

Annual Evaluation Report 2022

IOM Central Evaluation Unit

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Foreword

With this foreword, it is my pleasure to present the first annual report on IOM Evaluation published as a specific document. Since 2001 when the evaluation function has been included in the Office of the Inspector General (OIG), annual reporting on evaluation has been part of the report of OIG to IOM Standing Committee on Programme and Finance (SCPF) presented by the Inspector General together with the functions of Internal Audit and Investigation. In 2021 and 2022 a series of decisions have been taken for the reinforcement of IOM Evaluation as detailed in the report, which culminated with the creation of the Central Evaluation Unit and the elaboration of a [Charter](#) to guarantee its independence, with a direct reporting line to the IOM Director General. The Charter also calls for the production of an Annual Report to be presented to the Director General who is in charge of providing updates to the SCPF on the status of the work of the unit. The report is also published on [the IOM Evaluation Website](#).

As these changes in the functioning of IOM central evaluation's work took place recently, including during the reporting year, this first annual report is focussing on the new institutional set-up and its content is work in progress to be fully in line with the requirements of the Charter. For instance, given that the guidance on the use of evaluation and follow-up of recommendations with the related system for tracing their implementation was issued in 2022 only, it is not yet possible to give a good account of progress in that field. This will however be corrected in future annual reports and these limitations have been highlighted in the report. Despite these shortcomings, the Central Evaluation Unit hopes that it will be useful for having a good account of what has happened in 2022 and what can be expected in future reports.

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Introduction

This inaugural Evaluation Annual Report provides a comprehensive overview of the evaluation actions that took place during the year 2022. It highlights the changes and implementation made in the IOM Central Evaluation Unit (EVA) as a consequence of the overall IOM restructuring process, and also to reflect the alignment with global evaluation norms and standards, for the purpose of enhancing the independence of the evaluation function, promoting the use of evaluations, and improving their quality. The report in addition includes an update on the Evaluation Policy and the newly developed Central Evaluation Unit Charter, the continuation of the objectives of the Monitoring and Evaluation Strategy, an overview of the status of the Biennial Evaluation Plans, and of the decentralized evaluations.

From an ‘Evaluation and Monitoring Function’ to a ‘Central Evaluation Unit’: In 2022, significant changes have occurred to enhance the capacity and independence of the central evaluation function, improve its effectiveness and guarantee the quality of evaluations in IOM.

The current IOM Central Evaluation Unit (EVA), previously located within the Office of the Inspector General (OIG) and including also IOM’s monitoring function¹, was moved to the newly established Department of Strategic Planning and Organizational Performance (DPP). The move aimed to align with and address the recommendations of the Multilateral Organization Performance Assessment Network (MOPAN) review of 2019 and of the UNEG/OECD-DAC Peer Review of 2021, calling for a reinforcement of evaluation in IOM and to establish a clear and corporately independent central evaluation function.

This change also operationalized the transfer of the monitoring function to the Results Based Management (RBM) Unit located within the same department, which was an important step towards strengthening its functional independence as a third line in IOM oversight functions², and allowing the Central Evaluation Unit to focus solely on evaluation. This restructuring was supported institutionally by the development of its first Charter and by an update of the 2018 IOM Evaluation Policy.³

Continuation of the Monitoring and Evaluation Strategy: Despite the above-mentioned changes, it was decided to continue the implementation of the ‘Monitoring and Evaluation Strategy 2021-2023’, which was developed and managed by OIG/Evaluation. The strategy aimed to improve the use of monitoring and evaluation in strategic decision-making, promote evidence-based programming, and enhance the Organization’s performance assessment capacity, learning and use of evaluative approaches. In line with the strategy’s first and third outcomes, the OIG/Evaluation has also developed guidance documents on quality management of evaluations and on the use of evaluations and effective follow-up of recommendations in 2022.

Biennial Evaluation Plans: In 2022, the Central Evaluation Unit continued implementing its Biennial Evaluation Plan 2021-2022, which prioritized the conduct of evaluations of strategic activities, policies, or programmes with high institutional visibility and potential impact, ensuring also that IOM’s work is aligned with and contributing to the strategic vision and goals of the Organization. The plan included eight evaluations scheduled to be conducted between 2021 and 2022.

¹ The Function was usually referred as OIG/Evaluation.

² Called also the ‘Third Line of Defence by the Institute of Internal Auditors, now updated as the third line of the three lines model: <https://www.theiia.org/globalassets/documents/resources/the-iias-three-lines-model-an-update-of-the-three-lines-of-defense-july-2020/three-lines-model-updated-english.pdf>.

³ [Evaluation Charter](#) has been approved in March 2023 and published externally (<https://evaluation.iom.int/>) while the Evaluation Policy is undergoing final stages of approval.

The preparation of the Biennial Evaluation Plan 2023-2024 commenced during the last quarter of the year, being developed with the new approaches and set-up of the unit as background, including confirmation of the allocation of sufficient core funding for its implementation in 2023.

