



OIG Monitoring and Evaluation Strategy 2021–2023

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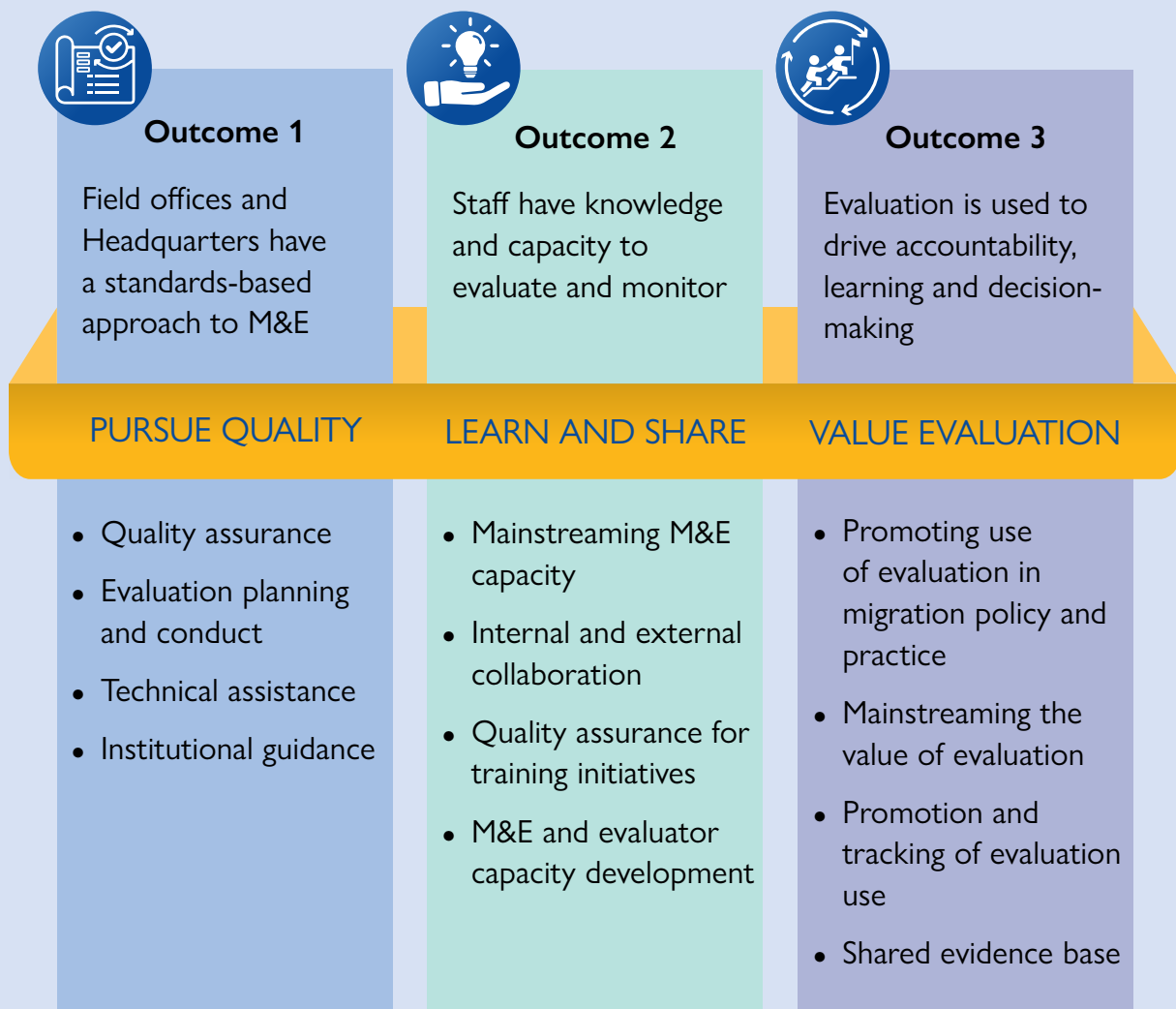
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OIG Monitoring and Evaluation Strategy 2021–2023 at a glance

Objective

To contribute to strengthening IOM's assessment of evidence and achievements, institutional learning and performance.



Enabling environment

- Leadership support
- Investment

These two critical institutional factors allow individual capacities, institutional mechanisms and an evaluation culture to succeed. They support and facilitate evaluation producers and consumers to inform learning and ensure accountability through purposeful, quality evaluation and sound monitoring.

