



Synthesis Evaluation
Extracting Learning from 2021
IOM Development Fund
Ex-Post Evaluations

15 March 2022

Author: Lois Austin / Independent Consultant

Contents

Acronyms and abbreviations	3
Executive Summary.....	iv
Introduction	1
Synthesis evaluation objective.....	1
Methodology.....	1
Data sources and collection method	3
Data analysis	3
Limitations	3
Key findings	4
Relevance	4
Coherence	5
Effectiveness	6
Efficiency	9
Impact	10
Sustainability.....	11
Intervention logic.....	13
Lessons and best practices.....	13
Recommendations	15
Annex 1 Ex-post evaluation projects reviewed.....	i
Annex 2 Target projects – Implementation timeline	iii

Acronyms and abbreviations

IOM Development Fund	The Fund
IOM	International Organization for Migration
MiGOF	Migration Governance Framework
OECD/DAC	Organisation for Economic Co-operation and Development's Development Assistance Committee
SOGIESC	Sexual orientations, gender identities, gender expressions and sex characteristic
ToC	Theory/ies of change
ToR	Terms of Reference
TWG	Technical Working Group

Executive Summary

The IOM Development Fund (the Fund) has completed this synthesis report, assessing all the internal and external ex-post evaluations for Fund projects for which reports were submitted during the 2021 calendar year.

This report provides a consolidation of the learning from the 13 submitted evaluations and puts forward a set of recommendations to be taken into consideration by IOM staff when developing, implementing and monitoring Fund projects, with a view to improving the effectiveness and efficiency of current and future projects, and by the Fund itself during the disbursement decision-making process.

Key findings

Key findings have been made in accordance with the OECD/DAC evaluation criteria of relevance, coherence, effectiveness, efficiency, impact and sustainability. Cross-cutting issues and intervention logic were also considered.

Relevance

- ❖ Target projects were found to be highly relevant and responsive to the needs of beneficiary countries.
- ❖ Stakeholder consultation processes at the design and implementation stages were systematically participatory in nature which has ensured project relevance.
- ❖ All projects were found to be well aligned with national, regional and global priorities, strategies and policies.
- ❖ Alignment with IOM's Migration Governance Framework and the Fund's overall objective of supporting developing Member State efforts to strengthen their migration management capacity was found to be consistently strong.
- ❖ Capacity-strengthening was successfully integrated and implemented across all projects.

Coherence

- ❖ Internal and external coherence in terms of the extent to which other interventions supported the Fund's projects and vice versa was strong.
- ❖ There was an increased added value when projects were linked to previous and/or ongoing interventions with similar objectives and addressing connected themes.
- ❖ Coordination with other UN agencies, partners and platforms was an area that required strengthening.

Effectiveness

- ❖ Across the projects studied there is evidence of satisfactory contributions in terms of intervention effectiveness, but there remains room for continued improvement.
- ❖ Projects supported by the Fund were successful in achieving outputs and for the most part were also successful in achieving outcomes, particularly in relation to beneficiary capacity strengthening.
- ❖ The establishment of coordination mechanisms (such as inter-ministerial technical working groups (TWG)) was an important factor in ensuring the achievement of project objectives.
- ❖ Where project achievements were not in line with expectations this was due to a variety of different factors which were unique to each project.

- ❖ There were mixed results in terms of the effectiveness of regional projects. This was in part linked to the lack of available IOM resources to provide equal levels of support for project implementation across all beneficiary countries.
- ❖ Most projects incorporated gender and human rights considerations as main principles both in project design and during implementation.
- ❖ There remains a need for gender targeted projects to include gender-specific and gender-sensitive indicators in order to be able to improve results monitoring.

Efficiency

- ❖ The 13 ex-post evaluations were not consistent when evaluating efficiency and considered a variety of different topics. A cost-efficiency analysis was not systematically included in all ex-post evaluations.
- ❖ Efficiency has generally been satisfactory, but there remains room for continued improvement.
- ❖ A number of factors have contributed to facilitating efficiency including good project management; flexibility to adjust project plans; and the use of local external consultants.
- ❖ Factors which have hindered efficiency include inappropriate project timing; the absence of robust monitoring and evaluation systems; and the lack of inclusion of all necessary activities in project budgets.
- ❖ Overall, resources were used effectively, and results were primarily achieved within agreed timeframes and budgets.

Impact

- ❖ For many of the target projects it was too early to assess the long-term impact. They were however able to identify the potential for future positive change in the longer-term.
- ❖ There were no reports of negative impact in any of the interventions.
- ❖ The potential for longer-term impact was identified for some target projects if a second stage of the project was developed.
- ❖ Projects were found to have laid the foundations for change.
- ❖ The process of undertaking project activities was positive, including enhancing a whole-of-government approach.

Sustainability

- ❖ The benefits of the projects were sustainable (or the prospects for sustainability were good) in those cases where there was a high level of government commitment and ownership by key stakeholders.
- ❖ A number of factors hindered sustainability including limited stakeholder capacity; fragmented use of project products; the quality and coherence of incoming data; the absence of medium and long-term partnership strategies; and the short-term or pilot nature of the project.
- ❖ Sustainability was negatively impacted by the Covid-19 pandemic which saw the closure of government offices in a number of countries.

Intervention logic

- ❖ Weaknesses in the results matrices and intervention logics were more apparent with regional projects.

- ❖ Theories of change were not systematically defined or explicit in project proposals, necessitating the development of implicit theories of change based on the outcomes, outputs, activities and assumptions expressed in logical frameworks and results matrices.
- ❖ The ToR of ex-post evaluations did not always include the need to evaluate project results matrices.

Key recommendations

Relevance

Project design and planning

- ❖ In order to facilitate the provision of targeted support and enable capacity development performance assessments, IOM support should be strategically anchored in a limited number of key state institutions which are mandated to work on the issue covered by the intervention.
- ❖ In order to facilitate the sharing of good practice, skills and experience, consideration should be given to supporting exchange visits between state institutions in different countries.
- ❖ Sufficient time needs to be allocated for needs assessments which include stakeholder consultations in advance of project activities starting. This should include updated country-level data mapping for relevant interventions.

Project implementation

- ❖ Project management models need to be supportive of informal exchanges and communication between IOM project staff and government counterparts.
- ❖ Project plans should be reviewed to ensure that relevant pandemic-related amendments are integrated.

Cross-cutting issues

- ❖ For future projects with category 2B in the IOM Gender Marker, include in the final report, a section where an analysis of gender mainstreaming is guaranteed both in the design and implementation of the project. This will facilitate the Fund in consolidating the information for subsequent gender marker reports.
- ❖ Country offices should be encouraged to extend the level of data disaggregation, so that, apart from sex and age, data can also be disaggregated by gender and related data like information on persons with diverse sexual orientations, gender identities, gender expressions and sex characteristic (SOGIESC).
- ❖ Key messages on human mobility should incorporate the link with climate change adaptation strategies.
- ❖ It is recommended that IOM staff, as well as interns and consultants working on IOM project implementation are sufficiently familiar with IOM Manuals (MA/59 and MA/62) related to gender in order to better develop gender sensitive projects and integrate gender sensitive indicators.

Coherence

Project design and planning

- ❖ In project plans, the dissemination of migration profiles should be considered as a continuous activity and not a one-off activity.

Implementation

- ❖ Until global guidance is in place for use across IOM, the use of data collection and management tools that are compatible with the main data platforms (such as the Migration Data Portal and DTM) to facilitate data transfer should be promoted.
- ❖ The creation of alliances for data gathering and cleaning with other actors in the field needs to be promoted whilst ensuring that data will be compatible for integration into IOM's Migration Data Portal.

Effectiveness

Project design and planning

- ❖ Project plans should ensure that sufficient time and resources are in place to support countries adapt definitions to ensure they can produce data which is not only useful for international comparisons but also for their own national interests.
- ❖ In order to strengthen data collection and processing capacities, there needs to be investment in new data collection tools and licences and their use must be supported with clear capacity development measures to facilitate change management and reduce resistance to change.
- ❖ Stakeholders should be supported to develop well-defined working modalities and workflow documents to facilitate and maintain data and information exchange.
- ❖ For future projects focusing on development of information management systems, the capacity and knowledge of the system users should form a part of project plans. This should include training on data entry training, data management in line with data protection principles, and the use of data to inform evidence-based interventions.
- ❖ For future IOM projects related to policy, include a capacity building component to address any knowledge gaps in the thematic area covered.
- ❖ Civil society and private sector organisations should be included as project partners from the outset.

Training interventions

- ❖ Where virtual learning forms part of a project, ensure that the methodology applied takes the work commitments of participants into account.
- ❖ Ensure that relevant contact details of course participants are recorded in order to facilitate ongoing communication (and monitoring) after project closure.
- ❖ Define clear criteria for participants in courses supported by the Fund.

Knowledge management and learning

- ❖ In order to share good practices between countries, consideration should be given to the development of a knowledge bank/s.
- ❖ Where the creation or development of knowledge platforms form part of an intervention, ensure that they can be accessed via smartphone, tablets and other digital means.
- ❖ Actively and publicly promote the existence of platforms created by Fund-supported interventions with the academia, and the private and public sectors.

