



3 November 2011

Dear Mr. High Commissioner,

I would like to share with you, before I endorse it, the enclosed Process Evaluation of IOM's Response to the Libya Crisis", which has just been completed. The evaluation report is the result of a strong interest inside IOM to have an independent and comprehensive view of this specific intervention and to draw lessons from the challenging operational set-up required for an effective answer. The methodology chosen is a process evaluation, the focus of which is placed on IOM's internal management, in particular on the internal dynamics of IOM, its policy instruments used in response to the crisis, its service delivery mechanisms and the linkages between them.

In the framework of the exercise, the consultants also examined collaboration with partners and included in the analysis how the Humanitarian Evacuation Cell (HEC) that we jointly created has been functioning; this is the reason why I consider it important to share with you a draft version of the report. The evaluation draws our attention to the operation's strength, for instance in terms of improved cooperation between UNHCR and IOM worthy of replication for future operations, as well as to its weaknesses, in particular as a 'newly-born' collaborative mechanism which we set up during the peak of the crisis without having previously had the opportunity to test it. The speed of the decision-making process for its creation also brought to light some concerns among staff in the field about our respective mandates and operational coverage by joining forces so closely.

I consider it worthwhile to follow up on the recommendation made for the improvement of the HEC and its possible replication in future operations and I would like to suggest that it be put on the agenda of our next UNHCR-IOM annual meeting. The report also suggests that a joint evaluation or review be conducted on the performance of the HEC, an issue which has already been discussed at the level of our respective evaluations units, in particular with Mr. Jeff Crisp, Head of Policy Development and Evaluation at UNHCR.

Hoping that you will find this evaluation of interest, I remain at your disposal for any further information you might require and for pushing forward this initiative for a renewed operational collaboration that deserves close consideration.

Sincerely,

P.S. -- In any case, the joint-UNHCR/IOM effort, which you initiated, remains highly successful, in my judgment, for which I thank you. Bill

A handwritten signature in dark ink, appearing to read 'Bill'.

William Lacy Swing

Mr. Antonio Guterres
United Nations High Commissioner for Refugees
94, rue de Montbrillant
1202 Geneva

Headquarters: