



Feasibility Study on Quality Management Mechanism

Final Report

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Date // 04.02.22

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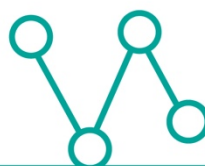


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Acronyms and Abbreviations

ILO	International Labour Organisation
IOM	International Organisation for Migration
M&E	Monitoring and Evaluation
MOPAN	Multilateral Organisation Performance Assessment Network
OIG	Office of the Inspector General
ROME0	Regional Monitoring and Evaluation Officer
QMM	Quality Management Mechanism
UNESCO	The United Nations Educational, Scientific and Cultural Organisation
UNIDO	United Nations Industrial Development Organisation
WFP	World Food Programme

Introduction

Purpose of this Feasibility Study

The feasibility study identifies the best possible options to inform the development of a quality management mechanism for IOM's evaluation products, alongside the potential advantages and trade-offs of each for IOM's consideration.

IOM defines quality management as a global system containing all initiatives, systems and tools that can guarantee quality of the evaluation products as per predefined quality standards¹. Quality management includes the drafting of ToRs to the final products, including the follow-up of recommendations. Quality management may also include guidance provided during training on evaluation with references to quality standards and tools applicable for the management and conduct of evaluation.

Methodology and Limitations

Methodology

The consultancy team held a kick-off meeting with IOM to confirm the purpose and scope of the assignment and to ensure joint and shared understanding of the ToR. The meeting was also used to identify relevant documents for review and to discuss potential stakeholders for interviews as well as potential comparator agencies. Concurrent and relevant processes underway within IOM which might impact on the assignment and its timelines were also discussed. Based on the kick-off discussion, and an initial review of key documents, the consultancy team developed an inception report, which outlines the context, approach, the enquiry questions for the study, as well as the stakeholders to be interviewed and the documents to be reviewed.

The key data collection methods for the study were a document review and key-informant interviews. The document review included a review of key institutional documentation including IOM's Evaluation Policy, M&E guidelines, a quality check of a sample of evaluation reports, as well as a review of the 2017-18 IOM MOPAN Assessment and the recent Peer Review of IOM's evaluation function. A full list of documents and the sample of evaluation reports reviewed are available in Annex 3.

Key-informant interviews were undertaken with over 25 IOM staff including within the Central Evaluation Function, Regional M&E Officers (ROMEOS), Internal Evaluators, Evaluation Managers and staff from IOM's thematic areas to gather perspectives from those designing, commissioning, doing, and using evaluations. Interviews were also conducted with representatives from four comparator UN agencies who are engaged in QA mechanisms to better understand the processes they have in place, the lessons learned, and costs/trade-offs associated with different processes, as well as any recommendations they have which are particularly pertinent to IOM. The selected sample of comparator agencies for interviews included those with established, robust quality management mechanisms in place which might provide examples of good practice, and those which operate on a similar decentralized and projectized basis to IOM with a similar size of evaluation function. The selected comparator organizations were ILO and WFP, (with more advanced QA systems) and UNESCO and UNIDO (having similar evaluation size and/or structure as IOM). A full list of interviewees is available in Annex 2.

¹ As outlined in the ToR for this assignment

Following the data collection, the team conducted joint analysis of the data gathered in a team analysis session, supported by an IOD-Parc Director who provided technical guidance. Using our analysis and our tacit knowledge of quality management and the functioning of UN agencies management functions, we have developed a series of options for IOM. Initial options were presented in a remote workshop to IOM colleagues. Based on the feedback from the workshop, IOD Parc has developed this Feasibility Study which has been finalized based on feedback from IOM.

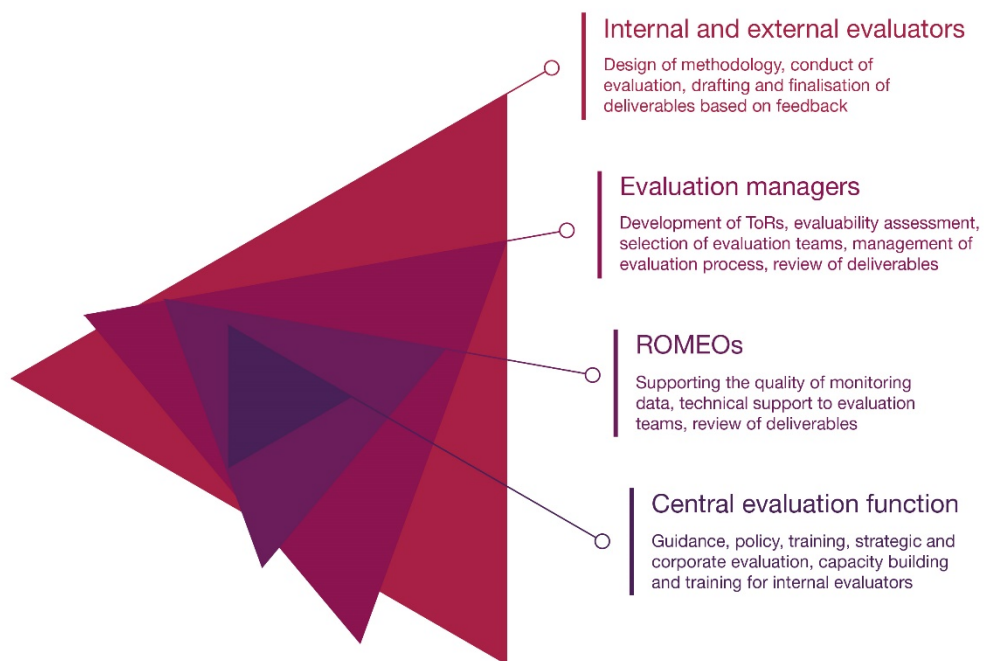
Limitations

The evaluation team experienced some challenges regarding data collection interviews. Several stakeholders who were interviewed did not have a strong understanding of evaluation, how evaluation is conducted within IOM, and had not had their work evaluated recently. As such, these stakeholders were unable to fully answer all the study's questions or comment on quality management in evaluation. The feasibility study was conducted alongside a study on the use of evaluations in IOM. Some stakeholders had already been interviewed for the evaluation use study and did not fully understand the difference between the two studies which may have affected their participation.

Overview of Evaluation at IOM

Features of Evaluation in IOM

Figure 1: Responsibility for Evaluation Quality in IOM



Centralized and Decentralized Evaluation Functions

IOM is a decentralized and projectized organization, with both centralized and decentralized evaluation functions. Responsibility for oversight, accountability, transparency, and strategic guidance for evaluation lies with the **Central Evaluation Function**, which is moving in 2022 to become the Monitoring and Evaluation Unit within the Department of Strategic Planning and Organizational Performance. Each Oversight Officer at the Central Evaluation Function oversees or conducts three to four strategic and thematic central evaluations each year as per its biennial evaluation plan, participates in UN Joint Evaluation initiatives, and conducts studies related to evaluations. In 2021, six global evaluations and studies were either conducted or ongoing. The central evaluations are conducted by the Chief Evaluation, Oversight Officers, or external evaluators. The Central Evaluation Function is additionally responsible for institutional policies and technical guidance on evaluation, overseeing the training and capacity building of internal evaluators and on Monitoring and Evaluation in IOM, and assisting with the establishment and quality for decentralized evaluation systems². The Central

² IOM Evaluation Policy

Evaluation Function is covered by core funding, with additional funds from unearmarked IOM resources³.

Between 2020-2021, IOM Regional Offices conducted 73 decentralized evaluations, 52 in 2020, and 21 in 2021. Decentralized evaluations of decentralized projects, programmes, activities, strategies, and operational areas are managed by IOM Country and Regional Offices. IOM suggests that each project should include a budget line for evaluation, equivalent to 2-4 percent of the project budget⁴. Decentralized evaluations are conducted by internal or external evaluators, often with Project Managers serving as the Evaluation Managers of their own projects.

