



## CONCEPTUALIZATION

- Seed funding for innovative projects
- **Capacity-building** projects prioritized
- Stakeholder consultation and buy in from benefiting government(s) required
- Conceptualization done in coordination with RO
- **Not eligible** - Movements, emergencies, major conferences or similar events, projects mainly supporting IOM staff and office costs

## PROJECT MANAGEMENT AND MONITORING

- Requests for duration revisions **no later than one month** before project end date
- Current progress tracked in Results Monitoring Framework
- Financial entries completed in PRISM
- Risk assessment updated
- Work Plan developed and updated with progress
- Revisions created if changes are required

## EVALUATION

- 5% of the total project budget allocated for ex-post evaluation
- Ex-post evaluation (external) 6 to 12 months after project completion, to include evaluation brief
- OECD-DAC Criteria: Relevance, Effectiveness, Efficiency, Impact, Sustainability
- Cross-cutting themes included



CONCEPTUALIZATION

PROPOSAL DEVELOPMENT

PROJECT ENDORSEMENT,  
SUBMISSION, AND ACTIVATION

PROJECT MANAGEMENT  
AND MONITORING

DONOR REPORTING

EVALUATION

## PROPOSAL DEVELOPMENT

- Written endorsement and request for funding (in the form of letter) is needed, **specifically stating the IOM Development Fund**, by the respective capital
- Narrative and Budget developed (no OH, S&O 30% ceiling of total budget)
- Gender mainstreaming – 2a gender marker
- Rights-based approach incorporated
- Sustainability of project results included
- Plan for monitoring tools specified - include results monitoring framework
- Risk assessment conducted
- Ex-post evaluation budgeted (5% of total budget) and planned
- SDG targets and MiGOF principles aligned with project are listed
- Theory of Change articulated

## PROJECT ENDORSEMENT, SUBMISSION, AND ACTIVATION

- Project Type and Secondary Project Type (where relevant) specified
- RTS endorsement completed in coordination with RRMO
- Realistic project start date included
- Project Manager assigned
- Project Activation Request Form (PARF)
- Special Sponsored Program (SSP codes are applied in the BNP) to standardize financial reports (in PRISM use of T-code ZDSR)
- Budget lines are arranged in categories: staff, office, operational costs (per output), visibility & evaluation

## DONOR REPORTING

- Report focuses on results obtained at output and outcome levels
- Gender mainstreaming incorporated into reporting
- Reported progress in Results Matrix is reviewed carefully
- **Interim narrative and financial report required every 6 months**
- Final narrative and financial report required within 3 months of project completion
- Interim reports 5-10 pages; Final reports 10-15 pages
- Final financial report signed by PM
- Final report task: PM to complete self-reflection form

OBJECTIVE	Indicator	Data Source and Collection Method	Baseline	Target	Assumptions	Progress	Cumulative Progress
<p><b>Long-term and realistic goal to which the project can contribute. Addresses the political, economic or social conditions of society as a whole, usually at the national or international level.</b> (e.g. The project will contribute to improving access to justice for all migrants in Country X, and particularly migrant women)</p>	Objective level indicators measure the changes in political, economic or social conditions.	<p><b>Where and how information will be gathered</b> for the purposes of measuring the indicator. (e.g. Existing documents, surveys/exams, interviews) <b>In selecting data sources, consider reliability, availability, cost and accessibility.</b> (e.g. Interviews of migrant women on access to justice in Country X)</p>	Provides a foundation against which to measure change over time.	Establishes precisely the mark the project intends to hit.		Includes only progress made in the corresponding reporting period.	Includes all progress made during the entire project's reporting period.
OUTCOME	Indicator	Data Source and Collection	Baseline	Target		Progress	Cumulative Progress
<p><b>Intended change in institutional performance, individual or group behaviour or attitudes, or the political, economic or social position of the beneficiaries. The project does not have full control over the outcomes and cannot guarantee their achievement.</b> This is generally achieved by the target institution or group with the help of the project. (e.g. The State Migration Service successfully manages its borders in line with international human rights standards)</p>	<p>Outcome level indicators measure the intended change in institutional performance, individual or group behavior or attitudes, or the political, economic or social position of the beneficiaries.</p> <p>Indicators should be gender-sensitive including disaggregating data by sex and age whenever possible.</p>						
OUTPUT	Indicator	Data Source and Collection	Baseline	Target	Progress	Cumulative Progress	
<p><b>Intended change in the skills or abilities of the beneficiaries, or the availability of new products or services as a direct result of the project.</b> (e.g. Trainees can demonstrate the correct application of IN/138: IOM Data Protection Principles in their daily work) Gender Marker 2a: at least one output should make specific reference to gender and/or different gender groups.</p>	Output level indicators measure the change in the skills or abilities of the beneficiaries, or the availability of new products or services.						
ACTIVITIES	ACTIVITIES COMMENTS						
<p><b>Tasks organized and executed as part of the project to deliver tangible outputs.</b> (e.g. Conduct four workshops on data protection for IOM field staff) Gender Marker 2a: at least one activity should mention how gender will be mainstreamed.</p>	Progress on activities should be described (or included) in the comments section.						

