2023
ANNUAL
EVALUATION
REPORT

IOM Central Evaluation Division

IOM UN MIGRATION | EVALUATION

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Foreword

It is my pleasure to present the 2023 Annual Evaluation Report of the IOM Central Evaluation Division (CED). This report provides an overview of the Division's activities, achievements, and initiatives throughout the year 2023, highlighting its commitment to promoting accountability, performance assessment, innovation, institutional learning, organizational leadership, and evidence-based decision-making.

The year was significant in increasing the visibility of evaluations within IOM, particularly with the upgrade of the former Central Evaluation Unit to a division and the shift to the Office of Internal Oversight (OIO). Still recognizing areas for improvement, particularly highlighted in the 2023 MOPAN assessment to reinforce evaluation at IOM, the CED remains committed to strengthening IOM's independent oversight and evaluation culture.

With the forthcoming 2024-2028 Evaluation strategy and the transition to OIO, CED aims to continue producing strategic reports, showcasing the work done by the Division, both internally and externally, and promoting evaluation throughout IOM including through capacity building and training initiatives.

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Evaluation at IOM

In the constantly shifting and challenging landscape of global migration, the role of evaluation at the International Organization for Migration (IOM) remains paramount, serving as a foundational tool for organizational learning, accountability, adaptation, and evidence-based decision-making. The Central Evaluation Division (CED)[1] within IOM becomes increasingly pivotal, reinforcing through its mandate IOM's oversight, accountability, learning, transparency, strategic guidance, and organizational leadership. This ensures that IOM's strategies and operations are well aligned, and effectiveness, efficiency and impact of its activities and programmes are enhanced.

Evaluation at IOM operates at two levels: central evaluations, commissioned and managed by CED, and decentralized evaluations, mainly commissioned by project teams, and managed at the country, regional, and Headquarters levels. The Division extends its role to providing strategic direction, setting norms and standards for both central and decentralized evaluations, and developing relevant institutional policies and guidelines for a reinforcement of an evaluation culture in IOM. It is instrumental in streamlining evaluation processes, offering technical support and guidance across various IOM departments and offices, and ensuring the quality of decentralized evaluations.

The Division conducts central evaluations through the implementation of its biennial evaluation plan, undertakes specific evidence-based assessments and independent reviews, and significantly contributes to policy and decision-making processes within IOM. Central evaluations mainly cover corporate and strategic areas and themes of importance to the Organization such as the humanitarian-development-peace nexus, the climate-migration nexus, and sustainable development goals. The management of evaluation at IOM is further supported by a network of Regional Monitoring and Evaluation (M&E) and Risk Management Officers (ROMERO), who play an important role in ensuring that decentralized evaluations are of the highest standards.

Through rigorous evaluation methodologies IOM learns from its successes and challenges, allowing the Organization to adapt and refine its strategies and activities for enhanced impact, while in turn using evidence to inform decision making and ensuring IOM's efforts are both effective and responsive to the dynamic nature of global migration challenges. Evaluation also ensures IOM remains accountable to its stakeholders, including migrants, displaced populations, and donors.

All evaluations at IOM are made publicly available on the IOM Evaluation repository and the UNEG database to promote use among UN partners and other external users. Similarly, all decentralized project evaluation reports are uploaded in the IOM's Project Information and Management Application (PRIMA).

Institutional Set-Up and Independence of the Division

In recent years, IOM has made significant steps in strengthening its Central Evaluation function, including with increased funding allocation. These improvements follow the recommendations from the 2019 Multilateral Organisation Performance Assessment Network (MOPAN) and the 2021 UNEG/OECD-DAC Peer Review, which both called for a more robust and independent Evaluation function. Although progress has been made since the 2019 and 2021 recommendations, enhancements are still planned to better meet

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[1] Formerly the Central Evaluation Unit, now located within the new IOM Office of Internal Oversight (OIO).

UNEG Norms and Standards for evaluation as also highlighted in the more recent MOPAN review of 2023. Despite these recent efforts, the Central Evaluation Function was still rated unsatisfactory by the review, not yet meeting for instance the UN norm in terms of independence of the Chief of Evaluation and reporting lines.

The Central Evaluation function, located within the Office of the Inspector General (OIG) for two decades since 2001, was relocated as a unit to the Department of Strategic Planning and Organizational Performance (DPP) in 2021, with its monitoring responsibility transferred to the Results Based Management Unit (RBM) within the same department. The 2019 MOPAN assessment and 2021 UNEG/OECD-DAC Peer Review highlighted the issue of dual M&E responsibility, also recommending the separation of monitoring from evaluation within the mandate of IOM Central Evaluation to enhance the independence of the function and focus on its strengthening within the Organization.

With the election of a new Director General in 2023, a series of reforms were undertaken in IOM with the aim of strengthening strategic planning, results management, and evaluation. Regarding the Central Evaluation function, recommendations from the UNEG/OECD-DAC Peer Review of 2021, the UK Foreign, Commonwealth & Development Office (FCDO) review of IOM published in 2022, and the 2023 MOPAN review were considered. The 2022 FCDO report also encourages IOM to identify means to strengthen the independence of its Evaluation function and review the function's resourcing[2]. Similarly, the MOPAN report of 2023 concluded that while IOM had strengthened its Evaluation function by relocating it to DPP, the function, which was described as "nascent" in the 2019 MOPAN assessment, still does not enjoy the level of independence required by UN norms[3].

The Organization therefore decided to transfer the Central Evaluation Unit of DPP to a newly created Office of Internal Oversight (OIO) together with IOM Internal Audit and Investigation functions, and to upgrade it to the division level - the Central Evaluation Division (CED), set to be fully implemented in the first semester of 2024. The OIO Director reports directly to the IOM Director General and IOM Governing Bodies. This change is also more in line with the third line level of the Three Lines Model of the Institute of Internal Auditors.

As already mentioned, the CED mandate still aims to strengthen IOM's independent oversight and evaluation culture, contributing to accountability, performance assessment, innovation, institutional learning, organizational leadership, and evidence-based decision-making. The Division continues to provide institutional and strategic direction to central and decentralized evaluations, set norms and standards for evaluation, and develop relevant institutional policies, processes, and guidelines. It also offers technical support and capacity-building activities to reinforce the evaluation culture within IOM. Furthermore, the CED continues to conduct corporate and strategic evaluations through the implementation of its biennial evaluation plans, as well as specific evidence-based assessments, synthesis, and independent reviews.

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[2] United Kingdom Foreign, Commonwealth & Development Office (FCDO), 2023. pg. 64
[3] MOPAN, 2023. pg. 39

Monitoring and Evaluation (M&E) Strategy 2021-2023

Despite the move to DPP and the transfer of Monitoring to the RBM Unit, the work of CED continued in 2023 to be guided by the *Monitoring and Evaluation (M&E) Strategy 2021-2023* on matters concerning evaluation and for organising the transfer of the monitoring function. The CED retained the responsibility of completing its objectives in 2023, with a focus on the third outcome during the second semester of 2023: 'Evaluation is used to drive learning, accountability, and decision-making'.

In line with the strategy outcomes, the Division achieved the following in 2023:

➢ Developed an electronic version of the M&E Guidelines also available in Spanish and French, to improve accessibility for both IOM and external stakeholders. Initially disseminated in PDF format, the guidelines were subsequently transformed into an interactive electronic format in the last quarter of 2023. This transition to an electronic, web-based format was aimed at enhancing user interaction by offering customizable options, such as bookmarks, note-taking capabilities, and functionality for extracting tools and templates. These guidelines emphasized the need for a more robust system that facilitates results-based management and provides institutional technical guidance on M&E.