Regional and Country Monitoring and Evaluation Officers

At the regional level, **Regional Monitoring and Evaluation Officers (ROMEIO)** are key actors in the evaluation process. IOM aims to have one ROMEIO for each of the nine Regional Offices, who are all currently at P2 level⁵. ROMEIOs are responsible for overseeing or conducting the monitoring and evaluation of interventions at regional level and providing draw-down technical support for evaluations at the Regional and Country Office levels. The positions are covered by the Regional Offices core funding and receive overall supervision from the Regional Office with technical support and guidance from the Central Evaluation Function. At a country level, country/project M&E officers can provide an additional level of support for evaluation, and often cooperate with ROMEIOs to provide technical support to evaluations happening within their missions.

Internal Evaluators and Evaluation Managers

IOM has developed its own cadre of internal evaluators. The internal evaluator role is voluntary, and internal evaluators undertake evaluations alongside their full-time jobs. Internal evaluators are trained by the Central Evaluation Function through a blended-learning internal evaluator course and are then registered in an internal evaluators roster. Approximately two thirds of evaluations are conducted by external evaluators and one third by internal evaluators source⁶.

Evaluation Managers are mainly based in the field given the largely decentralized nature of IOM. While individuals may have M&E knowledge, they are not dedicated M&E professionals and they manage evaluations alongside their full-time jobs

Existing Quality Management Approaches

The quality of evaluation remains a challenge for IOM; IOD PARC conducted a review of a sample of evaluation reports from 2020 and 2021 and obtained feedback on evaluation products provided by ROMEIOs to evaluation teams. The review found the reports and feedback to be of variable levels of analysis and detail. For example, some weaknesses in the evaluation reports reviewed included short descriptive findings that lacked analysis, unclear recommendations that are not actionable, and a lack of refinement in scope and evaluation questions. Findings from the meta-evaluation also found ongoing challenges regarding evaluation quality; with only a third of evaluations being assessed as meeting or exceeding quality requirement, and around a fifth not meeting minimum quality standards⁷.

While IOM's Evaluation Policy states that 'quality control mechanisms should be put in place at each stage of the evaluation process', there is not a formal/mandatory quality management mechanism for IOM's centralized and decentralized evaluations. Evaluations must comply

³ IOM Evaluation Policy

⁴ IOM Evaluation Policy

⁵ At the time of writing IOM does not have a ROMEIO in RO Brussels or RO Nairobi

⁶ IOM Evaluation Repository Dashboard [date accessed: 02/02/22]

⁷ Artival (2020) 'Meta-Evaluation of IOM's Internal and External Evaluations 2017-2019'

with IOM and UNEG evaluation guidance and UNEG quality checklists, and IOM Central Evaluation and ROMEOs can provide technical support. However, quality assurance is largely conducted on an ad-hoc basis, often under the responsibility of the evaluator who must adhere to guidelines for writing the report. Consequently, the process rests on individual capacities and willingness rather than institutional processes. The fact that responsibility lies primarily with evaluators and not through an institutional process led by trained Evaluation Managers, who would typically provide the first line of defense for quality management, is problematic. Consequently, the quality reviews evaluators undertake of their own evaluations lack independence and are not consistent between evaluators and evaluations.

The IOM Monitoring and Evaluation Guidelines (2021)⁸ provide guidance on ensuring evaluation quality, including checklists for ToRs, inception and evaluation reports, as well as templates for all evaluation deliverables. These documents were reviewed as part of this study and although useful, the existing guidance does not constitute detailed tools for quality assurance and assessing the quality of evaluation products. For example, comparator agencies that were interviewed as part of the feasibility study had implemented more comprehensive and robust mechanisms. WFP, which is considered ‘gold standard’ in evaluation quality management, ensures that all Evaluation Managers must complete specific quality assurance checklists for each evaluation product at each stage of the evaluation. WFP’s evaluations are conducted according to detailed process guides which are adapted to evaluation type (e.g., impact, process, activity, policy).

IOM evaluators are also provided with the UNEG Quality Checklists for Evaluation and the UNEG Norms and Standards for evaluation. However, the UNEG guidelines should be treated as guidance; they are not comprehensive tools and are not a substitute for internal quality management tools which should be tailored to organizational need⁹.

IOM also has guidance on integrating human rights and gender analysis into evaluation. Whilst the integration of gender in evaluation was found to exceed requirements by the 2020¹⁰ UNSWAP Assessment, it was noted as a consistent area of weakness by several stakeholders in interviews.

Current Evaluation Context in IOM

The 2017-18 IOM MOPAN Assessment found IOM’s Evaluation Functions to be emergent with no rigorous quality assurance systems in place and no explicit definitions, criteria, or structured assessment frameworks on quality. However, changes have been underway since 2017 to strengthen the Evaluation Function and build a culture of evaluative understanding and practice. The changes have included strengthening capacity and increasing human resources. At present there are 8 out of 9 IOM Regional Offices with Regional Monitoring and Evaluation (M&E) Officers who provide guidance, capacity building and technical assistance to Country Offices in their respective regions. The Central Evaluation Function has also grown from 3 to 4 permanent staff, providing additional formal technical guidance on M&E issues. IOM has launched internal evaluator training and a facilitated M&E e-learning course to build the capacity of a pool of staff to undertake and manage evaluations.

IOM also commissioned a meta-evaluation¹¹ in 2020 to assess the quality and use of internal (centralized and decentralized) and external evaluations, with the aim of providing actionable recommendations to enhance the quality and utilization of evaluations. The meta-evaluation recommended the establishment of a quality management mechanism that could be used

⁸ IOM (2021) IOM Monitoring and Evaluation Guidelines

⁹ IOM (2021) IOM Monitoring and Evaluation Guidelines

¹⁰ <https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/How%20We%20Work/UNSystemCoordination/UN-SWAP/Results/2020/2020-IOM-SWAP-2-reporting-results-en.pdf>

¹¹ Artival (2020) ‘Meta-Evaluation of IOM’s Internal and External Evaluations 2017-2019’

organisation-wide for assessing the quality of the different elements of evaluations, building on the tool developed by the meta-evaluation.

Most recently in 2021, an OECD-DAC Peer Review of the IOM Evaluation Functions¹² set out a series of recommendations as to how evaluation quality in IOM can be improved, a number of which are aligned to the ones of the meta-evaluation and MOPAN report, and which are also repeated in the findings and recommendations of this feasibility study.

Concurrently to this feasibility study, IOM has commissioned a study in 2021 into the use of evaluations in IOM and follow-up of recommendations. The quality of evaluations is clearly a factor affecting their use and so the feasibility study will be of relevance to the other study. Each assignment had a well-defined scope and IOD PARC's consultancy team has worked with IOM and the consultant undertaking the study on evaluation use, to ensure that there is complementarity of analysis and approaches.

¹² UNEG-OECD Peer Review of the International Organisation for Migration (IOM) Evaluation Function, May 2021

Drivers and Constraints of Evaluation Quality

The feasibility study identified several key drivers and constraints that impact the quality of evaluations at IOM. While not directly within the scope of the feasibility study, it is essential to highlight drivers and constraints because they will have an inevitable impact on any quality management mechanism selected. While the drivers represent a foundation upon which a quality management mechanism can be developed, the constraints need to be addressed as part of the wider strengthening of IOM's evaluation functions. The constraints outlined are the root causes of lower quality evaluations and need to be addressed before any quality management mechanism can be fully effective or operational.

Drivers

Development of Policies, Guidelines, and Training

Since the 2017 MOPAN Assessment, IOM has taken steps to improve the culture of evaluation within the organization and strengthen the professionalization of evaluation. As mentioned, IOM has trained a cadre of internal evaluators who receive specialized internal evaluator training. Consequently, IOM now has a group of individuals within the organization with a stronger understanding of how to conduct evaluations and who can understand and communicate the value of evaluation within IOM's different levels and functions. Having high-quality evaluators is essential in producing high-quality evaluations. Additionally, a solid understanding of the importance of evaluation is a critical driver of a quality management mechanism because if the organization understands the value and use of evaluation, a commitment to improve quality is supported.

The Central Evaluation Function has also produced new policies and guidance on conducting evaluations, which aim to ensure consistency of approaches and understanding across the organization. New policies and guidance include but are not limited to the IOM Monitoring and Evaluation Guidelines (2021), the IOM M&E Strategies of respectively 2018-2020 and 2021-2023, which have also been useful for increasing the funding allocated to IOM Central Evaluation, and the guidance on the Management Response and follow-up of recommendations (2019) guidance note for evaluators and guidance note for Evaluation Managers. Such documents are essential in ensuring standardized processes in evaluation and are an important foundation upon which a quality management mechanism can be developed.