Global and institutional landscape

The mandate of the Office of the Inspector General’s Central Evaluation function (OIG/Evaluation)¹ includes the key management functions of Evaluation and Monitoring. OIG/Evaluation ensures that these functions provide proper oversight over IOM activities and contribute to increased learning and accountability from project to institutional levels.

While migration dynamics and IOM’s institutional landscape have experienced notable shifts and challenges, IOM’s core values and mandate in supporting the management of human mobility and assistance to migrants around the world remain unchanged. While experiencing continued rapid growth over the last decade, IOM retains its reputation of a responsive and flexible Organization capable of quickly ensuring concrete and successful operations and results on the ground.

The adoption of the 2030 Agenda for Sustainable Development (SDGs) and the Global Compact for Safe, Orderly and Regular Migration allows IOM to reinforce its role in the international dialogue on migration. IOM’s mandate as the Secretariat of the United Nations Migration Network reflects the UN recognition of its comparative advantages and expertise as a leading agency and voice on migration policy and practice.

Internally, under new leadership, IOM developed the Strategic Vision 2019–2023 to guide the Organization, in addressing the needs of a complex migration context and in coping with decades of expansive growth as a highly decentralized and projectized operating organization and meeting its mandate. A core principle of the Strategic Vision is that IOM becomes a learning organization, drawing on expertise and evidence from its diverse programming with credible and balanced perspectives on effective responses to shifting migration dynamics. OIG/Evaluation plays a crucial institutional role in fostering a robust evaluation culture and capacities to capture, distil and share evidence and learning from IOM interventions, to make informed decisions at the country, regional and global levels and to engage with partners as an accountable and evidence-based organization.

Regarding the status of Evaluation in IOM, the Multilateral Organization Performance Assessment Network (MOPAN) reviewed IOM’s organizational effectiveness and presented its report in 2019. The review recognizes IOM’s core institutional and operational strengths and prominence on the international scene. It underlines the needs to build a more rigorous results system and to improve the evaluation system and practice, including through a reinforcement of IOM’s Central Evaluation function. The review notes that these efforts must be closely linked to the Organization’s clear strategic vision, and a revised operating model, which is mainly met with the Internal Governance Framework (IGF).

The IGF focuses on strengthening institutional and organizational development to ensure IOM’s continued operational effectiveness. The IGF Work Plan states that “through a results-based approach, the Organization will be well placed to achieve its strategic objectives, measure such achievement, identify lessons learned and use such information to inform the next phase of strategic planning”. A results-based approach requires robust monitoring and evaluation systems that provide government officials, IOM managers, partners, donors and civil society with better means for decision-making, accountability and learning. The IGF also calls for a culture of learning and accountability which the implementation of the OIG/Evaluation M&E strategy supports.

Monitoring and evaluation functions are important components of the 2nd and 3rd lines of defence within the IGF and are essential to the realisation of good internal governance. M&E facilitate the establishment of organizational performance and enhance the capacity of the Organization to continuously improve. The

¹ OIG/Evaluation is the official name of the function within IOM and will be used throughout this document. As the Central Evaluation Function, monitoring is not specifically mentioned in its title. However, OIG formally integrated monitoring in its mandate since the start in 2001, noting that it is with a more limited role than the one assigned in 2015 for M&E as explained in the Evaluation policy of 2018.

2021–2023 OIG/Evaluation strategy contributes to the strengthening of institutional and organizational M&E functions and is a critical initiative under the IGF Workplan. In particular, the overarching objective of the 2021–2023 strategy and its three underlying outcomes reflect the essential elements of IOM central evaluation as identified within the IGF, namely:

- The development of clear, practical policies and guidance;
- The provision of and support to staff capacity-building to strengthen the ability of the Organization as a whole to conduct M&E; and
- The furtherance of organizational accountability and learning through the promotion of an evaluation culture.

The strategy development context

The 2021–2023 OIG/Evaluation strategy is a continuation of the 2018–2020 Strategy taking into account the progress to date, as well as enabling factors and organizational constraints within which OIG/Evaluation has to operate. The strategy integrates the implementation of MOPAN recommendations and is aligned with the IOM Strategic Vision and the IGF.