Dissemination and awareness-raising

- ❖ Awareness raising activities should target different regions within a country beyond those where interventions have taken place.

Efficiency

Financial resources

- ❖ Project budgets should cover all the operational and administrative costs of the project team.
- ❖ Costs of publication and translation (including into local languages) should be included in project budgets.

Human resources

- ❖ Where necessary, project staff should receive training from IOM on key migration and project intervention topics, noting that this training cannot be covered by the Fund through project budgets.
- ❖ International and national project staff should be fully trained on project development, monitoring and evaluation, results-based management, development of robust results matrices and reporting.
- ❖ All project managers should have access to PRISM from the start of projects.

Timeliness

- ❖ Consideration should be given to including an inception phase of 1 – 3 months in advance of project implementation in order to allow the IOM mission to recruit and equip the project team and to ensure that stakeholders are sufficiently familiarised with the project.
- ❖ Projects should include the establishment of a monitoring system and plan in order to ensure that activity implementation is tracked and any threats to project implementation can be observed and adaptations made.

Design, monitoring and evaluation

- ❖ Performance indicators that enable the measurement of increases in knowledge and skills should be included in relevant projects.
- ❖ Project managers should regularly communicate with the donor in order to facilitate donor buy-in and enable rapid and positive responses in case of the need for project revisions during the implementation stage.
- ❖ For any mid-term and final evaluations, a complete management response must be drafted.
- ❖ Results matrices should include not only quantitative indicators but qualitative indicators.

Impact

Project design

- ❖ Frequent exchanges within regional networks of stakeholders working with migration data must be promoted and included in project design, for example through events, workshops and capacity building measures in order to ensure greater coordination and coherence among stakeholders.

Sustainability

Project design and planning

- ❖ Plans for continuous capacity development of key state actors, including newly appointed focal points, should be developed during the project design phase.
- ❖ Effort should be made to identify donor funding to build on previous projects in order to allow for cumulative impact and sustainability over time.
- ❖ Opportunities for multi-year and multi-stakeholder projects in line with the Migration Policy Centre priorities should be explored in order to enable continuity of action with larger-scale interventions.
- ❖ Ways to continue cooperation with government bodies to further strengthen capacities and institutional set-up in line with the whole of government approach should be identified from the outset.
- ❖ In order to maintain the momentum built during project implementation, IOM should identify opportunities to keep key stakeholders, such as chairs of TWGs, motivated after project implementation is over.

Project implementation, monitoring and follow-up

- ❖ Regular follow up on the status of policy should be undertaken in order to ensure that it is kept on the agenda of key stakeholders even after project closure.
- ❖ Establish Trainer of Trainers strategies to support a cascade of learning and promote the transfer of knowledge to local level.
- ❖ After the creation of instruments such as the Guidelines, it is recommended that roles, responsibilities and financial resources capable of monitoring the implementation of these are identified.

Intervention logic

- ❖ Projects should be supported by results frameworks which include clear outcome statements indicating what the project should achieve by the end of its implementation and project monitoring matrices.
- ❖ Explicit theories of change should be included in project proposals.
- ❖ In line with IOM's Project Handbook, all project proposals should include a risk assessment plan.
- ❖ To enable proper measurement of project results, a baseline assessment should be conducted at the beginning of all projects followed by the development of SMART indicators.

Regional interventions

Project design and planning

- ❖ When projects involve the creation of regional products ensure that the development of executive level documents and country profiles are included in the project activities in order to encourage national officials to use and update products such as migration profiles.
- ❖ Allow sufficient time (a minimum of 24 months) for the creation or updating of public policies with regional projects.
- ❖ Sufficient time should be allocated for discussions with every country individually, with a range of stakeholder groups including statisticians, border managers, policy makers, migration department directors, planning ministry representatives, and private sector representatives.
- ❖ Methods for sharing lessons and best practices among countries involved in regional interventions should be included in the project design in order to strengthen, for example, labour mobility interventions in the region.

- ❖ Strategies for adapting regional instruments to the national level should be included in project design in order to support sustainability.
- ❖ Formalising options for data exchange by setting up bi- or multilateral Memoranda of Understanding or data exchange agreements with governments involved in regional interventions should be included in project plans.
- ❖ Instead of creating more platforms with specific focuses which all require resources for set-up, maintenance and publicity, incorporate potential future versions into the Migration Data Portal as IOM's flagship for migration data under the respective regional tab. Data gathering, processing and management should still be under the responsibility of the Regional Office.

Project management

- ❖ Ensure that there is a focal person in IOM country offices to help facilitate communication on regional projects. This will facilitate the inclusion of contextual knowledge and relationships with government counterparts. The focal point should be in a position to respond to questions after the project has ended.
- ❖ Where IOM does not have a presence in-country, ensure an adequate travel budget for implementation of activities and monitoring visits is included at the project proposal stage.
- ❖ Assure the availability of funds for a dedicated person to rapidly react to any IT related requests when platforms are being established and ensure that access rights are granted for decentralized IT personnel in IOM Regional Offices.

Monitoring

- ❖ Monitoring instruments must be included in regional projects and appropriate human resources to ensure that the instruments are used must be covered in project budgets.

Recommendations for ex-post evaluations

- ❖ Assessments of project theories of change and intervention logic should systematically be included in the ToR of all ex-post evaluations. Where there is no theory of change, evaluation ToR should require evaluators to develop an implicit theory of change (and sufficient time for this additional evaluation task should be included in the evaluation workplan).
- ❖ All ex-post evaluations should require the use of the rating scale for each evaluation criterion being assessed, in order to facilitate comparisons between target projects.

Introduction

Ex-post evaluations of all IOM Development Fund (the Fund) projects within 6 to 12 months of project completion have been mandatory since 2017. The evaluations enable the Fund to provide information on what worked, what didn't, and why, and more systematically to identify good practices and lessons learned with a view to building on project achievements for potential future interventions. They play a crucial role in holding the Fund, IOM offices and project partners accountable for project results.

Synthesis evaluation objective

The objective of this synthesis evaluation is to assess all the ex-post evaluations (internal and external) of IOM Development Fund projects for which reports were submitted to the Fund during the 2021 calendar year.

The evaluation aims to:

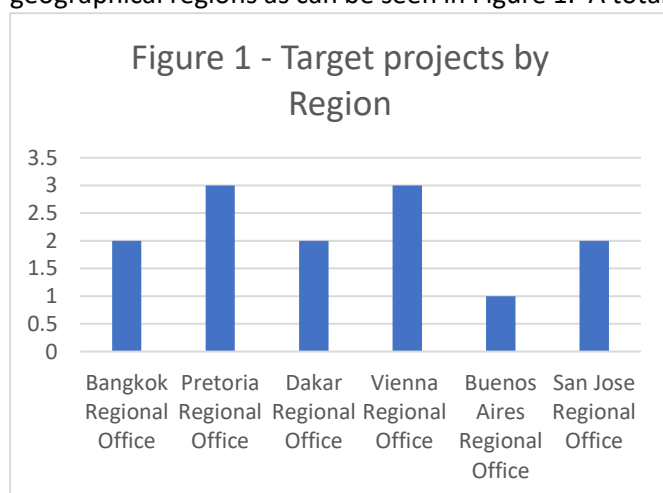
- Review and consolidate key findings from the submitted evaluations;
- Identify and consolidate lessons learned;
- Provide recommendations for the successful development, implementation and monitoring of Fund projects.

The evaluation provides recommendations to be taken into consideration by IOM staff when developing, implementing and monitoring Fund projects, with a view to improving the effectiveness and efficiency of current and future projects, and by the Fund itself during the disbursement decision-making process.

