



OBJECTIVE

This 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 apply Humanitarian Development Peace Nexus (HDPN) approaches throughout IOM's migration and displacement mandate to address vulnerabilities, and promote the establishment of peaceful, resilient and prosperous societies in areas impacted by human mobility in all contexts, including through its policy and programming work on solutions, transition and recovery as well as by addressing adverse drivers of migration and displacement. The guidance 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.



Lastly, this guidance note should be read in conjunction with its associated [SharePoint site](#), which has been designed as an interactive tool that hosts the online version of this document, in addition to links to existing resources, background material and good practices, which may further assist in efforts to put the HDPN into practice.

BACKGROUND

As crises have become increasingly recurrent, protracted and multidimensional, there has been growing recognition that, while humanitarian assistance and protection remains critical, it is on its own insufficient to sustainably reduce needs, risks and vulnerabilities. **Development and humanitarian crises are inter-related, with development deficits underpinning or exacerbating the humanitarian impacts of crises, and humanitarian crises in turn disrupting – in some cases, reversing – progress toward the achievement of the Sustainable Development Goals (SDGs).** There is a general agreement that breaking this cycle requires a system-wide change in the way that humanitarian, development and peace programmes are designed and implemented.

The HDPN refers to interlinkages between humanitarian, development and peace actions. Nexus approach refers to the aim of strengthening collaboration, coherence and complementarity to ensure that three areas of engagement are mutually reinforcing. The approach seeks to capitalize on the comparative advantages of each pillar – to the extent of their relevance in the specific context and contribute to shared objectives and collective outcomes, with the medium- to long-term goal of reducing the number of unmet needs, overall vulnerability, strengthen risk management capacities to restore or enable progress toward sustainable development goals through comprehensive, prevention-focused and people-centered solutions.

Because it is *an approach*, not an activity, there is **no single course of action to operationalize the Nexus; rather, leveraging the HDPN is highly contextual, and may involve a wide array of different measures** to promote more joined-up, coherent and/or complementary humanitarian, development and peace programmes. Given the highly contextual nature of operationalizing the HDPN and mindful of the different sizes and capacities of IOM Country and Regional Offices (COs, ROs), the considerations and recommendations put forth in this guidance may be more relevant in some country (or regional) contexts than others and should be regarded as some (and by no means an exhaustive list) of the ways that IOM can operationalize the Nexus, to which ROs and COs may add their own good practices. **While HDPN is particularly relevant in fragile and crisis settings, including countries facing protracted or recurrent humanitarian emergencies, this guidance will be of use in all contexts IOM works in, only to varying degrees.**

Bosnia and Herzegovina is an upper middle-income country faced with an influx of transiting migrants, primarily from crisis-affected countries, with numbers overwhelming Government capacity to respond and a range of protection risks identified. In this context, engagement across IOM's humanitarian, development and peace programming can help to ensure that humanitarian and protection needs are addressed, communities are not de-stabilized and the capacity of the government to deliver services is strengthened.

Ecuador is another example whereby the country is not facing a humanitarian crisis, but humanitarian needs induced by the influx of Venezuelan refugees and migrants still exist. IOM Ecuador, through its sub-office in Manta, carries out CBI activities while at the same time working with families who have a desire to stay to generate a socioeconomic integration plan and providing guidance and tools for their work and economic activity, linking them to socioeconomic integration processes. In Ecuador, connecting humanitarian response interventions to longer-term development through integration processes ensures that the basic needs of migrant and refugee populations are covered while working towards sustainable and people-centered solutions in a complementary manner.