Decentralized Evaluations: The conduct of decentralized evaluations continued during the year jointly with IOM departments and field offices and in cooperation with the Regional Monitoring and Evaluation Officers (ROMEOS). The on-line recording and the mechanisms in place to register the completed evaluations through PRIMA noted a total of 51 decentralized evaluations in 2022, including 22 Final evaluations, 19 Ex-post evaluations, 7 Mid-Term, 2 Ex-Ante, and one evaluation outside of these categories.

I. Institutional Set-up

In 2022, the Central Evaluation Unit underwent several changes, which aimed to address the recommendations of the [2019 Multilateral Organization Performance Assessment Network \(MOPAN\) report](#), of the [2021 UNEG/OECD-DAC Peer Review](#), and the continuation and completion of the objectives of the [M&E Strategy 2021-2023](#).

I.1 Operational Independence

A central evaluation function is considered to be a part of the third line role in the three lines model, and it is required to be independent of other oversight and managerial functions such as planning and managing development assistance. This requirement is in line with the UNEG Norms and Standards and was also recommended by the MOPAN and OECD-DAC reviews of IOM evaluation function. To reinforce it, the Central Evaluation Unit previously located within the Office of the Inspector General (OIG), was moved to the newly created Department of Strategic Planning and Organizational Performance (DPP) in 2022. This move provided an opportunity to establish a clear and independent evaluation function that could contribute to strategic decisions on IOM policies, strategies and programmes, and to IOM global performance in accordance with the expectations from such an entity.

The MOPAN assessment recognized IOM's institutional and operational strengths and prominence on the international scene but underlined the need to improve the IOM evaluation system and practice. It highlighted that the IOM evaluation did not fully meet the functional independence criterion established by the global evaluation community since the function had limited independence and recommended the establishment of a corporate independent evaluation function. The assessment also noted that budgetary independence was limited, with only three evaluation staff funded from the core annual budget previously made available to OIG by IOM Administration. No additional core funds were allocated for implementing the central evaluation objectives and plans and OIG/Evaluation had to rely on internal fundraising through annual unearmarked funding provided to IOM by Member States, mainly through the 'Migration Resource Allocation Committee – MiRAC'.⁴

For the period July 2021-June 2023, MiRAC allocated an amount of USD 540,000 for the development of technical guidance, the implementation of the central evaluations and the participation to UN joint and system-wide evaluations. This amount was complemented in 2022 with an allocation of USD 120,000 from the UK government through the 'Foreign, Commonwealth and Development Office (FCDO) Humanitarian Business Case' for M&E initiatives focusing on the reinforcement of humanitarian evaluation in IOM.

With the transfer to DPP and to support these calls for further independence, IOM's Director General requested to elaborate a Charter of the Central Evaluation Unit guaranteeing that the unit has independent authority over the evaluation function in IOM, including the production of technical instructions and guidance. The Chief of Evaluation should also consult autonomously and set the IOM centralized evaluation work plan, deciding whether and when to approve and present evaluation reports. The charter aims to ensure a better control over the corporate evaluation budget and staff positions of the Central Evaluation Unit, which should be included in the core budget of the Organization in line with the needs identified by the unit. These resources would allow the implementation of its multi-year central evaluation plan and costed annual program of work. These new financial provisions have been considered in 2022 in the preparation of IOM Programme and Budget 2023 and included in the Council document approved by IOM Member States in December 2022. The Charter will enter into force in 2023.

⁴ [2021 Annual Report on Unearmarked Funding \(office.com\)](#)

1.2 The Central Evaluation Unit Charter

The Charter of the IOM Central Evaluation Unit⁵ has been developed in 2022 by the unit in close coordination with the Director of DPP and the Department of Legal Affairs and submitted to the Director General for his review and approval after his request for comments to the Audit and Oversight Advisory Committee in November 2022. This evaluation charter is a first of its kind and serves to formally establish the specificity of the Central Evaluation Unit including for its reporting lines.

The charter confirms the unit's independence and outlines the mandate, authority and accountabilities of the unit. It also defines the principles and procedures for the conduct of IOM central evaluations and for engagement with departments and offices that are subject to evaluations and/or tasked to implement the recommendations.

The evaluation charter sets out the broad objectives of IOM central evaluation, which include satisfying accountability obligations, assessing changes in the implementation context, informing decision-making, drawing lessons learned, and contributing to the development of an evaluation culture. The guiding principles include adhering to evaluation norms and standards, independence, authority, accountability and transparency.

The unit is led by the Chief of Evaluation, who ensures its independence and upholds the impartiality and credibility of its work. The unit has unrestricted access to information, communicates and engages directly with internal and external stakeholders, and reports its findings, recommendations, lessons learned, and achievements to the Director General.

The Central Evaluation Unit is responsible for the oversight and managerial functions of evaluation in IOM, setting norms and standards and providing overall guidance on evaluation in support to IOM departments and offices. The Evaluation Charter complements the IOM Evaluation Policy, which has been revised in 2022⁶ and is expected to be published in 2023.

