



# Synthesis Evaluation

## Extracting Learning from 2022 IOM Ex-Post Evaluations

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## Acronyms and abbreviations

IOM Development Fund	The Fund
IOM	International Organization for Migration
OECD/DAC	Organisation for Economic Co-operation and Development's Development Assistance Committee
SDG	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities and Threats
ToR	Terms of Reference
TWG	Technical Working Group
UN	United Nations

## Executive Summary

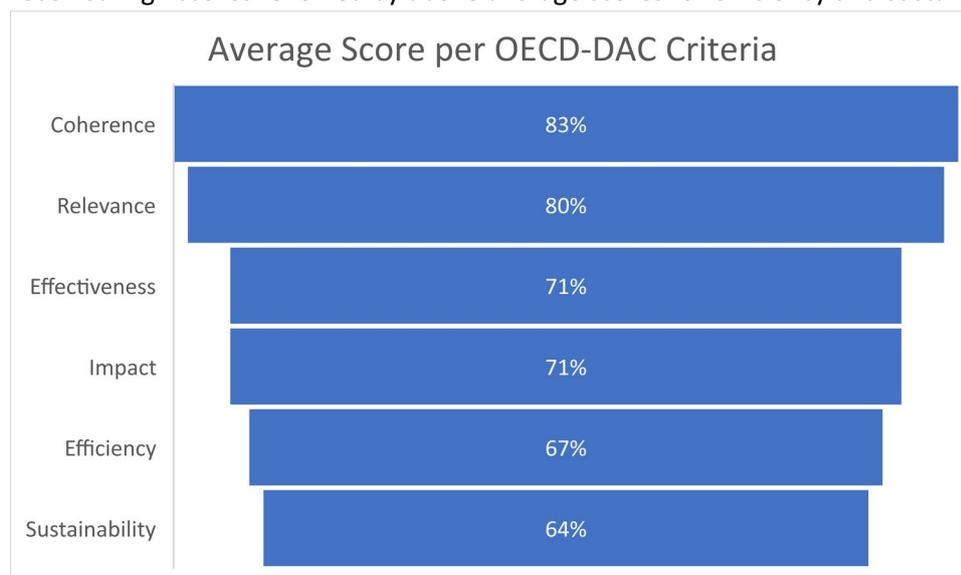
The IOM Development Fund (the Fund) has completed this synthesis report assessing all the internal and external ex-post evaluations for Fund projects for which reports were submitted during the 2022 calendar year.

This report provides a consolidation of the learning from the 12 submitted evaluations and drawing from recommendations made in those evaluations, puts forward a set of recommendations to be taken into consideration by IOM staff when developing, implementing and monitoring Fund projects, with a view to improving the effectiveness and efficiency of current and future projects, and by the Fund itself during the disbursement decision-making process.

### **Key findings**

Key findings have been made in accordance with the OECD-DAC evaluation criteria of relevance, coherence, effectiveness, efficiency, impact and sustainability. Cross-cutting issues and intervention logic were also considered.

As can be seen below, coherence was rated most highly across the ex-post evaluations which used the Fund's scoring matrix, followed by relevance. Effectiveness and impact (or potential impact) also received high scores followed by above average scores for efficiency and sustainability.



**Relevance:** Target projects were found to be relevant and responsive to the needs of beneficiary countries and stakeholders. Needs assessments and stakeholder consultation processes during the design stage of the projects have helped to ensure alignment with needs, policies and priorities at national level and this has contributed to the relevance of the projects throughout implementation. A small number of ex-post evaluations highlighted the flexibility of target projects to adapt according to needs. Four ex-post evaluations expressly noted project alignment with IOM's own priorities and objectives and four underlined alignment with the Sustainable Development Goals.

Validity of project design was also considered under relevance (although this was not systematically considered separately in all the ex-post evaluations). Assessments of the project results matrices showed that although the relevance of project logic was confirmed in a number of projects, a number of weaknesses were also identified including the need for more clearly worded outputs; increased clarity in relation to expected results; weak timelines; and indicators not being sufficiently SMART.

**Coherence:** Coherence received the highest score of all the OECD-DAC criteria considered. Target projects were found to be coherent with other IOM interventions and government initiatives at country level and were particularly found to provide an added value when linked to previous and/or ongoing interventions with similar objectives and/or addressing connected themes.

**Effectiveness:** Projects supported by the Fund were successful in achieving outputs and outcomes and in some cases, these were exceeded and the quality of the results was higher than anticipated. Project effectiveness was facilitated through the establishment of steering committees and Technical Working Groups (TWG). Ensuring that participatory multi-stakeholder approaches were adopted both during the design and implementation stages of projects were underlined as key to ensuring effectiveness and the achievement of project objectives.

The cross-cutting themes of gender and human rights were a feature of a number of ex-post evaluations (gender was considered in 11 of the 12 evaluations and human rights considered in six). The majority of projects incorporated gender and human rights considerations as principles in project design and implementation although gender was more strongly incorporated. Gender was positively mainstreamed in a number of ways including ensuring gender-balanced participation in project design and implementation in: the mapping exercises; TWG composition; and training.

**Efficiency:** Although all target projects were considered to be efficient in terms of delivery of results with limited financial and human resources, efficiency achieved a relatively lower score in comparison to other OECD-DAC criteria. In spite of this, resources were found to have been used well and results achieved within budget. Efficiency was achieved through good project management, the use of skilled and knowledgeable local consultants, rigorous financial monitoring, and positive engagement and coordination with stakeholders. Efficiency was hindered by delayed timing (primarily due to the COVID-19 pandemic), the absence of robust monitoring and evaluation systems, and staff turnover.

**Impact:** Although 11 of the 12 ex-post evaluations considered impact, the majority focused on early or short-to-medium term impact as it was too early to assess longer term impact. The effectiveness of TWGs has been a key contributor to impact (or potential impact). A number of positive examples of the impact of the projects were identified including the adoption of relevant legislation; strengthened collaboration between project stakeholders; use of project findings to inform subsequent IOM projects and government reforms; and improved practices.

**Sustainability:** Sustainability also received a lower rating than other criteria from the ex-post evaluations. Where strong coordination mechanisms were created, the prospects for sustainability were high. The inclusion of an exit strategy during the project design stage; translation of materials into local language; and the creation of institutional frameworks to support project results were also factors which contributed to sustainability. However, a number of issues which hindered sustainability were also highlighted including short project duration; sustainability not being considered in the project design; lack of financial resources post-project; and limited capacity of national project partners to maintain the benefits of the projects in the long term.

### **Key recommendations**

The 12 ex-post evaluations put forward a total of 87 recommendations, some of which were general in nature and others were addressed to the different OECD-DAC criteria. A consolidation of the different recommendations highlights the following:

**Relevance:** There is a need to strengthen the validity and logic of the projects in results matrices. This includes the need to develop theories of change and alignment of project objectives with IOM strategic objectives. Needs and feasibility studies should be conducted systematically and information workshops should be planned at the beginning of each project in order to share project information with stakeholders. At the design stage, an exit strategy should be developed and a follow-up mechanism included to help ensure sustainability after the project has ended.