➢ A Manual on Real-Time Learning (RTL) and Performance Monitoring Review (PMR) was developed in response to the increasing demand to deliver reflective activities in 'real-time' that generate evidence-led insights for decision-making, accountability and learning across IOM's work, in addition to evaluations. The manual is structured into three parts: Part I and II provide a theoretical overview, definitions and explanations of the distinctions between various RTL approaches and tools. Part III focuses on the rationale and methodology for PMR, explaining how these exercises are incorporated into the organization's broader efforts to enhance performance monitoring and evaluation initiatives.

➢ To strengthen the utility, learning, and accessibility of evaluations, the Division took significant steps to enhance the evaluation module in PRIMA[4]. These enhancements aligned with the 2022 guidance on the use of evaluations and the follow-up of recommendations, ensuring that evaluation management responses and other elements of evaluation, such as communication, are systematically tracked within the system. They were also intended to foster an evaluation culture within IOM, addressing recommendations from the MOPAN assessments about the need for increased accountability in evaluation use and follow-up. Recognizing the necessity of knowledge management systems linked to evaluations, the improvements in PRIMA aim to achieve several objectives, including streamlining the use of evaluations, facilitating the consolidation of project results and impact at the corporate level, and promoting a more structured approach to learning from evaluations across the Organization.

➢ As part of its mandate of conducting corporate and centralized evaluations, the Division published six central evaluations in 2023 and organized internal presentations of main findings of these

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[4] PRIMA is the IOM's Project Information and Management Application (PRIMA) system, which includes information and data on evaluation planning and conduct.

evaluations[5]. In addition, CED continued its participation and contribution to the Inter-Agency Humanitarian Evaluation Steering Group (IAHE-SG) by contributing to five evaluation initiatives[6].

The transfer of the monitoring function was also finalized, moving the oversight of the *Monitoring and Evaluation E-Learning Course* to the RBM Unit level and agreeing on a co-management of the e-M&E Guidelines. Collaboration between CED and the RBM Unit[7] will continue in 2024 to review, update, and realign the e-learning course with the new developments in IOM and they will also work together for developing/updating M&E guidance, enhancing capacity building in M&E, and improving reporting on M&E and decentralized evaluations within IOM.

Evaluation Strategy 2024-2028

During the last quarter of 2023, CED has been working on the development of a new strategy, marking a strategic shift from the former M&E strategy 2021-2023 towards a dedicated evaluation strategy in line with its new mandate.

Finalized in January 2024, the IOM Evaluation Strategy 2024-2028 sets the course of the work of the Division for the next five years, shaping how it will promote IOM evaluation culture and how it will support the Organization to evaluate its relevance and performance, assess its impact, learn from experience, and ensure accountability. The strategy acknowledges the historical context, building upon the achievements of the previous Monitoring and Evaluation Strategy 2021-2023 while responding to recommendations of the MOPAN 2023 and the 2022 FCDO reviews. Its main purpose is *to strengthen IOM's independent oversight and evaluation culture, thereby contributing to accountability, performance assessment, innovation, learning and evidence-based decision-making.*

The scope of the Evaluation Strategy 2024-2028 encompasses three main aspects of CED activities: i) conducting strategic and thematic evaluations, ii) capacity building and reporting, and iii) active engagement in international evaluation fora. The Division also aims to reinforce IOM's commitment to transparency and evidence-based practices while strengthening CED's capacity and independence in the conduct of its mandate.

The strategy focuses on four key outcomes:

1) **Evaluations in IOM are independent and credible**:
   - Evaluations are independent and management is effective and adaptive.
   - Quality assurance and quality assessment systems are established and regularly reviewed.
   - Institutional guidance on decentralized evaluations is effective and up to date.

2) **Evaluation coverage is balanced and supports accountability, innovation, and learning.**
   - Evaluation planning meets organizational coverage needs, as well as accountability, innovation, and learning purposes.

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[5] For more information, see later in this report under 'Biennial Evaluation Plan 2023-2024'.
[6] Ibid, under 'Inter Agency Humanitarian Evaluations'.
[7] Renamed 'Strategic Planning and Results' in the new structure of 2024 and located within the 'Office of Strategy and Organizational Performance'.

- Partnerships and collaborations in the field of evaluation are increased internally and with external stakeholders, including with professional networks.

3) **Evaluation evidence is relevant, timely and is used across the Organization, including for decision making:**
   - The use of evaluation for accountability, decision-making and learning is promoted as per existing guidance.
   - Application of guidance and instructions on the usefulness of evaluations for learning and decision-making is monitored.

4) **Evaluation capacity and culture are strengthened throughout IOM:**
   - Resource needs are regularly assessed and covered for effective capacity building in Evaluation.
   - Systems are in place to provide effective training in evaluation and promote an evaluation culture.
   - Evaluation roles and responsibilities are clear to stakeholders.

The Evaluation Strategy has been developed in alignment with the IOM Strategic Plan 2024-2028 and the IOM Strategic Results Framework[8] (SRF) 2024 to support evaluation efforts. It will incorporate specific indicators for reporting results related to evaluation, as outlined in the 'Integrity, Transparency, and Accountability' section of the SRF's cross-cutting priorities indicators. Furthermore, the IOM Evaluation Strategy aims to integrate the long-term outcomes outlined in the SRF, which are closely linked to the Strategic Plan's objectives and are considered as critical when assessing program performance and impact.

The document is complemented by a Theory of Change (ToC), which offers a comprehensive view of the strategy and acts as a roadmap for guiding the objectives and expected outcomes. The ToC also explains the rationale behind the outcomes and the process by which they are expected to be achieved and outlines the short and long-term initiatives supporting its implementation and impact. It identifies essential conditions (or assumptions) and establishes the causal relationships necessary to achieve the desired outcome and overall change.

The CED will implement the Evaluation Strategy 2024-2028 in collaboration with relevant departments, divisions, and regional and country offices. A mid-term review will be organized to evaluate the strategy's relevance and implementation, with adjustments made to objectives and outcomes as needed based on the review's recommendations.

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[8] The SRF has been developed to accompany the implementation of the strategic plan. It provides a concrete roadmap for the implementation of IOM's strategic objectives and breaks down what IOM aims to achieve, and how this can be accomplished.

Figure 1: IOM Central Evaluation Theory of Change
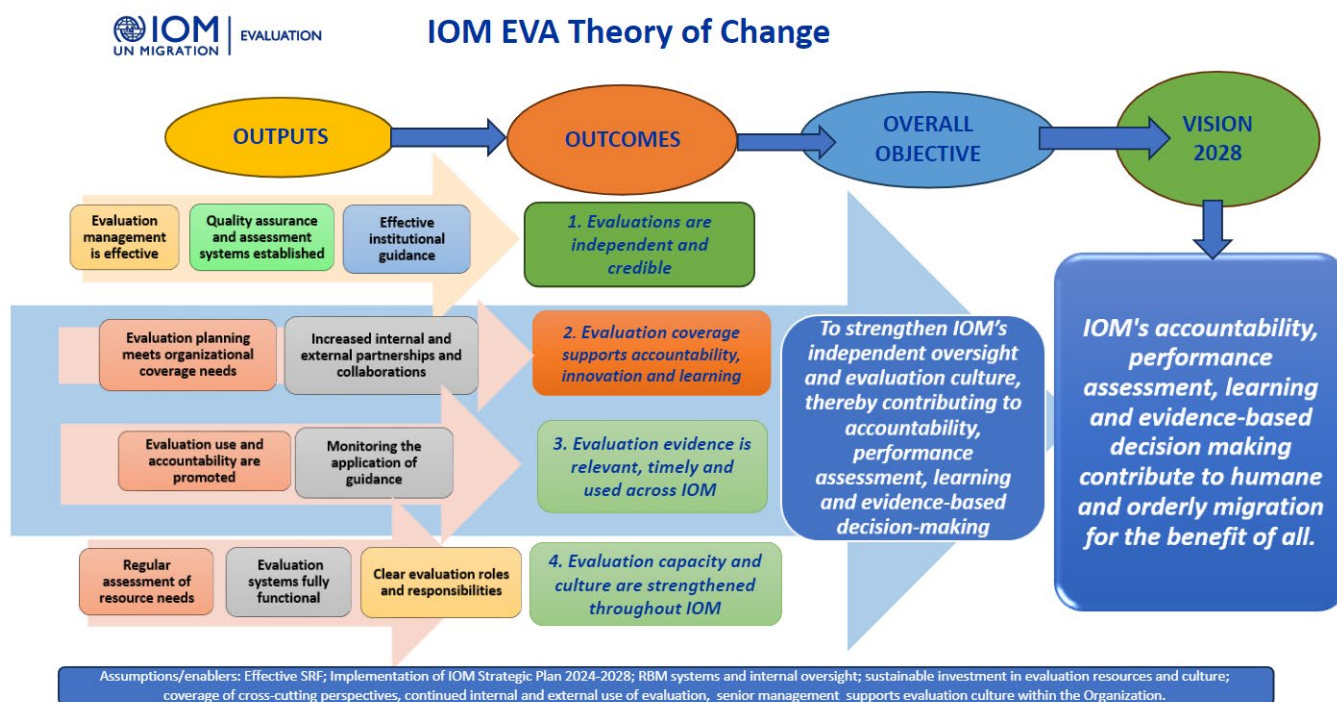
Biennial Evaluation Plan 2023-2024

