



Meta-evaluation of IOM Development Fund projects (funded 2015-2017)

April 2021

Evaluation consultants:

Patricia Goldschmid, Sharon McClenaghan, Glenn O'Neil



Table of Contents

Executive Summary	3
Glossary of Terms	7
1. Introduction.....	8
2. Evaluation methodology	8
3. Findings.....	8
3.1. Project performance on main criteria	9
Relevance	9
Efficiency	10
Effectiveness.....	10
Impact.....	11
Sustainability.....	11
3.2. Recommendations of the individual evaluations.....	12
Project design	14
Guidance	14
Project administration.....	15
Project management	15
Follow-up	15
Sustainability.....	16
Gender and human rights.....	16
4. Conclusions and recommendations	16
Annex One: List of projects covered by the meta-evaluation.....	20
Annex Two: Evaluation criteria and scale	21

Executive Summary

This report is a meta-evaluation of the 18 projects of the International Organization of Migration (IOM) and funded by the IOM Development Fund (“the Fund” or “IDF”) in 2015-2017 and evaluated by the team of Owl RE, research and evaluation consultancy from June 2019 to March 2021. The meta-evaluation was carried out through a systematic review of the findings, conclusions and recommendations of all 18 evaluations.

Findings

Overall, the 18 projects were found to respond well to the needs of IOM Member States in migration management and to the IOM's own strategic priorities. The projects were largely conducted efficiently and achieved the majority of their planned results while the long-term impact and sustainability measures needed to be strengthened.

Project performance on main criteria:

Relevance was rated highest out of all the criteria. In general, the Fund projects were well aligned with government priorities, regional bodies and the IOM itself. Projects that were rated lower in relevance were often lacking engagement and a strong alignment with stakeholder priorities or timetables.

Efficiency - In general, projects were found to be managed efficiently and cost-effectively. Projects that were rated high showed very good use of resources, such as securing co-funding and/or in-kind support, effectively acting as seed funding or building on synergies with other IOM projects. Those projects rated lower tended to have significant delays in launching major activities after project commencement. Projects generally used the PRIMA project management platform efficiently although instances were seen where changes to the projects were not updated or not all documentation was included.

Effectiveness was rated in the middle of all five criteria. Projects that were assessed as having reached or mainly reached their objectives were often specific in focus. Projects were rated lower for effectiveness largely considering that their objectives were not fully achieved. This was due to a number of reasons including delays seen in reaching the intended results; setting unrealistic objectives and outcomes; incorrect assumptions in the project design; lack of sustainability measures by IOM and/or stakeholders to support outcomes; and difficult or changing contexts that hindered the achievement of outcomes.

Impact was the lowest rated criteria together with sustainability. The main finding on impact was that for most projects, it was possible to see some short-term changes but it was challenging to identify more longer-term changes given that between only one to two years had passed since project closure. For those rated higher on impact,

there was evidence found that the projects' benefits had continued, such as: new or revised national policies and practices in place; new or revised mechanisms and tools being used by authorities and stakeholders; and additional funding secured by IOM and/or other stakeholders. Impact was rated lower where it was difficult to see any indications yet that long-term impact would occur, for example where anticipated policy processes had not yet progressed or follow-up and/or complementary activities needed for impact had not yet occurred.

Sustainability was the criteria rated lowest together with impact. In general, this low rating reflected the lack of sustainability measures planned at the onset of the projects. The minority of projects that had higher ratings had measures in place to ensure sustainability, such as securing additional funding and/or supporting the integration of key mechanisms or products developed by the project within ongoing services. Those projects rated as "good", often had sustainability measures in place but needed further follow-up and additional reinforcement to ensure sustainability. Those rated lower were projects which had limited or no sustainability measures in place, such as a hand-over or follow-up action plan and/or the possibility of additional funding.

Recommendations of the individual evaluations

Every evaluation report proposed eight actionable points on average, a total of 132 recommendations. These recommendations were analysed and classified as follows:

Project design: These recommendations (26/132) were focused on project design improvements including: the project's objectives and outcomes; timelines; assumptions; stakeholder and beneficiary involvement; context analysis and accurate budgeting of activities.

Guidance: Recommendations on guidance (14/132) mainly focused on encouraging other IOM Development Fund projects to draw on the approaches and products produced by the evaluated projects, such as for future similar projects, including broadening the involvement of civil society in policy development.

Project administration: Recommendations for project administration (16/132) were mainly for IOM country offices and concerned suggestions for improving project administration, notably to provide reports on time and update results matrixes and budgets and include all project documentation in PRIMA.

Project management: These recommendations (8/132) focused on suggestions to improve monitoring and/or analysing data collected and ensuring roles and responsibilities were clear for all stakeholders involved in the project implementation.