The development of the new strategy was conceived as a consultative and collaborative process bringing together groups of monitoring and evaluation (M&E) practitioners and other IOM staff across regions. Nearly 70 staff from 40 different locations (country, and regional offices and headquarters) participated in the process. This generated user-centric ideas and feedback on the success, challenges and priorities of the IOM monitoring and evaluation functions, including identifying possible new areas of work and approaches, and on what OIG/Evaluation can do to support more effective outcomes. The strategy development also incorporated a process of visual recording and sense-making, with the objective of using visual tools to help clarify complex concepts, organize the relationship between components of the strategy, and to express the new strategy in a more engaging and illustrative way.²

Achievements of the 2018–2020 Strategy

The 2018–2020 OIG M&E Strategy has made great strides in establishing fundamental building blocks in the field of M&E by providing technical guidance and implementing capacity building initiatives, which contribute to effective organizational performance and accountability. Efforts focused on three outcome areas: 1) Having a standardized approach to evaluation and monitoring; 2) The use of M&E for accountability, organizational learning and decision-making; and 3) Increasing M&E knowledge and resources. Key achievements are underlined below:

A standardized approach

- **Monitoring Policy** and **Evaluation Policy** were published in September 2018 defining the purpose, principles, roles and responsibilities of/in each core management function. The policies also include norms and standards derived from the Evaluation Norms and Standards developed by the United Nations Evaluation Group (UNEG).

² For reference: <https://visualsemsemaking.eu/>.

- **Draft comprehensive M&E Guidelines finalized** that will be published in early 2021.
- Guidance was also developed on **Project Performance Reviews; Gender and Evaluation; Management Response and Follow-Up on IOM Evaluation Recommendations; Toolkits for Results Matrix, Results Monitoring Framework and Evaluation; Continuity of Monitoring and Evaluation Interventions during COVID-19** and **Evaluation Briefs**.
- In addition to the OIG/Evaluation biennial Central Evaluation Plan, annual **Evaluation Plans** for decentralized evaluations are developed in coordination with the regional offices to be kept informed of planned evaluations in IOM and to guide Regional Monitoring and Evaluation Officers in providing targeted support and quality control.
- A **Meta-evaluation** was commissioned to review evaluations from 2017–2019 against quality standards in an effort to move towards the development of quality assurance mechanisms.

Use of M&E for learning, accountability and decision-making

- The launch of the public **Evaluation Repository**³ makes IOM evaluations available to the larger community for reference and application of lessons learned, adding to organizational accountability and transparency. As of mid-December 2020, the Repository includes **448 evaluation reports** (published since 1985) and shows a significant increase in evaluations with 48 per cent of all evaluations having been conducted in the last five years and 29 per cent in the last three years. The database is searchable by year, scope, geography, thematic area, type of evaluation, donor and a number of other criteria.
- Steps have been taken to increase attention on the use of evaluation results. **Management Response** for follow-up of the implementation of recommendations and **Evaluation Briefs** are now required before publication of the evaluations so results are increasingly and easily shared.
- OIG/Evaluation is promoting the conduct of synthesis evaluations with IOM departments to learn from evaluations already conducted and assist them in decision-making.

Increasing M&E knowledge and resources

- To support skills development and create a community of practitioners, a facilitated **M&E e-learning course** was rolled out in 2018 and 333 staff have completed the training as of September 2020.
- OIG/Evaluation has also developed an **Internal Evaluator Training** with coaching for quality assurance and built a roster of 82 internal evaluators able to conduct evaluation in English, French and/or Spanish.
- OIG/Evaluation has set up a **global M&E Community of Practice** for IOM staff, reaching 400 members in 2020. The Regional M&E Officers in eight of the nine Regional Offices have also developed regional M&E networks.
- OIG/Evaluation used the **2018–2020 Strategy** to successfully advocate for additional funding, which was instrumental in implementing the activities needed for reaching the expected outcomes and the aforementioned achievements.

3 IOM, Evaluation Repository. Available at <https://evaluation.iom.int/repository>. IOM, Repository Dashboard. Available at <https://evaluation.iom.int/repository-dashboard>.

