



# **Fifth Evaluation of the IOM Development Fund**

**IOM CENTRAL EVALUATION**

**March 2025**

## ACKNOWLEDGEMENTS

The evaluation was conducted by a team of external consultants from Owl RE, an evaluation and research consultancy, on behalf of the Central Evaluation Division (CED). The team included Glenn O’Neil (Team Leader), Patricia Goldschmid, Anita Leutgeb, and Sharon McClenaghan.

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IOM Central Evaluation Division

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Every effort has been made to ensure that the information given here is correct. Any factual error that may appear is unintended and falls under the responsibility of the evaluation team.

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## LIST OF ACRONYMS

CED	Central Evaluation Division
CIDP	County Integrated Development Plan
CO	Country Office
CoM	Chief of Mission
COVACA	Community-Owned Vulnerability and Capacity Assessment
CREST	Corporate Responsibility in Eliminating Slavery and Trafficking
DAC	Development Assistance Committee
ESP	Environmental Sustainability Programme
The Fund	IOM Development Fund
GCM	Global Compact for Safe, Orderly and Regular Migration
HQ	IOM Headquarters
IOM	International Organization for Migration
IRIS	International Recruitment Integrity System
MECC	Migration, Environment and Climate Change
MOPAN	Multilateral Organisation Performance Assessment Network
MPTF	Multi-Partner Trust Fund
MS	Member States
NCE	No-cost Extension
NGO	Non-Governmental Organizations
OECD	Organisation for Economic Co-operation and Development
POEM	Peer Exchange and Learning on Migration Platform
PM	Project Manager
PPR	Project Performance Reviews
PRIMA	Project Implementation and Management Application
PRM	US Bureau of Population, Refugees, and Migration
RG	Reference Group
RBA	Rights-Based Approach
RO	Regional Office
RTS	Regional Thematic Specialist
SCPF	Standing Committee on Programmes and Finance
SDGs	Sustainable Development Goals
SRF	Strategic Results Framework
ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNDAF	UN Development Assistance Framework
UNODC	United Nations Office on Drugs and Crime
UNICEF	United Nations Children's Fund
UNHCR	United Nations High Commissioner for Refugees
WHO	World Health Organization

## EXECUTIVE SUMMARY

This is the final report of the external evaluation of the International Organization for Migration's (IOM) Development Fund ("the Fund"). The evaluation was carried out from April to December 2024 and covered the period of five years of Fund operations, from 2020 until 2024.

The overall objective of the evaluation was to evaluate the relevance and effectiveness of the criteria, guidelines, and administrative management of the Fund, considering its alignment with the IOM Strategic Plan 2024-2028 and Strategic Results Framework (SRF) 2024, as well as the financing model, including co-financing perspectives for a stronger impact and sustainability. Established in 2001, the Fund provides accountable and effective seed funding for innovative migration-focused initiatives to address the capacity development needs of eligible Member States (MS).

The evaluation was structured around the six OECD-DAC evaluation criteria and evidence was collected through a document review, project proposal analysis, meta-evaluation analysis, Reconstruction of the Theory of Change (ToC), online surveys and onsite visits to Albania, Kenya, Maldives, Mexico, and Sri Lanka. In total, 357 IOM staff, external stakeholders and MS representatives provided feedback for this evaluation.

### Findings

**Relevance:** The Fund's objectives and projects were found to be highly relevant and well aligned with the priorities of MS. The Fund was regarded as a "reliable" resource to address a wide range of migration themes. It was also noted as flexible in adapting its focus and interventions to changing government priorities and addressing emerging migration challenges such as climate change. The government involvement in the design phase contributed to this relevance and alignment, ensuring that most projects addressed the needs of the countries involved. However, a minority of projects demonstrated weak consultation with governments, which led to misalignment between IOM and beneficiary needs and priorities, impacting their overall relevance and success. The Fund projects were found to have a strong alignment with IOM Strategic Plan (2024-2028) and the Strategic Results Framework.

**Coherence:** The Fund was found to have a strong alignment with other migration initiatives and priorities both within and outside the IOM. A gap was noted in relation to the lack of cross-project communication and sharing of research and data among Fund projects. Although there was no standardized approach to beneficiary engagement for the whole project process, the views of both direct and indirect beneficiaries were reported as having been integrated into Fund projects. Engagement was stronger in the implementation phase than in the design phase. Cooperation, collaboration and synergies with other projects and partners were said to have leveraged resources and expertise, but it largely depended on project design and implementation needs. Limited funding, short project timelines, and competitive dynamics reduced cooperation.

**Effectiveness:** The Fund's guidelines were reported as being clear and supporting implementation of projects. At the same time, some IOM Country Office (CO) staff perceived them as rigid, with calls for greater flexibility and autonomy to adapt projects to local needs and improve effectiveness. Most Fund projects were assessed as achieving their objectives and delivering results, particularly in the areas of policy development, institutional strengthening, community development and engagement and migrant protection and livelihoods. Insufficient knowledge sharing, high staff turnover, and limited ownership of evaluations were said to have hindered the integration of lessons learned across projects, an issue that was already partially addressed by the Fund through the management response

process. Efforts to incorporate cross-cutting themes varied, but improvements had been initiated. Visibility efforts were uneven, with some impactful initiatives but there were limited overall promotional activities of Fund projects given that it has only recently become a recommended budgeted activity. The Project Implementation and Management Application (PRIMA) was recognized as a valuable tool for project management and monitoring, yet issues were seen with its complexity, usability, and connectivity.

**Efficiency:** The allocation and utilization of human, financial and other resources for Fund projects was generally found to be efficient. The burn rate for completed Fund projects was 90 percent, indicating that the Project Managers (PMs) were largely efficient in managing their project budgets. One of the most significant challenges identified in efficiency was the 30 percent budget cap for staff and office costs, which did not match the nature of many Fund projects, such as policy development, implementation, capacity development, and training, which were human resource intensive. For the period under review, 55 percent of the Fund projects were completed within the specified timeline, with 45 percent requiring a no-cost extension (NCE), an improvement from the previous period evaluated (2015-2019), where 70 percent of projects required an NCE. The Fund unit was recognized as highly efficient in managing the Fund, but for the period under review, staffing levels and budgets were inadequate to meet the operational demands and expectations of the Fund. The design and development phase of projects was perceived as efficient although project proposals required multiple revisions and consultations between the Fund team, COs and Regional Offices (ROs) creating inefficiencies. MS were generally satisfied with the provision of information and reporting processes. Feedback provided to COs when projects were rejected was reported as minimal.

**Impact:** Fund projects were found to have made a positive contribution to migration management and governance, fostering innovative and practical migration management solutions. The Fund was recognized as critical for funding migration-related areas where other donors were less willing to, such as policy-related projects. While many of the projects created momentum and established foundations for future efforts, there were several challenges identified for longer term impact, such as the short-term nature of the projects and external factors that could mitigate impact. The Fund was noted as having an impact on IOM global image, strategies, and capacity to respond with its own resources, through having enhanced IOM position, capacity to secure funding, strengthen internal operations, and test key strategies and approaches for the organization. The Fund was also recognized as serving as a "testing ground" for core initiatives and frameworks (e.g. PRIMA, International Recruitment Integrity System (IRIS), Corporate Responsibility in Eliminating Slavery and Trafficking (CREST), Gender Marker and SRF) which have strengthened IOM overall capacity in these areas.

**Sustainability:** Fund projects had increasingly included measures to guarantee sustainability of results within their project plans and consequent implementation. This was also due to the Fund Team increasing their emphasis on sustainability in project design and management. While some of the Fund projects have succeeded in securing stakeholder ownership, government buy-in and additional funding due to these measures, other projects struggled. Ownership of projects was found to be highly context-dependent requiring clear strategies/planning for future support, whether through government budgets, partnerships, or additional funding. Specific challenges to guarantee sustainability were identified as limited sustainability measures and planning, funding dependency and financial constraints, short timeframes of projects, insufficient local ownership and stakeholder engagement and lack of follow-up and monitoring mechanisms. Environmental sustainability within Fund projects was limited during the period under review, with the Fund having contributed to an organization-wide initiative to pilot the integration of environmental sustainability.

## Conclusions

This evaluation found notable progress since the previous external evaluation in 2019. The Fund Unit demonstrated continued efficiency in managing and administering the Fund, which in turn facilitated more effective project management by COs and ROs. This was evidenced by an increase of projects being completed on time and the successful implementation of planned activities, contributing to significant outcomes including policy development, institutional strengthening, community engagement and migrant protection and livelihoods. The Fund was also found to be closely aligned with IOM Strategic Plan (2024-2028), the SRF and MS priorities, underscoring its relevance for migration management.

The Fund's progress significantly contributed to IOM overarching goal of promoting orderly and humane migration. This was achieved by strengthening the capacity of MS, fostering a supportive environment for migrants through the development of more comprehensive migration policies, structures and initiatives. In addition, the Fund bolstered IOM institutional capacity by enhancing staff capacity in project management and piloting initiatives such as SRF alignment. The Fund also served as a source of seed funding for innovative migration-focused initiatives, further driving progress in migration management.

This progress was achieved despite the challenging circumstances resulting from the COVID-19 pandemic, which slowed and delayed projects. Further, as described in the findings, the Fund was still able to achieve a significant impact during the period covered by the evaluation (2020-2024) with limited resources: going from 0.98 percent in 2019 to 0.44 percent in 2023 of IOM total annual budget.

## Recommendations

Within this overall positive assessment, stakeholders also suggested improvements to further enhance the Fund's relevance, effectiveness, and efficiency as reflected in the below summary of recommendations, with detailed recommended actions and responsible parties provided in Section 4.

1. **Funding, ceilings and criteria:** Increase the Fund's budget to \$20 million, raise Line 2 ceilings to \$500,000 for national and \$600,000 for regional projects, extend project timelines (18 months for projects under \$200,000; three years for larger projects), and review country eligibility criteria, incorporating the UN's Multidimensional Vulnerability Index.
2. **Staffing:** Appoint two permanent positions in the Fund team, replacing temporary roles, and assign team members as regional focal points to improve CO and RO support.
3. **Stakeholder involvement:** Adopt a systematic approach to stakeholder engagement beyond government entities, encourage budget allocation for stakeholder consultations, and promote a "Whole-of-Society" approach in project steering committees.
4. **Proposal development process:** Streamline proposal reviews by limiting reviewers, introducing context validation, providing model proposals and best-practice examples, improving communication on project rejections and selections, and strengthening capacity-building for project developers.
5. **Project management:** Increase CO and RO autonomy in project activities, allow modifications within activity areas without formal revision, adjust Fund rules to permit IOM staff to implement operational activities beyond the 30 percent staff and office cap, enable budget reallocation for PM staff costs in project extensions, streamline project revision processes, and allow ongoing implementation during revisions.

6. **Evaluation and learning:** Shift from single-project evaluations to country-level or thematic evaluations, expand the use of Project Performance Reviews (PPRs), establish clear evaluation timelines, document success factors and best practices, and develop indicators for seed funding effectiveness.
7. **Sustainability:** Strengthen sustainability requirements by defining government roles post-project and ensuring budgeted exit planning activities.
8. **Cross-cutting issues:** Provide better guidance on integrating cross-cutting issues, promote intersectional analysis in project design, incorporate additional vulnerability attributes as guidance evolves, and continue mainstreaming environmental sustainability based on ongoing organizational initiatives.



## 1. INTRODUCTION

This is the final report, which presents the findings from the external evaluation of the International Organization for Migration’s (IOM) Development Fund (“the Fund”). The evaluation was conducted by a team of four consultants<sup>1</sup> from Owl RE, an evaluation and research consultancy based in Geneva, Switzerland. The evaluation was carried out from April to December 2024.

The evaluation objective, scope and methodology are found in section 1, a background description of the Fund is found in section 2, the evaluation findings are found at section 3, followed by conclusions and recommendations in section 4.

### 1.1. Evaluation Objective and Scope

This is the fifth evaluation of the Fund conducted as part of the IOM Central Evaluation Biennial Plan 2023-2024 and endorsed by the Fund Unit and the Deputy Director General for Operations. The evaluation followed the format used in the four preceding evaluations of the Fund, assessing the relevance, performance and overall success of the Fund, with a particular emphasis on its commitment to addressing migration-related challenges through sustainable and community-centric interventions. Additionally, the evaluation reviewed the implementation of previous recommendations and identified potential challenges to inform future improvements.

The overall objective of the evaluation was to evaluate the relevance and effectiveness of the criteria, guidelines, and administrative management of the Fund, considering its alignment with the IOM Strategic Plan 2024-2028 and Strategic Results Framework (SRF) 2024, as well as the financing model, including co-financing perspectives for a stronger impact and sustainability.

The evaluation covered the period from January 2020 to mid-2024, including Fund projects initiated in 2019 or 2020 and those ongoing or completed in the first two quarters of 2024. It also referred to the fourth evaluation of the Fund conducted in 2019, which preceded this current evaluation period. In addition, projects that were funded as early as 2012 and featured in the meta-analysis evaluation reports were also referenced in the report.

### 1.2. Evaluation Methodology

The evaluation was structured around the six OECD-DAC evaluation criteria,<sup>2</sup> which were operationalised through 25 evaluation questions (EQs) outlined in the Terms of Reference (ToR) (Annex 1). These questions were further refined in the Evaluation Matrix during the inception phase, which also detailed the corresponding indicators, data collection tools, and data sources (Annex 2).

The evaluation findings are based on the triangulation of data, information and evidence collected through the following research methods, using a mixed methods approach:

- **Document Review:** All relevant documentation was reviewed, including internal reports, project documentation, strategies, Fund reports, previous meta-evaluations, and evaluations of the Fund, as well as other project evaluations where applicable. A list of the key documents reviewed can be found in Annex 3.

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<sup>1</sup> Glenn O’Neil (Team leader), and consultants Patricia Goldschmid, Anita Leutgeb, and Sharon McClenaghan.

<sup>2</sup> OECD-DAC six evaluation criteria – relevance, coherence, effectiveness, efficiency, impact and sustainability: <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

- **Project Proposal Analysis:** A detailed analysis was conducted of project proposal documents of 20 projects selected from all countries/regions and from 2020-2024, the years when the proposals were received by the Fund. Three documents for each project were analysed, (the original proposal, as received by the Fund, the proposal with the latest version of tracked changes, and the final and clean version of the proposal). A summary of the analysis is provided in Annex 4.
- **Meta-Evaluation Analysis:** Thirteen meta-evaluations were reviewed, including seven meta-evaluation reports summarizing the findings of evaluations for 115 Fund projects implemented between 2012 and 2024, as well as six thematic synthesis reports. A summary of the meta-evaluation analysis is provided in Annex 5.
- **Reconstruction of the Theory of Change (ToC):** A Theory of Change was reconstructed to reflect the Fund's alignment with strategic objectives and global commitments while considering its intended outcomes and contribution to impact. Details are presented in Section 3.7.
- **Onsite Visits:** Onsite visits were conducted by the evaluation team in five countries: Albania, Kenya, Maldives, Mexico, and Sri Lanka. The five countries (except for the Maldives) were selected based on criteria including geographic diversity, representation of main project types, multiple projects within the evaluation timeline, and a total budget of Fund projects of at least USD 1 million. The Maldives was added based on a recommendation from the Sri Lanka country office and was included due to its geographical proximity.
- **Online Surveys:** Three online surveys were conducted, targeting the following groups:
  1. IOM Staff (179 responses) – including country offices (COs), regional offices (ROs), and Headquarters (HQ).
  2. Member States (MS) (40 responses).
  3. External Stakeholders (12 responses).

The surveys were available in English, French, and Spanish. Survey questions are found in Annex 6, with demographic graphs of respondents in Annex 7.

- **Semi-Structured Interviews and Group Discussions:** A total of 126 individuals (75 women and 51 men) were interviewed remotely and in person during onsite visits. Participants included IOM staff, Member State (MS) representatives (including regional group representatives in Geneva), implementing partners, and external stakeholders such as UN agencies, public officials, local authorities, private sector partners, civil society organizations (CSOs), academia, research organizations, and community representatives. External stakeholders were involved in supporting and/or implementing Fund projects. Of the participants, 55 percent (69) were IOM staff, and 45 percent (57) were external stakeholders. Interview questions are included in Annex 6, and a detailed list of interviewees can be found in Annex 8.

The following table details the number of persons interviewed by type of stakeholder group.

*Table 1: Overview of persons interviewed*

Stakeholder group	No.
IOM staff (Headquarters, (HQ))	11
IOM staff (Country Offices (COs))	48
IOM staff (Regional Offices (ROs)) and other COs (remote)	10
External stakeholders during field visits (in-person and remotely), including MS representatives – missions/capital (6), in-country national authorities (27), local authorities (5), private sector partners (2), academia/research institutions (5), NGO/CSOs (3), UN agencies (2), consultants (7)	57
<b>Total</b>	<b>126</b>

In total, 357 IOM staff, external stakeholders and MS representatives provided feedback for this evaluation.

**Data analysis:** A combination of qualitative (interviews and discussions) and quantitative data (survey data and budget breakdowns) was analysed to address the EQs. The qualitative data was analysed thematically to identify trends and patterns linked to key issues. Quantitative data was illustrated using descriptive statistics in graphs and tables.

The evaluation team was supported by an evaluation reference group (RG), composed of relevant IOM managers and staff, established by the CED. The RG reviewed key deliverables, including the inception report, evaluation tools, and the evaluation report. In addition, the evaluation team presented the preliminary findings to the RG in November 2024, incorporating their feedback and inputs to refine the final outputs.

### 1.3.Limitations and Risk Mitigation Measures

The evaluation’s inception report sets out four limitations with proposed mitigation strategies. No major limitations were experienced during the evaluation as explained in the following table.

*Table 2: Limitations and mitigation strategies*

Limitation identified	Mitigation strategy
<b>1. General problem of insufficient data, or insufficient representative data collected,</b> owing to poor response rate from interviewees and surveys.	Triangulation between the data gathering tools (as described in 1.2) from different sources (e.g. IOM staff, external stakeholders, primary and secondary data) helped address any data gaps. Both the MS and IOM staff surveys had good response rates (40 and 179 respectively); the external stakeholders survey (i.e. those stakeholders involved with projects excluding MS) had a low response rate; only 12 responses. This limitation should be taken into consideration when reviewing the survey results pertaining to external stakeholders.
<b>2. Difficulties in reaching stakeholders in country contexts and because of changing staff and the European summer period:</b> The country contexts may influence the extent of the availability of IOM staff and project stakeholders and/or extend the time it will take to respond to the evaluation request and provide inputs.	Early and close involvement with the IOM team, both at HQ and CO level, helped coordinate meetings and ensure availability of key stakeholders and three of the five case study visits were undertaken in August-September, as planned. However, the Presidential election in Sri Lanka in September meant that the field trip to Sri Lanka and the Maldives had to be postponed until late October/ early November 2024.

**3. Recall of Fund projects and their management may refer only to most recent experiences and not the full time period of 2020 to 2023:** IOM staff and external stakeholders in discussions and KIIs may possibly only refer to their most recent experiences with the Fund projects and their management and provide less information and details on early experiences, i.e. from 2020 to 2022.

**4. Lack of input from Member State representatives:** As demonstrated by the previous Fund evaluations undertaken, the inclusion of Member States has been through survey response (which has had a low uptake, around 20 percent for the last evaluation), thus not reflecting in detail the views of the Member States towards the Fund.

As a result, the evaluation period needed to be extended to accommodate the data collection.

In all discussions and interviews conducted, the evaluation team asked for feedback and information for the full time period and clarified, where appropriate and possible, the time periods and projects being discussed. This was also discussed with CO staff in relation to the selection of external interviewees and in some cases a synopsis of the project was sent to the external interviewees by IOM staff to remind them of the project, or a discussion held prior with IOM staff.

A strong emphasis was placed on securing the views of Member States both through a survey (40 responses) and by means of the five country case studies, where interviews were able to be conducted in person. In addition, four MS (Geneva missions) were interviewed remotely.

## 2. BACKGROUND OF THE IOM DEVELOPMENT FUND

The Fund, originally called the 1035 Facility, was established in 2001<sup>3</sup> as a funding mechanism to assist IOM developing MS and MS with economies in transition in establishing and implementing migration management initiatives. The Fund provides technical support and promotes projects that address the needs and challenges faced in specific contexts. The Fund's 2024-2028 Strategic Plan states its goals as:

*“To provide accountable and effective seed funding for innovative migration-focused initiatives to address the capacity development needs of eligible Member States”<sup>4</sup>*

The Fund operates by providing seed funding for innovative projects that can serve as models for replication and scalability and funding is typically provided for short-term projects, usually lasting between 12 to 24 months. Projects funded by the Fund often focus on pilot initiatives that, if successful, can attract additional funding from other sources for further development and expansion. Member States' eligibility is based on the World Bank's economic classifications, also ensuring equitable fund allocation across regions.

The management of funded projects is overseen by relevant IOM offices or, in exceptional cases, by the IOM Headquarters units, in close collaboration with the governments of the benefiting Member States. Eligible MS can access funding through Lines 1 and 2, with Line 1 tailored to national projects with a ceiling of USD 100,000, and exceptionally to regional projects up to USD 200,000. Line 2 ceilings are respectively USD 300,000 for national projects and USD 400,000 for regional projects. The duration of projects varies between the two lines, with Line 1 projects limited to a 12-month period and Line 2 projects extending up to 24 months.

Initially, USD 1.4 million was allocated annually, with specific set criteria.<sup>5</sup> Between 2003 and 2007 two evaluations of the Fund were conducted. In 2007, in response to the growing demand for additional funding to support projects in developing MS, two separate funding lines were introduced: the original USD 1.4 million (Line 1) and then a newly established budget (Line 2),<sup>6</sup> which led to a significant expansion of the Fund's financial resources. This resulted in allocations of USD 3 million in 2008, USD 5 million in 2009, and USD 4.4 million in 2010. Further revisions in 2012 and 2018 streamlined the allocation process. In 2020, the total amount available to the Fund was increased to USD 15 million.<sup>7</sup> As of 2021, the Fund's total was USD 16 million, supporting 58 projects across 67 MS. In 2023, USD 16.5 million funded 63 projects, benefiting 90 MS and impacting over 1.38 million migrants. The Fund aligned with IOM 2019 Strategic Vision and expanded initiatives, including contributing to a global climate mobility initiative “Thinking about Tomorrow, Acting Today”.<sup>8</sup>

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<sup>3</sup> The IOM Council Resolution No. 1035 (LXXX) of November 2000 established IOM Development Fund – Developing Capacities in Migration Management, as a global resource to support and strengthen the migration management capacities of IOM developing Member States (MS).

<sup>4</sup> IOM (2024), *IOM Development Fund Strategic Plan 2024 – 2028*.

<sup>5</sup> IOM (2019), *Revision of The Programme and Budget For 2001*, p. 62-63.

<sup>6</sup> IOM (2007), *Council Resolution No. 1150 (XCIII)*, pp.4

<sup>7</sup> IOM (2020), *Council Resolution No. 1390 (XCI)*, pp. 4.

<sup>8</sup> IOM (2023), *Thinking about Tomorrow, Acting Today: Solutions to Address Climate Mobility*.

For 2024, the Fund's provisional budget is USD 1.4 million for Line 1 and USD 13.6 million for Line 2, remaining open to further donor contributions.<sup>9</sup> The Fund's priorities include activities that enhance migration management practices and promote humane and orderly migration in the following areas:

- Counter-trafficking
- Enhancement of inter-governmental dialogue and cooperation
- Labour migration
- Migration and development
- Migration, environment, and climate change
- Migration health
- Border management
- Policy and legal framework development
- Research and assessment
- Return and Re-integration on an exceptional basis, for projects focusing on government capacity development activities.

The projects address several long-term outcomes contained in the IOM SRF, which outlines the ToC underpinning IOM new Strategic Plan. Most of the outcomes focus on the following SRF areas; 'Coordinated migration policy and legal frameworks' (long-term outcome 3C) and 'Sustainable and responsive channels for regular migration' (long-term outcome 3A). Ineligible activities include IOM movements, emergencies, conferences, and projects mainly supporting IOM staff costs, capped at 30 percent of total project costs.

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<sup>9</sup> IOM (2024) *IOM Development Fund Guidance Note 2024*: <https://www.iom.int/sites/g/files/tmzbd1486/files/documents/2024-01/guidance-note-iom-development-fund-2024-external.pdf>

### 3. EVALUATION FINDINGS

#### 3.1. Relevance

The Fund's objectives and projects were found to be highly relevant and well aligned with the priorities of MS. The Fund was regarded as a "reliable" resource to address a wide range of migration themes. It was also noted as flexible in adapting its focus and interventions to changing government priorities and addressing emerging migration challenges such as climate change. The government involvement in the design phase contributed to this relevance and alignment, ensuring that most projects addressed the needs of the countries involved. However, a minority of projects demonstrated weak consultation with governments, which led to misalignment between IOM and beneficiary needs and priorities, impacting their overall relevance and success. The Fund projects were found to have a strong alignment with IOM Strategic Plan (2024-2028) and the Strategic Results Framework.

**1. Do the Fund's criteria, guidelines and objectives align with the current needs and priorities of Member States, especially in the context of global migration challenges, and are they properly consulted?**

**Alignment with current needs and priorities of MS**

The Fund's objectives and consequent projects were found to be highly relevant to the priorities of MS, receiving high ratings by all stakeholders surveyed (between 83-87 percent,<sup>10</sup> see figure 1). This was also confirmed in the interviews. The overall relevance and value of the Fund was positive. It was recognized as a "reliable" resource by interviewees from all groups (MS, external and IOM staff). As the quotations from interviews below illustrate, the Fund was regarded as key not only for supporting governments' direct needs but also for providing support for a diverse range of issues and innovative projects which may have otherwise encountered challenges in obtaining funding from other donors:

*"I cannot underscore how important the Fund is to us" (MS)*

*"We can get seed fund for innovative projects and are able to spot new things, new trends and generate a new thought process, funding which would be hard to get otherwise" (IOM)*

*"The Fund can position IOM where we cannot get funding. Such as the displaced (migrant) project. This is a huge issue that is important to this country and its government" (IOM)*

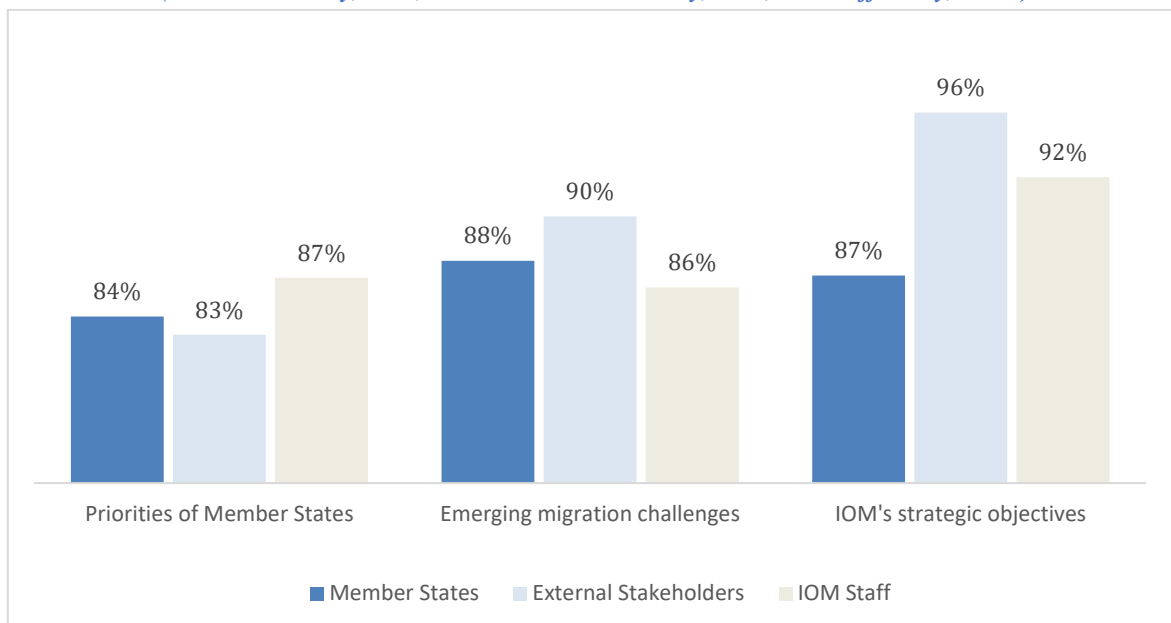
*"The projects fill a huge gap" (MS)*

*"The project meets a need for migration data for health. Even if we are capturing some data, we do not have the full picture and we need this to understand the situation of migrant health in the country" (MS)*

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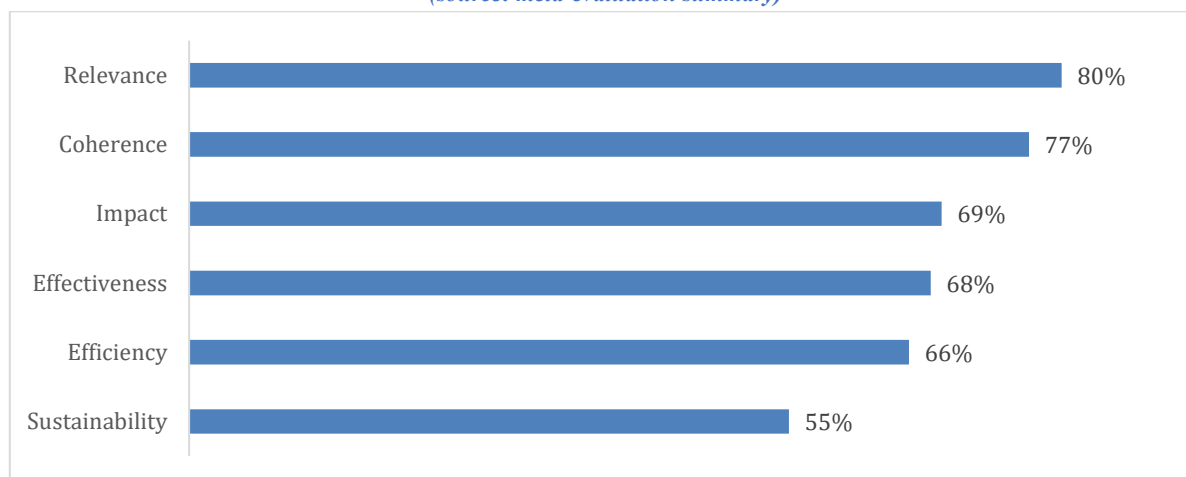
<sup>10</sup> Unless otherwise indicated, all survey results cited are based on an average of the responses on a five- or six-point scales of the survey questions. For figure 1, the response options were five: 1) Not at all, 2) A little, 3) Quite some, 4) A lot, 5) Don't know. Excluded from the average calculations were Don't know responses.

