

## Action Plan on the follow-up of Evaluation Recommendations

<p><b>Evaluation Title/Year:</b> Evaluation of IOM Contribution to the Project “Enhancing the Response to Displacement – Improving Management and Coordination in CCCM” 2016</p> <p><b>Person(s) or body(ies) responsible for the follow up of implementation:</b></p> <p>IOM CCCM Global Cluster Coordinator</p> <p><i>(Insert name and title of person(s) or body(ies) responsible for completing the action plan matrix. For example, the Project Manager, the Chief of Mission, the Project Team, the Project Steering Committee, etc.; it may require coordination if multiple persons or bodies responsible)</i></p>	
<p><b>Evaluation recommendation 1:</b></p> <p>Consider developing one common CCCM Cluster monitoring framework (including common indicators) that can be used as a basis for tracking the strategy and joint CCCM projects thereby simplifying monitoring for the partners. This is also in line with one of the activities of the 2013–2016 CCCM strategy under Outcome 5.</p>	
<p><b>Recommendation to:</b></p> <p>Global CCCM Cluster Coordinator and support team</p> <p><i>Specify for whom this specific recommendation is intended. Usually this will be one or more of the following: project management, senior management (including financial managers), project implementation and oversight bodies such as a project steering committee, donors, or IOM Headquarters. It may require coordination if multiple persons or bodies responsible: please specify who will take the lead.</i></p>	<p>Priority level (1 to 3), and timeframe:</p> <p>Priority level: 1.</p> <p>Progress has been made towards developing a common CCCM Cluster monitoring framework, which will support the annual implementation plans of the Global CCCM Cluster five-year strategy.</p> <p>The 2017 – 2021 strategy is on track to be agreed by the Global Cluster, with the process led by its Strategic Advisory Group (the interim SAG was convened in June 2016, with the SAG formalised and its ToR endorsed at the September 2016 annual Global CCCM retreat). An initial draft of the five-year strategy was also workshopped at the retreat. Subsequent revisions, based on retreat discussions, are in process. Following agreement on a final version, the annual work plan and monitoring framework will be elaborated together with partners.</p> <p>Timeframe: by March 2017.</p>

	<p><i>Prioritize the importance of this recommendation; for instance some recommendations are very important (for example they affect the well-being of beneficiaries, they address critical risks to the project, etc.) while others are less important. Provide a brief comment on the suggested level. Specify also the timeframe or deadline for the implementation of recommendation; in case a recommendation is closed during the finalization of the evaluation report, just specify 'already closed'.</i></p>
<p><b>Monitoring of Implementation:</b> <i>(not to be completed when first preparing the matrix) list comments or actions taken <u>at the indicated timeframe</u> for implementation as well as the status (initiated, not initiated, completed, or no longer applicable).</i></p>	
<p><b><u>Evaluation recommendation 2:</u></b>  Other ways for improved information sharing, coordination, and reporting could be explored that could lead to stronger increased opportunities for joint learning and reflection beneficial for the CCCM approach and decision-making processes. Examples could be:</p> <ul style="list-style-type: none"> <li>- Regular meetings of the three agencies to provide quick updates on their results and responsibilities and share lessons learnt;</li> <li>- Brief monthly reports to share with the team;</li> <li>- Agreed procedures on donor communication;</li> <li>- TOR specific to the project that outlines procedures as to how the partners will work together; and</li> <li>- Work plans.</li> </ul>	
<p><b>Recommendation to:</b>   Global CCCM Cluster Coordinator and support team</p>	<p><b>Priority level (1 to 3), and timeframe:</b>   Priority level: 2   The establishment of the SAG and reinstatement of regular Global Cluster Support Team meetings (including UNHCR and IOM staff) have already met this recommendation to some extent. There has been some progress in defining roles and responsibilities in relation to in relation to cluster responsibilities across the two lead agencies' teams. The development of an agreed Global Cluster strategy, work plan and monitoring</p>

	<p>framework as mentioned under recommendation 1 will also assist.</p> <p>Notes on the regular coordination meetings between the lead agencies will be taken and shared among the teams via e-mail, to keep track of evolving discussions, developments, achievements and challenges.</p> <p>Donor communication and fundraising strategies will be covered in these meeting as well as the SAG strategic discussions.</p> <p>Currently there is not project being jointly implemented between the cluster key agencies, should this change, the creation of a TOR specific to the project will be considered.</p> <p>Timeline: June 2017.</p>
<p><b>Monitoring of implementation:</b></p>	
<p><b>Evaluation recommendation 3:</b> The existing SOPs could be recirculated to ensure that agreed processes are followed.</p>	
<p><b>Recommendation to:</b></p>	<p><b>Priority level (1 to 3), and timeframe:</b></p> <p>This task has been completed in the process of the 2016 launch of the IOM Emergency Manual. The Manual is now an electronic platform that is easily accessible to staff in the field. The platform is available online- enabling IOM to update it in real time, but through its mobile application and USB, the manual can also be accessed offline by IOM staff in field locations with little or no internet connectivity.</p> <p>One of the main sections in the manual is Deployment – this section provides guidance for IOM staff on what resources are available to request and prepare for deployments. There is a</p>

