Management Response and Action Plan on the Follow-up of the External HDPN Evaluation Recommendations

DRAFT / Date: 5ᵗʰ January 2023

Evaluation Title/Year: Evaluation of IOM's Institutional Approach to the Implementation of the Humanitarian Development Peace Nexus (HDPN) – July 2022

Person(s) or body(ies) responsible for completing management follow up response matrix: The overall responsibility lies with the Director of DPDC, in close coordination with all other relevant departments.

Overall management response statement:

As a "triple-mandated" agency, as a member of the Inter-Agency Standing Committee (IASC), and a core member of the United Nations (UN) Development System, IOM's work is guided by- and contributes to the implementation- of the OECD DAC Recommendation on the HDPN, and key global strategic frameworks, including the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs), the Grand Bargain, the Paris Agreement, the Sendai Framework for Disaster Risk Reduction.

Given its unique and diverse programming that responds to the full spectrum of humanitarian, peace, and development needs across different contexts in crisis and fragile settings, but also given its extensive operational footprint, it's context-specific and conflict-sensitive approach - particularly in fragile contexts - along with its comprehensive approach to understand and address multi-sectoral drivers of migration and displacement; and efforts focused on community driven, evidence-based solutions, strengthening policy and governance systems that promote peaceful, resilient and prosperous societies in areas impacted by human mobility, IOM has a distinct comparative advantage within the UN system in operationalizing the HDPN.

However, despite IOM's substantial field experience the lack of clear direction to field missions on its commitments, expectations, and best practices to implement a nexus approach have resulted in an inconsistent application of the HDPN approach, missed opportunities for implementation and collective learning, and falling short of the institutional potential for meeting IOM's global commitments. The external evaluation, conducted to assess *IOM's integrated strategic approach, operationalization of and contribution to the HDPN* has identified a set of concrete and predominantly internal recommendations to strengthen IOM's coherent application of the HPDN approach.

The organization has already made progress – through 2022 – to advance the implementation of those recommendations, and ensuring that IOM is present across the triple nexus, and capable of presenting IOM policy and programming as an integrated solution will remain a key whole-of-organization priority as identified by the Policy and Coordination Committee (PCC) for 2023. This management response and action plan presents recent developments and progress, as well as planned follow up to the HDPN external evaluation recommendation.

Evaluation recommendation A: Guidance
1. Issue a high-level guidance note outlining IOM's institutional position on HDPN, its commitments, position, conceptual framing, comparative advantages, and priorities. This note should be directed to the senior field management of COs and ROs and issued by IOM leadership. A summary should be made available for external use, i.e. with donors, UN peers and partners.

2. Revise existing operational guidance on HDPN (such as information sheets for operations) to make them more operationally relevant (less on "what" is the nexus and more on "how" to apply it).
3. Integrate practical guidance on HDPN in all relevant guides/handbooks, notably the Project Handbook (currently under revision) and CoM Handbook (when revised). Ensure that guidance is available to project developers as to how to integrate a HDPN approach when relevant in new project proposals (ideally in the revised Project Handbook).
4. Develop an operational guidance note in line with IOM's conceptual approach on drivers of human mobility to strengthen the understanding of how IOM works across thematic areas applying an HDPN approach, connected to the existing tools and materials across development and crisis contexts, such as MCOF and the Essentials of Migration Management.
5. Provide institutional backing to the roll-out and development of supportive materials to apply MCOF 2.0 in various contexts and for strategic planning.

Recommendation to:	Priority level (1 to 3), and timeframe:
DDG Operations, DPDC, DOE, DPSMM	**Priority level 1 – March 2023**

Management response (Accept/Partially Accept/Reject):

Accept the recommendations fully and implement under the lead of DPDC and DOE, and in close coordination with all relevant departments, as well as ROs and COs