1.3 Transfer of the Monitoring Function

The transfer of the monitoring function from the Central Evaluation Unit to the Results Based Management (RBM) Unit was also a significant change in 2022. The Central Evaluation Unit had formal responsibility for monitoring in IOM as outlined in the previous Charter of the Office of the Inspector General (IN/74 Rev.1) of 2015, as well as in the Evaluation Policy (IN/266) and Monitoring Policy (IN/31 Rev.1) of 2018. However, this responsibility was challenged by the MOPAN review of 2019 and the UNEG/OECD-DAC Peer Review of 2021, which recommended that monitoring be separated from IOM central evaluation to enhance the independence of the evaluation function from managerial responsibilities related to a second line role as is the case with monitoring, and to focus on the reinforcement of Evaluation in IOM.

According to the UNEG/OECD-DAC Peer Review, “*it is highly unusual, if not unique, for UN evaluation functions to hold responsibility for both evaluation and monitoring*”. While monitoring is a managerial function, evaluation serves as an accountability and learning function and combining these responsibilities weakens the potential independence of the evaluation function. The transfer in 2022 of the monitoring function to the RBM unit within the same department was also considered as highly relevant, the concept of monitoring for results being well integrated in the reinforcement of RBM recommended by MOPAN.

⁵ Also referred to as the evaluation charter

⁶ The last Evaluation Policy was published in 2018 when EVA was part of OIG.

I.4 Revision of the Evaluation Policy

In 2018, IOM developed an Evaluation Policy to strengthen accountability, learning and strategic management. The policy established the definition and scope of evaluation, its integration into IOM's structure, the principles and standards that guide the functions, as well as roles and responsibilities within the Organization. In line with its objectives, the policy aimed to promote the use of robust evaluation systems to achieve results-based programming, to enhance the Organization's performance assessment, learning, and evidence-based decision-making and to contribute to the development of an evaluation culture in IOM and the promotion of its work through evaluation.

The move of the Central Evaluation Unit to DPP also prompted an update of the evaluation policy in parallel to the development of the charter. The updating of the policy has been managed by the Central Evaluation Unit with the assistance of an external consultant familiar with the elaboration of evaluation policies within the UN System and was developed in a collaborative way with the Regional Monitoring and Evaluation Officers. A document has been finalised in December 2022 and submitted to the Department of Legal Affairs for review and is expected to be approved by the Director General in 2023.

The objectives of Evaluation in IOM are presented in the draft policy as follow:

- **Satisfy accountability obligations** by informing Member States, donors, beneficiaries, affected populations, and other stakeholders on the performance and achievement of organizational results, including impact and sustainability, as well as on the effective functioning of processes.
- **Assess changes in the implementation context, risks, and assumptions** to propose project, policy, or strategy adjustments for effective delivery, including early-warning signals.
- **Inform decision making** by providing feedback to management on progress made, on overall performance and on achievements to enable the identification of problems and the implementation of remedial measures, to ensure that resources are used appropriately, efficiently, and effectively.
- **Draw lessons learned** to replicate best practices across the organization and to provide institutional perspective into the design, planning and implementation of future interventions, strategies, and processes, within overall knowledge management approaches.
- **Contribute to the development of an evaluation culture** in IOM for underlining the importance of the function as a management and oversight tool, and for showing IOM's readiness to meet donors' expectations and openness to self-criticism.
- **Guarantee inclusion** into activities of cross-cutting issues such as gender, climate change and accountability to affected populations.

The draft policy also outlined the overall framework, principles, and rationale for evaluation in IOM and describes its evaluation architecture. It applies to centralized evaluations commissioned by the Central Evaluation Unit and to decentralized evaluations commissioned by IOM regional and country offices and Headquarters departments.

The policy will ensure that IOM produces timely and reliable evidence to inform program, policy, and strategy planning and implementation, that evaluations are conducted consistently, transparently and participatorily, and that their findings are disseminated and acted upon in a timely and systematic way. The policy promotes the integration of evaluation into IOM's culture and encourages staff to embrace and learn from evaluations. Under the new evaluation policy and as recommended by the UNEG/OECD-DAC Peer Review, evaluation should not be any more mandatory for all projects given the difficulties in applying this rule and a new coverage norm has been introduced to facilitate greater

selectivity for the conduct of decentralized evaluations. Only projects with a budget of over USD 1.2 million are now mandatory to undertake evaluations, with the following exceptions to this provision:

- Where there is a formal commitment with donors to conduct an evaluation whatever the size of the budget, or when considered strategic for the organization, such as pilot or innovative projects.
- When a cluster of projects, each with a value below USD 1.2 million, warrant a single evaluation.
- Projects funded by the IOM Development Fund, which currently requires most of its projects to be subject to ex-post evaluations.

The new policy also places a strong emphasis on the quality and use of evaluations, in line with the new guidance documents published by the unit in 2022 (referenced below) and with internationally recognized evaluation principles, norms and standards.

2. Implementation of the Monitoring and Evaluation Strategy

The Monitoring and Evaluation (M&E) Strategy 2021-2023 was developed by OIG/Evaluation, covering both functions under its responsibility, with the aim of strengthening IOM's assessment of performance and achievements, institutional M&E capacity building, and the use of evaluation.

The strategy is aligned to the [IOM Strategic Vision](#) and the Internal Governance Framework and integrates the implementation of the MOPAN [recommendations on IOM evaluation](#). It works towards the achievement of three main outcomes:

1. Field offices and Headquarters have a standards-based approach to Monitoring and Evaluation (M&E)
2. Staff have knowledge and capacity to evaluate and monitor
3. Evaluation is used to drive accountability, learning and decision-making.

