OIG STRATEGY FOR THE MANAGEMENT

OF ITS EVALUATION AND MONITORING FUNCTIONS

2018 – 2020

INTRODUCTION

The Office of the Inspector General's Central Evaluation (OIG/Evaluation) is a core oversight function of IOM, and its mandate includes also Monitoring, a key management function which had no institutional repository in IOM and which requires a strengthened standardized approach at all levels of the Organization. OIG sees the two functions as separate but mutually beneficial, usually summarized by the concept of 'M&E', and guarantees that evaluation and monitoring are well established in IOM for an effective oversight and management of IOM activities. Both functions allow IOM to be more accountable and increase learning.

New political and organizational realities ask for a different conceptualization about evaluation utilization and are reframing thinking about what constitutes evaluation and its application: operational demands are numerous, with limited resources, speed of response is accelerating, IOM's role is diversified and expanding, impact and accountability should be seen immediately, and organisational set-up is rapidly changing with new models and theoretical approaches such as value for money and theory of change, to be rapidly integrated into the daily work. Learning and information sharing also channel an incredible number of key messages and recommendations to be sorted out and digested.

IOM's internal and external environment has also undergone significant changes in recent years, with an increased focus on migration worldwide. As a UN Agency, IOM is a main reference on migration supporting the attainment of migration-related commitments of the 2030 Agenda for Sustainable Development (SDGs) and contributing to the elaboration of the Global Compact on Safe, Orderly and Regular Migration. IOM also aims to be an important contributor on migration data and analysis for the 2030

> **MONITORING AND EVALUATION NEXUS**
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> Whilst monitoring is one of the key instruments of RBM, evaluation looks at monitoring and RBM with a critical eye and to inquire whether, why and how results were achieved. Evaluation also provides information not readily available from monitoring systems, such as in-depth consideration of attribution of impact, relevance, efficiency, outcome and sustainability, as well as recommendations for management action.
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> Monitoring is defined as the **continuous function** that uses the **systematic collection of data** on specified indicators to provide management and the main stakeholders of a project with an indication of the extent of progress and achievement of objectives and progress in the use of allocated funds.
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> Evaluation is the **systematic and objective assessment** of an ongoing or completed project, programme or policy, its **design, implementation and results**.

Agenda implementation,[1] and is praised for its operational and pragmatic approach of managing migration, in line with the IOM's Migration Governance Framework (MiGOF).

IOM is considered an efficient organization with extensive field presence, and implementing its projects and programmes through a large and decentralized network of Regional Offices (ROs) and Country Offices (COs). IOM puts a strong focus on result based management (RBM), which is promoted to strengthen capacities, organizational effectiveness and to move towards evidence-based and results-focused programming. A results-based approach requires robust monitoring and evaluation systems that provide government officials, IOM managers, partners, donors and civil society with better means to:

- **inform decision-making** by providing feedback to management on progress made and on changes in the context, risks and assumptions, including early-warning signals, to enable the identification of evolving problems and the implementation of timely remedial measures for achieving planned results and for ensuring that resources are utilized appropriately, efficiently and effectively;
- **meet accountability obligations** by informing donors, beneficiaries and other stakeholders on progress made in the achievement of results and the utilization of resources;
- **draw lessons learned** from experience to provide feedback into the planning, design and implementation of future interventions and for improving service delivery.

