



## EVALUATION BRIEF

December 2022

### EVALUATION OF IOM'S INSTITUTIONAL APPROACH AND CONTRIBUTION TO THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

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

Evaluation type:	Central Evaluation
Evaluator(s):	Central Evaluation Unit and KPMG International Development Advisory Services
Evaluation Period:	2015 -2022
Final report date:	December 2022
Commissioned by:	IOM Central Evaluation Plan

Managed by: IOM Central Evaluation Unit

**Evaluation purpose:** To evaluate IOM's strategic approach and contribution to the 2030 Agenda on Sustainable Development through the lens of the IOM's Institutional Strategy on Migration and Sustainable Development and related SDG action plans, and to provide recommendations on how to strengthen IOM's work towards achieving SDG targets.

**Evaluation criteria:** Relevance, coherence, effectiveness, efficiency, impact, and sustainability.

**Evaluation methodology:** Document review, key informant interviews, surveys and country case studies.

**Geographical coverage:** Global

## CONTEXT SUMMARY

In 2015, the UN General Assembly adopted the 2030 Agenda for Sustainable Development acknowledging the linkages between migration and development. Multiple Sustainable Development Goals (SDG) of the 2030 Agenda included references to the role of migration and a specific target of SDG 10 (Reduce inequality within and among countries) specifically addressed the governance of migration.

With its increasing role as the UN Migration Agency and UNSDG core group member, IOM has a responsibility to articulate its activities and mandate in relation to the 2030 Agenda, report on its activities to support States in achieving the commitments therein and contribute to the global discussions on migration and sustainable development.

In line with these requirements and to guide its overall approach and underpinning actions to leverage migration as a driver of sustainable development, IOM adopted an Institutional Strategy on Migration and Sustainable Development (M&SD Strategy) in 2019.

The strategy acknowledged the increasing relevance of migration to people and the planet in an era of deepening globalization, increased digitization and rapid urbanization.

Accordingly, it identified the inclusion of migration in the 2030 Agenda for Sustainable Development as a significant opportunity to assess the role of migration on a range of development issues and to better understand how development can impact and be impacted by human mobility.

The strategy recognized the need to build the evidence base, deepen partnerships across the UN system and beyond, and strengthen the capacity of IOM staff and partners for delivery of effective programming related to migration and sustainable development.

The M&SD Strategy underlined the necessity of a whole-of-organization approach in achieving the ambition of its long-term outcomes and in contributing to SDG as a development actor, also considering IOM's role as coordinator of the UN Network on Migration (UNNM).

In 2020, an internal UN-SDG Action Plan was created to operationalize the strategy and report on IOM's contributions to the implementation of the 2030 Agenda and to the UN Development System Reform.

## KEY FINDINGS & CONCLUSIONS

**Relevance:** The evaluation showed that the Theory of Change of IOM's M&SD Strategy does not clearly indicate the causal linkages between the proposed activities and their expected results, but the deliverables of the M&SD Strategy are relevant to its ambitions and goals. They are however too general to be properly assessed.

The MSD global programmes managed by IOM are relevant initiatives to generate and collect evidence on how migration can be mainstreamed in a broad range of development interventions and policies.

**Coherence:** The juxtaposition of IOM strategic frameworks and cross-cutting approaches may generate a degree of confusion and strategy fatigue within the organization, particularly as it is not matched by a substantial effort to harmonize them and ensure consistency in their operational implications. There is room for better alignment of the M&SD Strategy and other IOM strategic frameworks, particularly the Strategic Vision.

The evaluation has found that collaboration with UN partners, civil society and governments is noticeable, and IOM's approach is well aligned externally to other SDG frameworks to mainstream the interlinkages between migration and development.

**Effectiveness:** Country Offices report a new impetus towards engagement aligned to M&SD objectives. IOM's entrance to the UN as a related agency, the adoption of the GCM and the establishment of UNNM at country and regional levels are developments that orient the way IOM engages effectively with States in general, opening additional avenues for cooperation on sustainable development issues. The M&SD Strategy adds to this edifice by better articulating these opportunities from an institutional perspective.

IOM's global reporting on migration and sustainable development does not fully address its full contributions to the SDG, but rather on progress indicators in the implementation of the GCM and of the 2030 Agenda.

**Efficiency:** The IOM's traditional approach to development is being gradually replaced by the vision carried in the M&SD Strategy, according to which sustainable development cuts across the organization's activities. Adapting structures and mandates within the organization to this new vision is still a work in progress. The IOM MSD Team has endeavored to ensure the timely distribution of guidance and training materials internally and externally.

**Impact:** As measured by the frequency and scope of references to migration in UNDESA's annual SDG report and by IOM's own submissions to the HLPF, the organization has been successful in raising the visibility of migration on the international development agenda.

At the national level, most country offices consider having had significant or some impact in ensuring that migrants are not left behind in the implementation of the 2030 Agenda, particularly through technical assistance to integrate migration in the SDG statistics, leveraging the UNNM to advance migration governance in line with the 2030 Agenda, and promoting mechanisms supporting the implementation of the 2030 Agenda.

**Sustainability:** IOM has established a firm basis for the sustainability of its work on migration and sustainable development, notably through its roles as core member of the UNSDG and as coordinator of UNNM. At an institutional level, IOM has engaged reforms of its organizational structures and its project management systems which both emphasize migration and sustainable development as an important area of development.

### SUMMARY OF KEY RECOMMENDATIONS

1. To clarify the formulation of the M&SD Strategy's Theory of Change and monitor the strategy's implementation.
2. To increase coordination efforts by updating the UN-SDG Action Plan for institutional M&SD mainstreaming.
3. When updating IOM's Strategic Vision, establish a clearer hierarchy and more coherent conceptual architecture of internal strategies to better inform the migration and sustainable development nexus.
4. Provide sufficient investment to country offices for capacity building, to engage with UNDS coordination and with national authorities in leveraging IOM institutional tools for establishing baselines relevant to migration and human mobility SDG targets and indicators.
5. Continue efforts to incorporate M&SD learning mechanisms from global and country levels programming into organizational processes (e.g., PRIMA, RBM, KM).
6. Consider undertaking a brief capacity building needs assessment with Country Offices to inform priority needs and establish a financial plan.
7. IOM's MSD work should continue to be supported with core funding to ensure adequate resources at all institutional levels to address migration dimensions of the 2030 Agenda.