Challenges and areas of growth

OIG/Evaluation has identified challenges in the implementation of the strategy, as well as areas of growth, which will be addressed and included respectively in the new strategy:

- **Monitoring and evaluation culture** – The reinforcement of an M&E culture was part of the original objectives, but efforts will need to be continued in particular at the senior staff level. The reliance on a primarily decentralized approach to evaluation requires not only people having the right skills but also a culture supporting widely shared understanding of the purpose and value of evaluations.
- **Evaluation quality assurance** – Existing efforts to improve quality assurance for evaluations have been done through technical assistance and coaching by OIG and/or the Regional M&E Officers, and review of quality of evaluations was conducted in the recent 2020 Meta-evaluation. A more formal and institutional quality assurance mechanism will need however to be developed in the framework of the new strategy.
- **Staff competencies in M&E** – Efforts have been made to increase M&E staff competencies through training and coaching, yet further collaboration with IOM Human Resources Management is required, for instance for defining various job categories and levels with a strong M&E component, establishing standardized M&E competencies and tasks to be included in related Terms of Reference or in other HR/M&E related subjects such as staff performance evaluation. Certifications in M&E and formal recognition of the M&E e-course and internal evaluator training are areas still deserving attention.
- **Visibility** – Purposeful communications and engagement of multiple audiences promoting evaluation results and benefits of M&E can still be strengthened and complement existing access to tools, guidance, reports, and data/information put in place with the new IOM Evaluation Webpage, the organization of M&E events and the M&E Community of Practice. Visibility can also fuel advocacy for leadership support and resource mobilization.
- **Senior leadership commitment** – IOM Senior Management has shown readiness to address MOPAN recommendation calling for a greater attention to evaluation across the organization. They have supported OIG/Evaluation in the implementation of the strategy through funding allocations, participation in M&E events and/or statements and inclusion of the M&E strategy in the IGF workplan. Efforts can continue for a greater use of evaluation in evidence-based decision-making by senior leadership and for reinforcing their commitment to promote evaluation as an important tool for assessing results and collecting information on what does and does not work in IOM programmes, policies and strategies.
- **Central Evaluation core staffing and resources** – Additional funding and resources were needed to implement the strategy and fundraising was made to complement the core budget allocated to OIG/Evaluation. Annual fundraising does not however guarantee a smooth continuity of staffing and implementation of activities during the three-year period of the strategy and current peer review of the OIG/Evaluation conducted within the IGF will be a good opportunity to examine it more closely.

New Strategy

OIG M&E Strategy 2021–2023

Objective: To contribute to strengthening IOM's assessment of evidence and achievements, institutional learning and performance. Through this strategy, OIG/evaluation builds credible, professional, evidence-based M&E functions that are supported by an evaluation culture and institutional commitment, which contribute to IOM's organizational effectiveness and achievements as a migration agency.

Scope and intent: The strategy is focused on OIG M&E mandate and what it can do for reaching the above objective. The strategy also establishes lines of action associated with the roles and responsibilities of other actors of M&E, in relation to institutional operational reality. It recognizes that an institutional and cultural environment is needed to value, enable and support M&E functions. This strategy intends to support IOM's Strategic Vision of becoming and being recognized as a learning organization and a leading voice on migration.

