which it has informed and guided IOM's activities in the region, as well as its expected impact and sustainability**. In addition to assessing the relevance, the evaluation will also assess the coherence, efficiency, effectiveness of the regional strategy, with emphasis on transformational changes

resulting from the release and implementation of the strategy. Being a mid-term evaluation, the evaluation will not include a full analysis of the impact of the strategy as it is a mid-term evaluation and expected impact will be the focus, and it will analyse provisional measures that could guarantee the sustainability of its components.

The evaluation will also identify lessons learned and areas needing more attention and improvement to successfully implement the regional strategy for the remaining two years, keeping in mind that the regional strategy provides a framework for the region and for guiding the work of its Country Offices (COs). While Central Evaluation offices in the UN often include in their mandate and evaluation plans the conduct of evaluations of Country Programmes agreed upon with Governments, this is not yet possible in IOM as similar Country Programme's practice is not institutionally established. Therefore, this evaluation will also be a pilot evaluation that will frame the conduct of future similar exercises for regional and country strategies.

The evaluation will be formative as it will inform on IOM's work of IOM's RO EHoA for the future, as well as partially summative, in that it will look at the extent to which IOM has effectively and efficiently implemented the strategy during the first two years. The evaluation may however also identify preliminary lessons learned to maximize the effectiveness of IOM regional strategies as a management tool.

The evaluation may not be able to fully answer whether the strategic objectives were attained. However, it will analyse the level of change compared to the situation prevailing before and will develop a Theory of Change (ToC), or review existing one, detailing the necessary steps to be taken to achieve the expected changes, taking into consideration the specific and projectized nature of IOM and relevant IOM policies, strategies, and initiatives.

The main target audience for this evaluation is IOM management staff at the RO and COs of the region. The evaluation also aims to inform IOM management staff from other regions and from Headquarters (HQ), mainly from the Department of Operations and Emergencies (DOE), the Department of Peace and Development Coordination (DPDC), the Department of Programme Support and Migration Management (DPSMM) and the Results Based Management (RBM) unit. The external audience includes interested donors, Member States, Regional Economic Communities (RECs) and international and local partners.

3. Evaluation Scope and Methodology

The evaluation methodology will consider the methodological requirements included in the Evaluation Norms and Standards of the United Nations Evaluation Group (UNEG). In line with its objective, the evaluation will respond to the evaluation questions grouped under the six OECD/DAC criteria of relevance, coherence, effectiveness, efficiency, impact and sustainability.

The methodology will include multiple information sources and a mix of quantitative, qualitative methods including an extensive documentation review (including strategic documents, publications, and IOM information systems such as PRIMA), interviews, electronic surveys, and if opportune, a workshop with staff involved in the development of the strategy and its intended users. The evaluation will also identify projects and programmes that can be selected as case studies and that properly illustrate IOM's work on the strategy priority areas. The use of various data collection tools will facilitate the triangulation of information collected, thereby increasing the reliability of the findings, lessons learned, good practices,

and recommendations that will be presented in the evaluation report. Field visits will consider possible COVID-19 travel restrictions still in place, which will be re-examined in due time in particular for a visit to the Regional Office. The methodology will be further refined in the inception report.

An Evaluation Matrix will be developed to define the methods and instruments used to answer evaluation questions. The evaluation will also develop a Theory of Change (ToC) of the regional strategy, considering the IOM Strategic Vision, and other relevant strategies, policies, policy frameworks and initiatives.

Main stakeholders will be further identified during the inception phase to participate in the evaluation through discussions and consultations, to provide comments on draft documents and in some cases to participate in the management response and follow-up to the recommendations.

The evaluation is not either intended to provide a detailed analysis of the performance, impact and sustainability of the selected programmes or activities implemented by IOM's offices and used as case studies, but to identify lessons learned and recommendations to maximize IOM's contribution to migrants and governments in the region.

4. Evaluation Questions:

Relevance:

- Does IOM management from both the regional and country offices still perceive the regional strategy as relevant, and what adjustments may be needed for the remaining period of implementation of the strategy, and ideally for the next regional strategy?
- To what extent does the regional strategy align with the main IOM operational and institutional priorities, such as those contained in the Strategic vision, MCOF and IOM support to the implementation of the SDG and GCM?
- To what extent does the strategy consider demographics and human mobility patterns and migration flows in the region, as well as human rights, gender equality, disability, environment and accountability to affected populations (AAP)?
- To what extent has the regional strategy acknowledged the role of external stakeholders, as well as requested their views for its development and implementation in a participatory manner?
- To what extent did IOM RO and COs adapt the priorities, projects and practices in the region to the regional strategy?

Coherence:

- To what extent is the RO Strategy supported by a theory of change and compatible with wider IOM strategies and policy frameworks⁵⁸?
- How did the RO guarantee proper alignment of the country strategies to the regional one?
- To what extent are the priorities outlined in the regional strategy coherent with external frameworks and initiatives and with the work of other UN agencies?

Effectiveness:

- What is the status of implementation of the regional strategy and intended results, and are they likely to be achieved within the strategy timeframe?

⁵⁸ Including the IOM Strategy, the IOM Strategic Vision, the Strategic Results Framework, , IOM's [Institutional Strategy on Migration, Environment and Climate Change](#), the IOM [Migration Data Strategy](#), IOM Migration and sustainable development strategy, IOM Institutional Strategy on Legal Identity, the IOM [Continental Strategy for Africa 2020-2024](#), and the IOM roadmap for implementation of the [Global Compact for Migration](#).

- Have the strategic priorities proven to be useful to guide the work of IOM in the region to respond to the evolving needs, develop programmes and projects and clarify IOM's role vis-s-vis other stakeholders?
- What are the major factors influencing the achievements of the strategic objectives, and did it properly respond to unforeseen challenges?
- How effective were the planning, monitoring and reporting roles expected from the strategy on the country offices programming in the region?
- Have the country offices in the region received substantive guidance and support from the RO to implement the regional strategy and/or develop their own strategy?

Efficiency:

- Has the region sufficient institutional and staff capacities to deliver the outlined strategic objectives (including innovation, institutional learning and knowledge management, communication and visibility and staff development)?
- Has the approved core funding, discretionary income and unearmarked funding allocated to the RO been used efficiently to support the implementation and prioritization of the regional strategy?
- What management and monitoring tools and mechanisms have been established to ensure that the RO is on track with the implementation plan of the strategy, and to adjust the strategy whenever needed?

Impact:

- To what extent has the regional strategy already generated significant attention from member states, donors and other stakeholders on the stated priorities?
- Is it already possible to identify important changes in terms of integrated regional migration management in national policies, strategies and national capacity development in the countries of the region, which can be attributed to the implementation of the regional strategy?
- To what extent can trends in the type of IOM projects developed during the period be already attributed to priority areas of the regional strategy, for instance in terms of innovation?

Sustainability:

- To what extent are the benefits already generated by the regional strategy and identified through the evaluation criteria analysis expected to be sustainable?
- What is the likelihood that regional mechanisms, national governments, and local authorities will continue to be supportive of the regional strategy priorities and vice-versa?
- What are the major factors that could limit the sustainability of the benefits and changes brought by the regional strategy?

5. Ethics, norms and standards for evaluation

IOM abides by the [Norms and Standards for Evaluation](#) of UNEG and expects all evaluation stakeholders and the consultant(s) to be familiar and compliant with the [UNEG Ethical Guidelines for Evaluation](#), as well as the [UNEG Codes of Conduct for Evaluation in the UN System](#).

The evaluation must be conducted in full respect of IOM Data Protection Principles.

6. Evaluation deliverables

The following deliverables are to be provided by the evaluator throughout the evaluation process, upon a pre-agreed schedule:

- Inception report⁵⁹ (including evaluation matrix and final methodology).
- Draft evaluation report⁶⁰, submitted for comments to the evaluation manager.
- Debrief on initial findings.
- Final evaluation report⁶¹ submitted to evaluation manager.
- Evaluation brief.⁶²
- Presentation of the evaluation findings.
- Management response and action plan matrix partially filled out with the evaluation recommendations.
- Brief progress report(s) during the evaluation depending on needs.

All deliverables are to be written in English. The deliverables should meet the quality standards described in IOM [Guidance on Quality Management of Evaluations](#) for inception reports, draft and final reports.

7. Roles and Responsibilities

The evaluation will be conducted by an external consultant/consultant firm under the responsibility of IOM Central Evaluation unit (EVA). The RO EHoA will be EVA main interlocutor for providing comments and feedback on the conduct of the exercise.

