



EVALUATION BRIEF

July 2022

EVALUATION OF IOM'S INSTITUTIONAL APPROACH TO THE IMPLEMENTATION OF THE HUMANITARIAN DEVELOPMENT PEACE NEXUS (HDPN)

This evaluation brief presents a summary of key findings, conclusions, and recommendations, as identified by the evaluator for use by key stakeholders, including internally by IOM staff and externally by Member States. More details can be found in the full evaluation report.

Evaluation type: Central Evaluation
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Evaluation period: 2019-2022
Final report date: July 2022
Commissioned by: DPP IOM Central Evaluation
Managed by: DPP IOM Central Evaluation

Evaluation purpose: To assess IOM's integrated strategic approach, operationalization of and contribution to the HDPN; and to provide recommendations on how to strengthen IOM's work across the nexus to better address the needs and expectations of crisis affected populations.

Evaluation criteria: Relevance, effectiveness, coherence, efficiency, impact and sustainability.

Evaluation methodology: Desk research, surveys and key informant interviews (semi-structured).

Evaluation Information:

Geographical coverage: Global
Funding: USD 22,500

BACKGROUND & SUMMARY

In February 2019, the OECD Development Assistance Committee (DAC) adopted its Recommendation on HDPN, in order to foster greater coherence among actors working to strengthen resilience in fragile contexts and address the root causes of humanitarian challenges. The HDPN Recommendation was developed in response to a call for strengthened policy and operational coherence across three interlinked pillars: humanitarian, development, and peace, reflecting commitments across key global frameworks including Agenda 2030 and the Sustaining Peace resolutions. IOM has adhered to the recommendations and principles included in the OECD/DAC document since 2020.

Before that, IOM had already endorsed its commitment to a New Way of Working and on enhancing engagement between humanitarian and development actors (commitment 10 of the Grand Bargain) at the World Humanitarian Summit in September 2016.

IOM collaborates with other actors through its operations, whenever relevant, as well as with mechanisms such as the Inter-Agency Standing Committee, the UN Sustainable Development Group, the UN Development System, the UN Joint Steering Committee to Advance Humanitarian and Development Collaboration, and the OECD/DAC-UN Nexus group. At the country-level, IOM collaborates with the UN Country Teams, the cluster system and in working with joint humanitarian appeals, as well as on Common Country Analysis and UN Sustainable Development Cooperation Frameworks.

IOM employs the Migration Crisis Operational Framework (MCOF) to promote coherence across different programming areas within the Organization. MCOF, created in 2012, was designed to bring together IOM's different sectors of assistance in upholding human rights and humanitarian principles and in promoting transition and longer-term development goals. The 2022 MCOF Addendum ("MCOF 2.0") reinforces IOM's HDPN approach.

IOM has a dedicated Transition and Recovery Division (TRD) within the Department of Peace and Development Coordination (DPDC) (previously part of Department of Operations and Emergencies (DOE)) that focuses on stabilization and resilience; durable solutions and recovery; transition and peacebuilding and reducing disaster risk, combatting climate change and environmental degradation. DPDC also includes the Migration and Sustainable Development Unit (MSD), which is the institutional focal point for mainstreaming IOM's contribution to the achievement of the 2030 Agenda and leads the implementation of the IOM Institutional Strategy on Migration and Sustainable Development 2019-2023. HDPN has been given further visibility through this newly created department, DPDC.

IOM has also appointed a senior advisor for HDPN, previously located in DOE but now reporting to the Deputy Director General for Operations. An IOM Member State, Sweden, is funding this secondment to support the development of strategies and partnerships, with a focus on advancing the HDPN approach within IOM's work, coordination, and policies. Since 2021, the IOM has developed a Global Crisis Response Platform that centralizes and presents IOM's Crisis Response Plans and associated financial requirement.

KEY FINDINGS

Relevance: IOM's adopted HDPN definitions and principles were found to be relevant to the mandate and work of the IOM. However, it was also thought that HDPN had not been sufficiently integrated or mainstreamed within the IOM.

Coherence: IOM was found to have a strong external coherence through its participation in global HDPN mechanisms and UN coordination and specific HDPN processes at the country-level. Internal coherence was assessed as weaker, primarily linked to the lack of general synergies and interlinkages between IOM projects/programmes and across pillars.

Effectiveness: The level of operationalization of IOM's HDPN approach varied, with IOM stronger in external facing areas such as contributing to collective outcome processes and weaker in internal facing areas such as mutually reinforcing programming across the nexus.

Efficiency: IOM Country Offices (COs) and Regional Offices (ROs) fundraise for projects and programmes that integrate a HDPN approach. There are limited opportunities to apply for flexible and multi-year funding, but they are on the rise.

Impact: The impact of IOM's HDPN approach was found to be strongest at the global level on policy and inter-agency processes. At country level the impact was less and more differentiated, most often found where IOM played a co-ordination role.

Sustainability: Overall, the sustainability of HDPN operationalization was found to be weak, embedded in elements of individual projects but undermined by a number of factors including: projectization, current funding modes and donor priorities, lack of knowledge management systems, capacity of the local and national actors and insecure political and development contexts.

CONCLUSIONS

Since adhering to the OECD/DAC Nexus Recommendation in 2020, the IOM has made progress in its institutionalization and operationalization of HDPN. IOM COs are increasingly adapting their programming to work across the nexus where the contexts allow it, with Ukraine being a prominent and acute example. Where the IOM faces obstacles in operationalizing HDPN, they are predominantly internal (aside from funding availability) as emphasised in the recommendations.

KEY RECOMMENDATIONS

A. Guidance: IOM is encouraged to issue a high-level guidance note on HDPN; revise existing operational guidance; integrate HDPN practical guidance in all relevant guides/handbooks; develop an operational guidance note on drivers of human mobility; and provide institutional backing to the roll-out of MCOF 2.0.

B. Programming: IOM should launch an organizational-wide initiative to adopt integrated programming; continue to support COs/ROs to design projects that work across the nexus; encourage a more systematic consultation of affected populations; and increase the use of partnerships, strengthening national and local capacities.

C. Assessment and analysis: IOM is encouraged to prioritize the interoperability of data collected by IOM across different COs/ROs projects; adopt a more comprehensive review of data relevant to HDPN; participate further in joint assessments; integrate gender-sensitive and root causes analyses and structural drivers of conflict.

D. Planning: IOM is encouraged to adopt an inclusive and multi-year planning process and continue to integrate a HDPN approach within appeals and action plans where relevant.

E. Resources: Establish a temporary (e.g. 2 year) cross-organizational working group to champion the operationalization of HDPN and determine the resources needed.

F. Monitoring and Evaluation (M&E), knowledge management and learning: Projects and programmes to share their experiences on HDPN operationalization; focus evaluations on HDPN; increase COs M&E capacity; integrate HDPN within the Organizational Effectiveness Results framework.

G. Leadership and coordination: IOM is encouraged to recruit senior staff who possess the appropriate skills and experience to operationalize HDPN and COs should consider the best structures to avoid silos; consider how the new structure (and roles) in RO can optimally support HDPN operationalization, specifically mention HDPN in key job descriptions (e.g. Chief of mission, Regional Thematic Specialists, etc.).

H. Funding: IOM is encouraged to develop a specific HDPN fundraising strategy; increase HQ support to identify nexus-specific funding; inform key donors about IOM's HDPN approach; improve the tracking of HDPN related and multi-year funding.