Methodology

The project sample for the synthesis evaluation comprises all Fund projects for which ex-post evaluation reports were submitted during the 2021 calendar year, noting that development and approval of the projects ranged from 2016-2019.¹

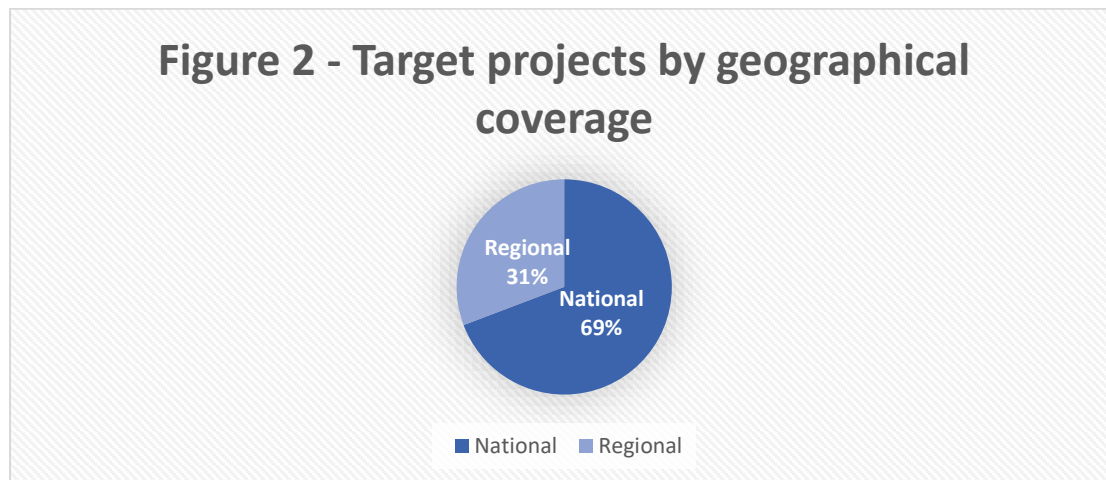
The 13 target projects reviewed, which had a combined budget of USD \$1,875,121, covered multiple geographical regions as can be seen in Figure 1. A total of four of the target projects were regional in



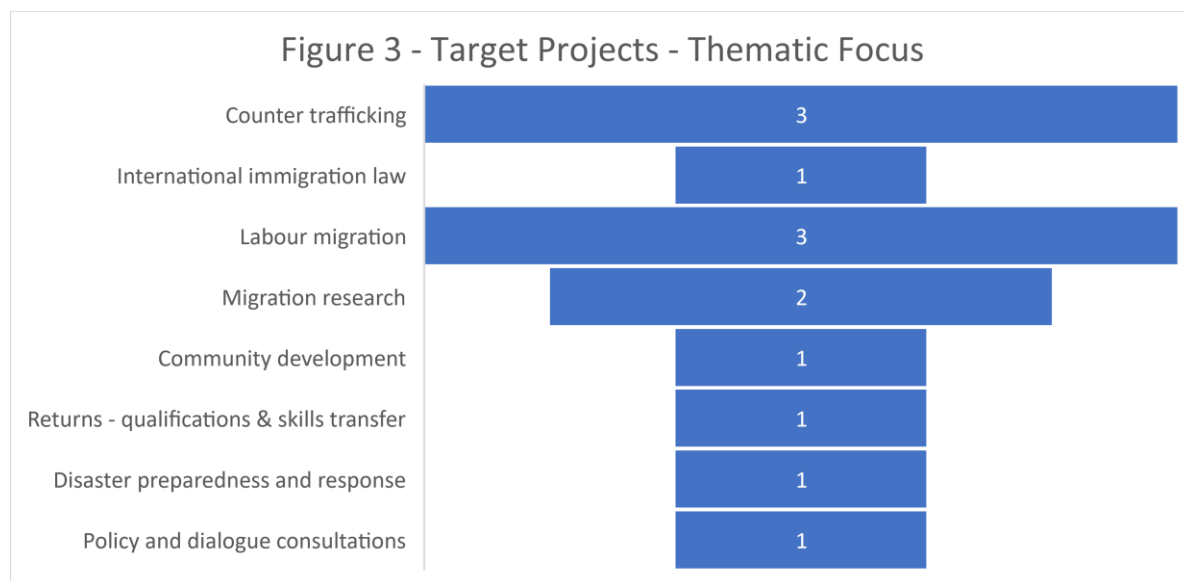
nature and the remaining nine target projects were managed at the national level (see Figure 2 below). Three regions were not covered by this synthesis evaluation as no project evaluations were received during the evaluation timeframe. The regions not

¹ Please see Annex 1 for a list of the ex-post evaluations reviewed and Annex 2 for an overview of the implementation timeframes for all target projects

covered were East Africa and the Horn of Africa², the Middle East and North Africa³, and the European Economic Area⁴.



As can be seen in Figure 3 below, the thematic nature of the 13 target projects was diverse in nature, with counter trafficking and labour migration interventions being the subject of most ex-post evaluations (three each), followed by two ex-post evaluations of migration research and the remaining ex-post evaluations covering other individual themes.



The synthesis evaluation was carried out by an independent consultant in conformity with international evaluation standards, in particular the OECD/DAC criteria, principles and guidelines. The conclusions reached are those of the evaluator, based on the findings and evidence collected from the target projects.

² Covered by the Nairobi, Kenya Regional Office
³ Covered by the Cairo, Egypt Regional Office
⁴ Covered by the Brussels, Belgium Regional Office

Data sources and collection method

Data were collected by reviewing all the ex-post evaluation reports received throughout the 2021 calendar year and through accessing any additional data via PRIMA.

A master database was developed to collect data and organise the findings according to the OECD-DAC criteria of relevance, coherence, effectiveness, efficiency, impact and sustainability. Consideration was also given to how well the cross-cutting themes of gender mainstreaming, environmental sustainability (where relevant), and human rights were incorporated.

Data analysis

Quantitative and qualitative approaches were used to analyse the findings from the document review. Triangulation (through reviewing two sources of data, i.e. the evaluation reports and briefs and additional data from PRIMA) was used to confirm and substantiate findings and highlight any weaknesses in the evidence.

Inputs from the master database were consolidated in order to produce a qualitative analysis in line with the OECD-DAC criteria and a quantitative analysis of trends from across the reviewed projects. In order to contribute to the development of recommendations, lessons learned were identified and summarised.

Where possible, the findings were analysed against the evaluation criteria using the scale set out in Table 1 below.⁵

Table 1 Evaluation criteria rating and explanation

	Rating	Explanation
5	Excellent (always)	There is evidence of strong collaboration and/or contributions exceeding the level expected by the intervention.
4	Very good (almost always)	There is evidence of good contributions but with some areas for improvement remaining.
3	Good (mostly, with some exceptions)	There is evidence of satisfactory contributions, but requirement for continued improvement.
2	Adequate (sometimes, with many exceptions)	There is evidence of some contributions, but significant improvement required.
1	Poor (never or occasionally, with clear weaknesses)	There are few or no observable contributions.

Limitations

The following limitations made it challenging to ensure consistent analysis across all the ex-post evaluations covered, however the systematic application of the methodological approaches described mitigated these limitations to the extent possible.

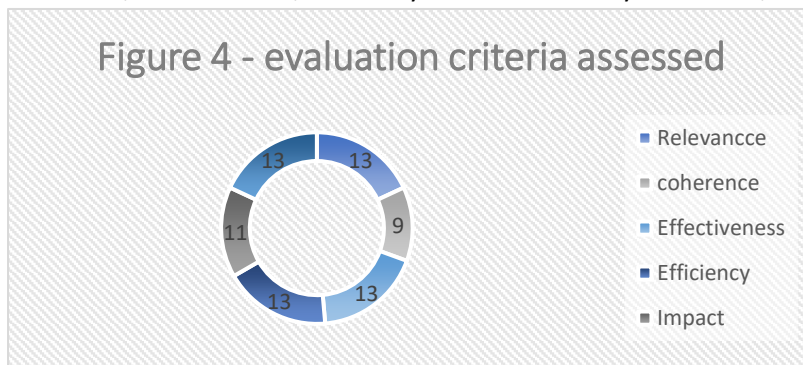
- The synthesis evaluation was undertaken within a short timeframe (14 days)

⁵ It should be noted that of the 13 ex-post evaluations assessed, only five had used this rating scale. This has limited the possibility of providing a comprehensive rating for each of the criteria.

- The standard IOM rating scale was not applied to assess the OECD-DAC criteria in all ex-post evaluations.⁶
- A small number of the ex-post evaluations were still in the process of being finalised with feedback still in track changes mode (Madagascar (CD.0023) and Montenegro (PX.0009))
- The evaluations varied in scope (some covered the six OECD-DAC criteria, but others did not cover them all which hindered the ability to consistently compare findings).
- The ex-post evaluations varied in quality. For example, some ex-post evaluations provided key findings per evaluation criteria whereas others did not.
- Ex-post evaluation reports and evaluation briefs were the main source of information, as time constraints precluded the inclusion of discussions with project management teams/key stakeholders. Evaluation briefs were not available for all target projects.

Key findings

As seen in Figure 4 below, all ex-post evaluations assessed the target projects against the criteria of relevance, effectiveness, efficiency and sustainability. However, two of the 13 ex-post evaluations did not assess impact and four did not look at coherence. This synthesis evaluation has consolidated the key findings across all 13 target projects and presented them against each of the OECD-DAC criteria already described.



Two of the 13 ex-post evaluations did not assess impact and four did not look at coherence. This synthesis evaluation has consolidated the key findings across all 13 target projects and presented them against each of the OECD-DAC criteria already described.

All projects were considered to

be relevant, informed by needs and participatory in nature. Project intervention logics have been mixed, with a key weakness being seen at indicator level but strong alignment between activities, outputs and outcomes. Both internal and external coherence of the interventions was strong although this criteria was not considered in all ex-post evaluations. Project effectiveness i.e. meeting objectives and mainstreaming cross-cutting issues, was satisfactory but with space for continued improvement. The efficiency of the target projects has ranged from excellent to less than satisfactory, again highlighting that there is a need for improvement in relation to certain aspects of efficiency. For the majority of the interventions it was too early to provide concrete examples of impact. However, the ex-post evaluations were able to highlight a number of factors which would contribute to the potential for impact in the longer-term. Prospects for the sustainability of the projects was mixed. A number of projects were considered to have good prospects for sustainability, particularly where there were high levels of government commitment and stakeholder ownership. However, a similar number of projects lacked sustainability for a variety of reasons which are elaborated upon below.