Implementation monitoring / A Guidance:
- In relation to the recommendation (1) on issuance of a high level guidance note, and (4) on developing a guidance that is in line with IOM's conceptual approach on drivers of migration and displacement, in early September, DPDC held a whole-of-organization workshop on "Operationalizing the nexus: strengthening IOM's capacities for comprehensive response through an HDPN approach". The workshop gathered more than 40 colleagues (in person in Geneva, and online) representing all relevant divisions, and colleagues working in Regional Offices and Country Offices in diverse settings. Through the workshop, participants took stock of the existing work and practice around HDPN and to review and give input to: build a common narrative on IOM's interventions across the HDPN; and articulate IOM's comparative advantage as a leader in operationalizing the HDPN, supporting country offices to enhance partnerships with the UN System and donor governments, and increasing access to multi-year programming and funding. Inputs and deliberations from the workshop informed a process of revision of a high level guidance note on operationalizing the HDPN. This revision work was undertaken by a small cross-departmental drafting team, and an advanced draft that has received inputs from divisions was shared with the senior management in December 2022. The guidance note has been designed to assist Chief of Missions (CoMs), Heads of Office (HoOs) and IOM staff with programme coordination, project development and liaison functions to operationalize the Humanitarian Development Peace Nexus (HDPN). It describes some of the ways that IOM can implement this approach in its data and analysis, planning, programming, coordination, knowledge management and resource mobilization efforts. It also sets out key messages which can be drawn upon to promote more internal coherence and better communicate with external stakeholders on the HDPN. Based on the feedback received from the senior management, the guidance will be piloted to ensure operational relevance in different contexts discussed at the HDPN workshop. It is expected that the guidance note will be finalized in early 2023, and disseminated broadly to ROs and COs, as a paper-based tool, and also in an online user-friendly and interactive format accessible through IOM's knowledge management

and capacity building platforms such as POEM The guidance will be regularly updated as operational realities evolve, and as more feedback on its use is received from ROs and COs.

- In relation to the recommendation (2) on revising existing operational guidance, the guidance's on HDPN are continuously being updated, by respective units and departments, with an enhanced focus on how to apply HDPN in different sectors/clusters in order to enhance delivery. Outputs from the ongoing work of the IASC Task Force on HDPN, through which IOM actively engage, will also cross-fertilize and inform the continued content update and adjustments to reflect the latest available best practice.
- In relation to recommendation (3) on integrating practical guidance on HDPN in all relevant guides/handbooks, DPDC will be closely engaged through 2023 in the deliberations of the steering groups for the respective revisions being led by the Executive Office and DPSMM of the IOM Project Handbook and the CoM Handbook to further advance the understanding of the HDPN and its relevance across the work of IOM, and to guide key colleagues such as project developers on how to integrate a HDPN approach when relevant in new project proposals. This will be closely coordinated with other key stakeholders, and in particular DOE to ensure coherent and complementary contributions.
- In relation to recommendation (4) and more specifically (5), a Staff Advisory is planned for early 2023 to position and promote MCOF as the primary framework that supports the operationalization of IOM's HDPN approach in at risk, fragile and crisis settings, as part of the MCOF roll out. The MCOF roll-out is being undertaken as per plan by DOE, in coordination with the rest of the Operations Pillar, ROs and selected COs, with online, self-paced learning modules finalized at the end of 2022 playing a central role.

Evaluation recommendation B: Programming

1. Launch an organizational-wide initiative to adopt integrated programming at all levels; this should be integrated within the organizational strategic priorities; COs and ROs should be held accountable through measurable indicators in the forthcoming Organizational Effectiveness Results framework that will accompany the Strategic Results Framework.
2. Continue to support COs and ROs to design projects that work across the nexus, capitalizing on the full spectrum of IOM's activities.
3. Strengthen the operational capacity of ROs and COs to comprehensively assess and address multi-sectoral drivers of human mobility in the context of humanitarian and development planning and programming exercises, including through enhanced context and risk analysis across the HDPN through concrete operational guidance.
4. Encourage and monitor a more systematic consultation of affected populations in the design, implementation and evaluation of CO projects and programmes across the full spectrum of IOM's activities in fragile and conflict-affected contexts (and not only for humanitarian activities).
5. Encourage and monitor the use of partnerships that prioritize strengthening national and local capacities amongst local actors (authorities, L/NNGOs and CSOs) in fragile and conflict-affected contexts that moves beyond implementation partnerships and towards equal partnerships; consider introducing an indicator(s) for COs on national/local partnerships within the Strategic Results Framework.