Constraints

Institutional Leadership and Evaluation Culture

Compared with UN agencies interviewed as part of the feasibility study, IOM's evaluation culture can be described as 'emergent'. While there have been improvements since IOM's MOPAN assessment, there remains weak institutional leadership for evaluation and a culture of evaluation is evolving rather than active. Several factors contribute to this. First, for staff interviewed as part of the study, evaluation within IOM is often seen as for accountability rather than learning. Its role in supporting IOM as a learning organization is not widely understood. Several interviewees outlined that the concept of evaluation is not well understood and, in many instances, is seen as a box ticking exercise to meet donor demands rather than a drive to improve practice. It was also noted that some staff in IOM were resistant to evaluations which were critical of their work and more receptive to those with success stories.

Unlike other UN comparator agencies which have in recent years shifted to a focus on strategic, thematic, or cluster evaluations, IOM conducts evaluations for around a fifth of its projects¹³. ROMEOs reported that given the volume of evaluations, they did not always have the time to provide thorough quality control for all evaluations. The volume of small-scale evaluations also potentially renders them less impactful as a larger number of smaller evaluations are less likely to have visibility to leadership than a smaller number of larger, more strategic evaluations. As projects are often short-term and evaluations conducted at the end of the project, there is also little opportunity for learnings from evaluations to feed into future programming, undermining their usefulness. A further challenge is the lack of accountability to use the learning derived given the staff turnover between projects.

If stakeholders do not see the value or use in evaluation, there is little incentive to ensure good quality. Additionally, as many evaluations are small scale and there are few examples of evaluation syntheses, their results may not be seen by those in leadership positions who hold decision-making power, undermining their utility.

As discussed, IOM has taken significant steps in developing a cadre of internal evaluators and developing tools and guidelines for evaluation and this should be acknowledged. However, the training and use of internal evaluators does require further consolidation. As mentioned, the feasibility study team conducted their own review of evaluation reports published in 2020 and 2021, after the 2020 Meta-Evaluation took place. The feasibility study found report quality to be inconsistent. While reports delivered by ROMEOs were relatively strong, reports by both internal and external evaluators had clear gaps in what would normally be expected in high-quality evaluation reports. Issues included a lack of detailed analysis, insufficient refinement of evaluation questions, and unclear recommendations. Markers of poor quality have a direct impact on how useful evaluations are and if evaluations are not considered useful, the organization's evaluation culture is undermined.

Human Resources

Limited investments in human resources to manage and conduct evaluations are also an important constraint. While there are several stakeholders involved in managing and supporting evaluations, there is insufficient investment in human resources at both a centralized and decentralized level to ensure evaluation quality.

Central Evaluation

The team at the Central Evaluation Function has increased in size in recent years but priority has not been given to the set-up of a quality management system, relying on the UNEG quality checklists rather than tools aligned to IOM's specific needs. The limited human resources in the Central Evaluation Function limits their ability to track evaluations across the organization and, given the volume of evaluations that take place at a decentralized level, the Central Evaluation Function is not able to provide technical advice or quality review for all evaluations. ILO is a strong comparator with IOM, given its similar decentralized and project-based structure. At ILO, Senior Evaluation Officers in the Central Evaluation Unit are responsible for reviewing the quality of all evaluation deliverables; each officer takes responsibility for certain regions or departments. Such an approach provides a consistency in evaluation approach and review which is filtered down the organization's levels. With IOM's decision to implement a more formal quality control mechanism, the ILO model can be a relevant source of inspiration. A lack of capacity in IOM's Central Evaluation function means it would not currently be possible but could be explored in the future.

¹³ Data provided by the Central Evaluation Function indicated 618 projects had an evaluation budget line from the 2519 projects developed since 2017.

ROMEEOs

ROMEEOs play an important role in tracking evaluations within their region, providing technical support for evaluation and quality checking of evaluation products. However, the role of ROMEEOs in quality assurance is not consistent across all regions. The meta-evaluation¹⁴ found that there is no systematic approach in place to define which evaluations ROMEEOs should support and participate in more than others. While some ROMEEOs reported that they were involved in providing support to evaluations within their region, others do not have sufficient time to provide support, particularly in large Regional Offices that cover many country missions. In this case, it is hard for ROMEEOs to track evaluations taking place within their region, let alone provide inputs to every evaluation. The lack of ROMEEO capacity is problematic because ROMEEOs have a strong M&E background and are a useful resource in supporting good quality evaluations when their expertise is leveraged. Indeed, in the review conducted by the feasibility assessment team of recent evaluation reports, those conducted by a ROMEEO were of high quality. However, given their current capacity constraints, it may then be challenging to add further quality management responsibilities to their existing role with the current responsibilities.

ROMEEOs are funded and managed at a regional level and only receive technical rather than managerial oversight from the Central Evaluation Function. ROMEEOs have the potential to be an important resource in supporting a future quality management mechanism. However, as the Central Evaluation Function is not solely responsible for directing ROMEEOs' work, there is a risk that evaluation across the decentralised structure could remain fragmented.

An additional challenge facing ROMEEOs is their power within IOM's wider structure and the extent to which Programme Managers are accountable to them. ROMEEOs are a P2 grade. IOM's ROMEEO grading is notably lower than their counterparts at UN agencies such as WFP, UNIDO, UNESCO, and ILO, whose grade is either P4 or P5, and lower than that of IOM Programme Managers. Therefore, when ROMEEOs are involved in evaluation quality review processes, they may lack the authority or stature to ensure uptake of their recommendations or ensure course correction on evaluations they identify as being poor quality. ROMEEOs may lack the mandate to challenge poor quality approaches and deliverables on evaluations managed by more senior staff.

Internal Evaluators

Internal evaluators also reported facing capacity challenges. The role of an internal evaluator is voluntary alongside their day-to-day job. When internal evaluators register for the internal evaluator training, they should in theory receive approval from their supervisor to allocate a percentage of their work schedule to conduct at least one evaluation in the following year. However, several internal evaluators interviewed highlighted that in practice is not always possible. As such, some internal evaluators reported that they ended up doing two jobs simultaneously: their regular job and conducting an evaluation. In other cases, despite having received the training, internal evaluators had been refused permission by their managers to undertake evaluations. Significant pressure is then placed on internal evaluators and their lack of dedicated time has the capacity to undermine the quality of evaluations that they can deliver.

The feasibility assessment team's review of recent evaluation reports by internal evaluators found that these contained weaker analysis and less detail than reports submitted by ROMEEOs, suggesting that time constraints are feeding into the quality of evaluation products. The short time frames allocated to conduct evaluations (both by internal and external evaluators) were also noted to be a constraint by the meta-evaluation¹⁵.

Additionally, some interviewees questioned the technical capacity of internal evaluators to conduct high quality evaluations and the adequacy of training; some internal evaluators

¹⁴ Artival (2020) 'Meta-Evaluation of IOM's Internal and External Evaluations 2017-2019'

¹⁵ Ibid

interviewed had only received 5 days' worth of training in 2018 to undertake evaluations and had had no refresher training since.

Evaluation Managers

As noted, in many cases Evaluation Managers are not M&E professionals. Many stakeholders interviewed suggested the role of an Evaluation Manager in ensuring evaluation quality was insufficiently recognized and that Evaluation Managers' lack of M&E knowledge undermined the quality of evaluations. It was noted in the meta-evaluation¹⁶ that Evaluation Managers reported that they considered themselves less skilled in evaluation than internal evaluators. Furthermore, in contrast to comparator agencies, there is no specific training or guidance in IOM regarding the role of an Evaluation Manager.

Additionally, Evaluation Managers are often also the evaluand's Project Managers. Multiple stakeholders interviewed suggested that one individual playing both roles undermined evaluation quality because the evaluation then lacked independence, a UNEG norm and standard for evaluation¹⁷. Several stakeholders outlined that Evaluation Managers who are also Programme/Project Managers could be less open to robust and sometimes critical findings because robust or negative findings are a direct reflection of the quality of their own project/programme work. The approach of appointing the Project/Programme Manager as the Evaluation Manager differs from all other comparator agencies interviewed as part of the feasibility study. At other UN agencies, Evaluation Managers are always independent from the evaluand. Typically, the Evaluation Manager is provided by the Central Evaluation Function for centralized evaluations, or from another part of the organizations for decentralized evaluations. Comparator agencies stated that independence was integral to ensuring quality because it provided a more honest and objective perspective.