Follow-up: Actions to ensure that project benefits were concretised were the focus of these recommendations (29/132). They were in the large majority intended for IOM country offices. The evaluation team saw that the actions needed were often small-

scale in terms of IOM resources and staff required but were crucial to increase the chances of sustainability of the projects' benefits.

Sustainability: The largest number of recommendations (34/132) focused on sustainability issues. A common recommendation made in 11 out of 18 evaluations was linked to the absence of substantial sustainability plans. Other issues of sustainability focused on supporting stakeholders in securing funding for continuing the project's benefits, encouraging IOM country offices to take sustainability measures and monitor progress of the project's ongoing benefits.

Gender and human rights: Recommendations for gender and human rights (5/132) focused on their better integration into the projects. Gender was found most often to only be included in projects with respect to ensuring a gender balance in activities, without any substantial mainstreaming. Human rights integration also varied, often strongly focused on the relevant rights associated with the given project.

Conclusions and recommendations

A. Sustainability and follow-up were weaknesses identified in IDF projects with the following improvements suggested:

- Give greater priority to assessing the sustainability of projects;
- Introduce templates and a requirement for an exit strategy and follow-up plan;
- Encourage the inclusion of budget sustainability measures in project proposals;
- Produce a guidance note on follow-up approaches and strategies;
- Find creative ways to ensure that follow-up actions are completed;
- Initiate a sustainability “check-up” some 6-12 months after the project closure.

B. Project design faced some limitations with a suggestion to summarize good practices in an updated guidance note on project design for IDF projects.

C. Project management and administration: Challenges identified could be further mitigated by the following suggested actions:

- Introduce a “roles and responsibilities” chart for each project;
- Regular updating of project information on PRIMA;
- Further guidance to project managers on what is their “room to maneuver” in terms of adapting and reorienting project activities.

D. Gender mainstreaming: The integration of gender could be further strengthened through:

- Provide additional guidance and support in the use of the Gender Marker in IDF projects;
- Offer a training session to project managers on gender mainstreaming;
- Ensuring gender integration in project design and implementation.

E. Impact: In a number of areas impact could be reinforced as follows:

- Include activities in the projects that will possibly contribute to longer-term impact;
- Check the final project reports to ensure that the questions on impact are responded to.
- Linked to Sustainability above, by giving greater priority to assessing the sustainability of projects, the prospects of impact should also be further strengthened.

Glossary of Terms

DAC	Development Assistance Committee
IDF / The Fund	IOM Development Fund
IOM	International Organisation for Migration
OECD	Organisation for Economic Co-operation and Development

1. Introduction

This report is a meta-evaluation of the 18 projects of the International Organization of Migration (IOM) and funded by the IOM Development Fund (“the Fund” or “IDF”) in 2015-2017 and evaluated by the team of Owl RE, research and evaluation consultancy, Geneva from June 2019 to March 2021. The evaluation team was comprised of Patricia Goldschmid, Sharon McClenaghan and Glenn O’Neil. The list of 18 projects included in this meta-evaluation can be found at annex 1.

The purpose of this meta-evaluation was to compare findings and recommendations across all 18 ex-post external evaluations and identify common trends and themes.¹ These findings are complemented by recommendations for improving future project selection, design, implementation and sustainability.

2. Evaluation methodology

The meta-evaluation was carried out through a systematic review of the findings, conclusions and recommendations of all 18 evaluations. Each evaluation report used common criteria, questions and structure which facilitated the analysis.

Each evaluation provided a rating² and assessment based on five main OECD-DAC³ evaluation criteria: relevance, effectiveness, efficiency, impact and sustainability. The meta-evaluation calculated the average rating provided for the criteria and analysed the summary texts of each criteria to draw out common trends and themes.

Each evaluation report was accompanied by a series of recommendations; eight actionable points on average, a total of 132 recommendations for all reports. These recommendations were analysed and categorised by theme with major trends and themes identified. The findings present the results of this analysis.

3. Findings

Overall, the projects were found to respond well to the needs of IOM Member States in migration management and to the IOM’s own strategic priorities. The projects were largely conducted efficiently and achieved the majority of their planned results while the long-term impact and sustainability measures needed to be strengthened.

¹ The Organisation for Economic Co-operation and Development - Development Assistance Committee (OECD-DAC) defines a meta-evaluation as follows: “*Evaluations designed to aggregate findings from a series of evaluations. It can also be used to denote the evaluation of an evaluation to judge its quality and/or assess the performance of the evaluators*” (p. 27). This meta-evaluation only focuses on aggregating findings and does not judge the quality of the evaluations/evaluators: <https://www.oecd.org/dac/evaluation/2754804.pdf>

² The five point rating scale used can be found at annex 2.