Recommendation to:	Priority level (1 to 3), and timeframe:
DPDC, DOE, DPP	**Priority level 1 – June 2023**

Management response (Accept/Partially Accept/Reject):

Accept the recommendations fully and implement under the lead of DPDC, in close coordination with relevant departments, especially DOE, DPP (RBM), as well as ROs and COs

Implementation monitoring / B Programming:
- In relation to recommendation (1) on launching an organization-wide initiative to adopt integrated programming at all levels that can support the operationalization of the HPDN, IOM has various ongoing workstreams to support integrated programming. Notably, the high level guidance note (see above for more details) contains dedicated sections on joined-up analysis, joined-up planning, and integrated programming that highlights the importance and benefit of integrating IOM programming across the HDPN and ensuring its coherence and complementarity with the efforts of other humanitarian, development and peace actors, and sheds light on some of the ways that IOM COs can promote better internal and interagency coordination, complementarity, and coherence in practice, including through key messages, concrete recommendations, and guiding questions. This is also reflected in internal capacity building tools that have been recently developed to support IOM's positioning in joint strategic planning processes and joint programming, and notably the Common Country Analysis (CCA) and the United Nations Sustainable Development Cooperation Framework (UNSDCF) elaboration and negotiation process, with a section of the recommendations that has been dedicated HDPN under the "IOM's Role in the UNSDCF: A Step by Step Guide", and with the possibility to consult good practices tagged under "HDPN" in the repository under this guide. Moreover, IOM's Strategic Results Framework (SRF) has four (programmatic) objectives and five cross-cutting priorities. One of the cross-cutting priorities is HDPN. The SRF includes two dedicated HDPN indicators as well as numerous other indicators which are relevant to HDPN-related outcomes. As part of the SRF process, IOM has also developed an Organizational Efficiency and Effectiveness (OEE) Results Framework. The OEE includes management and administrative indicators necessary for IOM to achieve its programmatic objectives. In response to the HDPN evaluation recommendation, the (forthcoming) OEE also includes these dedicated SRF indicators on HDPN. Data on these indicators, as well as other HDPN-related questions, is collected annually through the Institutional Questionnaire and reported on through the Director General's Annual Report as well as other institutional reports. At country level, attempts to integrate programming to enhance durable solutions, adapt and mitigate climate change and enhance peace building are undertaken in an iterative process to ensure result based evidence to enhance implementation of the Global Compact of Migration and the Sustainable Development Goals.
- In relation to recommendation (2) on supporting COs and ROs to design projects that work across the nexus, capitalizing on the full spectrum of IOM's activities, IOM will make progress on this through the implementation measures detailed under the Evaluation Recommendations A, notably through the guidance note, the associated capacity building to be rolled out through 2023, and the continuous revision and update of the existing operational guidance documents. Furthermore, as mentioned above, the HDPN is being integrated into the CoM handbook and training revisions, as well as in the IOM Project Development handbook revisions. HDPN is being integrated in IOM internal training and external trainings to which IOM has contributed to the development, including: the Senior Emergency Leadership Capacity Training (SELAC); the Emergency Training (ERIT); the MCOF self-paced online training; the interagency Durable Solutions E-Learning on displacement, the Leveraging Global Frameworks (LGF) training; the e-learning on Nexus Essentials; and the online training on Accountability to Affected Populations (AAP).
- In relation to recommendation (3) on strengthening the operational capacity of ROs and COs to comprehensively assess and address multi-sectoral drivers of migration and displacement, in

recent months, IOM has finalized the internal development of an institutional conceptual approach on Drivers of Migration and Displacement. Comprehensively understanding the drivers of migration and displacement is essential to prevent and respond effectively to crises whilst formulating long-term solutions to achieve the SDGs for people on the move and their communities in countries of origin, transit and destination. It is also essential to position IOM as partner of choice for donors to address the complexity of human mobility across the HDPN. This work will continue into 2023, with a focus on increasing IOM's capacity for to conduct drivers' diagnostics; advancing integrated planning and programming to address drivers through operational new and existing guidance notes and existing workstreams such as the work on solutions; and engaging with Member States, partners, the UN System and donors to share and position IOM's conceptual approach on drivers of migration and displacement through joint events and workshops and advance a common understanding on drivers. Furthermore, working in partnership with states, communities, development actors, such as UNDP and UNHABITAT, and with support from development partners, such as the World Bank, KfW and AfDB, IOM's 'prevention and solutions' portfolio has grown to approximately 500m USD per year, in over 60 displacement affected countries. Principle areas of focus include support for community-based prevention, peacebuilding, sustainable recovery and development; data for solutions; and conducive policies for resolving displacement. These are core operating pillars on which IOM will build and scale up throughout 2023.