**Coherence:** In order to ensure that projects are aligned with the SDGs and the Global Compact for Migration, stakeholders responsible for these areas of work need to be included in the project design phase. For projects with a thematic focus, partnerships should be created with other actors working with the same theme in order to facilitate the sharing of resources, knowledge and good practice.

**Effectiveness:** Where training is an aspect of a project, consideration should be given to tailoring early training sessions to those with less prior knowledge, and then bringing in those with more knowledge at a later stage. IOM should explore the possibility of sustaining project outcomes by continuing capacity development in accordance with government priorities. Monitoring tools should be tested and rolled out prior to the implementation of project objectives.

**Efficiency:** Specific project functions such as monitoring, evaluation and communication should be included in project budgets. Staff turnover should be factored into project design in order to ensure effective project handover and closure. Follow-up and sustainability measures should be included in the project design and include a plan on how to track and finance those measures.

**Impact:** Impact should be evidence-based, and this must be reflected in the results matrices.

**Sustainability:** Staff turnover must be considered at the start of the project and consideration given to appointing technical teams with job stability to facilitate the ongoing and effective transfer of knowledge.

In addition to the recommendations per OECD-DAC criteria, a number of recommendations were put forward for the different types of project supported by the Fund as listed in the table below:

Project focus	Recommendation
Employment-focused projects	Support should be provided for the creation of a technical platform for the online enrolment of job-seekers.
Diaspora-focused projects	<ul style="list-style-type: none"> <li>❖ In order to maintain engagement with diaspora, IOM should maintain feedback loops and other platforms.</li> <li>❖ IOM Regional Offices should consider organising regional best practice sessions featuring country level projects to highlight the ability to reach members of the diaspora in distinct country contexts and link this with the Policy Exchange and Learning on Migration (POEM) platform.</li> </ul>
Healthcare for migrants	<ul style="list-style-type: none"> <li>❖ Strengthen linkages and coordination with NGOs working on HIV and STIs and other national and international groups working on the same needs.</li> </ul>

	<ul style="list-style-type: none"> <li>❖ Post-project support should be provided in terms of developing an action plan for improving access to care and prevention among at-risk cross-border migrants.</li> <li>❖ Continue capacity development work with public, private and associative health and medical professionals and service providers.</li> <li>❖ Develop tools to assess community participation.</li> <li>❖ Train peer educators and provide an allowance for their voluntary work to help raise community awareness and affected population's self-confidence.</li> </ul>
Migration profile projects	<ul style="list-style-type: none"> <li>❖ Sufficient resources should be in place to facilitate inclusion and consideration of gender, disability and social inclusion, via facilitating consultation, integrating sensitisation into training and funding more accessible resources.</li> <li>❖ Accessibility of all products should be reviewed, either by a specialist or with reference to accessibility guidelines, prior to printing and publication. Print versions should be provided in large fonts for visually impaired individuals. Electronic copies must be uploaded in MS Word format to facilitate screen reading software for visually impaired persons. Documents should be available online and inked in relevant locations such as IOM websites and on pages of interrelated reports (e.g. the Migration Data Toolkit should be linked on the Migration Profile Report page).</li> <li>❖ Key decision-making processes such as the TWG must facilitate active participation by people who represent traditionally marginalised groups, including people living with disabilities and child protection experts.</li> <li>❖ Staff should be provided with thorough onboarding, including direction to relevant Migration Profile resources and contacts.</li> </ul>
Migrant-focused projects	<ul style="list-style-type: none"> <li>❖ Protection teams should always be involved in projects targeting migrants. This includes ensuring teams are prepared with an up-to-date referral mapping and are briefed and engaged in project implementation to identify appropriate means to engage.</li> <li>❖ Ensure that migration messaging is appropriate and does not stigmatise migrants.</li> </ul>
Human mobility focused projects	In order to ensure sustainability of the knowledge generated through the project, coordination with those responsible for sectoral agendas is recommended, so that actions are implemented and mainstreamed into the country's public policy. This will also allow for scaling to an increased number of organisations.
Border management focused projects	The approach of creating national working teams and involving beneficiaries in the development of national tools on sharing of pre-arrival information among agencies and other countries as developed in this project should be used as a best practice for future projects in this area.

Finally, this synthesis report found that the 12 ex-post evaluations were of differing quality. The Fund's scoring matrix for each of the OECD-DAC criteria was not consistently applied across all the evaluations which made consistent comparison, for the purpose of this synthesis report, and therefore the development of systematic learning for the Fund, challenging at times. In future, in order to support learning and decision-making it is recommended that:

- ❖ All ex-post evaluation ToR should include the requirement to use the Fund's scoring matrix for each of the OECD-DAC criteria evaluated.
- ❖ An evaluation of the validity of project design should be included in all ex-post evaluations.
- ❖ In future, ex-post evaluations should provide recommendations in line with the OECD-DAC criteria which have been used in the evaluation.

## Introduction

Ex-post evaluations of all IOM Development Fund (“The Fund”) projects within 6 to 12 months of project completion have been mandatory since 2017. They enable the Fund to provide information on what worked, what didn’t, and why, and more systematically to identify good practices and lessons learned with a view to building on project achievements for potential future interventions. They play a crucial role in holding the Fund, IOM offices and project partners accountable for project results.

## Synthesis evaluation purpose and objective

The overall objective of the synthesis evaluation is to review all the ex-post evaluations (internal and external) of IOM Development Fund projects for which reports were submitted to the Fund during the 2022 calendar year.

Using the following six OECD-DAC evaluation criteria, the purpose of conducting this synthesis is to assess the:

- **relevance** of the projects to their stakeholders and beneficiaries
- **coherence** vis-à-vis other interventions
- **effectiveness** and **efficiency** of project management and implementation
- expected **impact**
- **sustainability**/prospects of sustainability

In addition, an assessment is made of how well the cross-cutting themes of human rights and gender were mainstreamed in the projects.

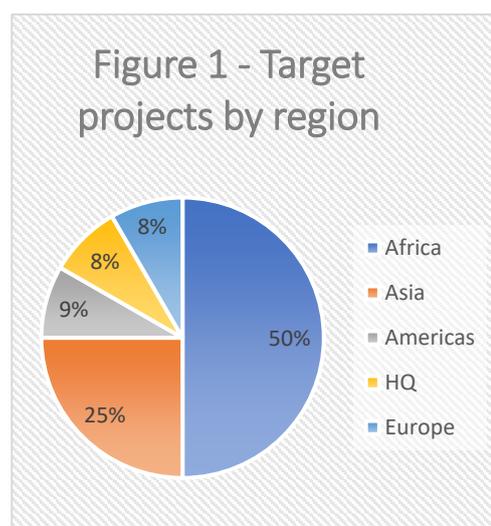
The evaluation provides recommendations to be taken into consideration by IOM staff when developing, implementing and monitoring Fund projects, with a view to improving the effectiveness and efficiency of current and future projects, and by the Fund itself during the disbursement decision-making process.