Financial Resources

Financial resources for evaluations remain a challenge for IOM. While the conduct of centralized evaluations and joint evaluations are funded from core IOM budgets, together with the positions of the ROMEOS (funded from regional funding), the budget for decentralized evaluations comes solely from programme/project budget lines. On average, IOM asks to allocate 2-4 percent of programme/project budgets to evaluation: however, this is an indicative amount and IOM faces challenges when no budget is allocated for evaluation or evaluation budget is re-purposed during the project's cycle.

The limited allocation of core evaluation resources also explains why IOM uses internal evaluators for around a third of its evaluations. While reliance on internal evaluators is not necessarily a negative, IOM's capacity to hire experienced external evaluators is limited. Several interviewees questioned whether IOM had the ability to pay the necessary fee rates for good quality external evaluators. Comparator agencies interviewed highlighted that high-quality evaluations require proportionate financial investments and that the use of external evaluators promotes the independence of evaluations, in line with UNEG Norms and Standards. The meta-evaluation highlighted that the main factor affecting evaluation quality is the limited funding available - which limits the time available (in evaluator days) for evaluations to be carried out - although it was unable to conduct robust analysis of the correlation between budget and evaluation quality given the lack of budget data available¹⁸.

Overarching Recommendations

The primary focus of the feasibility study is to assess the feasibility of a quality management mechanism and recommend suitable options for such a mechanism. For the quality

¹⁶ Artival (2020) 'Meta-Evaluation of IOM's Internal and External Evaluations 2017-2019'

¹⁷ <https://www.iom.int/sites/g/files/tmzbd486/files/about-iom/evaluation/UNEG-Norms-Standards-for-Evaluation-2016.pdf>

¹⁸ Artival (2020) 'Meta-Evaluation of IOM's Internal and External Evaluations 2017-2019'

management mechanism to be fully effective, it must be accompanied by an enabling environment. The recommendations below are critical to create an enabling environment and ensure the effectiveness of a quality management mechanism.

Recommendation 1: Consider streamlining the number of evaluations conducted each year by conducting cluster evaluations¹⁹. Instead of conducting small project evaluations with limited utility, cluster evaluations would allow IOM to group projects into more strategic or thematic evaluations that enable better cross-organizational learning. Merging the budgets of smaller evaluations into cluster evaluations means that IOM could afford more and better-quality evaluation teams and support to the evaluation office, resulting in better quality evaluations. These would have more value and utility than a series of evaluations of small, standalone projects. Such an approach would require some advocacy to donors in the use of evaluation funds being merged with those of other projects but the increased quality, utility, and opportunity for learning would hopefully provide a dividend to donors to do this.

Recommendation 2: ROMEO roles should be regraded from P2 to a higher level to provide them with more power and accountability in their evaluation role. ROMEOs would be provided with more authority in their role quality assuring evaluations and ensure that Evaluation Managers and country missions are more responsive to their recommendations. P4 could be an appropriate grade and would bring ROMEOs in line with their counterparts at other UN agencies²⁰. We would also suggest that the ROMEO role is split into two roles, with one role focusing on monitoring and another role focusing on evaluation. ROMEOs stated that they spent the majority of their time on monitoring activities rather than evaluation so splitting the role would provide adequate time to focus on evaluation support and would mean that any additional responsibility they were given as a result of regrading would still result in a manageable workload²¹.

Recommendation 3: Continue to conduct an externally provided meta-evaluation at least every two years. A regular meta-evaluation will provide strong and ongoing insight into quality of evaluations conducted across the central and decentralized approaches and highlight key themes for improvement.

Recommendation 4: Without exception, appoint an ‘independent’ Evaluation Manager who has not been directly involved in project or programme implementation²². Following the model of other UN agencies, ensure that all Evaluation Managers undertake evaluation manager training to support their understanding of evaluation purpose and processes, which may also support better quality evaluations.

Recommendation 5: Provide refresher training for internal evaluators every 2 years, giving priority to those who have not conducted an evaluation since their initial training, keeping in mind that conducting an evaluation remains a key condition for a successful training. To support uptake of evaluations by internal evaluators, provide institutional incentives such as formal internal evaluator accreditation, as is the case at other UN agencies.

Recommendation 6: Consider how to strengthen the evaluation culture, leadership, and stature of evaluation within IOM and build on progress so far. The new department structuring could be one step in the right direction, using it as a springboard for reaffirming the role and importance of evaluation in IOM.

Recommendation 7: Use Evaluation Reference Groups for decentralized evaluations of a certain size as a vehicle to improve evaluation quality.

¹⁹ This was also a recommendation of the UNEG Peer Review which outlined that “If IOM takes a more selective approach to conducting decentralized evaluations, OIG/Evaluation and Regional M&E Officers will be able to invest in strengthening their quality and utility.” UNEG-OECD Peer Review of the International Organisation for Migration (IOM) Evaluation Function, May 2021

²⁰ Also recommended in the UNEG Peer Review

²¹ Also recommended in the UNEG Peer Review

²² Also recommended in the UNEG Peer Review

Recommendation 8: IOM should continue to advocate for donors for increased core evaluation resources. Interviews with other agencies indicate that there is a willingness for donors to invest in these functions.

Options for a Quality Management Mechanism

Defining a Quality Management Mechanism

The quality management mechanism needs to be suitable for both centralized and decentralized evaluations and be sensitive to IOM's operational reality, particularly regarding financial constraints. The mechanism must include a clear view of what is quality assured, who carries out quality management, when in the evaluation process it occurs, and how quality management can support the ultimate end use of evaluations. The mechanism should also align to ongoing tools and processes that support quality management in IOM.

Finally, it is important to state that strong evaluations have three core dimensions: use, independence, and quality. The quality management mechanisms that are selected will have strong links with evaluation independence and evaluation use. To support high quality evaluations, it is not enough simply to introduce a mechanism. A quality management mechanism must be underpinned by a suitable enabling environment in which evaluation is valued and treated as a key learning opportunity for the evaluation. As such, key issues highlighted in the Drivers and Constraints section must be addressed to successfully operationalize the quality management mechanism.

Options Table

In the table below, we present various options against each key consideration for the quality management mechanism, and the key opportunities and trade-offs that each present. Options can be combined to select a quality management mechanism that is suitable for IOM. Our proposed options package is highlighted in the next section.

Table 1: Options Table

Component	Option	Pros	Cons
<i>What should fall under quality management?</i>	Option 1: Quality assurance of Final Evaluation Report only	<ul style="list-style-type: none"> Provides quality check of final product to ensure it is fit for purpose ahead of sharing publicly Most cost-effective solution in terms of human and financial resources 	<ul style="list-style-type: none"> Feedback is provided too late in the process to allow for course correction and improvement of the evaluation while it is taking place Fails to recognize the role evaluability, scope, design, and methodology have in evaluation quality Does not enable full range of relevant actors to play their role in evaluation quality
	Option 2: Quality assurance of Inception Report and Final Evaluation Report	<ul style="list-style-type: none"> Quality assurance of the inception report provides early feedback on the scope, approach, and methodology for the evaluation and feedback can be used to improve these areas as well as evaluation products 	<ul style="list-style-type: none"> Fails to fully recognize the role evaluability, scope, design, and methodology and the quality of a ToR have on evaluation quality
	Option 3: Quality assurance of all evaluation products (ToRs, Inception Report, Evaluation Report)	<ul style="list-style-type: none"> Quality assurance of the ToR and inception report provides early feedback on the evaluability, scope, approach, and methodology for the evaluation and feedback can be used to improve these areas as well as evaluation products 	<ul style="list-style-type: none"> Most cost and labor-intensive option