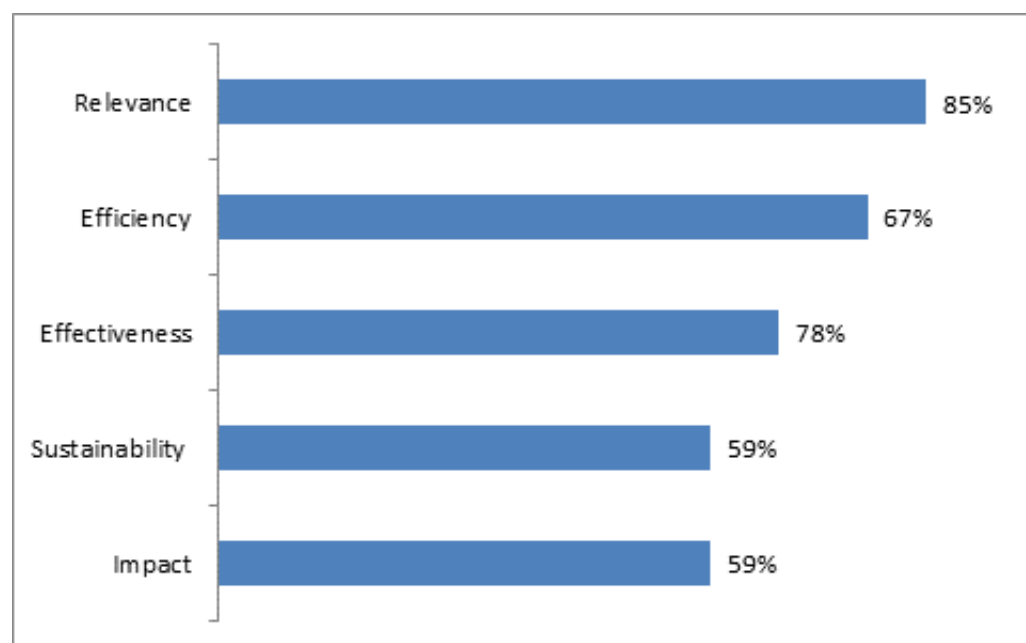
³ OCEC-DAC: “DAC Criteria for Evaluating Development Assistance”: <http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

Similar findings were found in a previous 2020 meta-evaluation of 28 Fund projects (2013-17).⁴

3.1. Project performance on main criteria

The following graph provides the average scores for the five evaluation criteria across all 18 projects evaluated. The graph illustrates that the highest ranked criteria was relevance and the lowest were sustainability and impact. This was the same ranking as found in the above-mentioned 2020-meta-evaluation, indicating that both meta-evaluations are reaching similar and comparable findings.

Figure 1: Average scores of evaluation criteria of 18 project evaluations



Each evaluation criteria is now analysed further in details.

Relevance

Relevance was rated the highest out of all the criteria. In general, the Fund projects were well aligned with government priorities, regional bodies (where relevant) and the IOM itself. For example, the project TC.0993 (Albania) which aims to support the development of a national migration policy aligned closely with the government's aim in migration by filling a policy "void". Equally, the project CE.0352 (Dominican Republic) supported the government's commitment to the SGDs related to migration management.

⁴ IOM Development Fund (March 2020), report on IOM Development Fund 2019 Ex-post Evaluations

Projects that were rated lower in relevance were often lacking engagement and a strong alignment with stakeholder priorities. For example, the project LM.0301 (ASEAN) where the concerned issue (skills recognition) was only relevant for certain ASEAN countries or for LM.0329 (Morocco) where the project had limited input from stakeholders in its design, limiting its relevance. Relevance could also be limited by a question of the project timing, as for the project CE.0307 (Ethiopia) where the project was conducted in a period of unrest implying that it was difficult to carry out the project activities as it was not the highest priority for stakeholders at that time.

Efficiency

Efficiency was rated the second highest of all criteria. In general, projects were found to be managed efficiently and cost-effectively. Projects that were rated high on efficiency showed very good use of resources, such as securing co-funding and/or in-kind support (e.g. MA.0382, Central America; MA.0379, South Caucasus; LM.0310, the Philippines; CE.0346, Armenia), effectively acting as seed funding for extending the project's results (e.g. TC.0993, Albania; MA.0374, Morocco) or building on synergies with other IOM projects (e.g. CT.0985, Global project on trafficking; LM.0329, Morocco).

Projects rated lower on efficiency tended to have significant delays in launching major activities after project commencement, up to 25 months (CE.0307, Ethiopia), 12 months (CT.1003, St Lucia) or 9 months (PR.0176, Maldives). Only one project (LM.0301, ASEAN), was found to have costly activities (three separate regional meetings) that were not warranted for the results seen. Projects generally used the PRIMA project management platform efficiently although instances were seen where changes to the projects were not updated and not all documentation was included (e.g. minutes of meetings and lists of attendees) in PRIMA (see recommendations analysis below).