In line with its mandate, CED prepares a biennial evaluation plan of the strategic, thematic and corporate evaluations that the Division will conduct. These evaluations assess the relevance, coherence, effectiveness, efficiency, sustainability and impact of policies, strategies, and thematic areas of work considered as a priority for IOM. The biennial plans include evaluations that are of strategic importance to the Organization and are prepared with contributions from Headquarters departments and Regional Offices, ensuring a balanced coverage of topics based on evaluation needs and IOM Strategic Plan. The following paragraphs give a summary and key recommendations of central evaluations published in 2023 and conducted by external consultants under CED's management:

Countering Xenophobia and Discrimination and Enhancing Social Cohesion: An Evaluation of IOM's Approaches and Initiatives

This thematic and strategic evaluation assesses IOM's efforts in countering xenophobia, discrimination, and promoting social cohesion either directly or indirectly as part of broader protection and assistance objectives. It utilized various methods including documentation review, an online global survey, interviews and focus group discussions, and a selection of five case study countries: Bangladesh, Italy, Ecuador, South Africa, and Tunisia.

Key Findings:

The evaluation revealed that IOM efforts are well-aligned with IOM and UN's related strategic objectives and norms, including the Global Compact for Migration (GCM) and the 2030 Agenda for Sustainable Development. Challenges exist however given the complexity and cross-cutting nature of the topics. Xenophobia lacks for instance a broader Headquarters (HQ) expertise, being tackled primarily through communication campaigns and policy support rather than dedicated programming. Discrimination was often considered an implicit aspect of IOM's work and operationalized through specific workstreams. Social cohesion, in contrast, appears to be more consistently integrated across IOM's programming, though it is often interpreted variably and tends to focus on migrant integration over a broader application across the migration cycle.

Coherence is supported by stakeholder involvement but is hampered by the absence of comprehensive guidance on xenophobia and a well-defined theory of change. Efforts to combat discrimination are more documented and collaborative, although the lack of intersectional approaches poses integration challenges within programming. Social cohesion benefits from a range of policies and guidance but may be limited by its narrow focus on migrant integration.

For effectiveness in IOM's approaches in addressing xenophobia, discrimination or social cohesion, campaigns against xenophobia reached wide audiences but lacked performance assessments. While sub-categories of gender and diversity initiatives show positive trends, other sub-categories, such as race, sexual orientation, age, or disability were less present in programming and evaluations. Social cohesion initiatives saw efforts made to evaluate their effectiveness, with several evaluations identifying positive results.

Efficiency and impact assessments highlight a limited recognition of IOM's commitment to xenophobia and a lack of clarity among staff regarding the Organization's approach to the issue. Training on discrimination exists but without an intersectional focus, leading to inconsistent awareness and implementation. Social cohesion is acknowledged, and while multi-year funding is on the rise, donor-driven priorities still influence projects coverage.

Lastly, the sustainability of IOM's interventions on xenophobia, discrimination and social cohesion is underpinned by inclusive government policies and frameworks, IOM's comprehensive approach, and partnership-based initiatives. However, challenges like short-term funding, limited monitoring, and varying contextual factors hinder long-term sustainability. Successes are noted in policy development and social cohesion projects contributing to national ownership, but reluctance among governments to engage directly on xenophobia and insufficient consultations in project design phases reduce the potential for impact.

Table 1: Recommendations

Xenophobia	Discrimination	Social Cohesion
1. Develop a solid evidence-based concept and guidance for IOM's interventions on xenophobia and consider assessing the potential impact on a wider scale. 2. Develop a specific evaluation approach for IOM's interventions on xenophobia and apply it	1. Integrate a concrete intersectional approach to discrimination in the SRF, identifying key sub-categories such as gender, disability, race, sexual orientation, and age, with common indicators.	1. Establish a collaborative ad-hoc working group to develop a unified approach to social cohesion within IOM programs, promoting knowledge exchange and cooperation across regions and thematic areas.

in line with what has been done for evaluating social cohesion.

3. Encourage and reinforce xenophobia initiatives' partnership with the UN system (e.g. UNNM), LNNGOs and CSOs (i.e. incorporating community perspectives).

4. Consider the designation of a unit responsible for leading this work on xenophobia and related internal and external coordination. Nominating xenophobia focal points in ROs could also support this process.

5. Ensure greater use of IOM's KM portal, POEM, to stock, collate and share good practices, lessons, and research reports to consolidate learning on xenophobia and develop an e-course(s) for IOM staff and partners on addressing xenophobia.

2. Map available guidance and training courses on discrimination and its sub-categories, identifying gaps to inform the development of additional resources, potentially through staff surveys.

3. Develop an intersectional approach to discrimination to support RBA, integrating it into key institutional guidance documents and frameworks.

4. Create a webpage to centralize available guidance on discrimination including sub-categories of gender, race equality, disability etc., utilizing IOM's KM portal for sharing best practices and research reports.

5. Assign responsibility roles for discrimination, including gender, disability, and SOGIESC issues, to specific units within IOM, considering additional focal points for categories such as race and age.

6. Enhance collaboration on fundraising proposals for discrimination projects with UN agencies and partners, leveraging existing or planned UN-wide strategies and frameworks for support.

2. Implement a standardized evaluation methodology for social cohesion initiatives, ensuring adequate budget allocation due to the complexity of evaluations in this area.

3. Incorporate thorough analysis of political and economic factors, consultation with partners, comprehensive approaches, and longer project durations into social cohesion project designs.

4. Enhance the utilization of IOM's KM portal, POEM, to share best practices and research on social cohesion, and integrate social cohesion considerations into staff and partner training programs.

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

The mid-term evaluation of the IOM Regional Strategy 2020-2024 for the East and Horn of Africa, aimed to assess the relevance, coherence, and efficiency of the mid-term implementation of the Regional Strategy and its effectiveness as a planning, monitoring, and management tool able to inform and guide IOM's activities in the region, as well as to assess its expected and potential impact and sustainability. The strategy centered around three pillars of the IOM Strategic Vision 2019 – 2023 —Resilience, Mobility, and Governance.

Key Findings:

The evaluation indicated that most Country Offices valued the guidance provided by the Regional Strategy, noting its importance in engaging donors and aligning with regional priorities. Overall, the Regional Strategy was instrumental for country strategy formulation and served as a primary guide for local government and United Nations Country Team interventions.