Despite the transfer of the Monitoring function to the RBM Unit and the move to DPP, the work of the Central Evaluation Unit is still guided by the strategy on evaluation matters and retains responsibility for updating the Monitoring and Evaluation Guidelines until its replacement or full revision. This has been accomplished through the development of an e-guideline and the facilitation of the M&E e-learning course throughout 2022.

In line with the strategy outcomes, the unit developed guidance documents in 2022, which were also part of the follow-up of the recommendations of the MOPAN and UNEG/OECD-DAC reviews.

- The 'Guidance on the Use of Evaluations and Follow-up of Evaluation Recommendations at IOM' provides an institutional framework for promoting effective decision-making, accountability, learning, and performance improvement through the use of evaluations and follow-up of evaluation recommendations. The document emphasizes the importance of identifying the intended use and users of evaluations throughout the evaluation cycle and of generating timely, valid, and reliable findings relevant to the subject being assessed and the needs of intended users. Each evaluation must be accompanied by a management response and action plan to ensure that evaluation recommendations are followed up and that IOM makes the best use of them.

The target audience for the guidance includes all IOM staff involved in the various phases of evaluation, as well as external stakeholders and beneficiaries. The content of the guidance is grounded in the utilization-focused evaluation and participatory approaches, which are

applicable to any type of evaluation and methodology, and which emphasizes the importance of judging evaluations by their utility and actual use.

- The ‘Guidance on Quality Management of IOM Evaluations’ is designed for the use of IOM evaluation commissioners, managers, evaluators, donors, governments, and other partners interested in the quality management of IOM evaluations. It outlines the various processes, tools, roles, and responsibilities that should be adhered to for ensuring the quality of all IOM evaluations, in line with the UNEG norms and standards on quality assurance and quality control in the evaluation processes. Furthermore, the guidance makes specific reference to the MOPAN report and UNEG/OECD-DAC Peer Review, emphasizing the need for more rigorous quality assurance systems at IOM, which was already included in the drafting of the 2021-2023 M&E Strategy. The use of checklists and control tools to review the quality of terms of reference, inception reports and evaluation reports are mandatory, and the conduct under the authority of the unit of regular peer reviews of the overall quality of evaluations and/or of an external meta-evaluation similar to the one completed in 2020 are highly recommended.
- The development of a third guidance was started during the second half of 2022 about ‘Real-time Learning’ in response to an increasing demand for support to deliver reflective activities that generate evidence-led insights for decision making, accountability and learning purposes across IOM’s work in addition to evaluations and with a focus on real-time. The guidance should be finalized and published in 2023.

3. Biennial Evaluation Plans and UN System-Wide Evaluations

The Central Evaluation Unit has continued in 2022 the implementation of the Biennial Evaluation Plan 2021-2022, which was partially delayed given staff movements and recruitment that took place in 2021, the focus on the production of technical guidance as detailed under Section 2 above and the increased participation to UN System-Wide Evaluations. The plan will be completed during the first semester of 2023. This situation did not however prevent the unit to prepare and publish the new Biennial Plan 2023-2024. The biennial evaluation plans are prepared considering the following criteria for selection and alignment with the IOM Strategic Vision and goals:

- It is a strategic activity, policy or pilot project/programme with high institutional visibility, of interest to our Member States or with a potential to be replicated elsewhere.
- There is a critical connection with IOM’s strategic vision/goals and there is a potential for important operational and institutional impact on the Organization.
- It is a thematic area, policy, programme or intervention raising important questions and/or challenges for its implementation, or with high risks for the organization being institutional, operational and/or reputational.

The plans are prepared through a collaborative effort with IOM Directors of Departments and Regional Offices (ROs). The final selection is decided and approved by the Chief of Evaluation. By following these parameters and creating a comprehensive plan, the Central Evaluation Unit ensures that evaluations are conducted effectively and efficiently, and that the results are of high value to the Organization. Eight evaluations are selected for a two-year period.

3.1 The Biennial Evaluation Plan 2021-2022

The 2021-2022 biennial plan included the following evaluations:

- Countering Xenophobia and Discrimination and enhancing Social Cohesion (on-going)
- Evaluation of the “IOM East and Horn of Africa Strategy 2020-2024” (on-going)
- A thematic evaluation of IOM Labour Migration and Labour Mobility initiatives (on-going)

- IOM Results Based Management (on-going)
- Covid-19 and IOM's operational response (completed in February 2023)
- IOM's contribution to the 2030 Agenda for Sustainable Development (completed)
- IOM and the Humanitarian, Development and Peace Nexus (completed)
- Review of the follow-up of the 2017 Gender Equality Policy evaluation and of the implementation of MOPAN recommendations related to Gender (completed in 2021)

As specified in parenthesis, three evaluations were completed and five ongoing at the end of 2022. The two central evaluations finalised in 2022 covered IOM's institutional approach and contribution to the 2030 Agenda for Sustainable Development and IOM's institutional approach to the Humanitarian, Development and Peace Nexus.