Effectiveness

Effectiveness was rated in the middle of all five criteria (rated third out of five). Projects that were assessed as having reached or mainly reached their objectives generally were specific in focus. Their outcomes were seen as achievable within the project lifespan, such as:

- Setting up monitoring systems for contributions to SDGs and migration management (CE.0346, Armenia, CE.0352 Dominican Republic);
- Supporting reintegration services (RT.1297, El Salvador, LM.0310, Philippines);
- Reinforcing health services for migrants (MA.0379, South Caucasus, MA.0375, Tajikistan);
- Supporting policy development (TC.0993, Albania).

Projects were rated lower for effectiveness largely considering that their objectives were not fully achieved. This was due to a number of reasons including:

- Delays seen in reaching the intended results;
- Setting unrealistic objectives and outcomes;
- Incorrect assumptions in the project design;
- Lack of sustainability measures by IOM and/or stakeholders to support outcomes;
- Difficult or changing contexts that hindered the achievement of outcomes.

For example, for projects CE.0307 (Ethiopia), PR.0176 (the Maldives) and CE.0350 (Bolivia), the political instability and/or changes in governments during project implementation meant that activities could not be entirely implemented as foreseen and/or the results used as planned.

The projects LM.0301 (ASEAN) and LM.0309 (Bangladesh) also had partial success as they were both based on assumptions that proved incorrect during project implementation. The project LM.0301 (ASEAN) was based on the assumption that the free flow of skilled labour was a priority for all ASEAN Member States which proved not to be the case. The project LM.0309 (Bangladesh) was based on the assumption that Recognition of Prior Learning certification would provide migrant workers with additional employment advantages which proved not to be the case.

Impact

Impact was the lowest rated criteria together with sustainability. The main finding on impact was that for most projects, it was possible to see some short-term changes but it was challenging to identify more longer-term changes given that between only one to two years had passed since project closure. This was also found in the previous meta-evaluation. For those rated higher on impact, there was evidence found that the projects' benefits had continued beyond project completion, for example:

- New or revised national policies and practices in place (TC.0993, Albania; LM.0310, Philippines; MA.0375, Tajikistan; RT.1297, El Salvador);
- New or revised mechanisms and tools being used by authorities and stakeholders (CE.0352, Dominican Republic; RT.1297, Tajikistan);
- Additional funding secured by IOM and/or other stakeholders to sustain and extend project benefits (MA.0382, Central America; TC.0993, Albania; CE.0352, Dominican Republic; MA.0374, Morocco).

Impact was rated lower where it was difficult to see any indications yet that long-term impact would occur, for example where anticipated policy processes had not yet progressed (PO.0065, Senegal; LM.0301, ASEAN; CE.0350, Bolivia) or follow-up and/or complementary activities needed for impact had not yet occurred (LM.0309, Bangladesh; LM.0329, Morocco; CT.1003, Saint Lucia).

Sustainability

Sustainability was the criteria rated lowest together with impact. In general, this low rating reflected the lack of sustainability measures planned at the onset of the

projects. The minority of projects that had higher ratings for sustainability (four in total: one was rated as "Excellent" (5) and four as "Good" (4)) had measures in place to ensure sustainability. For example, the project rated "Excellent" (TC.0993, Albania) had secured a budgeted four-year action plan for the migration policy developed by the project.