*Figure 1: Level of alignment of the Fund with MS priorities, emerging challenges and IOM strategic objectives  
(source: MS survey, n=40; external stakeholder survey, n=12; IOM staff survey, n=179)*



The meta-evaluation summary also showed that project relevance was consistently highlighted as a strength; it was ranked as the top-rated criteria in the evaluations of 115 Fund projects evaluated between 2012 to 2024, as seen in figure 2 (see Annex 5 for further information). The 2019 evaluation of the Fund also concurred with these results, providing a high assessment of the relevance of the Fund and its objectives.<sup>11</sup>

*Figure 2: Average scores of the evaluation criteria of 115 evaluations of Fund projects  
(source: meta-evaluation summary)*



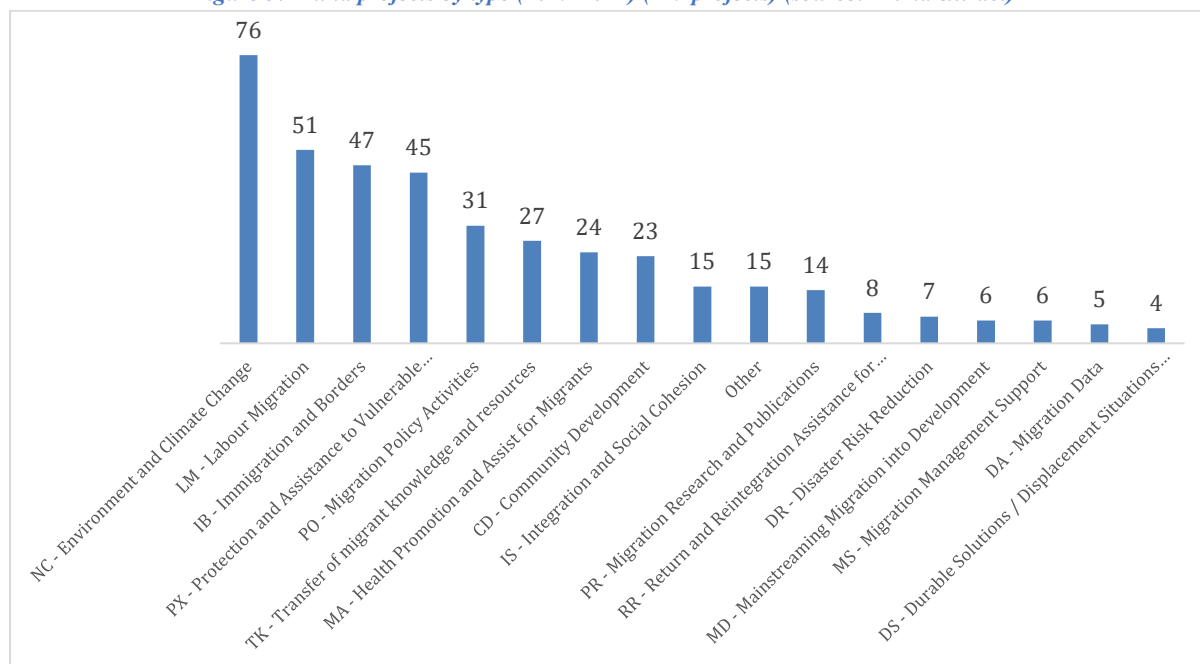
Many government representatives interviewed reported that projects were highly valuable, whether requested by governments or proposed by IOM. They were also said to be well-aligned with government strategic needs as well as national and international priorities. Both MS and IOM staff attested to the flexibility of the Fund in being able to support governments' requests on a wide range of themes.

<sup>11</sup> IOM (September 2019), *Fourth Evaluation of the IOM Development Fund*, Office of the Inspector General.



The Fund was recognized as an important contributor in addressing diverse global migration challenges, reflected in the range of project themes funded between 2019-2024, as seen in figure 3.

*Figure 3: Fund projects by type (2019-2024) (419 projects) (source: Prima extract)<sup>12</sup>*



The Fund was noted as maintaining a strong alignment with MS core needs through support for the “Whole-of-government approach”, one of the guiding principles of the Global Compact for Safe, Orderly and Regular Migration (GCM).<sup>13</sup> Project activities were planned collaboratively with technical teams within governments, focusing on closing gaps in migration and building capacity across government ministries and departments. For example, a project on labour mobility initiatives in Kenya involved multiple government ministries to align skills training and protection policies with national development plans.<sup>14</sup> Similarly in Albania, a project on migration strategy development involved inter-ministerial collaboration to establish robust monitoring and implementation mechanisms;<sup>15</sup> and in Sri Lanka, a project on migration data brought together multiple ministries and departments to work together in an inter-agency committee.<sup>16</sup>

### Consultation process with MS

The involvement of government counterparts during the design phase contributed to this alignment, ensuring that the majority of projects addressed the needs of the countries involved. The alignment of the projects to government priorities was supported by the Fund’s requirement for the government to provide an endorsement letter to accompany the project proposal. Most governments described projects being developed with IOM, as confirmed by this statement from a government representative: “it is really a joint effort” and “we are involved from the beginning of the process”.

<sup>12</sup> “Other” included between 1-2 projects on the following themes; CS - Community Stabilization; IM - International Migration Law; IV - Immigration and Visas; MP – Migration Health Assist for Crisis Aff Pops; DP - Emergency Assistance to Displaced Populations; DX - Displacement Tracking; FC - Disarmament, Demobilization and Reintegration (DDR) of Former Combatants; PE - Addressing Violent Extremism; PM - Media and Communications; PN - Migration Network Secretariat Related Activities; CC – CCCM.

<sup>13</sup> Principle (i), see: *Global Compact for Safe, Orderly and Regular Migration* (A/RES/73/195): <https://www.iom.int/resources/global-compact-safe-orderly-and-regular-migration/res/73/195>

<sup>14</sup> Enhancing Capacities on Labour Migration Data Collection, Analysis and Sharing to Support Labour Migration Governance in the East and Horn of Africa Region (UG10P0535 / LM.0425).

<sup>15</sup> Supporting Development and Implementation of New National Strategy on Migration and Action Plan in Albania (AL10P0520/PO.0195).

<sup>16</sup> Developing a National Platform to Collect Migration-related Data and Support the Country’s Commitment to the Global Compact for Migration and the 2030 Agenda (LK10P0563 / DA.0012).

These cases were also said to have been supported by a long-standing collaboration between IOM and the governments, based on several consecutive Fund and/or non-Fund IOM projects, such as seen in Albania (e.g. migration governance) and Sri Lanka (e.g. labour migration).

Nevertheless, feedback from interviewees (both IOM staff and MS) highlighted divergences in the extent to which consultation processes were conducted during project design. Although the letters of endorsement were provided, only a minority of projects were reported as having applied an in-depth consultation process during the project design. In a few cases, MS felt they were being consulted but IOM had already set the priorities, as confirmed by this government representative: *"We were consulted but we were hesitant to engage given the sensitivities of the topic in our country... a little "hard sell" with IOM staff flown in from the RO to "pitch" it to us"*. In some cases, consultations were carried out only after project approval, as indicated by a statement from another government representative: *"We were not consulted at the initial level of project development, which affected its alignment with national needs"* (see also Coherence, EQ 5).

Other factors, such as lengthy timelines from the initial conception of the project to the implementation (up to a year), staff turnover (both from IOM and MS), and changing government priorities following elections were also seen as influencing negatively project relevance and consequent potential misalignment with beneficiary needs.

## **2. Has the Fund adapted its focus and interventions to address emerging migration challenges, such as climate induced migration and evolving socio-economic and labour conditions?**

**Addressing emerging topics - broad thematic adaptability:** The Fund was found to be relevant and flexible in adapting its focus and interventions to address emerging migration challenges (see Figure 1: 88 percent, 90 percent, 86 percent for MS, externals and IOM staff surveyed respectively). This flexibility was noted as supporting governments in addressing rapidly changing and evolving contexts. It was also seen as playing an important role in proposing and implementing innovative projects, exploring solutions to niche or emerging issues such as climate induced migration, labour mobility, organized crime and human trafficking, border management and migration health. There were also Fund projects launched or adapted in response to the socio-economic crisis during and following COVID-19. For example, in Sri Lanka, a project focused on supporting aspiring migrant workers to secure foreign employment following the economic crisis experienced by the country in 2022;<sup>17</sup> feedback from government representatives and partners were positive of the Fund's flexibility and response with this project.

In particular, the Fund was seen to be relevant in supporting MS in the area of migration, environment and climate change (MECC), with 76 projects funded between 2019-2014 (see figure 3). This enabled countries to link mobility with climate change, in many cases for the first time, according to MS and IOM staff. Further, an estimated 30 percent<sup>18</sup> of these climate change projects were reported as securing additional external funding, such as from the Multi-Partner Trust Fund (MPTF) and from the US Bureau of Population, Refugees, and Migration (PRM) (see section 3.6 Sustainability).

The Fund also demonstrated an ability to support governments during unexpected situations, such as the COVID-19 pandemic and other emerging and related challenges. Numerous examples from countries such as Bangladesh, Lesotho, Maldives and Kenya, as well as at a regional level, highlighted the Fund's critical role in assisting governments with their migration health responses. One notable

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<sup>17</sup> Sri Lanka: Rapid Assistance to Sri Lankan Government Employees and Other Aspiring Migrant Workers to Secure Foreign Employment through the Integrated Guidance and Referral System (IGRS) (LK10P0568 / LM.0494).

<sup>18</sup> Estimation by IOM Fund staff.

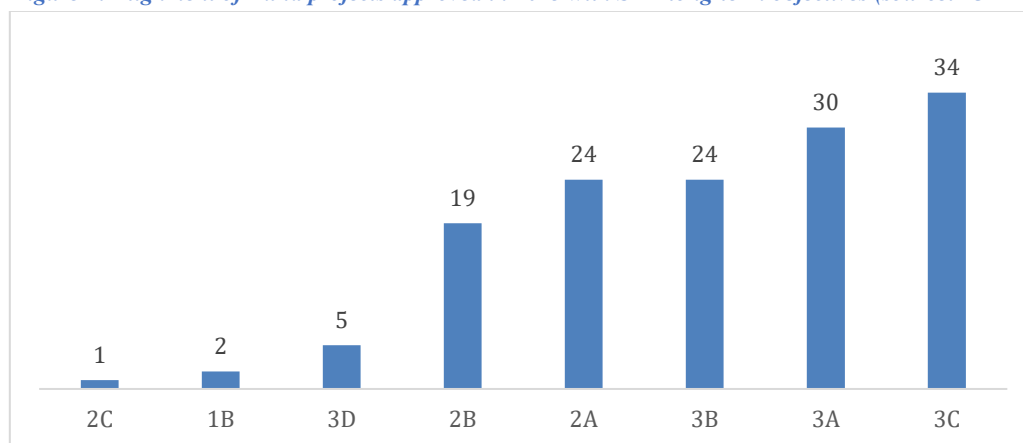
example included a migration health project initiated to strengthen border security against future pandemics in Kenya, which supported the government in developing emergency response plans. This was described as “*particularly relevant*” (MS) during the recent suspected monkeypox outbreak of September 2024.<sup>19</sup> Another example was an initiative to establish a regional migration and health capacity building hub in Mexico to improve access to healthcare for migrants by strengthening the capacities of Member States and NGOs in Latin America and the Caribbean.<sup>20</sup>

**The project revision process:** Although reported as sometimes lengthy, the project revision process was recognized as crucial by IOM staff for ensuring flexibility of the Fund to address emerging needs, enabling adaptations and modifications to the original proposal. Through coordination with the government, this process helped ensure better alignment with evolving contexts or changing circumstances or if the focus of the government changed (see also Efficiency, EQ 15).

**3. How do the project selection criteria and allocation of funds align with key policy and strategic frameworks, such as the IOM Strategic Plan 2024-2028 and the SRF?**

The Fund projects were found to have a strong alignment with IOM Strategic Plan (2024-2028) and the SRF, which were described by one staff member as “the overarching foundation” of all the projects. The Fund projects that had been aligned to the SRF outcomes showed a strong link with strategic SRF Objective 3, facilitating migration pathways followed by SRF Objective 2, displacement solutions as seen in the figure below. Little alignment was seen with SRF Objective 1 on saving lives, which corresponds to the Fund’s criteria of not funding emergency response.

*Figure 4: Alignment of Fund projects approved in 2023 with SRF long-term objectives (source: IOM<sup>21</sup>)*



(1B: Reducing threats and mitigating vulnerabilities; 2A: Minimizing drivers and structural factors that compel people to leave their homes; 2B: Displaced people are resilient and self-reliant; 2C: Resettlement and relocation solutions for displaced people; 3A: Sustainable and responsive channels for regular migration; 3B: Well managed migration flows and cross-border mobility; 3C: Coordinated migration policy and legal frameworks; 3D: Societal acceptance of migration of all genders, age, disabilities and legal statuses.)

Both MS and IOM staff surveyed assessed alignment with IOM priorities as very high (87 percent and 92 percent respectively), and even higher than with MS priorities (84 percent and 87 percent respectively) (see figure 1). This reflected the perception of both MS and IOM staff that while the Fund was positively aligned with MS priorities, its alignment with IOM priorities was even stronger. This was also seen as an advantage as it encouraged MS to prioritize emerging issues identified by IOM, such

<sup>19</sup> Enhancing Preparedness to Mitigate Threats of Infectious Diseases at the Borders in Kenya (KE10P0613 / MA.0561).

<sup>20</sup> Establishment of a Regional Migration and Health Capacity-Building Hub in Mexico (MA.0497).

<sup>21</sup> IOM (April 2024), Standing Committee on Programmes and Finance, Thirty-Fourth Session, *IOM Development Fund, Final report: 1 January to 31 December 2023*: <https://governingbodies.iom.int/system/files/en/scpf/34th/s-34-5-idf-final-report-2023.pdf>.

as climate change and mobility or new human trafficking trends. At the same time, it was also seen as generating potential issues of ownership for a minority of projects (see EQ 1 and 23).

SRF integration and reporting was a pilot Fund initiative for 2022-2023, and since April 2024 all IOM projects must include at least one outcome indicator in the results framework tied to the SRF objectives (data seen in figure 4). The SRF has approximately 390 indicators and the Fund has identified core outcome indicators that all projects must follow, for example, what policies are developed and what migration pathways are in place, etc. While some challenges were noted by IOM staff in identifying meaningful outcome-level indicators to report on at the project level, given the short-term nature of the projects and related to data aggregation, the submission template was reported as flexible for IOM staff to develop and adapt project proposals to evolving contexts and challenges, while also adhering to the overarching SRF. As one IOM staff member noted, SRF reporting has been positive in *“This has started staff thinking about the links of their projects to the strategic objectives and will help in the longer term”*.

The important role of the ROs was also noted as key by interviewees in ensuring project alignment to the SRF and with institutional strategies such as those on sustainable development, as well as on climate change.<sup>22</sup> Emphasizing alignment with both institutional and MS priorities was also noted as key to framing projects in line with IOM strategic communication goals for strengthening the migration narrative by addressing the need for accurate narratives about migration.<sup>23</sup>

### 3.2.Coherence

The Fund was found to have a strong alignment with other migration initiatives and priorities both within and outside the IOM. A gap was noted in relation to the lack of cross-project communication and sharing of research and data among Fund projects. Although there was no standardized approach to beneficiary engagement for the whole project process, the views of both direct and indirect beneficiaries were reported as having been integrated into Fund projects. Engagement was stronger in the implementation phase than in the design phase. Cooperation, collaboration and synergies with other projects and partners were said to have leveraged resources and expertise, but it largely depended on project design and implementation needs. Limited funding, short project timelines, and competitive dynamics reduced cooperation.

#### **4. How well does the IOM Development Fund complement and align with other migration management initiatives and priorities, both within and outside the IOM (i.e. including global and local development agendas, policies and strategies related to migration management and sustainable development)?**

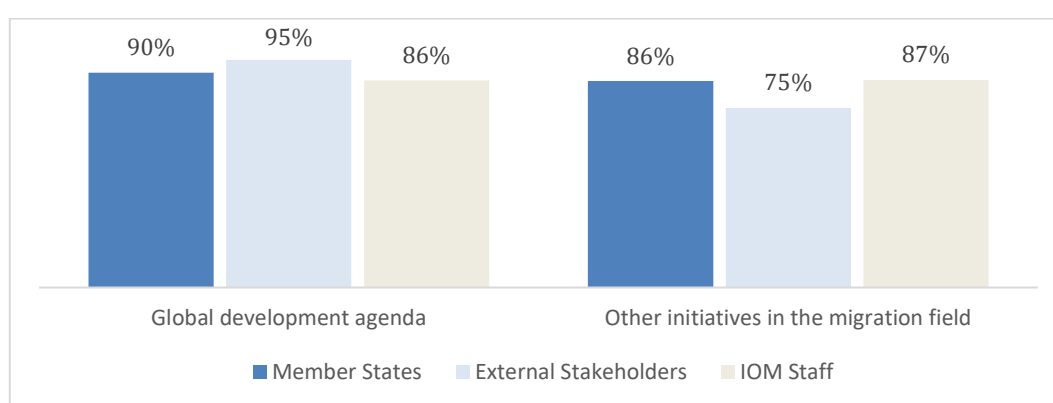
The Fund was found to have a strong alignment with other migration initiatives and priorities both within and outside the IOM. This was reflected in the meta-evaluation summary, where Coherence was rated as the second highest criterion (77 percent) in the evaluations of 115 Fund projects conducted between 2012 to 2024, as seen in figure 2 above (see Annex 5 for further information).

<sup>22</sup> IOM (2020), *Institutional Strategy on Migration and Sustainable Development*: <https://publications.iom.int/books/iom-institutional-strategy-migration-and-sustainable-development> and IOM (2021), *Institutional strategy on migration, environment and climate change 2021–2030*, [https://environmentalmigration.iom.int/sites/g/files/tmzbd1411/files/documents/IOM-Institutional-Strategy-MECCC\\_0.pdf](https://environmentalmigration.iom.int/sites/g/files/tmzbd1411/files/documents/IOM-Institutional-Strategy-MECCC_0.pdf)

<sup>23</sup> See Global Migration Media Academy (GMMA): <https://www.iom.int/global-migration-and-media-academy-gmma-media-training-platform-strengthen-ethical-and-accurate-reporting-about-migration>

**External coherence:** Projects were generally closely aligned with national strategies and as well as other regional policy frameworks, as described above. For example, Albania’s project on developing and implementing a New National Strategy on Migration and Action Plan (2022 – 2024) ensured complementarity with government priorities as well as EU integration goals.<sup>24</sup> Projects were found to be in line with global initiatives such as the GCM and the Sustainable Development Goals (SDGs), as demonstrated by the high rating from survey respondents (86-90 percent) of the alignment of the Fund with the global development agenda. Alignment with other initiatives in the migration field was rated lower (75 percent -87 percent), possibly reflecting some concerns highlighted by stakeholders interviewed about challenges in alignment, such as the nature of the Fund projects, i.e. limited funding and short project timelines in addition to competitive dynamics,<sup>25</sup> could contribute to less alignment externally than desired.

*Figure 5: Level of alignment of the Fund with global development agenda and other initiatives in the migration field (source: MS survey, n=40; external stakeholder survey, n=12; IOM staff survey, n=1179)*



The Fund was seen as having complemented other funding mechanisms and donors, such as the MPTF, offering flexibility to address underfunded areas of migration as well as bridging gaps for ongoing initiatives. For example, MECC projects in Central Asia<sup>26</sup> demonstrated complementarity with projects funded by PRM, ensuring a consistent multi-year approach for IOM to MECC programming. In Mexico, a Fund project<sup>27</sup> was designed to support local policy and law development (e.g. the state of Oaxaca’s law on internal displacement) and, through coordination with the Pan American Development Foundation, aligned with the broader regional priorities.

**Internal coherence** with other IOM projects was also found to be strong and assessed as higher than external coherence by IOM staff interviewed. This was also confirmed by the meta-analysis summary (see annex 5). Fund projects fostered coherence by aligning projects with IOM objectives and global frameworks (see EQ 3), as well as building complementarity among initiatives, such as in labour migration, MECC and migration governance. The Fund’s support for Migration Profiles provided a basis for further projects and initiatives for IOM, governments and other actors, according to IOM staff and stakeholders. Similarly, some Fund projects were reported as having been designed to complement

<sup>24</sup> In this case aligning with EU integration goals by including asylum-seekers and refugees into a pillar of the migration strategy. Project (AL10P0520 / PO.0195).

<sup>25</sup> Competitive dynamics meaning that development and migration actors compete for the funding from the same donors, also competition between UN agencies has been long recognised, see: UN (2006), *Funding for United Nations Development Cooperation*: [https://www.un.org/esa/coordination/Funding\\_for\\_United\\_Nations\\_Development\\_Cooperation.pdf](https://www.un.org/esa/coordination/Funding_for_United_Nations_Development_Cooperation.pdf)

<sup>26</sup> Including projects: KZ10P0506 / NC.0090, KG10P0505 / NC.0048, KG10P0540 / NC.0117, TJ10P0501 / NC.0029, TJ10P0526 / NC.0067, TJ10P0543 / NC.0124, TM10P0517 / NC.0075, TM10P0546, UZ10P0524.

<sup>27</sup> Strengthening the Capacities of Federal, State, and Local Governments in Mexico to Respond to Internal Displacement with a Gender Focus (MX10P0569).

IOM ongoing work in a given area (e.g. migration governance in Albania and labour migration in Sri Lanka).

A gap in internal coherence was seen in relation to the lack of cross-project communication and sharing of research and data between Fund projects, as well as lessons learned, which was said to potentially lead to project inefficiencies. For example, on coherence between regional and national projects, more alignment was identified as potentially beneficial by stakeholders interviewed as indicated by this external interviewee: *“Currently different sectors have their own networks of learning platforms. Would be good to consolidate....there are a lot of projects but no connections....from the perspective of continual education the best way to have an impact is through alliances”*. In addition, high turnover and IOM project staff rotations were also identified as limiting the potential to create interlinkages/synergies between projects and strengthen thematic focus areas, according to IOM staff (see also EQ 9 – Effectiveness).

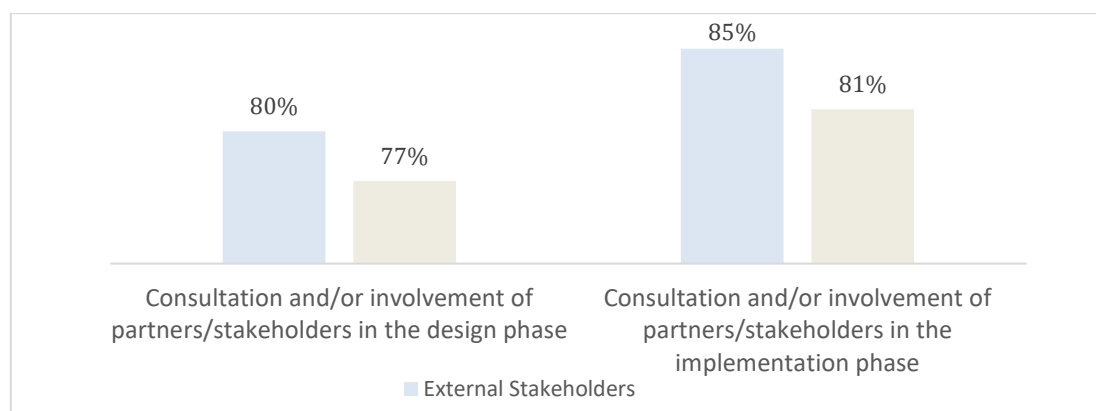
**5. What systems are in place, if at all, to collect and integrate the views of direct and indirect beneficiaries to inform the work of the IOM Development Fund and assign projects priorities both at the design and implementation phases?**

Although there was no standardized approach to beneficiary engagement for the whole project process, the evaluation found that several systems were used to collect and integrate the views of direct and indirect beneficiaries into the work of the Fund projects, varying between the design and implementation phases and across projects.

The main project stakeholders such as ministries, affiliated institutions and, to a lesser extent local government, reported having been consulted to varying degrees. As noted in Relevance (EQ 1), consultation was often more intense during project implementation phases, once the project had already been accepted. This finding was confirmed by survey results where engagement with beneficiaries was rated by both external stakeholders and IOM staff as stronger during project implementation than in design, as seen in figure 6. This was also found by the fourth evaluation of the Fund (2019):

*“Existing efforts to proactively involve the national stakeholders on IOM behalf are inadequate during the formulation and design stages.”<sup>28</sup>*

*Figure 6: Assessment of consultation / involvement of partners/stakeholders (source: external stakeholder survey, n=12; IOM staff survey, n=179)*



<sup>28</sup> IOM (September 2019), *Op. Cit.*, P.19.

Direct or indirect beneficiaries, such as migrants or host communities, were rarely consulted during the design stage, which according to IOM staff interviewed was a direct result of short project planning timelines and resource constraints (i.e. no budget available for the design phase). Several project managers (PMs) noted that achieving stakeholder “buy-in” and ensuring alignment among all parties could take up to a year. While the three-month preparation period for Fund projects was appreciated by IOM staff for preparing initial groundwork, its effectiveness was constrained by the lack of allocated funding, which limited the scope and depth of feasible stakeholder engagement.