- In relation to recommendations (4) on encouraging and monitoring a more systematic consultation of affected populations; the high level guidance note (see above for more details) contains a dedicated section and resources on people centered approaches to build capacities of the Staff on these critical aspects of HDPN programming. Monitoring of progress with regards to systematic consultation of affected populations in HDPN programming will also be a point considered as part of the work that will continue to be led by RBM (see above) and DPDC to ensure that the existing set of HDPN indicators enable to measure institutional progress and performance on HDPN programming. Additionally, DOE is leading work around more systematic consultation of affected populations in the design, implementation and evaluation of CO projects and programmes across the full spectrum of IOM's activities in fragile and conflict-affected contexts (and not only for humanitarian activities).

- In relation to recommendation (5) on encouraging and monitoring the use of partnerships that prioritize strengthening national and local capacities, the high level guidance note (see above for more details) contains a dedicated section and resources (including resources on local stakeholders engagement developed by DPDC such as the local stakeholders engagement toolkit, on strengthening national and local capacities to build capacities of the Staff on these critical aspects of HDPN programming. Investing in communities to define, own and drive pathways towards sustainable development, and in their local leadership to be accountable and responsive to their needs, is essential to achieve impact. CBP is the centerpiece of IOM's approach to resolving displacement in current programming in Ethiopia, Somalia, Iraq, Afghanistan, Mozambique, Papua New Guinea, South Sudan, Philippines, Sudan among others. In 2022, IOM trained an additional 200 staff, civil society and government officials in CBP processes, across 40 countries in preparation for the global scale up plan for resolving displacement and challenges related to other forms of human mobility. Additionally, DOE is in the process of developing a localization framework and strategy reflecting the strong ethos of partnership with local actors in crisis contexts, where relevant, which will complement various existing tools and resources within IOM on local actors engagement.

Evaluation recommendation C: Assessment and analysis

1. Encourage the interoperability of data collected by IOM across different COs and ROs projects (while respecting data protection principles) that will support a greater shared understanding of migration issues and stronger evidence base.
2. Encourage a more comprehensive review of data relevant to HDPN and explore all the various workstreams that could contribute data towards HDPN.
3. Encourage COs to lead and/or participate in joint assessments with other UN agencies and other humanitarian actors for operational responses where feasible.
4. Integrate gender-sensitive and root causes analyses and structural drivers of conflict when implementing the HDPN approach in projects/programmes.
5. Continue to strengthen DTM's contribution to HDPN, such as further systematic integration of development and peace-relevant data such as seen with the new concept of Solutions and Mobility Index, such as the "Return index in Iraq".
6. Strengthen guidance to ROs and COs on how to carry out coherent drivers' analysis and assessments across the HDPN and connect them with IOM's interventions at the community, local and national policy level through concrete operational support for integrated analysis and planning to address drivers of migration and displacement.

Recommendation to: **DPDC, DOE, GDI**	Priority level (1 to 3), and timeframe: **Priority level 2 – December 2023**

Management response (Accept/Partially Accept/Reject):

Accept the recommendations fully and implement under the lead of GDI, in close coordination with all relevant departments especially DPDC and DOE, as well as ROs and COs

Implementation monitoring / C Assessment and analysis:

- In relation to recommendations (1) and (2) on comprehensiveness, review, and interoperability of data relevant to HDPN, and (5) on strengthening DTM's contribution to HDPN, GDI is supporting HDPN data collection across different COs and ROs to enhance a greater shared understanding of migration issues and stronger evidence base, as well as encourage a more comprehensive review in strong coordination with key partners to implant the Secretary General's "Data Strategy for Action by Everyone, Everywhere" as our agenda for the data-driven transformation, an to encourage a more comprehensive review of data relevant to HDPN and explore all the various workstreams that could contribute data towards HDPN. Data gaps exist, however, the new concept of Solutions and Mobility Index and the "Return index in Iraq" are examples of IOM efforts to increase the evidence base relevant to HDPN. In 2022, IOM launched the Solutions and Mobility Index (SMI) at the World Bank Global Fragility Forum, with the aim of introducing questions to existing assessments that inform an understanding of progress towards solutions, opportunities and obstacles. SMI is a global initiative that draws on existing country level programmes in Nigeria, Iraq, Somalia, Mozambique, Chad, Niger among others. In 2023, IOM will firstly, establish a data coalition and strengthen partnerships with key data actors such as IDMC, to triangulate collective data contributions and ensure SMI is part of a broader global initiative to create an evidence base and analysis for solutions. Furthermore, DOE is working to ensure better integration of AAP into DTM Finally, furthering interoperability and comprehensiveness of data in support stronger evidence base will be a central consideration of different institutional-wide processes led by DPDC and initiatives that have a data component, such as the work to be led on conducting diagnostics

of migration and displacement; and the work to be implemented in support of IOM's leadership on disaster preparedness and early warning.

- In relation to recommendation (3) on encouraging participation in joint assessments, the high level guidance note (see above for more details) contains a dedicated section on joined-up analysis which identifies some of the ways to undertake an in-depth analysis of the overall situation in a given context to uncover structural factors and root causes of crises and the interlinkages between these factors at different levels and across different pillars, and identifies some of the ways that IOM COs, both internally and as part of the UN and the IASC, can promote joint and joined-up analysis of context, needs, vulnerabilities and risks in practice to enable an evidence-based response across the HDPN. As part of the roll of the guidance note to COs and ROs, DPDC in collaboration with other entities will identify priority countries where more ad hoc and tailored support may be needed in order to support COs undertaking joint assessments. DPDC will also work on supporting targeted COs more specifically that will engage in 2023 in critical steps of the UN Country level planning processes, and notably the step of the CCA, as a key joint assessment undertaking that should mainstream HDPN considerations.
- In relation to recommendation (4) on gender sensitivity and integrating root causes analysis and structural drivers of conflicts, the high level guidance note (see above for more details) contains dedicated sections on gender sensitivity as well as conflict sensitivity. It provides links and references to various IOM and external tools and resources on these cross cutting principles for HDPN programming. In 2023, DOE will work with DTM /GDI, and MECR to develop a gender analysis methodology for displacement situations and climate change. Such analysis will help inform how climate impact gender and how responses need to be tailored to ensure that all affected people are included and can participate in the design and implementation of the response to their needs.
- 7urthermoreIn relation to recommendation (6) on coherent drivers' analysis and assessments, and as mentioned above, IOM has finalized the internal development of an institutional conceptual approach on Drivers of Migration and Displacement. This work will continue into 2023 through a MIRAC-funded project to be led by DPDC and implemented in coordination with relevant other entities, with a focus on increasing ROs and COs capacity on how to carry drivers' analysis with the development of a guidance on conducting drivers diagnostics; and operational, technical, and financial support to three pilot COs to conduct such diagnostics.

Evaluation recommendation D: Planning	
1. In guidance produced for CO planning, encourage an inclusive planning process with representation across the programmatic and support units.	
2. Continue to integrate a HDPN approach within appeals and action plans where relevant, reflecting the full spectrum of IOM's activities (including diaspora engagement).	
3. Encourage the move towards multi-year planning at the country level where feasible.	
Recommendation to: **DPDC, DOE**	Priority level (1 to 3), and timeframe: **Priority level 2 – December 2023**

Management response (Accept/Partially Accept/Reject):

Accept the recommendations fully and implement under the lead of DPDC and DOE, and in close coordination with all relevant departments, as well as ROs and COs