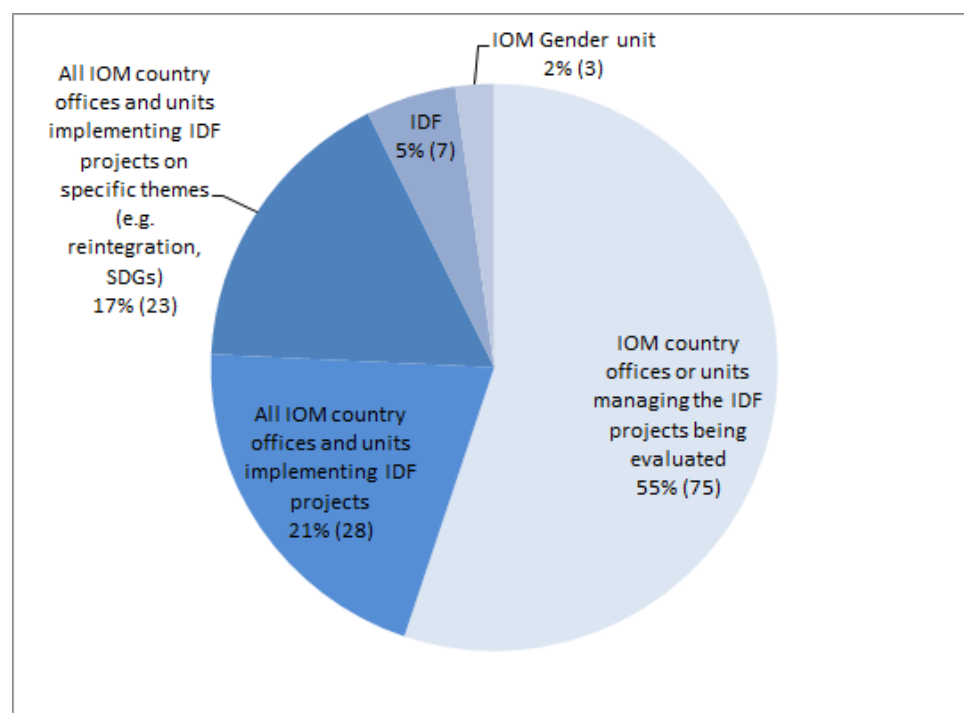
Higher rated projects also supported the integration of key mechanisms or products developed by the project within ongoing services (e.g. CE.0352, Dominican Republic; MA.0374, Morocco; MA.0375, Tajikistan). Those projects rated as "good" (seven in total), often had sustainability measures in place but needed further follow-up and additional reinforcement to ensure sustainability of project benefits. For example, LM.0310 (the Philippines) had improved policies and services for the reintegration of returning workers but further support, both from IOM and stakeholders, was still needed to ensure that all project benefits would continue.

Those rated lower ("acceptable" - six in total) were found to have limited or no sustainability measures in place, such as a hand-over or follow-up action plan developed by the project. Projects were also rated lower where they had limited perspectives for further financing needed to sustain benefits (MA.0379, South Caucasus; LM.0301, ASEAN).

3.2. Recommendations of the individual evaluations

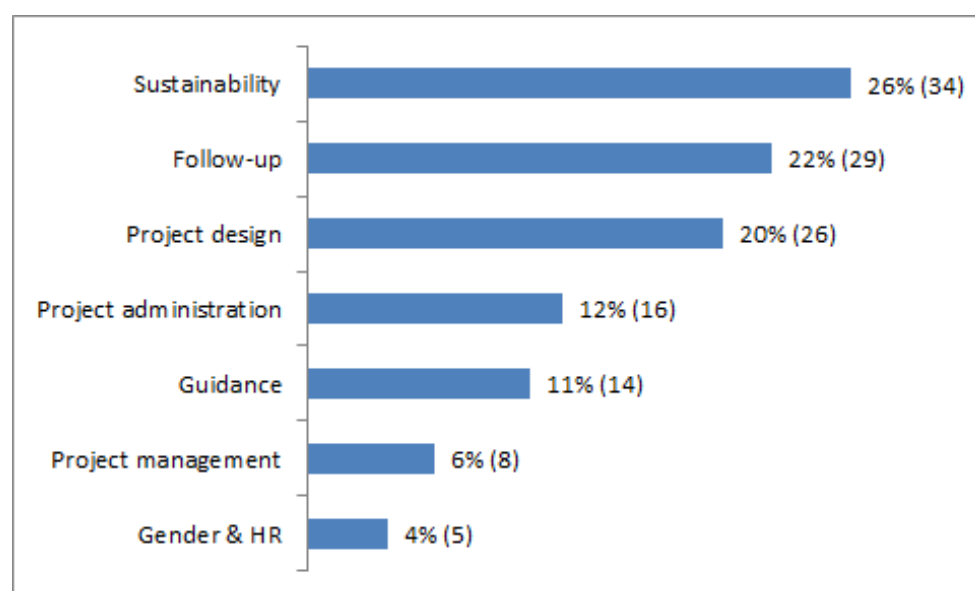
Every evaluation report proposed eight actionable points on average, a total of 132 recommendations for all reports. Each actionable point was indicated with an IOM country office, regional office or unit that was the intended "target" of the recommendation. As seen in the graph below, just over half of all recommendations were to the IOM country office or unit managing the IDF project being evaluated. The evaluations also made recommendations that were intended for all IOM country offices and units implementing IDF projects in general (21%) or on specific themes (23%), such as reintegration, SDGs, regional projects or research-focused projects. Finally, a minority of recommendations were intended for the Fund and the IOM Gender Unit.

Figure 2: Intended “targets” of evaluation report recommendations



The individual project recommendations were analysed and classified into seven major categories as illustrated in the graph below. Sustainability and follow-up accounted for some half of all recommendations reflecting the low ratings for this aspect of the projects, as detailed above. This implies that further focus on sustainability measures are needed (see Conclusions and recommendations below).

Figure 3: Categories of recommendations of 18 projects evaluations



Each recommendation category is now analysed further in detail.