The RO EHoA will provide relevant documentation to help answering the evaluation questions and identify the internal and external structures, processes, policies, strategies and programmatic approaches referenced to answer the evaluation questions. The RO will also contribute to the establishment of interview and survey respondents lists, and to the identification of case studies.

8. Budget

The costs of the evaluation will be covered by IOM Central Evaluation budget.

9. Evaluation Time Schedule

Below is an indicative work plan for the conduct of the evaluation:

⁵⁹ Using IOM template.

⁶⁰ Ibid

⁶¹ Ibid.

⁶² Ibid.

Activity	Timeframe/ deadlines	Indicative Working Days for consultancy	Who is responsible
Inception phase (including preparatory meeting)		8 days	Consultant
Review of the inception report			EVA, RO EHoA
Documentation review, surveys, interviews		20 days	Consultant
Evaluation draft report		7 days	Consultant
Review of the evaluation draft report			EVA, RO EHoA
Finalization of the evaluation report and materials (Evaluation Brief and PPT)		5 days	Consultant(s)
TOTAL DAYS CONSULTANT		40 DAYS	

10. Consultant Qualifications

- (1) At least 15 years of evaluation experience (or 10 years evaluation experience and an advanced degree in social and political sciences).
- (2) Experience with at least four global, regional or country level strategy evaluations.
- (3) Advanced knowledge and skills in categorization, mapping, and mixed methods.
- (4) Strong background and expertise in conducting quantitative and qualitative data analysis.
- (5) Knowledge of French and Spanish languages is an asset.

11. Expression of Interest

IOM is looking for proposals from service providers (either individual consultants or consulting firm) to deliver the outlined products. Service providers are requested to submit the following:

- A technical proposal with description of the approach, methodology, activities, work plan, deliverables and consultant(s) experience and expertise matching the Terms of Reference (ToR)
- A financial proposal with a detailed budget including all the budgetary respective costs
- Two examples of similar work
- Three references.

Annex 2: Evaluation matrix

Evaluation questions	Sub-questions	Indicators	Data collection tool	Source of data
Relevance				
EQ1. Does IOM management from both the regional and country offices still perceive the regional strategy as relevant, and what adjustments may be needed for the remaining period of implementation of the strategy, and ideally for the next regional strategy?	Does IOM management from the regional and country offices still perceive the regional strategy as relevant?	<ul style="list-style-type: none"> - Management teams of the Regional Office (RO) and Country Offices (COs) are able to give arguments and examples to justify the relevance of the strategy. - Percentage of persons working in the management teams at the regional and country office level that consider the Regional Strategy (RS) relevant to make decisions: <ul style="list-style-type: none"> 1) on a daily basis, to make project implementation decisions 2) as planning framework 3) as monitoring and evaluation framework 4) as communication tool 5) as management tool. 	<p>Documentary review</p> <p>Online survey</p> <p>Semi-structured interviews</p> <p>Workshop</p>	<p>M&E documents of RS</p> <p>IOM manager teams and project managers in country offices (CO)</p> <p>IOM management teams in the Regional Office (RO) and in CO</p> <p>IOM management teams in RO and CO</p> <p>IOM ROMEO</p> <p>IOM PSU in CO</p> <p>IOM RTSs</p>
	Which adjustments may be needed for the remaining period of implementation of the RS in order to ensure its relevance?	<ul style="list-style-type: none"> - Arguments given by IOM management at the regional and country office level that allow us to identify gaps in the relevance of the strategy. - Recommendations formulated by IOM management teams at the regional and country level that could improve the relevance of the RS in the remaining period. 	<p>Documentary review</p> <p>Semi-structured interviews</p> <p>Workshop</p>	<p>M&E documents of RS</p> <p>IOM management teams in RO and CO</p> <p>IOM ROMEO</p> <p>IOM management teams in RO and CO</p> <p>IOM ROMEO</p> <p>IOM PSU in CO</p> <p>IOM RTSs</p>
EQ 2. To what extent does the strategy consider demographics, human	Does the strategy deeply analyse the resilience, mobility, and governance of migration in the region?	<ul style="list-style-type: none"> - The strategy includes a clear analysis of migration patterns in the region. 	Documentary review	<p>M&E documents of RS</p> <p>IOM management teams in RO</p>

mobility patterns, and migration flows in the region, as well as human rights, gender equality, disability, environment and accountability to affected populations (AAP)?		<ul style="list-style-type: none"> - Presence of priorities and objectives in the RS that align with evidence from regional political, institutional, and migration outlooks. 	Semi-structured interviews	IOM ROMEO
	To what extent the approach of the RS is relevant to the regional variable mixed migration dynamics (typologies of mobility, mixed migrant profiles and different migrants' needs according to the different stages of the migratory process).	<ul style="list-style-type: none"> - The strategy includes guidance allowing for adaptation of responses and actions to the different profiles of people on the move. - Arguments given by IOM staff involved in the implementation of the RS to explain how the RS is a reference to explain specific migrants' needs. - The strategy includes guidance to address the needs of migrants in different stages of their migration process in the region. 	<p>Documentary review</p> <p>Semi-structured interviews</p>	<p>M&E documents of RS</p> <p>IOM management teams in RO IOM ROMEO</p>
	- To which extent the implementation of the RS integrates a gender equality approach?	<ul style="list-style-type: none"> - Level of integration of the gender approach in the RS document according to the OCDE gender equality policy marker. - Number of projects and programmes developed since 2020 with IOM gender marker. 	<p>Documentary review</p> <p>Semi-structured interviews</p>	<p>Regional strategies document</p> <p>IOM's database of projects (PRIMA)</p> <p>IOM experts / focal points on gender in RO and CO IOM project managers in CO</p>
	To which extent the implementation of the RS integrates a human rights approach and accountability to affected population?	<ul style="list-style-type: none"> - Level of integration of the human rights approach in the RS - Number of projects and programmes addressed to improve duty bearers' capacities. - Number of projects and programmes addressed to empower migrant populations. 	<p>Documentary review</p> <p>Semi-structured interviews</p>	<p>Regional strategies document</p> <p>IOM's database of projects (PRIMA)</p> <p>IOM RTS on human rights in RO and CO</p> <p>IOM project managers in CO</p>
	- To which extent the implementation of the RS	<ul style="list-style-type: none"> - Level of integration of the environmental approach in the RS 	Documentary review	<p>Regional strategies document</p> <p>IOM's database of projects (PRIMA)</p>

	integrates an environmental approach?	<ul style="list-style-type: none"> - Number of projects and programmes since 2020 that take into consideration environmental issues as a factor affecting migration. - Actions implemented by IOM since 2020 to ensure the mitigation of environmental factors affecting mobility in the region in coordination with others actors. 	Semi-structured interviews	IOM Migration Environment and Climate Change RTS
	-To which extent the implementation of the regional strategy takes into account disabilities?	<ul style="list-style-type: none"> - The RS document mentions and shows understanding of the unique situation of persons with disabilities and the need to address disability inclusion. - Number of projects and programmes implemented since 2020 that consider disability inclusion. 	<p>Documentary review</p> <p>Semi-structured interviews</p>	<p>Regional strategies document</p> <p>Regional database of projects (PRIMA)</p> <p>IOM RTS on protection</p> <p>IOM project managers in CO</p>
EQ 3. To what extent has the regional strategy acknowledged the role of external stakeholders, as well as requested their views for its development and implementation in a participatory manner?	- How does the strategy involve governments in its development and implementation?	<ul style="list-style-type: none"> - References in the RS of the role of external stakeholders, particularly governments. - Mechanisms (informational meetings, technical sessions, and written consultations) to gather the views of external stakeholders on the implementation of the Regional strategy. 	<p>Documentary review</p> <p>Semi-structured interviews</p>	<p>RS and preparatory documents</p> <p>IOM RO management team</p> <p>Government officers</p> <p>A specific sample of COs key actors in the region working in collaboration with IOM</p>
	- How does the strategy involve migrants and CSO in its development and implementation in a participatory manner?	<ul style="list-style-type: none"> - References in the RS of the role of external stakeholders, particularly civil society. - References in the RS of the role of external stakeholders, particularly migrants. 	Documentary review	RS and preparatory documents
	- How does the strategy involve external stakeholders in the region in its development and implementation?	<ul style="list-style-type: none"> - The AU participated in the development of the strategy. - Involvement of IGAD, EAC, Inter-State Consultation Mechanisms (ISCMs) on migration during the strategy development. 	<p>Documentary review</p> <p>Semi-structured interviews</p>	<p>RS and preparatory documents</p> <p>IOM RO management team</p> <p>RECs and AU officers</p> <p>UN agencies (UNHCR ; UNICEF ; WFP ; UNODC)</p>