Consultation and feedback mechanisms with project stakeholders were highest during project implementation and mostly focused on government as the main beneficiaries, with less inclusion of civil society and other indirect beneficiaries such as the migrants themselves as noted by this IOM staff member: *“From my regional role, I have not seen the engagement of beneficiary voices in Fund projects, but people who are consulted are only government and implementing partners”*.

Stakeholder engagement was often managed through a project steering committee, which provided a platform for regular consultation, as well as a mechanism for stakeholders to oversee the project and to gather feedback. This process helped build project ownership as well as allowing for adjustment or refinement of activities if needed. For example, in cases where there was a change in government priorities or where the project context changed, committees provided the necessary input to maintain or adapt the project activities, as noted by this IOM staff member: *“For all our projects we have in place a project advisory committee – this supports and oversees the project – this helps to gather the views of all involved – including civil society – and ensure that everyone is consulted”*. Questionnaires, surveys or validation meetings were reported as being used to gather feedback on project activities. In terms of a wider stakeholder consultation, some projects organized workshops and roundtables to foster engagement.

For Fund projects which were community based, consultation with community members was also mostly carried out during the early stages of the implementation phase, rather than in the design phase. For example, a project on disaster risk reduction in Kenya<sup>29</sup> used the Community Owned Vulnerability and Capacity Assessment (COVACA) tool to engage with the local community to identify their needs and to design the subsequent project activities together (this also included a gender lens element facilitating a gender analysis).

The challenges seen with stakeholder engagement were not specific to Fund projects but were also reported in other IOM projects, according to IOM staff, mainly due to the nature of relatively short projectized projects. Both government stakeholders and community beneficiaries interviewed for several projects confirmed that earlier consultation during the project design, for example to endorse the project activities and strategies, could have improved overall relevance and effectiveness, as underlined by this community member: *“this was the first consultation with the community, and we wish we were consulted earlier about the project design. This would have helped greatly”*.

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<sup>29</sup> Gender and Vulnerability-Sensitive Disaster Risk Reduction and Community Resilience in Turkana and Tana River Counties (KE10P0545 / DR.0056).

## 6. How well have IOM Development Fund projects fostered cooperation with local and international partners, local organizations for a better implementation of projects and to leverage resources and expertise in project implementation?

The evaluation found a broad range of examples of cooperation, collaboration and synergies with other projects and partners, which leveraged resources and expertise. Stakeholders, including local NGOs, other UN agencies (e.g. World Health Organization (WHO, United Nations Children’s Fund (UNICEF) and United Nations High Commissioner for Refugees (UNHCR)), and diaspora associations reported having been engaged in projects, particularly in providing technical guidance or participating in consultative processes. Consultation was also carried out through other mechanisms, such as the UN Migration Network, when active at the country-level.

Examples of deeper collaboration included a project in Mexico, which focused on migration management and brought together IOM, United Nations Officer on Drugs and Crime (UNODC), and national government stakeholders to enhance coordination on smuggling and trafficking issues.<sup>30</sup> Academia also played a key role in some projects, particularly in MECC and health related projects, leveraging their expertise. There were only a few examples of cooperation reported with the private sector; an example of positive private sector involvement was a project in the Maldives which worked closely with the main tourist association and key tourist businesses on migrant health.<sup>31</sup> There was a noted underutilization of their technical expertise, such as for diaspora projects, according to IOM staff and external stakeholders.

Relationships with local organizations such as the National Red Cross Red Crescent Societies, local NGOs or local branches of international NGOs (such as World Vision) were found to help enhance outreach to local communities primarily through their role as project implementers, in addition to building capacity and common efforts, as noted by this staff member *“For this project the key agencies were WHO, UNICEF and the Red Cross. We worked with them and the project allows you to move from just attending joint meetings with them to being able to contribute and add value in those discussions”*. A limitation noted on the collaboration with local organizational stakeholders was that their involvement was often limited to a supporting role for project implementation with very little strategic collaboration.

However, as noted in EQ 4, limited funding and short project timelines, in addition to competitive dynamics, reduced cooperation as underscored by a statement from an IOM staff member: *“there should be more cooperation than there is. With other UN agencies we have cross cutting issues, and we may consult them but not necessarily”*. Deeper collaboration with local and international partners was also said to have been hindered by limited project budgets, as noted by this IOM staff member: *“A limiting factor is how small the fund is in grand scheme of things. International partners want to see major interventions of say \$100,000 and \$80,000; but from our project budgets we are coming with much less”*. This constraint also applied to collaboration with the MPTF and the country UN Development Assistance Frameworks (UNDAF). Both were highlighted as important mechanisms to encourage UN agencies to work together and while Fund projects were seen to align to these frameworks, the Fund was seen as limited in being able to position IOM to fully benefit from them. At the same time, some exceptions were seen, such as in the Maldives where the Fund projects supported positioning better the IOM within the UN system (see EQ 21).

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<sup>30</sup> Strengthening Capacities of Government of Mexico to Develop and Implement National Counter Smuggling Strategy (MX10P0519/IB.0279).

<sup>31</sup> Maldives: Supporting Migrant Health Data Collection and Management in Tourist Resorts (MV10P0512 / MA.0564).



### 3.3. Effectiveness

The Fund's guidelines were reported as being clear and supporting implementation of projects. At the same time, some CO staff perceived them as rigid, with calls for greater flexibility and autonomy to adapt projects to local needs and improve effectiveness. Most Fund projects were assessed as achieving their objectives and delivering results, particularly in the areas of policy development, institutional strengthening, community development and engagement and migrant protection and livelihoods. Insufficient knowledge sharing, high staff turnover, and limited ownership of evaluations were said to have hindered the integration of lessons learned across projects, an issue that was already partially addressed by the Fund through the management response process. Efforts to incorporate cross-cutting themes varied, but improvements had been initiated. Visibility efforts were uneven, with some impactful initiatives but there were limited overall promotional activities of Fund projects given that it has only recently become a recommended budgeted activity. PRIMA was recognized as a valuable tool for project management and monitoring, yet issues were seen with its complexity, usability, and connectivity.

#### 7. The Fund's criteria and guidelines effectively support project implementation and management?

The Fund's criteria and guidelines<sup>32</sup> were widely regarded as providing a robust framework for project implementation and management, contributing to high-quality project design and accountability. Many IOM staff highlighted the clarity, detail, and rigor of the guidelines as instrumental in ensuring effective project design, sound financial management, and comprehensive planning. The competence of the Fund staff, along with the technical support and guidance they provided to project teams, was highly appreciated and recognized as a key factor in maintaining high quality standards across projects (see EQ 15).

However, IOM CO staff frequently highlighted challenges associated with implementing the Fund's guidelines, particularly regarding the requirements for project revisions and the rigidity of the process. These concerns were raised in both survey responses and interviews, with staff requesting greater flexibility and autonomy to adapt project implementation to local contexts and address delays effectively. Comparisons were often drawn with funding guidelines of other donors, which were perceived as having fewer requirements and less need for approvals. The following comments from IOM staff illustrate these points:

*“Project design is extremely thorough and rigorous and can take months to implement the guidelines, and priorities can change on the ground”.*

*“Any change in the project needs approval and is an extra step in the process and limits autonomy of PM to respond to the needs on the ground”.*

*“The form's rigid structure for indicators, outputs, outcomes, and activities often forces revisions that alter the intended meaning. Frequent back-and-forth leads to submitting what is expected rather than what was originally intended”.*

The Fund processes are further discussed under section 3.4. Efficiency.

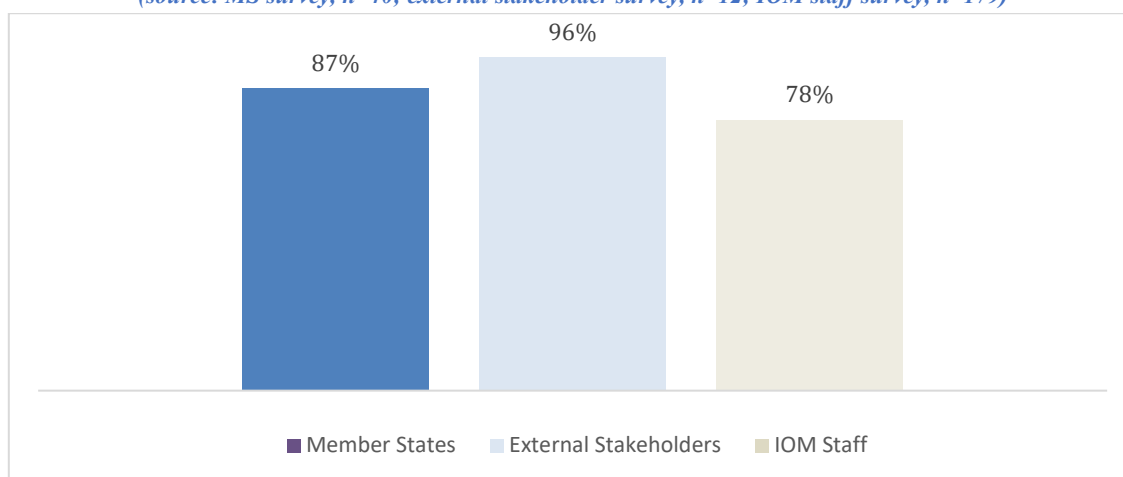
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<sup>32</sup>Including the following main guidance: IOM (2024), *IOM Development Fund Guidance Note 2024*; IOM (2024), *Financial Guidelines for IOM Development Fund Projects 2024*; IOM (2024), *Evaluation Guidelines for IOM Development Fund Projects*.

## 8. To what extent have the projects funded achieved their stated objectives and met the Member States' expectations in managing migration and improving the socio-economic conditions and well-being of the benefiting populations?

For the period under review, most Fund projects were seen as having met their stated objectives. Of the survey respondents, 87 percent of MS, 96 percent of external stakeholders and 78 percent of IOM staff confirmed that the Fund projects that they had been involved with had achieved their objectives, as seen in figure 7. This was further supported by the meta-evaluation summary, where Effectiveness was rated as 68 percent;<sup>33</sup> the fourth evaluation of the Fund (2019) found that Fund projects reached their objectives in almost 80 percent of projects.<sup>34</sup>

*Figure 7: Perceived level of achievement of the objectives of Fund projects that survey respondents were involved with (source: MS survey, n=40; external stakeholder survey, n=12; IOM staff survey, n=179)*



Overall, the projects demonstrated positive outcomes in migration management and improving socio-economic conditions for beneficiaries. This met MS' expectations, particularly in the areas of policy development, institutional strengthening, community development and engagement and migrant protection and livelihoods, based on MS feedback from interviews, the survey, meta-evaluations and MS statements during IOM Standing Committee on Programmes and Finance (SCPF).<sup>35</sup> This feedback showed achievements across a range of areas with the following emerging as key areas:

**Strengthened migration governance and policy development:** This marked the most significant progress for the Fund between 2020 to 2024, as evidenced by the available data. The Fund's reporting indicated that 40 percent of all projects completed in 2022 and 2023 included a policy development component.<sup>36</sup> The alignment of Fund projects with the SRF was also strongest for the migration policy long-term outcome, as illustrated in figure 4. Policy development efforts supported by the Fund (including policies, frameworks, action plans, road maps and guidelines) have included a range of migration-related areas such as labour migration, health, reintegration, protection and human trafficking, diaspora, development and mobility (including climate-related migration), among others. In addition, these projects complemented advancements seen in migration governance, such as supporting the establishment of the "Whole-of-Government" approach through cross-ministerial mechanisms (e.g. committees and working groups) and initiatives such as on migration data.

<sup>33</sup> Of note, the Effectiveness criterion scoring as reported in the meta-evaluations was based on several evaluation questions for the project evaluations and not only an assessment of the achievement of the project's objectives. These additional questions were on the quality of the achievements and on the addressing the main challenges and opportunities identified for securing results.

<sup>34</sup> IOM (September 2019), *Op. Cit.*, p. 5.

<sup>35</sup> See: <https://governingbodies.iom.int/standing-committee-programmes-and-finance>

<sup>36</sup> IOM (April 2024), *Op. Cit.*

**Institutional strengthening:** Most projects included activities of institutional strengthening that reinforced the skills and knowledge of migration practitioners in migrant management across a range of thematic areas. Institutions were also strengthened through the implementation of systems and technological solutions for border management, protection, labour migration and migration data in general. The Fund reported that in 2023, 12 percent of projects included a technology element.<sup>37</sup>

**Migrant protection and livelihoods:** Achievements of the Fund were also identified that directly benefited migrants. These included economic empowerment of migrants, such as those impacted by climate change, economic crises, natural disasters and conflict. In addition, projects supported particularly vulnerable groups such as survivors of trafficking through increased protection policies, systems and mechanisms. Socio-economic conditions of labour migrants were improved in many countries through stronger regulatory frameworks and systems, supporting ethical recruitment, in addition to ensuring that labour migrants were aware of their rights. This reflected that labour migration was a strong thematic of projects, with 51 projects for 2020-2024, the second highest after MECC (see figure 3 under Relevance Section).

**Community development and engagement:** Although community development was only the focus of 23 projects (see figure 3), community elements and engagement were present in a broader range of projects including health, MECC, return and reintegration and protection. Successful community engagement also included diaspora projects that mobilized resources for local development. As highlighted in this report (see EQ 20), some projects also successfully promoted conflict prevention amongst communities, including migrants and host communities.

Other achievements identified included strengthening migration knowledge, building partnerships and supporting the positioning of IOM as an expert and key actor in the migration arena.<sup>38</sup> The achievements in terms of extending and replicating projects' successes through seed funding is discussed in the Sustainability Section.

As noted in the meta-evaluation summary, the most successful Fund projects, in terms of approaches, were those that incorporated participatory methods, strong stakeholder engagement and follow up mechanisms, in addition to adaptive strategies to overcome obstacles such as changing government counterparts or unforeseen challenges such as the COVID-19 pandemic (see annex 5).

In a few projects, where objectives were not achieved, the above feedback also identified several challenges that hampered their effectiveness. These included overly ambitious project goals, inadequate follow-up and external factors such as a change in political leadership/government. The relatively short-term nature of the projects (between 1- 2 years) and the limited budget were also highlighted.

### ***9. How effectively has the Fund integrated lessons learned from previous project cycles, evaluations and reviews into the design and implementation of current projects?***

The Fund was found to have struggled to effectively integrate lessons learned from previous project cycles, evaluations and reviews into the design and implementation of current projects, although this was seen to be improving.

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<sup>37</sup> *Ibid.*

<sup>38</sup> Also identified in IOM (2023), *Added Value of the IOM Development Fund*:  
[https://www.iom.int/sites/g/files/tmzbd1486/files/developmentfund/reports/added-value-of-the-fund\\_online\\_final\\_updated.pdf](https://www.iom.int/sites/g/files/tmzbd1486/files/developmentfund/reports/added-value-of-the-fund_online_final_updated.pdf)

While IOM Project Handbook<sup>39</sup> recommended the integration of “lessons learned” from previous project cycles into the design of current projects to improve project design and implementation, this was found to have limited success with Fund projects. While the Fund was committed to carrying out regular and systematic evaluations (currently 50 percent of all projects), there was limited evidence that lessons learned were considered, or project recommendations systematically used by IOM staff designing and implementing new Fund projects. Nevertheless, progress was noted in terms of evaluation lessons learned and recommendations being integrated into the Fund Unit’s project management. For example, the project evaluations consistently highlighted the weaknesses in sustainability in projects which was subsequently reinforced by the Fund Unit in their project proposal template and guidelines.<sup>40</sup>

These limitations were attributed to several factors, including the absence of a dedicated knowledge-sharing platform or mechanism to efficiently compile and disseminate lessons learned across projects. This gap hindered the ability to capitalise on insights and best practices, reducing opportunities for organizational learning and continuous improvement. This was also previously documented in the fourth evaluation of the Fund (2019) “...the mechanism or platform to enable effective exchange of knowledge, best practices related to effectiveness and impact are missing.”<sup>41</sup>

Many IOM staff interviewed indicated that lessons learned were not systematically shared or easily accessible. No staff mentioned using IOM Peer Exchange and Learning on Migration (POEM) Platform for the purposes of Fund projects. In addition, staff reported relying on personal initiative to research previous projects or to reach out to PMs for information. Although the information was available on PRIMA, in evaluation reports or summaries, IOM staff were reported not necessarily consulting PRIMA for this purpose. High staff turnover, driven by the projectized nature of funding, was also mentioned as significant barriers. Turnover often led to a loss of institutional knowledge, making it challenging to institutionalize lessons learned and apply them effectively in future projects.

The limited ownership of the evaluation process by COs was also noted as a limitation by the COs themselves. This was considering that the project evaluations were only carried out after project completion, and often up to year after, therefore only valuable for future programming and not directly useful for the projects. In this respect, the Project Performance Reviews (PPR), carried out by the Fund team, were more useful for adjusting the focus and activities during the project implementation, according to CO staff. The management response process managed by the Fund Unit had supported better use of the evaluation findings but there was limited evidence to suggest that COs were using the project evaluations to improve their project design and approaches.

There were, however, instances where lessons from specific projects were shared and applied, such as the labour migration projects in Sri Lanka or the project on sistering approaches to migration in Mexico which was informed by lessons learned from previous sistering initiatives in economic and professional sectors.<sup>42</sup> An active involvement of a Regional Thematic Specialist (RTS) in Fund projects, for example on MECC or labour migration, was also noted as a stimulating greater use of lessons learned in project design and implementation through the RTSs broader perspective of active regional projects and thematic work. Further, the Fund team was valued for their provision of individual and group briefings, as well as specific training on Fund project management for project staff. These briefings and trainings also highlighted best practices and lessons learned. The Fund team also shared

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<sup>39</sup> IOM (2017), *IOM Project Handbook*.

<sup>40</sup> See for example, IOM (2024), *IOM Development Fund Guidance Note 2024*.

<sup>41</sup> IOM (September 2019), *Op. Cit.*, p. 30.

<sup>42</sup> Establishing “Sister Cities” in Mexico for the Integration of Migrants (MX10P0501 / IS.0022).

the lessons learned reviews with project developers which are also available on the Fund website, and through the Fund News Alerts every quarter.

## 10. How effectively do the projects integrate cross-cutting themes?

The integration of the cross-cutting themes demonstrated varying degrees of effectiveness and several challenges, such as the lack of an intersectional approach and the inability to move from basic inclusion to a more substantive transformative approach.<sup>43</sup>

Gender and RBA were the themes that were most consistently integrated into Fund projects. Gender was included through the mandatory guidelines for project development concerning the Gender Marker, with all Fund projects since 2017 required to demonstrate at least a 2a marker linked to gender mainstreaming.<sup>44</sup> Therefore, all projects in the period under review were 2a compliant on paper, with many aiming to encourage the inclusion of women in activities such as in committees or trainings, monitored through sex disaggregated indicators.

The 2021 review of the Gender Marker within Fund projects found that proactively integrating gender considerations into Fund projects through the Gender Marker did increase the likelihood of women participating in Fund projects<sup>45</sup> and could be considered as “Gender sensitive”. However, the application of the 2a marker was seen by some IOM staff as “a tick box” or superficial approach to gender mainstreaming, for example, aiming to ensure a balance of female and male participation in activities as opposed to being “likely to make a significant contribution to gender inequality.”<sup>46</sup> This reflected different understandings of gender mainstreaming, as the 2021 review confirmed “more systematic guidance on gender mainstreaming and reporting would help avoid inconsistencies in the level of gender mainstreaming across projects.”<sup>47</sup> According to the independent assessment conducted by the Multilateral Organisation Performance Assessment Network (MOPAN) of IOM in 2023, this was an issue across IOM.<sup>48</sup> As of end 2024, IOM was working on revising the Gender Marker.

However, there were several notable exceptions to this, where projects aimed to achieve the 2b category (gender specific projects), in addition to those projects which emphasized the participation of women and other vulnerable groups (e.g., indigenous women, female traffickers and widows ).<sup>49</sup>

Another issue raised by IOM staff was the consideration of gender as a binary concept and women as a homogeneous group. Little attention was said to have been paid to the intersectionality with other vulnerable attributes (e.g. age, race, etc.) and how these create interdependent systems of

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<sup>43</sup> IOM defines a gender transformative approach as “Taking necessary measures and addressing structural barriers or root causes of existing gender inequalities, with a focus on harmful gender norms, and with respect for different perception and experience and consideration of outcomes and impact. Taking action to achieve gender equality includes promoting shared power, control of resources and equal participation in decision-making tables, which leads to transformative change”, IOM (2023), Gendered Reintegration Experiences and Gender-Sensitive/Responsive/ Transformative Approaches to Reintegration Assistance, P. 3.

<sup>44</sup> See: IOM (2024), *IOM Development Fund Guidance Note 2024*, p. 5

<sup>45</sup> IOM (May 2021), *Review of IOM Development Fund Projects – Focus on IOM Gender Marker, 2019-2020*.

<sup>46</sup> “IOM Gender marker Code 2a: Projects that sufficiently include gender in all three of the following: Needs Assessment, Outputs, Activities, and whose main objective does not focus on addressing gender inequality (but gender inequality is addressed as one part of the overall project). These projects are likely to make a significant contribution to gender equality,” IOM (2018), *Gender Marker Guidance*, 2018, p. 2.

<sup>47</sup> *Ibid*, p. 39

<sup>48</sup> “While gender analysis is clearly taking place as mandated, it appears to be uneven in depth and quality across the organisation”. MOPAN, (2023), *MOPAN Assessment of the International Organization for Migration*. P. 51. <https://www.mopanonline.org/assessments/iom2022/index.htm>

<sup>49</sup>For example; DP.2834 (focus on gender – distinguished between displaced indigenous women urbanised women); IB.0346 (included specific profiles such as indigenous populations, women, children and youth and persons with vulnerabilities; IB.279 (in the training considered gender and vulnerabilities not just for women and children, but also for non-accompanied children and persons with disabilities and distinguished difference of female victims of trafficking and the roles that women take in the role of smugglers/traffickers).

discrimination. This was a gap identified across IOM projects and programming and IOM has produced guidance in 2024 in response.<sup>50</sup>

Some projects were noted as including vulnerabilities in the project design. For example, the integration of vulnerable persons into committees, addressing their specific needs in training, or through the purchase of a specialised keyboard for specific audiences. Specific vulnerability guidelines were not available for the period under review, but a policy framework was being developed by IOM in line with the UN policy framework.

RBA was found to be a consistently integrated theme of the Fund projects, mainly as a result of the natural alignment of the projects with vulnerable groups such as displaced persons and the wider global framework of the 2030 SDG agenda. While often included in the project design, the point was made by staff that RBA integration was based primarily on the nature of the initiative and awareness of PMs rather than a systematic approach.

Some small environmental concerns were highlighted, e.g. in some MECC projects (such as the minimization of plastic use). However, this was the weakest of the cross-cutting themes to be integrated and there was a widespread lack of understanding as to what this constituted or how it should be considered in relation to project design (see also EQ 25). No guidelines on the environment were available for project developers as of mid-2024. As described in EQ 25, the Fund had supported an organization-wide initiative in these areas in 2024.

#### **11. How effectively has the Fund conducted its visibility and promotional activities, and how have these efforts contributed to its overall operational effectiveness and impact?**

The Fund was found to have achieved some successes in its visibility and promotional efforts. There were some noted examples having enhanced its operational effectiveness and localised impact at least in the short term. However, overall visibility efforts were variable across the projects. It should also be noted that only since 2023 the Fund team has requested Fund projects to include a budget for visibility activities (up to 5 percent).

For the period of this review, the visibility and promotion activities of the Fund projects varied, often based on the types of projects and their aims. For example, projects which focused on deliverables such as research reports or finalized policies, were able to attain broader visibility and promotion through activities such as launches of deliverables that were open to the media and public. A notable example a project that aimed at preventing conflict organised a peace tournament (football competition) that included the participation for communities that had previously been identified as conflicting.<sup>51</sup> IOM was able to enhance its credibility through the promotional display of the IOM logo, which could create long-term visibility for this project, as noted by a number of those interviewed: *“you can see IOM logos all over the place and they are in the “good books” with the county government”* (Local government representative) ... *“Visibility was part of what we did. .. and it enhanced the impact. The tournament between formerly conflicting communities was very successful; 80 percent may not remember IOM for anything else but will remember us for this - sport activities between two counties formerly in conflict.”* (IOM staff).

Another notable example of visibility efforts was the implementation of specific campaigns supported by the Fund, such as the 2023-2024 initiative in the city of Geneva, where photos and stories were showcased in public areas. The Fund also supported online campaigns, such as “Look Forward, Give

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<sup>50</sup> See: IOM (2024), *IOM Intersectional Gender Analysis Toolkit*: <https://publications.iom.int/system/files/pdf/pub2024-073-r-intersectional-gender-analysis-toolkit-en.pdf>

<sup>51</sup> Enhancing Peace through the Prevention of Natural Resource-based Conflicts in Northwestern Kenya, 2020- 2024 (NC.0086).

Back”, focusing on diaspora engagement and “Think of Tomorrow, Act Today” addressing climate change and mobility.<sup>52</sup> The latter campaign was featured at the Twenty-eighth Conference of the Parties to the United Nations Framework Convention on Climate Change (COP28), where it highlighted the human dimension of climate migration.<sup>53</sup>

Nevertheless, overall visibility efforts were low within many of the projects and promotional activities reported as limited. Many were noted as relying on basic materials such as IOM leaflets and pens, demonstrating little evidence of any strategic alignment. This was also said to have limited a broader recognition of the Fund’s work. Further, some projects were less appropriate for visibility and promotion, such as supporting internal migration systems and mechanisms with MS.

Challenges noted included the difficulties of funding promotional activities with a small budget, which was said to have constrained visibility efforts. For example, the additional cost of field visits to collect impactful stories from project beneficiaries was seen as hindering by one staff member (which from 2023 should now be possible with the visibility budget). However, IOM staff also increasingly understood the importance of visibility efforts, as stated by this IOM staff member: *“it is important to have presence, the brand is important as we are not always “there”, i.e. we are not always present, if we don’t have funding. Promotional activities are important”*.

## **12. How effective is PRIMA as an analytical, management, and monitoring tool in enhancing the Fund’s performance?**

PRIMA was found to be a valuable and effective tool by staff for managing and monitoring the Fund’s projects, however some challenges were reported as influencing its effectiveness. PRIMA was noted as an IOM (compulsory) project management tool used to centralize project documentation and to monitor progress (against the Results Matrix) and project expenditures. It was generally accepted as a critical tool for financial reporting and project visibility by providing a clear overview of the status of projects and activities, and through tracking, accountability for different aspects of projects. It was also noted that PRIMA enabled access to past projects and evaluations which could help foster the replication of successful initiatives and provide access to insights from other projects, even though PRIMA was not necessarily being used for this purpose (see EQ 9). Several IOM staff mentioned that PRIMA was particularly valuable in the initial phases, to understand how to submit an acceptable project proposal.

A few challenges were noted by IOM staff in relation to PRIMA’s effectiveness as a project development and monitoring tool. It was not perceived as a user-friendly “day to day” tool. Many staff described it as difficult to navigate with too many different approval and revision steps (between COs, ROs and HQ), resulting in a cumbersome and time-consuming process with limited usability for project development. Several staff members also admitted to avoiding the platform for project planning and execution. Instead, alternatives such as working offline, relying on spreadsheets or Word document, or only uploading the documents when they were completed, using PRIMA as a final document repository only.

Poor connectivity was also mentioned as a reason for the inconsistent use of PRIMA in various regions. In addition, variability was also noted in the amount of capacity and training provided on PRIMA, which meant that some staff members remained unfamiliar with the use or benefits of the platform. Nevertheless, it was also noted that PRIMA had been enhanced, with a more user friendly and streamlined interface. Further, the Fund team was credited with offering considerable support to PMs

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<sup>52</sup> See: <https://lookforwardgiveback.iom.int/> and <https://acttoday.iom.int/>

<sup>53</sup> As reported in IOM (April 2024), *Op. Cit.*, p. 3



and other CO staff in supporting them with the use of PRIMA for project management. It was also recognized that the Fund was the first unit within IOM HQ to use PRIMA consistently. Consequently, many staff members in other departments were said to be benefiting from the piloting carried out by the Fund for their project management after its adoption across the organisation.