Project design

Recommendations about project design (26/132) were largely directed at the IOM country offices that implemented the given IDF projects, all country offices that implement IDF projects or on certain themes. The recommendations focused on a number of areas that were seen as requiring improvements including:

- Project's objectives and outcomes are well formulated and set at the right level (not too ambitious) and indicators that are SMART.⁵ A theory of change is also strongly recommended to make clearer the links and steps from inputs to outcomes and impact.
- Timelines are realistic. This implies incorporating the time needed for stakeholder consultation and approval by authorities. Some activities also require a longer timeframe for implementation, such as communication campaigns (up to one year). Further, where projects are delayed in starting due to factors outside the control of the IOM (such as a change in government, unavailability of stakeholders, etc.), then the project should be formally postponed rather than seeking a no-cost extension (that then has a project "dead period" of no activities for possibly months).
- Assumptions are fully tested in project design as seen in the examples of LM.0301 (ASEAN) and LM.0309 (Bangladesh) above.
- Stakeholder and beneficiary involvement and (relevant) political context is carefully analysed.
- Activities are accurately budgeted, such as research elements and monitoring requirements (for example for communication campaigns that often implies public polling that can be costly).

It should also be highlighted that in the Results Matrixes of IDF projects evaluated, issues were often found with outcomes, objectives, indicators, baselines, targets and assumptions in terms of consistency and comprehensiveness. This included: assumptions not detailed (in addition to not tested as described above); indicators that were inappropriate and/or insufficient for the given outcomes or outputs; confusion between outcomes and outputs (often one substituting the other); and baselines and targets that were not detailed and/or unrealistic or inappropriate.

Guidance

Recommendations on guidance (14/132) mainly focused on encouraging other IDF projects to draw on the approaches and products produced by the evaluated projects. For example, for future reintegration projects, to consult the model and type of activities developed by the projects (RT.1297; El Salvador, LM.0310; the

⁵ "SMART" refers to: specific, measurable, achievable, (or agreed), realistic (or relevant) and time-bound (or timely).

Philippines). Other recommendations also proposed guidance for future similar projects, for example, broadening the involvement of civil society in policy development (CE.0350, Bolivia; CE.0352, Dominican Republic).

Project administration

Recommendations for project administration (16/132) were mainly for IOM country offices and concerned suggestions for improving project administration, notably to provide reports on time and update results matrixes and budgets and include all project documentation, such as minutes of meetings in PRIMA (examples were seen of handwritten documentation and data lacking compilation and analysis, such as feedback surveys).

Project management

Recommendations for project management (8/132) focused on suggestions to improve monitoring and/or analysing data collected and ensuring roles and responsibilities were clear for all stakeholders involved in the project implementation, also in situations where key staff for the projects changed, such as project managers. Also this reflected the uncertainty seen with some project managers in knowing of all possible solutions to issues faced, such as how to use external consultants, develop synergies with other IOM projects and revisions possible within project regulations.

Follow-up

Closely related to sustainability issues, these recommendations (29/132) focused on immediate (and some ongoing) follow-up actions to ensure that project benefits were concretised. These recommendations were in the large majority intended for IOM country offices. For example, recommendations could suggest action by IOM country offices such as:

- Convening a workshop of stakeholders to discuss recommendations of project research products (LM.0309, Bangladesh);
- Creating an action plan for implementation of the resource produced by the IOM project (CT.0985, global trafficking project);
- Supporting the updating of a policy developed by the project (PO.0065, Senegal);
- Supporting the updating of the Migration Profile developed by the project (PR.0176, the Maldives).

The evaluation team saw that the actions needed were often small-scale in terms of IOM resources and staff required but were crucial to increase the chances of sustainability of the projects' benefits. However, IOM staff and resources were often not available for such follow-up actions given that the project budgets were closed and the staff were already working on other projects (or no longer in post).

Sustainability

The largest number of recommendations focused on sustainability issues: 26% (34/132). These recommendations were largely directed at the IOM country offices that implemented the given IDF projects or all country offices that implement IDF projects. A common recommendation made in 11 out of 18 evaluations was linked to the absence of substantial sustainability plans: *"IDF projects should have a sustainability and follow-up plan as part of the final report."* Other issues of sustainability focused on supporting stakeholders in securing funding for continuing the project's benefits, encouraging IOM country offices to take sustainability measures and monitor progress of the project's ongoing benefits.

Gender and human rights

Recommendations for gender and human rights (5/132) focused on their better integration into the projects. In addition, suggestions included a review of IDF project proposals by the Gender Coordination Unit to ensure that they comply with IOM's gender policy. Although not always mentioned in the recommendations, gender was found most often to only be included in projects with respect to ensuring a gender balance in activities, without any substantial mainstreaming. Human rights integration also varied, often strongly focused on the relevant rights associated with the given project. For example, a project on migration and health would have elements of rights of migrants to medical care integrated.