Coherence				
EQ4. To what extent is the RO Strategy supported by a theory of change?	Is the RS based on a theory of change?	- The RS defines clear and relevant objectives and results and a causal chain linking those strategies and results to the actions provided for in the strategy	Documentary review Structured interviews	RS document and documents included in the M&S system of the RS IOM ROMEO IOM RTSs
	How is the theory of change articulated in clear actions and results?	- Priorities proposed by the strategy are coherent with expected results and objectives.	Documentary review Structured interviews	RS document RS M&E documents IOM ROMEO
EQ5. To what extent does the regional strategy align with the main IOM operational and institutional priorities, such as those contained in the Strategic vision, MCOF, and IOM support to the implementation of the SDG and GCM?	How does the strategy align with IOM Strategic Vision?	- Level of integration of priorities included in IOM Strategic Vision in the RS.	Documentary review Structured interviews	Strategic Vision and RS document IOM management teams in RO and HQ's RBM unit
	How does the strategy align with IOM Migration Crises Operational Framework (MCOF)?	- Level of integration of the different dimensions of the MCOF into the RS	Documentary review Structured interviews	MCOF and RS document RS M&E documents IOM management team in RO, HQ DOE
	How does the strategy integrate the principles of the humanitarian – development – peace nexus?	- Integration of the different dimensions of the HDPN into the RS	Documentary review Structured interviews	HDPN strategies and RS document RS M&E documents IOM management team in RO
	How does the strategy contribute to the achievement of the Sustainable Development Goals (SDG) and the Global compact on Migration?	- Priorities included in the strategy that support the achievement of the SDG.	Documentary review Structured interviews	RS document, SDG RS M&E documents IOM management teams in RO HQ MSD/SDU unit

EQ6. To what extent are the priorities outlined in the regional strategy coherent with external frameworks and initiatives and with the work of other UN agencies?	Is the strategy coherent with the continental and regional frameworks?	<p>Priorities in the RS are coherent with priorities of the AU Agenda for 2063.</p> <p>Priorities in the RS are coherent with priorities IGAD FMP and EAC CMP.</p>	<p>Documentary review</p> <p>Structured interviews</p>	<p>RS document Reports and minutes of meeting of the UN coordination committees on migration in the region</p> <p>IOM management teams in RO AU and RECs officers</p>
	Is the strategy coherent with commitments of the United Nations Network on Migration in the region?	<ul style="list-style-type: none"> - The RS makes reference to UN coordination committees on migration in the region. - The RS highlights the importance of coordination with UN agencies. - Priorities included in the IOM RS are linked to synergies considered by other UN agencies working with people on the move (UNHCR; UNICEF; PAM). 	<p>Documentary review</p> <p>Structured interviews</p>	<p>RS document Reports and minutes of meeting of the UN coordination committees on migration in the region</p> <p>IOM's GCM Unit head in HQ IOM management teams in RO Main UN agencies members of the UNSDG and UNCTs in the region (UNHCR; UNICEF; PAM, UNODC)</p>
	Is the strategy coherent with commitments of the United Nations Network on Migration in any country?	<ul style="list-style-type: none"> - Priorities included in the IOM RS are linked to synergies considered by United Nations Network on Migration in any country. 	<p>Documentary review</p> <p>Online survey</p>	<p>RS document Reports and minutes of meeting of the UN coordination committees on migration in any country IOM focal points in-migration committees in CO</p>
EQ7. How did the RO guarantee proper alignment of the country strategies to the regional one?	Do links and synergies exist between the regional strategy and the IOM country strategies, in terms of objectives and priorities?	<ul style="list-style-type: none"> - Country strategies make references to RS. - Priorities in country strategies are reflective to priorities in the RS. - Migration priorities for the country are also priorities in the RS. 	<p>Documentary review</p> <p>Structured interviews</p> <p>Online survey</p>	<p>RS document and country strategies M&E documents of RS Chief of mission in CO</p> <p>IOM management teams in CO</p>

	How the RO did facilitate the country strategies to be reflective of the RS?	Perception IOM management teams in CO on the RO support to ensure the alignment of the country strategy with the RS priorities.	Structured interviews	Chief of mission in CO
EQ8 To what extent are the priorities outlined in the regional strategy coherent with national development priorities?	Is the strategy coherent with national development priorities in any country?	- National development strategies were considered during the formulation of the strategy.	Documentary review Semi-structured interviews	RS document and country strategies M&E documents of RS IOM management teams in CO
	Does the strategy contribute to the implementation of national development plans?	- The priorities of RS are compatible with and support national development plans.	Documentary review Semi-structured interviews	RS document and country strategies IOM management teams in CO
Effectiveness				
EQ9. What is the status of implementation of the regional strategy and intended results, and are they likely to be achieved within the strategy timeframe?	What is the progress in the achievement of the RS objectives according to each individual priority in the RS?	<ul style="list-style-type: none"> - Level of acknowledge of the RS and its priorities by IOM staff in CO. - - Share of actions expected in the RS that were implemented. <p>Level of achievement of indicators formulated by IOM to monitor the results of the strategy for each of its priorities.</p> <ul style="list-style-type: none"> - Perception on the improvement of institutional capacities as a consequence of the strategy (policy capacity and regional cooperation; innovation, institutional learning and knowledge management, including data collection, management, dissemination and use, research production, and monitoring and evaluation; communications and visibility; and staff development). - Results obtained by interventions focusing on the data according to RS M&E documents and IOM MEAL teams. 	<p>Documentary review</p> <p>Semi-structured interviews</p> <p>Online survey Workshop</p>	<p>M&E documents of RS</p> <p>IOM management teams in RO and CO IOM ROMEO</p> <p>IOM manager teams and project managers in CO</p> <p>IOM management teams in RO and CO IOM ROMEO IOM PSU in CO IOM RTs</p>

		<ul style="list-style-type: none"> - IOM RO is implementing specific strategies focused on policy and technical support for data collection to CO. - IOM RO is implementing specific strategies focused on policy and technical support to governments to improve data collection. - Perception of IOM management teams regarding the results of support to governments on migration issues. - Perception of IOM teams in CO regarding their contribution to the RS goals achievement. 		
	What is the probability of the intended results of the RS being achieved within the strategic timeframe?	<ul style="list-style-type: none"> - Perceptions of IOM management teams on the advances of the implementation of the RS and likelihood of achieving the intended results of the RS within the stated timeframe. - Comparison on the level of implementation of the strategy in the first two years, given the time remaining to implement all activities. 	<p>Semi-structured interviews</p> <p>Workshop</p>	<p>IOM management teams in RO and CO IOM ROMEO</p> <p>IOM management teams in RO and CO IOM ROMEO IOM PSU in CO IOM RTSS</p>
	To what extent and how did IOM RO and COs adapt the regional priorities, projects, and practices to the regional strategy?	<ul style="list-style-type: none"> - % of regional and national projects formulated after the approval of the RS that are aligned with the priorities included in it, versus those formulated before. 	<p>Documentary review</p> <p>Semi-structured interviews</p> <p>Workshop</p>	<p>IOM's database of projects (PRIMA)</p> <p>IOM management teams in RO and CO IOM MEAL teams in RO</p> <p>IOM management teams in RO and CO IOM ROMEO IOM PSU in CO IOM RTSS</p>