OBJECTIVE AND OUTCOMES OF THE STRATEGY

The strategy guides and supports OIG's key role in promoting and ensuring a sound implementation of the IOM's Evaluation Policy and IOM's Monitoring Instruction.
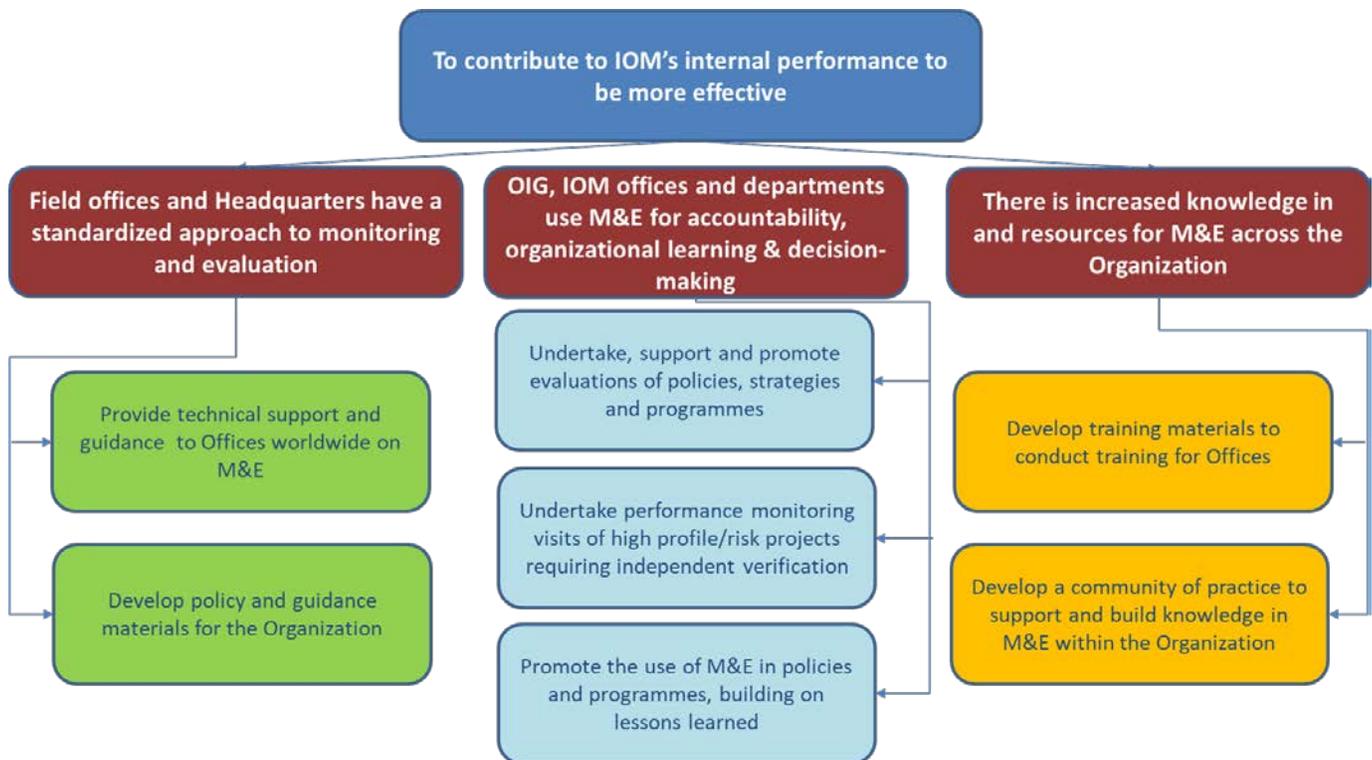
As a Central Evaluation office, OIG/Evaluation will work actively to promote an evaluation culture in IOM, including also innovative and flexible approaches, and to have IOM Evaluation aligning to internationally recognized evaluation norms and standards, without affecting IOM characteristics of responsiveness, efficiency, cost-effectiveness and independence. OIG/Evaluation's mission will be to promote the independence, credibility and usefulness of evaluation across IOM, advocate for the importance of evaluation for learning, decision-making and accountability, support professionalization of evaluation in IOM and adapt evaluation response to increased and new challenges.

OIG is also committed to ensuring that the Organization remains flexible and performant, improves learning based on operational experiences, minimizes risks while continuing to respond rapidly and effectively to the needs of beneficiaries and affected populations on the ground, remains accountable to its stakeholders and ensures that they are fully engaged in the implementation of IOM activities.