The strategy has been successful in integrating a gender perspective, recognizing it as a cross-cutting theme and a key area for women's empowerment. However, it falls short in explicitly addressing other cross-cutting issues such as disability and accountability to affected populations, though it does promote human rights broadly. The strategy acknowledges environmental factors influencing migration but lacks comprehensive integration of these elements into strategic priorities. Despite this, the strategy has facilitated noticeable progress in institutional development and policy capacity in the region.

The Regional Strategy was developed concurrently with the development of the IOM SRF and does not entirely align with it. However, during implementation a Theory of Change and a results matrix based on

the SRF were created to measure strategic accomplishments. Implementation challenges include varying understandings of the strategy's role, its wide scope, contextual fragility, resource limitations, and some staff reluctance towards regional strategic initiatives.

Table 2: Recommendations

Recommendation 1	Recommendation 2	Recommendation 3
Enhance Consultative Processes for the EHoA Regional Strategy:	**Improve Institutional Alignment and Capacity:**	**Leverage the Regional Strategy for Greater Impact:**
1. Continue to engage with civil society organizations and right holders for strategy implementation and monitoring of the current strategy and for the preparation of the next Regional Strategy.	1. Increase socialization of the Regional Strategy among COs staff, including PMs, with practical orientations on how to integrate regional strategic approaches and indicators in national strategies and projects' management.	1. Use the Regional Strategy to illustrate IOM's leadership and added value in migration management during discussions with governments, donors and partners, and to negotiate unearmarked and softly earmarked funding to support its implementation and impact measurement.
2. Establish and maintain formal regional and national consultation mechanisms to align IOM's regional and country priorities, increase government ownership, and reinforce IOM's regional leadership.	2. Set minimum standards for developing country strategies that align with IOM's global and regional strategic outcomes, beyond just project development.	2. Ensure the next Regional Strategy (2025-2029) includes a comprehensive Theory of Change with a results matrix aligned to the SRF, defining drivers of change for all strategy priorities.
3. Consolidate partnerships with regional and national strategic players, such as the African Regional Economic Communities (REC) and IOM Member States in the region.	3. Offer ongoing capacity-building activities for policy and strategy development for IOM staff and incorporate information about the Regional Strategy and expected outcomes in the welcome package for new staff.	3. Utilize the strategy as a management tool, developing annual work plans linked to it, and creating communication strategies to disseminate it, including through events that involve local authorities and promote information sharing.
4. Ensure coherence with IOM's institutional priorities and frameworks, as well as with international and regional initiatives like the SDGs, GCM, and the Kampala Ministerial Declaration.		

Evaluation of Results-Based Management (RBM) at IOM

The evaluation of the IOM's RBM assesses the implementation of RBM initiatives and the extent to which the RBM approach created a results culture within the Organization, improved decision making and strengthened IOM overall performance and accountability to achieve its strategic objectives. The evaluation assessed efforts since 2016, utilizing case studies, benchmarking analysis, and the Joint Inspection Unit (JIU) framework. The evaluation focused on strategic and operational management, accountability and learning, change management, and the institutional integration of the Strategic Results Framework (SRF).

Key Findings:

The evaluation found that while IOM has institutionalized RBM elements in its roadmap and strategic documents, a detailed corporate strategy specifically for RBM mainstreaming is absent. Efforts towards establishing an accountability framework for RBM have progressed, including the creation of a dedicated RBM Unit, yet official RBM roles and responsibilities remain undefined. The SRF, developed to guide and operationalize IOM's Strategic Vision, was prepared with broad stakeholder involvement, enhancing ownership and commitment, but it lacks a comprehensive Theory of Change and detailed financial management plans necessary for its implementation.

Operational management efforts have seen the RBM Unit leading the development of programmatic indicators for the SRF, although the large number of indicators may limit their effective use. Issues such as the lack of detailed indicator metadata and SMART criteria for cross-cutting themes were noted, along with an underdeveloped Results-Based Budgeting (RBB) process. Human resources and funding have increased for RBM roles in recent years, but mainly at headquarters, with limited funding and support extending to regional and country levels.

Accountability and learning mechanisms incorporate SRF indicators within the M&E system, but the absence of baseline data and targets restricts effective performance monitoring and RBB implementation. Reporting at the institutional level tends to focus more on activities and outputs rather than on outcomes and measured impacts, lacking in-depth analysis against established baselines and targets. PRIMA, as a key tool for project design and performance measurement, facilitates the tracking of SRF outcomes and indicators, yet its dependence on qualitative data from country offices poses reliability challenges.

Change management initiatives aimed at fostering the RBM culture and establishing relevant frameworks have been implemented, yet without clearly defined long-term goals and outcomes. Training initiatives and guidance documents have been developed to support RBM integration, but a comprehensive rollout package and a robust institutional knowledge management system are still needed. The establishment of the Department of Strategic Planning and Organizational Performance (DPP) and the leadership role of the RBM Unit at the regional level have improved coordination and support for RBM mainstreaming, though challenges remain in ensuring consistent integration at all levels.

Table 3: Recommendations

Recommendation 1	Recommendation 2	Recommendation 3	Recommendation 4
Strategic Management:	**Operational Management:**	**Accountability and Learning:**	**Capacity and Engagement Towards RBM:**
1. Finalize the RBM strategy with a mid and long-term view that reflects the results of the roll out process and contributes to strengthening the relevance and adaptability of the SRF. Develop an RBM policy, also covering results-based monitoring, evaluation, and knowledge should be considered, which will consolidate RBM integration at the highest strategic levels.	1. Develop a Theory of Change (ToC) for the SRF to enhance the understanding of the changes brought by the SRF in the implementation of IOM´s corporate strategy and its related 9 priorities. The ToC should also reflect the linkages between various IOM key strategies, frameworks, expected results and resources required, including the sources of financing.	1. Issue an instruction to ensure mandatory compliance with the PRIMA monitoring module and identify related capacity development needs to support it.	1. A strengthened role and influence of the RBM Unit in the UNSPN by consolidating its proactive approach and sharing of IOM's experience with other UN agencies.
2. Develop a change management strategy, to keep track of the achievements of the integration of RBM. UNFPA´s 3+5 model in combination with the Joint Inspection Unit (JIU) framework could be used as basis for development, to include SMART indicators, baselines, and targets. It should be used as a self-assessment model that can be applied to all levels, i.e., global, regional, and country.	2. Finalize the guidance on indicator metadata for SRF to enhance a shared understanding of SRF indicators. It will increase the reliability of data collection during the organization-wide roll out process. It could be accompanied by the issuance of a monitoring and evaluation plan for the roll out of the SRF, indicating key activities, responsibilities, timeframes, costs, and the periodicity of data collection and reporting.	2. Enhance PRIMA user experience and depth of information provided through various initiatives, such as populating fields automatically where possible to streamline the indicator-feeding process, incorporating open-ended fields to capture good practices and innovative approaches identified during the project cycle, which could eventually be complemented with the qualitative data gathered through the IQ. 3. Develop a guidance package for the integration of RBM approach within the Organization, including RBM roles and responsibilities in line with what will also be defined in	

3. The anchoring of the SRF as the IOM institutional results framework adapted to IOM five-year Strategic Vision (as it may be updated) to ensure a clear direction of RBM efforts towards the integration of the SRF for measuring Organization's results achievement.	3. Prioritize the SRF indicators in line with the current Tier System and based on the results of the pilot phase of SRF integration. n. The IQ preparation should be simplified as a result of SRF integration in PRIMA and used as a complementary data collection and validation tool for specific areas, providing qualitative data to supplement quantitative data collected through PRIMA. 4. Gather baseline information to set targets for the SRF, to enhance results-based reporting for the Annual Report among other reporting needs.	the current revision of the IOM's Project Handbook about project development and management. 4. The centrality of knowledge management in the integration of RBM and the SRF by strengthening collaboration between the RBM and the Innovation and Knowledge Management (IKM) Units, for instance in maximizing the potential of the Policy Exchange and Learning on Migration (POEM) platform3 and the use of PRIMA dashboards, and in creating a community of practice to foster an RBM culture.