EQ10. Have the strategic priorities proven to be useful in guiding the work of IOM in the region to respond to evolving needs, develop programmes and projects, and clarify IOM's role vis-à-vis other stakeholders?	- To which extent the RS has supported the adaptation of IOM work to evolving needs in the region?	- Perception of IOM management regarding the usefulness of the RS in responding to evolving needs.	Documentary review Semi-structured interviews Workshop	M&E documents of RS Regional Project database (PRIMA) IOM ROMEO IOM management teams in RO and CO IOM ROMEO IOM PSU in CO IOM RTSs
	- To which extent the development of programmes and projects at regional and country levels has been determined by priorities in the RS?	- Perception of IOM management teams in the RO and CO and IOM project responsible for how the strategy has influenced the development of projects.	Semi-structured interviews Workshop	IOM management teams in RO and CO IOM management teams in RO IOM ROMEO IOM thematic experts
	- Has the RS contributed to guide IOM position vis-à-vis other stakeholders, such as AU, RECs, national governments, Civil Society organizations or other UN agencies?	- IOM management teams and IOM focal points in-migration coordination committees consider that the strategy is useful to guide IOM position during discussions with relevant stakeholders. - The strategy is a reference for IOM focal points in coordination groups on migration at the regional and national level to guide IOM position.	Online survey / Semi-structured interviews / workshop	IOM project managers in CO and CO IOM focal points in-migration coordination committees
EQ11. What are the major factors influencing achievements of the strategic objectives, and did it respond properly to unforeseen challenges?	- Which factors at the global, regional or country level have affected the achievement of the strategic objectives?	- Perceptions of IOM teams in the RO and CO regarding internal factors at the global, regional or country level having negatively affected achievement of the strategic objectives. - Perceptions of IOM teams in the RO and CO regarding internal factors at the global, regional or country level having positively affected achievement of the strategic objectives.	Semi-structured Online survey Workshop	IOM management teams in RO and CO IOM Thematic experts IOM MEAL teams in the RO IOM manager teams and project managers in CO IOM management teams in RO and CO

		<ul style="list-style-type: none"> - Perception by country offices regarding management of support given by the RO to ensure the implementation of the strategy and development of their own strategy. 		
EQ14. Does the strategy implementation have unexpected results?	What are the unexpected positive results of the RS?	<ul style="list-style-type: none"> - Positive effects of the strategy identified by actors involved in its implementation. 	Semi-structured interviews Workshop	IOM management teams in RO and CO IOM ROMEO IOM management teams in RO and CO IOM ROMEO and CO IOM thematic experts
	What are the negative unexpected results of the RS?	<ul style="list-style-type: none"> - Negative effects of the strategy identified by actors involved in its implementation. 	Semi-structured interviews Workshop	IOM management teams in RO and CO IOM ROMEO IOM management teams in RO and CO IOM ROMEO and CO IOM thematic experts
Efficiency				
EQ15. Does the RO have sufficient institutional and staff capacities to deliver the outlined strategic objectives (including innovation, institutional learning, and knowledge management, communication and visibility, and staff development)?	Does the CO staff competencies on the RS priorities?	<ul style="list-style-type: none"> - % of staff with competences and working in the RS priorities in CO. - IOM staff in CO consider that the staff capacities in their working teams are aligned to the staff capacities needed for the implementation of the RS. 	Online survey	IOM management teams in CO IOM project managers in CO IOM PSU teams in CO
	Are the RO institutional capacities sufficient to support CO?	<ul style="list-style-type: none"> - Perceptions of IOM staff (management and operational) on sufficiency of institutional and staff capacities and tools in the RO. - Main gaps in staff capacities and institutional capacities identified. 	Semi-structured	IOM management teams in CO and RO IOM Thematic experts IOM MEAL teams in the RO

EQ16. Has the approved core funding, discretionary income, and un-earmarked funding allocated to the RO been used efficiently to support the implementation and prioritization of the regional strategy?	To which extent the available budget in the RO was aligned with RS?	<ul style="list-style-type: none"> - % of expenditure of approved core funding, discretionary income and unearmarked funding allocated to the RO and to the RS. - % of the budget in the RO not aligned directly to the implementation of the RS. - Perception and cost analysis made by the RO staff on % total funding received vs funding allocated/needed to RS priorities. 	Desk review Semi-structured	PRIMA (For global un-earmarked projects) RO budget IOM management teams in RO and CO IOM Financial teams in the RO
	To which extent funding was efficiently spent to achieve the objectives of the RS?	<ul style="list-style-type: none"> - Perceptions of IOM management (RO and COs) on efficiency of the use of discretionary funding to support the implementation and prioritization of the RS. - Existence of formal procedures for making decisions concerning fund allocation. 	Semi-structured	IOM management teams in RO and CO
EQ17. What management and monitoring tools and mechanisms have been established to ensure that the RO is on track with the implementation plan of the strategy, and to adjust the strategy whenever needed?	- What are the management and monitoring tools put in place to track implementation of the strategy?	- Existence of RS implementation plan and M&E system.	Semi-structured Interviews	IOM management teams in RO and CO IOM MEAL teams in the RO
	- To which extent the tools and mechanisms were efficient to monitor the implementation of the strategy?	- Perceptions of IOM MEAL teams on the effectiveness of management and monitoring tools put in place to track implementation of the strategy (including indicators on implementation, reporting and budget allocation, and monitoring).	Semi – structured interviews	IOM MEAL teams in the RO
	- What is the capacity of the formal mechanisms in place to revise and adjust the strategy to respond to changes in the context?	- Perceptions of IOM MEAL teams on the effectiveness of formal mechanisms to monitor and adjust the implementation plan of the strategy when required.	Semi – structured interviews	IOM MEAL teams in the RO

Impact

EQ18. To what extent has the regional strategy already generated significant attention from member states, donors, and other stakeholders on the stated priorities?	To which extent the RS has contributed to generate attention regarding each of its priorities from Member States, AU and RECs; UN agencies, and donors?	<ul style="list-style-type: none"> - Existence of agreements signed by the RO and stakeholders mentioning the strategy as a general framework. - The RO is bringing attention to the RS by putting forward the RS in its negotiations with external parties. - Perceptions on attention generated to each of the priorities from each of the key stakeholders (Government, donors, AU and RECs and UN officers) by IOM management. 	<p>Desk review</p> <p>Online survey</p> <p>Semi – structured interviews</p>	<p>RO M&E documents MOU signed with REC and EHoA countries highlighting the role of the RS</p> <p>IOM management teams in CO and project managers</p> <p>IOM management teams in RO and CO</p> <p>IOM Thematic experts</p>
	Is the RS perceived as significant by Member States, AU and RECs; UN agencies and donors?	<ul style="list-style-type: none"> - Level of acknowledge of the RS, objectives and its priorities by Member States, AU and RECs; UN agencies and donors. - Perception on the significant of the RS by Member States, AU and RECs; UN agencies and donors. 	<p>Online survey</p> <p>Semi – structured interviews</p>	<p>IOM management teams in CO and project managers</p> <p>UN officers</p> <p>Government officers</p> <p>Donors officers</p> <p>AU and RECs officers</p>
EQ19. Is it already possible to identify important changes in terms of integrated regional migration management in national policies, strategies and national capacity development in the countries of the region, which can be attributed to the implementation of the RS?	Which have been the main changes in terms of integrated regional migration management in national policies and strategies in the last two years that can be attributed to the implementation of the RS?	<ul style="list-style-type: none"> - Perceptions by IOM management teams in the RO and CO and main stakeholders on the changes that the strategy provoked in regional and national migration governance. 	<p>Documentary review</p> <p>Semi-structured interviews</p> <p>Workshop</p>	<p>M&E documents of RS</p> <p>IOM management teams in RO and CO</p> <p>IOM ROMEO</p> <p>UN officers</p> <p>Government officers</p> <p>Donors officers</p> <p>AU and RECs officers</p> <p>IOM management teams in RO and CO</p> <p>IOM ROMEO</p> <p>IOM PSU in CO</p> <p>IOM RTSS</p>

EQ 20. To what extent can trends in the type of IOM projects developed during the period be already attributed to priority areas of the regional strategy, for instance in terms of institutional development or innovation?	Is there a change of trends in the type of IOM projects developed during the period?	- Matching of projects developed in 2020-2022 (at specific objectives level) and priorities of the RS in comparison with projects in the period 2018-2020.	Documentary review	Regional database of projects (PRIMA) Mid-term evaluations of projects since 2020
	Can changes concerning the type of projects implemented by IOM in the region be attributed to RS?	- Documentary review - Perception of IOM management on the attribution to the RS of changes in trends in type of IOM projects.	Semi-structured interviews	PRIMA IOM management teams in RO and CO IOM MEAL teams in RO RTSs in IOM RO
Sustainability				
EQ21. To what extent are the benefits already generated by the regional strategy and identified through the evaluation criteria analysis expected to be sustainable?	To what extent are the RS results are connected to longer- term development concerns?	- Perceptions by IOM management teams and main stakeholders on the long-term persistence of changes in resilience, mobility, and migration governance brought about by the RS.	Semi-structured interviews	IOM management teams in RO and CO IOM ROMEO UN officers Government officers Donors' officers AU and RECs officers
			Online survey	IOM management teams in CO and project managers
			Workshop	IOM management teams in RO and CO IOM ROMEO IOM PSU in CO IOM RTSs
	What are the main lessons learned from the first two years of implementation of the RS that will improve the sustainability of the results?	- Best practices identified by IOM management teams and main stakeholders that would improve the sustainability of the RS results.	Semi-structured interviews	IOM management teams in RO and CO IOM ROMEO UN officers Government officers Donors officers