Robust and systematic monitoring and evaluation efforts are required to meet these commitments and to guarantee IOM's effectiveness and credibility. OIG will contribute to these efforts by providing IOM staff with technical guidance, capacity building initiatives and sound approaches to implement M&E systems and to learn and adapt their work based on monitoring and evaluation feedback. OIG will work closely with and support the Regional Monitoring and Evaluation Officers to implement initiatives and activities in line with the Evaluation policy and Monitoring Instruction and to guarantee a coordinated effort.

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[1] PowerPoint presentation "SDGs and Migration: A regional perspective" Presentation for the RCPs IOM-HQ, 5 July 2016.

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To contribute to IOM's internal performance to
be more effective
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Field offices and Headquarters have a standardized approach to monitoring and evaluation
- Provide technical support and guidance to Offices worldwide on M&E
- Develop policy and guidance materials for the Organization

OIG, IOM offices and departments use M&E for accountability, organizational learning & decision-making
- Undertake, support and promote evaluations of policies, strategies and programmes
- Undertake performance monitoring visits of high profile/risk projects requiring independent verification
- Promote the use of M&E in policies and programmes, building on lessons learned

There is increased knowledge in and resources for M&E across the Organization
- Develop training materials to conduct training for Offices
- Develop a community of practice to support and build knowledge in M&E within the Organization

OUTCOME 1: FIELD OFFICES AND HEADQUARTERS HAVE A STANDARDIZED APPROACH TO MONITORING AND EVALUATION.

The IOM Evaluation Policy and IOM Monitoring Instruction outline the expected standards for both evaluation and monitoring that should be abided by. Further technical guidance will be made available to ensure that staff can meet the policy and instruction requirements and to complement existing material such as the Project Handbook and other specific guidelines.

Standardized approaches ensure that data and information are properly collected, recorded and managed and that IOM can demonstrate effective results based on sound M&E systems at all levels – policies, strategies, programmes and projects. OIG will also advance the professionalization of evaluation by promoting adherence to the UN Evaluation Group (UNEG) Norms and Standards in relevant technical materials and by improving quality assurance.

Outputs/work stream to reach Outcome 1:

- Technical M&E guidelines to complement existing material are developed;
- A repository of existing M&E tools that can be used by IOM staff is provided;
- Technical guidance to offices is guaranteed and specific policy and guidance are developed when required;
- Offices and programmes receive support in developing standard M&E systems;
- An effective tracing mechanism for the implementation of recommendations is developed;
- Evaluation terms of reference and reports are reviewed to ensure quality standards;
- Standardized evaluation work plans at the central and regional levels are developed;
- Regular updates and tendencies on M&E efforts worldwide are tracked and shared.

OUTCOME 2: OIG, IOM OFFICES AND DEPARTMENTS USE MONITORING AND EVALUATION FOR ACCOUNTABILITY, ORGANIZATIONAL LEARNING, AND DECISION MAKING.

IOM has been experiencing a continued increase of its overall operational budget in recent years, with diversified activities and roles that require regular review and innovative adaptation. Monitoring and evaluation play a key role to learn from the expanding and innovative initiatives, to ensure that necessary adjustments are made to strategies and programming, and to inform decision-making. Monitoring and evaluation also support accountability to stakeholders such as the Member States and to affected populations by responding adequately and effectively to their needs.

OIG conducts central evaluations based on the following criteria: i) it is a pilot/innovative programme or a new activity with a potential to be replicated elsewhere and with high visibility; ii) there is a critical connection with IOM's strategic goals and policies, and a potential for major impact on the Organization, including also IOM funds; iii) it is an activity, fund or programme raising important questions, for instance in terms of mandate. OIG also supports the use of evaluation for organizational set-up, strategic planning and effective management systems.