## Methodology

The project sample for the synthesis evaluation comprises all Fund projects for which ex-post evaluation reports were submitted during the 2022 calendar year.<sup>1</sup>

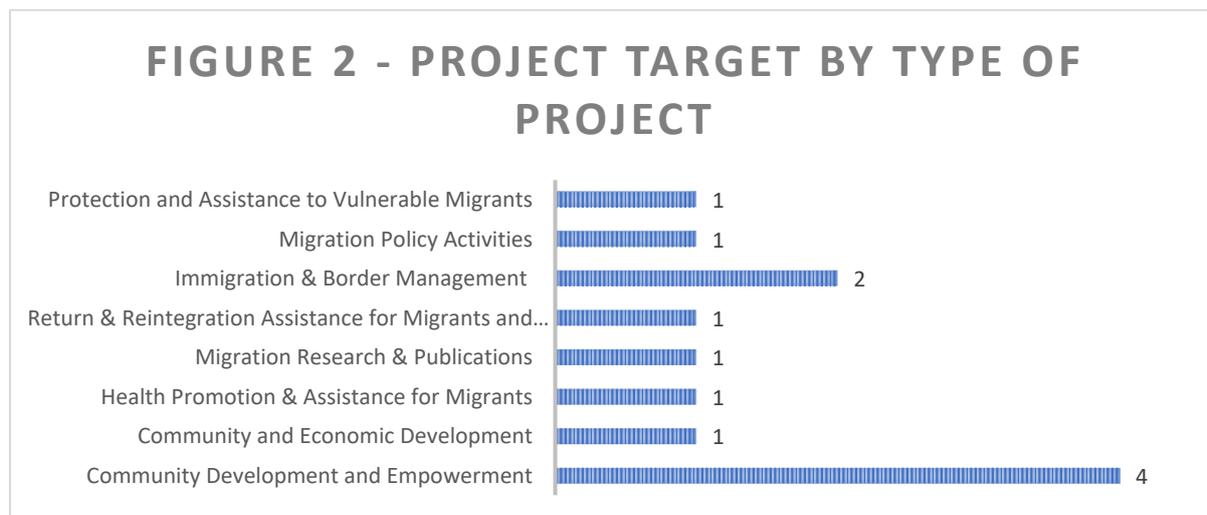
The 12 target projects reviewed, which had a combined budget of USD \$1,740,000, covered four different regions as well as one headquarters project (which focused on Djibouti) as can be seen in Figure 1. All of the target projects were focused at national level.

As can be seen in Figure 2 below, the themes covered by the 12 target projects were diverse in nature, with Community Development and Empowerment being the subject of four projects; Immigration and Border Management being the focus of two projects; and the remaining areas – Return and Reintegration Assistance for Migrants and Governments; Migration



<sup>1</sup> Please see Annex 1 for a list of the ex-post evaluations reviewed.

Research and Publications; Health Promotion and Assistance for Migrants; and Community and Economic Development each being the focus of one evaluation.



The synthesis evaluation was carried out by an independent consultant in conformity with international evaluation standards, in particular the OECD-DAC criteria, principles and guidelines. The conclusions reached are those of the evaluator, based on the findings and evidence collected from the ex-post evaluations.

#### Data sources and collection method

Data were collected by reviewing the 12 ex-post evaluation reports and evaluation briefs received throughout the 2022 calendar year.

A master database was developed to collect data and organise the findings according to the OECD-DAC criteria of relevance, coherence, effectiveness, efficiency, impact and sustainability. Consideration was also given to how well the cross-cutting themes of gender mainstreaming and human rights were incorporated.

#### Data analysis

The synthesis evaluation was carried out through a systematic review of the findings, conclusions and recommendations of all 12 evaluations.

Inputs from the master database were consolidated in order to produce a qualitative analysis in line with the OECD-DAC criteria.

Where possible, the findings were analysed against the evaluation criteria using the scale set out in Table 1 below, drawn from the Fund’s evaluation guidelines.<sup>2</sup> The synthesis evaluation calculated the average rating provided for each of the OECD-DAC criteria and analysed the summary texts of each criterion to draw out common trends and themes.<sup>3</sup>

*Table 1 Evaluation criteria rating and explanation*

<sup>2</sup> IOM Development Fund Evaluation Guidelines for IOM Development Fund Projects – Scoring Matrix.

<sup>3</sup> It should be noted that of the 12 ex-post evaluations assessed, only seven had used the rating scale as set out in the Scoring Matrix. Four of the ex-post evaluations used the OECD-DAC criteria – three did not use the rating scale as set out in the Scoring Matrix, and one developed its own rating scale. The 12<sup>th</sup> evaluation (MA.0294) used a SWOT analysis but made no reference to the OECD-DAC criteria. This has limited the possibility of providing a comprehensive rating for each of the criteria.

	Rating	Explanation
5	Excellent (always)	There is evidence of strong collaboration and/or contributions exceeding the level expected by the intervention.
4	Very good (almost always)	There is evidence of good contributions but with some areas for improvement remaining.
3	Good (mostly, with some exceptions)	There is evidence of satisfactory contributions, but requirement for continued improvement.
2	Adequate (sometimes, with many exceptions)	There is evidence of some contributions, but significant improvement required.
1	Poor (never or occasionally, with clear weaknesses)	There are few or no observable contributions.

## Limitations

The following limitations made it challenging to ensure consistent analysis across all the ex-post evaluations covered, however the systematic application of the methodological approaches described mitigated these limitations to the extent possible.

- The standard IOM rating scale was not applied to assess the OECD-DAC criteria in all ex-post evaluations.<sup>4</sup>
- The evaluations varied in scope (some covered the six OECD-DAC criteria, but others did not cover them all which hindered the ability to consistently compare findings).
- The ex-post evaluations varied in quality. For example, some ex-post evaluations provided key findings per evaluation criteria whereas others did not.
- During the inception phase, “Validity of Project Design” was added to the synthesis evaluation scoring matrix. This was not included in the ToR and not included in the ex-post evaluations as a separate evaluation criterion (although some ex-post evaluations made minimal comments on this). This has necessitated the extrapolation of a qualitative assessment solely for the purposes of the synthesis evaluation.