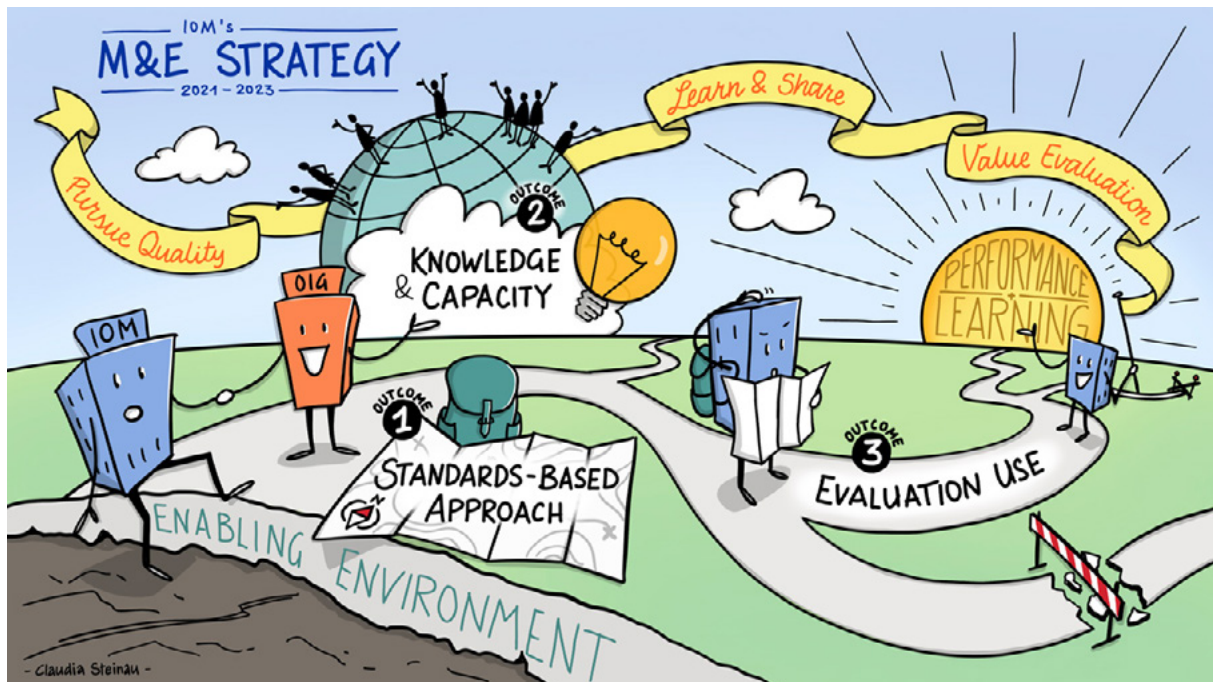


Figure 1. Visual representation of the OIG M&E Strategy 2021–2023

The new strategy will work towards three outcomes:

- **Outcome 1:** Field offices and Headquarters have a standards-based approach to monitoring and evaluation
- **Outcome 2:** Staff have the knowledge and capacity to evaluate and monitor
- **Outcome 3:** Evaluation is used to drive learning, accountability and decision-making

The outcomes under the new Strategy are ordered to reflect a logical progression. The vision is for the two essential building blocks, 1) a standards-based approach to M&E institutional guidance and technical support; and 2) the staff with appropriate knowledge and capacity in M&E – to work together to not only produce quality evaluation but also to support 3) the use of evaluation results to assess and inform decision-making and thereby improve programmes, services and strategic thinking.

Key operating principles

While continuing the important work of operationalizing and mastering the building blocks of institutional guidance and staff capacity development in M&E, the new Strategy aims to increase attention to developing and advancing use of evaluation and better informing decision-making based on M&E collection of evidence and results. To do so it proposes three operating principles, applicable to all three outcome areas, with the aim of elevating mastery and consolidation of knowledge and effective practices through pursuing quality, learning and sharing and valuing evaluation.

- **Pursue quality** – The new Strategy focuses on developing more systematic quality assurance and quality controls for evaluation capacity, its processes, and its products. This means establishing consistent mechanisms for increasing the likelihood of quality outcomes, as well as for checking whether requirements are met. Quality cuts across the three outcome areas as the standards-based process, staff capacity to conduct them, the M&E evidence that is produced, and good practices in applying lessons are parts of a whole in an evidenced-based learning culture that rely on quality of the evidence.
- **Learn and share** – Learning and sharing principles are highlighted in IOM's Strategic Vision that sees the Organization guided by continuous learning. They reflect the many ways in which knowledge is transferred and capitalized throughout the Organization and the many mechanisms and behaviours that can contribute to them. Learning and sharing mechanisms scale up good practices and support effective monitoring, and improved quality and use of evaluation.
- **Value evaluation** – The new Strategy aims to reach the right people, develop the right competencies and instil the right mindset and culture to help reach its outcomes. This includes the attitudes, norms, standards and behaviours that facilitate and support the search for evidence and information on performance and results that can be used for accountability and decision-making.

The importance of ensuring an enabling environment

To meet expectations and to achieve desired outcomes, individual capacities and institutional structures and policies need to be supported by an enabling environment premised on **leadership commitment** and **commensurate investment**.

The strategy will encourage tangible efforts to engage leadership to cultivate visible and vocal support

and to reinforce the institutional values of monitoring and evaluation. Greater visibility among senior leadership, the larger IOM community and the international community of the contribution of IOM's evaluation to improved programme and organizational effectiveness increases recognition of IOM's role in the field of migration and assistance to migrants and can justify further financial contributions.

Senior management support from the Office of the Director General (ODG), the Regional Directors and Chiefs of Mission is seen as essential to allowing an enabling environment that promotes evaluation practice and that generates necessary internal investment and resourcing in M&E. Hence OIG/Evaluation will socialize senior management at HQ, regional and country levels of the new strategy and work to increase field driven M&E resources and advocate for better inclusion of evaluation in endorsement processes.

