

# FIFTH EVALUATION OF THE IOM DEVELOPMENT FUND

## OBJECTIVE, SCOPE & EVALUATION METHODOLOGY



Evaluate the relevance, effectiveness, and management of the IOM Development Fund, considering its alignment with the IOM Strategic Plan 2024-2028 and Strategic Results Framework (SRF) 2024.



The evaluation covered the Fund's operations from 2020 to 2024, including projects initiated in 2019 or 2020 and those ongoing or completed in the first two quarters of 2024.



The evaluation was structured around the six OECD-DAC evaluation criteria (relevance, coherence, efficiency, effectiveness, impact, sustainability).

**Data collection:** Key Informant Interviews, Document Review, Project Proposal Analysis, Meta-Evaluation Analysis, Theory of Change (ToC) Reconstruction, Focus Group Discussions, Online Surveys, and Onsite Visits to Albania, Kenya, Maldives, Mexico, And Sri Lanka.



126 Key informant interviews and group discussions



231 Online survey participants



Field visits to: Albania, Kenya, Maldives, Mexico, and Sri Lanka.



13 meta-evaluations reviewed, including six thematic synthesis reports.

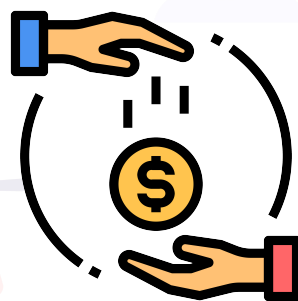
## KEY FINDINGS



The relevance of the IOM Development Fund is evident in its alignment with the priorities of Member States and its adaptability to emerging migration challenges such as climate change. The Fund's objectives are well-matched with the IOM Strategic Plan and Strategic Results Framework, ensuring that projects address the most pressing needs in migration management.



The effectiveness of the Fund is highlighted by the achievement of project objectives, particularly in areas like policy development, institutional strengthening, community engagement, and migrant protection. Nonetheless, challenges such as insufficient knowledge sharing and high staff turnover hinder the integration of lessons learned across projects.



Efficiency is marked by the effective allocation and utilization of resources, with a 90% burn rate for completed projects. However, the 30% budget cap for staff and office costs poses a significant challenge, as does the need for no-cost extensions to complete projects within the specified timelines.



The Fund demonstrates strong alignment with other migration initiatives both within and outside the IOM. However, there are gaps in cross-project communication and data sharing, which could be improved. Beneficiary engagement is more robust during the implementation phase than in the design phase.



The impact of the Fund is positive, contributing significantly to migration management and governance. The Fund is crucial for funding areas where other donors are less willing to invest, such as policy-related projects. Despite this, the short-term nature of projects and external factors can limit longer-term impact.



Sustainability measures are increasingly included in project design and management, with some projects successfully securing stakeholder ownership and additional funding. However, challenges remain, including limited sustainability measures, funding dependency, short project timeframes, and insufficient local ownership. Environmental sustainability within Fund projects is limited, though efforts are being made to integrate it more systematically.

## KEY FIGURES

**90%**

Increase in projects being completed on time, with a high burn rate.



**45%** of projects required no-cost extensions (NCEs), representing a 25% reduction compared to the 2015-2019 period.

**84%**

Member States felt the Fund aligns well with their priorities.

**55%**

Projects completed within specified timelines.



**87%**

Member States felt the projects achieved their objectives.

**115**

Projects evaluated from 2012 to 2024.

**USD 15.1** million budget allocation in 2023, representing 0.44% of IOM's total annual budget.

**75%**

IOM Staff felt projects included activities focused on sustaining results.

**80%**

Projects achieved their intended results.



**90%**

External Stakeholders rated the implementation of projects as good or excellent.

## RECOMMENDATIONS



**Funding and Criteria:** Increase Fund budget to USD 20 million, raise Line 2 ceilings to USD 500,000, and extend project timelines.



**Project Management:** Increase CO and RO autonomy in project activities, adjust Fund rules for staff costs, and streamline project revision processes.



**Staffing:** Appoint two permanent positions in the Fund team and assign regional focal points.



**Evaluation and Learning:** Shift to country-level or thematic evaluations, expand the use of Project Performance Reviews, and document success factors.



**Stakeholder Involvement:** Systematic approach to stakeholder engagement and budget allocation for consultations.



**Sustainability:** Strengthen sustainability requirements and budgeted exit planning activities.



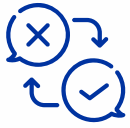
**Proposal Development:** Streamline proposal reviews, provide model proposals, and improve communication on project rejections and selections.



**Cross-Cutting Issues:** Provide better guidance on integrating cross-cutting issues and promote intersectional analysis in project design.

## GAPS AND CHALLENGES

### Cross-Project Communication:



There was a lack of cross-project communication and sharing of research and data between Fund projects, leading to potential inefficiencies.

### Limited Use of Platforms:



The IOM Peer Exchange and Learning on Migration (POEM) Platform was not widely used for Fund projects, and staff often relied on personal initiative to research previous projects.

### Evaluation Ownership:



Limited ownership of evaluations by project staff hindered the integration of lessons learned across projects. This issue was partially addressed through the Fund's management response process.

### Alignment and Synergies:



More alignment between regional and national projects was identified as potentially beneficial. High turnover and staff rotations limited the potential to create interlinkages and synergies between projects.

## LESSONS LEARNED

### Importance of Knowledge Sharing:



The lack of a dedicated knowledge-sharing platform hindered the efficient compilation and dissemination of lessons learned across projects. This gap reduced opportunities for organizational learning and continuous improvement.

### Need for Systematic Integration:



Lessons learned from previous project cycles, evaluations, and reviews were not systematically integrated into the design and implementation of current projects. This limited the success of incorporating past insights into new initiatives.

### Value of Briefings and Trainings:



The Fund team's provision of individual and group briefings, as well as specific training on Fund project management, was highly valued. These sessions highlighted best practices and lessons learned, contributing to better project management.

### Impact of High Staff Turnover:



High staff turnover and project staff rotations led to a loss of institutional knowledge, making it challenging to institutionalize lessons learned and apply them effectively in future projects.

### Role of Regional Thematic Specialists (RTS):



Active involvement of RTS in Fund projects, particularly in areas like MECC and labour migration, stimulated greater use of lessons learned in project design and implementation through their broader perspective of active regional projects and thematic work.

### Evaluation Integration:



Progress was noted in integrating evaluation lessons learned and recommendations into the Fund Unit's project management. For example, weaknesses in sustainability identified in project evaluations were reinforced in the Fund's project proposal template and guidelines.



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