Relevance

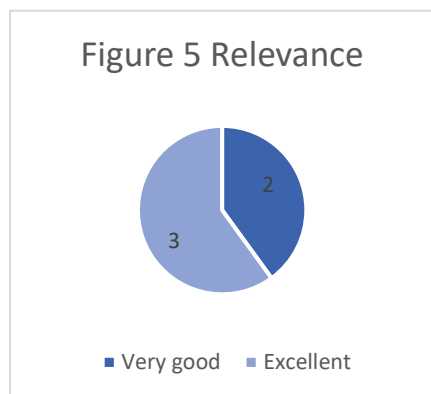
Is the intervention doing the right things?⁷

⁶ Evaluations which did not use the scale were: Azerbaijan (CT.1093), Chad (CE.0396), Kyrgyzstan (PO.0143), MERCOSUR (IM.0045), Mesoamerica and the Caribbean (PR.0221), Montenegro (PX.009), Sierra Leone (DP.1885) and Zambia (PR.0216).

⁷ Unless otherwise stated, the text in boxes in this section are taken from the OECD DAC Network on Development Evaluation which has defined six evaluation criteria – relevance, coherence, effectiveness,

Relevance is the extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.

Note: “Respond to” means that the objectives and design of the intervention are sensitive to the economic, environmental, equity, social, political economy, and capacity conditions in which it takes place. “Partner/institution” includes government (national, regional, local), civil society organisations, private entities and international bodies involved in funding, implementing and/or overseeing the intervention. Relevance assessment involves looking at differences and trade-offs between different priorities or needs. It requires analysing any changes in the context to assess the extent to which the intervention can be (or has been) adapted to remain relevant.



As depicted in Figure 5, of the five projects which used the rating scale the overall score for relevance is 4.6/5 (three evaluations assessed the relevance at level 5 - excellent; one at level 4.5 – between very good and excellent; and the third at level 4 – very good). Using this scale, combined with analysis of the qualitative data from all 13 ex-post evaluations, the target projects were found to be highly relevant and responsive to the needs of beneficiary countries.

All the projects were found to be well informed by the needs of governments and partners with the needs assessment and stakeholder consultation processes consistently being participatory. The majority of ex-post evaluations highlighted that this has contributed to the relevance of the different interventions in terms of addressing identified gaps. Following identification of needs and gaps, stakeholders have continued to be involved in the design and implementation stages in both national and regional projects. The projects were responsive to identified needs, such as migration flows and trafficking; filling migration data gaps; supporting the development of migration profiles; and strengthening migration governance. The engagement of local external consultants was highlighted as beneficial in terms of utilising local expertise which can be an asset over the longer term.

All projects were found to be well aligned with national, regional and global priorities, strategies and policies. In addition, alignment with IOM’s Migration Governance Framework and the IOM Development Fund’s overall objective of supporting developing Member State efforts to strengthen their migration management capacity was found to be consistently strong. The provision of capacity-strengthening, in line with identified gaps and awareness-raising in relation to identified migration issues, was found to be successfully integrated and implemented across all projects.

Coherence

How well does the intervention fit?

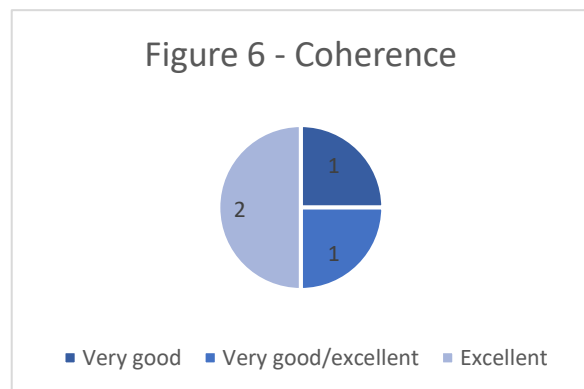
The compatibility of the intervention with other interventions in a country, sector or institution.

efficiency, impact and sustainability. The criteria provide a normative framework for determining the merit or worth of an intervention (policy, strategy, programme, project or activity) and serve as the basis upon which evaluative judgements are made. [Evaluation Criteria - OECD](#)

Note: The extent to which other interventions (particularly policies) support or undermine the intervention, and vice versa. Includes internal coherence and external coherence: Internal coherence addresses the synergies and interlinkages between the intervention and other interventions carried out by the same institution/government, as well as the consistency of the intervention with the relevant international norms and standards to which that institution/government adheres. External coherence considers the consistency of the intervention with other actors' interventions in the same context. This includes complementarity, harmonisation and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort.

An evaluation of coherence was undertaken in nine of the 13 ex-post evaluations and four of these applied the evaluation criteria rating this scale. This led to an overall rating of 4.6/5 (two evaluations rated this as excellent; one evaluation rated coherence as between very good and excellent; and one evaluation rated coherence as very good). Combining this rating with a qualitative assessment from all nine ex-post evaluations that considered the extent to which other interventions supported the projects and vice versa, coherence was found to be strong both internally⁸ and externally.⁹

The target projects were found to be coherent with other IOM interventions and government initiatives at country level and were particularly found to provide an increased added value when linked to previous and/or ongoing interventions with similar objectives and addressing connected themes. The key area that required strengthening was highlighted as the need for improved coordination with other UN agencies, partners and platforms.



Effectiveness

Is the intervention achieving its objectives?

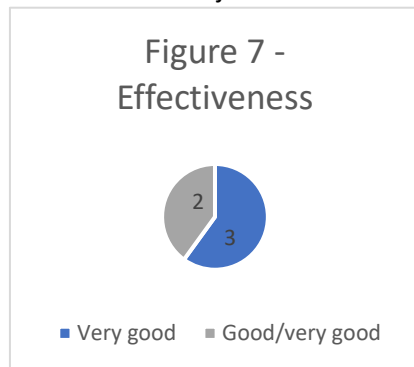
The extent to which the intervention achieved, or is expected to achieve, its objectives and its results, including any differential results across groups.

Note: Analysis of effectiveness involves taking account of the relative importance of the objectives or results. The term effectiveness is also used as an aggregate measure of the extent to which an intervention has achieved or is expected to achieve relevant and sustainable impacts, efficiently and coherently.

⁸ The extent to which the project is synergised with and/or interlinks with other interventions being implemented by IOM; and to what extent to which the project corresponded to the SDG target 10.7 and the Global Compact for Migration.

⁹ The extent to which the projects' synergized and interlinked with interventions of the Government and donor communities.

Effectiveness has been considered from two angles. Firstly, the extent to which target projects achieved their objectives and secondly, the extent to which the cross-cutting issues of gender, human rights and the environment were mainstreamed. With an overall score of 3.8/5 from the ex-post evaluations that applied the rating scale, combined with a qualitative analysis from those which did not, there is evidence of satisfactory contributions in terms of intervention effectiveness, but there remains room for continued improvement.



Achievement of objectives

Projects supported by the Fund were successful in achieving outputs and for the most part were also successful in achieving outcomes, particularly in relation to capacity strengthening. Adopting a participatory multi-stakeholder approach in the design and implementation stages and IOM's responsiveness to emerging challenges were considered critical to the achievement of objectives. The establishment of coordination mechanisms (such as inter-ministerial technical working groups (TWG) and the designation of ministerial focal points) were essential in terms of ensuring beneficiary and stakeholder ownership and commitment, actions which were critical to the achievement of project objectives. Where projects had a limited scope, this facilitated the ability to achieve objectives. In addition, even with those interventions where resources were limited this did not ultimately affect the achievement of objectives.

Where achievements were not as expected, stakeholders highlighted that this was due to a number of factors, some of which were linked to the design and implementation of the projects and others of which were externally driven. Examples included:

- Completing virtual training was challenging due to ongoing beneficiary and participant workloads (external factor).
- The lack of follow-up with regard to training participants replicating and sharing what they have learned (internal factor).
- The number of state institutions involved, and their different mandates hindering the measurement of levels of capacity development achieved by any single institution (external factor).
- Covid-19 caused implementation delays which impacted achievement of objectives (external factor).

- Change of government priorities during project implementation has frustrated the achievement of interventions (external factor).

An example of success in Kyrgyzstan

One of the projects (PO.0143 – Kyrgyzstan) reported that the project succeeded in exceeding many of the targets, with all outputs and outcomes accomplished as planned, contributing to improving migration management in the country by providing the necessary strategic framework and direction for creating coherent, consistent and development-oriented environment for addressing migration processes, challenges and opportunities. A number of enabling factors facilitated the achievement of objectives for this intervention as follows:

- Political will to address migration challenges
- Institutional set up and provision of strategic and policy frameworks
- Timeliness – a mature implementation environment
- Commitment and competency of partner institutions
- IOM’s positive reputation as a reliable and competent partner
- The existence of cooperation frameworks and networks established through previous IOM interventions

The key hindering factor was the short project implementation timeframe.