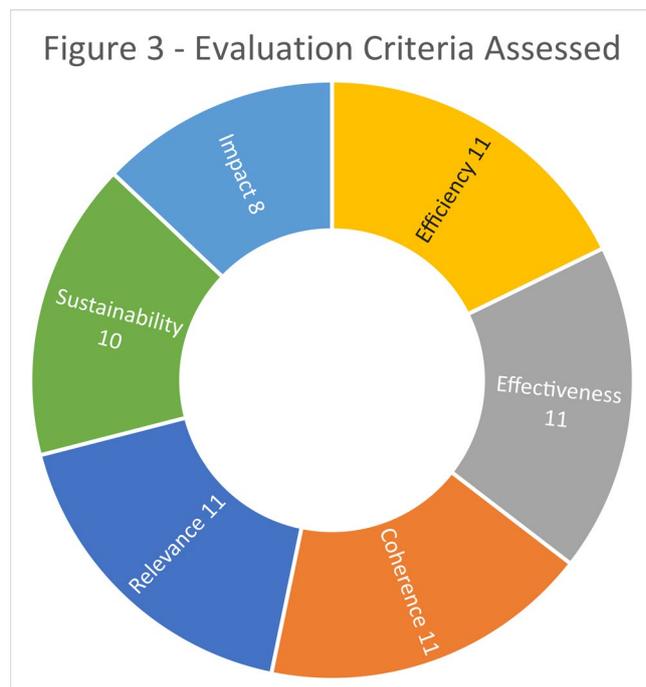
## Key findings

As seen in Figure 3 below, with the exception of one ex-post evaluation which did not apply the OECD-DAC criteria but instead applied a strengths, weaknesses, opportunities and threats (SWOT) analysis<sup>5</sup>, all ex-post evaluations evaluated the target projects against the criteria of relevance, coherence, effectiveness, and efficiency. A total of ten ex-post evaluations evaluated sustainability and eight evaluated impact (or potential impact). This synthesis evaluation has consolidated the key findings

<sup>4</sup> Evaluations which did not use the scale were: CD.0002 (Mauritius); PR.0230 (Fiji); RR.005 (Djibouti); PX.0077 (Macedonia); and MA.0294 (Algeria).

<sup>5</sup> Project MA.0294 – Algeria – Addressing HIV and IST Vulnerabilities among Transnational Migrants in Algeria

across all 12 target projects and presented them against each of the OECD-DAC criteria already described.



All projects were considered to be relevant, in terms of alignment with national priorities, strategies, policies, and global commitments and in relation to stakeholder participation in project design. The only exception was RR.005, the Headquarters-designed project. Validity of project design was mixed. Both internal and external coherence of the interventions was strong although this criterion was not considered in all ex-post evaluations as this was a recently added criteria request. Project effectiveness i.e. meeting objectives and mainstreaming cross-cutting issues, was satisfactory but with space for continued improvement. The efficiency of the target projects has ranged from excellent to less than satisfactory, again highlighting that there is a need for

improvement in relation to certain aspects of efficiency. For the majority of the interventions it was too early to provide concrete examples of impact. However, the ex-post evaluations were able to highlight a number of factors which would contribute to the potential for impact in the longer-term. Prospects for the sustainability of the projects was mixed. A number of projects were considered to have good prospects for sustainability, particularly where there were high levels of government commitment and stakeholder ownership.

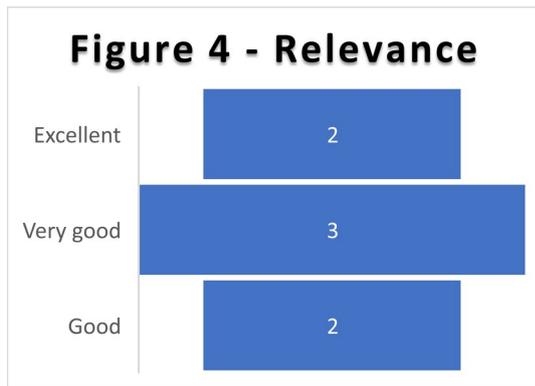
## Relevance

### Is the intervention doing the right things?<sup>6</sup>

Relevance is the extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.

**Note:** “Respond to” means that the objectives and design of the intervention are sensitive to the economic, environmental, equity, social, political economy, and capacity conditions in which it takes place. “Partner/institution” includes government (national, regional, local), civil society organisations, private entities and international bodies involved in funding, implementing and/or overseeing the intervention. Relevance assessment involves looking at differences and trade-offs between different priorities or needs. It requires analysing any changes in the context to assess the extent to which the intervention can be (or has been) adapted to remain relevant.

<sup>6</sup> Unless otherwise stated, the text in boxes in this section are taken from the OECD DAC Network on Development Evaluation which has defined six evaluation criteria – relevance, coherence, effectiveness, efficiency, impact and sustainability. The criteria provide a normative framework for determining the merit or worth of an intervention (policy, strategy, programme, project or activity) and serve as the basis upon which evaluative judgements are made. [Evaluation Criteria - OECD](#)



With the exception of project MA.0294 (Algeria) which used a SWOT analysis, all ex-post evaluations considered the relevance of the target projects. As depicted in Figure 4, seven ex-post evaluations used the Fund's scoring matrix, giving an overall score for relevance of 80% (two evaluations assessed the relevance at level 5 - excellent; three at level 4 – very good; and two at level 3 – good). Using these scores, combined with analysis of the qualitative data from all ex-post evaluations and the different rating

approaches used in two of the ex-post evaluations, the target projects were found to be relevant and responsive to the needs of beneficiary countries and stakeholders.

With the exception of project RR.0005 (Djibouti), all the projects were found to be well informed by the needs of governments and partners. Needs assessments and stakeholder consultation processes during the design stage have helped to ensure alignment with needs, policies and priorities at national level and this has contributed to the relevance of the projects throughout implementation. Those projects which received the higher scores in relation to relevance (excellent or very good) emphasised the key issue of consultation and collaboration with government ministries and national institutions which has helped ensure alignment with national priorities, strategies and policies. The creation of Technical Working Groups (TWG) has been beneficial in ensuring this alignment.

It is worth noting that project RR.0005 (Djibouti) was considered to be moderately relevant with key limitations being identified at the project design stage. These included the lack of a formal needs assessment to determine the relevance of the project; and design taking place primarily at IOM Headquarters level with limited inputs from country staff. However, efforts were made during the implementation stage to rectify the gaps in the project design.

A small number of ex-post evaluations highlighted the flexibility of target projects to adapt according to needs, including in relation to the migrant and refugee crisis in Venezuela (TC.1034 - Ecuador); and openness to adjust the focus of activities in line with requests from national specialists and participating ministries (TC.1080 - Turkmenistan). The ability to adapt in line with identified needs has helped to ensure the continued relevance of the projects.

Four of the evaluations expressly noted alignment with IOM's own priorities and objectives (CD.0006 - Djibouti; CD.0035 - Niger; PR.0230 - Fiji; and TC.1080 - Turkmenistan). A number of ex-post evaluations also highlighted positive alignment with the Sustainable Development Goals (SDGs), specifically CD.0006 - Djibouti; PR.0230 - Fiji; PR.0105; and PX.0077 - Macedonia.

### Validity of project design

Six of the 12 ex-post evaluations specifically commented on relevance of project design through assessing the projects' results matrices when considering relevance (CD.0006; - Djibouti CD.0015 - Guinea; PR.0230 - Fiji; RR.0005 - Djibouti; TC.1080 - Turkmenistan; and PO.0105 - China). Although analysis of the results matrices highlighted the ongoing relevance of project logics, a number of weaknesses in relation to the detail of the results matrices were emphasised including:

- The need for more tangible wording of outputs.
- Lack of clarity in relation to expected results.