			Workshop	AU and RECs officers IOM management teams in RO and CO IOM ROMEO IOM PSU in CO IOM RTSS
EQ22. What is the likelihood that regional mechanisms, national governments, and local authorities will continue to be supportive of the regional priorities?	What is the perception of IOM management teams in RO and CO on the likelihood that regional mechanisms, national governments, and local authorities will continue to be supportive of the regional priorities?	<ul style="list-style-type: none"> - Perceptions of IOM management teams on sustainability of the support given to the RS by regional mechanisms, national governments, and local authorities. 	Semi-structured interviews Online survey Workshop	IOM management teams in RO and CO IOM ROMEO IOM management teams in CO and project managers IOM management teams in RO and CO IOM ROMEO IOM PSU in CO IOM RTSS
EQ 23. What are the main factors that could limit the sustainability of the benefits and changes brought about by the regional strategy?	What are the main global factors that can affect the sustainability of the achievements produced by the RS?	<ul style="list-style-type: none"> - Main factors identified by IOM management teams in the RO and CO that could limit the sustainability of the benefits and changes brought about by the RS. - Main threats affecting the achievements of the RS identified by IOM management teams. 	Semi-structured interviews Online survey Workshop	IOM management teams in RO and CO IOM ROMEO IOM management teams in CO and project managers IOM management teams in RO and CO IOM ROMEO IOM PSU in CO IOM RTSS
EQ24. To which extent the regional strategy is contributing to ensure enough	- To which extent is the RS contributing to raise the financial resources required to achieve its objectives?	- RO budget evolution since 2018 and distribution of the budget according to the typology of funding (core funding, discretionary income, unearmarked funding, and earmarked project funding)?	Desk review	Regional project database (PRIMA) IOM budget for the RO since 2020 until 2025

financial resources for IOM to continue to pursue the objectives of the regional strategy in the future?		<ul style="list-style-type: none"> - Description of IOM financial teams in how the RS facilitate the access of financial resources required to achieve its objectives. 	Semi-structured interviews	IOM management teams in RO and CO IOM financial teams at RO and CO
	- Will those financial resources be sustained after the end of the strategy funding?	<ul style="list-style-type: none"> - Forecast of financial resources that will be available in the RO and allocated to the strategy in the next years (by RS priority) - Share of financing agreements with donors/ referring to RS priorities for next years. - Budget allocated to programs and projects that are ongoing and will be implemented during the next two years of the strategy. 	<p>Desk review</p> <p>Semi-structured interviews</p>	<p>Regional project database (PRIMA)</p> <p>IOM budget for the RO since 2020 until 2025</p> <p>IOM management teams in RO</p> <p>IOM financial teams at RO</p>

Annex 3: List of documents reviewed

- IOM (2019). [IOM Handbook on Protection and Assistance to Migrants Vulnerable to Violence, Exploitation and Abuse](#). Geneva.
- IOM (2019). [IOM Institutional Strategy on Migration and Sustainable Development](#). Geneva.
- IOM (2020). [East and Horn of Africa – Regional Strategy 2020–2024](#). Nairobi.
- IOM (2020). [IOM Institutional Strategy on Migration and Sustainable Development](#). Geneva.
- IOM (2021). [Institutional Strategy on Migration, Environment and Climate Change 2021–2030](#) For a comprehensive, evidence and rights-based approach to migration in the context of environmental degradation, climate change and disasters, for the benefit of migrants and societies. Geneva.
- IOM (2021). [The Accountability to Affected Populations \(AAP\) Framework](#). Geneva.
- IOM (2022, 2023) [Migrant movements between the Horn of Africa and the Arabian Peninsula](#). Reports. Nairobi.
- IOM (2022). [A Region on the move 2021: East and Horn of Africa](#). Regional Office for East and Horn of Africa. Nairobi.
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- IOM (2022). [Evaluation of the IOM’s Institutional approach and contribution to the 2030 Agenda for Sustainable Development](#). Geneva.
- OIM (2022). [Humanitarian Development Peace Nexus \(HDPN\)](#). Geneva.
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- OCDE, (2022). [Critères du CAD pour l’évaluation de l’aide au développement. – OCDE \(oecd.org\)](#)
- OECD, (2023). [DAC Recommendation on the OECD Legal Instruments Humanitarian-Development-Peace Nexus](#).
- OECD. [DAC gender equality policy marker](#). (Website)
- WAMBANDA, A.; HILL-MLATI, J.; KIMANI, A. (2019). Review of the IOM East And Horn of Africa Strategy: 2016 – 2019. Evaluation report. Nairobi.

Annex 4: List of key informants

n	Name	Title	Type
1	Abdi HERSI	Senior Regional Policy & Liaison Officer	IOM Reg. Office EHoA
2	Ashraf HASSAN	Chief of Mission of Eritrea in Nairobi	IOM CO
3	Cécile RIALANT	Director of the Department of Peace and Development Coordination a.i.	IOM HQ
4	David HOFMEIJER	PSU Coordinator	IOM CO
5	Elisabeth COLLETT	Special Advisor to the Director General	IOM HQ
6	Fiseha MALESE	Agar - Ethiopia	Agar - Ethiopia
7	Ibrahim KASSO	Project Operations Coordinator, Regional Fund	IGAD
8	Izora MASKUN	Head, Gender Coordination unit	IOM HQ
9	Japheth KASIMBU	Transhuman Expert	IGAD
10	Jeffrey LABOVITZ	Director Department of Operations and Emergencies	IOM HQ
11	Jian ZHAO	Deputy Chief of Mission	IOM CO
12	John MC CUE	Regional Emergency and Post Crisis Specialist	IOM Reg. Office EHoA
13	Justin JARNE MACDERMOTT	Senior Regional Policy and Programme Coordinator	IOM Reg. Office EHoA
14	Kieran GORMAN-BEST	Chief of Results Based Management	IOM HQ
15	Laura NISTRI	Regional Data Hub Coordinator	IOM Reg. Office EHoA
16	Laura SMITH	Regional Monitoring and Evaluation Officer	IOM Reg. Office EHoA
17	Lea VON MARTIUS	Regional Project Development Officer a.i.	IOM Reg. Office EHoA
18	Lisa LIM AH KEN	Regional Migration Environment and Climate Change Specialist	IOM Reg. Office EHoA
19	Marcellino RAMKISHUN	Senior Regional Immigration and Border Management Specialist	IOM Reg. Office EHoA
20	Maurizio BUSATTI	Chief of Mission	IOM CO
21	Memory MWALE	Senior Regional Migrant Response Plan Coordinator	IOM CO
22	Michela MARTINI	Regional Migration Health Specialist	IOM Reg. Office EHoA
23	Mohammed ABDIKER	Regional Director	IOM Reg. Office EHoA
24	Nimo ISMAIL	Senior Regional Migration, Protection and Assistance Specialist	IOM Reg. Office EHoA
25	Rania YOUSIF	Regional Emergency and Post Crisis Officer - Community Stabilization	IOM Reg. Office EHoA
26	Rhoda KASIMBU	Save the Children	Save the Children
27	Risatul ISLAM	Chief Migration Health Officer (HAP)	IOM CO
28	Shamel MAHMOODI	Senior Resource Management Officer	IOM Reg. Office EHoA
29	Suma MWAKYUSA	East African Community (EAC) representative	EAC representative
30	Tatiana HADJIEMMANUEL	Senior Regional Labour Migration and Human Development Specialist	IOM Reg. Office EHoA
31	Tsion Tadesse ABEBE	Senior Policy and Research Officer	IOM Reg. Office EHoA
32	Vijaya SOURI	Chief of Mission	IOM CO
33	Yvonne NDEGE	Regional Public Information Officer	IOM Reg. Office EHoA

Annex 5: Correspondence between type of projects in PRIMA and strategy priorities