Three levels of analysis are also considered for the selection of central evaluations: institutional importance, strategic considerations and risk. Institutional importance can include evaluations requested by Member States or of IOM policies that can influence the work of IOM as a whole and have an impact on the Organization; strategic considerations can include evaluations of programmes or strategies that could (re)shape the implementation of activities worldwide; and the risk based approach focuses on evaluations of programmes and projects at risk of being damaging to the Organization if not properly addressed during preparatory work or implementation.

OIG also conducts and promotes project performance reviews of high-risk and/or high profile programmes and projects deserving specific attention due to complex managerial requirements, to support field offices in assessing the performance of their projects using a constructive and participatory approach, and in improving implementation when necessary to reach expected results.

OIG is committed to support and promote an effective decentralized approach of evaluation, as well as to strengthen follow-up mechanisms for the implementation of recommendations for strategic decision making and learning. OIG will endeavor to make findings from its own evaluations and other decentralized evaluations conducted in IOM accessible and encourage management responses to ensure that recommendations are actioned. The credibility and professionalism of Evaluation in IOM needs to be guaranteed, so that donors, Member States, governments and other partners can rely on IOM's evaluation work.

Output/Work streams to reach Outcome 2:

- Evaluations of policies, strategies and programmes are conducted and the use of evaluation is promoted throughout the Organization;
- Project performance reviews are conducted to support field offices in assessing the performance of their projects;
- A platform for sharing evaluation findings, best practices, recommendations and lessons for learning and decision-making is created and functional;
- IOM offices share their evaluation reports with OIG for publication on IOM Evaluation Webpage;
- Monitoring products are enhanced for contributing to evidence-based tracking, institutional learning and organizational accountability to stakeholders and assisted populations.

IOM staff need to be able to use M&E tools and processes recommended, and further investment in their M&E knowledge is required. The systems developed can be effective if staff know how to use them, how to seek support when needed and how M&E can help in improving accountability and learning. OIG is committed to developing training materials to help build the M&E capacity and professionalization of IOM staff. Comprehensive guidelines and guidance notes will also be developed expanding M&E available technical knowledge and in complement to existing M&E material.

An online facilitator-led M&E e-training will be available and its use facilitated by trained M&E staff. A face-to-face Internal Evaluator Training will also be available to increase the pool of internal evaluators at IOM given the high demand in having evaluations conducted internally. Furthermore, OIG and Regional M&E Officers will deliver training when required to support staff.

The M&E Practitioners SharePoint will continue to be managed by OIG, through which IOM staff can benefit from each other's experiences and share organization-wide learning with M&E colleagues and practitioners.[2] OIG will continue to strengthen its presence in M&E networks outside of IOM, and actively engage in initiatives led by the UN system, such the UN SWAP on Gender Equality, and in internationally-led processes such as the 2030 Agenda for Sustainable Development. OIG will continue to be an active Member of the UN Evaluation Group (UNEG).

Outputs/Work streams to reach Outcome 3

- M&E capacity building opportunities such as webinars, coaching, face-to-face training or online training on M&E are offered to IOM staff and partners;
- Training materials and guidelines that can be used by M&E staff and other partners are developed and available;
- A Community of Practice to share learning and draw lessons from experiences is effectively managed;
- Participation to M&E networks with UN, academia and other institutions to exchange M&E knowledge and experiences is expanded.

MONITORING AND EVALUATING THE STRATEGY AND THE IOM EVALUATION POLICY

OIG/Evaluation will monitor the implementation of the strategy, and work closely with the Regional M&E Officers and the M&E SharePoint network for an effective and coordinated work. OIG will develop a monitoring framework to track the progress of the objective and outcomes. OIG is also committed to approach donors for implementation. Progress on the performance of the strategy will be reported by OIG/Evaluation in the OIG annual report to IOM Governing Bodies, as well as to the IOM Audit and Oversight Advisory Committee.

OIG is also the owner of the IOM Evaluation Policy, and as per UNEG recommendations, a review of the policy would then be planned together with the final review of the strategy in 2020.

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[2] The M&E SharePoint is accessible here: https://intranetportal/iom/me/_layouts/15/start.aspx