➤ **Evaluation of IOM's institutional approach and contribution to the 2030 Agenda for Sustainable Development:**

The evaluation was covering the period 2015-2022. It focused on IOM's Institutional Strategy on Migration and Sustainable Development and its related Sustainable Development Goals (SDG) action plans and aimed to provide recommendations on how to strengthen IOM's work towards achieving SDG targets in 2030.

Methodology: Using a utilization-focused approach, the report drew from four sources of information. These included a review of the documentation provided by IOM Central Evaluation Unit and the Migration and Sustainable Development (MSD) team, a series of key informant interviews, surveys sent to IOM's regional and country offices, and country case studies. The report also focused on three priority areas: the relevance and effectiveness of IOM's migration and SDG strategy, IOM's internal and external synergies and institutional steps taken to contribute to the 2030 Agenda, and the guidance and assistance provided to IOM's headquarters, regional, and country offices to achieve the 2030 Agenda at national level.

Findings and recommendations: The key findings cover the relevance of IOM's Migration and Sustainable Development (M&SD) Strategy, coherence between IOM's strategic frameworks, effectiveness of IOM's M&SD objectives, and the efficiency of IOM's traditional approach to development being replaced by the vision carried in the M&SD Strategy. The evaluation also noted that there is room for better alignment of the M&SD Strategy and other IOM strategic frameworks, particularly the Strategic Vision.

The evaluation formulated the following summary recommendations:

- Clarify the formulation of the M&SD Strategy's Theory of Change and monitor the strategy's implementation.
- Update UN-SDG Action Plan to embed institutional M&SD mainstreaming in new organizational structure.
- Establish a clearer hierarchy and more coherent conceptual architecture of internal strategies when updating IOM's Strategic Vision to better inform the migration and sustainable development nexus.
- Provide sufficient investment to country offices for capacity building, to engage with UN Development System coordination and with national authorities in leveraging IOM institutional tools for establishing baselines relevant to migration and human mobility SDG targets and indicators.
- Continue efforts to incorporate M&SD learning mechanisms into organizational processes, including the Project Handbook, RBM strategy, and PRIMA, and include relevant SDG tagging modules in regional and country office training plans.
- Undertake a capacity building needs assessment with IOM Country Offices to inform priority needs and preferred training methods, provide more support through training and workshops, involve Regional Offices, and establish a financial plan for support.

- Core funding should be provided to support IOM's M&SD work and enable embedding of approaches that focus on migration and human mobility dimensions of the 2030 Agenda.

➤ **Evaluation of IOM's Institutional Approach to the Implementation of the Humanitarian Development Peace Nexus:** This thematic and strategic evaluation assessed IOM's implementation of the Humanitarian Development Peace Nexus (HDPN) and provided recommendations on how to improve IOM's work across the nexus to better address the needs and expectations of crisis affected populations.

Methodology: The evaluation methodology used a combination of data collection methods such as document review, an online survey, semi-structured interviews with staff and key stakeholders, and analysis of HDPN presence in IOM country strategies, plans, roadmaps and country crisis response plans and appeals. The evaluation aimed to provide a global assessment of HDPN implementation while focusing on three case study countries, namely Colombia, Iraq, and Somalia. Ukraine was originally included as a fourth country in the study, but due to the conflict in early 2022, it was used as an example whenever possible. The evaluation faced four limitations, including the timing of the evaluation during the COVID-19 pandemic, availability of data, broad scope of HDPN, and conflict in Ukraine. Mitigation strategies were employed to address these limitations.

Findings and recommendations: The evaluation found that IOM's adopted HDPN definitions and principles were relevant to its mandate and work, but there was room for improvement in terms of integrating and mainstreaming HDPN within the Organization. While IOM demonstrated strong external coherence through its participation in global HDPN mechanisms and UN coordination, internal coherence was weaker, primarily due to a lack of synergies and interlinkages between IOM projects/programmes and across pillars. IOM's effectiveness in operationalizing the HDPN approach varied, with strengths in external facing areas such as contributing to collective outcome processes, and weaknesses in internal facing areas such as mutually reinforcing programming across the nexus. IOM had made minimal corporate investment to date in HDPN, which impacted on the promotion of HDPN and its principles, notably internally.

The impact of IOM's HDPN approach was found to be strongest at the global level on policy and inter-agency processes. Overall, the sustainability of HDPN operationalization was found to be weak, with individual projects contributing to sustainability but undermined by various factors.

The report concluded that IOM has made progress in its institutionalization and operationalization of HDPN since adhering to the OECD/DAC Nexus Recommendation in 2020. IOM Country Offices (COs) are increasingly adapting their programming to work across the nexus where the contexts allow it, with Ukraine being a prominent and acute example on constraints. The report's findings and recommendations largely align with the propositions of previous IOM's studies on HDPN.

The evaluation provided the following summary recommendations:

- **Guidance:** IOM should issue a high-level guidance note on HDPN, revise existing operational guidance, and provide institutional backing for the implementation of the Migration Crisis Operational Framework (MCOF) 2.0.
- **Programming:** IOM should launch an organization-wide initiative to adopt integrated programming, support COs/ROs in designing projects that work across the nexus, engage in more systematic consultation of affected populations, and increase the use of partnerships to strengthen national and local capacities.