Evaluation of IOM's Level 3 (L3) Emergency Responses

The evaluation assesses the extent to which IOM is capable to timely and effectively implement L3 emergency responses through a predictable and fit-for-purpose process, i.e., with appropriate leadership and coordination mechanism to deliver assistance and facilitate protection as the scale, complexity and urgency of a crisis develops. The evaluation utilized a combination of desk review, meta-analysis of L3 responses, case studies, key informant interviews, and a web survey, and engaged a variety of stakeholders throughout the evaluation process. Case studies, including L3 from Ukraine, Syrian Arab Republic, and Mozambique played a crucial role in understanding the on-the-ground performance of L3 responses.

Key Findings:

IOM actively participates in Inter-Agency Standing Committee (IASC) meetings and adheres to its declaration protocols. While IOM's L3 response duration typically extends beyond the IASC standard of six months, its involvement in the UN Cluster system and significant humanitarian funding receipt underscores its broad geographical and sectoral programmatic reach across various sectors like shelter, health, and camp management. However, protection activities and the integration of cross-cutting approaches need more focus. Despite incorporating feedback mechanisms into programme implementation, challenges remain with the integration of gender and disability, environment, and accountability to affected populations (AAP) perspectives.

IOM maintains coherence within its L3 approaches and programmes, with a strong external role in coordination and advisory capacities and internal mechanisms guided by the Migration Emergency Coordinator (MEC). Nonetheless, the 2021 organizational restructuring has introduced some uncertainty and inefficiencies, particularly in human resources, procurement, and legal procedures, affecting the timely deployment of resources and staff.

The impact of IOM's L3 interventions on targeted populations lacks clear documentation, though expanded programmatic coverage and significant donor funding highlight positive outcomes. The competition for funding and overlapping activities with other UN agencies presents challenges for maximizing sectoral impact. The sustainability of L3 results requires a better transition strategy and increased leadership in the Humanitarian Country Teams (HCTs) and the coordination system.

Table 4: Recommendations

Recommendation 1	Recommendation 2	Recommendation 3
L3 Declaration and Deactivation Protocols:	**Contingency Planning/Preparedness:**	**L3 Roles and Responsibilities Protocols:**
IOM needs to review its L3 activation period, which is shorter than IASC's suggested six months, to provide greater predictability and a longer-term perspective for those managing L3 responses. Additionally, IOM needs to address the issue of activating and deactivating later than other UN members and to develop a more detailed L3 deactivation process with clear roles and responsibilities, including of Regional and Country Offices for post L3 responses. IOM should also consider different standards for L3s based on conflict and/or natural disaster scenarios.	To improve immediate L3 emergency response capacity, IOM needs to scale up contingency planning and prepositioning of emergency stocks, increase non-earmarked funding, negotiate the usage of crisis modifiers, and strengthen surge capacity. In addition, IOM should increase its support to staff to address burn-out and psychological distress in line with already existing health checks, rest periods, and compensation and benefits packages.	IOM should provide clear guidance on the roles and responsibilities of senior management, including on required competencies. Furthermore, IOM should clarify the role of the Regional Office during and after an L3 response to ensure effective coordination and collaboration.

Recommendation 4	Recommendation 5	Recommendation 6
L3 Emergency "Fast Track" Procedures:	**Accountability and Knowledge Management:**	**HDPN:**
Revised protocols for HR, finance, legal, procurement, and security are urgently needed and should be well disseminated throughout the Organization. IOM should record 'fast-track' best practices from L3 interventions and turn them into normal procedures. A compliance system could also be built into the protocols to monitor their usage.	IOM should reinforce knowledge management of L3 interventions and make examples of successful programmes available for replication. Additionally, regular evaluations and reviews should be conducted to gauge organizational performance and compliance with new protocols.	IOM should disseminate best practices, clarification on when recovery/developmental activities should start within an L3 response, and on how to work with government departments on long-term interventions. It is recommended to disseminate HDPN guidelines, elaborate examples of good practices, and develop a staff planning strategy to ensure expertise for each thematic element within development interventions.

Thematic Evaluation of IOM's Labour Migration and Mobility Strategy and Initiatives

The evaluation assesses IOM's strategic approach and interventions in the field of labour migration, mobility, and social inclusion in the context of the Organization's corporate strategies, policies, and relevant international frameworks, and to provide recommendations on how to strengthen IOM's work in these thematic and operational areas. The evaluation was complemented with insights from key informant interviews (KII) with diverse stakeholders, an internal e-survey, and six programmatic case studies.

Key Findings:

The evaluation found that internally, IOM's Labour Mobility and Social Inclusion (LMI) Division serves as a key reference point across all thematic areas, while also holding a significant presence externally in several areas. In 2022, following the IOM restructuring, the Division strategically redirected its efforts, enabling it to effectively navigate internal challenges, such as operating in silos, and external challenges within the operational environment. It made notable achievements in shaping positive migration narratives, empowering migrants as agents of development, and building impactful partnerships across various sectors.

Despite these accomplishments, the LMI continued to face operational challenges, particularly in the areas of resource mobilization and human resources. Funding constraints posed a significant challenge, with

thematic areas within the Division deemed more difficult in securing resource compared to other aspects of IOM's mandate. The projectized nature of IOM's work also poses constraints as it impacts flexibility compared to other organizations, which receive more unearmarked or partially earmarked funding. Additionally, staff availability and retention issues highlight the need for improved support and resource allocation to meet the growing demands of the division.

The evaluation also identifies opportunities for enhancing strategic coherence and integration within the LMI division. There is a clear need to better connect various strategies and training initiatives, address communication gaps, and foster a more participatory approach in strategy design and implementation. While LMI has been successful in integrating human rights themes, further efforts are needed to mainstream disability, environmental sustainability, and a broader understanding of gender across its activities.

Moreover, LMI is encouraged to tailor its strategic guidance more closely to local contexts and enhance platforms for dialogue, especially in emergency situations, to ensure effective coordination and impact. Sustainability of LMI programs remains a concern, with political and economic shifts posing risks to the longevity and ownership of initiatives. The Division's adaptability during the COVID-19 pandemic demonstrated however its capacity to innovate and support migrants effectively in times of crisis.

Table 5: Recommendations

Recommendation 1	Recommendation 2	Recommendation 3	Recommendation 4
Overarching:	**Organizational Level:**	**LMI Division Level:**	**Project Level:**
1. Strengthen resource mobilization and brand recognition for LMI	1. Reduce organizational silos	1. Increase LMI division capacities to mobilize financial and human resources to match the demand and ambition for LMI programming	1. Integrate cross-cutting issues in programming
2. Systematic and cohesive approach programming and partnerships	2. Strengthen and streamline HQ communications		2. Enhance IOM's effective connection with local realities and collaboration with communities
3. Nurture relationships in the LMI space	3. Enhance clarity around strategy	2. Raise awareness among staff at division level regarding existing risk analysis and management requirements	3. Promote IOM's leadership role as a human-rights based agency, working on cross-border and transnational labour migration policies and programming
	4. Ensure staff awareness of existing IOM guidance on partnerships, to support strengthened donor relationships	3. Leverage knowledge management tools to further enhance knowledge management practices	
		4. Enhance the quality and diversity of capacity building initiatives	
		5. Reinforce impact measurement mechanisms across projects	

Evaluation of IOM's Strategic and Operational Response to the Covid-19 Pandemic

The thematic and strategic evaluation of IOM's response to the COVID-19 pandemic aimed to evaluate IOM's strategic, institutional, and operational approach and response to the COVID-19 pandemic and to provide recommendations and lessons learned on how to strengthen IOM's work to better address the

needs and preparedness for future similar global crises. The evaluation used a mixed methodology approach of a document review, an online survey of IOM field staff globally, semi-structured interviews with IOM staff and key stakeholders and a rapid evidence assessment of existing IOM research material and reports. The evaluation also provides a global assessment with practical examples showcasing four case study countries: Bangladesh, Greece, Mexico, and Nigeria.