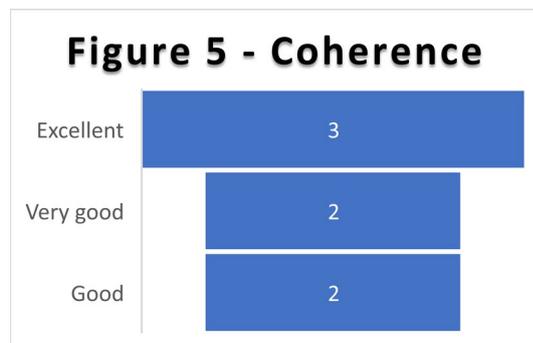
- Insufficient detail on target beneficiaries i.e. reference only to “people affected by migration”.
- Unrealistic timelines.
- Indicators being insufficiently SMART, making it difficult to measure progress.

## Coherence

### How well does the intervention fit?

The compatibility of the intervention with other interventions in a country, sector or institution.

**Note:** The extent to which other interventions (particularly policies) support or undermine the intervention, and vice versa. Includes internal coherence and external coherence: Internal coherence addresses the synergies and interlinkages between the intervention and other interventions carried out by the same institution/government, as well as the consistency of the intervention with the relevant international norms and standards to which that institution/government adheres. External coherence considers the consistency of the intervention with other actors’ interventions in the same context. This includes complementarity, harmonisation and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort.



An evaluation of coherence was undertaken in 11 of the 12 ex-post evaluations and seven of these applied the evaluation criteria rating scale. This led to an overall rating of 83% (three evaluations rated coherence as excellent; two as very good; and two as good). Combining this rating with a qualitative assessment from the 11 ex-post evaluations that considered the extent to which the projects were compatible with other interventions, coherence was found to be strong both internally (i.e. having synergies with other IOM

interventions) and externally (i.e. having synergies with the interventions of other actors).

Target projects were found to be coherent with other IOM interventions and government initiatives at country level and were particularly found to provide an increased added value when linked to previous and/or ongoing interventions with similar objectives - particularly when addressing identified gaps from those interventions (as seen with PR.0230 - Fiji and RR.0005 - Djibouti) - and/or addressing connected themes. Ensuring coherence has been beneficial in terms of developing and maintaining strong relationships with relevant actors as highlighted in a number of projects as follows:

- CD.0006 - Djibouti Although this was the first initiative with the Djiboutian diaspora, other actors including the Ministry of Foreign Affairs and the Global Djibouti Diaspora had existing relationships with the diaspora which were beneficial for the intervention.
- CD.0015 - Guinea The project contributed to the third objective of the SDGs and was in line with the public health policies and strategic plans of the Government of Guinea. The project ensured the continuation of IOM’s work to support the contributions of the Guinean diaspora to sustainable development in the country.
- CE.0318 - Morocco The project fitted well within the broader debate on equal access opportunities and social cohesion in Morocco within the financing ecosystem.
- PR.0230 - Fiji There were a number of areas of coherence between the Government priorities and the Migration Profile Project, with the

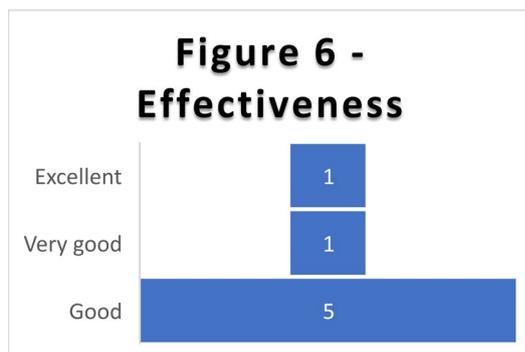
- RR.0005 - Djibouti      project serving as a strong base for ongoing work between the Government of Fiji and IOM. The Creative Spaces project was strongly coherent with the policy priorities of the Government of Djibouti and facilitated the development of a range of relationships with relevant actors. The coherence with government priorities was seen with the ability of the project to respond to COVID-19 through developing personal protective equipment support to hospitals and government systems.
- TC.1080 - Turkmenistan      IOM cooperated closely with other stakeholders and during the project implementation, several joint activities were implemented with other United Nations (UN) agencies.
- PO.0105 - China      The project added value through increased collaboration with the Government, using existing networks and platforms from previous and ongoing projects to invite Government officials to seminars and workshops.
- PX.0077 – Macedonia      The project activities aligned on the previous IOM/UNICEF project on Trafficking of Human Beings, promoting synergy and maximising the impact of the projects.

## Effectiveness

### Is the intervention achieving its objectives?

The extent to which the intervention achieved, or is expected to achieve, its objectives and its results, including any differential results across groups.

**Note:** Analysis of effectiveness involves taking account of the relative importance of the objectives or results. The term effectiveness is also used as an aggregate measure of the extent to which an intervention has achieved or is expected to achieve relevant and sustainable impacts, efficiently and coherently.



Effectiveness has been considered from two angles. Firstly, the extent to which target projects achieved their objectives and secondly, the extent to which the cross-cutting issues of gender and human rights were mainstreamed. With an overall score of 71% from the ex-post evaluations that applied the rating scale, combined with a qualitative analysis from those which did not, there is evidence of effectiveness across the target projects.

### Achievement of objectives

Projects supported by the Fund were successful in achieving (and in some cases exceeding) outputs and outcomes. Only a limited number of outputs and outcomes were not achieved and in some cases, the quality of the results was higher than anticipated. Where results were better than expected, this was noted to be due to the dedication of IOM project teams and experienced project consultants (CD.0002 – Mauritius - for example). Effectiveness was also facilitated through the rapid establishment of project steering committees and TWGs. Adopting a participatory multi-stakeholder approach in the design and implementation stages were key to ensuring effectiveness and achievement of project objectives.

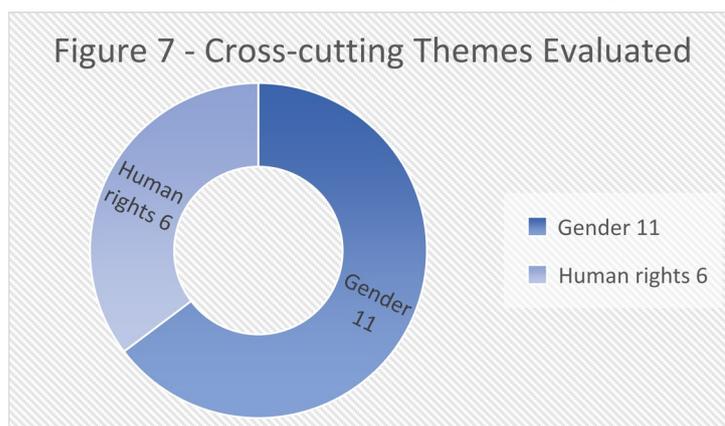
Weaknesses in relation to effectiveness were identified in relation to issues which included:

- Insufficient participation in mapping exercises.
- The absence of legislative frameworks.
- Changes in migration policy.