Of the 13 target projects, four were regional in nature. Regional projects reported mixed results in term of effectiveness with some countries within one project seeing success whilst other countries were not able to consistently report significant changes such as increased or strengthened capacity. For these projects specifically, the lack of IOM resources to provide equal levels of support for project implementation across all beneficiary countries has led to different levels of effectiveness (often combined with external hindering factors such as the different levels of political and socio-economic stability and differing beneficiary prioritisation). Countries with small IOM missions were less present in virtual training events and this impacted project effectiveness and has limited the ability to provide technical support or be involved in project activities. Competing priorities with different regional responsibilities was also highlighted as a factor which hindered the achievement of objectives.

Addressing cross-cutting issues

Gender mainstreaming was considered in all the ex-post evaluations and the majority also considered the inclusion of human rights-based approaches. However, very limited consideration was given to the mainstreaming of environmental issues which could indicate that the environment has not been mainstreamed to the same extent as gender and human rights in interventions supported by the Fund and/or that the ex-post evaluations did not prioritise this topic.

Most projects incorporated gender and human rights considerations as main principles both in project design and during implementation and these issues were reflected at outcome, output and activity level in results matrices¹⁰. Projects were seen to promote the equal participation of women and men in activities such as training, and in some cases IOM’s gender specialist team supported activity implementation (IM.0045 – Mercosur for example) which was considered to be very beneficial in supporting mainstreaming.

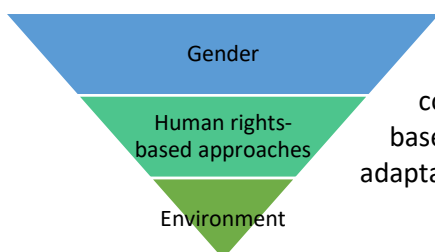
A number of the ex-post evaluations did however emphasise the need for the target projects to include gender-specific and gender-sensitive indicators in order to be able to improve results

¹⁰ This is in line with IOM Gender Marker 2a. It is worth noting that IOM’s gender marker was not applied in all ex-post evaluations.

monitoring, particularly with regard to the inclusion of gender-sensitive approaches in migration policies, taking particular account of IOM’s gender marker. Strengthened gender analysis in the design stage was another area which would have improved strengthened mainstreaming. IOM project teams were not all familiar with the relevant IOM manuals (MA/59 and MA/62).

Where project stakeholders have a specific expertise, this has also been central to ensuring the mainstreaming of cross-cutting issues. For example, IM.0045 (Mercosur - Strengthening the Capacity of Mercosur Governments and Media to Promote the Positive Contributions of Migration the Institute of Public Policies on Human Rights of Mercosur) designed the curriculum of the courses supported by the project and this ensured the inclusion of a human rights-based approach.

One of the target projects centred specifically on the environment (LM.0327 – Tonga) and although the project beneficiaries were fully involved in the design and implementation phases, thereby strengthening the mainstreaming of environment and climate change adaptation, it was too early to assess the impact and therefore the success of this approach. However, this project (and others with similar objectives such as LM.0326 - Pacific Adaptation through Labour Mobility in the Low-lying Atoll States of Kiribati, Marshall Islands and Tuvalu) were strongly aligned with IOM MiGOF Principle 2¹¹ (linking back to the strong levels of relevance across the projects).



In terms of the consideration given to cross-cutting issues in the ex-post evaluations, gender mainstreaming was most consistently included, followed by the inclusion of human-rights based approaches, with the environment and climate change adaptation being given the least consideration.

Efficiency

How well are resources being used?

The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

Note: “Economic” is the conversion of inputs (funds, expertise, natural resources, time, etc.) into outputs, outcomes and impacts, in the most cost-effective way possible, as compared to feasible alternatives in the context. “Timely” delivery is within the intended timeframe, or a timeframe reasonably adjusted to the demands of the evolving context. This may include assessing operational efficiency (how well the intervention was managed).

The 13 ex-post evaluations were not consistent when evaluating efficiency and considered a variety of different topics including:

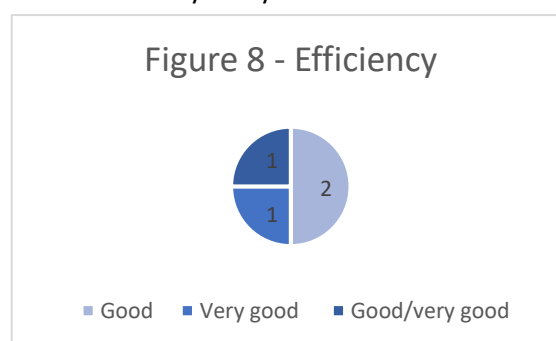
- *management/coordination efficiency*
- *project delivery efficiency*
- *budget management efficiency*
- *changes to the original workplan*

¹¹ “.....Furthermore, a State would seek to understand migration trends and reflect them in policies, including links with environmental degradation, climate change and crises.”

- *timeliness of implementation*
- *measures adopted to ensure the efficient use of resources*

In addition, not all the ex-post evaluations undertook a cost-efficiency analysis.

The efficiency of the target projects has ranged from excellent to less than satisfactory and based on the rating criteria, the overall rating for the five target projects where this approach was applied was 3.3/5. The qualitative analysis of all the evaluations supports the finding that whilst efficiency has generally been satisfactory, there remains room for continued improvement.



Key factors which have led to such a variation in levels of efficiency and cost-effectiveness are highlighted in Table 2 below.

Table 2 Factors contributing to efficiency

Contributing factors	Hindering factors
Good project management, including implementing within approved budgets	Inappropriate timing
Flexibility to adjust project plans to ensure timeliness	Monitoring and evaluation systems not fully in place
The provision of remote training when project budgets are limited	The complexity of using different service providers in remote training
Approval of no-cost extensions to ensure project completion	Absence of follow-up of trainees
Good value for money as products and processes which contributed to capacity building were developed	Lack of inclusion of all necessary activities in project budgets.
The use of local external consultants was valuable and ensured the utilisation of local expertise.	

Overall, the target projects were considered to be efficient interventions, delivering expected results with limited financial and human resources. Resources were used effectively, and results were primarily achieved within agreed timeframes and budgets. Funds were consistently used in line with project objectives and flexibility was shown in terms of approving no-cost extensions where required.

Impact

What difference does the intervention make?

The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

Note: *Impact addresses the ultimate significance and potentially transformative effects of the intervention. It seeks to identify the social, environmental and economic effects of the intervention that are longer term or broader in scope than those already captured under the effectiveness criterion. Beyond the immediate results, this criterion seeks to capture the indirect, secondary and potential consequences of the intervention. It does so by examining the holistic and enduring changes in systems or norms, and potential effects on people's wellbeing, human rights, gender equality, and the environment.*

For many of the target projects it was too early to assess the long-term impact and only three of the five ex-post evaluations giving an impact rating.¹² There were no examples of negative impact in any of the interventions. The potential for longer-term impact was identified for some target projects if a second stage of the project was developed (for example, LM.03236 – Atoll States of Kiribati, Marshall Islands and Tuvalu).

Although the ex-post evaluations were, in general, not able to provide concrete examples of impact, they were able to identify ways in which the target projects had resulted in positive change which in turn highlighted the potential for longer-term change:

- The intervention has ensured that the capacity of direct beneficiaries has been strengthened in terms of increased awareness, knowledge and skills.
- There has been a short-term positive impact on targeted locations with communities changing their disaster management approach.
- Although the foreseen policy has not yet been implemented, the process of developing the policy has been important in terms of seeing a positive change.
- The intervention has laid the foundations laid for effectively combating the trafficking of human beings.
- A common understanding of strategic migration priorities has been achieved and this has informed the design of other linked programmes and initiatives.
- There has been a contribution to the strengthening of stakeholder advocacy, communication and fundraising efforts in terms of addressing migration challenges on a national, regional and local level in a coherent and consistent manner.
- The project has resulted in an increased awareness among officials in relation to the feminisation of migration that has generated action towards migrant women in the short-term.
- Evidence and examples of good practice in relation to migration policies for female migrants has been created and is available.
- The project has resulted in an increased understanding and appreciation of the value of migration data.
- As a result of the intervention, there is enhanced inter-ministerial coordination, cooperation and networking in a whole-of-government approach.
- The project has contributed to the influencing of policy/legislation reform and development.

IOM projects sometimes tend not to build onto each other and benefit from cumulative impact with time.

Sustainability

Will the benefits last?

The extent to which the net benefits of the intervention continue or are likely to continue.

Note: *Includes an examination of the financial, economic, social, environmental and institutional capacities of the systems needed to sustain net benefits over time. Involves analyses of resilience, risks and potential trade-offs. Depending on the timing of the evaluation, this may involve analysing the*

¹² Two projects (CD.0033 - Madagascar and LM.0305 - Eswatini) were given a rating of “3” and the third project (CT.1082 - Mesoamerica) was given a rating of “4”.

actual flow of net benefits or estimating the likelihood of net benefits continuing over the medium and long term.