OIG/Evaluation will also support communication with donors on resource allocation needed at the institutional level in line with expected results of the strategy. Promotion of adequate M&E resourcing is needed as part of an enabling environment to allow the Organization to fully develop M&E capacity, structures and functions to guarantee credibility, including in its capacity to implement MOPAN recommendations related to IOM Evaluation.



Outcome 1 – Field offices and Headquarters have a standards-based approach to monitoring and evaluation

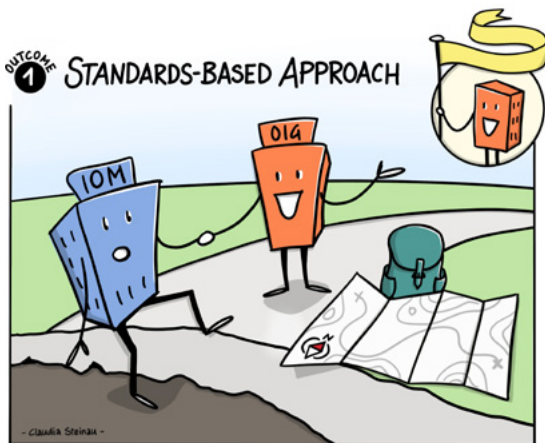


Figure 2: OIG issues and promotes essential technical and institutional guidance tools for a standards-based approach

There are good foundations in terms of institutional guidance within the 2018–2020 strategy and they can be adapted and augmented as needed as they underpin effective M&E functions. When new areas emerge, they will be addressed accordingly as it has been the case with the guidance issued due to COVID-19 or with the emergence of new methodologies. Focus can be placed on Quality Assurance and Quality Controls guidance and on thematic areas such as strengthening theory of change or supporting impact evaluations, which are among the areas identified during the consultations held for the preparation of the strategy. A “standards-based approach” also seeks to emphasize consistent and systematic application of and requirement to meet established standards and norms.

Technical assistance to support the application of standards remains an important element of OIG/Evaluation work. Feedback from the key informant interviews and webinars emphasized the need for practical, user-friendly and digestible products. Regular communications on and widespread circulation of guidance and tools can also increase the awareness, referencing and use of the policies and standards. Proactive technical support and thematic collaboration with other Headquarters departments, regional or country offices is another way to inject M&E knowledge and expertise into other departmental, regional and country guidance and tools, strengthening consistency and adherence to standards, as well as M&E value and culture. Furthermore, OIG/Evaluation will support the roll out of the Strategic Results Framework, which operationalises the Strategic Vision within the Organization, working closely with Results-based Management in the Office of the Director General.

Workstreams related to Outcome 1

• Quality assurance

- Develop quality assurance and control mechanisms based on the measurement tool of the 2020 Meta-evaluation.
- Produce and circulate models of high-quality evaluation to help people recognize quality and become regular consumers of it.
- Explore long-term agreements with consultants to organize and facilitate quality evaluation delivery.

• Evaluation planning and support

- Conduct centralized evaluations that are of strategic importance to the Organization.
- Outreach to Country Offices to make Regional Evaluation Plan selections more strategic and realistic.

• Technical assistance

- Proactive collaboration with Headquarters departments and/or regional offices thematic areas to develop tailored guidance/tools and/or to enhance learning and use of monitoring and evaluation (for instance through the conduct of synthesis evaluations or the integration of M&E in project cycle).
- Providing specific technical guidance in response to requests.

• Institutional guidance

- Quality Assurance and Quality Controls policy and guidance developed and applied at the level of the Organization.
- Develop or adjust specific guidance and standards as required and based on needs to strengthen quality monitoring and evaluation.
- Facilitate access to existing tools and guidance through an enhanced Monitoring and Evaluation Portal with access to existing tools and guidance.
- Collaborate with other institutional entities on M&E and evaluation standards, such as PRIMA.