### **Addressing cross-cutting issues**

As seen in Figure 7, 11 out of the 12 ex-post evaluations considered the extent to which gender was mainstreamed in the target projects and eight considered the extent to which human rights were mainstreamed.<sup>7</sup>

Most projects incorporated gender and human rights considerations as main principles both in project design and during implementation. The majority of ex-post evaluations provided positive assessments with regard to gender mainstreaming, including gender-balanced



participation in the design and implementation phases of projects e.g. in the mapping exercises; in the composition of TWGs; and in terms of balanced contribution to discussions. Projects were seen to promote the equal participation of women and men in activities such as training. An effort has also been made to incorporate gender-based approaches, and to a lesser extent rights-based approaches, in data collection tools and processes, through data disaggregation (although relevant indicators were not included in all results matrices).

The ex-post evaluation of project PR.0230 (Fiji) provides a positive example of assessing gender mainstreaming, assessing this as very good. In this case a qualitative analysis of gender mainstreaming was undertaken by applying the guiding questions for incorporating cross-cutting themes into project development, management and evaluation from the IOM Project Handbook. Findings were triangulated through cross-analysis of data from differing sources and the evaluation approach followed ethical guidelines of the United Nations Evaluation Group (UNEG) norms and standards, the IOM Evaluation Guidelines, and IOM Data Protection Principles. The ex-post evaluation found, *inter alia*, that the Migration Profile Report included a range of analysis of gender disaggregated data, including the driving forces behind gender differentials, and the gendered impacts of migration. For example, the impact of short-term migration on gender roles and dynamics is covered in the report. The report also notes the challenges faced by 'vulnerable' migrants and their inclusion emphasised.

## Efficiency

### **How well are resources being used?**

The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

<sup>7</sup> Only two ex-post evaluations used the scoring matrix scale, so a score has not been applied in this synthesis evaluation.

**Note:** “Economic” is the conversion of inputs (funds, expertise, natural resources, time, etc.) into outputs, outcomes and impacts, in the most cost-effective way possible, as compared to feasible alternatives in the context. “Timely” delivery is within the intended timeframe, or a timeframe reasonably adjusted to the demands of the evolving context. This may include assessing operational efficiency (how well the intervention was managed).

All ex-post evaluations considered efficiency. The 12 ex-post evaluations were not entirely consistent in terms of the approach adopted when analysing efficiency with some going into more detail in relation to cost-effectiveness, value for money, and resource monitoring. However, in general the ex-post evaluations were consistent in assessing:

- *Efficiency of project management approaches.*
- *Timeliness of implementation.*



Eight of the 12 ex-post evaluations used the scoring matrix, giving an overall efficiency rating of 67% with scores ranging from poor to excellent. The qualitative analysis of all evaluations confirms that efficiency has been primarily good or very good.

Key factors which have led to such a variation in levels of efficiency and cost-effectiveness are highlighted in Table 2 below.

*Table 2 Factors contributing to efficiency*

Contributing factors	Hindering factors
Good project management and skilled IOM project management team	Delayed timing (for a number of target projects, delays in implementation were linked to the COVID-19 pandemic).
Approval of no-cost extensions to ensure project completion	Monitoring and evaluation systems not fully in place
The use of skilled and knowledgeable local consultants	Initial reluctance of some stakeholders to engage
Rigorous financial monitoring e.g. bi-weekly monitoring of project expenditures	Delays in partners signing-agreements
Positive engagement and strong coordination with government and other stakeholders	IOM staff turnover (HQ)
	Absence of internal monitoring mechanisms to track achievements, progress and challenges
	Government stakeholders shifting focus to deal with the COVID-19 pandemic
	Delays in receiving necessary data from government e.g. for Migration Profile Reports

Overall, the target projects were considered to be efficient interventions, delivering expected results with limited financial and human resources. Resources were used effectively, and results were primarily achieved within budget. Delays in project implementation were primarily due to the COVID-19 pandemic. Funds were consistently used in line with project objectives and flexibility was shown in terms of approving no-cost extensions where required.

## Impact

### What difference does the intervention make?

The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

**Note:** *Impact addresses the ultimate significance and potentially transformative effects of the intervention. It seeks to identify the social, environmental and economic effects of the intervention that are longer term or broader in scope than those already captured under the effectiveness criterion. Beyond the immediate results, this criterion seeks to capture the indirect, secondary and potential consequences of the intervention. It does so by examining the holistic and enduring changes in systems or norms, and potential effects on people's wellbeing, human rights, gender equality, and the environment.*



Eleven of the 12 ex-post evaluations considered impact or likelihood of impact (CD.0015 - Guinea was the one exception). Of these, seven provided an impact rating, with two finding that the impact of the projects was excellent, and five finding it as good giving an overall rating of 71%. A number of projects were deemed to have early or short-to-medium term impact at the time of the ex-post evaluations (for example, CD.0002 - Mauritius, CD.0006 - Djibouti) while for others it was too early to assess longer-term impact (e.g. PR.0230 - Fiji and

the potential impact of the project on migration governance). The effectiveness of TWGs as a contributor to sustainability and early indications of impact was noted as important. Examples of impact and/or potential impact included:

- Strengthened collaboration of stakeholders which enhanced their knowledge.
- Reinforced relationships between government and other stakeholders.
- Contribution to the improvement of youth employment.
- Adoption of legislation.
- Use of findings to inform subsequent IOM projects and government reforms.
- Improved management of civil servants.
- Creation of understanding of the need for maintaining coherent cooperation between stakeholders.
- Sensitisation of government on international migration governance frameworks.
- Improved practices and quality of services provided for countering human trafficking and protecting victims of human trafficking (through capacity building workshops).

## Sustainability

### Will the benefits last?

The extent to which the net benefits of the intervention continue or are likely to continue.

**Note:** *Includes an examination of the financial, economic, social, environmental and institutional capacities of the systems needed to sustain net benefits over time. Involves analyses of resilience, risks and potential trade-offs. Depending on the timing of the evaluation, this may involve analysing the actual flow of net benefits or estimating the likelihood of net benefits continuing over the medium and long term.*



Based on the seven ex-post evaluations that rated the level of sustainability for the target projects, the rating for sustainability was 63%. Further analysis of the qualitative data for the seven evaluations that used the scoring matrix and the three which undertook a narrative analysis, ex-post evaluations highlighted that where strong coordination mechanisms had been created by the project (such as TWGs and inter-ministerial technical committees), prospects for sustainability were

high. Other factors which contributed to sustainability were the existence of an exit strategy linked to project outputs and outcomes; the creation of institutional frameworks to support the sustainability of project results; and translation of relevant materials into local language. With the exception of RR.0005, the projects have ensured that government institutions were central to project design and implementation. This has been critical in contributing to the potential for sustainability.