Implementation monitoring / D Planning:
-   In relation to recommendation (1) on producing guidance for inclusive planning processes and recommendation (3) on encouraging multi-year planning, IOM will be focusing in 2023 on developing the capacity of Staff to infuse HDPN considerations into both its internal strategic planning processes, and external strategic planning processes. With regards to the internal strategic planning processes, the high level guidance note (see above for more details) contains a dedicated section on joined-up planning that will help Staff with the understanding of and resources to better integrate humanitarian and peace responses and connect them with longer term. . The template for IOM country strategy currently being reviewed now includes reference to HDPN. More generally, the SRF can provide a whole-of-organization tool for strategic planning efforts as it incorporates key IOM institutional priorities, including with HDPN as a cross-cutting priority. At the activity-level, the SRF programmatic indicators, including those on HDPN-related topics, have now been integrated into IOM's Project Management and Implementation Application (PRIMA). This will allow for new projects from February 2023 onwards to utilize a standard set of programmatic indicators at the project development stage. As IOM projects progressively utilize these SRF indicators, this will allow for a greater standardization of results reporting across the organization on progress made against global, regional and country office strategic plans, including on HDPN. Additionally, Indicator Guidance will be developed by the end of Quarter 2 2023 will facilitate the consistent use of the SRF indicators across the organization and higher quality reporting. Finally, the greater use of the SRF, along with improvements to both the structure of the Institutional Questionnaire and the format of the IOM Annual Report through closer alignment to the SRF, will provide the basis for more consistent, standardized and higher quality results reporting over the coming years. Additionally, the existing MCOF strategic planning tools will be updated and used to ensure crisis considerations are systematically and appropriately integrated into strategic planning efforts.
-   With regards to external planning processes at the country level, IOM has released an interactive internal guide on IOM's role in the UNSDCF Cycle. The UNSDCF is the central instrument for UN country planning processes to respond to countries' national development priorities, and address gaps and needs in meeting the 2030 Agenda and the Sustainable Development Goals. Building on the existing UNSDG Guidance on the revamped UNSDCF, the IOM guide includes a dedicated section and resources on HDPN and what COs can do to with a view to strengthen collaboration between humanitarian, development and peace activities of the UN. Furthermore, and as IOM is heavily engaged in the humanitarian programme cycle, as well as other interagency humanitarian planning processes, often including lead and co-lead roles, IOM promote synergies and complementarities across the humanitarian, development and peacebuilding plans in which it engages, which is/will be reflected in related guidance and capacity strengthening initiatives, as well as through direct CO engagement and support.In relation to recommendation (2) on integrating HPDN approaches within appeals and action plans, DOE and other relevant entities will continue to integrate a HDPN approach within multi-year planning at the country level where feasible. In 2022, six appeal documents were issued, as published on the GCRP. Average appeal duration was 10 months, but skewed by the 20 month regional drought appeal. While appeals tend to be of short (6 month) duration and humanitarian-focused, all included elements of capacity strengthening, early recovery, durable solutions, resilience strengthening, self-reliance, etc. All of

the countries with appeals will have a Crisis Response Plan in 2023, which reflects a more comprehensive and generally longer term plan. Per the Emergency Manual guidance: "Should a Flash Appeal be published, the related CRP should be updated to ensure consistency. Where there is no related CRP, one should be developed as soon as possible on the basis of the Flash Appeal". – This approach helps to link humanitarian-focused appeals with broader Crisis Response Plans.

Evaluation recommendation E: Resources

1. Consider establishing a temporary (e.g. 2 year) cross working group to champion the operationalization of HDPN and determine the resources needed. A first task could also be to review and respond to the recommendations of this report.

Recommendation to:	Priority level (1 to 3), and timeframe:
DDG Operations, HQ Departments, and selection of ROs and COs	**Priority level 1 – February 2023**

Management response (Accept/Partially Accept/Reject):

Accept the recommendation fully and implement under the lead of DPDC, in close coordination with all relevant departments, as well as ROs and COs

Implementation monitoring / E Resources:
-   In relation to recommendation (1), the Inter-Departmental HDPN technical working group that was functioning during 2020-2021, was reorganized to fit with the new HQ structures and the first meeting was undertaken in October under the lead of the DPDC Director, to ensure the coherent operationalization of the HDPN and determine the resources needed. A first task could be to ensure awareness of all participants of the findings of the evaluation, as well as of the coordinated management response, to ensure that ROs and COs in particular are empowered and aware of the offer whole-of-organization offer of support available to them to champion the operationalization of the HDPN.