Based on the five ex-post evaluations that rated the level of sustainability for the target projects, the average score was 3/5. Further analysis of the qualitative data for all ex-post evaluations highlighted that the benefits of the projects were sustainable (or the prospects for sustainability were good) in those cases where there was a high level of government commitment and ownership by key stakeholders. Whilst these key factors were found to be a feature in six of the 13 target projects, the remainder of the projects lacked sustainability for a number of reasons which are highlighted in Figure 10 below.

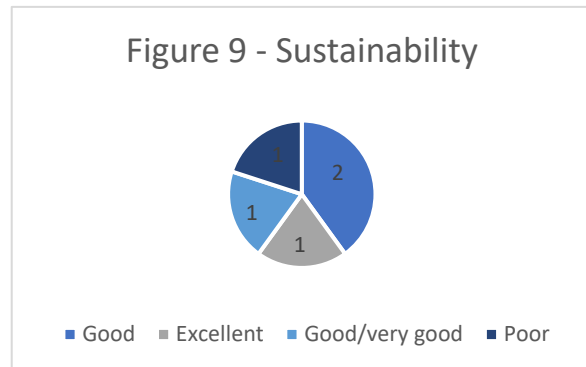
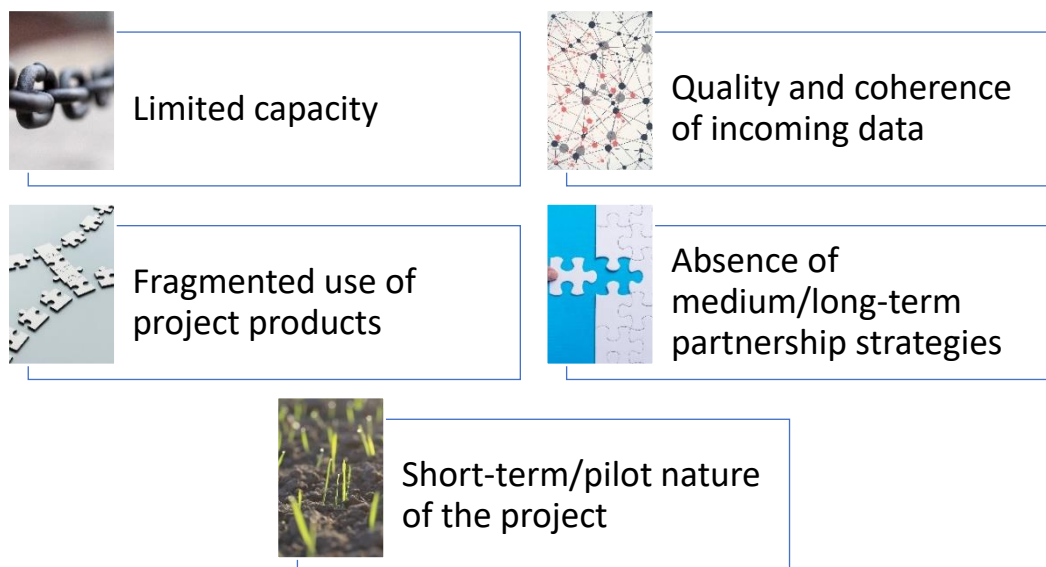


Figure 10 Factors contributing to limited sustainability



Ensuring that processes to ensure continuity of project activities and benefits were in place beyond the project timeline has not been consistently included in project design and there has been a lack of planning to ensure that human and financial resource limitations are mitigated. This has been combined with a lack of proactive follow-up by IOM (for example in continuing to encourage the continued engagement of key stakeholders, including those involved in TWGs). This has stood in the way of guaranteeing sustained benefits generated by the projects once external support ceased. Where TWGs have been created during the project but not maintained or developed into standing committees to, for example, oversee and track policy implementation in a whole-of-government approach, this has hindered the potential for sustainability.

Ensuring that government institutions are central to project design and implementation has been a consistent approach applied through the projects. This has contributed to the potential for sustainability but has often been a challenge (or considered to be a future challenge) for long-term sustainability where there are insufficient resources in place once external support has been withdrawn or when key stakeholders have not remained in post.

From a regional perspective, one of the regional target projects highlighted that the lack of homogenization of concepts and definitions for all countries covered by the project was a challenge for sustainability, with almost every country using its own definitions of migration related phenomena, making comparability between countries very difficult.

Where capacity building has been central, the risk of those trained leaving their posts and therefore not being able to apply the knowledge acquired through the project is another obstacle to sustainability which has not always been factored into project design (although it should be highlighted that this can be difficult to mitigate).

In some instances, sustainability was negatively impacted by the Covid-19 pandemic which saw the closure of government offices in a number of countries.

Intervention logic

Nine of the 13 ex-post evaluations considered the project results matrices, giving varied levels of assessment in relation to the extent to which objectives, outcomes and outputs were sufficiently formulated and aligned; the extent to which indicators were SMART; the appropriateness of baselines and targets; and the relevance of theories of change (where these were used). Ex-post evaluation ToRs have not systematically required an assessment of project results matrices.

There is a lack of consistency in relation to the strength of intervention logics across the target projects. For the majority of projects for which the ex-post evaluations have included an assessment in this area (seven of the nine which assessed the results matrices more broadly) there are clear links and alignment between objectives and outcomes and results matrices have been considered useful as a basis for project activities (as seen with PX.0009 for Montenegro; CD.0023 for Madagascar; PO.0143 for Kyrgyzstan; and LM.0327 for Tonga). However, output and outcome indicators have tended to be insufficiently SMART, and this has affected the ability to undertake robust and effective monitoring and determine ultimate impact and change. Where the intervention logic has been coherent this has supported monitoring. In spite of this, not all of target projects had a sufficiently robust theory of change (for example LM.0305 for Eswatini and IM.0045 for Mercosur), highlighting that this gap is perhaps as a result of the project proposal format which has resulted in the theory of change being implicit as opposed to explicit. In these instances, evaluation teams have had to derive the project's theory of change from reading the project rationale and results framework.

Clear weaknesses in intervention logics were highlighted in two of the regional projects - PR.0221 for Mesoamerica and the Caribbean and LM.0326 for the Atoll States of Kiribati, Marshall Islands and Tuvalu. For these projects the results matrices showed weaknesses at both horizontal and vertical levels, absence of clear baseline data and discrepancies with output and outcome level indicators.

In spite of these weaknesses, the majority of the target projects portrayed an overall logical connection and alignment between outcomes, outputs and activities.

Lessons and best practices

The ex-post evaluations identified a number of lessons and examples of good practice which should be taken into account in order to support future Fund decision-making and project funding. The lessons presented below were found in two or more projects.

Lessons identified	Consistent communication with all stakeholders throughout project definition and implementation is vital
	In order to ensure ownership, government must play a proactive role and projects must respond to government needs
	Creation of a Technical Working Group is an essential aspect of interventions
	Sufficient time and resources must be allocated ensure policy development
	The use of local expertise is essential to increase buy-in and utilisation of project products
	Consistent participation and engagement of all relevant stakeholders at all stages to help ensure ongoing sustainability is a crucial element of project design and implementation
	Lower cost pilot projects also require significant human resource inputs
	Beyond reinforcing tools and skills, the success of volunteer mobilisation relies on institutional, socio-cultural and technical (NGO) anchoring

Table 3 below provides illustrations of good practice identified from the 13 ex-post evaluations included in this synthesis report. The illustrations include a number of examples drawn specifically from regional projects focusing on the organisation of conferences. It should be noted these examples are drawn from individual projects as there were limited or no examples of common good practice being found in more than one ex-post evaluation.