Project type	Priority in the RS*
CD - Community Development	1
DR - Disaster Risk Reduction	1
NC - Migration, Environment and Climate Change	1
RQ - CB Through Qualified Human Resources	1
CC – Camp Coordination and Camp Management (CCCM)	2
EP – Emergency Preparedness	2
DP - Emergency Response and Assistance to Displaced Populations	2
MH - Migration Health Assessment and Travel Assistance	2
MP - Migration Health Assistance for Crisis Affected Populations	2
PX - Protection and Assistance to Vulnerable Migrants	2
RA - Repatriation Assistance	2
RE - Resettlement Assistance	2
SN - Emergency Shelter and Non-food items (NFI)	2
MA - Health Promotion and Assistance for Migrants	2
CS - Community Stabilization	3
DS - Durable Solutions	3
FC - Disarmament, Demobilization and Reintegration (DDR) of Former Combatants	3
PB - Peacebuilding and Peace Preservation	3
RR - Return and Reintegration Assistance for Migrants and Governments	4
IB - Immigration and Borders Management	4
LM - Labour Migration	4
IV – Immigration and visas	4
MD – Migration and Development	5
TK - Transfer of migrant knowledge and resources	5
PO - Migration Policy Activities	6
PN – Migration Network Secretariat	6
DX - Displacement Tracking	ID2
MM – Internal Institutional Strengthening related Initiatives	ID2
PR - Migration Research and Publications	ID2
PM – Media and Communications	ID3

*The analysis excludes miscellaneous income projects (MI, MJ, MK, MN), Migration Management Support (MS), Junior Professional Officers (JP), Seconded Staff (SS), Self-payers (SP), Medical Services to UN personnel (MU), Election Observation (EM), as well as funding from Operational Support Income (OSI).

Annex 6: Types of funding in IOM

IOM works with four main sources of funding: Administrative budget, Operational Support Income (OSI), unearmarked funding, and earmarked funding (more information on IOM funding structure can be in the yearly IOM Programme and Budget document submitted to IOM Council for approval)⁶³.

- **Administrative budget** comes from regular contributions by Member States and is managed by Headquarters. At the EHoA RO, it covers some core staff like the Director and SRS, as well as some office costs.
- **Operational Support Income (OSI)** is composed of 'project-related overhead' and 'miscellaneous income' (composed of 'unearmarked contributions' from governments/donors, interest and other income). The OSI is managed by Headquarters and allocated on a yearly basis through IOM budget preparation process and/or MIRAC.
- **Core Funding** is defined as the minimum structure necessary at Headquarters and in the field for the Organization to deliver its mandate. Core funding is covered by the Administrative budget and the OSI. If core structure costs cannot be covered by them, they may also be funded by other alternative means.
- **Unearmarked funding** is constituted by contributions from donors to the IOM budget that are given as general support and their use is not in any way restricted. Some donors may allocate 'partially unearmarked' funding when global criteria are added on the use, for instance to be used in specific regions at the discretion of IOM.
- **Earmarked funding** is constituted by contributions made or reimbursed for specific services or operational activities. They may not be used for purposes other than those for which they were provided without prior authorization by the donor. A significant portion of contributions to the operational part of IOM budget is earmarked.

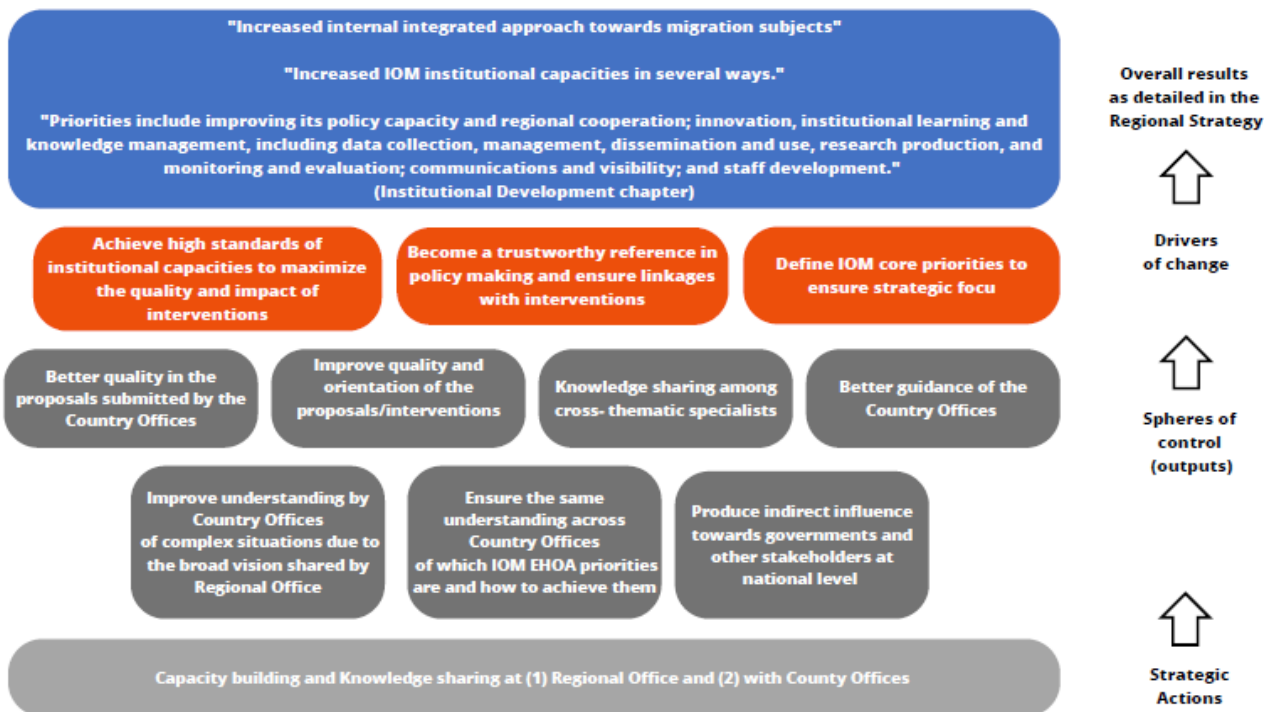
⁶³ Council | IOM Governing Bodies, UN Migration | Governing Bodies

Annex 7: Case studies

The case studies are structured following logical chains that connect interventions with the overall results as mentioned in the Regional Strategy. Types of interventions may not present a significant change since there is a certain continuity with the implementation of the previous Regional Strategy, but it may vary in intensity and intentionality to contribute to certain structural changes.

The schemes below refer to this second aspect and for each action multiple outputs are introduced, which produce drivers of change that create the conditions for the achievement of the overall results. The structure of the logical chain has been set by the evaluators and the contents is coming from an analysis of the information collected during the consultancy, including the drivers of change despite they are not formally crystallized within existing strategic documents.

Action 1: Knowledge is shared and capitalized across the RO and to some extent with the COs



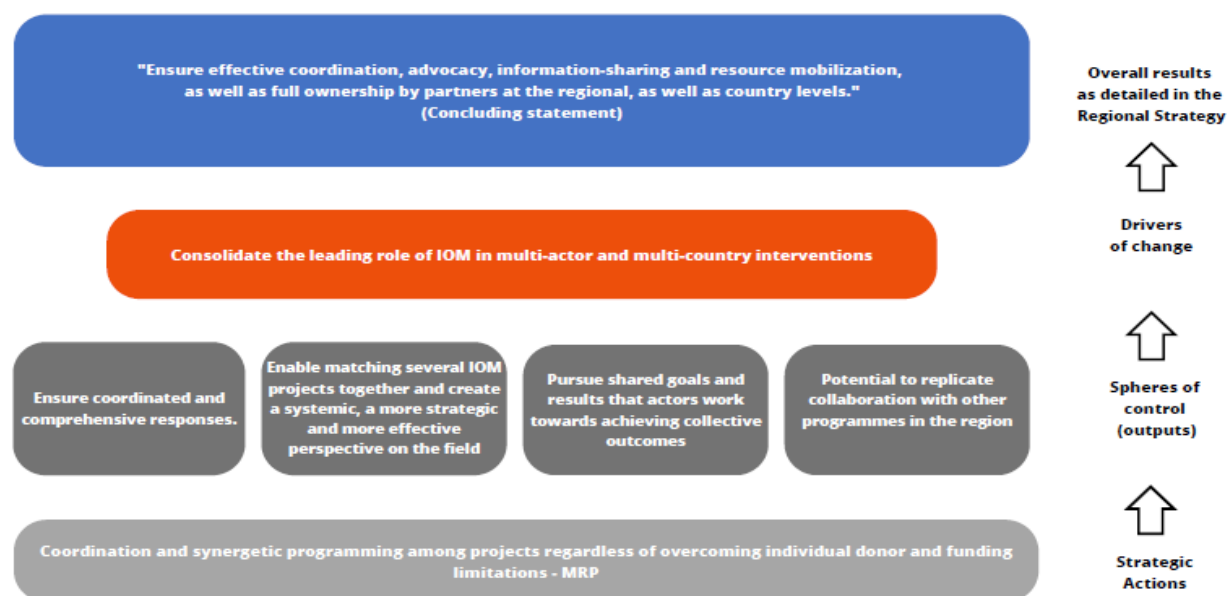
Knowledge is shared and capitalized across the RO and to some extent with the COs. In the first case, SRS are regularly spreading information and mutually filling knowledge gaps to progressively align with the Regional Strategy. An example of this new collaborative work is the "Border management roadmaps" elaborated with Kenya, Ethiopia, and Somalia. The ones for Djibouti and Eritrea are currently under design, in the domain of the Immigration and Border Governance (IBG)⁶⁴. Depending on governments' priorities

⁶⁴ The European Commission developed the concept of integrated border management, which constitutes an essential element of IOM's programming. It encompasses national and international coordination and cooperation among all relevant authorities and agencies involved in

the contents vary but they can include mental health and psychosocial support for border guards, COVID-19 prevention measures, or gender-based approaches, which implies pooling knowledge from different areas into a single proposal.

