THINGS TO KEEP IN MIND

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

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

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

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

WORKFLOW IS SPECIFIC TO IOM DEVELOPMENT FUND PROJECTS

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

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

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

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

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

Long-term and realistic goal to which the project can contribute. Addresses the political, economic or social conditions of society as a whole, usually at the national or international level.

(out of the project will contribute to improving access to justice for all migrants in Country X, and particularly migrant women.)

(Regional Telephone: @IOMDevFund
IOMDevelopmentFund@iom.int
Geneva/Manila Administrative Centre

PROJECT ESSENTIALS

OUTCOME

Intended change in institutional performance, individual or group behaviour or attitudes, or the political, economic or social position of the beneficiaries. The project does not have full control over the outcomes and cannot guarantee their achievement.

This is generally achieved by the target institution or group with the help of the project.

(Out of the project will achieve gender marker 2a.

ACTIVITIES

Tasks organized and executed as part of the project to deliver tangible outputs.

(out of Conduct four workshops on data protection for IOM field staff)

(out of Gender Marker 2a: at least one activity should mention how gender will be mainstreamed.

ACTIVITIES COMMENTS

Progress on activities should be described (or included) in the comments section.

THEORY OF CHANGE (TOC)

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

CROSS-CUTTING THEMES

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

RESULTS-BASED MANAGEMENT

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

INDICATORS

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

Some indicator types are:

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

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

Indicators must be SMART:

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

Useful references:

• IOM Development Fund Website
• IN/267 - Financial Management Rules and Procedures
• IN/251 - Financial Guidelines for IOM
• IN/213 - IOM Data Protection Principles
• IN/162 - Project Activation Request Procedure
• IN/138 - IOM Data Protection Principles
• IN/123 - IT Policies and Guidelines
• IN/66 - Publication Guidelines
• IOM Gender Marker Guide
• IOM Gender and RBM Guidance and Tip Sheet
• Gender Sensitive Budgeting Booklet
• Guidance for Addressing Gender in Evaluation and Tip Sheet
• Evaluation Guidelines for IOM Development Funds
• IATI Data Standard

Geneva/Manila Administrative Centre
IOMDevelopmentFund@iom.int
https://developmentfundiom.int
Twitter: @IOMDevFund

SMART