Evaluation recommendation F: M&E, knowledge management and learning

1. Create more "bottom-up" opportunities where projects and programmes can share their experiences on HDPN operationalization (for example through webinars, online discussions, or other interactive formats).
2. Promote the conduct of evaluations focusing also on HDPN approach in the IOM operations.
3. Increase M&E capacity within COs to support in the monitoring or country-level/collective outcomes.
4. Within the Organizational Effectiveness Results framework that will accompany the Strategic Results Framework, ensure that there is an indicator for COs on the key organizational aspects that support

HDPN, such as integrated planning and programming, developing synergies across the nexus pillars within the CO, etc.	
5. Expand training opportunities (e.g. e-learning module) on the operationalization of HDPN and make it available in different languages (e.g. Arabic, French and Spanish).	

Recommendation to:	Priority level (1 to 3), and timeframe:
DPDC, DOE, DPP, DPR	**Priority level 1 – June 2023**

Management response (Accept/Partially Accept/Reject):

Accept the recommendations fully and implement under the lead of DPP (RBM) and DPR (Innovation and Knowledge Management Unit), in close coordination with all relevant department, especially DPDC and DOE, as well as ROs and COs

Implementation monitoring / M&E, knowledge management and learning:
- In relation to recommendation (1) on sharing experiences of HDPN operationalization and recommendation (2) on promoting evaluations focusing on HDPN approaches, a community of practice has been set up on the internal POEM platform to stimulate a more "bottom-up" approach to share relevant experiences on HDPN operationalization with the use of MCOF (for example through webinars, online discussions, and stimulating the use of POEM as a leading whole-of-organization interface being led by DPR on knowledge management or other interactive formats), in particular through the roll out activities of the guidance (webinars and tailored CO support). In addition, the high level guidance note (see above for more details) contains a dedicated section knowledge management (learning and evidence) that will help Staff navigate some of the challenges of determining success in applying an HDPN approach, and to lay the foundations for measuring HDPN operationalization in a given context.
- In relation to recommendation (3) and (4) on M&E capacities and indicators of organizational efforts to support HDPN, – and as mentioned above - a limited set of indicators on HDPN have been included into the 2023 version of the IQ, and going into 2023, and building on work led by RBM in coordination with other entities under the Strategic Results Framework (SRF), will review the existing set of HDPN indicators to ensure they enable to measure institutional progress and performance on HDPN programming. In relation to recommendation (5) on expending training opportunities, the possibility to avail key trainings, including through the Nexus Academy and the MCOF training in different languages, in addition to English is being investigated. For the MCOF training it is expected that Module 1 will be available in French and Spanish in early 2023. And as mentioned above, HDPN is being integrated into the Senior Emergency Leadership Capacity Training (SELAC) and the Emergency Training (ERIT). It has already been incorporated into the interagency Durable Solutions E-Learning on displacement, as well as into the Leveraging Global Frameworks (LGF) training. The e-learning on Nexus Essentials has been launched for all staff at I-learn, the IOM staff learning and training platform, and Staff can register already to an online training on Accountability to Affected Populations (AAP), which is augmented by blended learning opportunities. In 2022, 3,707 staff, consultants, interns, and implementing partners completed the AAP online training between March 2021 and November 2022 (out of which 3,300 are IOM staff members) and 119 staff followed the AAP blended training. IOM colleagues from all regions who either took the online self-paced course or participated in the comprehensive AAP blended training were able to strengthen their capacity in operationalizing the principles and commitments of AAP which is a foundational element in the implementation of HDPN. 2023, IOM will step up efforts

through training and support to missions to both operationalize AAP and strengthen leadership capacities in creating collective AAP outcomes and its linkages with HDPN.

Evaluation recommendation G: Leadership and coordination
1. In fragile and conflict-affected countries, seek to recruit senior staff who possess the appropriate skills and experience to operationalize HDPN with multi-disciplinary backgrounds and convening skills and ability to strategically engage with diverse partners.
2. COs should consider the best structures to avoid silos, encourage transparency between teams and enable synergies to capitalize on IOM's comparative advantage, considering mission outcomes, assessment and analysis capacity, technical units and project support.
3. In the re-organization of ROs consider how the new structure (and roles) can optimally support the operationalization of the HDPN, including fundraising, for example by opening up the role of RTS and RLPO beyond specific specializations in order to support HDPN and other potentially global "change" initiatives (e.g. integration of climate change, adoption of AAP, etc.). HDPN should be specifically mentioned in job descriptions of RTS, RPLO and RD – in addition to COM.