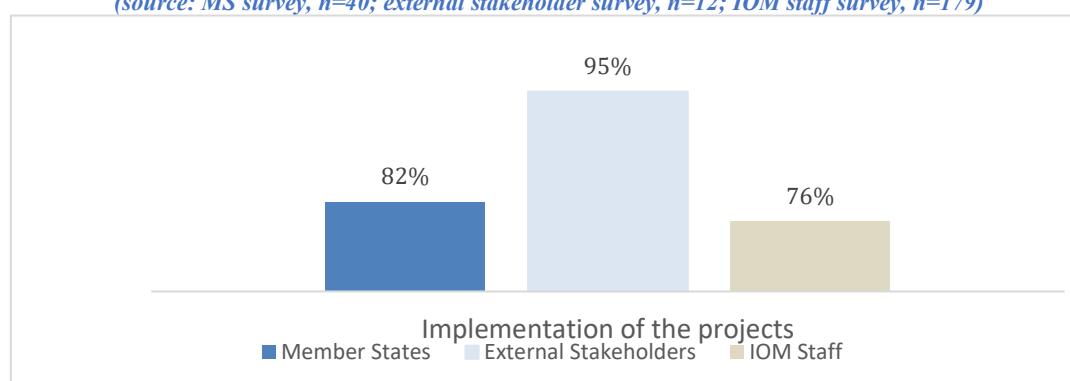
### 3.4. Efficiency

The allocation and utilization of human, financial and other resources for Fund projects was generally found to be efficient. The burn rate for completed Fund projects was 90 percent, indicating that the PMs were largely efficient in managing their project budgets. One of the most significant challenges identified in efficiency was the 30 percent budget cap for staff and office costs, which did not match the nature of many Fund projects, such as policy development, implementation, capacity development, and training, which were human resource intensive. For the period under review, 55 percent of the Fund projects were completed within the specified timeline, with 45 percent requiring a no-cost extension (NCE), an improvement from the previous period evaluated (2015-2019), where 70 percent of projects required an NCE. The Fund unit was recognized as highly efficient in managing the Fund, but for the period under review, staffing levels and budgets were inadequate to meet the operational demands and expectations of the Fund. The design and development phase of projects was perceived as efficient although project proposals required multiple revisions and consultations between the Fund team, COs and ROs creating inefficiencies. MS were generally satisfied with the provision of information and reporting processes. Feedback provided to COs when projects were rejected was reported as minimal.

#### 13. How efficiently were financial, human, and other resources allocated and utilized in the implementation of projects funded by the IOM Development Fund?

The allocation and utilization of human, financial and other resources for Fund projects was generally found to be efficient, with some challenges identified. As seen in figure 8, the implementation of the projects was assessed highly by survey respondents (between 76-95 percent), implying that the resources were being used efficiently. This was also confirmed in interviews, with IOM staff more critical on the use of resources, as reflected in the survey results.

*Figure 8: Assessment of the implementation of Fund projects  
(source: MS survey, n=40; external stakeholder survey, n=12; IOM staff survey, n=179)*



A measure of efficiency used by the Fund projects (and within IOM in general), was the burn rate, which represents the actual expenditure against the planned budget. For the Fund projects completed



in the period under review, the burn rate was 90 percent.<sup>54</sup> By comparison, IOM Asia and Africa Regional Migration programmes funded by PRM (focused on migration management) have reported burn-rates of 84 percent (2020-24) and 76 percent (2018-22) respectively.<sup>55</sup> This indicates that the PMs were largely efficient in managing their project budgets, i.e. in monitoring project expenditure and then readjusting activities to reallocate budgets accordingly. According to CO staff, budget adjustments were sometimes not made given that they perceived budget revisions as lengthy and complex, as described under EQ 7.

One of the biggest challenges reported by IOM staff regarding the use of financial resources was the capped 30 percent budget allocation for staff and office costs, which was perceived as a limitation to project efficiency. Many CO staff indicated that this allocation was insufficient, particularly for projects focused on policy development, implementation, capacity development, and training, areas that were highly human-resource intensive and required significant additional staff time for coordination. The rigidity of the 30 percent cap prevented flexibility in reallocating funds to meet increased staffing needs, potentially compromising the project results. Moreover, this constraint implied that rather than developing staff capacities, external consultants were relied upon for key project tasks. This could include coordination, training, and policy development as their fees could be charged under operational budgets rather than as staff costs. CO Staff further noted that the 30 percent cap was unique to Fund projects, as per the Fund Council Resolution and not a general IOM project policy. This was corroborated by the IOM Project Handbook, in its guidance on budgeting staff and office costs:

*“Although it is sometimes recommended that staff and office costs not exceed 30–35 per cent of the total budget, do not feel constrained by that limit if a percentage greater than 30 per cent can be justified. There is often a general tendency to underestimate staff and office costs.”<sup>56</sup>*

Three additional challenges were highlighted by RO and CO staff in relation to the utilization of financial resources:

- The lack of contingency funding to support a response to the challenges encountered by Fund projects such as evolving project needs or unforeseen costs emanating from situations such as inflation and currency exchange fluctuations, or changes in government administrations and priorities, as well as unforeseen interferences such as natural disasters, conflicts or pandemics.
- The unfunded three-month preparation period prior to project launch was also an issue identified by CO staff interviewed. This period was appreciated by CO staff as it allowed the CO to begin the project planning, prepare ToR for staff and consultants, establish steering committees with key stakeholders, etc. However, the fact that the period was unfunded, any work was carried out on a voluntary basis by existing CO staff and not the planned PM. These existing CO staff were not necessarily directly linked to the project or its implementation. This is an issue for all IOM projects due to the projectized nature of the organization.
- When an NCE was granted, it was not possible to convert some of the remaining budget to cover the staff and office costs to ensure that through the extension period, the existing PM could continue to manage the ongoing project and finish it efficiently. This lack of additional funding meant that projects relied on the voluntary contribution of staff members and their

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<sup>54</sup> Based on an analysis of 173 completed Fund projects between 2019-2024 (source: data from Fund Unit).

<sup>55</sup> IOM (2024), *Mid-term External Evaluation of the Asia Regional Migration Program*, p. 22; IOM (2023), *Evaluation of the Africa Regional Migration Program*, p. 28.

<sup>56</sup> IOM (2017), *Op. Cit.*, p. 171.

salaries were covered through funding from other projects. This often led to a conflict for project staff managing multiple projects at the same time and often deprioritizing the Fund project activities due to lack of time. While this was acknowledged as a wider problem faced within IOM as a projectized organization, it was also shown as leading to inefficiencies in Fund projects.

#### **14. Have the projects been implemented within the specified timeframes, and how did any delays affect the overall efficiency of the Fund’s interventions?**

For the period under review, 55 percent of Fund projects were completed within the specified timeline, with 45 percent requiring an NCE.<sup>57</sup> This was an improvement from the previous period evaluated (2015-2019) where 70 percent of projects were reported as requiring an NCE.<sup>58</sup>

There were four main reasons for the NCEs, as reported by the Fund team and confirmed by the survey, interviews and Fund project evaluations (meta-evaluation summary):

- The COVID-19 pandemic, which caused interruptions and work delays globally, mainly in 2020 and 2021 with some 50 percent of Fund projects estimated as facing delays as a result.<sup>59</sup>
- Delays in working with host governments, including changes following elections and/or political priorities, in addition to challenges linked to securing government validation and participation.
- Internal delays in the project process related to the project changes (including changes to the PM or government focal points) and the consequent approval processes.
- Too ambitious and unrealistic timelines of projects, not sufficiently considering the preparatory work needed, such as securing political buy-in, conducting consultations, or planning sustainability (further described in section 3.6. Sustainability).

The delays experienced affected the overall efficiency and effectiveness of project outcomes in several ways. Many projects started actual activities later than planned and this then reduced the time available for activity implementation. As described under EQ 13, the three-month preparation period helped to mitigate these delays (even if unfunded). Nevertheless, it often meant that projects could not fully achieve their objectives within the specified timeline or required follow-up activities, which went beyond the project end date. As described above, changes in PM staff or government focal points could also result in delays (and possibly NCEs), as they required a period of adjustment for new staff to engage in the project activities such as rebuilding stakeholder support, for example. This was also said by IOM staff and stakeholders to influence the momentum of the project.

#### **15. How efficient is the IOM Development Fund Unit in managing the Fund, including project administration, reporting, and procedural application?**

The Fund unit was recognized as highly efficient in managing the Fund with strong coordination and effective project oversight. This was reflected in the assessment of surveyed IOM staff which reported a rating of 79-83 percent for different aspect of Fund support. This also corresponded to the assessment of surveyed MS which provided a rating of 83 percent for the management of the Fund by the Fund Unit. The fourth evaluation of the Fund (2019) also found the administration and management of the Fund “*Highly Satisfactory*”.<sup>60</sup>

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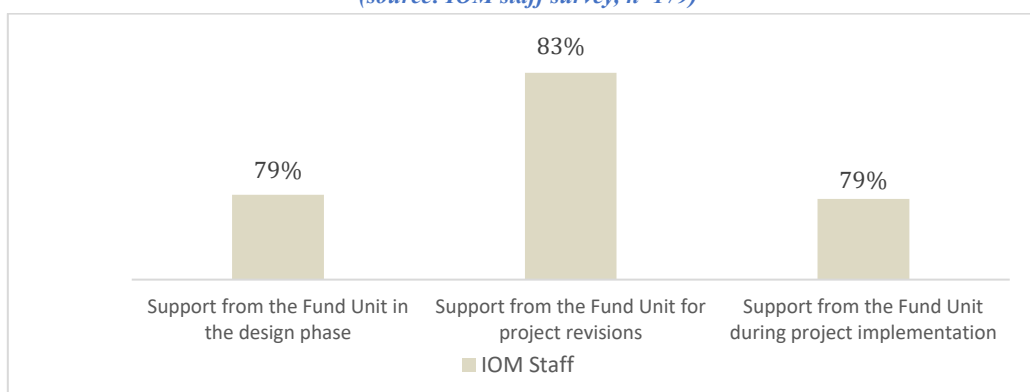
<sup>57</sup> 182 out of 402 projects that have been completed between 2019 to 2024 required a NCE (source: data from Fund Unit).

<sup>58</sup> IOM (September 2019), *Op. Cit.*, p. 25

<sup>59</sup> IOM (February 2023), *Evaluation of IOM Strategic and Operational Response to the COVID-19 Pandemic*, p. 29.

<sup>60</sup> IOM (September 2019), *Op. Cit.*, p. 4.

*Figure 9: Assessment of the Fund Unit's support by IOM staff  
(source: IOM staff survey, n=179)*



The Fund team was recognized for a few strengths by IOM staff, external stakeholders and MS. These included:

- High level of technical expertise and responsiveness in guiding ROs and COs through the different project processes.
- The depth of institutional memory and willingness to engage and support COs. The “hands on” approach and support provided, as well as the collaborative nature with COs was highlighted as a particular strength. The PPRs carried out by the Fund team were seen as a positive contribution to the “course correction” of Fund projects.
- The structured approach of the project processes was regarded as valuable by staff in terms of maintaining accountability and providing a clear timeline and process.
- The Fund team’s efficiency oversight and budget monitoring which, by ensuring close adherence to financial regulations, was recognized as effective in reducing the risk of financial mismanagement.

At the same time, as described under EQ 7, IOM staff perceived rigidity of the Fund’s processes, which also resulted in some inefficiencies. The amount of time taken for the project proposal creation and approval, budget revisions and the completion of sign-off processes by the Fund, such as for Fund project evaluations (which had no fixed timelines for revisions/comments by the Fund unit) were mentioned. The revision process was seen by some CO staff as a burdensome process. For example, COs reported not being able to proceed with the project activities or reporting during the pending revision approvals, which could hinder a timely project implementation.

A heavy workload was also associated with the project proposal process, according to staff interviewed, who described them as “*overly time-consuming*”, particularly for smaller projects. Many CO staff involved in project development and management highlighted that Fund projects with relatively low budgets required disproportionately more effort in terms of administration and project management duties than larger projects with other donors (see EQ 16).

#### **16. How efficient is the design and development phase for projects submitted to the Fund?**

The design and development phase of projects was perceived as efficient by IOM staff although some inefficiencies were identified. The annual project submission process included key steps that this evaluation has understood as a ten-step process as illustrated in figure 10. In recent years, the process start was in October with the initial call for projects ideas to ROs and COs (step 1), culminating in their primary selection by the Fund Unit at the end of January of the following year (step 5). The project details were then uploaded onto the PRIMA platform by the COs and ROs (step 7). IOM staff

commented that guidance and support, including regular training and webinars from the Fund team, assisted them in prepare their ideas for Fund projects and with the completion of project proposals.

*Figure 10: Ten-steps of Fund project proposal development (Source: evaluation)*



Steps 8 and 9 of the project proposal review were reported as requiring multiple rounds of rounds of revisions and consultations between the Fund team, COs and ROs. After the proposal submission, summaries were submitted to the Deputy Director General for Operations for approval (step 10). However, not all proposals were finalised by this stage. According to IOM staff, additional revisions between the Fund team, COs and ROs, could still be made, with the duration of these revisions ranging from several days to months (Step 11).

A review of 20 project proposals ranging from the original proposal submitted to the completed proposal showed that on average each proposal went through 25 versions over an average of a nine-week validation period, with an average of 42 comments (and up to 159) per proposal (see annex 4 for summary analysis).

The suggestions made by the Fund team on the project proposals in the sample examined repeatedly addressed the same issues, such as on the project logic and rationale, weak indicators and sustainability issues. The Fund team also reported spending considerable time improving project proposals directly, in addition to briefings, discussions and creation of model project proposal templates.<sup>61</sup> This indicated a limited technical capacity in the COs to draft proposals to the expected standards of the Fund. Further, the analysis indicated that RTS and project developers of ROs had varying levels of involvement in preparing and inputting into the proposals. In some cases, RTS and project developers of ROs provided detailed inputs and comments, in other cases, their inputs were superficial, as seen in the above-mentioned review of 20 projects and feedback from IOM staff. This difference was thought mainly to be due to the time-availability of the RTS and project developers, their other priorities and interest in the project's focus.

Those involved in proposal drafting in COs found the process a heavy workload as described above. Some CO staff expressed concern that extensive revisions to align proposals with Fund expectations resulted in outcomes that diverged from the initial concepts and specific local needs. All involved in the proposal validation process believed that it could be made more efficient. Their suggestions are considered in the evaluation's recommendations (see section 4.1).

## 17. Are the current staffing levels and resources allocated to the Fund adequate?

The current staffing levels and resources allocated for the Fund's strategic management were found to be inadequate to meet the operational demands and expectations of the Fund. The current Fund Unit has a central team of seven permanent staff: two in IOM HQ and five in IOM Manila. The

<sup>61</sup> See: <https://www.iom.int/representative-project-documents>

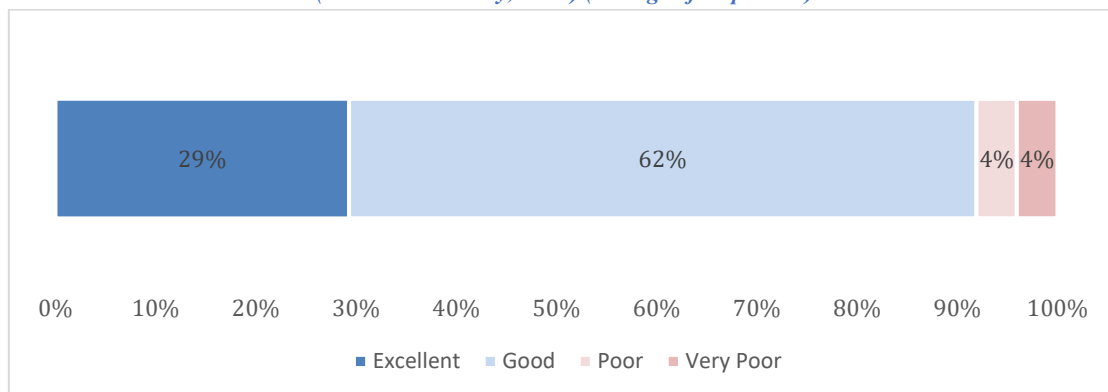
remaining staff, some five, were on temporary contracts. The Fund team was reported in a given year as managing a high volume of some 240 active projects, in addition to closing another 40.<sup>62</sup> This was also in the context of a review and approval process that required input from multiple COs and ROs as described in EQ 15-16. Also noted by CO and RO staff was the reliance on temporary Fund staff, which was seen as creating some uncertainty and a potential loss of institutional knowledge.

In terms of the resources, the overall budget allocated to the Fund remained almost unchanged since 2019 as described under EQ 19, creating an imbalance with the growing scale of its operations.

**18. How satisfied are MS and IOM offices with the provision of information and reporting processes, and how effective are the feedback mechanisms for project application rejections?**

**MS reporting and information:** MS were generally satisfied with the provision of information and reporting; the majority of surveyed MS indicated that information and reporting of Fund activities was Excellent (29 percent) or Good (62 percent), with only a small minority (8 percent) rating it as Poor or Very Poor (see figure 11). In interviews with MS, they were positive about the briefings from the Fund and appreciated the transparency regarding fund allocation and expenditures in the reports, as reported by this government representative: *“The Fund has been responsive to all our questions, and we think other MS that we have talked to about this agreed as well. Overall, we would say the reporting feedback has been good”*. Some MS expressed concerns about not being adequately informed or engaged in the Fund processes. They perceived it as primarily an internal IOM mechanism, which limited their involvement and understanding of key aspects, such as Fund’s project selection criteria.

*Figure 11: MS assessment of information and reporting of Fund activities to MS (source: MS survey, n=40) (average of 79 percent)*



**Feedback on project application rejections:** Most IOM CO staff reported receiving insufficient feedback about their rejected project ideas and proposals. The process for informing COs about project rejections was often informal, conveyed through their RO rather than a formal written notification and explanation from the Fund. In addition, some project proposals were rejected at the project idea phase (Step 3 of Figure 10) by the RO and never submitted to the Fund. However, COs noted that they were not always advised about these decisions, leaving them unclear about which of their project ideas were actually submitted to the Fund and which were rejected by the RO before submission. Many CO staff interviewed felt that the absence of detailed explanations for rejections left them uncertain as to how to improve future proposals. Conversely, COs that had implemented multiple Fund projects demonstrated a greater understanding of the process and the reasons behind project rejections, even though formal feedback was minimal in these cases as well. The lack of communication regarding rejections (and uncertainty about funding approvals) was highlighted by

<sup>62</sup> Based on an estimate by the Fund team.

some COs as having a negative impact on their credibility and relationship with government counterparts, particularly when they were unable to explain why a project had been rejected.

The issue of establishing clear and standardized feedback protocols for rejected proposals was already raised in the fourth evaluation of the Fund (2019).<sup>63</sup>

**19. How efficient are the current budget ceilings and selection criteria in determining national and regional projects priorities and in meeting the Fund's objectives?**

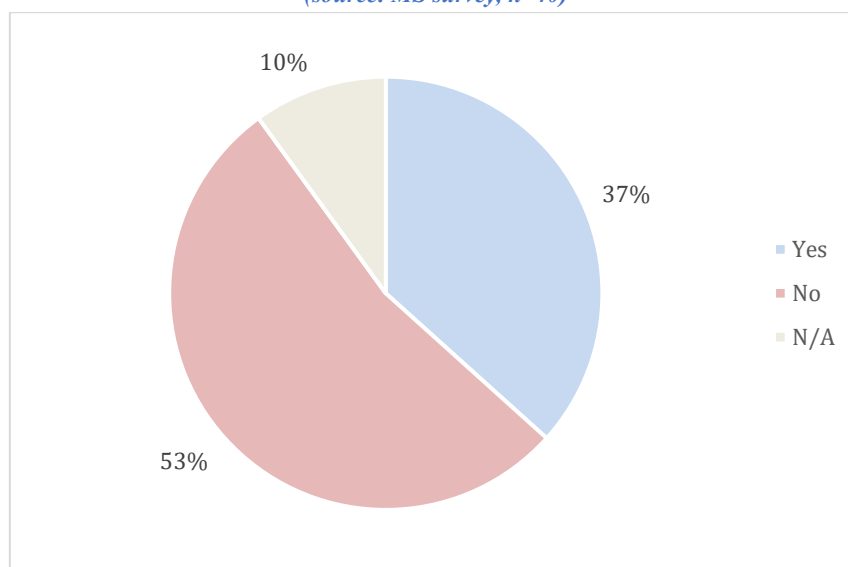
**Fund budget:** The Fund’s budget for the period under review was found to be insufficient in meeting its objectives. The budget has plateaued since 2019; from USD \$20.6 million in 2019 and consequently fluctuated between \$15.1 and \$15.6 million as seen in the table below. Given that the overall IOM budget increased by 63 percent from 2019 to 2023, a misalignment was evident between the overall IOM budget and the Fund. As a percentage of the total IOM budget, the Fund budget has halved from 0.98 percent in 2019 to 0.44 percent in 2023. If the 2019 benchmark of some 1 percent of the total IOM budget was used, this would require for 2023 a Fund budget of around \$34 million, more than double the current budget.

*Table 3: IOM and Fund budgets; 2019-2023 (source: IOM Financial reports)<sup>64</sup>*

<i>(USD millions)</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>
<b>IOM Budget</b>	2096.3	2117.6	2532.1	2922.8	3419.3
<b>Fund Budget</b>	20.6	15.6	15.7	15.6	15.1
<b>Fund as percent of IOM budget</b>	0.98 percent	0.73 percent	0.62 percent	0.53 percent	0.44 percent

Further, of the surveyed MS, just over half (53 percent) thought the budget was insufficient with one third (37 percent) responding it was sufficient (with 10 percent responding N/A).<sup>65</sup>

*Figure 12: MS assessment as to whether the current annual Fund budget (some USD 15 Million) is adequate (source: MS survey, n=40)*



<sup>63</sup> IOM (September 2019), *Op. Cit.*, p.40.

<sup>64</sup> IOM budget is “Total expenditure for the year”; Fund budget is “Total allocation and direct contributions to IOM Development Fund”. Source: <https://governingbodies.iom.int/financial-reports>

<sup>65</sup> In addition, 50% of surveyed MS believed their government would be ready to financially contribute to the Fund with an earmarked contribution.

**Budget ceilings:** Feedback from IOM staff suggested increases to the ceilings,<sup>66</sup> with most suggesting incremental increases of all categories, particularly Line 2: up to USD \$500,000 for national projects (Line 2) and up to \$800,000 for regional projects (Line 2). MS and external stakeholders also supported the idea of establishing larger budgets to better meet objectives, as well as allowing for more strategic projects with longer term potential to avoid what one IOM staff member described as “*a piecemeal approach to addressing the needs of MS*”.

**Co-financing and co-funding model:** The objective of this evaluation refers to “*the financing model, including co-financing perspectives*” (see section 1.1). There were only a few examples identified or cited by IOM staff of co-financing for a Fund project.<sup>67</sup> The Fund team confirmed that many projects make use of the Fund projects for co-funding needs, such as complementing funds for EU projects, but there was no summarised data on the number of projects benefiting from co-financing or co-funding. Not all IOM staff members involved in project development were familiar with the possibility of co-funding or co-financing for a Fund project, as this Chief of Mission (CoM) commented: “*Co-financing could be really useful – look at all the EU projects that require this – but is it allowed? I am not sure*”. The current Fund guidelines do state that “*projects that provide co-funding or bridging funds are encouraged*”,<sup>68</sup> however, no further details were provided. The Fund financial guidelines were not found to provide guidance on this matter but mention co-funding and co-financing in a manner that could be misinterpreted<sup>69</sup> according to IOM staff interviewed. Several IOM staff encouraged the Fund to consider other funding models such as matching funds (with MS) and pay-back loans.

**Selection criteria:** The selection criteria for the projects were considered fair, although some staff voiced a concern about the alignment of projects selected by the Fund. Some felt that they were more aligned with IOM priorities rather than MS priorities. An example provided was MECC as discussed under EQ 3. Further, a lack of communication between COs and ROs about the selection of projects to be submitted to the Fund was also highlighted, with ROs choosing CO projects but not systematically consulting COs about their choices (as discussed above in EQ 18).

**Country selection:** Eligibility for the Fund was based on the most recent version of the list of low-income through to upper middle-income economies as designated by the World Bank.<sup>70</sup> Some IOM ROs and COs expressed concerns that the eligibility criteria based solely on the World Bank list was too narrow, given that some countries, such as those in the Americas, were poised to become ineligible for Fund funding due to their World Bank re-categorisation, despite needs in the migration areas still being high according to stakeholders. Further, it was suggested that this list could be complemented by a more multidimensional categorisation, such as the UN’s Multidimensional Vulnerability Index.<sup>71</sup>

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<sup>66</sup> Currently: Line 1: USD \$100,000 (country), \$200,000 (regional); Line 2: 300,000 (country), 400,000 (regional).

<sup>67</sup> For example, the project (2014-2017) ME10P0001 where the Fund co-financed with the Swiss government. See: <https://www.iom.int/project/co-funding-swiss-development-and-cooperation-agency-project-building-capacities-and-strengthening-cooperation-between-law-enforcement-officials-albania-bosnia-and-herzegovina-kosovo-uns-1244-former-yugoslav-republic-mac>

<sup>68</sup> IOM (2024), *IOM Development Fund Guidance Note 2024*, p. 16.

<sup>69</sup> The Fund financial guidelines state that “*Co-Funding or Co-financing amounts cannot be included in the IOM Development Fund Budget*” (p.1). although referring to budget project codes, this could be misinterpreted as meaning the Fund does not allow co-financing. See: IOM (2024), *Financial Guidelines for IOM Development Fund Projects*.

<sup>70</sup> IOM (2024), *IOM Development Fund Guidance Note 2024*, p. 2.

<sup>71</sup> See: <https://www.un.org/ohrls/mvi>

### 3.5. Impact

Fund projects were found to have made a positive contribution to migration management and governance, fostering innovative and practical migration management solutions. The Fund was recognized as critical for funding migration-related areas where other donors were less willing to, such as policy-related projects. While many of the projects created momentum and established foundations for future efforts, there were several challenges identified for longer term impact, such as the short-term nature of the projects and external factors that could mitigate impact. The Fund was noted as having an impact on IOM global image, strategies, and capacity to respond with its own resources, through having enhanced IOM position, capacity to secure funding, strengthen internal operations, and test key strategies and approaches for the organization. The Fund was also recognized as serving as a "testing ground" for core initiatives and frameworks (e.g. PRIMA, IRIS, CREST, Gender Marker and SRF) which have strengthened IOM overall capacity in these areas.

#### **20. Did the projects funded by the IOM Development Fund contribute to an impact on migration management and governance, and migrants?**

Overall, Fund projects were found to have made a positive contribution to migration management and governance, fostering innovative and practical migration management solutions. Projects supported the development of tools, frameworks, mechanisms, strategies and research which enhanced governments' coordination and capacity to address migration issues, as well as enhancing migrant lives in areas of protection, health and socio-economic conditions amongst other results, as also described under EQ 8.

The projects demonstrated a wide range of impact, as described in the meta-evaluation summary (see Annex 5 for further information). Many projects showed positive short-term effects as well as having laid the groundwork for future ongoing results for both MS and migrants which could continue after the funding has ended. The meta-evaluation also found that those projects with well-defined theories of change and robust follow-up mechanisms were more likely to achieve lasting positive impacts.

As a source of flexible funding, the Fund was recognized by IOM staff and MS alike as critical for funding migration-related areas where other donors were less willing to, such as policy-related projects, some of which were among the most impactful of the Fund's projects. For example, through support for the national strategy on migrant smuggling (Mexico), mechanisms were created to regularize migrants, which contributed to safer and more structured migration processes and embedded changes beyond the project's timeline, as noted by this IOM staff member: *"there was no public policy before and there is one now. Even though they are small projects they do have an impact"*. In addition, this project strengthened government capacity and knowledge transfer through gender-sensitive training for over 230 government officials.<sup>72</sup>

In the case of Albania, Fund projects were notable in the continuous support provided to the government to improve migration governance and the thought given to sustaining the project results beyond the project end. For example, the Fund project on strengthening institutional capacity<sup>73</sup> provided concrete recommendations to the government institutions engaged in implementing the National Strategy on Migration (supported by a former Fund project).<sup>74</sup> Specifically, they were able to

<sup>72</sup> Strengthening the Capacities of the Government of Mexico to Develop and Implement a National Counter Smuggling Strategy (MX10P0519 / IB.0279).