Issues which have hindered potential sustainability were highlighted as follows:

- Project duration being too short thus requiring follow-up interventions to maintain momentum and government interest.
- Sustainability not being factored into project design.
- Lack of financial resources after the end of IOM funding.
- Limited capacity of national project partners to maintain the benefits of the project in the long run.

## Lessons and best practices

The ex-post evaluations identified a number of lessons and examples of good practice which should be taken into account in order to support future Fund decision-making and project funding. The key ones are highlighted below:

### Expectation management:

- Expectation management, especially when working with government bodies and structural changes, is key.
- Initiative-type projects should guarantee the implementation of follow-up mechanisms since their positive results can create expectations among the beneficiaries.

### Stakeholder engagement and coordination

- Early engagement and relationship building are critical to ensuring project progress and ability to adapt to challenges faced.
- Engagement of relevant government ministries during project design and implementation is crucial to ensure the effectiveness and efficiency of projects.
- Coordinate with other international partners to ensure synergy and complementarity and avoid duplication.
- Include the potential for changes in government positions in the assumptions during the project design stage.

### IOM preparedness

- When introducing an initiative to other stakeholders, outlining IOM's portfolio and expertise is beneficial.
- Anticipate the need for staff capacity building before the implementation stage.
- Ensuring that project staff are on-boarded will improve longer-term efficiency.

### Defining exit strategies

- Including a coherent exit strategy in the design stage is beneficial to ensuring sustainability of results.

### Ongoing financial resources

- Financial resources should be secured for potential phase 2 projects.

### Diaspora-focused projects

- Particular attention should be given to the diaspora outreach approach when it comes to diaspora engagement projects since the latter can be easily politicized.
- Diaspora associations' financial, human, and material capacities should be assessed before giving them a leading role in post-project diaspora engagement processes.
- Mapping diaspora professionals working abroad should not be conceived as a one-off exercise, but as a regular process using different tools and approaches to broaden diaspora participation.

### Projects with a training element

- Long trainings have the potential to lead to declining or sporadic participation.
- Peer learning is more effective than formal training in some contexts.
- Sharing the content of trainings with the key stakeholders in advance is beneficial for ensuring understanding and fruitful inputs in training events.

### Ex-post evaluations

- The timing of ex-post evaluations should be taken into account in order to ensure that project beneficiaries and stakeholders can be reached.

## Recommendations

The ex-post evaluations provided a range of recommendations (87 in total), some of which were project and country specific and others of which were of more relevance to interventions supported by the Fund across a range of contexts and intervention types.

The ex-post evaluations adopted different approaches to presenting recommendations with some providing recommendations by OECD-DAC criteria; others addressing recommendations to specific actors; and the remainder simply providing a set of more general recommendations.

The recommendations presented here have all been presented by OECD-DAC criteria where it has been possible to extrapolate these. Additional recommendations focusing on specific project types have also been included. Only those recommendations which are relevant to broader future decision-making and Fund processes are included and not those which were very specific to a particular project or country.

In addition to the recommendations emanating from the ex-post evaluations, three recommendations are provided for consideration for future ex-post evaluations.

### *Relevance*

- ❖ The results of future projects funded by the Fund need to be well formulated by focusing on the institutional, individual or collective changes expected among beneficiaries, and aligning the ultimate objectives of the project with IOM strategic frameworks and/or Sustainable Development Goals.
- ❖ Projects should include a clear and explicit theory of change to better communicate the project's pathways of change as well as help identify gaps in the results matrix. Theories of change should focus on results.
- ❖ Appropriate needs and feasibility studies should be conducted at the project inception phase.
- ❖ Pilot projects should, at a minimum, include an inception period with minimum assessment requirements that adequately address the relevance and coherence of the project.
- ❖ In order to facilitate the measurement of objectives, pilot projects should avoid focusing on multiple issues.
- ❖ Projects should place an emphasis on institutional change and the individual and collective hopes of beneficiaries.
- ❖ For employment creation projects, IOM should provide initial surveys at the start of the project in order to facilitate comparisons at project end.
- ❖ Information workshops should be planned at the start of a project in order to share information on the project with stakeholders.
- ❖ Alignment with the work of international partners and stakeholders should be taken into consideration in the project design phase and reflected during project implementation, particularly the promotion and sensitisation of global norms, standards and best practices related to migration.
- ❖ Projects should include an exit plan from the design stage and a follow-up mechanism to ensure sustainability beyond the project period.

### *Coherence*

#### *Project design and planning*

- ❖ When developing future projects with a thematic focus, for example engagement with the diaspora, partnerships and synergies should be explored with other development actors

working in the same country in order to facilitate the sharing of resources, knowledge and good practice.

- ❖ Projects should build on best practices within the relevant ecosystem – projects should be proactively linked to broader country level objectives at design.
- ❖ In order to ensure that future projects continue to be aligned with the Sustainable Development Goals and the Global Compact for Migration, managers or officials responsible for these areas of planning and/or monitoring of participating entities need to be included at project design phase.

### *Implementation*

- ❖ IOM should support the continuation of joint activities with other UN agencies and international organisations as these stakeholders need ongoing support for the continuation and implementation of activities.

### *Effectiveness*

- ❖ For relevant projects, governments should be supported in the development, implementation and follow-up of a diaspora and returning migrants engagement strategy which is aligned with policies and national and sectoral priorities.
- ❖ Where training is an aspect of the project, consideration should be given to tailoring early training sessions to those who have less prior knowledge of the topic, then bringing in those with more knowledge.
- ❖ Pilot projects should have a clear monitoring plan linked to the project objective, and roles and responsibilities for project monitoring should be made clear at project inception. Monitoring tools should be tested and rolled out prior to implementation of project objectives.
- ❖ For projects which are related to service provision it is important to include in the budget the ability to follow-up in order to resolve any issues which arise post-implementation.
- ❖ Where capacity building is included in the project, IOM should explore the possibility of sustaining project outcomes by continuing capacity building in accordance with government priorities.
- ❖ IOM should consider advocacy actions to increase awareness of the need to collect quality data by decision-makers.

### *Cross-cutting issues*

- ❖ Relevant cross-cutting issues, including gender, should be integrated and mainstreamed during the project design and project implementation phases.
- ❖ Where training is an aspect of the project, invitations to organizations to nominate participants should include consideration of gender balance and persons living with disability.

### *Efficiency*

#### *Financial resources*

- ❖ In order to maximise potential impacts, ensure that specific project functions such as monitoring and evaluation and communication are well reflected in project budgets.
- ❖ A budget line for coordination with relevant line ministries should be included in project budgets.

#### *Human resources*

- ❖ At an institutional level (IOM), the importance of stability during major staff turnover should be emphasised. This should be combined with an institutional commitment to following through on project objectives both to ensure positive relationships and trust with project partners and to ensure effective closure and handover of projects.