4. Conclusions and recommendations

The meta-evaluation provides an overview of common trends and themes identified across the 18 IDF projects evaluated. This analysis also provides indications as to possible ways to improve future project performance in terms of relevance, efficiency, effectiveness, impact and sustainability, as detailed in the following recommendations for the IDF.

A. Sustainability and follow-up

As detailed above, sustainability was the main weakness identified in IDF projects, confirming the findings of the previous meta-evaluation. This implies that there are some challenges encountered due to the 'projectized' nature of the organisation as long-term availability of budgets and staff cannot be relied upon. However, despite these constraints, the evaluation team believes that the IDF could reinforce sustainability and follow-up measures in projects as follows:

- **Validation of sustainability potential by the IDF:** In reviewing the eligibility of proposed projects, the IDF should give greater priority to assessing the

sustainability of those projects, notably the comprehensiveness of their sustainability description.

- **Planning and budgeting for an exit strategy and follow-up plan:** Within the project budget and planning, it should be a mandatory requirement to have in place an exit strategy and a follow-up plan.⁶ Allocating a specific budget and timeline to these actions will increase the likelihood of their successful implementation. Both the exit strategy and follow-up plan should be designed some six months before the project closure and validated with key project stakeholders, as many follow-up actions will depend on them. Both documents should be included in the final project report as annexes.
- **Exit strategy and follow-up plan:** In support of the previous recommendation, the IDF should introduce a template annexed to the project final narrative report that is an exit strategy and follow-up plan to be completed by the project manager.⁷
- **Budgeting of sustainability measures:** The IDF should encourage project developers to include and budget sustainability measures in their project proposals. This could include some of the good practices seen to date, such as supporting stakeholders in securing new funding (as seen in TC.0993, Albania) and designing an action plan for next steps.⁸
- **Develop a guidance note on sustainability and follow-up approaches and strategies:** The IDF in coordination with the Evaluation Unit should produce a guidance note on follow-up approaches and strategies with examples of successful approaches used by stakeholders that have produced positive ongoing results.
- **Find creative ways to ensure follow-up actions occur:** IOM country offices should coordinate with the Regional Office and IDF to find creative ways to ensure that follow-up actions are completed. This could include pre-funding actions of stakeholders and/or consultants (that would occur after project closure) and incorporating follow-up actions within complementary ongoing or future projects.
- **Project sustainability check-up:** IOM country offices should initiate a sustainability “check-up” some 6-12 months after the project closure. This could include meetings or workshops with the stakeholders that were designated to continue the project after its close to ensure that continuity is maintained.

⁶ The IOM Project Handbook (2011) emphasises the need to create an exit strategy (see page 333).

⁷ “Planning and Implementing an Exit Strategy”. However, it does not mention a follow-up plan.

⁸ This evaluation team would be happy to provide inputs for such a possible template.

⁸ The IOM Project Handbook also provides a useful checklist of sustainability measure (page 347).

B. Project design: The meta-evaluation highlighted some of the limitations seen in project design and where improvements would be needed. Evidently, the project design had a strong influence on the success or not of the project. While project developers are guided by the IOM Project Handbook in their project design, specific measures for IDF projects are suggested:

- **Guidance note on project design:** The IDF should produce an updated guidance note for project developers on project design for IDF projects using the “pitfalls” and good practices identified in this and the previous meta-evaluation, focusing on areas such as the Results Matrix, planning stakeholder consultations, timelines and budgeting.⁹

C. Project management and administration: Overall the projects were well managed with some challenges seen across projects as described above. Some of these measures could be further mitigated by the following suggested actions:

- **Defining roles and responsibilities:** The IDF should require a “roles and responsibilities” chart for each project that sets out the roles and responsibilities of the IOM staff and contracted external consultants, including any role foreseen for regional staff.
- **Efficient use of PRIMA:** The IDF should encourage IOM country offices and other units implementing IDF projects to regularly update PRIMA and upload all relevant documentation of project activities (e.g. minutes of all meetings held, survey data collected, etc.)
- **Agility of project implementation:** The IDF should offer further guidance to project managers on what is their “room to maneuver” in terms of adapting and reorienting project activities in face of changes to contexts including political instability and major disruptions as seen with COVID-19.

D. Gender mainstreaming

While all projects have met with the IDF requirement of gender mainstreaming (Gender Marker 2a which requires gender considerations to be included in the needs-assessment, the outputs and activities), the evaluations saw very limited examples of where gender was significantly integrated into the project design and consequently in implementation. The exception was that most projects ensured and monitored gender disaggregation of project participants as describe above. Gender mainstreaming could be further strengthened through:

⁹ This evaluation team would be happy to contribute to such a guidance note.