<p><i>When should quality management take place?</i></p>	<p>Option 1: Quality assurance during the evaluation</p>	<ul style="list-style-type: none"> • Allows for 'real-time' course correction • Recognizes the role different actors have in ensuring evaluation quality and provides an opportunity for quality to be improved at these different levels 	<ul style="list-style-type: none"> • Does not provide a final evaluation score or assessment which can be shared and used to endorse evaluation quality and recommendations
	<p>Option 2: Quality assurance at the end of an evaluation (Final Report)</p>	<ul style="list-style-type: none"> • Provides a final evaluation score or assessment which can be shared and used to endorse evaluation quality and recommendations 	<ul style="list-style-type: none"> • Feedback is provided too late in the process to allow for course correction and improvement of the evaluation while it is taking place
	<p>Option 3: Quality assurance at the start, during, and at the end of the evaluation</p>	<ul style="list-style-type: none"> • Most like the WFP 'gold standard' model (see Annex 1); allows for course correction throughout and a final assessment that can be shared for accountability purposes (learning and accountability) • Allows opportunity to see if measures in place to support quality are adequate 	<ul style="list-style-type: none"> • Most labor and cost-intensive option
<p><i>Who should conduct quality management/quality assurance?</i></p>	<p>Option 1: ROMEOs play a larger role in assisting with quality management and review of decentralized evaluations. Centralized evaluations are managed and reviewed at HQ level by IOM Central Evaluation</p>	<ul style="list-style-type: none"> • Enables responsive support aligned to decentralized model of agency • Supports sharing and learning within a region • Makes use of ROMEO technical expertise 	<ul style="list-style-type: none"> • ROMEOs overburdened by multiple M&E tasks • Insufficient power/accountability to ensure evaluation quality • Volume of evaluations • Lack of consistency across organization
	<p>Option 2: Central Evaluation Function take on quality management and review of</p>	<ul style="list-style-type: none"> • Allows for consistency of feedback across the agency and sets an 	<ul style="list-style-type: none"> • Would need additional resources in Central Evaluation

	<p>decentralized evaluations in addition to centralized evaluations (i.e., each evaluation officer responsible for QAing deliverables for a certain region)</p>	<p>agency-wide standard</p> <ul style="list-style-type: none"> Increases visibility of Central Evaluation and its role 	
	<p>Option 3: Central Evaluation conducts a peer review of a sample of decentralized evaluations (we suggest annually or at least every 2 years)</p>	<ul style="list-style-type: none"> Allows a check for consistency across decentralized evaluations of a sample of evaluation products and sets agency-wide standard Less labor-intensive than review and sign-off of all decentralized evaluations and more cost-effective than external review Increases visibility of Central Evaluation Unit and its role 	<ul style="list-style-type: none"> Requires resource investment from Central Evaluation Impossible to correct course
	<p>Option 4: External Quality Assurance Provider reviews key evaluation deliverables, either all using a meta-evaluation or a sample</p>	<ul style="list-style-type: none"> Hiring of external support brings in technical expertise to support already over-burdened staff Independence of assessments Consistency of feedback Provides an opportunity for internal evaluators to learn from external experts and benefit from their expertise 	<ul style="list-style-type: none"> Most cost-intensive option Could be seen to 'outsource' responsibility for evaluation quality
	<p>Option 5: Evaluation Managers quality assure evaluation deliverables</p>	<ul style="list-style-type: none"> Evaluation Managers have a key role in the design of ToR, evaluation management and process, team selection – all of which are key to ensuring quality 	<ul style="list-style-type: none"> Would need Evaluation Managers to not be from the same project to minimize potential bias Would need to be done in conjunction with another option to

			ensure staff were not 'marking their own homework'
<i>What tools and mechanisms should be used for quality management?</i>	Option 1: Standardized templates and guidelines for evaluation products (ToRs, IRs, ERs)	<ul style="list-style-type: none"> • Suitable for a nascent valuation function working to build in quality management processes • Makes clear expectations to evaluators • Encourages consistency of quality 	<ul style="list-style-type: none"> • Standardization needs to still support different kinds of evaluation (activity, policy) and allow for contextually relevant/appropriate evaluations
	Option 2: More structured and detailed checklists for QA	<ul style="list-style-type: none"> • Ensures consistency in assessment of evaluations and feedback 	<ul style="list-style-type: none"> • Can be hard to use proportionately for smaller/larger evaluations with a set tool • Would need a tool to reflect different evaluation types or various tools
	Option 3: Synthesis review of decentralized evaluations	<ul style="list-style-type: none"> • Opportunity to read across and identify trends, themes, and bottlenecks with regards to evaluation quality • Enables consolidation of learning from several smaller projects to higher-level 	<ul style="list-style-type: none"> • Resources required
<i>Should evaluations be scored?</i>	Option 1: Traffic light scoring to reflect evaluation quality	<ul style="list-style-type: none"> • Easy to recognize system and determine if action required 	<ul style="list-style-type: none"> • Less nuance in assessment
	Option 2: Numerical rating of evaluation	<ul style="list-style-type: none"> • Good to demonstrate quality for accountability purposes • Allows more nuance for assessment 	<ul style="list-style-type: none"> • People can get fixated on the numbers • Can feel punitive for internal evaluators volunteering their time

Our Proposed Option

Below we set out our proposed option for IOM, addressing the key questions outlined above. The proposed package brings together elements of the options table above which are most suitable for IOM. We recognize IOM's upwards trajectory with regards to strengthening evaluation quality. Therefore, where appropriate we have proposed an initial option which can be built upon as IOM improves its quality management and evaluation capabilities.

Figure 2: Option Mapping

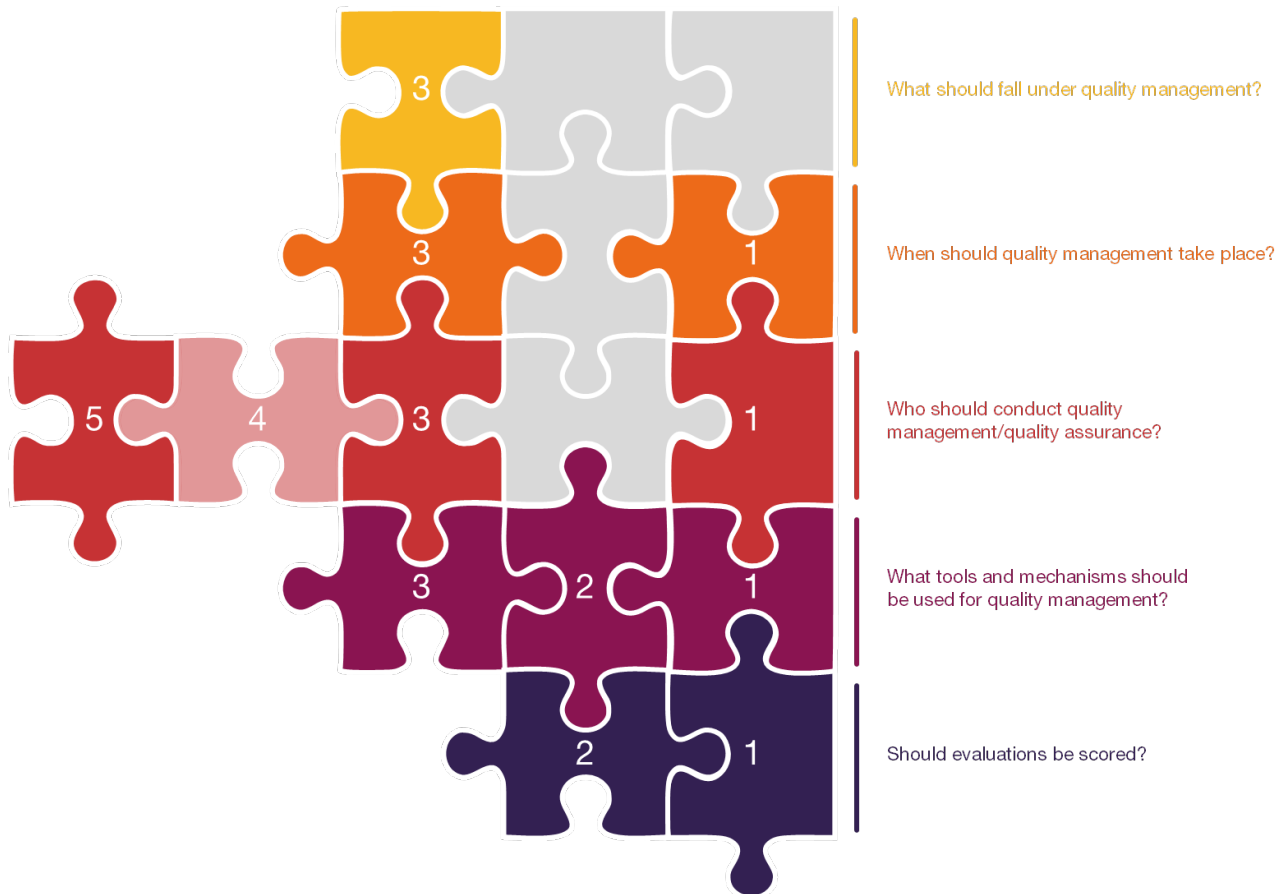


Figure 3: Proposed Option Package

Who should conduct quality management/quality assurance?