Key findings

The evaluation highlighted IOM's significant role in coordinating a joint response with governments and the UN, utilizing its expertise in human mobility and migration health, in particular with previous interventions such as with SARS or Ebola. The flexibility of IOM and the use of its existing health infrastructure and data through the Displacement Tracking Matrix (DTM) were essential for its effective response.

While IOM's approach was coherent and its partnerships were strengthened during the pandemic, internal coherence suffered due to a lack of clarity on policy dissemination and uptake at the country office level.

IOM was effective in adapting its programming to meet the pandemic's challenges and in advocating for migrants' rights, but it lacked a structured approach to capturing lessons learned and integrating gender considerations more fully. Despite initial funding delays, IOM's resource utilization was generally efficient, supported by innovative remote working modalities and inter-agency coordination.

The impact of IOM's interventions was notable in the immediate and short-term reduction of COVID-19 spread among migrants and displaced populations and in maintaining essential operations by providing health services. Over the longer term, IOM's efforts raised awareness of the specific needs of migrants, particularly those in irregular situations.

For sustainability, IOM implemented strategic response plans aligning with broader UN socio-economic recovery frameworks, supported by the creation of digital tools and training initiatives. However, the Organization's projectized funding structure was identified as a barrier to sustainability, indicating a need for more strategic planning in preparation of future similar crises.

Table 6: Recommendations

Category	Recommendation
A. HQ Global Crisis Response System	Consider a "whole-of-organization" approach for future crises, distinct from L3 setups.
B. Rapid Funding for Global Crisis	Make flexible funding rapidly available to COs for crises and consider a rapid grants mechanism.
C. Innovative Approaches in IOM Programming	Encourage documentation and integration of innovations from COVID-19 into IOM programming.
D. Capturing Lessons Learnt and Good Practices for Global Crises	Collect and curate COVID-19 good practices on the POEM platform and document key initiatives.
E. HR Policies for Future Global Crises	Improve communication on HR guidance and ensure its proactive dissemination and implementation.
F. Data Integration and Monitoring and Evaluation (M&E) for Future Global Crises	Facilitate comprehensive, multidisciplinary data collection for evidence-based programming and decision-making.
G. Advocacy for Migration Rights	Continue advocating for migrants' rights, inclusion in national plans, and combating xenophobia.

H. Socio-Economic Recovery Within IOM Programming	Integrate socio-economic recovery into future appeals and programs relevant to COVID-19 impacts.
I. Gender Considerations Within Future Global Crises	Adopt and monitor a consistent approach for integrating gender in responses to global crises.
J. Health Programming: IOM's Covid-19 Response Was Largely Driven by Its Health Activities	Learn from the COVID-19 response to enhance holistic health services for migrants.

Inter-Agency Humanitarian Evaluations

In 2023, CED continued its engagement and contributions to the Inter-Agency Humanitarian Evaluation Steering Group (IAHE-SG) initiatives, both financially and as a member of the Management Groups (MG) of the IAHE evaluations. The Division participated as a MG member of and contributed financially to the following initiatives:

- Inter-Agency Humanitarian Evaluation of the Northern Ethiopia Crisis

- Inter-Agency Humanitarian Evaluation of the Response to the Humanitarian Crisis in Afghanistan

- Inter-Agency Humanitarian Evaluation of the COVID-19 Humanitarian Response

- Inter-Agency Humanitarian Evaluation of the Response to the Earthquake in Türkiye and Syria.[9]

Financially, the CED allocated a total of USD 228,000 to the IAHEs, namely:

- USD 20,000 for the IAHE in Northern Ethiopia,
- USD 20,000 for the IAHE in Afghanistan,
- USD 30,000 for the IAHE of Covid-19
- USD 58,000 for the IAHE in Türkiye and Syria
- A provision of USD 100,000 has been allocated for the IAHE in Somalia to be conducted in 2024 and in which IOM is also part of the MG.

UN Joint and Synthesis Evaluations

In 2023, the IOM Country office in the Republic of Marshall Islands contributed to a joint evaluation commissioned by the UNDP pacific office in Fiji: Final Evaluation of Climate Security in The Pacific Project.

The Climate Security in the Pacific Project (CSP) was implemented with funding from the UN Secretary General Peace Building Fund, alongside in-kind contributions from the International Organization for Migration (IOM) and the United Nations Development Programme (UNDP).

The evaluation aimed to assess, monitor, and coordinate actions on reducing the impacts of critical climate security risks that are emerging in the Pacific region with a focus to three major atoll islands – Kiribati, Tuvalu, and Marshall Islands.

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[9] No links available as in its initial stages

Overview of Decentralized Evaluations

Throughout 2023, the CED remained dedicated to enhancing decentralized evaluations as per its mandate. The Division provides institutional and strategic guidance for decentralized evaluations, setting norms and standards, developing institutional policies, processes, and guidelines, while also providing technical support and capacity building within IOM.

In terms of evaluation visibility, the Division oversees the IOM Evaluation Website and Repository, along with the IOM Monitoring and Evaluation Portal [10]. Decentralized evaluations are planned within PRIMA, accompanied by a dashboard to monitor evaluation plans and progress, including finalized evaluations and corresponding management responses. The decision to designate PRIMA as the primary platform for project evaluation planning and publications stems from the benefit of its monitoring capabilities. PRIMA serves as the central hub for managing IOM projects from inception to completion, also ensuring evaluations adhere to planned timelines and objectives.

The planning of decentralized evaluations via PRIMA is coordinated with the relevant IOM M&E networks and monitored by regional staff. Furthermore, within the system evaluation briefs and other elements, such as management responses and follow-up actions on evaluation recommendations, can systematically be tracked. This is expected to enhance the utility, learning, and accessibility of evaluations, foster the consolidation of project results at the corporate level, and promote a structured approach to learning from evaluation findings organization wide. Evaluations are manually published in the external evaluation repository and simultaneously uploaded to PRIMA[11], ensuring accessibility across platforms.

In 2023, 44 decentralized evaluations were published to the evaluation repository and PRIMA. These included 28 final evaluations, 13 ex-post evaluations, two mid-term evaluations, and one real-time evaluation. Figure 2 below presents an overview of decentralized evaluations conducted in 2023, which can also be accessed through the IOM Evaluation Repository Dashboard under the IOM Evaluation Website.
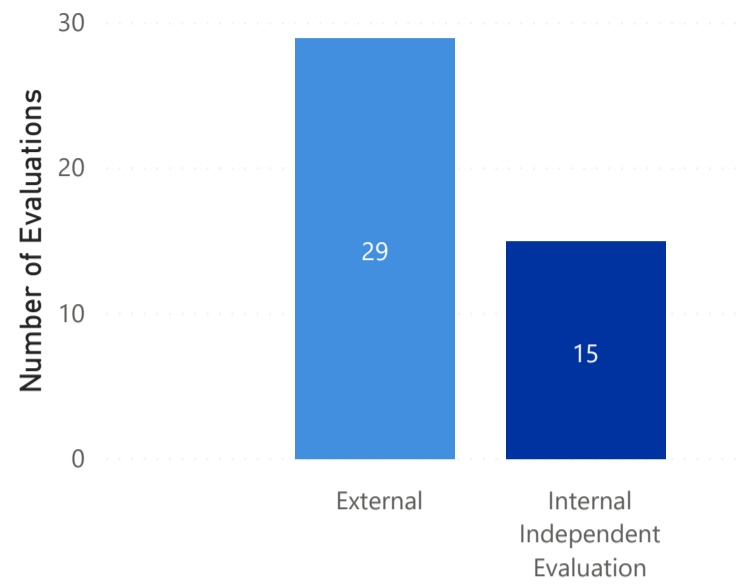
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[10] For Internal use.

