

This evaluation brief presents a summary of the key findings, conclusions, and recommendations, as identified by the evaluator for use by key stakeholders, including internally by IOM staff and externally by project partners. More details can be found in the full evaluation report.

Evaluation type:	External mid term evaluation
Evaluator(s):	Aura Liliana López Independent evaluator
Field visit dates:	August to September 2022 (remotely)
Final report date:	12 December 2022
Commissioned by:	IOM Regional Office of Buenos Aires

Managed by: Agustina Brizuela | PSU RO Buenos Aires

Evaluation purpose: To contribute to the improvement of the IOM design and implementation models for regional knowledge management mechanisms, oriented to the creation of innovative and evidence-based regional solutions on migration governance.

Evaluation criteria: Relevance, coherence, effectiveness, efficiency, sustainability and anticipated impacts.

Evaluation methodology: Desk review, self-administered surveys, semi-structured interviews to key informants and project team, validation of findings.

PROJECT SUMMARY

The project "Regional Migration Policy and Knowledge Management Hub in South America" search to promote the creation of innovative and evidence-based solutions on migration governance by IOM Staff, government officials and other key stakeholders through the establishment of a Knowledge Management Hub on Migration in South America.

It has been established in response to the limited regional cooperation and knowledge management on migration and migration governance.

The project's core dimensions of action, as per the project proposal, are three-pronged:

- 1) Funding and supporting the production of new migration policy research, systematizing, and sharing internal best practices in migration governance in the region.
- 2) Fostering internal knowledge management and exchange.
- 3) Launching a grant programme to incentivize the development and proposal of innovative ideas in migration governance by diverse stakeholders, including migrant beneficiaries and civil society representatives

The "Regional Knowledge Management Strategy and Action Plan 2022-2027 of IOM in South America" has been developed under the KM Hub and aims to make IOM South America the leader and main reference in the area of migration in the region through a culture of

Project information:

Geographical coverage:	Regional (10 country offices)
Project type:	PO Migration Policy Activities
Project code:	PO.0175
Gender marker:	1
Project period:	1st August 2021 to 31st January 2023
Donor:	MIRAC Fund
Budget:	USD 400,000

learning and exchange of expertise to improve the performance of interventions for the benefit of migrants.

The project stakeholders as originally identified can be understood as internal and external. **Internal stakeholders** refer to **IOM staff**, including those with a directly related KM function and staff across areas in project management and implementation, as the primary users of the project's capacity development activities. **External stakeholders** are those primarily established at the **national and local government** level (end-users), the **academia**, and **CSOs**.

KEY FINDINGS & CONCLUSIONS

Relevance

- The Regional KM Strategy and Action Plan 2022-2027 for IOM in South America is highly relevant and aligned to IOM's KM needs and strategic global and regional goals, as well as gender-sensitive, overall.

Coherence

- The strategy is consistently aligned to IOM's global KM and innovation efforts and other regional and strategic priorities.

Effectiveness

- The strategy's mechanisms and tools developed, supported the improvement of information management and knowledge exchange. However, there is more dissemination required for increased and widespread use.
- Training and peer-learning have improved awareness of the need for and importance of KM as a systematic practice for IOM at a regional and country level.
- Strengthening the role of KM focal points has been key to the implementation of the strategy. However, appointed persons have an overdiversification of tasks and hence limited time to fully support the transferability of knowledge.
- The internal and external systematization of good practices has contributed to the improvement of processes and methods for the identification, capture and use of information from interventions.
- The project has been effective at providing quality technical assistance and funding to selected social innovations in the region and mapping regional civil society initiatives. Yet, the evaluation couldn't establish a clear linkage between this outcome as connected to an overall internal strategic effort to establish a culture of innovation and KM for IOM's regional office.

Efficiency

- Overall the project has been implemented with quality and in a timely manner, meeting at this point most of the targets for indicators set. The project also increased efficiency by leveraging internal resources and platforms for the deployment of the KM Hub and mechanisms associated to the regional KM Strategy 2022-2027.

Anticipated impact

- The project has achieved significant milestones and there is evidence of anticipated impact of the Strategy to changing IOM's individual and organizational cultural practices for KM in some countries, also benefited by a dedicated technical team and championing at the leadership level.

Sustainability

- The internal coherence of the strategy, the existence of internal champions, the use of technology enabled mechanisms and the sustained community of practice can lever sustainability of KM practices. However, it remains unclear whether funding will be available for the continued implementation of the strategy.

CROSS-CUTTING ISSUES

- Overall, steady efforts have been made to incorporate a gender equity perspective and a gender-sensitive approach to project design and implementation. The project was also sensitive to a human rights-based approach, especially those of migrants belonging to the LGBTI com-

munity.

GOOD PRACTICES

- Developing written and audiovisual communication materials to support learning, sharing and synthesized presentations of content .
- Identifying and harvesting internal knowledge and expertise from staff regionally and creating learning spaces that are peer-led and grounded for praxis
- Using technology-enabled mechanisms and tools to cut-across silos in information, data, and knowledge management, and to promote interconnectedness, learning and sharing.

LESSONS LEARNED

- Working on the strengthening of a governance scheme for KM is a necessary condition for the improvement of KM practices and change at a systems level within IOM.
- To enhance the potential utility, usability and effectiveness of technology-enabled mechanisms and tools for knowledge management, it is important to assess connections or overlaps with other existing or developing platforms/tools.
- To avoid KM as segmented and short-cycle activities, the existence of a cohesive and time-bounded KM strategy that is underpinned by an assessment of needs and opportunities, is essential.

KEY RECOMMENDATIONS

For the ROBA and Country/Missions

1. Consider establishing the most actionable of the key activities for the Regional KM strategy 2022-2027, which can be endorsed, managed, and sustained by key staff and leadership at the country/mission level.
2. Further develop a KM governance scheme, defining from a human resources development perspective the roles and functions that are most needed to strengthen KM and innovation.
3. Give particular attention to the support and standardization of exchange and peer-learning moments, and the promotion and strengthening of the regional and country/mission's communities of practice.

FOR IOM ROBA and Central Office

4. Further validate and implement the KM indicators under development, to support performance, outcome, and impact measurement of the strategy.
5. Deploy the projected communication strategy, with special attention to the dissemination of existing trainings, tools, and mechanisms.
6. Continue to promote and standardize the way in which information and data capture, use and learning from projects is systematized, with a gender and human rights perspective.