- Assessment and Analysis: IOM should prioritize the interoperability of data collected by IOM across different COs/ROs projects, carry out more comprehensive reviews of data related to HDPN, participate in joint assessments, and integrate gender-sensitive and root causes analyses and structural drivers of conflict.
- Planning: IOM should adopt an inclusive and multi-year planning process and continue to integrate a HDPN approach within appeals and action plans.
- Resources: IOM should establish a temporary (e.g., 2 year) cross-organization working group to champion the operationalization of HDPN and determine the resources needed.
- Monitoring and Evaluation (M&E), Knowledge Management and Learning: IOM should encourage projects and programmes to share their experiences on HDPN operationalization, focus evaluations on HDPN, increase COs M&E capacity, and integrate HDPN within the Organizational Effectiveness Results framework.
- Leadership and Coordination: IOM should recruit senior staff who possess the appropriate skills and experience to operationalize HDPN and COs should consider the best structures to avoid silos. They should consider how the new structure (and roles) in ROs can optimally support HDPN operationalization and include HDPN in key job descriptions (e.g., Chief of Mission, Regional Thematic Specialists, etc.).
- Funding: IOM should develop a specific HDPN fundraising strategy, increase HQ support to identify nexus-specific funding, inform key donors about IOM's HDPN approach, and improve the tracking of HDPN related and multi-year funding.

Table I. Overview of ongoing Central Evaluations at the end of 2022

#	Title	Summary	Status
1	Covid-19 and IOM's Operational Response	The evaluation assesses IOM's approach and response to the pandemic, providing recommendations for improving preparedness for future pandemics. The evaluation analyzes IOM's response thus far, identifies good practices and areas for improvement, and considers evaluations conducted by IOM and other organizations. The evaluation utilizes OECD/DAC criteria such as relevance, coherence, effectiveness, efficiency, impact, and sustainability, and takes into account IOM's cross-cutting themes. The evaluation aims to inform IOM management, staff, donors, Member States, and partners, as well as to enhance resilience to future pandemics.	Completed in February 2023
2	Countering Xenophobia and Discrimination and Enhancing Social Cohesion	This evaluation aims to assess the International Organization for Migration's (IOM) efforts to protect people on the move and migrants from xenophobia and social discrimination, and to enhance social cohesion. The evaluation will identify potential areas of improvement and develop a Theory of Change reflecting IOM's strategies and interventions to prevent and address xenophobia and discrimination. The evaluation will address questions related to	Ongoing – planned for June 2023

	<p>relevance, coherence, effectiveness, efficiency, impact, and sustainability. The target audience includes IOM management, staff involved in areas intended to counter xenophobia and discrimination and enhance social cohesion, interested donors, Member States, and partners.</p>	
3	<p>A Thematic Evaluation of IOM Labour Migration and Labour Mobility Initiatives</p> <p>The evaluation assesses International Organization for Migration's (IOM) strategic approach and interventions in the field of labour migration, mobility, and social inclusion. The evaluation examines IOM's interventions, identifies potential areas of improvement, and provides recommendations on how to strengthen its work in these thematic areas. The evaluation will respond to questions on relevance, coherence, effectiveness, efficiency, impact, and sustainability. The target audience for the evaluation includes IOM management, staff involved in labour migration and social inclusion, interested donors, Member States, and partners. The evaluation will also assess the extent to which gender and disability inclusion are mainstreamed and examine the environmental aspects of the approach.</p>	<p>Ongoing – planned for April 2023</p>
4	<p>Evaluation of the “IOM East and Horn of Africa Strategy 2020-2024”</p> <p>The unit is conducting a mid-term evaluation of the East and Horn of Africa Regional Strategy 2020-2024. The evaluation aims to assess the strategy's effectiveness as a management tool, its impact, and its sustainability. It will identify areas for improvement and lessons learned to help implement the remaining two years of the strategy. The target audience for the evaluation is IOM management staff and external parties, including donors, Member States, and international and local partners. The evaluation will answer questions grouped under the six OECD/DAC criteria of relevance, coherence, effectiveness, efficiency, expected impact, and sustainability.</p>	<p>Ongoing – planned for May 2023</p>
5	<p>IOM Results Based Management</p> <p>The evaluation of IOM's Results-Based Management (RBM) initiatives assesses whether they have improved the organization's overall performance and accountability. The evaluation looks at how the RBM approach has been implemented across the organisation and whether it has created a results culture. It also assesses IOM's institutional approach to RBM and identifies good practices and areas for improvement. The evaluation targets IOM management and staff involved in RBM, as well as donors, Member States, and partners. The evaluation will use the OECD/DAC criteria of relevance, coherence, effectiveness, and efficiency.</p>	<p>Ongoing – planned for April 2023</p>

In 2022, the Central Evaluation Unit also started an evaluation of IOM's L3 Emergency Responses, through funding received from FCDO Business case, which was not included in the initial plan. The report should be completed in April 2023.

3.2 The Biennial Evaluation Plan 2023-2024

The new plan has been established in 2022 through a consultative process involving IOM Regional Directors and Directors of Departments, inviting them to send proposals in line with IOM central evaluation selection criteria mentioned previously. In addition to these criteria, the unit also considered the interest of Member States and donors for specific topics as expressed in various occasions, of the international community as debated for instance within the UN Evaluation Group or based on commitments taken through IOM policies and/or Council resolutions.