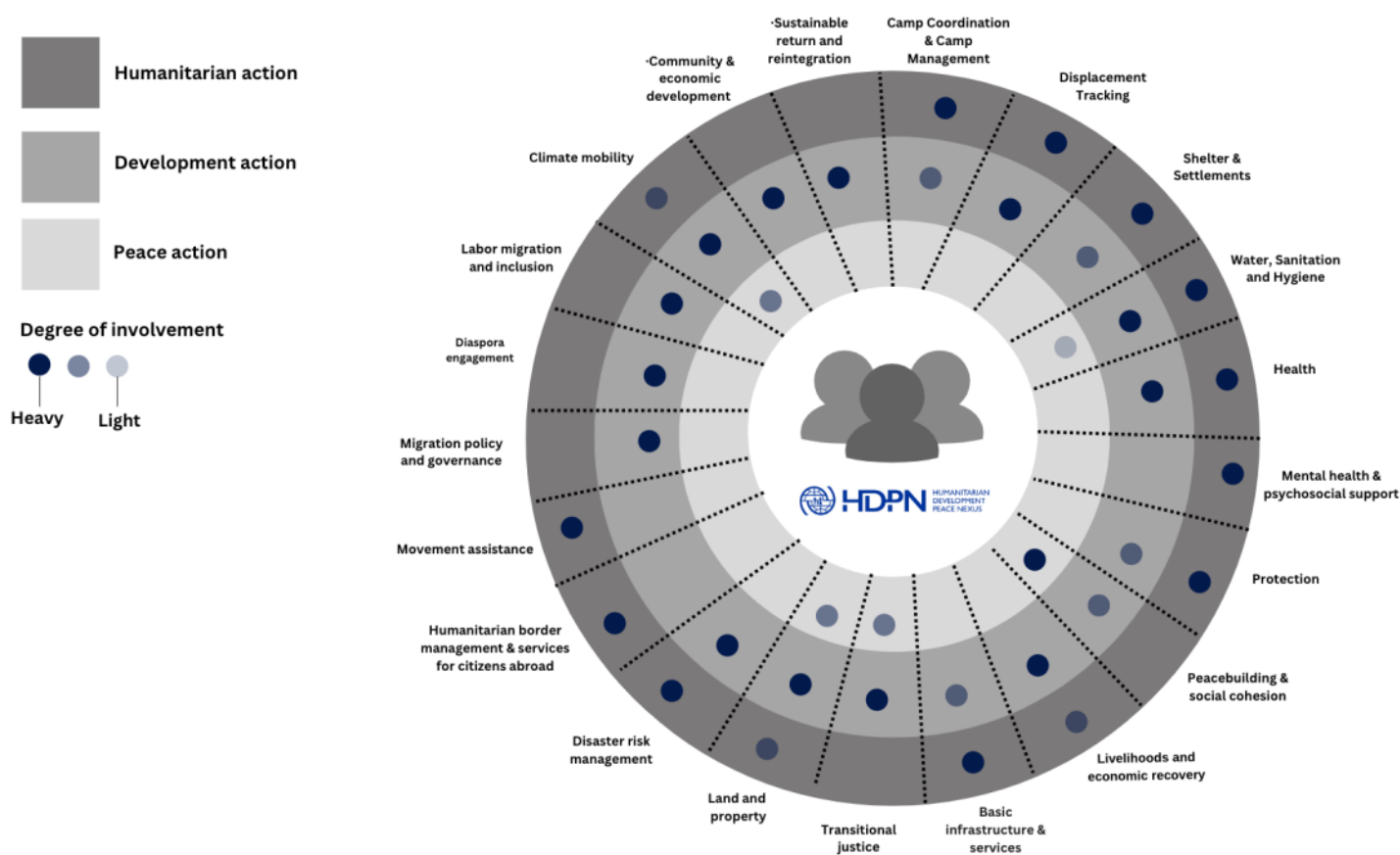


IOM AND THE NEXUS

IOM's commitment to operationalizing the HDPN is reflected in its endorsement of the [New Way of Working](#), [the Grand Bargain](#), and the [OECD DAC Recommendations](#) and its support to the [SG's Action Agenda on Internal Displacement](#), and anchored in IOM's internal policies, the United Nations Development System Reform and the [Global Compact for Safe, Regular and Orderly Migration \(GCM\)](#).

IOM's programmes and activities draw upon and bring together the humanitarian, peacebuilding, development and migration management fields, investing in prevention and preparedness, ensuring the effective delivery of humanitarian assistance and protection and supporting transition, recovery and sustainable solutions to displacement, laying the foundations for more peaceful, stable and resilient societies. As an intergovernmental organization, IOM supports the efforts of States, at their request and with their consent, to fulfil their responsibilities to protect and assist crisis-affected persons, and to leverage good migration governance as a development solution for all.