Recommendation to: **DDG Management and Reform, DHR, ROs and COs**	Priority level (1 to 3), and timeframe: **Priority level 2 – June 2023**

Management response (Accept/Partially Accept/Reject):

Accept the recommendations fully and implement under the lead of the Executive Office and DHR, and in close coordination with relevant departments, as well as ROs and COs

Implementation monitoring / G Leadership and coordination :
-   In relation to recommendations (1) on staffing and (2) on internal coordination, the high level guidance note (see above for more details) contains a dedicated section on knowledge management (learning and evidence) that will help Managers and Leadership in COs to beef up and ensure adequate staffing, and lists recommendations including to encourage staff to participate in IOM and external training opportunities on the operationalization of HDPN; and recommendations that support knowledge management, and that can contribute to breaking silos, by creating opportunities where project staff can share experiences on HDPN operationalization, challenges and opportunities, and documenting these.
-   In relation to recommendation (3), there is an ongoing commitment to ensure that all staff in the RO, including RTSs and RPLOs, capture the cross-cutting dimensions of their work including with respect to HDPN and AAP. As part of the review and re-organization of ROs, IOM will look to explicitly incorporate references to HDPN in specific job descriptions as ToR are updated. Any consideration of establishing new roles specifically to support HDPN would be subject to resources and IOM would prefer to first promote greater awareness and application of HDPN through the measures outlined above.

Evaluation recommendation H: Funding
1. Develop a specific fundraising strategy clarifying HDPN approach and providing tools to COs, ROs and donors for effective consultations and decision-making to fund it.

2. Increase HQ support to identify nexus-specific funding and facilitate COs in accessing such funding.
3. Actively and regularly inform key donors about IOM's HDPN approaches and the best practice examples seen in integrating the nexus in IOM programming.
4. Modify the financial tracking systems to allow; a) tracking of multiyear funding commitments and b) funding related to HDPN through a better use of "HDPN" as a keyword when entering funding records into the system (i.e. develop guidance/criteria for use of the HDPN keyword).

Recommendation to: **DRD, DFM**	Priority level (1 to 3), and timeframe: **Priority level 2 – June 2023**

Management response (Accept/Partially Accept/Reject):

Accept the recommendations fully and implement under the lead of DRD and DFM, and in close collaboration with relevant departments, as well as ROs and COs

Implementation monitoring / H Funding:
1. In relation to recommendations (1), (2), and (3) on supporting ROs and COs to access HDPN funding, the high level guidance note (see above for more details) contains a dedicated section on visibility, external communications, and resource mobilization and financing that provides guidance to ROs and COs on how to addresses some of the challenges of engaging donors in operationalizing HDPN, and promote a partnership approach with donors. DPDC, in coordination with other entities – including FAD and the IOM New York Office, through the MIRAC funded project on strengthening IOM's financial and managerial capacities in accessing and administering UN-funded and joint programmes, which builds on the work led by DPDC on IOM's engagement with UN Multi-Partner Trust Fund, will integrate HDPN considerations in the guidelines to be developed and rolled out to COs through a set of dedicated capacity building workshops. The Global Crisis Response Platform (GCRP) is IOM's resource mobilization tool for comprehensive crisis response, with planned activities and funding requirements spanning the HDPN. As such, it is one important source of information for institutional HDPN fundraising. Enhanced engagement with a range of donors and an internal workshop is foreseen in 2023 to ensure the platform is fit-for-purpose and to align with MCOF and IOM's HDPN approach in crisis and fragile contexts. As part of the general donor briefings that are organized by DRD, and though these may not be focused on HDPN specifically, at the request of HQ Departments, ROs, and COs, DRD may support with donor briefings that include HDPN considerations or focuses. . Building on existing resources within DRD, DPDC will review donor profiles with regards to HDPN, with a view to identify nexus-specific funding and assist COs with fund raising. This will be done in coordination with Offices with special donor liaison functions and DRD, and strategic communication materials for showcasing best practises on HDPN will be used with selected ROs and COs.
2. In relation to recommendation (4) on the financial tracking system, DRM is working with the BT team to modify the IOM financial tracking systems to allow; a) tracking of multiyear funding commitments and b) funding related to HDPN through a better use of "HDPN" as a keyword when entering funding records into the system.