We recommend a three-line-defence approach that combines **Option 5:** Evaluation Managers quality assure evaluation deliverables, **Option 1:** ROMEOS play a larger role in assisting with quality management and review of decentralised evaluations. Centralized evaluations are managed and reviewed at HQ level, and **Option 3:** Central Evaluation conduct a peer review of a sample of decentralised evaluations.

Under this model evaluation managers are responsible for conducting the initial quality assurance review of all evaluation products and providing feedback during the evaluation. For decentralised evaluations, they are supported by ROMEOS who provide a secondary quality assurance review of all deliverables and can provide draw-down support for quality review and feedback. For centralized evaluations, this role is fulfilled by staff from the Central Evaluation Office. Finally, to maintain an overview of decentralised evaluation quality, Central Evaluation should conduct annually a peer review of a sample of decentralised evaluations and provide recommendations and support as required to address areas of weakness. This should take place in addition to the meta-evaluation.

Over time, as IOM increases its evaluation quality management capabilities and secure additional budget, we recommend that **Option 4:** External Quality Assurance Provider reviews key evaluation deliverables is considered for the decentralised evaluations. This would help to standardize quality across the decentralised structure and would bring IOM in line with the gold standard approach at other UN agencies.

What should fall under quality management?

We recommend **Option 3:** Quality assurance of all evaluation products including ToRs, Inception Report, Evaluation Report. This is the most comprehensive approach to ensuring consistent quality at all stages of the evaluation and ensuring products reflect a high-quality.

When should quality management take place?

We recommend that IOM begin with **Option 1:** Quality assurance during the evaluation (QA or the Inception Report and Draft Evaluation Report only). This is the most cost-effective solution that allows a quality review of each evaluation product during its development and guidance during the evaluation implementation.

As IOM improves its capabilities and secures additional resource for evaluation quality management, we recommend a transition to **Option 3:** Quality assurance at the start, during, and at the end of the evaluation. This supports quality and course correction during the evaluation and additionally ensures that quality is reviewed at the end of the evaluation, supporting future use, learning and accountability. This would bring IOM in line with the 'gold standard' of quality management.

What tools and mechanisms should be used for quality management?

We recommend that IOM implement all potential options under this category.

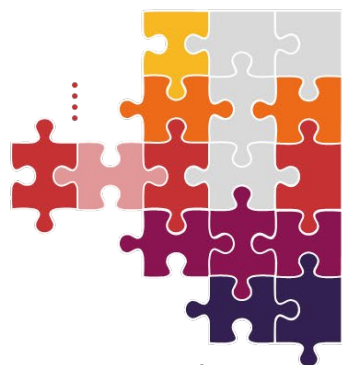
Option 1: Standardized templates and guidelines for evaluation products. IOM already has standardized templates and evaluation guidelines. We recommend that IOM continues to strengthen these existing tools and through evaluation manager training and internal evaluator training, ensures that all stakeholders understand their use, importance, and apply them consistently.

Option 2: Checklists for QA. All evaluation product, should be checked using a standard Excel template that provides a list of quality markers and standards that each evaluation product should meet. These are used as a standard review tool at other UN agencies. This template should assess the evaluation product against each marker/standard and products should be revised until they pass all elements.

Option 3: Meta-Evaluation review of decentralised and centralised evaluations. As discussed under Overall Recommendations, this review should be conducted at least every two years assess quality at the decentralised level and highlight areas for attention and improvement. This will support consistency of evaluation at the decentralised level.

Should evaluations be scored?

We recommend a blend of **Option 1:** Traffic light scoring to reflect evaluation quality and **Option 2:** Numerical rating of evaluation. We suggest that the QA checklist provide an overall score for the evaluation that is shared with the Evaluator, Evaluation Manager and Central Evaluation. This provides a nuanced insight into the evaluation's quality. However, to avoid disincentivizing stakeholders we suggest that the numerical score is not shared more widely and instead the evaluation is given a traffic light score, based on its numerical score when it is added to the evaluation repository or shared more widely. This allows quick recognition of the evaluation's quality and potential utility. Building on existing systems, we suggest that the numerical score be stored in PRIMA while traffic light scoring is added to the evaluation repository at the centralised and decentralised level.



Annex 1: Overview of Quality Management Mechanisms at Comparator Agencies

The feasibility study conducted interviews with representatives from other UN agencies to understand their quality management solutions and draw on approaches that can be applied to IOM. The study considered ILO and WFP who both have advanced quality management mechanisms. ILO has the added benefit of having a similar decentralized and projectized structure, like IOM. UNESCO and UNIDO have more emergent evaluation functions but can be used to draw lessons.

ILO

ILO's evaluation functions are decentralized, and it has a multi-tiered quality appraisal system. All projects must have evaluations but ILO conducts 'cluster' evaluations of smaller projects with shared themes or strategies to help aggregate learning and increase impact. Large evaluations for high-resource projects or strategic evaluations are conducted by external evaluators while smaller projects are assigned internal evaluators. However, due to lack of demand they will soon be discontinuing internal evaluations.

A multi-tiered process overseen by HQ is in place for evaluations conducted by external evaluators. These tend to be larger, strategic evaluations or those for high-resource projects. ILO believe that good quality evaluation begins with Evaluation Managers because a well-managed evaluation is likely to be higher quality. Evaluation Managers are volunteers and are provided with extensive training via ILO's Evaluation Manager Certification Programme. Evaluation Managers provide the first line of quality assurance by reviewing evaluation deliverables against quality standards and making recommendations to evaluators. Next, evaluation products of sufficient quality are reviewed by the Regional Evaluation Officer or the Departmental Evaluation Focal Point. Any products that do not meet quality standards are sent back down the line. Once the product has passed this level of review, it is reviewed by a Senior Evaluation Officer at HQ who either approves the report or returns for amendment. Senior Evaluation Officers review around 40 evaluation reports per year from external evaluators.

ILO has also engaged a consulting firm to conduct quality appraisals. Each external review costs around \$500 – \$600. Once reports have been approved by the Senior Evaluation Officer, they are sent to the provider of the external quality appraisal system. The results of the review are shared with the Senior Evaluation Office, the Regional Evaluation Officer/Departmental Evaluation Focal Point, and the Evaluation Manager, and are uploaded to the evaluation cloud where they can be reviewed by all ILO staff.

ILO does not have a rigorous quality review mechanism for internal evaluations. Internal evaluations are managed by the Project Manager due to the high volume of internal evaluations and because their main purpose is project improvement rather than wider accountability and learning. These reports are reviewed by the Senior Evaluation Office and the Regional Evaluation Officer/Departmental Evaluation Focal Point and are stored in an online repository.

ILO place an emphasis on having quality review at multiple points in the evaluation process. Quality assurance processes are also applied to Inception Reports and ToRs where the Regional Evaluation Officer has the power of sign-off. In addition to reviewing evaluation

products, Senior Evaluation Officers must also sign off on the evaluation section of project proposals, ensuring that high-quality evaluation is considered during project design.

UNESCO

UNESCO has an evaluation function with centralized and decentralized elements. On the centralized level, they have a corporate evaluation function which conducts around 5-8 corporate strategic or thematic evaluations per year. UNESCO have strong oversight of corporate evaluations. There is a set quality management process managed by evaluation professionals. At this level there is a peer review of ToRs, Inception Reports, and Draft Evaluation Reports. Quality review is outsourced to 3-4 individual consultants who review draft final evaluation reports for their quality, allowing for any changes to be incorporated. Quality review is conducted according to a template. External review costs around \$2,000 per report. Evaluation reports are scored according to a traffic light system. The quality assurance checklist and scoring mechanism are due for review to ensure better consistency amongst the external consultants using these tools.