<sup>73</sup> Strengthening Institutional Capacities on Migration Governance in Albania, 2019 – 2021 (AL10P0501/PO.0135).

<sup>74</sup> National Strategy on Migration (NSM) 2019 -2022.



advise on how to boost its implementation, which in turn was followed by a project supporting the development and implementation of a New National Strategy on Migration and Action Plan in Albania.<sup>75</sup> These projects also served as a foundation to support the EU integration process, through reinforcing compliance with EU standards and providing the basis for longer term impact.

In the case of a community-based project in the city of Turkana, Kenya, the project had also been designed to align with local government frameworks (the County Integrated Development Plans - CIDP) ensuring that local governments had the capacity and budget, at least in the short term, to sustain the migration-related initiative.<sup>76</sup>

Projects also produced a number of tangible benefits for the well-being of migrants, which included knowledge and skills, protection, and socio-economic conditions. For example, a project on employment and rights awareness for potential migrant workers in Sri Lanka<sup>77</sup> enabled them to understand their rights, thereby reducing vulnerability to exploitation. The value of this project was noted by a partner interviewed: *“This project had a direct impact for our citizens going to work abroad; they are now in a better situation to seek employment in a regular manner and knowing their rights – there are some 20,000 being reached in our training institutions through curricula developed with IOM”*. Another project in Mexico led to improved gender-sensitive healthcare provision for migrants through providing pilot courses while also strengthening institutional capacities, as noted by an IOM staff member: *“The pilot courses received positive feedback, indicating increased knowledge among the migrants regarding gender-sensitive healthcare provision. Furthermore, the project strengthened the capacities of the implementing partner, the Ibero-American University, for the hub’s long-term sustainability, including the development of a financial strategy to support ongoing operations”*.

**Challenges for longer term impact:** While many of the projects created momentum and established foundations for future efforts, a few challenges were identified in terms of a longer-term impact. The short-term nature of Fund projects (one to two years and limited budgets) was regarded by IOM staff and MS as an obstacle to creating and sustaining impact.

External factors beyond the control of IOM, were also identified as leading to a *“dilution of impact”* due to changing political and governmental configurations, as noted by this government representative: *“The [labour migration] Framework has been achieved and has had impact, but some impact got lost because of the different configurations of the Ministry which has changed its name and function three times in five years”*.

The need for more longer-term sustainability planning as part of the project development was highlighted by IOM staff and MS to ensure continuity of project results. At the same time, the importance of an early inclusion of beneficiaries in the design and planning process was also highlighted (see also EQ 5), as noted by this community beneficiary: *“We want IOM to communicate to us in advance so we can build synergy in advance for the programming. So we know what other fundings are needed to pull resources together so we can have a better impact and it is not just a micro project”*. IOM staff recognized that the Fund team had placed greater emphasis on longer-term sustainability planning for Fund projects in recent years, for example in the requirement of a sustainability planning exercise in the last 6 months of the project timeframe as well as their guidance and project proposal templates, as described under section 3.6. Sustainability.

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<sup>75</sup> Supporting the Development and Implementation of a New National Strategy on Migration and Action Plan in Albania, (AL10P0520/PO.0195).

<sup>76</sup> Gender and Vulnerability-Sensitive Disaster Risk Reduction and Community Resilience in Turkana and Tana River Counties (KE10P0545 / DR.0056).

<sup>77</sup> Sri Lanka: Development of a Labour Migration Strategy for the Caregiving and Hospitality Sectors (LK10P0501 / LM.0390).

## 21. Did the Fund have a global impact on IOM image, strategies and capacity to respond with its own resources?

The Fund was found to have had an impact on IOM global image, strategies, and capacity to respond with its own resources, through an enhanced IOM position, capacity to secure funding, strengthened internal operations, and tested key strategies and approaches for the organization.

As a relatively small<sup>78</sup> and internal financing mechanism, the Fund contributed positively to IOM global image and positioning by acting as a "go-to" resource for COs for strategic interventions that positioned IOM to address a range of migration issues specific to their context. For example, in the Maldives, the range of Fund projects, including governance, migrant health and MECC supported IOM in positioning itself as an actor that can support the government and stakeholders across the spectrum of migration issues, also positioning migration as a priority for the overall UN country strategy.<sup>79</sup>

The broader impact on IOM global image was seen to vary across different countries with smaller COs appearing to benefit more directly. Smaller COs perceived the Fund as more significant than larger COs, some of which saw the Fund as more limited in comparison to bigger development donors. However, through projects which addressed cross-cutting global issues, such as MECC, the Fund was seen as significant in strengthening IOM position as a relevant global actor. Likewise, through other initiatives such as the Global Migration and Media Academy (GMMA) platform, which educated media professionals and students on ethical and accurate migration reporting, IOM enhanced its reputation as a thought leader advocating responsible narratives about migration (over 700 individuals accessed GMMA courses as of mid-2024).<sup>80</sup>

The Fund also represented an important source of innovation within IOM. As noted in the Fund's Innovation publication which documented around 30 projects implemented between 2020 and 2022, *"By sowing the seeds for impactful and innovative change, the Fund aims to fuel collaboration and mutual learning among partners and teams across IOM, ultimately boosting impactful approaches and solutions to migration management"*.<sup>81</sup>

The Fund played an important role in scaling up projects and attracting new and follow-on funding responding to its overall goal (see section 2). This allowed IOM to test approaches and build evidence and, in some cases, extend localized successes to broader regional contexts. For example, an initial pilot project addressing modern slavery in supply chains was able to mobilize external funding, and scaling into a wider regional programme.<sup>82</sup> Another example where the Fund was reported as instrumental was in piloting projects that attracted substantial follow-on funding was the EU's planned €10 million programme on migration in Albania which was a direct outcome of the earlier Fund supported national strategy work. Likewise, in the Solomon Islands, a USD \$200,000 project supporting the disaster and climate resilience of communities inhabiting slow- and sudden-onset disaster prone areas was scaled up with USD 4.75 million from the Korea International Cooperation

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<sup>78</sup> "Small" as the Fund is less than 1% of current IOM budget, see EQ 19.

<sup>79</sup> For example, the *2024 Common Country Analysis for the Maldives* has a focus on migration thanks to IOM inputs and positioning: <https://maldives.un.org/en/284636-common-country-analysis-2024>

<sup>80</sup> See: <https://www.iom.int/global-migration-and-media-academy-gmma-media-training-platform-strengthen-ethical-and-accurate-reporting-about-migration>

<sup>81</sup> IOM (2023), *Innovation Booklet, 2020- 2022, IOM Development Fund*, [https://www.iom.int/sites/g/files/tmzbd1486/files/2023-10/innovationbooklet\\_30\\_10.pdf](https://www.iom.int/sites/g/files/tmzbd1486/files/2023-10/innovationbooklet_30_10.pdf)

<sup>82</sup> Fund project: Corporate responsibility in Eliminating Slavery and Trafficking (CREST) Framework; launched as a Fund project in 2015 and has consequently continued and secured up to USD \$20 Million in donor funding. Source: IOM (April 2024), Standing Committee on Programmes and Finance, Thirty-Fourth Session, *IOM Development Fund, Final report: 1 January to 31 December 2023*: <https://governingbodies.iom.int/system/files/en/scpf/34th/s-34-5-idf-final-report-2023.pdf>

Agency.<sup>83</sup> Based on the Fund Unit's own monitoring, 20 percent of Fund projects completed in 2023 received follow-up funding, double the amount in 2022.<sup>84</sup> The 2024 meta-evaluation of Fund projects recommended that the Fund projects should be further aligned with the seed funding element of the Fund in their design and evaluation.<sup>85</sup>

The Fund has also served as a "testing ground" for core initiatives and frameworks like PRIMA, the Gender Marker and more recently the SRF, as noted previously (EQ 3), which have strengthened IOM overall capacity in these areas.

### 3.6.Sustainability

Fund projects had increasingly included measures to guarantee sustainability of results within their project plans and consequent implementation. This was also due to the Fund Unit increasing their emphasis on sustainability in project design and management. While some of the Fund projects have succeeded in securing stakeholder ownership, government buy-in and additional funding due to these measures, other projects struggled. Ownership of projects was found to be highly context-dependent requiring clear strategies/planning for future support, whether through government budgets, partnerships, or additional funding. Specific challenges to guarantee sustainability were identified as limited sustainability measures and planning, funding dependency and financial constraints, short timeframes of projects, insufficient local ownership and stakeholder engagement and lack of follow-up and monitoring mechanisms. Environmental sustainability within Fund projects was limited during the period under review, with the Fund having contributed to an organization-wide initiative to pilot the integration of environmental sustainability.

#### **22.To what extent did the projects include measures to guarantee sustainability of capacity building initiatives and other operational results?**

Fund projects were noted as increasingly including measures to guarantee sustainability of results within their project plans and during the implementation. This was also said to result from increasing emphasis on sustainability measure from the Fund Team. While some of the Fund projects succeeded in securing stakeholder ownership, government buy-in and additional funding resulting from these measures, others struggled with longer-term results, as described in EQ 24. Projects increasingly included sustainability actions in the project design, including a sustainability planning exercise in the last 6 months of the project, but IOM staff noted that circumstances often shifted during the project implementation, which influenced the relevance of the identified actions at the time of the project end. These challenges were confirmed in the meta-evaluation summary, where sustainability was the lowest scoring criterion at 55 percent across 115 evaluations (see Annex 5 for further information). Project sustainability was an issue across IOM projects and programmes, as the 2023 MOPAN independent assessment found:

*"Most IOM projects are short-term and lack a strong focus on sustainability."*<sup>86</sup>

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<sup>83</sup> Developing Planned Relocation Guidelines in the Context of Slow and Sudden Onset Disasters, 2019- 2022, NC.0035. See: Added value of the IOM Development Fund, March 2023, p. 21,

[https://www.iom.int/sites/g/files/tmzbd1486/files/developmentfund/reports/added-value-of-the-fund\\_online\\_final\\_updated.pdf](https://www.iom.int/sites/g/files/tmzbd1486/files/developmentfund/reports/added-value-of-the-fund_online_final_updated.pdf)

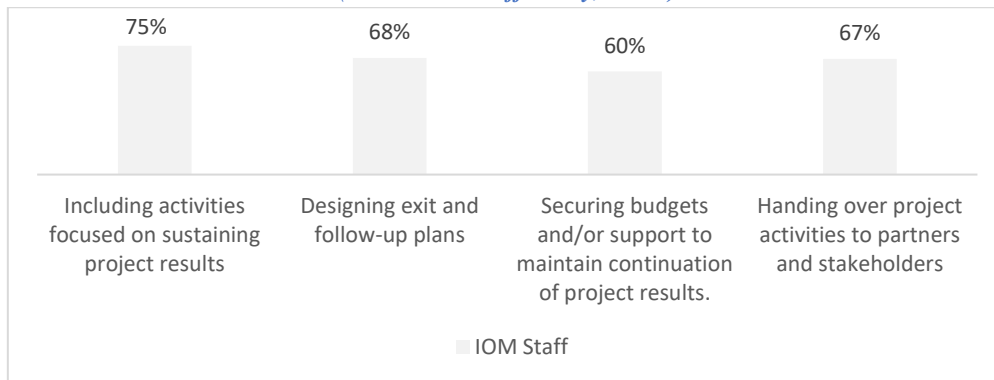
<sup>84</sup> IOM (April 2024), Standing Committee on Programmes and Finance, Thirty-Fourth Session, *IOM Development Fund, Final report: 1 January to 31 December 2023*: <https://governingbodies.iom.int/system/files/en/scpf/34th/s-34-5-idf-final-report-2023.pdf>

<sup>85</sup> Artival (2024), *Evaluation synthesis report*.

<sup>86</sup> MOPAN (2023), *Op. Cit.*, p. 63.

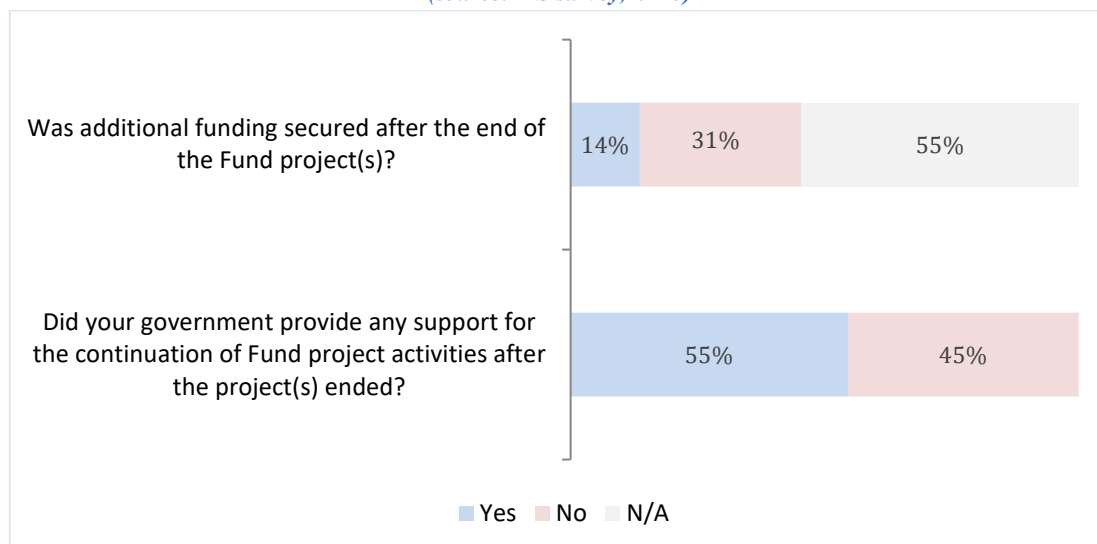
As seen in the figure below, surveyed IOM staff were mainly positive about Fund project activities in terms of their sustainability, including activities focused on sustaining project results (75 percent), designing exit and follow-up plans (68 percent) and handing over project activities to partners and stakeholders (67 percent). However, the assessment was lower (60 percent) for securing budgets and/or support to maintain continuation of project results.

*Figure 13: Assessment of sustainability measures in Fund projects (source: IOM staff survey, n=179)*



The MS interviewed also recognised their key role in supporting measures to guarantee sustainability, as this MS commented on a policy development project *“The benefits will continue once the policy is implemented; the policy is supported through its implementation action plan that we support and budget for”*. Surveyed MS were asked if their governments provided support for the continuation of Fund project activities after the project(s) with 55 percent responding positively. For securing additional funding, only 14 percent responded positively, 31 percent negatively and some half “N/A”, which indicated that MS representatives were not at all aware about the funding arrangements for project continuation.

*Figure 14: MS additional funding and project support (source: MS survey, n=40)*



A key sustainability measure found was linked to the level of integration of projects outputs and results into national/local governance frameworks and institutional priorities. For example, projects where outputs such as standard operating procedures, action plans, guidelines or curricula were integrated into national policies, frameworks and institutions demonstrated stronger sustainability. As one MS stated, *“The projects I have worked on are all designed to be handed over to the relevant*

authorities; IOM supports in the development of policy, curricula and guidelines and these are then part of the government frameworks". This was also confirmed in community projects which, when linked to national governance frameworks, demonstrated a high level of local ownership as noted by this local government representative:

*"We have established a Technical Consultative Board (TCB) with the community, the national government and the Ministry of Interior, as represented by the County commissioners. The TCB now manages the community assistance projects, which include the rehabilitation of the bore holes and repairs - they will assist in taking care of this".*

Similarly, the establishment of formalized inter-institutional working groups in Mexico for a project to raise awareness about trafficking was said to have led to greater sustainability and ownership by beneficiaries, even beyond the end of the project.<sup>87</sup>

### **23. To what extent have the direct beneficiaries demonstrated ownership and active participation to contribute to the sustainability of project outcomes?**

The level of project ownership from direct beneficiaries, such as local and national governments and communities varied significantly across projects. Ownership was found to be highly context-dependent, requiring clear strategies/planning for future support, whether through government budgets, partnerships, or additional funding.

As indicated throughout this evaluation (Relevance, Coherence, Effectiveness and Impact), ownership and active participation were strongest when stakeholders were involved early in the project design. Discussions about roles and responsibilities for both IOM and involved stakeholders both at the start and before project closure were key, according to IOM staff and project stakeholders interviewed. Ownership was also strongest in projects with good sustainability potential, where outputs and results were successfully integrated as described in EQ 22.

In some projects, a lack of solid ownership and active, sustained participation from key stakeholders was reported as missing. This was particularly prevalent in projects where ongoing support was required beyond the initial project phase to ensure long-term sustainability. This challenge was particularly pronounced in activities such as follow-up training where changes in personnel often disrupted continuity. In some instances, governments were either unable or unwilling to allocate the necessary resources (both financial and human) to maintain the momentum and sustain project benefits.

Projects relying on limited government resources faced additional barriers, as sustainability was often contingent on securing other donor funding. However, in many of these cases, donor funding had not been secured before the project concluded. Some staff highlighted the challenge of designing projects capable of functioning independently of donor support, which was a critical factor for achieving long-term sustainability. This underscored the importance of building stronger ownership and resource commitment among stakeholders from the outset.

Without a clear handover to project beneficiaries, Fund projects were reported as facing a number of challenges in terms of project ownership, suggesting that not enough had been done to prepare beneficiaries for a post-Fund support period. A minority of projects reported having secured additional support for the post project closure phase. Most projects lacked this clarity, which was considered essential, particularly where long term government financial commitment was limited or uncertain.

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<sup>87</sup>Mexico: Strengthening the Capacities of the Government of Mexico to Develop and Implement a National Counter Smuggling Strategy (IB.0279).

The challenge of securing follow-up funding was particularly prevalent in smaller IOM offices with limited donor support, as indicated in the project evaluations.<sup>88</sup>

**24. Are there specific challenges to guarantee sustainability, for instance related to project duration and type of support?**

The following five specific challenges were identified by the evaluation as main challenges in guaranteeing sustainability:

**Limited sustainability measures and planning:** While sustainability strategies were mandatory in project proposals, they were often generic, lacking actionable, context-specific measures and activities. Exit strategies, when included, were often limited and lacked budgeted activities during project implementation, such as a scheduled activity, (budgeted if needed), for example, a consultation to prepare an exit strategy.

**Funding dependency and financial constraints:** Many Fund projects were designed as seed initiatives that relied on external funding for continuation or scaling up. However, no consistent mechanisms were established to secure follow-on funding,<sup>89</sup> leaving project results vulnerable after the Fund project budget ended. The fourth evaluation of the Fund (2019) identified “*availability of financial resources*” as the most important factor affecting project sustainability.<sup>90</sup> The small size of project budgets (USD \$100,000 to \$400,000) further restricted the scope and long-term sustainability of the projects.

**Short timeframes of projects:** Project timelines are one year (Line 1) or two years (Line 2). The limited duration was generally seen as challenging to support achieving long-term goals, especially for initiatives requiring extended timelines (estimated as up to 5-10 years by interviewees). These short timeframes also left limited opportunities for closure planning, securing stakeholder commitments, or institutionalizing project outcomes.

**Insufficient local ownership and stakeholder engagement:** As described under EQ 23, project stakeholders and beneficiaries were not always adequately prepared to take over responsibility for maintaining project results once the Fund project ended. Additionally, the lack of meaningful stakeholder involvement in project design and sustainability planning limited the potential for integrating or replicating activities. For example, some project stakeholders reported that critical needs for sustainability that they had identified, such as support for proposal writing to secure future funding, were not addressed during the project lifecycle.

**Lack of follow-up and monitoring mechanisms:** Once a Fund project ended, follow-up activities often ceased due to resource constraints, given that funded staff positions ended (as for all IOM projects). Without some follow-up from IOM, critical policies or tools developed during the project could be underutilised or not progress as intended (linked to the level of ownership as described under EQ 23). There were positive examples seen where IOM staff did monitor and follow-up project results, but this was done voluntarily (i.e. unpaid) and was not systematic. This gap was further exacerbated by frequent staff turnover also within government institutions, which hindered the sustained impact of project results.

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<sup>88</sup> Artival (2024), *Op. Cit.*

<sup>89</sup> This could also include having a budgeted activity, such as a consultancy to actively plan and seek external funding.

<sup>90</sup>IOM (September 20129), *Op. Cit.*, page 38.

For IOM staff, the inability of follow-up was concerning as this staff member explained:

*“The projectized nature makes it difficult to ensure sustainability. At the end of a project, you have meetings and try to initiate sustainability measures but as we cannot follow up beyond the close of the project it is difficult. We immediately start another project after the closure, so it is not possible to continue to follow up with counterparts from the previous project.”*

**25. To what extent have the IOM Development Fund projects taken into consideration environmental sustainability?**

Environmental sustainability within Fund projects was limited during the period under review. The evaluation found no requirement for the inclusion of environmental sustainability in Fund projects nor any formal assessment tools to measure results from 2020 to 2024. This was seen as reflecting the wider institutional context which lacked coherence on environmental sustainability as well as insufficient human resources in the period under review.<sup>91</sup>

Some staff were aware of environmental considerations and making efforts to include measures in Fund projects, such as the need for sustainable procurement, reduction in travel or working with eco-friendly service providers such as hotels. Many reported a preparedness to implement these practices but lacked the necessary institutional guidance and support to do so effectively. Several other respondents explicitly stated that they "didn't know" about environmental sustainability expectations in relation to Fund projects.

At the institutional level, IOM had already made commitments in 2017 on mainstreaming environmental sustainability, with an Environmental Sustainability Programme launched in 2019 including a global environmental reporting mechanism.<sup>92</sup>

In 2024, the Fund Unit provided inputs into the development of the IOM new Environmental Management System and related Environmental Risk Assessment Tool which was being piloted in selected missions with projects over USD \$1 million in 2024. Although the Fund projects were exempt as below the funding threshold, the Fund was planning to implement this new approach in a handful of selected projects in 2025 ahead of the formal organization-wide rollout.

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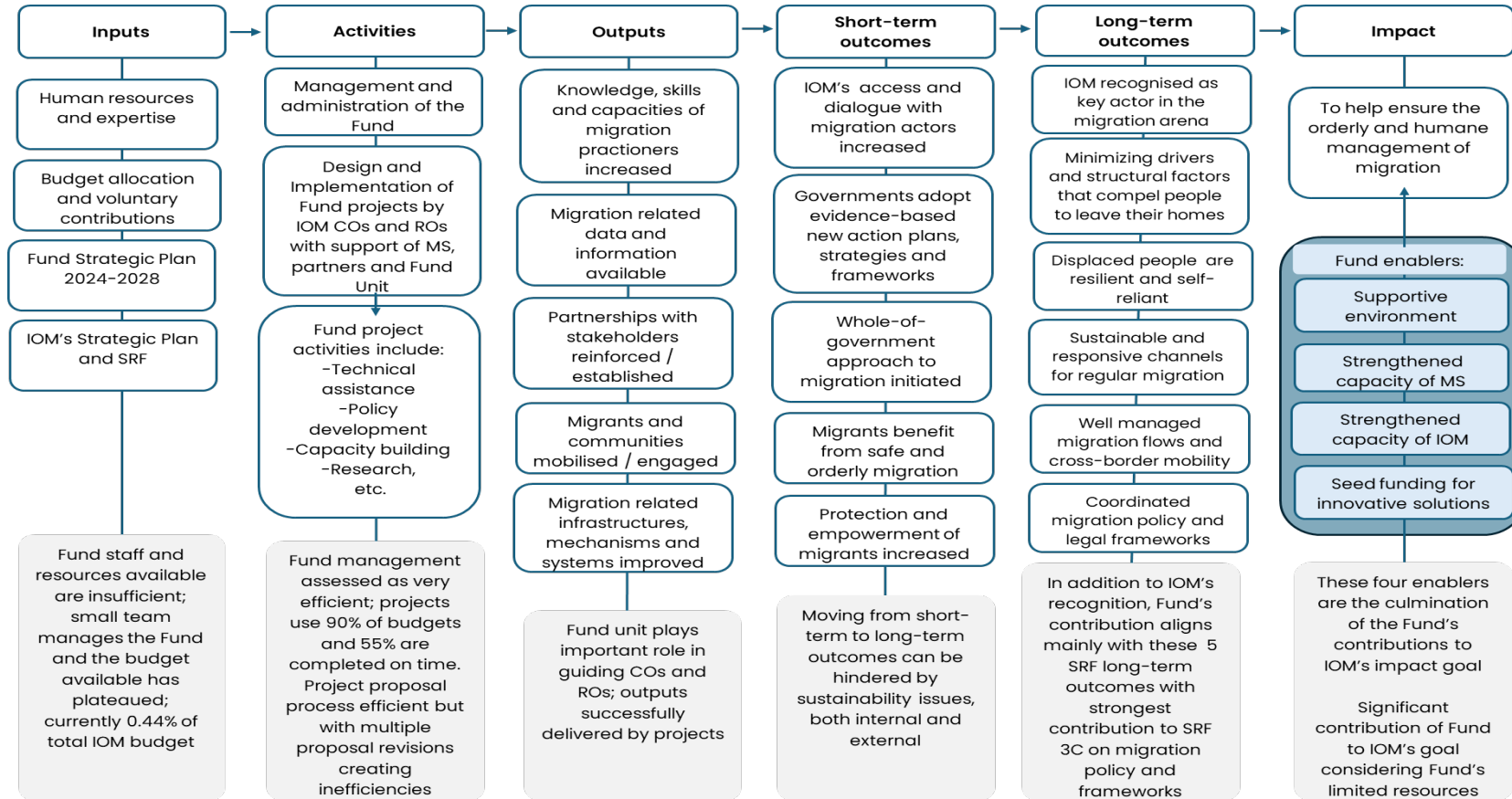
<sup>91</sup> According to a member of staff interviewed, there was only one person in HQ tasked with this responsibility within the Environmental Sustainability Unit during the period under review (now three staff).

<sup>92</sup> See: <https://environmentalmigration.iom.int/environmental-sustainability>

### 3.7.Theory of Change

Based on the above findings, a theory of change (ToC) has been reconstructed by the evaluation illustrating the pathway from inputs to impact as found in figure 15 on the next page. The comments in grey boxes summarise the main points and challenges of the given step.

Figure 15: Reconstructed Theory of Change of the IOM Development Fund



(source: evaluation)



## 4. CONCLUSIONS AND RECOMMENDATIONS

### 4.1. Conclusions

This fifth evaluation of the Fund found notable progress since the fourth evaluation in 2019. The Fund Unit demonstrated continued efficiency in managing and administering the Fund, which in turn facilitated more effective project management by COs and ROs. This was evidenced by an increase of projects being completed on time and the successful implementation of planned activities, as evidenced by a high burn-rate (90 percent). Approximately 80 percent of projects achieved their intended results, contributing to significant outcomes including policy development, institutional strengthening, community engagement and migrant protection and livelihoods. The Fund was also found to be closely aligned with IOM Strategic Plan (2024-2028), the SRF and MS priorities, underscoring its relevance for migration management.

As illustrated in the ToC, the Fund's progress significantly contributed to IOM overarching goal of promoting orderly and humane migration. This was achieved by strengthening the capacity of MS, fostering a supportive environment for migrants through the development of more comprehensive migration policies, structures and initiatives. In addition, the Fund bolstered IOM institutional capacity by enhancing staff capacity in project management and piloting initiatives such as SRF alignment. The Fund also served as a source of seed funding for innovative migration-focused initiatives, further driving progress in migration management.

This progress was achieved despite the challenging circumstances resulting from the COVID-19 pandemic, which slowed and delayed projects. Further, as described in the findings, the Fund was still able to achieve a significant impact in 2020-2024 with limited resources: going from 0.98 to 0.44 percent of IOM total budget annually. This value and benefits of the Fund were confirmed by the feedback gathered from 357 IOM staff, MS and external stakeholders.