Outcome 2 – Staff have the knowledge and capacity to evaluate and monitor

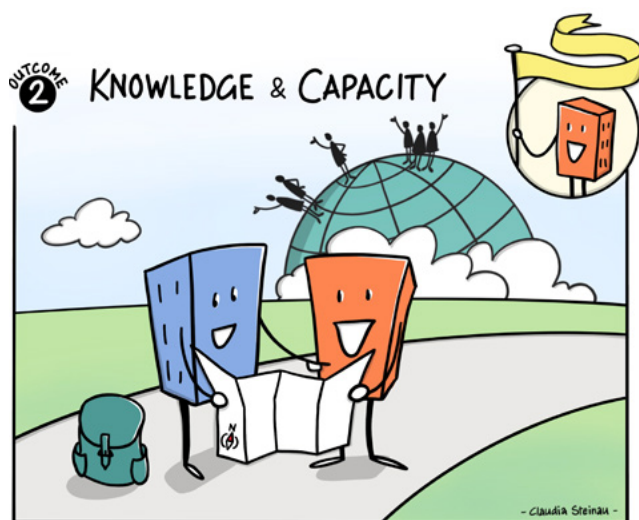


Figure 3: OIG offers capacity development opportunities and facilitates learning and sharing.

Developing staff capacity in M&E remains an essential building block for successful evaluation function and effective monitoring. Internal training and capacity building initiatives help expand a dedicated and well-functioning decentralized M&E network. In addition to formal training programmes, other informal and peer-to-peer support mechanisms can contribute to building and sharing knowledge.

Alternate learning supports such as coaching and mentoring strengthen capacity and quality after training by providing support to reinforce new knowledge and skills. Guidance can be developed to provide structure and objectives to learning mechanisms, as is the case with the current coaching for newly trained internal

evaluators. Mentoring and exchanges may also be arranged locally with the support of the M&E network and also in collaboration with the Human Resources Management for instance on terms of reference. These efforts will complement the focus on staff development in the IOM Strategic Vision, which references the need to incentivize learning, accountability and knowledge exchange.

Mainstreaming evaluation and monitoring responsibilities and expertise within IOM staff and beyond the key M&E players is also important to institutionalize a robust M&E strategy, for instance through extending target groups for M&E training and induction programmes. It can also happen through institutional arrangements that place M&E skills in diverse terms of reference including for country offices and regional offices leadership positions, in line with the roles and responsibilities assigned through the evaluation and monitoring policies of 2018.

An M&E Community of Practice has proven to be effective in connecting people to scale up good practices and ensure that the experience of expert community members, often with a great knowledge, can benefit others. The Community of Practice activities will be continued in the new strategy and exchanges will be reinforced through the creation of a Monitoring and Evaluation Portal in 2021.

Learning and sharing knowledge through collaboration with external partners such as UN agencies, host national partners, academic and professional institutions can also strengthen credibility, expertise and professionalism through alignment to international standards and adoption of recognized good practices. Joint evaluations can also advance exchanges with other M&E entities.

Workstreams related to Outcome 2

- **Mainstreaming M&E capacity through all institutional levels**

- Advocate for further exposure to M&E for staff with M&E responsibilities including Programme Managers, or Chiefs of Mission.
- Support HR on defining M&E skills and responsibilities relevant to non-core M&E staff to build capacity and open career paths. Induction programmes should include M&E.

• Internal and external collaboration and networks

- Continue developing the Community of Practice and examine how interactive functions on the new Monitoring and Evaluation Portal can best support learning and sharing.
- Continue participating in existing external networks such as UN evaluation networks and expand memberships in others for sharing knowledge and expertise, as well as for promoting IOM M&E knowledge. OIG/Evaluation will facilitate participation of other M&E staff within IOM to such external networking.

• Quality assurance for training initiatives

- Explore certification or external accreditation of existing M&E trainings.
- Strengthen the assessment of the application of knowledge and results following trainings undertaken in M&E and for internal evaluators.

• M&E and evaluator capacity development

- Continue the roll-out of the e-learning M&E training course for relevant staff.
- Conduct Internal Evaluator training as required and adjust as necessary.
- Opportunities to put the M&E e-learning course on a platform for external partners will be explored.
- Explore opportunities to improve the post-training coaching support for Internal Evaluators and consider how similar mentoring and coaching may be feasible for other trained staff in M&E.