	<p>specific entry in this section on the Standby Partnership Programme (SBPP), providing an overview of the SBPP, its relevance to IOM and how country offices can engage with standby partners. Through the Emergency Manual, IOM is able to share guidance (including information on how to request standby personnel via the HQ focal point) more widely with staff in the field. The manual was launched on 1 November 2016 and already over 1,600 users have accessed the platform (with over 400 downloads of its mobile application). The Deployment chapter is currently one of the most visited sections of the manual.</p>
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<p><b>Monitoring of implementation:</b></p>	
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<p><b>Evaluation recommendation 4:</b> Criteria should be developed for CCCM-related deployments by partner agencies to help identify priorities for requests.</p>	
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<p><b>Recommendation to:</b></p>	<p><b>Priority level (1 to 3), and timeframe:</b></p> <p>Requests for deployments should optimally be assessed on the basis of information available about response needs to various crises at any given moment in time, acknowledging that in a context of limited human and financial resources, not all requests can be met. To ensure an adequate decision making process, IOM will continue to rely on information regarding crises and resource needs provided by the missions, and will engage in an ongoing dialogue with standby partners such as NRC to ensure that deployments remain possible in critical contexts.</p>
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<p><b>Monitoring of implementation:</b></p>	
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**Evaluation recommendation 5:**

The debrief mechanism for IOM RRT staff and CCCMCAP staff deployed to IOM Country Offices should be formalised in order to capture opportunities for improvements and lessons learnt.

**Recommendation to:**

Global CCCM Cluster Coordinator

**Priority level (1 to 3), and timeframe:**

Priority level: 2

IOM will strive to develop a consolidated debrief mechanism for its CCCM, DTM and Shelter staff that are deployed to emergencies. This will include continuation of brownbag lunch presentations to the team, which are already undertaken following the majority of deployments. In addition, IOM will establish a shared folder where staff will file TDY reports to ensure continuous learning.

Timeframe: April 2017

**Monitoring of implementation:**

**Evaluation recommendation 6:**

The CCCM Cluster should work towards determining how best to use the OCHA-CCCM matrix for the global and field-based operations. Different methods for this could be:

- Identifying Country Offices where there are potential coordination challenges with OCHA to determine how the matrix can be used; and
- Requesting Country Offices to pilot or review the matrix with their OCHA counterparts and provide feedback on how they could adapt it.

**Recommendation to:**

Global CCCM Cluster Coordinator and support team

**Priority level (1 to 3), and timeframe:**

Priority level: 2

In the first quarter of 2017, IOM will informally take stock of offices where coordination challenges with OCHA have been noted during 2016. Based on findings, IOM will work with a minimum of two offices to determine how the matrix may be used to overcome these challenges.

	Timeframe: August 2017
<b>Monitoring of implementation:</b>	
<b>Evaluation recommendation 7:</b> There could be a document outlining the CCCM approach for engaging existing and new partners. The agreement to have a Strategic Advisory Group (SAG) for CCCM may also strengthen governance, coordination and the inclusion of different partners.	
<b>Recommendation to:</b>  Global CCCM Cluster Coordinator and support team	<b>Priority level (1 to 3), and timeframe:</b>  Priority level: 1  The SAG was convened in June 2016 formalized at the September 2016 annual Global CCCM retreat. The ToR that was endorsed and includes 4 NGO seats at global level, as well as 2 country level seats, designed to strengthen links with local level actors via country level cluster representatives. The SAG will continue to discuss next steps on further enhancing cluster partner engagement and inclusion.  Timeframe: June 2017
<b>Monitoring of implementation:</b>	

<b>Evaluation recommendation 8:</b> Lessons learnt from both IOM and NRC pilots could be compiled and discussed within the Cluster to help define out-of-camp strategies.	
<b>Recommendation to:</b>  Global CCCM Cluster Coordinator and support team	<b>Priority level (1 to 3), and timeframe:</b>  Priority level: 2  IOM has detailed findings from its pilot in the final report to ECHO. This work-stream may be

	<p>taken further by NRC in the course of the Global Cluster workplan development and depending on the priorities defined by the SAG, in which case IOM will continue to play a supportive role.</p> <p>Timeframe: June 2017</p>
<p><b>Monitoring of implementation:</b></p>	
<p><b>Evaluation recommendation 9:</b> Action plans can be developed based on the adopted recommendations provided in the different reviews and evaluations of the CCCM for IOM's role in the CCCM, to determine which area will be taken forward and how.</p>	
<p><b>Recommendation to:</b></p>	<p><b>Priority level (1 to 3), and timeframe:</b></p> <p>No further action required. For both the co-leadership and capacity building evaluations, management responses have been issued. For the capacity building evaluation, an action plan has also been drafted. For the co-leadership assessment, a significant proportion of actions have already been addressed.</p>
<p><b>Monitoring of implementation:</b></p>	
<p><b>Evaluation recommendation 10:</b> The soon-to-be formed SAG could be approached to identify priority areas for fundraising within the current CCCM strategy, which could either be used for joint funding or designated to a specific agency for follow up.</p>	
<p><b>Recommendation to:</b></p> <p>Global CCCM Cluster Coordinator and support team</p>	<p><b>Priority level (1 to 3), and timeframe:</b></p> <p>Priority level: 1</p> <p>The CCCM strategy has been revised since the time of the evaluation, and now covers the period 2017 – 2021. Based on this strategy and the CCCM cluster annual work plan, IOM will</p>

	advocate for the SAG to identify priority areas for fundraising.  Timeline: March 2017
<b>Monitoring of implementation:</b>	