UNESCO's decentralized evaluation functions are less well-developed, and quality varies. These evaluations are managed by field offices and the corporate evaluation function does not oversee evaluations at this level. UNESCO conduct an annual light-touch quality review of decentralized evaluations to understand areas for capacity building. They are trying to establish a network of evaluation focal points in each field office to support quality. At present, not all field missions have a focal point and individuals in this role may not have the capacity to fully carry out the role alongside other work. They are also trying to find resources to expand backstopping support from the corporate evaluation function to field offices to help improve quality, with a strong emphasis on improving quality of ToRs. They believe this impacts the quality of the overall evaluation.

UNESCO has guidelines on which evaluations should be evaluated externally or internally. All projects bigger than \$1.5 million are required to have an external evaluation. Smaller projects complete a self-evaluation, often conducted by the main Project Officer. Project officers are provided with guidance on conducting self-evaluations, but UNESCO recognize that these exercises lack independence.

UNESCO state that the main constraint for quality is resources. All projects are required to set aside 3-5% of their budget for evaluation but these funds are often reprogrammed. Lack of sufficient funds is believed to impact evaluation quality.

UNIDO

UNIDO is a centralized organization. They conduct around 3-4 corporate evaluations and 2-25 project evaluations per year. Evaluations are primarily conducted by external consultants and project managers conduct self-evaluations of projects under \$1 million. UNIDO has an emerging evaluation quality approach which was under review at the time of this study.

There is no quality management mechanism for self-evaluations. For external evaluations, the Evaluation Manager provides the first line of review. Once this has been approved, the report is peer reviewed and receives a final review by the Head of the Evaluation Office. The final evaluation reports are also subject to a quality review by an external provider. Evaluation Managers do not have structured tools for quality assurance. For reviews above the Evaluation Manager, UNIDO use structured quality assurance templates. Evaluation reports are also rated. Feedback and quality review are only provided at the end of an evaluation as provided quality assurance earlier in the process is too resource intensive.

External evaluators provide a quality review of the draft evaluation report. Costs that were not provided by 0.5 days is allocated for the review of each report.

WFP

WFP has an over-arching quality evaluation system providing a differentiated but connected quality assurance mechanism for centralized and decentralized evaluations. A key driver of the approach is the fact that WFP does not want two completely different quality management systems but at the same time want to contextualize and account for the differences between centralized and decentralized evaluations. The process is supported by process guides, templates for evaluation product, and quality checklists for centralized and decentralized evaluations to ensure that products are of high quality.

WFP quality assures ToRs, Inception Reports, and Evaluation Reports. Quality assurance of ToRs was considered important as this sets the scope for the evaluation and ensures that the right evaluators are selected.

Evaluation Managers are the first line of defense in conducting quality assurance. Each evaluation must have a specific Evaluation Manager who is separate from the evaluand. For centralized evaluations, the Evaluation Manager is provided by the evaluation office. For decentralized evaluations they select an 'independent' Evaluation Manager from another part of WFP. The Evaluation Manager is responsible for ensuring that templates and quality checklists are applied. Evaluation Managers have extremely detailed guidance to follow and must also complete an evaluation learning programme as soon as they are appointed as an Evaluation Manager.

Evaluation Managers are also supported by Regional Evaluation Officers, who are P4 grade. Additionally, these Regional Evaluation Officers are supported by a P3 National Officer to help manage workload. The regional level can assist Evaluation Managers with review and technical support. A key challenge identified by WFP is the fact that Evaluation Managers have full time jobs alongside managing evaluations. Consequently, they juggle two roles simultaneously. It is essential that they are supported by ROMEOs to ensure the reports can be quality assured properly.

At the decentralized level, an additional level of quality control is applied recognizing that Evaluation Managers and M&E officers may be of varying quality. An external consultant is responsible for reviewing all draft products before they are finalized and making recommendations. This is considered essential in ensuring the quality of the final product. WFP have an additional layer of quality in which an external quality assurer reviews the final product and rates its quality. This information is then shared with the Evaluation Managers, evaluators, and is also made public. It allows WFP to make improvements for future evaluations. Within WFP, ratings are taken seriously and considered as a mark of legitimacy. Quality assurance of a ToR takes 3 days and quality assurance of an Inception Report or Evaluation Report takes 6 days. Daily rates for quality assurance by an external provider are around \$1,100 per day.

Annex 2: List of People Interviewed

Name	Position
Christophe FRANZETTI	Chief Evaluation
Katia BARRECH	M&E Officer (Capacity Building)
Elma BALIC	Oversight Officer (Monitoring & Evaluation)
Ijeoma SAMUEL	M&E Knowledge Management Associate
Karel BOERS	Monitoring & Evaluation Officer
Zohoor AHMAD	Regional Monitoring & Evaluation Officer (ROMEEO)
Abderrahim EL MOULAT	Regional Monitoring & Evaluation Officer (ROMEEO)
Sarah Lynn HARRIS	Regional Monitoring & Evaluation Officer (ROMEEO)
Rogers MUTIE	Regional Monitoring & Evaluation Officer (ROMEEO)
Jhonn REY	Regional Monitoring & Evaluation Officer (ROMEEO)
Martin SCHMITT	Regional Monitoring & Evaluation Officer (ROMEEO)
Laura SMITH	Associate Monitoring & Evaluation Officer
Angeline WAMBANDA	Regional Monitoring & Evaluation Officer (ROMEEO)
Monica GORACCI	Director Migration Management Services
Florian FORSTER	Head, Immigration & Border Management Division
Nicola Graviano	CoM/Senior AVRR Specialist
Marina MANKE	Head, Labour Mobility & Human Development Division
Vassiliy YUZHANIN	Sr. Labour & Human Mobility Specialist
Cecile RIALLANT	Head, Migration & Sustainable Development Unit/TL
Manuel Pereira	Head, Migration, Environment & Climate Change Division
Jeffrey LABOVITZ	Director, Dept of Operations & Emergencies
Yitna Getachew	Head, Migrant Protection and Assistance
Jean-Pierre ANTOLIN	Senior Emergency Preparedness and Response
Angela STAIGER	Senior Humanitarian Policy Advisor
Fernando MEDINA	Head, Transition and Recovery
Theodora SUTER	Head, Gender Coordination Unit
MASKUN Izora Mutya	Head of Gender Coordination Unit
CASAGRANDE Margaux	Senior Programme Assistant
CASTELFRANCO Alessia	IOM Development Fund Administrator
JEFFERS Kelly	Gender Specialist
LI Wen	Director, Dept. of International Cooperation & Partnerships
BUSATTI Maurizio	Senior Migration Policy Advisor (Overlap)
BOMBASSEI Michele	Senior Migration Policy Advisor
GIORDANO Nicoletta	Head, International Partnerships Division
MCAULIFFE Marie	Head, MRD & Editor, World Migration Report
KNIGHT David	Int Governance Coordinator & Special Advisor to the DDG
TAKAHASHI Miwa	Senior Programme Manager (IGF)
Eva AKERMAN BORJE	Senior Policy Advisor – Policy Hub ODG, Director a.i.
Arun Chowdhury	Budget Officer, Budget/DRM

Jememias Mendes	Evaluation Managers
Nomagugu Ncube	
Alma Jani	
Shareen Tuladhar	
Jelena Krasic	
Ghenadie Cretu	
Lucie Perrot	Internal Evaluators
Caroline Roisin	
Craig Rosson	ILO
Claudia Ibarguen	UNESCO
Johannes Dobinger	UNIDO
Grace Igweata	WFP
Matthew Crump	IOM MOPAN Assessment Lead, IOD PARC