Within this overall positive assessment, stakeholders also suggested improvements to further enhance the Fund's relevance, effectiveness, and efficiency as detailed in the Findings section. A key challenge raised in the Relevance and Coherence sections, as well as noted in the fourth evaluation of the Fund, was the insufficient engagement of stakeholders during the project design phase, beyond government entities. In most cases, this improved during the project implementation when the PM and budgets were secured to allow for a wider scope of stakeholder consultations. The projects were often excellent in promoting the GCM principle of a "Whole-of-government" approach, but they were less efficient in promoting the principle of a "Whole-of-society" approach. IOM staff indicated that this was an issue for project development within IOM in general and not specific to the Fund. Nevertheless, the evaluation provides some suggestions in the Recommendations below reflecting the feedback from MS and external stakeholders who were working with IOM on project implementation.

Effectiveness and Impact findings highlighted the positive results achieved by the Fund projects, as illustrated in the ToC, which mapped the progress from outputs to impact. Nevertheless, gaps were identified in the exchange of information, knowledge and learning among Fund projects. While project evaluations produced many useful and insightful findings and recommendations, staff interviewed perceived that these evaluations primarily benefitted the Fund unit and their timing and focus often limited their full utilization by ROs and COs.

The Fund was recognized as a pioneer in integrating cross-cutting issues within projects, notable through the implementation of the Gender Marker. Despite this progress, the application of cross-cutting issues remained mostly superficial, with some exceptions seen.

As stated above, the Fund Unit was found to be very efficient in the management and administration of the Fund. Its hands-on approach was appreciated by ROs and COs, who valued the direct support provided. At the same time, as highlighted under Effectiveness and Efficiency, the Fund's procedures were often viewed as overly rigid by IOM staff, exceeding the standards required by other donors. This was particularly significant given that the Fund was an internal donor within IOM, with more direct opportunities to intervene in project design and proposals. In this respect, areas were identified where COs and ROs could clearly improve their project development and management skills. Similarly, areas where the Fund Unit could adapt to provide more flexibility are detailed in the Recommendations.

Sustainability of project results was also a recurring concern in previous evaluations of the Fund and continued to be the lowest rated criterion of Fund evaluations over the last five years. While progress in addressing sustainability was made between 2020 to 2024, considerable challenge persisted, many of which were common to all IOM projects due to their projectized natures. Nevertheless, the Fund could engage further in responding to these challenges, as suggested in the Recommendations. Doing so could enhance the seed funding potential of projects and further align with the Fund's overarching goal of fostering sustainable, impactful initiatives.

## 4.2. Recommendations

The following recommendations are based on the above findings and conclusions detailed above. A preliminary outline of these recommendations was presented to the RG in November 2024 and their feedback integrated into the final version. An additional discussion was held with the Fund team to refine and elaborate on the recommendations for greater clarity and actionable outcomes. Each recommendation is accompanied by the relevant finding(s) (e.g. EQ 2). A responsible IOM unit is suggested for each recommendation.

### 1. Funding, ceilings and criteria:

1.1. Increase the overall budget scope of the Fund to \$20 million (which represents some 0.6 percent of the total 2024 IOM budget), pending available funding (EQ 19, 20) as well as increase the budget ceilings for Line 2, USD 500,000 for national projects and up to USD 600,000 for regional projects. This could also be considered even if the overall budget envelope is not increased due to financial constraints (EQ 19, 20).

*Suggested responsible:* Standing Committee on Programmes and Finance

1.2. From the existing budget surplus, create a small contingency fund for ongoing projects that would allow COs to apply for additional funding (up to say USD \$20,000) to fund unexpected changes that emerge during project implementation (EQ 13, 22, 24).

*Suggested responsible:* Standing Committee on Programmes and Finance

1.3. Extend the timelines for some projects; for example, increase projects under USD \$200,000 to 18 months; those above USD \$200,000 to three years (EQ 14, 20, 24).

*Suggested responsible:* Fund Unit

1.4. Review the country eligibility criteria and consider adding an additional index, such as the UN's Multidimensional Vulnerability Index.<sup>93</sup> (EQ 19).

*Suggested responsible:* Standing Committee on Programmes and Finance

## **2. Staffing:**

2.1. Consider appointing two additional permanent positions to the Fund team (replacing existing temporary short-term positions, pending available funding) (EQ 17).

*Suggested responsible:* Standing Committee on Programmes and Finance

2.2. Within the Fund team consider appointing team members as focal points for geographical regions, to manage CO and RO queries and support (EQ 17).

*Suggested responsible:* Fund Unit

## **3. Stakeholder involvement:**

3.1. Introduce a more systematic approach to stakeholder engagement in the project design phase within the available resources, such as consulting stakeholders beyond those of the government (EQ 1, 5, 24).

*Suggested responsible:* Fund Unit

3.2. Within project budget proposals, encourage the project developers to include stakeholder consultation, such as assessment and mapping with communities involved (e.g. host communities and migrant beneficiaries), as a first budgeted activity, where appropriate (EQ 1, 5, 24).

*Suggested responsible:* Fund Unit

3.3. Encourage PMs to move towards a "Whole-of-Society" approach for stakeholder involvement, such as in project steering committees (EQ 1, 5, 24).

*Suggested responsible:* Fund Unit

## **4. Proposal development process**

4.1. Limit the number of reviewers for project proposals e.g. two from CO, two from RO and one from Fund Unit; request all to maintain the same persons reviewing (EQ 16).

*Suggested responsible:* Fund Unit

4.2. Introduce a context review step where the local needs, challenges, and opportunities outlined in the proposal are thoroughly examined and validated by COs to ensure that any revisions remain sensitive to the local context (EQ 16).

*Suggested responsible:* Fund Unit (introduction of context review step; COs carry out the review step)

4.3. Provide for COs/ROs further "model" examples of project proposals for each main thematic area (with all sections filled out) (EQ 16).

*Suggested responsible:* Fund Unit

4.4. Provide "best practice" proposals for COs/ROs to access to design their proposals - proposals that were considered excellent in their design and logic/results matrix (EQ 16).

*Suggested responsible:* Fund Unit

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<sup>93</sup> See: <https://www.un.org/ohrlls/mvi>

- 4.5. The Fund Unit and ROs should introduce a more systematic way to inform COs of reasons for project rejection including a standard way for ROs to inform COs of their selection of project ideas to the Fund Unit (EQ 18).

*Suggested responsible:* Fund Unit with ROs

- 4.6. The IOM Project Portfolio Office should build further the capacity of project developers and other staff involved in project development in COs and ROs (EQ 16).

*Suggested responsible:* IOM Project Portfolio Office

## **5. Project management**

- 5.1. Allow COs and ROs to manage project activities more autonomously, including making changes to activities within an activity area without a formal project revision, subject to the result being the added value of the relevant activities e.g. more training to reach more beneficiaries (EQ 7, 15).

*Suggested responsible:* Fund Unit

- 5.2. Change Fund rules to allow some IOM staff roles to include implementation of certain operational activities/outputs/outcomes of a project (subject to expertise check), beyond the 30 percent staff and office cap. For example, integrating staff roles on thematic outputs and coordination work instead of hiring a consultant (EQ 13).

*Suggested responsible:* Standing Committee on Programmes and Finance

- 5.3. Change Fund rules to allow the conversion of some of the remaining operational budgets in NCEs to cover the staff cost of the PM during the project extension (EQ 13).

*Suggested responsible:* Fund Unit

- 5.4. Streamline the project revision process to ensure that it does not infringe on the established project timeline and establish set milestones for the revision steps (EQ 15).

*Suggested responsible:* IOM Project Portfolio Office

- 5.5. Establish a mechanism to allow PMs to continue implementing project activities during the revision period if the expenses relate to the same activity (EQ 15).

*Suggested responsible:* Fund Unit

## **6. Evaluation and learning**

- 6.1. Reconsider the model of Fund project evaluations to move away from a “one evaluation = one project” approach, as alternatives to ex-post evaluations and use instead: (i) the country-level evaluations of four or more projects that have close completion dates, (ii) thematic evaluations, such as for MECC, labour migration, governance or other areas that would cover multiple projects, (iii) increase the number of PPRs carried out by the Fund teams and reconsider if an evaluation is required for the projects that have had a PPR, and (iv) bring the project evaluations closer to the end of the project, either in the last three months (final evaluations) or the six months following the project completion.

*Suggested responsible:* Fund Unit

- 6.2. Ensure a timeline is set out for all project evaluations including for the revision period by COs, ROs and the Fund Unit with milestones established (EQ 9).

*Suggested responsible:* Fund Unit

- 6.3. For learning purposes, establish success factors, lessons learned and best practices, such as on the main thematic of Fund projects, such as MECC, labour migration, migration governance, et. (EQ 4, 9).

*Suggested responsible:* Fund Unit

- 6.4. Develop success factors/indicators for the seed funding element and model examples of best practice (EQ 4, 9, 21).

*Suggested responsible:* Fund Unit

## **6.5. Sustainability**

Reinforce the requirements for sustainability and follow-up in the project proposal. This could include ensuring government roles and responsibilities are clear within the project and after closure, and the inclusion of budgeted activities for exit preparation and planning (EQ 22, 23, 24).

*Suggested responsible:* Fund Unit

## **7. Cross-cutting issues**

- 7.1. Provide more systematic guidance on gender and vulnerability mainstreaming to project developers of Fund projects to encourage projects to move away from a superficial application of mainstreaming towards a transformative approach (EQ 10).

*Suggested responsible:* Gender mainstreaming colleagues

- 7.2. Support the integration of the gender and vulnerabilities intersectional analysis within Fund projects, for example by ensuring that a needs analysis is integrated into the project description and Results Matrix (EQ 10).

*Suggested responsible:* Fund Unit and RO Gender Focal Points

- 7.3. Support the mainstreaming of other vulnerability attributes, such as age, race, etc within Fund projects as guidance becomes available (EQ 10).

*Suggested responsible:* Fund Unit and RO RTSS

- 7.4. Continue to support the mainstreaming of environmental sustainability within Fund projects, based on the experience of the current organization-wide initiative and the planned piloting within Fund projects (EQ 10, 25).

*Suggested responsible:* Fund Unit with ESU

## ANNEX 1: Terms of Reference

### 1. EVALUATION CONTEXT

The IOM Development Fund (the Fund), originally the 1035 Facility, was established in 2001<sup>94</sup> in response to IOM Member States request to provide technical support and promote projects that would address the needs and challenges in managing migration faced by the developing Member States and Member States with economies in transition. The IOM Administration, in coordination with Member States, established the criteria and guidelines for the management of the Fund. A yearly amount of USD 1.4 million to the Fund and document MC/EX/631<sup>95</sup> outlined the criteria and guidelines for this allocation.

In 2003, IOM Administration with the support of its Member States acknowledged the benefit of conducting a review of the management of the Fund and requested the Office of the Inspector General (OIG) to conduct an evaluation. The evaluation focused on the relevance and effectiveness of the Fund's criteria and guidelines and was formally presented to the Subcommittee on Budget and Finance in October 2003. It recommended some adjustments to the allocation criteria and guidelines, formalized in 2004<sup>96</sup>, as well as a [follow-up evaluation](#) in 2005 focusing on impact analysis.

By July 2005, noticeable progress was made with the approval of 128 projects for a total of USD 6.8 million. The funding was distributed between regional projects (40 per cent) and national projects (60 per cent), benefiting 79 eligible Member States.<sup>97</sup>

In response to the growing demand for additional funding to support projects in developing Member States, the IOM Council introduced two separate funding lines in 2007: the original USD 1.4 million (Line 1) and a newly established budget (Line 2)<sup>98</sup>, adopted under Resolution No. 1150. This resolution led to a significant expansion of the Fund's resources within Line 2 stating that *"25 per cent of Discretionary Income (excluding security) in excess of the 2007 Programme and Budget Discretionary Income of USD 20.5 million will be allocated to an expanded 1035 Facility starting in 2008"* and that *"the total amount available for the expanded 1035 Facility (excluding direct voluntary contributions) cannot exceed total miscellaneous income (unearmarked contributions and interest income)"*<sup>99</sup>. Access to this additional funding was tied to assessed contributions, and Member States with outstanding contributions subject to Article 4 were ineligible from accessing Line 2. The allocated funds for Line 2 in 2008, 2009, and 2010 amounted to USD 3.0 million, USD 5.0 million, and USD 4.4 million, respectively, including voluntary contributions from Member States.

By 2012, following the [third evaluation](#) of the Fund in 2011, the Executive Committee had adopted Resolution No. 134, revising the allocation of excess amount of the Operational Support Income (OSI), previously named Discretionary Income in Res. No. 1150, to state that *"25 per cent of Operational Support Income in excess of USD 20.0 million would be allocated to funding Line 2 of the Fund"*, without further conditionality<sup>100</sup>. The Fund underwent further revisions in its allocation and application processes in Council Resolution No. 18 of 27 June 2018<sup>101</sup>. In 2019, OIG carried out the fourth

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<sup>94</sup> The IOM Council Resolution No. 1035 (LXXX) of November 2000 established the IOM Development Fund – *Developing Capacities in Migration Management*, as a global resource to support and strengthen the migration management capacities of IOM developing Member States (MS).

<sup>95</sup> IOM, 2019, [Revision of The Programme and Budget For 2001](#), pp. 62-63

<sup>96</sup> OIG, 2003, [Evaluation of the 1035 Facility](#), pp. 32-34

<sup>97</sup> In 2005, 77 Member States were eligible. The number has varied depending on the status of countries (for instance those having joined the EU and having lost their eligibility) and on new Member States joining the Organization and becoming eligible countries.

<sup>98</sup> IOM, 2007, [Council Resolution No. 1150 \(XCIII\) pp.4](#)

<sup>99</sup> IOM, 2007, [Council Resolution No. 1150 \(XCIII\) pp.3](#)

<sup>100</sup> IOM, 2017, [Possible Proposals To Update IOM Budget Resolutions pp. 4](#)

<sup>101</sup> IOM, 2018, [Council Resolution No. 18](#)

[evaluation](#) of the Fund and its recommendations were adopted by IOM Administration and came into effect in January 2020, leading mainly to an increase in the funding ceilings for both national and regional projects under Line 2.

The budget allocation and application of related regulations are now governed by Council Resolution No. 1390 of 24 November 2020, outlining two 'lines of funding', with Section IV, paragraph 13 of the Resolution stating that *“The Director General is requested to allocate USD 1.4 million from Operational Support Income for the development of migration projects in favour of developing Member States and Member States in transition, on the basis of an equitable regional distribution, without prejudice to funds already allocated for these purposes, referred to as funding Line 1”*, and Section IV, paragraph 14 that *“Director General is further requested to allocate USD 13.6 million from Operational Support Income to the IOM Development Fund, referred to as funding Line 2.”*, while paragraph 15 states *“The total amount available for IOM Development Fund for both Line 1 and Line 2 (excluding direct voluntary contributions) is USD 15.0 million”*.<sup>102</sup> Member States subject to Article 4 remained ineligible for funding under Line 2<sup>103</sup>.

In recent years, the Fund has seen an increase in demands for project funding to address various migration management and governance challenges, and in response, the Fund has sought to bridge funding gaps through fundraising campaigns to raise awareness and increase seed funding projects. As of 2021, the Fund’s total stood at USD 16.0 million with allocations of USD 1.5 million and USD 14.5 million for Lines 1 and 2 respectively, facilitating 58 projects and benefiting 67 eligible Member States across different regions, focusing on migration, environment, climate change, immigration and border management, and labour migration. The diminution of the number of projects compared to 2005 data mentioned above is linked to the increase of budget ceilings approved in 2020. In 2022, the Fund aligned its strategic approach for funding allocation with the IOM 2019 Strategic Vision, with a total of USD 16.4 million assisting 65 Member States through 59 projects. Similarly, in 2023, the Fund awarded USD 16.5 million to 63 new projects, benefiting 90 IOM Member States, and positively impacting 1,380,112 migrants. The fund expanded its 'Do the Right Thing' campaign into the IOM global climate mobility initiative, 'Think about Tomorrow, Act Today,' featuring new countries and hosting exhibitions, including at [COP28](#).

For 2024, the Fund will continue to support Member States with a provisional budget of USD 1.4 million for Line 1 and USD 13.6 million for Line 2, remaining open to further donors’ contributions.<sup>104</sup> The Fund's priorities include activities that enhance migration management practices and promote humane and orderly migration in the following areas:

- Counter-trafficking
- Enhancement of inter-governmental dialogue and cooperation
- Labour migration
- Migration and development
- Migration, environment, and climate change
- Migration health
- Border management
- Policy and legal framework development
- Research and assessment
- Return and Re-integration on an exceptional basis, for projects focusing on government capacity development activities.

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<sup>102</sup> International Organization for Migration. (2020). [Council Resolution No. 1390](#), Section IV, paragraphs 14-15

<sup>103</sup> Ibid, Section IV, paragraph 17.

<sup>104</sup> IOM Development Fund, 2024, [Guidance Note 2024](#)

Ineligible activities for the Fund include IOM movements (transport and resettlement), emergencies, conferences and similar events that are a continuation of existing initiatives, projects that mainly support IOM staff and office costs, as well as return and reintegration projects unless they include significant elements of government capacity development. IOM staff and office costs may be allocated for project implementation according to the standard IOM project development guidelines but may not exceed 30 per cent of the total project cost.<sup>105</sup>

Member States' eligibility is based on the World Bank's economic classifications, also ensuring equitable fund allocation across regions. The management of funded projects is overseen by relevant IOM offices or, in exceptional cases, by the IOM Headquarters units, in close collaboration with the governments of the benefiting Member States. Eligible Member States can access funding through Lines 1 and 2, with Line 1 tailored to national projects with a ceiling of USD 100,000, and exceptionally to regional projects up to USD 200,000. Line 2 ceilings are respectively USD 300,000 for national projects and USD 400,000 for regional projects. The duration of projects varies between the two lines, with Line 1 projects limited to a 12-month period and Line 2 projects extending up to 24 months.

The IOM Development Fund Unit collaborates with field and regional offices and manages the Fund with the PRIMA<sup>106</sup> application, allowing reporting at all stages of the project cycle. Alongside evaluating the Fund, the Unit is also committed to conducting ex-post evaluations and reviews on approximately 50 per cent of the projects approved per calendar year, as well as synthesis analysis by areas of support. This ensures accountability for project results and informs future decisions regarding the use of the Fund to be included in the regular reporting to the Standing Committee on Programmes and Finance (SCPF).

## 2. EVALUATION OBJECTIVE

The recommendations of the previous evaluations have been instrumental in shaping the IOM Development Fund's strategies and operations, aligning them to the growth and evolving vision of the Organization, and increasing importance of the management of migration around the world. The current evaluation will continue along the same lines, assessing the relevance, performance and success of the Fund emphasizing its commitment to addressing migration-related challenges through sustainable and community-centric interventions, also including the extent to which the last recommendations have been acted upon and possible challenges.

The inclusion of a fifth evaluation of the Fund in the IOM Central Evaluation Biennial Plan 2023-2024 was endorsed by the IOM Development Fund Unit and the Deputy Director-General for Operations, with the aim to reassess the Fund's scope, financing model, and project budget levels. The evaluation will consider the changing landscape of migration, the new [IOM Strategic Plan 2024-2028](#) and the Fund's related role and mandate in migration management. With the growing focus on migration worldwide and reliance on IOM guidance as exemplified by the [Global Compact for Safe, Orderly and Regular Migration](#) (GCM), the Fund has proven to be a significant tool for strengthening the capacity of governments in migration management.

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<sup>105</sup> [Eligibility Criteria | International Organization for Migration \(iom.int\)](#)

<sup>106</sup> PRIMA is the IOM Project Information and Management Application. The Fund developed the original pilot PRIMA application (PRIMA FOR IDF) which was decommissioned in December 2023 once all the pilot projects on that application came to an end. All new projects from 2019 were developed on PRIMA FOR ALL. The application includes all workflows in the project cycle, and an opportunity to monitor the implementation of activities in preparation for on-site evaluations.



The overall objective is to evaluate the relevance and effectiveness of the criteria, guidelines, and administrative management of the IOM Development Fund, considering its alignment with the IOM Strategic Plan 2024-2028 and Strategic Results Framework (SRF) 2024, as well as the financing model, including co-financing perspectives for a stronger impact and sustainability.

The target audience for this evaluation includes the IOM Administration, the IOM Development Fund Unit, and IOM Member States.

### **3. EVALUATION SCOPE AND METHODOLOGY**

The scope of the evaluation will cover the Fund's management and operations since 2020, focusing on the relevance in terms of eligibility and disbursement criteria and coverage of migration priorities, the efficiency of its fundraising mechanisms, the performance and impact and the prospects of sustainability of funded projects. The evaluation will also examine the effectiveness of the IOM Development Fund Unit in managing and fundraising efforts. The evaluation will propose recommendations for an effective alignment with the new IOM Strategic Plan 2024-2028 and Strategic Results Framework (SRF), building on the previous efforts of alignment with the former Strategic Vision. Additionally, it will evaluate the outcome, impact, and sustainability of selected projects between 2020 to 2023 benefiting from the external ex-post evaluations commissioned by the Fund. A Theory of Change on the IOM Development Fund will be proposed, if not yet available.

The evaluation will utilize the [OECD/DAC](#) criteria of relevance, coherence, effectiveness, efficiency, impact, and sustainability and the methodology will use mixed methods of quantitative and qualitative analysis to enable triangulation of data and information, including the following:

- A desk review of documents and reports, including resources from PRIMA, government authorities, UN bodies and other relevant international entities. Key documents can include project background documents, ex-post evaluations, thematic synthesis, and reviews, as well as SCPF reports.
- Qualitative surveys will be developed using Qualtrics to assess the application of the Fund's criteria and guidelines and to explore the effectiveness, outcomes, funding levels, impact, and sustainability of projects completed from 2020. The surveys will target IOM regional and country offices, Member States, and other relevant stakeholders.
- In addition to the surveys, key informant interviews will be conducted with staff in IOM regional and country offices and Member States, particularly those contributing financially to the fund.

The evaluation will be managed by IOM Central Evaluation, which will recruit an external evaluation consultant or firm to conduct the exercise. The IOM Development Fund Unit will be the main focal point to assist the evaluation process and will be consulted for the nomination of the members for the Reference Group (RG). The RG will provide essential documentation and feedback on key evaluation documents and in collaboration with Central Evaluation, will identify case studies or illustrations of IOM work related to the Fund, key informants, and survey participants. Decisions on field visits will be made during the inception phase if relevant. Interviews with various stakeholders will be conducted both in person and remotely, using various communication tools like phone and MS Teams for data collection.

The evaluation is scheduled to commence in March 2024 with a final report due by August 2024. A participatory workshop may be organized to discuss preliminary findings before the evaluation report is finalized.

#### 4. EVALUATION CRITERIA AND QUESTIONS

The evaluation will address the following questions:

##### **Relevance:**

- Do the Fund's criteria, guidelines and objectives align with the current needs and priorities of Member States, especially in the context of global migration challenges, and are they properly consulted?
- How well do the objectives and activities of the IOM Development Fund align with global and local development agendas, policies and strategies related to migration management and sustainable development?
- Has the Fund adapted its focus and interventions to address emerging migration challenges, such as climate induced migration and evolving socio-economic and labour conditions<sup>107</sup>?
- How do the project selection criteria and allocation of funds align with key policy and strategic frameworks, such as the IOM Strategic Plan 2024-2028, the SRF, the GCM, the [Sustainable Development Goals](#) (SDGs), and national and regional migration policies and strategies?

##### **Coherence:**

- How well does the IOM Development Fund complement and align with other migration management initiatives, both within and outside the IOM?
- What systems are in place, if at all, to collect and integrate the views of direct and indirect beneficiaries to document the work of the IOM Development Fund and assign projects priorities?
- Have IOM Development Fund projects fostered cooperation with local and international partners, local organizations for a better implementation of projects and to leverage resources and expertise in project implementation?

##### **Effectiveness:**

- Do the Fund's criteria and guidelines effectively support the implementation and management of projects?
- To what extent have the projects funded achieved their stated objectives and met the Member States' expectations in managing migration and improving the socio-economic conditions and well-being of the benefiting populations?
- How effectively do the funded projects contribute to the overall goals of the Fund?
- How well has the Fund demonstrated adaptability in projects selection to evolving situations and migration challenges, such as changes in socio-political contexts, economic conditions, or perception of migration?
- How effectively has the Fund integrated lessons learned from previous project cycles, evaluations and reviews into the design and implementation of current projects?
- How effectively do the projects integrate cross-cutting themes?
- How effectively has the Fund conducted its visibility and promotional activities, and how have these efforts contributed to its overall operational effectiveness and impact?
- How effective is PRIMA as an analytical, management, and monitoring tool in enhancing the Fund's performance?

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<sup>107</sup> <https://www.iom.int/objective3-facilitating-pathways-regular-migration>

### **Efficiency:**

- How efficiently were financial, human, and other resources allocated and utilized in the implementation of projects funded by the IOM Development Fund?
- Have the projects been implemented within the specified timeframes, and how did any delays affect the overall efficiency of the Fund's interventions?
- How efficient is the IOM Development Fund Unit in managing the Fund, including project administration, reporting, and procedural application?
- Are the current staffing levels and resources allocated to the Fund's strategic management adequate?
- How satisfied are Member States and IOM offices with the provision of information and reporting processes, and how effective are the feedback mechanisms for project application rejections?
- How efficient are the current budget ceilings and selection criteria in determining national and regional projects priorities and in meeting the Fund's objectives?

### **Impact**

- What intended and unintended changes can be attributed to the projects funded by the IOM Development Fund for an impact on migration management and migrants?
- Did the Fund have a particular impact, for instance on diaspora engagement and borders management at regional and international levels?

### **Sustainability**

- To what extent did the projects include measures to guarantee sustainability of capacity building initiatives and other operational results?
- To what extent have the direct beneficiaries demonstrated ownership and active participation to contribute to the sustainability of project outcomes?
- Are there specific challenges to guarantee sustainability, for instance related to project duration and type of support?
- Have the IOM Development Fund projects taken into consideration environmental sustainability?

## **5. ETHICS, NORMS AND STANDARDS**

IOM abides by the [Norms and Standards](#) of the UN Evaluation Group (UNEG) and expects all evaluation stakeholders to be familiar with the [Ethical guidelines for evaluation](#) of UNEG and the consultant(s) with the [UNEG code of conduct for evaluation in the UN System](#) as well. UNEG and EVA policy and technical references are available under IOM [Evaluation Webpage](#).

## **6. EVALUATION DELIVERABLES AND TIME SCHEDULE**

The consultant(s) is(are) expected to provide the following deliverables:

- Inception report outlining data collection processes and analysis and including an evaluation matrix with further refinement of evaluation questions and draft Theory of Change.
- Draft and final evaluation reports of no more than 50 pages (excluding annexes).
- Evaluation brief and draft management response (templates provided by IOM).

An indicative work plan for the conduct of the evaluation can be found below, to take place between March and August 2024.

<b>Activity</b>	<b>Timeframe/ deadlines</b>	<b>Indicative Working Days for consultancy</b>	<b>Who is responsible</b>
Inception phase (including report and kick-off meeting)	March 2024	10 days	Consultant(s)
Review of the inception report	End of March, early April 2024		Central Evaluation, RG
Documentation review, surveys, interviews, field visits	March to June 2024	20 days (days for field visits will be added if agreed at the inception phase)	Consultant(s)
Evaluation draft report	July 2024	10 days	Consultant(s)
Review of the evaluation draft report	End of July, early August 2024		Central Evaluation, RG
Finalization of the evaluation report and material	August 2024	5 days	Consultant(s)
<b>TOTAL DAYS CONSULTANT</b>		<b>45 days</b>	

## **7. CONSULTANT(S) QUALIFICATIONS**

- At least 10 years of evaluation experience with UN agencies and programmes (preferably IOM) and an advanced degree in social and political sciences or related fields.
- Thematic knowledge and experience with at least five evaluations in one of the following fields: emergency and humanitarian affairs, accountability to affected populations, migrant and refugee protection and welfare, as well as with migration and/or displacement related evaluations.
- Advanced knowledge and skills in categorization, mapping, mixed methods, and evidence synthesis.
- High proficiency in English, with knowledge of French and Spanish languages considered as asset.