[11] The Division, in collaboration with the PRIMA and Online Communication Unit (OCU) teams, plans to develop an Application Programming Interface (API) in 2024. This API will automate the transfer of evaluations from PRIMA to the repository, aiming to streamline the process and reduce manual effort.
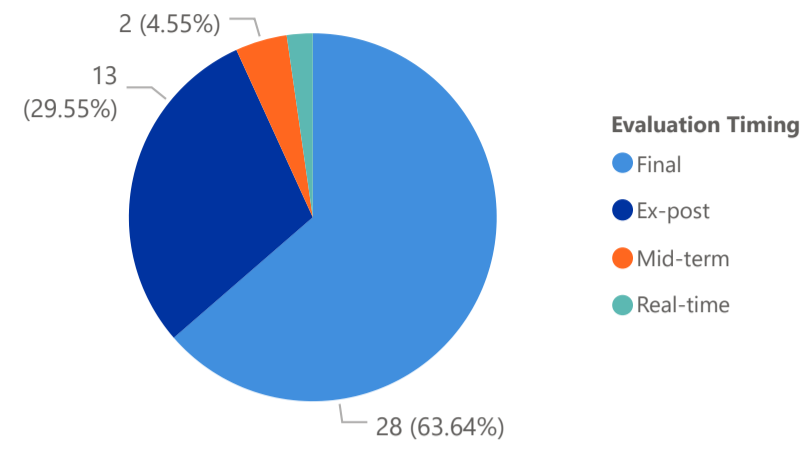
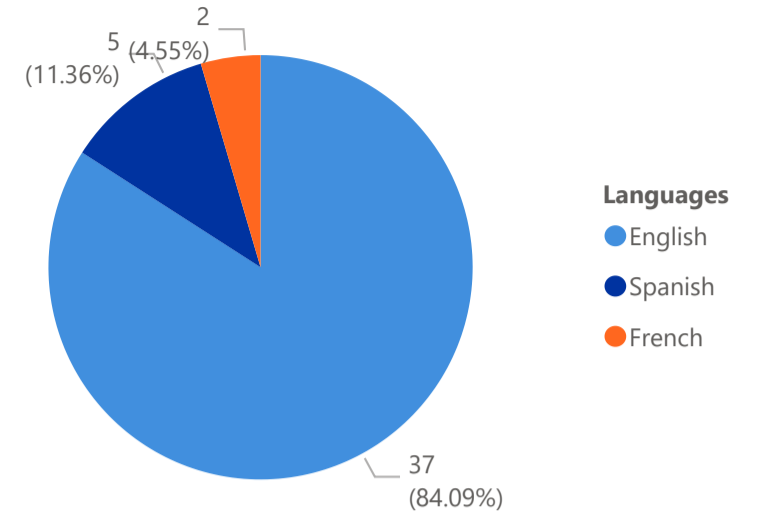# Figure 2: Decentralized Evaluations Conducted in 2023.

Evaluations by Type

Type of Evaluator: ● External ● Internal Independent Evaluation

- External: 29
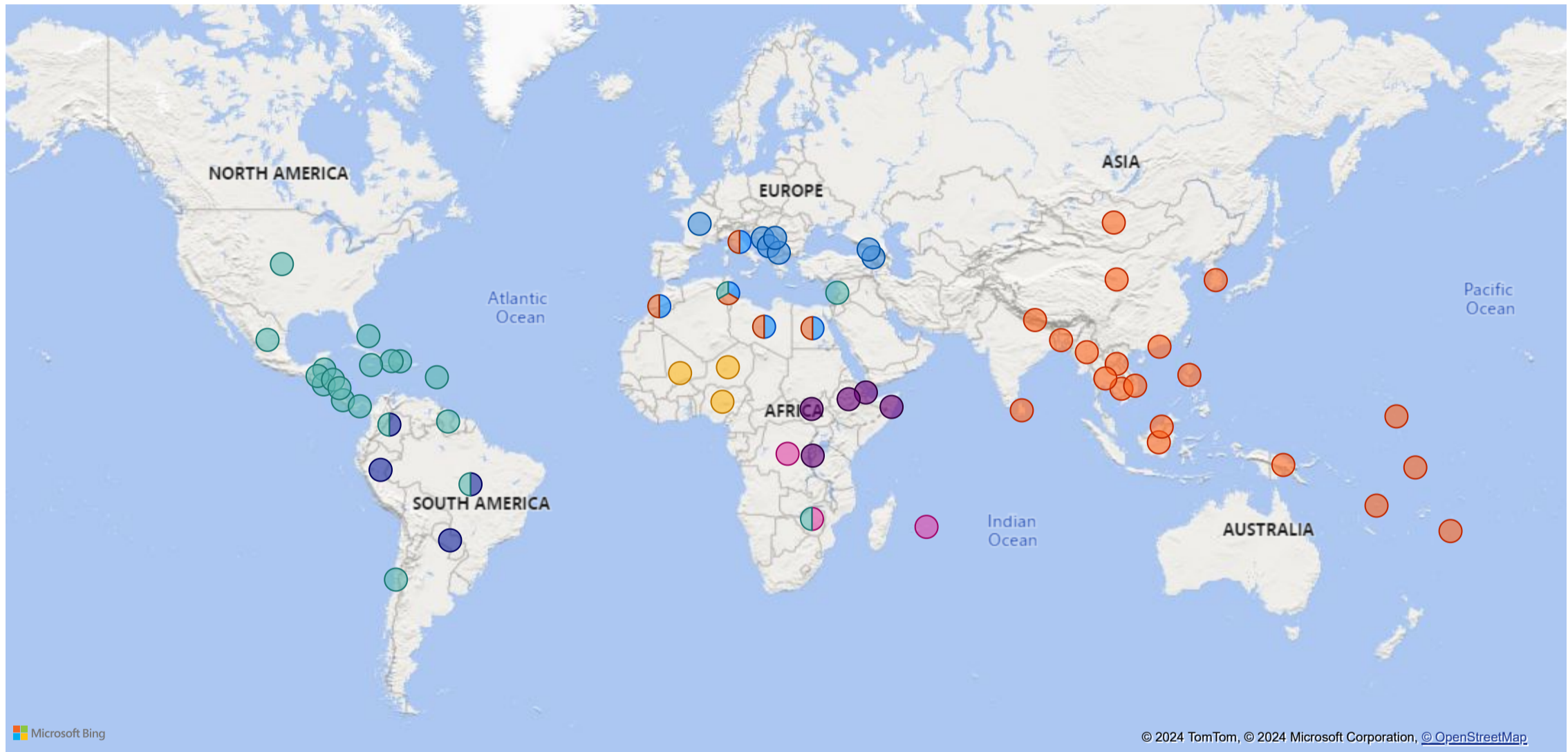- Internal Independent Evaluation: 15

(Number of Evaluations, y-axis 0–30)