Table 3 Good practice

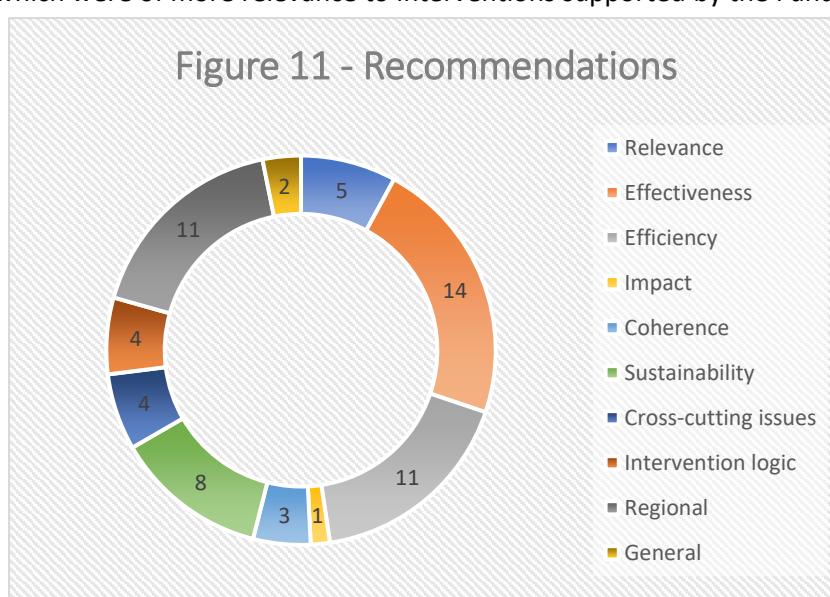
Good practice	Outcome
Combine a top-down approach with local level coordination.	Allows for the definition of corrective measures which can be useful to secure funding for subsequent phases of the project.
Establish strong relationships with key national institutions in an inclusive manner.	<ul style="list-style-type: none"> • Interests, views and contributions of all stakeholders are considered. • Understanding and trust is established, leading to a strong sense of ownership. • Ensures coherence of subsequent interventions.
Develop detailed work plans, results monitoring frameworks and an MS Project Tab in PRIMA.	Supports the clear and regular tracking of progress of planned activities.
Where volunteers are involved, include specific indicators (including a gender related indicator).	Facilitates the measurement of volunteer commitment during the project lifetime and beyond.
Proactive engagement by IOM in supporting and monitoring migration management through continuous advocacy, awareness-raising and capacity building efforts.	Commitment of key political and state authorities matures over time, resulting in the acceleration and execution of the migration agenda.
Plan for sufficient human resources and time for project implementation – adoption of tailored and flexible approaches to the ration between staff and office costs, operational costs and implementation timeframes.	Avoids overstretching organisational capacities.
Regional	
Enhance regional cooperation and coordination.	Facilitation of experience-sharing in relation to good practices and challenges.
Finance and logistics support should be included in projects which include regional events.	Attendance levels are optimal.

Disseminate process documents and minutes from regional events.	Ensures that those who have not been able to participate understand the methodology, activities and results.
Combine different methodologies – presentations, panels, workshops, fairs, seminars - at inter-institutional and multisectoral regional events.	The combination of approaches provides the opportunity for high quality exchange and dialogue in different spaces.
Include migrants (including migrant women) at regional congresses.	Allows migrants to tell their own stories and humanise conferences.
High level of involvement of IOM Regional Offices throughout the project cycle.	Allows for complementary technical and monitoring support.

Recommendations

The ex-post evaluations provided a range of recommendations, some of which were project and country specific and others of which were of more relevance to interventions supported by the Fund across a range of contexts.

Figure 11 shows that the criteria which received the highest number of recommendations were effectiveness and efficiency as well as recommendations for regional projects. At the lower end of the scale, recommendations were provided in relation to coherence (noting that coherence was not evaluated for all target projects), followed by cross-cutting issues and intervention logic



(which again, was not evaluated across all target projects). The theme which received the lowest number of recommendations was “impact” and this is potentially linked to the issue raised in a number of ex-post evaluations that it was too early to undertake a robust evaluation of project impact.

In addition to the recommendations emanating from the ex-post evaluations, two recommendations are provided for consideration for future ex-post evaluations.

Relevance

Project design and planning

- ❖ In order to facilitate the provision of targeted support and enable capacity development performance assessments, IOM support should be strategically anchored in a limited number of key state institutions which are mandated to work on the issue covered by the intervention.
- ❖ In order to facilitate the sharing of good practice, skills and experience, consideration should be given to supporting exchange visits between state institutions in different countries.

- ❖ Sufficient time needs to be allocated for needs assessments which include stakeholder consultations in advance of project activities starting. This should include updated country-level data mapping for relevant interventions.

Project implementation

- ❖ Project management models need to be supportive of informal exchanges and communication between IOM project staff and government counterparts.
- ❖ Project plans should be reviewed to ensure that relevant pandemic-related amendments are integrated.

Cross-cutting issues

- ❖ For future projects with category 2B in the IOM Gender Marker, include in the final report, a section where an analysis of gender mainstreaming is guaranteed both in the design and implementation of the project. This will facilitate the Fund in consolidating the information for subsequent gender marker reports.
- ❖ Country offices should be encouraged to extend the level of data disaggregation, so that, apart from sex and age, data can also be disaggregated by gender and related data like information on persons with diverse sexual orientations, gender identities, gender expressions and sex characteristic (SOGIESC).
- ❖ Key messages on human mobility should incorporate the link with climate change adaptation strategies.
- ❖ It is recommended that IOM staff, as well as interns and consultants work on IOM project implementation are sufficiently familiar with IOM Manuals (MA/59 and MA/62) related to gender in order to better develop gender sensitive projects and integrate gender sensitive indicators.

Coherence

Project design and planning

- ❖ In project plans, the dissemination of migration profiles should be considered as a continuous activity and not a one-off activity.

Implementation

- ❖ Until global guidance is in place for use across IOM, the use of data collection and management tools that are compatible with the main data platforms (such as the Migration Data Portal and DTM) to facilitate data transfer should be promoted.
- ❖ The creation of alliances for data gathering and cleaning with other actors in the field needs to be promoted whilst ensuring that data will be compatible for integration into IOM's Migration Data Portal.

Effectiveness

Project design and planning

- ❖ Project plans should ensure that sufficient time and resources are in place to support countries adapt definitions to ensure they can produce data which is not only useful for international comparisons but also for their own national interests.

- ❖ In order to strengthen data collection and processing capacities, there needs to be investment in new data collection tools and licences and their use must be supported with clear capacity development measures to facilitate change management and reduce resistance to change.
- ❖ Stakeholders should be supported to develop well-defined working modalities and workflow documents to facilitate and maintain data and information exchange.
- ❖ For future projects focusing on development of information management systems, the capacity and knowledge of the system users should form a part of project plans. This should include training on data entry training, data management in line with data protection principles, and the use of data to inform evidence-based interventions.
- ❖ For future IOM projects related to policy, include a capacity building component to address any knowledge gaps in the thematic area covered.
- ❖ Civil society and private sector organisations should be included as project partners from the outset.

Training interventions

- ❖ Where virtual learning forms part of a project, ensure that the methodology applied takes the work commitments of participants into account.
- ❖ Ensure that relevant contact details of course participants are recorded in order to facilitate ongoing communication (and monitoring) after project closure.
- ❖ Define clear criteria for participants in courses supported by the Fund.

Knowledge management and learning

- ❖ In order to share good practices between countries, consideration should be given to the development of a knowledge bank/s.
- ❖ Where the creation or development of knowledge platforms form part of an intervention, ensure that they can be accessed via smartphone, tablets and other digital means.
- ❖ Actively and publicly promote the existence of platforms created by Fund-supported interventions with the academia, and the private and public sectors.

Dissemination and awareness-raising

- ❖ Awareness raising activities should target different regions within a country beyond those where interventions have taken place.

Efficiency

Financial resources

- ❖ Project budgets should cover all the operational and administrative costs of the project team.
- ❖ Costs of publication and translation (including into local languages) should be included in project budgets.

Human resources

- ❖ Where necessary, project staff should receive training from IOM on key migration and project intervention topics, noting that this training cannot be covered by the Fund through project budgets.
- ❖ International and national project staff should be fully trained on project development, monitoring and evaluation, results-based management, development of robust results matrices and reporting.

- ❖ All project managers should have access to PRISM from the start of projects.

Timeliness

- ❖ Consideration should be given to including an inception phase of 1 – 3 months in advance of project implementation in order to allow the IOM mission to recruit and equip the project team and to ensure that stakeholders are sufficiently familiarised with the project.
- ❖ Projects should include the establishment of a monitoring system and plan in order to ensure that activity implementation is tracked and any threats to project implementation can be observed and adaptations made.

Design, monitoring and evaluation

- ❖ Performance indicators that enable the measurement of increases in knowledge and skills should be included in relevant projects.
- ❖ Project managers should regularly communicate with the donor in order to facilitate donor buy-in and enable rapid and positive responses in case of the need for project revisions during the implementation stage.
- ❖ For any mid-term and final evaluations, a complete management response must be drafted.
- ❖ Results matrices should include not only quantitative indicators but qualitative indicators.

Impact

Project design

- ❖ Frequent exchanges within regional networks of stakeholders working with migration data must be promoted and included in project design, for example through events, workshops and capacity building measures in order to ensure greater coordination and coherence among stakeholders.

Sustainability

Project design and planning

- ❖ Plans for continuous capacity development of key state actors, including newly appointed focal points, should be developed during the project design phase.
- ❖ Effort should be made to identify donor funding to build on previous projects in order to allow for cumulative impact and sustainability over time.
- ❖ Opportunities for multi-year and multi-stakeholder projects in line with the Migration Policy Centre priorities should be explored in order to enable continuity of action with larger-scale interventions.
- ❖ Ways to continue cooperation with government bodies to further strengthen capacities and institutional set-up in line with the whole of government approach should be identified from the outset.
- ❖ In order to maintain the momentum built during project implementation, IOM should identify opportunities to keep key stakeholders, such as chairs of TWGs, motivated after project implementation is over.

Project implementation, monitoring and follow-up

- ❖ Regular follow up on the status of policy should be undertaken in order to ensure that it is kept on the agenda of key stakeholders even after project closure.
- ❖ Establish Trainer of Trainers strategies to support a cascade of learning and promote the transfer of knowledge to local level.