## INDICATORS

- Measure results
- Answers the question: what can we observe in order to know if the desired change has occurred?
- Factors or variables to measure achievement or reflect expected changes
- Must be related to their specific objective/ outcome/output
- Indicators require baseline data and targets

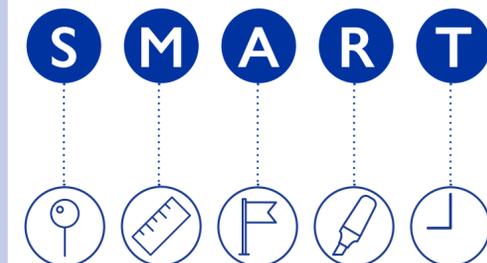
Some indicator types are

1. quantitative,
2. qualitative,
3. binary, and
4. proxy.

When defining indicators, make sure to know what source of information is needed, in advance.

Indicators must be **SMART**:

- S** – Specific
- M** – Measurable
- A** – Achievable
- R** – Relevant
- T** – Time-bound



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### THEORY OF CHANGE (TOC)

- **Theory of Change** is essentially a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context.
- It focuses on mapping out or “filling” in what has been described as the “missing middle” between what a project or change initiative does (its activities or interventions) and how these lead to desired goals being achieved.
- It does this by first identifying the desired long-term goals and then works back from these to identify all the conditions that must be in place (and how these are related to one another causally) for the goals to occur.

### CROSS-CUTTING THEMES

- IOM Projects should incorporate cross-cutting themes across the project cycle:
- Rights-based Approach to Programming
  - Gender Mainstreaming - All IOM projects are expected to mainstream gender throughout the project cycle (project development, implementation and reporting). At a minimum, gender consideration must be included in needs assessment, outputs, and activities to achieve gender marker 2a.
  - Environmental Sensitivity and Sustainability
  - Sustainability of Project Results
  - Principled Humanitarian Action
  - Mainstreaming Protection into Crisis Response

### RESULTS-BASED MANAGEMENT

- **Results-based management** is a management strategy by which all actions and resources are targeting clearly defined and demonstrable results
- RBM increases transparency and accountability, allowing interventions to complement each other and avoid overlap
- Results-Framework: management tool that clearly sets out desired results, explains the chain of results and measures progress
- Requires definition of clear targets and results to monitor progress and report impact
- The MiGOF results framework measures external impact
- Organizational Effectiveness Results Framework measures internal performance

### Useful references:

- IOM Development Fund Website
- IN/62 - Guidelines for the Closure of Large Projects
- IN/66 - Publication Guidelines
- IN/71 - Instruction on Internal Controls
- IN/123 - IT Policies and Guidelines
- IN/138 - IOM Data Protection Principles
- IN/162 - Project Activation Request Procedure
- IN/213 - Management of Risk in IOM
- IN/251 - Financial Guidelines for IOM Development Fund Projects
- IN/267 - Financial Management Rules and Procedures
- IOM House Style Manual
- IOM Gender Marker Guide
- IOM Gender and RBM Guidance and Tip Sheet
- Gender Sensitive Budgeting Booklet
- Guidance for Addressing Gender in Evaluation and Tip Sheet
- Evaluation Guidelines for IOM Development Fund Projects
- IATI Data Standard