Outcome 3 – Evaluation is used to drive learning, accountability and decision-making

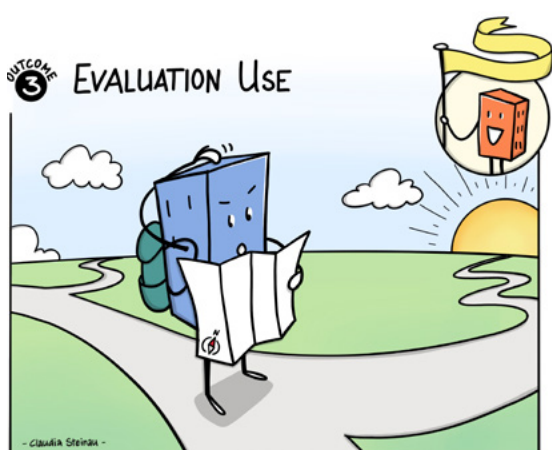


Figure 4: OIG promotes use of evidence to inform decision-making

Mainstreaming evaluation culture requires a clear understanding of the purpose for and value of evaluation to the Organization. Evaluation use focuses on evidence-based learning, and accountability to examine what the Organization is doing to improve performance and achievement, and how this is done. Widespread and regular communications and dissemination of evaluation results, recommendations and examples of good practice are essential to build evidence for decision-making, while displaying what success looks like.⁴ OIG will also ensure that efforts to improve evaluation use are linked to the comprehensive approach to change management as detailed within the context of the IGF workplan.

Management response and follow-up of evaluation recommendations is another way to reinforce positive evaluation culture and use. It calls for reflection over evaluation results and how improvements can be integrated into a programme, strategy or policy evaluated. It can also be a response to lessons learned and

⁴ Although OIG's focus in Outcome 3 will be on evaluation, it is important to note that evidence-based learning also comes from strong monitoring within interventions. This is addressed within Outcomes 1 and 2 of the Strategy.

be included in broader institutional schemes. In addition, it helps enforce accountability to beneficiaries as well as to donors and government partners. Identifying ways of tracking recommendations and use is important to continue ensuring that learning from evaluation is taking place.

Linkages and alignment with higher level bodies and to global and international frameworks are important for demonstrating IOM's institutional expertise in evaluation and learning, and in being a resource on evaluating migration policy and practice. OIG/Evaluation will in particular look for opportunities to participate in the dialogue around SDG review and the Global Compact for Migration implementation and review.

Workstreams related to Outcome 3

● Promoting the use of evaluation in migration policy and practice

- Use shared evidence base, case studies to communicate internally and externally on the purpose and utility of evaluation; demonstrate institutional mastery, inform migration policy and practices.
- Collaborate with relevant units such as the Global Migration Data Analysis Centre (GMDAC), Results-based Management unit, and the Global Compact to link M&E strategy with broader global frameworks (SDGs, Global Compact) for an effective use of IOM evaluation, for instance for joint/system-wide evaluations of SDG.

● Mainstreaming the value of evaluation

- Develop a communications plan to build a wide, regular presence and for delivering targeted information and messages on evaluation values, IOM evaluation approach, contributions to improved programming. OIG will target IOM community at large, IOM senior leadership, partners, donors, Member States to demonstrate the value of M&E and evaluation use.
- Seek champions/sponsors to spread positive evaluation messages and practices.

● Promotion and tracking of evaluation use

- Strategically select evaluations that can be useful to demonstrate value added to senior management or to donors: promote synthesis evaluation, thematic or strategic evaluations and engage donors/UN partners to do joint evaluations.
- Promote Management Response and follow up of recommendations and assess the use of evaluations within the aim of improved follow-up of the implementation of recommendations in the long term.
- Find opportunities to highlight positive use of evaluation and recognize good practices in evaluation within the Organization.

● Shared evidence base

- Develop shared evidence base for evaluation use and develop case studies for use in institutional communications and in messaging by senior leadership in external engagements.
- Promote the use of different communication formats, such as webinars, videos, blogs, debriefing sessions to inform on evaluation results across similar projects or programmes.
- Promote and continue improving use of the Repository, Evaluation Briefs and dashboards.
- Explore collection and dissemination mechanisms for case studies.

Monitoring and evaluation of the strategy

OIG/Evaluation will monitor the implementation of the strategy and work closely with the Regional M&E Officers, the M&E SharePoint network and Headquarters departments and offices (for instance the Office of the Director General) for an effective and coordinated work. On a yearly basis, OIG will develop its internal action plan anchored to the strategy and use this opportunity for any review required of the strategy. The strategy can also be reviewed in the framework of the restructuring of OIG/Evaluation envisaged within the IGF.

OIG will develop a monitoring framework to track the progress of the objective and outcomes. 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 will plan a review of the 2018 IOM Evaluation Policy and IOM Monitoring Policy within the three-year period of the strategy.



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