- ❖ After the creation of instruments such as the Guidelines, it is recommended that roles, responsibilities and financial resources capable of monitoring the implementation of these are identified.

Intervention logic

- ❖ Projects should be supported by results frameworks which include clear outcome statements indicating what the project should achieve by the end of its implementation and project monitoring matrices.
- ❖ Explicit theories of change should be included in project proposals.
- ❖ In line with IOM's Project Handbook, all project proposals should include a risk assessment plan.
- ❖ To enable proper measurement of project results, a baseline assessment should be conducted at the beginning of all projects followed by the development of SMART indicators.

Regional interventions

Project design and planning

- ❖ When projects involve the creation of regional products ensure that the development of executive level documents and country profiles are included in the project activities in order to encourage national officials to use and update products such as migration profiles.
- ❖ Allow sufficient time (a minimum of 24 months) for the creation or updating of public policies with regional projects.
- ❖ Sufficient time should be allocated for discussions with every country individually, with a range of stakeholder groups including statisticians, border managers, policy makers, migration department directors, planning ministry representatives, and private sector representatives.
- ❖ Methods for sharing lessons and best practices among countries involved in regional interventions should be included in the project design in order to strengthen, for example, labour mobility interventions in the region.
- ❖ Strategies for adapting regional instruments to the national level should be included in project design in order to support sustainability.
- ❖ Formalising options for data exchange by setting up bi- or multilateral Memoranda of Understanding or data exchange agreements with governments involved in regional interventions should be included in project plans.
- ❖ Instead of creating more platforms with specific focuses which all require resources for set-up, maintenance and publicity, incorporate potential future versions into the Migration Data Portal as IOM's flagship for migration data under the respective regional tab. Data gathering, processing and management should still be under the responsibility of the Regional Office.

Project management

- ❖ Ensure that there is a focal person in IOM country offices to help facilitate communication on regional projects. This will facilitate the inclusion of contextual knowledge and relationships with government counterparts. The focal point should be in a position to respond to questions after the project has ended.
- ❖ Where IOM does not have a presence in-country, ensure an adequate travel budget for implementation of activities and monitoring visits is included at the project proposal stage.

- ❖ Assure the availability of funds for a dedicated person to rapidly react to any IT related requests when platforms are being established and ensure that access rights are granted for decentralized IT personnel in IOM Regional Offices.

Monitoring

- ❖ Monitoring instruments must be included in regional projects and appropriate human resources to ensure that the instruments are used must be covered in project budgets.

Ex-post evaluations

The 13 ex-post evaluations were of differing quality. The TOR for the evaluations were somewhat varied in nature which made consistent comparison, for the purpose of this synthesis report, and therefore the development of systematic learning for the Fund, challenging at times. In future, in order to support learning and decision-making it is recommended that:

- ❖ Assessments of project theories of change and intervention logic should systematically be included in the ToR of all ex-post evaluations. Where there is no theory of change, evaluation ToR should require evaluators to develop an implicit theory of change (and sufficient time for this additional evaluation task should be included in the evaluation workplan).
- ❖ All ex-post evaluations should require the use of the rating scale for each evaluation criterion being assessed, in order to facilitate comparisons between target projects.

Annex 1 Ex-post evaluation projects reviewed

#	Title and project evaluations available	Implementation timeframe	Geographic region / country covered	Thematic area covered
1.	PX.0009 - Evaluation Brief + Ex-post Evaluation Report;	October 2019 – December 2019	Montenegro	Enhancing Counter Smuggling And Trafficking Capacities Of National Institutions In Montenegro
2.	IM.0045 - Ex-post evaluation report (note it says IM.0054 but this is an error by the author of the document). The Evaluation Brief is not yet available.	December 2017 – November 2019	Mercosur ¹³	Strengthening the Capacity of Mercosur Governments and the Media to Promote the Positive Contributions of Migration
3.	DP.1885 - Evaluation Brief + Ex-post Evaluation Report;	January 2018 – July 2020	Sierra Leone	Strengthening Disaster Preparedness and Response in Sierra Leone
4.	LM.0305 - Evaluation Brief + Ex-post Evaluation Report;	January 2017 – June 2019	Eswatini	Strengthening Labour Migration Management In Eswatini
5.	PR.0216 - Evaluation Brief + Ex-post Evaluation Report;	December 2017 – November 2019	Zambia	Zambia Migration Profile: Supporting Evidence-Based Migration-Related Policy Making And Planning In Zambia - Phase IO
6.	LM.0326 - Evaluation Brief + Ex-post Evaluation Report;	February 2018 – January 2020	Atoll States of Kiribati, Marshall Islands and Tuvalu	Pacific Adaptation Through Labour Mobility in The Low-Lying Atoll States of Kiribati, Marshall Islands And Tuvalu
7.	CT.1093 - Evaluation Brief + Ex-post Evaluation Report;	November 2016 – June 2019	Azerbaijan	Enhancement of National Capacities to Combat Human Trafficking in Azerbaijan (ENCT) Project and Supporting the

¹³ Mercosur is a South American trade bloc which covers Argentina, Brazil, Paraguay, and Uruguay. Venezuela is a full member but has been suspended since 1 December 2016. Associate countries are Bolivia, Chile, Colombia, Ecuador, Guyana, Peru and Suriname

				Enhancement of National Capacities to Combat Human Trafficking in Azerbaijan (SNCT) Project
8.	CS.0396 - Evaluation Brief + Ex-post Evaluation Report;	April 2018 – March 2019	Chad	Promoting the engagement of the Chadian Diaspora in order to support the development of Chad
9.	CD.0023 - Ex-post Evaluation Report. Evaluation Brief yet not available.		Madagascar	Pilot volunteer programme for young people from the Malagasy diaspora ¹⁴
10.	PR.0221 – Evaluation report + evaluation brief	February 2018 – January 2020	Belize, Costa Rica, El Salvador, Guatemala, Guyana, Honduras, Jamaica, Mexico, Nicaragua, Panama, Suriname, Saint Lucia	Regional Capacity-building for the Production and Analysis of Regional Migration Information in Mesoamerica and the Caribbean;
11.	PO.0143 – Ex-post evaluation report	October 2019 – June 2020	Kyrgyzstan	Improved Migration Management through Policy Development in Kyrgyzstan.
12.	LM.0327- Final project evaluation report + learning brief + evaluation brief October 2021	February 2018 – June 2021	Tonga	Contributing to well-managed migration as a sustainable development strategy - capacity building for sustainable development in Tonga
13.	CT.1082 – Final evaluation report	July 2017 – January 2019	Belize, Canada, Costa Rica, El Salvador, United States, Guatemala, Honduras, Mexico, Nicaragua and Panamá.	Strengthening Public Policies to Protect and Empower Migrant Women in Mesoamerica

¹⁴ Also known as LOHARANO

Annex 2 Target projects – Implementation timeline

	<i>Quarter/year:</i>	2016		2017				2018				2019				2020				2021				
		3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2			
1.	DP.1885 Strengthening Disaster Preparedness and Response in Sierra Leone							January 2018 – July 2020																
2.	PX.0009 - Enhancing Counter Smuggling And Trafficking Capacities Of National Institutions In Montenegro											October 2018 – December 2019												
3.	IM.0045 Strengthening the Capacity of Mercosur Governments and the Media to Promote the Positive Contributions of Migration							December 2017 – November 2018																
4.	LM.0305 Strengthening Labour Migration Management In Eswatini			January 2017 – June 2019																				
5.	PR.0216 Zambia Migration Profile: Supporting Evidence-Based Migration-Related Policy Making And Planning In Zambia - Phase IO							December 2017 – November 2019																
6.	LM.0326 Pacific Adaptation Through Labour Mobility in The Low-Lying Atoll States of Kiribati, Marshall Islands And Tuvalu							February 2018 – January 2020																
7.	LM.0326 Enhancement of National Capacities to Combat Human Trafficking in Azerbaijan (ENCT) Project and Supporting the		November 2016 – June 2019																					

	<i>Quarter/year:</i>	2016	2017	2018	2019	2020	2021	
	Enhancement of National Capacities to Combat Human Trafficking in Azerbaijan (SNCT) Project							
8.	CS.0396 Promoting the engagement of the Chadian Diaspora in order to support the development of Chad				<i>April 2018 – March 2019</i>			
9.	CD.0023 Pilot volunteer programme for young people from the Malagasy diaspora ¹⁵					<i>April 2019 – March 2020</i>		
10.	PR.0221 Regional Capacity-building for the Production and Analysis of Regional Migration Information in Mesoamerica and the Caribbean				<i>February 2018 – January 2020</i>			
11.	PO.0143 Improved Migration Management through Policy Development in Kyrgyzstan					<i>October 2019 – June 2020</i>		
12.	LM.0327 Contributing to well-managed migration as a sustainable development strategy - capacity building for sustainable development in Tonga				<i>February 2018 – June 2021</i>			
13.	CT.1082				<i>July 2017 – January 2019</i>			

¹⁵ Also known as LOHARANO