## **8. SUBMISSION OF APPLICATION**

IOM is looking for proposals from service providers to deliver the outlined products. Service providers are requested to submit the following:

- A proposal with description of the approach, methodology, activities, work plan, deliverables and consultant(s) experience and expertise matching the ToR.
- Two examples of similar work.
- Three references.
- The budget in USD should include a detailed breakdown of costs per activity, personnel costs, and any other costs relating to the implementation of the tasks outlined in the ToR.
- An indicative cost can be included for potential travel to case study countries and Geneva for presenting the findings.

Contract period: February/March to August 2024.

Any potential conflict of interest should be declared.

Only shortlisted candidates will be notified. IOM reserves the right not to accept any tenders submitted.

Proposals must be submitted via email sent on or before midnight **29 February 2024 (Geneva time)** to [eva@iom.int](mailto:eva@iom.int).

Should you need any additional information, please send your queries in writing to [eva@iom.int](mailto:eva@iom.int).

For individual consultants interested in applying, please contact [eva@iom.int](mailto:eva@iom.int) before the deadline for instructions on the application.

## ANNEX 2: Evaluation Matrix

Questions	Indicators	Tools	Sources
<b>Relevance</b>			
1. Do the Fund's criteria, guidelines and objectives align with the current needs and priorities of Member States, especially in the context of global migration challenges, and are they properly consulted?	1. Extent to which the Fund's criteria, guidelines and objectives align with needs / priorities of MS, SDGs, GCM, etc; level of consultation with MS	Document review Country case studies Interviews	Documentation IOM staff Stakeholders Case study countries
2. Has the Fund adapted its focus and interventions to address emerging migration challenges, such as climate induced migration and evolving socio-economic and labour conditions?	2. Extent of adaption of Fund to address emerging migration challenges	Surveys Meta-analysis	
3. How do the project selection criteria and allocation of funds align with key policy and strategic frameworks, such as the IOM Strategic Plan 2024-2028 and the SRF?	3. Level of alignment between project selection criteria and allocation of funds with 1) IOM Strategic Plan 2024-2028 and 2) SRF		
<b>Coherence</b>			
4. How well does the IOM Development Fund complement and align with other migration management initiatives and priorities, both within and outside the IOM (i.e. including global and local development agendas, policies and strategies related to migration management and sustainable development)?	4. Level of complementarity and alignment between Fund and other migration initiatives and priorities including local and global development agendas (SDGs and GCM)	Document review Country case studies Interviews Surveys Meta-analysis	Documentation IOM staff Stakeholders Case study countries
5. What systems are in place, if at all, to collect and integrate the views of direct and indirect beneficiaries to inform the work of the IOM Development Fund and assign projects priorities both at the design and implementation phases?	5. Identification of systems to collect and integrate the views of direct and indirect beneficiaries to inform the work of the Fund		
6. How well have IOM Development Fund projects fostered cooperation with local and international partners, local organizations for a better implementation of projects and to leverage resources and expertise in project implementation?	6. Extent of cooperation between Fund and with local and international partners		

<b>Effectiveness</b>			
7. Do the Fund's criteria and guidelines effectively support the implementation and management of projects?	7.Extent to which the Fund's criteria, and guidelines support the implementation and management of projects	Document review Country case studies Interviews	Documentation IOM staff Stakeholders Case study countries
8. To what extent have the projects funded achieved their stated objectives and met the Member States' expectations in managing migration and improving the socio-economic conditions and well-being of the benefiting populations?	8.Extent to which the projects have met their stated objectives	Surveys	
9. How effectively has the Fund integrated lessons learned from previous project cycles, evaluations and reviews into the design and implementation of current projects?	9.Evidence of integrating lessons learned into design and implementation of current projects	Meta-analysis	
10. How effectively do the projects integrate cross-cutting themes?	10.Extent to which projects have integrated cross-cutting themes	ToC	
11. How effectively has the Fund conducted its visibility and promotional activities, and how have these efforts contributed to its overall operational effectiveness and impact?	11. Level of effectiveness of visibility and promotional activities		
12. How effective is PRIMA as an analytical, management, and monitoring tool in enhancing the Fund's performance?	12. Level of effectiveness of PRIMA as an analytical, management and monitoring tool		
<b>Efficiency</b>			
13. How efficiently were financial, human, and other resources allocated and utilized in the implementation of projects funded by the IOM Development Fund?	13. Level of efficiency of the resources allocated	Document review Country case studies Interviews	Documentation IOM staff Stakeholders Case study countries
14. Have the projects been implemented within the specified timeframes, and how did any delays affect the overall efficiency of the Fund's interventions?	14. Implementation of projects within the specified timelines	Surveys	
15. How efficient is the IOM Development Fund Unit in managing the Fund, including project administration, reporting, and procedural application?	15. Level of efficiency of the Fund Unit in managing the Fund	Meta-analysis	
	16. Level of efficiency in the design and development phase of projects (including the quality of the logical frameworks and proposals)		

16. How efficient is the design and development phase for projects submitted to the Fund?	comparison of first and final project proposals		
17. Are the current staffing levels and resources allocated to the Fund's strategic management adequate?	17. Level of adequacy of current staffing levels and resources for the Fund		
18. How satisfied are Member States and IOM offices with the provision of information and reporting processes, and how effective are the feedback mechanisms for project application rejections?	18. Level of satisfaction of MS and IOM offices with information and reporting processes; effectiveness of feedback mechanisms for project application rejections		
19. How efficient are the current budget ceilings and selection criteria in determining national and regional projects priorities and in meeting the Fund's objectives?	19. Level of efficiency of current budget ceilings and selection criteria		
<b>Impact</b>			
20. Did the projects funded by the IOM Development Fund contribute to an impact on migration management and governance, and migrants?	20. Estimate of contribution of projects to migration management and migrants	Document review Country case studies	Documentation IOM staff Stakeholders
21. Did the Fund have a global impact on IOM image, strategies and capacity to respond with its own resources?	21. Estimate of the global impact of the Fund on IOM image, strategies and capacity to respond	Interviews Surveys Meta-analysis ToC	Case study countries
<b>Sustainability</b>			
22. To what extent did the projects include measures to guarantee sustainability of capacity building initiatives and other operational results?	22. Extent to which projects included measures to guarantee sustainability at the design and implementation phases	Document review Country case studies Interviews Surveys Meta-analysis ToC	Documentation IOM staff Stakeholders Case study countries
23. To what extent have the direct beneficiaries demonstrated ownership and active participation to contribute to the sustainability of project outcomes?	23. Extent to which the direct beneficiaries demonstrated ownership and active participation		
24. Are there specific challenges to guarantee sustainability, for instance related to project duration and type of support?	24. Identification of specific challenges to guarantee sustainability		
25. To what extent have the IOM Development Fund projects taken into consideration environmental sustainability?	25. Extent to which projects have taken into consideration environmental sustainability		



## ANNEX 3: List of Documents Reviewed

### General documentation:

IOM (2017), *Project Handbook*, second edition  
IOM (2018) *Gender Marker Guide*  
IOM (2019), *IOM Strategic Vision. 2019-2023: Setting a course for IOM (C/110/INF/1)*  
IOM (2019), *Fourth Evaluation of the IOM Development Fund, Office of the Inspector General*  
IOM (2020), *Institutional Strategy on Migration and Sustainable Development*  
IOM (2021), *Institutional strategy on migration, Environment and climate change 2021–2030*  
*IOM (2021), IOM Development Fund Strategic Plan, 2024-2028*  
IOM (2022), *Innovation Booklet - IOM Development Fund, 2020 – 2022*  
IOM (2023), *Innovation Booklet, 2020- 2022, IOM Development Fund,*  
IOM (2023), *Evaluation of the Africa Regional Migration Program*  
IOM (2023), *Added Value of the IOM Development Fund*  
IOM (2023), *IOM Development Fund: Scaling Up from Seed Funding*  
IOM (2023), *Evaluation of IOM Strategic and Operational Response to the COVID-19 Pandemic*  
IOM (2024), *IOM Development Fund Guidance Note*  
IOM (2024), *Financial Guidelines for IOM Development Fund Projects*  
IOM (2024), *Mid-term External Evaluation of the Asia Regional Migration Program*  
IOM (2024), *IOM Strategic Plan 2024–2028*  
IOM (2024), *IOM Intersectional Gender Analysis Toolkit*  
*IOM, Evaluation Guidelines for IOM Development Fund Projects (undated)*  
IOM, *IOM Development Fund Status Report*, Standing Committee on Programmes and Finance, (various)  
IOM (2023), *Gendered Reintegration Experiences and Gender-Sensitive/Responsive/ Transformative Approaches to Reintegration Assistance*  
MOPAN, (2023), *MOPAN Assessment of the International Organization for Migration*  
UN (2019), A/RES/73/195, Resolution adopted by the General Assembly on 19 December 2018, *Global Compact for Safe, Orderly and Regular Migration*, 11 January 2019  
Fund project proposals, progress and final reports (various)  
Meta-evaluations consulted (see annex 5)

### Websites

The following websites / web-based resources were also reviewed:

<https://environmentalmigration.iom.int/environmental-sustainability>

<https://www.iom.int/global-migration-and-media-academy-gmma-media-training-platform-strengthen-ethical-and-accurate-reporting-about-migration>

<https://maldives.un.org/en/284636-common-country-analysis-2024>

<https://www.iom.int/iom-strategic-results-framework-srf>

<https://www.un.org/ohrlls/mvi>

<https://governingbodies.iom.int/financial-reports>

## ANNEX 4: Summary of Project Proposal Analysis

#	PRIMA / Project ID	Title	Date of Original proposal	Date of final proposal	Number of proposal versions	Number of weeks (to final)	Number of people commenting (not including the Fund staff)	Number of comments	Nature of comments
1	TN10P0520 / LM.0289	Strengthening the Capacities of the Government of Tunisia to Effectively Manage Labour Migration along the Côte d'Ivoire – Tunisia Migration Corridor	24.07.21	18.11.21	19	11	5	73	Missing/ clarification : Gender, SH beneficiaries/ partnerships. Activities outputs formulation/ clarification/ addition, ToC, Sustainability, RBM: 23 comments : indicators, assumptions, output. Workplan
2	BW10P0509 / TK.0015	Building the Capacity of the Government of Botswana to Strengthen Linkages and Collaboration with the Batswana Diaspora	2.12.20	16.12.20	20	2	2	18	Project structure and application of project handbook: outputs outcomes hypothesis, ToC. Consultation with other CO RBM – 6 comments not all addressed, e.g. suggest of indicator- response= outcome dumbed down.
3	ER10P0508 / TK.0044	Strengthening Capacities Towards the Establishment of a Sustainable Diaspora Programme in Eritrea	31.03.23	30.07.23	52	12	2	41	Rationale, Outputs and Activities, Scope, Partnerships, Stakeholders, Workplan, monitoring
4	TZ10P0523 / LM.0473	Facilitating Free Movement of Labour in Four Selected EAC Partner Countries.	23.07.21	28.09.21	27	9	1	8	Rationale, ToC, outcome, assumptions, indicators
5	CH10P1238 / IM.0046	International Migration Law Capacity Development Programme for Africa (IML-ACDP)	21.08.23	28.11.23	35	13	1	16	Indicators, further details on activities
6	MV10P0511 / NC.0087	Maldives: Strengthening Government and Community Capacities to Facilitate Effective Responses to the Human Mobility Dimensions of Climate Change	18.04.22	29.06.22	29	9	1	31	Clarification: outputs, activities, (order of), ToC, impact gender, partnership details, RM, strategy/GL alignment, Sustainability
7	LK10P0568 / LM.0494	Sri Lanka: Rapid Assistance to Sri Lankan Government Employees and Other Aspiring Migrant Workers to Secure Foreign Employment through the Integrated Guidance and Referral System (IGRS)	25.08.22	20.09.22	27	3	2	45	Timeframe, Rationale, country context, outputs too broad, activities, indicators,
8	MD10P0501 / IB.0120	Enhancing the Training Capacity of the Border Police in the Republic of Moldova (TRABOR)	15.04.19	10.07.19	7	1	N/A	N/A	N/A
9	TH10P0626 / IS.0130	Promoting Evidence-Based Migration Discourse and Media Reporting in Thailand	25.05.23	Not available	N/A		2	59	Logic/ rationale, Activities, Collaboration/ partnership, Cross cutting themes, monitoring

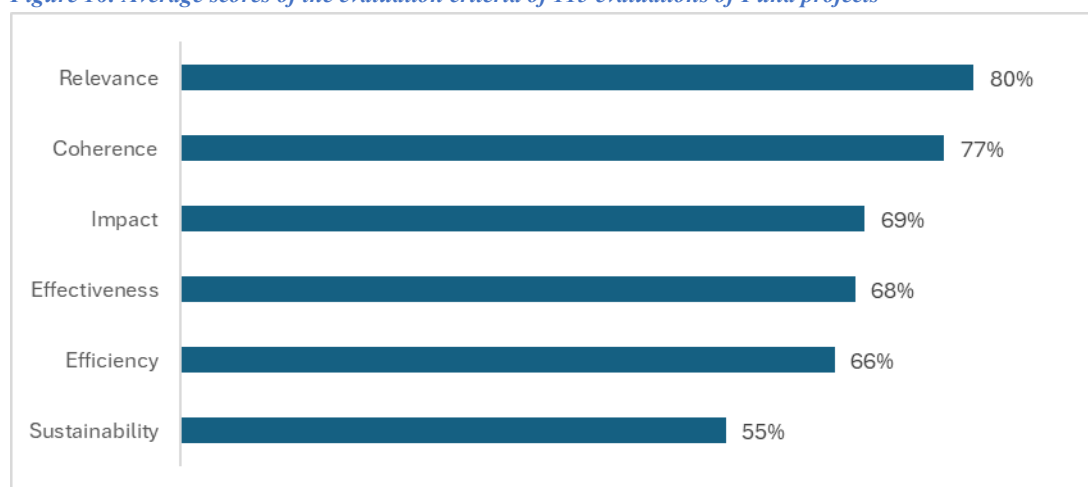
10	EC10P0541 / RR.0344	Strengthening National Capacities to Provide Assistance to Ecuadorian Returnees and for the Prevention of Irregular Migration	31.03.23	17.07.23	19	14	3	66	Rationale, strategic alignment indicators, project description/scope, RM.
11	AR99P0512 / IS.0077	A Socioeconomic (Re)Integration Toolkit for Governments in South America	22.09.21	18.11.21	25	8	3	66	Coverage, project description, Outcome, cross cutting themes/gender, stakeholders
12	CR10P0528 / NC.0085	Development and Adoption of Community and Household Climate Change Adaptation Plans to Address the Environmental Drivers of Migration in Costa Rica	19.04.22	4.07.22	39	10	2	159	Timeframe, Partners, beneficiaries, language, information, role of local gov, rationale, activities, gender, sustainability, know management, indicator, assumptions, RM_ substantial re write
13	UZ10P0501 / LM.0383	Establishing a Pilot Skills Development Centre for Potential Labour Migrants in Uzbekistan	01.04.19	12.07.19	5	13		changes not tracked	
14	SL10P0532 / CD.0096	Combatting Irregular Migration through Youth Empowerment and Community Engagement in Sierra Leone	29.05.23	21.07.23	4	7	1	17	Gender, rationale, strategy alignment, ToC, Sustainability, RM, Outcome, Indicators, outputs
15	SD10P0552 / IB.0335	Sudan: Developing the Capacity of the Port Sudan Point of Entry for Humanitarian Border Management	19.04.22	28.07.22	5	13		0 comments	Significant revisions
16	IR10P0508 / PO.0216	Contributing towards Migration Governance in the Islamic Republic of Iran	14.05.23	30.06.23	59	6	3	28	ToC, activities
17	GH10P0528 / LM.0495	Empowering Women in Small-Scale Cross-Border Trade Between Benin, Ghana and Togo	13.07.22	13.09.22	24	8	Not recorded	27	Project type, beneficiaries, duration, strategy, Framework alignment, ToC, Cross cutting themes, monitoring, evaluation, workplan, RM-objective, outcome, output, indicators
18	DM10P0511 / IS.0069	Strengthening the Capacity of the Government of Dominica to Improve Migrant Integration	20.04.21	19.08.21	69	16	1	55	Title, outcome, rationale, ToC, sustainability, RM- outcome, activities, indicators
19	GT10P0513 / CD.0060	Strengthening the Capacity of Guatemala's Consular Network and the General Directorate of Consular and Migratory Affairs	20.10.20	26.11.20	27	5	Not recorded	52	Gender, partnerships, sustainability, monitoring, RM- Outputs, indicators
20	NI10P0502 / PX.0097	Strengthening the Capacity of the National Coalition Against Trafficking in Persons for Early Detection and Referral of Victims of Human Trafficking in Nicaragua	27.6.19	27.9.19	6v	12	1	34	Partnerships/ coordination, sustainability, RM-, Outcome, Output, baseline, indicators,

## ANNEX 5: Meta-Analysis Summary

### Introduction

The analysis of the meta-evaluation reports considered the 13 meta-evaluation reports available. Out of these 13 reports, six reports were meta-evaluations of thematic areas of work and therefore contained less comparable findings, although they were informative for this evaluation in general. The remaining seven reports were meta-evaluations that summarised the findings of the evaluation of 115 Fund projects, implemented between 2012 to 2024. These evaluations used the same five-point scale (Poor to Excellent) to assess the Fund projects based on the OECD-DAC criteria. This provided comparable data that could be compiled to provide overall ratings for the criteria for the 115 projects, as follows:

*Figure 16: Average scores of the evaluation criteria of 115 evaluations of Fund projects*



More detailed analysis across these seven meta-evaluations is found at the end of this summary.

### Summary of the findings by criteria:

**Relevance – 80 percent - range: 71-92 percent:** The relevance of the projects was consistently highlighted as a strength, with most projects being well-aligned with local, national, and international priorities. The involvement of stakeholders during the design phase contributed to this alignment, ensuring that the projects addressed the needs of the countries involved. However, some projects had limited stakeholder involvement, which led to misalignment with beneficiary needs and priorities, impacting their overall relevance and success.

**Coherence – 77 percent - range: 67-92 percent:** internal coherence (with other IOM projects) was found to be stronger than external coherence (with projects of other organizations and/or governments in the same or related fields). Ensuring coherence was found to be beneficial in terms of developing and maintaining strong relationships with relevant actors, both within IOM projects and externally.

**Impact – 69 percent - range: 59-87 percent:** The impact of the projects was difficult to assess in many evaluations. While some projects showed positive short-term effects and laid the foundations for future benefits, others struggled to demonstrate significant long-term impact due to incomplete deliverables and/or changing contexts. The evaluations noted that projects with well-defined theories of change and robust follow-up mechanisms were more likely to achieve lasting positive impacts. This

criterion had a large range (from 59-87 percent) indicating that the different evaluators could have interpreted the rating scheme differently.

**Effectiveness – 68 percent - range: 60-76 percent:** The effectiveness of the projects varied across different evaluations, with most projects evaluated successfully meeting or exceeding their objectives, with a minority faced challenges. The most successful projects were those that incorporated participatory approaches, strong stakeholder engagement, and adaptive strategies to overcome obstacles such as changing government counterparts or unforeseen challenges like the COVID-19 pandemic. However, effectiveness was hampered by delays to achieve objectives, overly ambitious goals, inadequate follow-up and a supportive environment in general.

**Efficiency – 68 percent - range: 58-73 percent:** Efficiency had mixed findings, with some projects demonstrating effective use of resources and timely completion, while others faced significant delays and budget underutilization. Challenges such as staff turnover, inadequate monitoring systems, and the impact of external factors like the COVID-19 pandemic contributed to inefficiencies. Despite these challenges, projects that maintained flexibility and adjusted their plans effectively were better able to deliver results within the agreed timeframes and budgets.

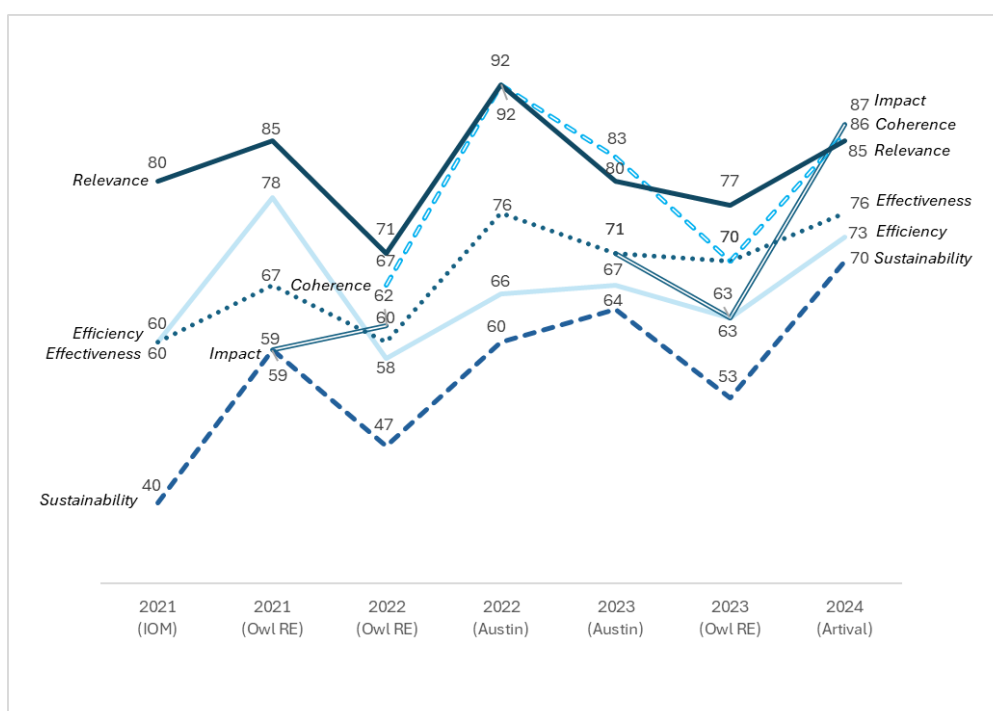
**Sustainability- 55 percent - range: 40-70 percent:** Sustainability was the lowest scoring criterion across the evaluations. The evaluations found that projects lacked effective sustainability plans, making it difficult to maintain the benefits after project completion. While some projects succeeded in securing government buy-in and additional funding, others struggled due to limited resources, political instability, and insufficient post-project action plans. The lack of a clear sustainability strategy was a recurring issue, although improved over time as the Fund put increasing emphasis on sustainability in project design and management. This criterion had the largest range (30 percent - from 40-70 percent) indicating that the different evaluators could have interpreted the rating scheme differently.

### **Analysis across the seven meta-evaluations**

The following chart illustrates the ratings of the criteria across the seven-meta evaluations (noted in the horizontal axis is the publications year of the report and the authors). Of note:

- Coherence was covered by only five meta-evaluations. This was because Coherence was only introduced as an OECD-DAC criteria in late 2020 and included in Fund evaluations from about 2022 onwards.
- Impact was covered by only five meta-evaluations. These two meta-evaluations indicated that insufficient information was available in the evaluation reports to assess Impact.
- The ratings of the criteria have largely increased over time. The ratings in the latest 2024 meta-evaluation, by Artival, are significantly higher than the previous six meta-evaluations, with a range between 70-87 percent, which is an average of 13 percent difference compared to the other meta-evaluations. This indicates that the evaluators of these evaluations could have interpreted the rating scheme differently.

Figure 17: Scores of the evaluation criteria of 115 evaluations of Fund projects by meta-evaluation



**Meta-evaluations included in this analysis:**

**General / comparable meta-evaluations:**

1. IOM, Report on IOM Development Fund, 2020 Ex-post Evaluations, IOM Development Fund, March 2021.
2. IOM, Meta-evaluation of IOM Development Fund projects (funded 2015-2017), April 2021.
3. IOM, Synthesis Evaluation, Extracting Learning from 2021 IOM Development Fund Ex-Post Evaluations.
4. IOM, Meta-evaluation of IOM Development Fund projects (funded 2015-2018), February 2023.
5. IOM, Synthesis Evaluation, Extracting Learning from 2022 IOM Development Fund Ex-Post Evaluations, 10 March 2023.
6. IOM, IOM Development Fund Projects evaluated in 2023-2025 (funded 2019-2020).
7. IOM, Meta-evaluation of IOM Development Fund projects (funded 2016-2021), January 2024.

**Thematic meta-evaluations:**

8. IOM, Review of IOM Development Fund Migration Health Projects, 2016 – 2020, June 2021.
9. IOM, Review of IOM Development Fund Projects, Focusing on Diaspora, 2015 – 2020, October 2021.
10. IOM, Review of IOM Development Fund Projects, Focus on IOM Gender Marker, 2017 – 2020, May 2021.
11. IOM, Review of IOM Development Fund Immigration and Border Management Projects 2015 – 2020, April 2022.
12. IOM, Review of IOM Development Fund, Labour Migration Projects, 2016 – 2020, January 2023.
13. IOM, Review of IOM Development Fund Immigration and Border Governance Projects; Disarmament, IOM, Demobilization and Reintegration (DDR) of Former Combatants Projects; and Addressing Violent Extremism Projects 2019 – 2022, August 2023.

## ANNEX 6: Evaluation tools

### 1. Interview guide

Interviewee:	
Position:	
Organisation/Unit:	
Country:	
Date of interview:	
Interviewer:	

#### INTRODUCTION AND INFORMED CONSENT

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- *Introduce the evaluation team/ member if this is the first discussion with this key informant.*
- *Explain the objectives of the interview (adapt according to interviewee)*
- *Ask if the interviewee has any questions.*
- *Note that the interview should take approximately 45 minutes to one hour.*
- *Explain that all information shared is confidential and describe the measures to ensure confidentiality.*
- *Inform the interviewee that we are taking notes.*
- *Ask if the interviewee has any question and ask consent to start the interview/discussion.*

#### Relevance

1. (external/internal) How does the Fund align with the current needs and priorities of Member States, especially in the context of global migration challenges?

-- (external/internal) Are MS properly consulted? For example, with respect to the, criteria, objectives, project topic and design?

2. (external/internal) Has the Fund adapted its focus and interventions to address emerging migration challenges, such as 1) climate induced migration and 2) evolving socio-economic and labour conditions?

3. (internal) How do the project selection criteria and allocation of funds align with key policy and strategic frameworks, such as the IOM Strategic Plan 2024-2028 and the SRF? (select IOM staff)

#### Coherence

4. (external/internal) How well does the IOM Development Fund complement and align with other migration management initiatives and priorities, both within and outside the IOM?

--global and local development agendas, policies and strategies related to migration management, governance and sustainable development

5. (external/internal) What systems are in place, if at all, to collect and integrate the views of direct and indirect beneficiaries to inform the work of the IOM Development Fund and projects priorities both at the design and implementation phases?

6. (external/internal) Have IOM Development Fund projects fostered cooperation with local and international partners, local organizations for a better implementation of projects and to leverage resources and expertise in project implementation?

## **Effectiveness**

7. (internal) Are you aware of the Fund's criteria and guidelines? Do they effectively support the implementation and management of projects?

8. (external/internal) To what extent have the Fund projects achieved their stated objectives and met the Member States' expectations?

-- MS expectations: managing migration and improving the socio-economic conditions and well-being of the benefiting populations

9. (internal) How effectively has the Fund integrated lessons learned from previous project cycles, evaluations and reviews into the design and implementation of current projects?

10. (external/internal) How effectively do the projects integrate cross-cutting themes?

11. (external/internal) How effectively has the Fund conducted its visibility and promotional activities, and how have these efforts contributed to its overall operational effectiveness and impact?