Some improvements in the work of the COs are the result of their involvement in such proposals and in the guidance from the SRS, who review the project applications, train COs staff, and produce strategic documents. However, these improvements do not necessarily cover the weaknesses that COs may have in terms of Regional Strategy ownership, and some COs are not sufficiently equipped to take full advantage of the guidance from the RO and/or are not always convinced to invest resources outside of projects' implementation.

Action 2: Coordination and synergetic programming among projects regardless of overcoming individual donor and funding limitations – MRP.



The most relevant reference to this action is the Regional Migrant Response Plan (MRP)⁶⁵, a platform of actors directly and indirectly involved in the intervention, working towards collective outcomes and sharing a common results framework. The MRP was launched before the Regional Strategy and it served as a source of inspiration to align all the related IOM project portfolios and for the articulation of collective outcomes, which came after the development of the Regional Strategy. This kind of coordination and joint intervention encompasses both humanitarian and development-oriented actions

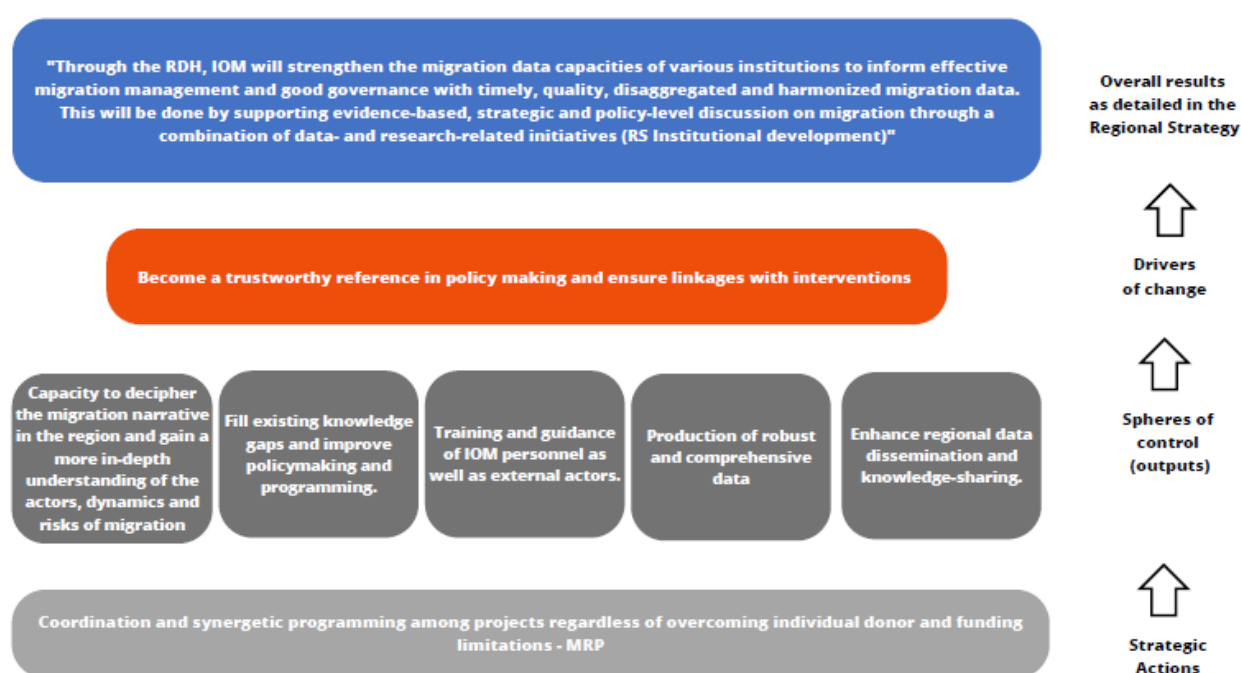
border management and trade facilitation to establish effective, efficient, and coordinated border management. Integrated border management seeks to enhance three levels of coordination: intra-service, inter-agency, and international cooperation. See <https://www.iom.int/integrated-border-management>.

⁶⁵ The Regional Migrant Response Plan (MRP) for the Horn of Africa and Yemen 2021-2024 is a migrant-focused humanitarian and development strategy for vulnerable migrants from the Horn of Africa, specifically Somalia, Djibouti, and Ethiopia, moving to and from Yemen. It provides an essential strategic framework to ensure a whole-of-society, whole-of-route, and whole-of-government approach to addressing migrants' protection needs, risks, and vulnerabilities: <https://eastandhornofafrica.iom.int/regional-migrant-response-plan-horn-africa-and-yemen>.

across partners and projects and is an important manifestation of the HDPN. Furthermore, it increases the effectiveness of each initiative.

For instance, part of the funding of different projects helped fund the Migrant Response Centres⁶⁶, which help reducing migrants' vulnerability along the migratory routes and are aligned with some of the priorities of Member States of the EHoA region. In other cases, IOM has improved the capacity of negotiations when the areas of specialization of other actors can create more synergies and complementarities. This is especially the case for other UN agencies in the framework of the collaboration with IGAD and EAC.

Action 3: Consolidation of the RDH.



Data production can increase institutional development as IOM receives updated contextual information about migratory trends in the region and is useful in capturing contextual changes to inform programming. At the same time, it reinforces the ability of Governments and RECs to develop information systems to better inform decision-making on migration governance.

In practice, the RDH has reinforced the capacities of RECs in establishing two regional technical working groups, one at the IGAD level and another at the national level. At the regional level, the first EAC⁶⁷ and IGAD⁶⁸ migration statistic reports were released in 2021 and 2022, respectively. In addition, IOM provided guidance to the IGAD Climate Prediction and Applications Centre to integrate existing mobility predictions

⁶⁶ Migrant Response Centres (MRCs) are facilities located in strategic locations along the main migration routes, particularly the Eastern Route. These centres aim to identify migrants in vulnerable situations and provide them with appropriate and immediate short-term support, including shelter, counselling support, and medical care: <https://migrantcentres.iom.int/en>.