Evaluations by Timing

Evaluation Timing: ● Final ● Ex-post ● Mid-term ● Real-time

- 28 (63.64%) — Final
- 13 (29.55%) — Ex-post
- 2 (4.55%) — Mid-term

Languages of the Final Evaluation Report

Languages: ● English ● Spanish ● French

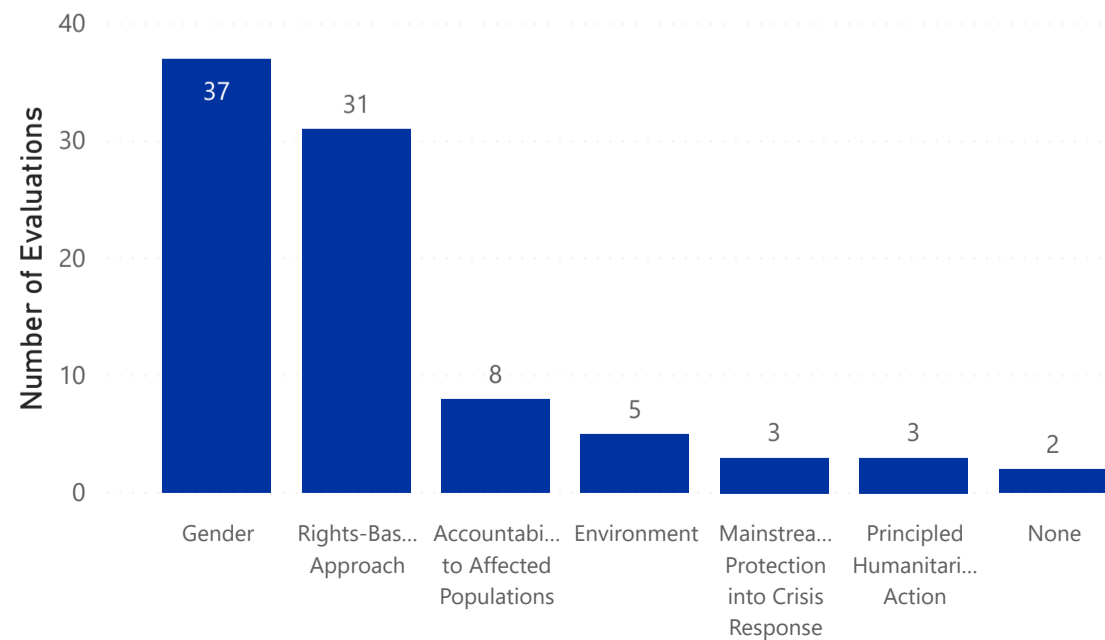- 37 (84.09%) — English
- 5 (11.36%) — Spanish
- 2 (4.55%) — French

Evaluations by Regions and Countries Covered

Regions Covered: ● Global ● RO Bangkok ● RO Brussels ● RO Buenos Aires ● RO Cairo ● RO Dakar ● RO Nairobi ● RO Pretoria ● RO San Jose ● RO Vienna
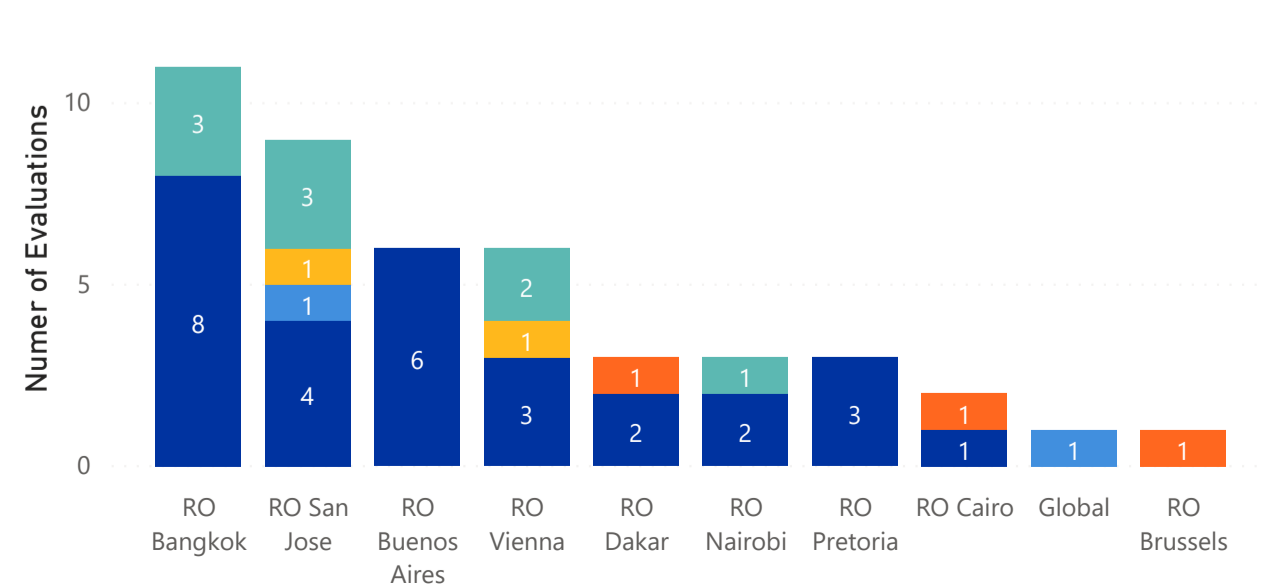

Microsoft Bing

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Evaluations by Relevant Crosscutting Themes

- Gender: 37
- Rights-Based Approach: 31
- Accountability to Affected Populations: 8
- Environment: 5
- Mainstreaming Protection into Crisis Response: 3
- Principled Humanitarian Action: 3
- None: 2

(Number of Evaluations, y-axis 0–40)

Evaluations by Regions Covered and Coverage

Evaluation Coverage: ● Country ● Global ● Multi-country ● Multi-Regional ● Regional

- RO Bangkok: Country 8, Global 1, Multi-Regional 1, Regional 3
- RO San Jose: Country 4, Multi-Regional 1, Regional 3
- RO Buenos Aires: Country 6
- RO Vienna: Country 3, Multi-Regional 1, Regional 2
- RO Dakar: Country 2, Multi-country 1
- RO Nairobi: Country 2, Regional 1
- RO Pretoria: Country 3
- RO Cairo: Country 1, Multi-country 1
- Global: Global 1
- RO Brussels: Multi-country 1

(Number of Evaluations, y-axis 0–10)

Looking Ahead: Summary of Initiatives for 2024

Moving into 2024 and in alignment with the Evaluation Strategy 2024-2028, CED will actively engage with donors, governments, and UN partners to promote IOM Evaluation work, conduct joint evaluations, strengthen partnerships in the field of evaluation and ensure that IOM evaluations serve as credible references for evidence-based analysis and decision-making on IOM work.

The Division also intends to further strengthen evaluation capacity building and learning within IOM by reassessing and updating its current internal evaluation training course, the planning of which started in 2023. This initiative aims to transform the existing training package into a comprehensive, self-paced online course. It will cover all aspects of integrating evaluations into IOM work, including preparation, management, utilization, and communication. The training will be designed to equip Program Managers, M&E staff, Evaluation Managers, other interested staff, external partners and consultants with the essential skills and knowledge to promote, conduct, and manage evaluations in line with IOM organizational objectives and best practices.

In addition, CED will continue its close collaboration with the ROMEROs, the RBM Unit, and other relevant stakeholders across the Organization in line with IOM Evaluation Policy and defined roles.

Finally, CED will complete the implementation of its Biennial Evaluation Plan 2023-2024, with four evaluations about to be finalised and four scheduled to take place in the course of 2024:

About to be finalised:

- *Evaluation of Mental Health and Psychosocial Support (MHPSS) in IOM*
- *Evaluation of IOM role in the establishment and operationalization of UN regional networks on migration within the framework of the UN Network on Migration*
- *Evaluation of IOM's contribution to the Migration Dialogue for Southern Africa (MIDSA) Regional Consultative Process*
- *Evaluation of IOM'S Accountability to Affected Populations*

To be launched in 2024:

- *Evaluation of the IOM Development Fund*
- *Evaluation of IOM Migration Data Strategy and IOM Global Data Institute support role*
- *Evaluation of IOM Cash-based initiatives*
- *Evaluation of the Resettlement and Movement Management (RMM) Strategy*