12. (internal) How effective is PRIMA as an analytical, management, and monitoring tool in enhancing the Fund's performance? (select IOM staff)

## **Efficiency**

13. (internal) How efficiently were resources allocated and utilized in the implementation of projects funded by the IOM Development Fund?

-- human resources

-- financial

-- other resources (e.g. expertise)

14. (external/internal) Have the projects been implemented within the specified timeframes, and how did any delays affect the overall efficiency of the Fund's interventions?

15. (internal) How efficient is the IOM Development Fund Unit in managing the Fund, including project administration, reporting, and procedural application?

16. (internal) How efficient is the design and development phase for projects submitted to the Fund? Including the roles of COs, ROs and the Fund team? How is the quality of the proposals and their logical frameworks?

17. (external/internal) Are the current staffing levels and resources allocated to the Fund's strategic management adequate?

For information if needed:

For 2024: Line 1 - USD 1,400,000; and Line 2 - USD 13,600,000:

- Line 1: USD 100,000 for national and regional projects. Exceptional increase at the regional project level will continue to be considered up to USD 200,000.

- Line 2: USD 300,000 for national projects and USD 400,000 for regional projects. Funding requests beyond these limits will not be considered.



18. (external/internal) How satisfied are 1) Member States and 2) IOM offices with the provision of information and reporting processes, and how effective are the feedback mechanisms for project application rejections (relevant for IOM offices)?

19. (internal) How efficient are the current budget ceilings (see above) and selection criteria in determining national and regional projects priorities and in meeting the Fund's objectives?

### **Impact**

20. (external/internal) How have the projects funded by the IOM Development Fund contributed to an impact on migration management, governance and migrants?

21. (external/internal) Did the Fund have a global impact on IOM image, strategies and capacity to respond with its own resources, for instance on themes such as diaspora engagement and borders management?

### **Sustainability**

22. (external/internal) To what extent did the projects include measures to guarantee sustainability, such as exit plans, follow-up or hand over actions? Are they considered in project design?

23. (external/internal) How likely are the benefits generated by the projects to continue after external support has ended?

24. (external/internal) Are there specific challenges/factors for sustainability, for instance related to project duration and type of support?

25. (external/internal) To what extent have the IOM Development Fund projects taken into consideration environmental sustainability?

### **Final question**

26. (external/internal) Any suggestions or further inputs on the Fund?

## 2. Survey – staff

IOM is carrying out an external evaluation of IOM Development Fund (“the Fund”). For this purpose, a short online survey is proposed for a selection of IOM staff, invited to complete the questions that follow.

The survey responses are anonymous and will be treated with confidentiality. Any information requested on staff positions and regions is only to allow the evaluation team to better analyse and use the responses received.

The survey should take some 10 minutes to complete.

Thank you for your participation.

Owl RE consultancy evaluation team/IOM Central Evaluation

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### 1. Which region are you based in:

- Asia and the Pacific
- Central and North America and the Caribbean
- Central and West Africa
- East Africa and the Horn of Africa
- European Economic Area
- Middle East and North Africa
- South America
- Southern Africa
- South-Eastern Europe, Eastern Europe and Central Asia
- Global role

### 2. Do you work in:

- A Country Office
- A Regional Office
- HQ
- Other, please specify:

### 3. Which of the following best describes your role:

- Chief of mission/Deputy chief of mission
- Operations/programme/project Manager and/or Heads of unit/division
- Technical/thematic advisor/specialist
- M&E advisor/officer/assistant
- Project/programme officer/assistant
- Project developer
- Research officer/assistant
- Communications officer/assistant
- Resource management officer/assistant
- Other, please specify: \_\_\_\_\_

### 4. To what extent do you believe that the Fund is aligned with:

	Not at all	A little	Quite some	A lot	Don't know
Priorities of Member States					
Emerging migration challenges					

IOM strategic objectives					
Other IOM migration management initiatives					
Global development agenda					

**4.1 Please provide further details in support of your response:**

- 5. For the Fund projects that you have been involved with, to what extent do you believe that they have achieved their objectives:**

	Not at all	A little	Quite some	A lot	Don't know
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**5.1 If you responded, "Not at all" or "A little", could you please provide further details in support of your response?...**

- 6. Could you provide any examples of achievements you have seen from Fund projects?**
- 7. What do you think are the key factors affecting the effectiveness of the Fund projects, positive and/or negative?**
- 8. How would you assess the following aspects of the planning and management of the Fund projects?**

	Very poor	Poor	Good	Excellent	Don't know
The design and development of the projects					
Application process for the projects					
Selection criteria for the projects					
Budgets available for projects					
Support from the Fund Unit in the design phase					
Support from the Fund Unit for project revisions					
Support from the Fund Unit during project implementation					
Implementation of the projects					
Consultation and/or involvement of partners/stakeholder in the design phase					
Consultation and/or involvement of partners/stakeholders in the implementation phase					
Monitoring and evaluation of the projects					
Feedback from IOM to partners/stakeholders on project results and next steps					

- 9. To what extent do you believe the Fund projects have been successful with the following aspects concerning sustainability:**

	Not at all	A little	Quite some	A lot	Don't know
Including activities focused on sustaining project results					
Designing exit and follow-up plans					

Securing budgets and/or support to maintain continuation of project results.					
Handing over project activities to partners and stakeholders					

**10. Do you have any further comments or feedback on the IOM Development Fund?**

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**3. Survey – external stakeholders (excluding member states)**

IOM is carrying out an external evaluation of IOM Development Fund (“the Fund”). For this purpose, a short online survey is proposed for a selection of external stakeholders that have been involved with the Fund, invited to complete the questions that follow.

The survey responses are anonymous and will be treated with confidentiality. Any information requested on regions and type of organisations is only to allow the evaluation team to better analyse and use the responses received.

The survey should take some 10 minutes to complete.

Thank you for your participation.

Owl RE consultancy evaluation team/IOM Central Evaluation

\*\*\*\*\*

**1. Which region are you based in:**

- Asia and the Pacific
- Central and North America and the Caribbean
- Central and West Africa
- East Africa and the Horn of Africa
- European Economic Area
- Middle East and North Africa
- South America
- Southern Africa
- South-Eastern Europe, Eastern Europe and Central Asia

**2. Which of the following best describes your organisation:**

- Civil society organisation / non-governmental organisation
- UN agency or international organisation
- Research / academic institution
- Private sector
- Other, please specify: \_\_\_\_\_

**3. To what extent do you believe that the Fund is aligned with:**

	Not at all	A little	Quite some	A lot	Don't know
Priorities of the national government					
Emerging migration challenges					
IOM strategic objectives					
Other initiatives in the migration field					
Global development agenda					

4. For the Fund projects that you have been involved with, to what extent do you believe that they have achieved their objectives:

	Not at all	A little	Quite some	A lot	Don't know
--	------------	----------	------------	-------	------------

4.1 If you responded, "Not at all" or "A little", could you please provide further details in support of your response?

Could you provide any examples of achievements you have seen from Fund projects?

5. What do you think are the key factors affecting the effectiveness of the Fund projects, positive and/or negative?

6. How would you assess the following aspects of the planning and management of the Fund projects?

	Very poor	Poor	Good	Excellent	Don't know
The design and development of the projects					
Budgets available for projects					
Implementation of the projects					
Consultation and/or involvement of partners/stakeholders in the design phase					
Consultation and/or involvement of partners/stakeholders in the implementation phase					
Feedback from IOM to partners/stakeholders on project results and next steps					

7. To what extent do you believe the Fund projects have been successful with the following aspects concerning sustainability:

	Not at all	A little	Quite some	A lot	Don't know
Working with government/ relevant stakeholders to sustain project results					
Designing exit and follow-up plans					
Securing funding to support project results continuing					

8. Do you have any further comments or feedback on IOM Development Fund?

#### 4. Survey – member states

IOM is carrying out an external evaluation of IOM Development Fund ("the Fund"). For this purpose, a short online survey is proposed for Member States, invited to complete the questions that follow.

The survey responses are anonymous and will be treated with confidentiality. Any information requested on regions is only to allow the evaluation team to better analyse and use the responses received.

The survey should take some 10 minutes to complete.

Thank you for your participation.

Owl RE consultancy evaluation team/IOM Central Evaluation

\*\*\*\*\*

**1. Which region are you based in:**

- Asia and the Pacific
- Central and North America and the Caribbean
- Central and West Africa
- East Africa and the Horn of Africa
- European Economic Area
- Middle East and North Africa
- South America
- Southern Africa
- South-Eastern Europe, Eastern Europe and Central Asia

**2. Which of the following best describes your role:**

- Working within a Member States Mission, Geneva
- Working in a government ministry or department in my own country
- Other, please specify: \_\_\_\_\_

**3. To what extent do you believe that the Fund is aligned with:**

	Not at all	A little	Quite some	A lot	Don't know
Priorities of Member States					
Emerging migration challenges					
IOM strategic objectives					
Global development agenda					
Other initiatives in the migration field					

**4. Do you believe that the current annual Fund budget (some USD 15 Million) is adequate?**

Yes No N/A

**5. Do you believe your government would be ready to financially contribute to the Fund with an earmarked contribution?**

Yes No N/A

**6. How would you assess the following aspects of the planning and management of the Fund projects?**

	Very poor	Poor	Good	Excellent	Don't know
The design and development of the projects					
Selection criteria for the projects					
Budgets available for projects					
Implementation of the projects					
Management of the Fund Unit					
Information and reporting of Fund activities to Member States					

**7. Has your country benefited from an IOM Development Fund project from 2020 onwards?**

Yes No → go to question 14 N/A

**8. For the Fund projects that you have been involved with, to what extent do you believe that they have achieve their objectives:**

Not at all	A little	Quite some	A lot	Don't know

**9. 8.1 If you responded "Not at all" or "A little", could you please provide further details in support of your response?... Could you provide any examples of achievements you have seen from Fund projects:**

**10. What do you think are the key factors affecting the effectiveness of the Fund projects, positive and/or negative?**

**11. Did your government provide any support for the continuation of Fund project activities after the project(s) ended?**

Yes No N/A

**12. Was additional funding secured after the end of the Fund project(s)?**

Yes No N/A

**13. What in your view could improve sustainability of project results?**

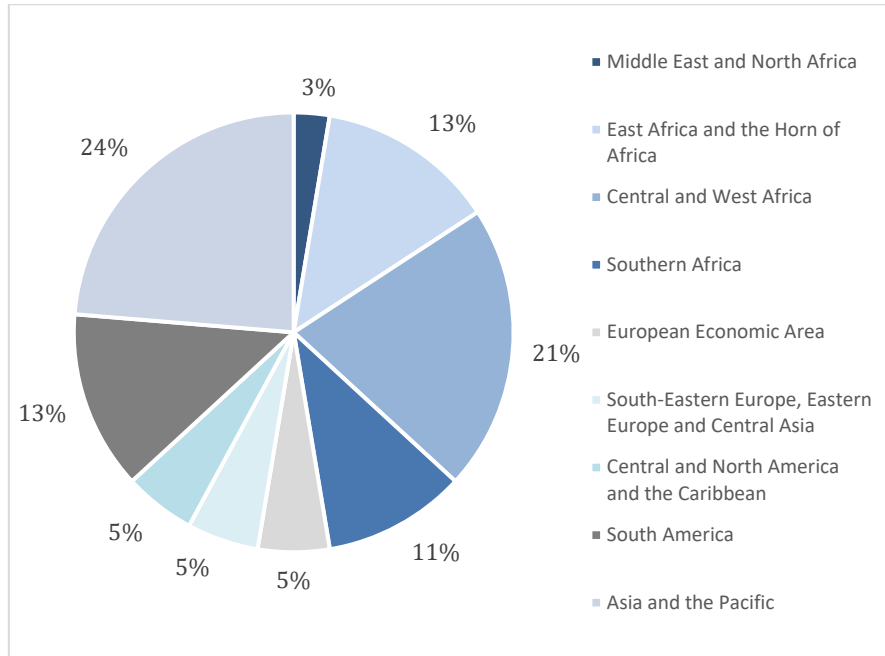
**14. Do you have any further comments or feedback on IOM Development Fund?**

## ANNEX 7: Addition Survey Graphs

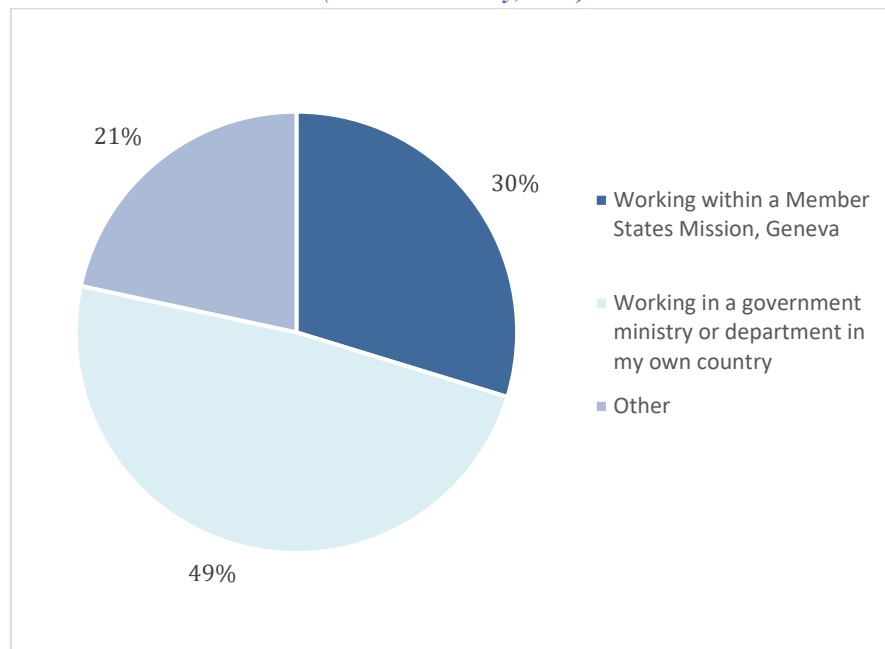
These graphs are on the demographic questions of the surveys.

MS survey:

*Figure 16: Location of MS survey respondents  
(source: MS survey, n=40)*

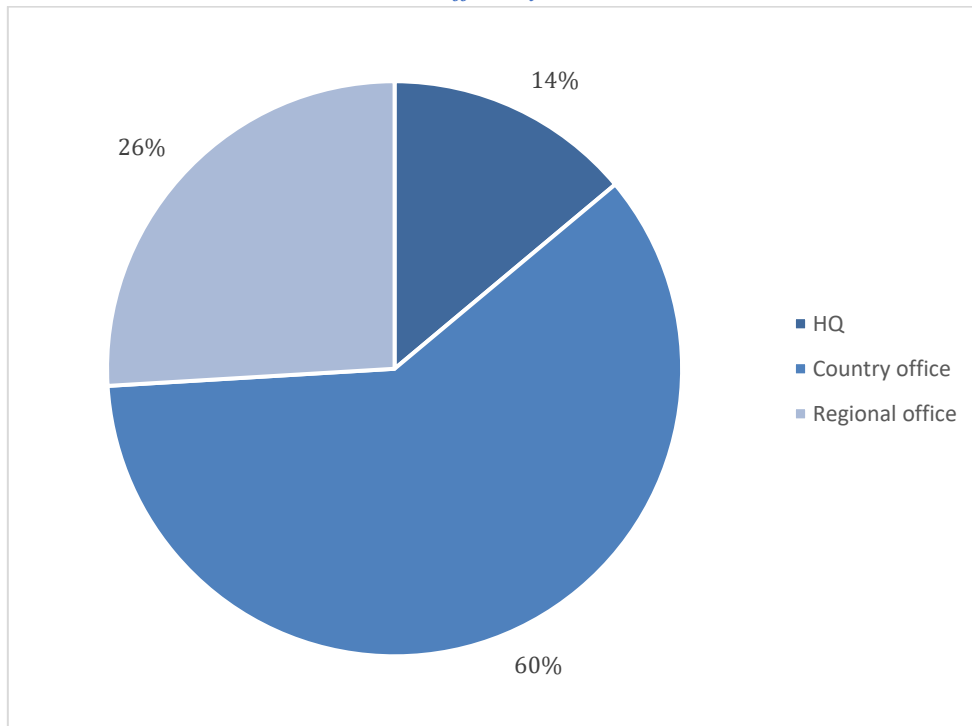


*Figure 187: Role of MS survey respondents  
(source: MS survey, n=40)*

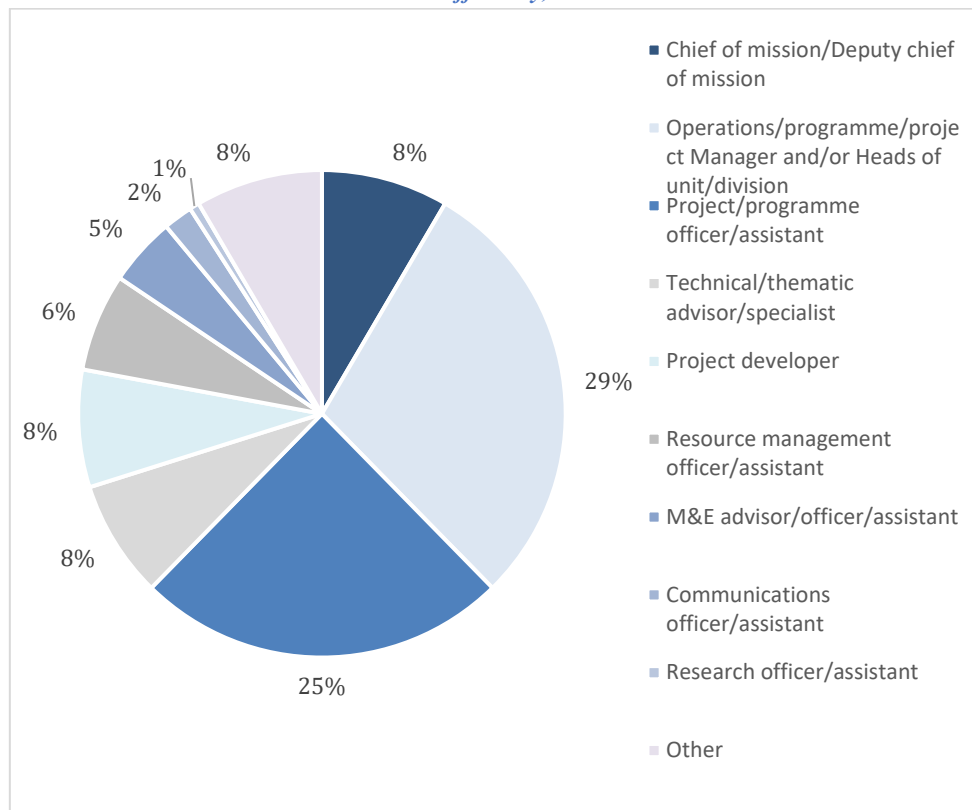




**Figure 18: Classification of IOM staff survey respondents**  
 IOM staff survey, n=179



**Figure 19: Role of IOM staff survey respondents**  
 IOM staff survey, n=179



## ANNEX 8: List of Persons Interviewed

#	Gender	Organization/Unit	Position	Total (126)
<b>IOM HQ</b>				<b>11 (8F/3M)</b>
1.	F	IOM	Senior Policy Adviser to the Director General	
2.	F	IOM	DDG for Management and Reform a.i.	
3.	F	IOM	Result Based Manager, Strategic Results Framework Office	
4.	F	IOM	IOM Development Fund Administrator	
5.	F	IOM	Programme Assistant, IOM Development Fund	
6.	F	IOM	Gender Advisor	
7.	F	IOM	Gender Advisor	
8.	M	IOM	Vulnerabilities Advisor	
9.	F	IOM	Programme Support Officer	
10.	M	IOM	Project Officer	
11.	M	IOM	Comptroller / Director	
<b>IOM Regional Offices and other Country Offices</b>				<b>10 (8F/2M)</b>
12.	F	IOM Manila	Administration / finance / monitoring	
13.	F	IOM Manila	Administration / finance / monitoring	
14.	F	IOM RO Pretoria	Regional Project Development Officer	
15.	F	IOM RO Vienna	Regional Project Development Officer	
16.	F	IOM RO Bangkok	Regional Project Development Officer	
17.	F	IOM RO Cairo	Senior Regional Liaison and Policy Officer	
18.	M	IOM RO Vienna	Regional Migration, Environment and Climate Change Specialist	
19.	F	IOM RO Bangkok	Senior Regional Specialist on Labour Mobility and Human Development,	
20.	M	IOM RO Costa Rica	Regional Thematic Specialist on Migration, Environment and Climate Change	
21.	F	IOM RO Pretoria	Senior Immigration and Border Management Specialist	
<b>Albania</b>				<b>12 (6F/6M)</b>
22.	F	IOM Albania	Head of Office	

23.	M	IOM Georgia	Former Project Manager, IOM Albania	
24.	M	IOM Albania	Program Coordinator	
25.	M	IOM Albania	Project Associate	
26.	M	IOM Albania	RMO	
27.	F	IOM Albania	Project Associate	
28.	M	Ministry of Interior	Expert in the Migration Sector, General Directorate of Migration and Asylum Development	Govt
29.	F	Institute of Statistics, (INSTAT)	Director General	
30.	F	Ministry of Finance and Economy	Head of Migration	
31.	F	Ministry of Finance and Economy	Specialist, Migration Policy	
32.	M	UNHCR Albania	Representative	
33.	F	Ministry for Europe and Foreign Affairs	Director, Department of Public Diplomacy and Diaspora, National Agency for Diaspora.	
<b>Kenya</b>				<b>27 (15F/12M)</b>
34.	F	IOM Kenya	Chief of Mission	
35.	M	IOM Kenya	Project Manager-Migration Health Unit	
36.	F	IOM-RO Kenya	RTS-CAD	
37.	M	IOM-RO Kenya	RTS-IBG	
38.	F	IOM-RO Kenya	Former ROMERO	
39.	F	IOM Kenya	Project Assistant Resilience and Solutions	
40.	F	IOM- RMU Kenya	National Resource Management Officer	
41.	F	IOM-MEAL Kenya	Monitoring and Evaluation officer	
42.	M	IOM-R&R Kenya	Project Manager-Shelter and Settlements	
43.	F	IOM-MSU Kenya	Head Mission Support and Innovation Unit	
44.	F	IOM-LM Kenya	Project Team- Labour Migration and Migrant Protection	
45.	M	IOM Kenya	Project officer	
46.	F	Ministry of Labour and Social Protection	Assistant Director Children Service, Counter Trafficking in Persons, Department of Social Protection	
47.	M	National Council of Persons with Disability, Turkana	Director, National Council of Persons with Disability	

48.	F	National Public Health Institute	Principal Public Health officer	
49.	F	Ministry of Labour and Social Protection	Assistant Director Ministry of Labour and Social Protection	
50.	F	Tana River County	Tana River County Ward Administrator	
51.	M	World Vision	Project Manager	
52.	M	Baringo County	Director Peace, Baringo County	
53.	F	West Pokot County	Director West Pokot County	
54.	M	National Coordination on Migration office Secretariat	Principal Immigration Officer	
55.	M	National Industrial Training Authority	Senior Industrial Training Officer	
56.	M	Baringo County	Director, Disaster Risk Management and Peace Building	
57.	F	West Pokot County	Assistant Commissioner, Local Government.	
58.	M	Ministry of Health	Port Health Officer	
59.	M	Tana River County	Director, Tana River County Government	
60.	F	Tawfiq Girls CBO	Chairperson Tawfiq Girls CBO	
<b>Mexico</b>				<b>25 (18F/7M)</b>
61.	F	IOM Mexico	Asociada de Migración Laboral y Sector Privado	
62.	M	IOM Mexico	Assistant Project Manager	
63.	F	IOM Mexico	Consultora OIM México encargada de la implementación	
64.	F	IOM Mexico	Chief of Mission Mexico	
65.	F	IOM Mexico	M&E Mexico	
66.	F	IOM Mexico	M&E Mexico	
67.	F	IOM Mexico	Coordinadora unidad de Migracion Laboral e Inclusion	
68.	M	IOM Mexico	Oficial Técnico y de Planeación Estratégica	
69.	F	IOM Mexico	Asistente de proyecto	
70.	F	IOM Mexico	Project Manager	
71.	F	IOM Mexico	Project manager	
72.	M	IOM Mexico	Asistente de proyecto/Punto focal	
73.	F	IOM HQ	Programme Manager (GMMA)	

74.	F	IOM HQ	Programme Support Officer	
75.	F	IOM Costa Rica	Project Manager	
76.	M	SEGOB-UPMRIP	Director de Investigación para Políticas Públicas	
77.	F	Instituto Nacional de Migracion	Directora de Control y Verificación Migratoria	
78.	F	UNODC	Coordinadora de proyecto	
79.	F	-	Consultora	
80.	M	-	Consultor	
81.	M	-	Consultor	
82.	M	Universidad Iberoamericana	Líder de procesos estratégicos y nuevos desarrollos	
83.	F	Universidad Iberoamericana	Coordinación del Hub de Salud	
84.	F	Universidad Iberoamericana	Coordinación del Hub de Salud	
85.	F	Universidad Iberoamericana	Directora del departamento de educacion continua	
<b>The Maldives</b>				<b>16 (8F/8M)</b>
86.	M	IOM Maldives	Head of Office / Senior Programme Manager (IB&Health Mgmt)	
87.	F	IOM Maldives	National Programme Officer (LHD)	
88.	F	IOM Maldives	Senior Project Assistant	
89.	M	IOM Maldives	Resource Management Assistant	
90.	F	IOM Maldives	Project Assistant	
91.	M	IOM Maldives	National Programme Officer	
92.	F	IOM Maldives	(Former) Programme officer	
93.	F	Ministry of Health	Deputy Director General	
94.	M	Maldives Association for Tourism Industry	Consultant	
95.	F	Ministry of Health	Deputy Director General	
96.	F	Ministry of Health	Head of Health information management	
97.	F	National Disaster Management Authority	Director, Programme and advocacy	
98.	M	Ministry of Homeland and security	Consultant	
99.	M	Ministry of Health	Director	

100.	M	Ministry of Homeland Security and Technology	Employment Service Executive	
101.	M	Ministry of Climate Change, Environment and Energy	Assistant Director	
<b>Sri Lanka</b>				<b>17 (9F/8M)</b>
102.	F	IOM Sri Lanka	National programme officer, LMI	
103.	M	IOM Sri Lanka	Project Support Officer	
104.	F	IOM Sri Lanka	National Finance Officer	
105.	F	IOM Sri Lanka	Reporting Officer	
106.	F	IOM Sri Lanka	Senior Project Development Assistant	
107.	M	IOM Sri Lanka	National programme officer, MERC	
108.	F	IOM Sri Lanka	Head of Mission	
109.	M	Tertiary and Vocational Education Commission	Director	
110.	M	ILEAD International Academy Sri Lanka	International Development consultant	
111.	M	--	Consultant	
112.	M	Together with Youth (Gte) Ltd	Managing Director	
113.	F	Policy Research Institute of Policy Studies of Sri Lanka	Research Fellow & Head of Migration and Urbanization	
114.	F	Ministry of the Environment	Assistant Director of Climate Change Secretariat	
115.	F	Sustainable Development Council	Director General	
116.	F	Sustainable Development Council	Assistant Director	
117.	M	Ministry of Labour and Foreign Employment	Senior assistant Secretary	
118.	M	Ministry of Labour and Foreign Employment	Additional Secretary	
<b>Member states and consultants</b>				<b>8 (3F/5M)</b>
119.	M	Permanent Mission of the Republic of Fiji, Geneva	Deputy Permanent Representative	

120.	F	Permanent Mission of the Republic of the Philippines, Geneva	First Secretary and Consul	
121.	M	Permanent Mission of the United States of America, Geneva	Program Assistant, Humanitarian Affairs Section	
122.	M	PRM	Multilateral and External Coordination team focusing on IOM, Washington DC	
123.	F	PRM	PRM International Migration office, Washington DC	
124.	F	Permanent Mission of Belgium, Geneva	Attaché, Health, Migration & Environment	
125.	M	Artival	Evaluators of IDF projects	
126.	M	Artival	Evaluators of IDF projects	