⁶⁷ See <https://data.unhcr.org/en/documents/download/99692>

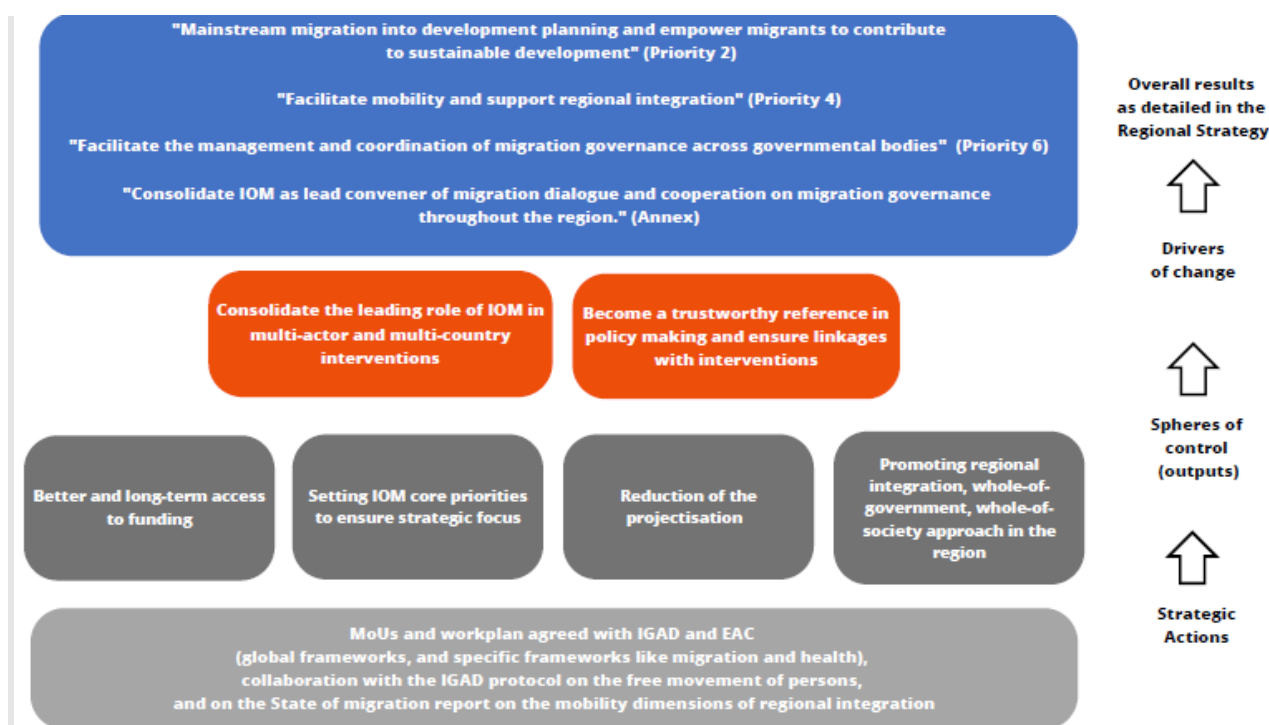
⁶⁸ See <https://igad.int/igad-launched-its-first-ever-migration-statistics-report>

into weather hazards, which are shared with all the governments of the region in a quarterly event called the Greater Horn of Africa Outlook Forum (GHAOF). At the Governments level, IOM collaborates with national statistic institutes and other structures responsible to collect data. The effectiveness of the support depends on the presence of structures specialized in statistics and on staff turnover. Overall, the results are positive. Support to COs is also provided but there are significant differences between large missions such as South Sudan, Somalia, Ethiopia, and smaller missions, like Djibouti, Uganda, and Burundi. The type and level of technical assistance provided is mainly supervision in the first case, and directly taking over data processing functions in smaller COs.

The RDH also conducts research at different levels, from analysing periodic data from the Displacement Tracking Matrix (DTM) on the flows of migrants in the region, to producing cutting-edge studies like the “Impact Evaluation of the EU-IOM Joint Initiative for Migrant Protection and Reintegration in the Horn of Africa region” of 2022. It is worth mentioning the ongoing research with the Maastricht University to build scenarios for two migratory corridors, the Eastern corridor to Saudi Arabia and the Central Mediterranean corridor to Europe.

The RDH shows a remarkable capacity to produce results at different levels in the region, including for capacity-building of external actors, and facilitates the understanding of migration trends from more descriptive (DTM) to more complex (scenario-building) perspectives.

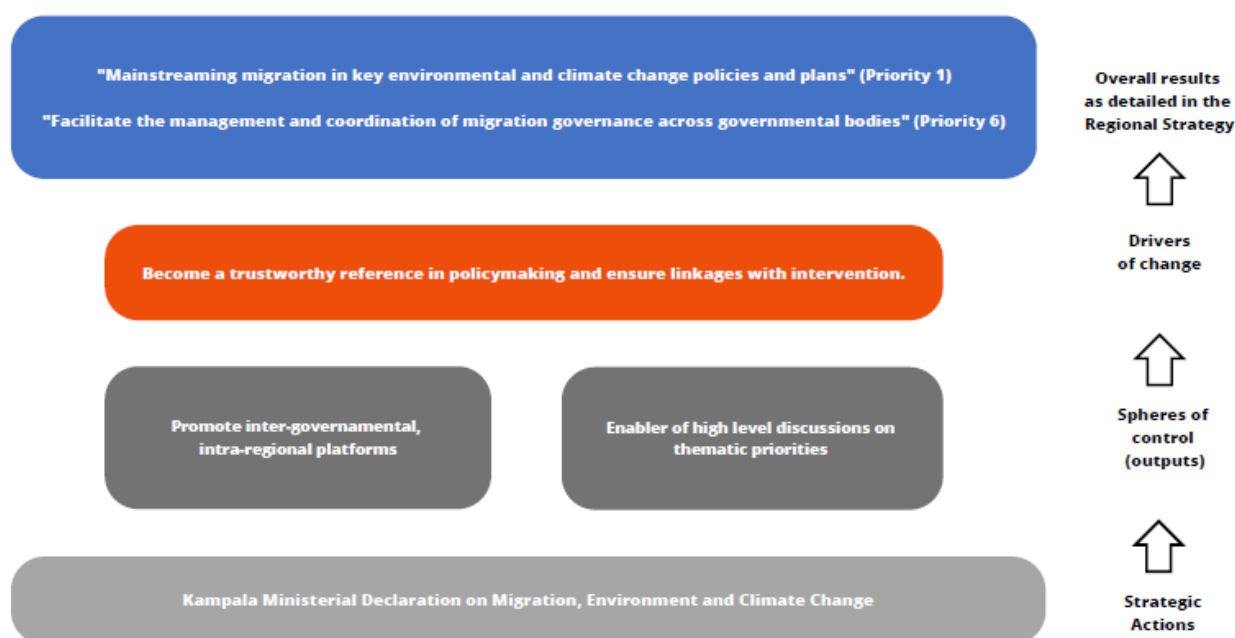
Action 4: MoUs and work plan agreed with IGAD and EAC (global frameworks, and specific frameworks like migration and health).



Both EAC and IGAD signed an MoU and Cooperation Agreement with IOM in June 2021 and March 2021, respectively, that broadly sets the framework of collaboration. In February 2022, specific priorities, a budget and a work plan were agreed upon with EAC in a Senior Management Team Strategic Partnership Retreat. The strengthening of the collaboration with RECs is extremely beneficial for IOM since it helps the Organization to support Member States in the pursuit of their regional integration agenda. The IOM has already access to more funding and can move from yearly projects to long-term planning focusing on strategic areas of competence. IOM is also playing a relevant role in facilitating the interaction between RECs.

However, an incomplete alignment between the main actors may lead to competition for funding and the lack of clarity about the core areas may produce confusion with other actors' mandate. To support Governments in the health domain, IOM and EAC lead a consultative process with state partners to develop the "EAC Strategic Roadmap for Health Programming at Points of Entry 2023-2028" and implement the regional program on cross-border health. In the same context, IOM engaged with EAC and IGAD and submitted two regional proposals for the Pandemic Fund of the World Bank to advance the health priorities of the Regional Strategy.

Action 5: Kampala Ministerial Declaration on Migration, Environment and Climate Change.



The implementation of the Regional Strategy draws inspiration from the previous work with Governments in the field of climate change, especially with Uganda, and has become a priority that even exceeded the importance given to it in the Regional Strategy. The Migration, Environment, and Climate Change (MECC) division was implemented in the EHOA RO in 2021, although it was preceded by other initiatives with limited resources.

The Kampala Declaration raised institutional attention at the continental level⁶⁹ since it was the world's first-ever regional Inter-Ministerial policy declaration on MECC. The declaration was backed by IOM but given the inter-ministerial nature of the gathering, IOM was not among the signatories. The event is considered a good practice even outside the region and it is a reference for other IOM ROs.

The success of the Kampala Conference is also based on the positive outcomes of previous interventions. Uganda was one of the CO that has implemented a MECC project in 2019, grounded on building networks with the Government through the Ministry of Water and Environment, which allowed to start working with different stakeholders and partners.

At the 2022 International Migration Review Forum, Uganda put forward a pledge on MECC proposing to integrate mobility into their Climate Change Action Plan. Uganda is therefore the first country in the region that has a Climate Change Act. The Government is going to develop action plans at the national level and at the sub-national level that integrate climate change with migration.

⁶⁹ At the conference, delegations from 10 countries in the region worked together to identify common issues and priorities. They were joined by The People's Democratic Republic of Algeria as guests of the Inter-Ministerial Conference, the Republic of Senegal as Presidency of the African Union, the Arab Republic of Egypt as the Presidency of COP27 and the Republic of Zambia as Chair of the African Group of Negotiators during COP27. See <https://unfccc.int/kampala-ministerial-declaration-on-migration-environment-and-climate-change>