Annex 3: Bibliography

IOM Evaluation Documents

- Artival (2020) 'Meta-Evaluation of IOM's Internal and External Evaluations 2017-2019'
- IOM (2020) 'Evaluation Brief: Meta-Evaluation of IOM's Internal and External Evaluations 2017-2019'
- IOM (2020) 'Management Response Matrix – Final Report Meta-Evaluation of IOM's Internal and External Evaluations 2017-2019'
- IOM (date unknown) 'Results Matrix Toolkit'
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- IOM (2018) 'Monitoring Policy'
- IOM (2018) 'Evaluation Policy'
- IOM – Office of the Inspector General (2018) 'Guidance for Addressing Gender in Evaluations'
- IOM – Office of the Inspector General (2018) 'IOM Gender and Evaluation Tip Sheet'
- IOM (2021) 'IOM Monitoring and Evaluation Guidelines'
- IOM (2018) 'Evaluation Brief Guidance'
- IOM (2020) 'Continuity of Monitoring and Evaluation Interventions During COVID-19'
- IOM (2021) 'Biennial Evaluation Workplan – Office of the Inspector General 2021-22'
- IOM (2021) 'OIG Monitoring and Evaluation Strategy 2021-2023'
- IOM (2019) 'Planning, Conducting and Using Project Performance Reviews (PPR)'
- IOM (date unknown) 'Research and Evaluation Methodology for Mass Information Activities – An Institutional Approach'
- IOM (date unknown) 'Project Cycle Quick Reference Guide – Things to Keep in Mind'
- IOM (date unknown) 'Inception Report Template'
- IOM (date unknown) 'Evaluation Final Report Template'
- IOM (date unknown) 'Evaluation Brief Template'
- IOM (2021) 'IOM Development Fund Project Evaluations'
- IOM (2021) 'PRIMA for All – Guidance Note: Results Monitoring Module'

Evaluation Reports Reviewed

- IOM (2020) Synthesis Evaluation: Extracting Learning from Evaluations of Assisted Voluntary Return
- IOM (2021) Review of the Implementation of Recommendations from the 2017 Evaluation of IOM Gender Equality and MOPAN Assessment
- IOM (2021) Ex-Post Evaluation: Technical support and capacity building to improve cross-border tb control and care of Tajik migrant workers
- IOM (2021) Final internal independent evaluation of the capacity enhancement for institutionalized victim centered investigations and prosecutions of trafficking in persons (tip) cases in south Africa project

IOM (2021) Pacific adaptation through labor mobility in the low-lying atoll states of Kiribati, Marshall Islands and Tuvalu

IOM (2021) Mid-term internal independent evaluation of the project “strengthening national efforts to prevent trafficking in persons and rehabilitate victims of trafficking in the republic of Moldova” *Internal Evaluator*

IOM (2021) Ex-post internal evaluation of the project “strengthening disaster preparedness and response in Sierra Leone” *Internal Evaluator*

IOM (2021) Final external evaluation of “promoting rights-based solutions for vulnerable migrants through a migrant resource and response mechanism” (MRRM) programmes.” *External Evaluator*

Documents Shared by ROMEOS

- RO- MENA Evaluation Plan 2021
- IOM Algiers JTIP Result Monitoring Plan
- IOM Sudan ToRs for external evaluation reviews
- IOM MPA Unit ToRs for Final Evaluation PROTECT II in North Africa
- IOM Laban Mission Result Framework for JTIP Proposal
- RO Cairo “Strategic Result Framework - Result Mapping”
- IOM Sudan mission “Result Monitoring Framework”
- Programación Evaluaciones RO Buenos Aires
- Guía para gestión de evaluaciones
- Evaluación Intermedia Del Proyecto ‘Fortalecimiento De La respuesta Regional A La Regional A La Migración A Gira Escala De Los Nacionales Venezolanos en Ecuador’ Informe de Inicio”
- Evaluación ExPost Interna Del Proyecto ‘Generación De Buenas Practicas En La atención Directa A Víctimas De Trata’ Términos de Referencia
- Evaluación ExPost Interna Del Proyecto ‘Generación De Buenas Practicas En La atención Directa A Víctimas De Trata’ Términos de Referencia
- Evaluación Final Del Proyecto Strengthening Mechanisms for Humanitarian Assistance to Venezuelan Migrants, Colombian Returnees and Host Communities in Colombia’ Informe Final (Version Preliminar)
- RO Vienna Evaluation Plans
- SDL Narrative Report – Online IE Pilot December 2020
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- Guidance for Evaluation Managers DRAFT
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IOM (2020) ‘Application of the Internal Governance Framework – Work Plan’

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UNEG-OECD Peer Review of the International Organization for Migration (IOM) Evaluation Function, May 2021

Annex 4: Enquiry Tool

Question theme	IOM Staff	Comparator Agency Representatives
Context	<p>What is your role in evaluation design/implementation/quality assurance/management?</p> <p>What are the key drivers/constraints in the organization impacting upon evaluation quality?</p>	<p>What is your role in evaluation design/implementation/quality assurance/management?</p> <p>Is the quality assurance done externally, internally or as a combination of both?</p>
Existing Quality management Mechanism	<p>What are the existing quality management processes/mechanisms for IOM evaluations/evaluation products? Which evaluation products are currently reviewed as part of quality management?</p> <p>What are the strengths and weaknesses of these?</p> <p>To what extent are the processes standardized for internal/external evaluations?</p> <p>What are the pathways for internal/external evaluations (are they different)? If pathways are different, how is it decided which it will be?</p>	<p>What are the key features of your organization's quality management processes/mechanisms? Which evaluation products are currently reviewed as part of quality management?</p> <p>What are the strengths and weaknesses of these?</p> <p>Which evaluations (centralized/decentralized) are assessed and how is that decision made?</p>
Timing	<p>At what point in the evaluation process does quality management take place? When is it most useful to receive feedback? How does this differ between internal/external evaluations?</p>	<p>At what point in the evaluation process does quality management take place? When is it most useful to receive feedback?</p>
Roles and responsibilities	<p>Are there clear lines of responsibility and dedicated roles for the quality management of evaluations? What are these roles and how are they decided upon?</p> <p>Are there clear roles and responsibilities for OIG/at a regional/country level?</p> <p>What impact does the decentralized and projectized nature of evaluation in IOM have on the application/design/use of evaluation quality management processes?</p>	<p>What are the different roles and responsibilities of stakeholders involved in the quality management process (both internal and external)?</p>
Resourcing (financial)	<p>Where do you think the financial resources needed for quality management processes should come from (institutional evaluation budget, built into project evaluations etc.)</p> <p>Thinking about scores for evaluations in the meta-evaluation, do you think budgets impact on evaluation quality (i.e., internal/external evaluation teams) and ability to maintain quality?</p> <p>Do you think there is appetite to include a provision in budgets for quality checking of the evaluation through an external consultant in addition to financial provision for the evaluation itself?</p> <p>If 2-4% of project funding is allocated to evaluation, what is the appetite for a</p>	<p>How is the quality management mechanism resourced internally/externally?</p> <p>Where do the financial resources needed for quality management processes come from (institutional evaluation budget, built into project evaluations etc.)</p> <p>Are you able to share any budgetary information regarding the cost of quality management processes? (i.e., Aggregate score by product)</p> <p>Are there designated human resources for evaluation quality management?</p>

	potentially more costly/labor intensive mechanism (or not)?	
Capacity	<p>How are staff for internal evaluations selected/trained/supported?</p> <p>Who is/should be responsible for the quality management of evaluations? How should this be resourced in terms of staff time?</p> <p>Do staff currently have sufficient capacity to support a more robust quality management process for evaluation (i.e. technical or capacity in terms of time within role and existing responsibilities)?</p> <p>What capacity building efforts have taken place in your organization to support evaluation quality? What difference have these made? What has been most effective?</p> <p>What further capacity is needed and how could this best be enhanced?</p>	<p>What capacity building efforts have taken place in your organization to support evaluation quality? What difference have these made? What has been most effective?</p>
The QA scores	<p>Have any of the evaluations you've been engaged in been scored (i.e. for the meta-evaluation)? Was the scoring useful? How might quality scores be used going forward? Should these be published and why/not?</p> <p>Are evaluations currently scored? How are these fed back to evaluation teams? Are these published?</p>	<p>How are QA scores used? How are these fed back to evaluation teams? Are these published?</p>
Use of feedback	<p>What mechanisms could be put in place to ensure that feedback on evaluation quality is used? How is this tracked/monitored?</p>	<p>What mechanisms are in place to ensure that feedback on evaluation quality is used? How is this tracked/monitored?</p>