During the consultations, the unit received proposals covering thematic, strategic and programmes areas and after a close review, a summary message was shared with the participants of the consultation including reflections on their suggestions and priorities. The unit also included its own selection of topics in the plan.

A final round of discussions took place with the concerned Departments and Regional Offices to confirm the conduct of the evaluations and for fine tuning the global approach, including for those selected by the unit. The plan includes the following evaluations, with the possibility of reviewing them at the end of 2023 if external factors prevent the unit to conduct the selected evaluations or if new evaluations are considered of major importance to be included in the plan:

- Evaluation of Mental Health and Psychosocial Support (MHPSS) in IOM.
- Evaluation of IOM's contribution to the Migration Dialogue for Southern Africa (MIDSA) Regional Consultative Process.
- Evaluation of IOM global commitment to Accountability to Affected Populations (AAC) and the centrality of Protection.
- Evaluation of IOM's role in the establishment and operationalisation of UN regional networks on migration within the framework of the UN Network on Migration.
- Evaluation of IOM Migration Data Strategy and IOM Global Data Institute support role.
- Evaluation of the IOM Development Fund.
- Final evaluation of the IOM's South Asia Sub-Regional Strategy.
- Evaluation of IOM Cash-Based Initiatives.

3.3 Inter-Agency Humanitarian Evaluations

In 2022, the IOM Central Evaluation Unit continued to actively engage and contribute to the Inter Agency Humanitarian Evaluation Steering Group (IAHE-SG) initiatives both financially and as member of the Management Groups (MG) of the IAHE evaluations. The unit participated as a MG member in two Inter-agency evaluations published in 2022, also facilitating the contribution of IOM offices and departments to the conduct of these evaluations: [Evaluation of the COVID-19 humanitarian response](#) and [Evaluation of the response to the Yemen crisis](#).

Financially, IOM also contributed to the budget of the IAHE-SG for the conduct of the evaluations where the unit is part of the Management Group. In addition to the two evaluations mentioned above, the unit participated in 2022 as MG member to the preparation of the on-going evaluations of Afghanistan, Northern-Ethiopia and Ukraine, to be published in 2023.

In 2022, IOM contributed with an amount of USD 85,000 to IAHE-SG work.

3.4 UN Joint and Synthesis Evaluations

In 2022, the IOM Regional Office in Bangkok through its ROMEO and in consultation with the Central Evaluation Unit contributed to a UN joint evaluation: [Case Studies of Best Practice Evaluations by UN Agencies in Asia and the Pacific](#). The report examined best practices of UN agency evaluations in the Asia-Pacific region during the COVID-19 pandemic. It showcased good practices and emerging techniques from eight UN agencies and aimed to improve evaluation practices through the application of lessons learned. The methodology included desk-based reviews, semi-structured interviews with evaluation managers, and case studies. The target audience was evaluation officers, practitioners, and members of the development community.

The Central Evaluation Unit is also registered to participate to the ongoing "Joint Synthesis of Evidence on Sustainable Development Goal 17 - Partnership Pillar", the first of a series of similar exercises started in 2022. This contribution includes the provision of evaluation reports for analysis, as well as feedback on draft reports as part of the review process. The [Joint Evaluative Synthesis series](#) which aims to provide decision makers with lessons learned and recommendations to achieve the Sustainable Development Goals (SDGs) by 2030, is organized around the five pillars of *People, Planet, Prosperity, Peace, and Partnership*.

4. Overview of Decentralized Evaluations

The Central Evaluations Unit is dedicated to strengthening decentralized evaluation systems through the provision of guidance and reporting, capacity-building and technical support, and quality assurance processes. As part of this commitment, the unit sets norms and standards for decentralized evaluations conducted by IOM departments and offices and ensures the quality of decentralized evaluations. In terms of visibility and publication, the unit is also in charge of the [IOM Evaluation Website and Repository](#) of evaluations as well as the [IOM Monitoring and Evaluation Portal](#).

To effectively manage IOM's decentralized evaluation approaches and plans, the unit works closely with the ROMEOs. This includes ensuring adherence to norms and standards in the conduct of decentralized evaluation activities, as well as organizing decentralized evaluation planning and registration.

In 2022, a total of 51 decentralized evaluations were conducted and published in the [evaluation repository](#). These included 22 Final evaluations, 19 Ex-post evaluations, 7 Mid-Term evaluations, 2 Ex-Ante evaluations, and 1 evaluation that is not applicable to a specific timing criteria. These evaluations covered a wide range of migration thematic areas, with the top 10 thematic areas represented as follows:

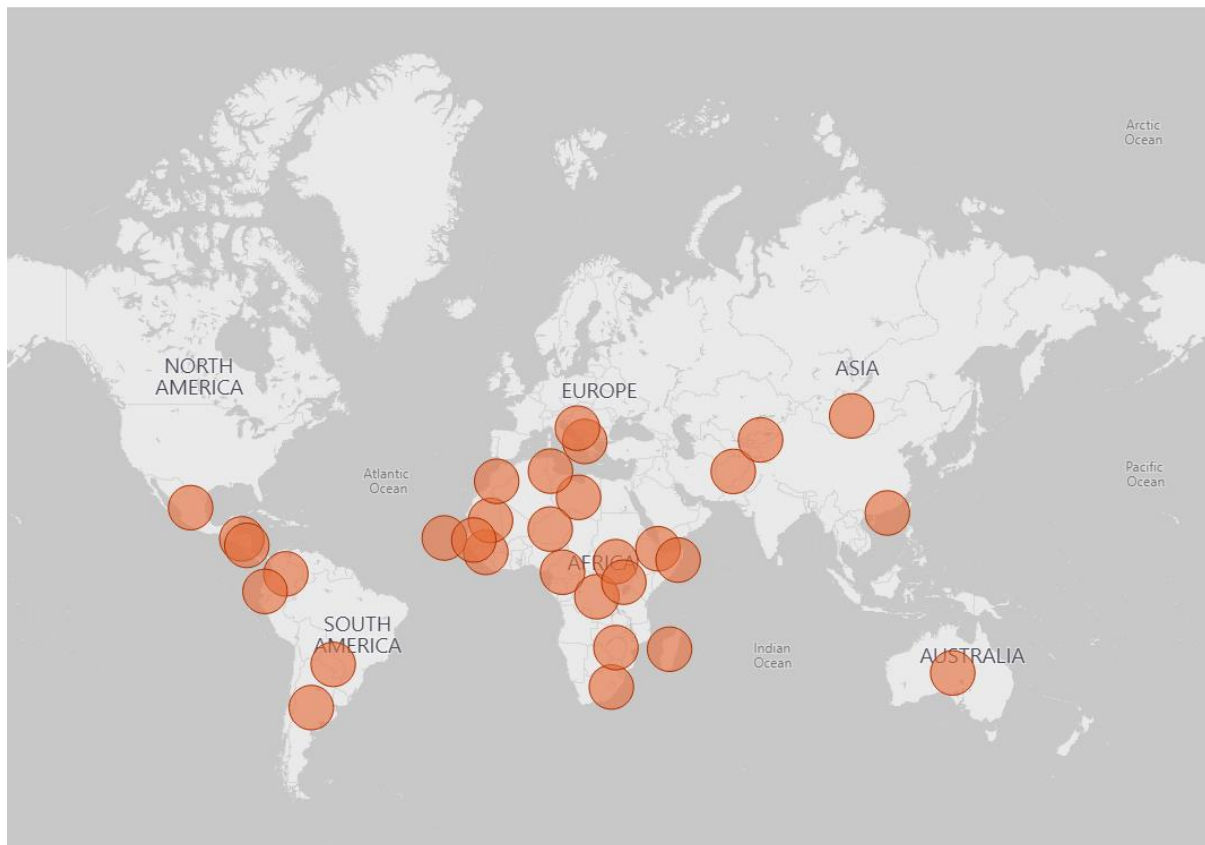
Table 2. Top 10 Migration Thematic Areas of evaluations covered

Migration Thematic Areas	Number of Evaluations Covered⁷
Migration and Development - Diaspora	10
Border and Identity Solutions (border management, security, border assessment)	9
Assistance to Vulnerable Migrants	8
Migration Policy - Dialogue, Consultations and Migration Management	8
Labour Migration (ethical recruitment, labour market)	5
Migration and Development - Community Development	5
Counter Trafficking	4
Migrant Training and Integration (including community cohesion)	4
Migration Health (assessment, travel, health promotion, crisis-affected)	4
Migration Research	4

The evaluations conducted in 2022 covered countries such as Colombia, Ecuador, Guinea, Libya, Morocco, Niger, Tunisia, Afghanistan, Albania, and Argentina, with Colombia having most of the evaluations published. Of the 51 evaluations, 36 were external evaluations, 14 were internal evaluations, and 1 was a mixed evaluation. In terms of top 5 regions covered, there were 10 evaluations covered by RO Dakar, 8 evaluations by RO Buenos Aires, 7 evaluations by RO Pretoria and by RO Nairobi, 6 evaluations by RO Bangkok, and 4 evaluations by RO Cairo.

⁷ This column shows the number of times each of the top 10 thematic areas was addressed in the 51 evaluations conducted in 2022. Note that an evaluation may cover multiple thematic areas, so the sum of the numbers in this column may exceed the total number of decentralized evaluations conducted for 2022.

Figure I. Map of evaluations covered by regions and countries.



As the guidance on the use of evaluation and follow-up of recommendations, which makes a management response mandatory for all evaluations, was only issued in 2022, this annual report does not contain an analysis of the use of the management response tool and follow-up on recommendation implementation. The Central Evaluation Unit will regularly include an analysis on the follow-up of recommendations in its future annual reports. The same applies to the use of quality management and control tools for evaluations, as the guidance has also been issued only in 2022.

All the statistics mentioned in this section can be found on the [dashboard page](#) of the Central Evaluations Unit's website, providing users with easy access to information on the unit's work and evaluations conducted. The dashboard is regularly updated to ensure that users have access to the latest information regarding evaluations conducted.