#### *Design, monitoring and evaluation*

- ❖ Project documentation should be archived in a regular and systematic way.
- ❖ Follow-up and sustainability measures should be included in the project design and include a plan on how to track and finance those measures.

#### *Impact*

- ❖ Special attention should be devoted to the logical framework approach and the performance indicators, so that impact is evidence-based.
- ❖ Assessment of politically-related risks should be carried out to provide a fuller understanding of the potential negative impact on the project. Contingency plans should be factored into the project timeline and methodology.

#### *Sustainability*

- ❖ Where projects have involved developing a Migration Profile Report, they should be updated within five years, following action being taken on the report's recommendations. This will allow for comparisons over this period of time.
- ❖ Responsibility for continued cross-government coordination on migration data (for relevant projects) should be provided, combined with continued promotion of data collection and sharing across government departments in order to optimise data analysis and data-informed policy.
- ❖ Staff turnover must be considered at the start of the project and consideration given to appointing technical teams with job stability within their institutions in order to facilitate the effective transfer of knowledge and contribute to the generation of replication processes towards other officials.

#### *Employment-focused projects*

(CD.0035 - Niger)

- ❖ Support should be provided for the creation of a technical platform for the online enrolment of job-seekers.

#### *Diaspora-focused projects*

(CD.0002 - Mauritius)

- ❖ In order to maintain engagement with diaspora, IOM should maintain feedback loops and other platforms.
- ❖ IOM Regional Offices should consider organising regional best practice sessions featuring country level projects to highlight the ability to reach members of the diaspora in distinct country contexts and link this with the Policy Exchange and Learning on Migration (POEM) platform.

#### *Healthcare for migrants*

(MA.0294 - Algeria)

- ❖ Strengthen linkages and coordination with NGOs working on HIV and STIs and other national and international groups working on the same needs.

- ❖ Post-project support should be provided in terms of developing an action plan for improving access to care and prevention among at-risk cross-border migrants.
- ❖ Continue capacity building work with public, private and associative health and medical professionals and service providers.
- ❖ Develop tools to assess community participation.
- ❖ Train peer educators and provide an allowance for their voluntary work to help raise community awareness and affected population's self-confidence.

#### *Migration profile projects*

(PR.0230 - Fiji)

- ❖ Sufficient resources should be in place to facilitate inclusion and consideration of gender, disability and social inclusion, via facilitating consultation, integrating sensitisation into training and funding more accessible resources.
- ❖ Accessibility of all products should be reviewed, either by a specialist or with reference to accessibility guidelines, prior to printing and publication. Print versions should be provided in large fonts for visually impaired individuals. Electronic copies must be uploaded in MS Word format to facilitate screen reading software for visually impaired persons. Documents should be available online and inked in relevant locations such as IOM websites and on pages of interrelated reports (e.g. the Migration Data Toolkit should be linked on the Migration Profile Report page).
- ❖ Key decision-making processes such as the TWG must facilitate active participation by people who represent traditionally marginalised groups, including people living with disabilities and child protection experts.
- ❖ Staff should be provided with thorough onboarding, including direction to relevant Migration Profile resources and contacts.

#### *Migrant-focused projects*

(RR.0005 - Djibouti)

- ❖ Protection teams should always be involved in projects targeting migrants. This includes ensuring teams are prepared with an up-to-date referral mapping and are briefed and engaged in project implementation to identify appropriate means to engage.
- ❖ Ensure that migration messaging is appropriate and does not stigmatise migrants.

#### *Human mobility focused projects*

(TC.1034 - Ecuador)

- ❖ In order to ensure sustainability of the knowledge generated through the project, coordination with those responsible for sectoral agendas is recommended, so that actions are implemented and mainstreamed into the country's public policy. This will also allow for scaling to an increased number of organisations.

#### *Border management focused projects*

(TC.1080 - Turkmenistan)

- ❖ The approach of creating national working teams and involving beneficiaries in the development of national tools on sharing of pre-arrival information among agencies and other countries as developed in this project should be used as a best practice for future projects in this area.

### *Ex-post evaluations*

The 12 ex-post evaluations were of differing quality. The Fund's scoring matrix for each of the OECD-DAC criteria was not consistently applied across all the evaluations which made consistent comparison, for the purpose of this synthesis report, and therefore the development of systematic learning for the Fund, challenging at times. In future, in order to support learning and decision-making it is recommended that:

- ❖ All ex-post evaluation ToR should include the requirement to use the Fund's scoring matrix for each of the OECD-DAC criteria evaluated.
- ❖ An evaluation of the validity of project design should be included in all ex-post evaluations.
- ❖ In future, ex-post evaluations should provide recommendations in line with the OECD-DAC criteria which have been used in the evaluation.

## Annex 1 Ex-post evaluation projects reviewed

PRIMA PROJECT ID	PRISM CODE	COUNTRY	Funding Year	Region	REGION	Project Title
MU10P0005 / CD.0002	CD.0002	Mauritius	2018	F	AFRICA	Building the Capacity of the Mauritian Government to Strengthen Linkages with the Mauritian Diaspora
DJ10P0004 / CD.0006	CD.0006	Djibouti	2018	F	AFRICA	Engaging the Djiboutian Diaspora through the Development of a National Strategy and Diaspora Mapping
GN10P0002 / CD.0015	CD.0015	Guinea	2018	F	AFRICA	Diaspora Engagement in Support of the Health Sector in Guinea
NE10P0501 / CD.0035	CD.0035	Niger	2019	F	AFRICA	Supporting Youth with Efficient and Effective Employment Counselling Centres in Niger
MA10P0002 / CE.0318	CE.0318	Morocco	2015	F	AFRICA	Engaging Diaspora Communities to Support Micro-Entrepreneurship in Morocco
DZ10P0001 / MA.0294	MA.0294	Algeria	2013	F	AFRICA	Addressing HIV and IST Vulnerabilities among Transnational Migrants in Algeria
CN10P0002 / PO.0105	PO.0105	China	2017	A	ASIA	Supporting China's Engagement in the Global Migration Debate
FJ10P0003 / PR.0230	PR.0230	Fiji	2018	A	ASIA	Migration Profile in Fiji: Building the Capacity for Evidence-Based Policy
MK10P0501 / PX.0077	PX.0077	Macedonia	2019	E	EUROPE	North Macedonia: Strengthening the Institutional Capacities in Counter Trafficking in Human Beings among Vulnerable Migrants
CH10P0005 / RR.0005	RR.0005	Djibouti	2018	X	HEADQUARTERS	Creative Space Pilot Initiative: Access to Technology and Livelihoods for Returning Migrants in Djibouti

EC10P0003 / TC.1034	TC.1034	Ecuador	2017	L	AMERICAS	Technical Support for the Ecuadorian Government for the Public Dissemination of the Human Mobility Law and the Transition to the Electronic Passport
TM10P0002 / TC.1080	TC.1080	Turkmenistan	2017	A	ASIA	Strengthening Border Management in Turkmenistan by Contributing to a Modernised Visa System and Pre-Arrival Exchange of Information