- **Additional guidance:** The Gender Coordination Unit should provide additional guidance and support in the use of the Gender Marker in IDF projects, using the examples of what does and does not meet the minimum standard for IDF approval. This will help project developers to ensure that gender is mainstreamed throughout the project design and implementation thereby improving project contribution to gender equality and avoiding gender being “added on” with reference to outputs and activities.
- **Training of project managers:** A training session by GCU could be made available to project managers to ensure that requirements are understood as there is lack of know-how in this area.
- **Gender and project validation:** Greater attention should be given by the IDF to gender mainstreaming at the proposal stage to ensure its integration in project design and implementation.

E. Impact

Impact was the lowest rated criteria together with sustainability. Impact is largely beyond the control of the IOM considering the range of factors that could contribute to long-term impact of a given project. However, examples were seen where projects could show impact-level results or strong indications in this direction. Therefore, impact could be reinforced in a number of areas (linked to the above points on sustainability also):

- **Impact oriented activities:** IOM Country offices should be encouraged to include activities in their projects that will possibly contribute to longer-term impact, as seen in the examples above (see Impact section) including; supporting mechanism for policy and practice change and implementation; identifying additional funding to extend project benefits; and identifying synergies with other IOM and/or external projects that contribute to longer-term impact.
- **Final project reports:** The IDF should check the final project reports to ensure that the questions on impact (in the “Self-reflection” chapter are responded to.
- **Priority to sustainability:** Linked to Sustainability above, by giving greater priority to assessing the sustainability of projects, the prospects of impact should also be further strengthened.

Annex One: List of projects covered by the meta-evaluation

#	Title	Project end date
1.	CT.0985 - Setting Standards on Protection and Assistance to Vulnerable Migrants.	30/ 09/2018
2.	TC.0993 - Supporting the Development of a Migration Policy in Albania.	31/ 12/2018
3.	MA.0382 - Development and Implementation of a Central American Joint Initiative on the Health of Migrants.	30/ 04/2018
4.	PO.0065, Support to the Government of Senegal to Establish a National Migration Policy	30/ 04/2018
5.	MA.0379 - Enhancing Mechanisms for Prevention, Detection and Treatment of HIV/AIDS and Tuberculosis Among Migrant and Mobile Populations in the South Caucasus Countries.	30/11/2018
6.	LM.0310 - Enhancing the Reintegration Programme for Overseas Filipino Workers in line with the Migration and Development, and Crisis Management Frameworks in the Philippines.	29/11/2018
7.	CE.0307 - Mapping Ethiopian's Diaspora Residing in the United States of America	30/11/2018
8.	RT.1297 - Strengthening the Integration Process for Returned Migrants in El Salvador (PIRE).	30/ 09/2018
9.	CE.0352 - Contributing to the Achievement of Sustainable Development Goals Related to Migration Management in the Dominican Republic.	30/ 06/2018
10.	LM.0301 - Strengthening Capacity on Skills Recognition, Recruitment and Labour Migration Information in Support of ASEAN Integration.	30/ 04/2019
11.	LM.0309 – Technical Support to the BMET on Overseas Market Information and to Bangladeshi Migrant Workers on Recognition of Prior Learning’.	30/ 04/2019
12.	CE.0346 - Monitoring Progress in Achieving the Migration Targets of the 2030 Agenda for Sustainable Dev. in Armenia.	28/ 02/2019
13.	CT.1003 - Building the Capacity of the Government of Saint Lucia and Promoting Awareness to Address Trafficking.	31/ 05/2019
14.	PR.0176 - Migration Profile for the Republic of Maldives.	30/ 09/2018
15.	MA.0375 - Technical Support and Capacity Building to Improve Cross Border TB Control and Care of Tajik Migrant Workers.	31/ 12/2018
16.	MA10P0005/LM.0329 - Initiative for ethical recruitment in Morocco (IREM)	31/05/2019
17.	CE.0350 - Strengthening Internal Migration Policies in Bolivia.	31/10/2018
18.	MA.0374 - Promoting Psychosocial Services and Assistance for Vulnerable Migrants in Morocco.	28/ 02/2019

Annex Two: Evaluation criteria and scale

Evaluation Criteria Scaling		Explanation
5	Excellent (Always)	There is an evidence of strong contribution and/or contributions exceeding the level expected by the intervention.
4	Very good (Almost always)	There is an evidence of good contribution but with some areas for improvement remaining.
3	Good (Mostly, with some exceptions)	There is an evidence of satisfactory contribution but requirement for continued improvement.
2	Adequate (Sometimes, with many exceptions)	There is an evidence of some contribution but significant improvement required.
1	Poor (Never or occasionally with clear weaknesses)	There is low or no observable contribution.