For IOM, as a multi-mandated organization, a member of the Inter-Agency Standing Committee (IASC), and a key partner of the United Nations (UN) Development System, putting the HDPN into practice means ensuring that, across our own programmes and a part of the UN and the IASC, we are working together, based on common analysis, to achieve [collective outcomes](#) by addressing the mobility dimensions of crisis, reducing needs, risks, and vulnerabilities of displaced and other mobile populations and enabling or restoring progress toward sustainable development goals, promoting the establishment of peaceful, resilient and prosperous societies in areas impacted by human mobility. With programming across the humanitarian, development and peace domains, IOM was applying HDPN approaches even before the HDPN entered the global discourse following the [World Humanitarian Summit \(WHS\)](#) in 2016. Although the prevalence of humanitarian, development and peacebuilding activities will vary depending on the local context, most of IOM's programmatic responses and areas of work are cross-cutting and of relevance to two or all three of the "H", "D", and "P" dimensions of the Nexus (see the illustration below):



That said, the [2022 external evaluation](#) found that the HDPN had not yet sufficiently been integrated and mainstreamed within IOM due to structural and organizational issues. Among other steps, the report stressed the need to break down siloes and move toward more joined up analysis, planning and programming at the country level and to enhance IOM's monitoring and evaluation (M&E) functions (which, within IOM Country Offices, were found to be largely project-based) in order to monitor collective outcomes and indicators. In addition, the evaluation found that IOM guidance on the HDPN remained largely unknown, and/or was not adapted to the field, meaning that the concept of the HDPN remained vague to many IOM staff. The current document seeks to respond directly to this observation.

This guidance takes into account the IOM Strategic Vision 2019–2023, Strategic Results Framework, Migration Governance Framework and Migration Crisis Operational Framework and Addendum, which were established to frame and steer the work of the Organization and to measure its achievements, including supporting efforts to operationalize the HDPN.





DEFINING IOM'S HUMANITARIAN, DEVELOPMENT AND PEACE PROGRAMMING

Before discussing the Nexus, it may be helpful to revisit how IOM defines humanitarian, development and peace programmes, acknowledging that, in reality, distinctions may be less clear. For example, an IOM project which aims to prevent violent extremism through capacity building of government partners may be considered both a development and peacebuilding project. Activities and partnerships under one area of work can be catalytic for other programmatic areas, maximizing the advantages of working across the nexus and the impacts of IOM's work. Further, shared priorities are evident across IOM's work, including ensuring people-centred responses, respect for the principle of humanity and ensuring no one is left behind.

IOM & HUMANITARIAN ACTION: IOM supports States to fulfill their responsibilities and obligations to provide protection and life-saving assistance to crisis-affected persons, by responding to the needs of affected people and strengthening the capacity of relevant stakeholders. IOM's institutional humanitarian policy, the [Principles for Humanitarian Action](#) (PHA), defines humanitarian response as "the activities carried out by humanitarian actors for the main purpose of saving lives, alleviating human suffering and protecting human dignity during and in the aftermath of a crisis. It includes humanitarian assistance and protection." The policy reaffirms IOM's adherence to the principles of **humanity, impartiality, neutrality** and **independence** when responding to humanitarian needs. With an extensive operational footprint in crisis-affected and fragile contexts, IOM is one of the largest agencies responding to humanitarian needs worldwide. Within the inter-agency humanitarian system, IOM has increasing responsibilities and commitments, including the (co-) leadership of inter-agency coordination mechanisms in crisis contexts, and at global level, IOM continues to co-lead the Global Camp Coordination and Camp Management Cluster, and is thus accountable to the system. Adhering to humanitarian principles, and in line with responsibilities as an intergovernmental organization, IOM engages and coordinates with all relevant actors to ensure effective provision of humanitarian assistance and protection and to secure humanitarian access to crisis-affected populations and their access to services. IOM provides impartial humanitarian assistance based on an assessment of needs, taking into account the diversity of vulnerabilities and threats faced by affected populations, applying a **needs-based** and **do-no-harm approach**.

IOM & DEVELOPMENT: IOM is a major development actor that works towards maximizing the potential of migration to achieve sustainable development outcomes for migrants and societies alike. IOM works with governments **1)** to assess and address the drivers and structural factors that compel people to move; **2)** to harness migrant's economic and social capital for broad based development; **3)** to uphold and protect the rights of migrants and displaced populations; **4)** to support governments to enhance pathways for safe and regular migration; **5)** to strengthen institutions and systems to institute good migration governance; **6)** to empower decentralized levels of governance as first responders to migration to carry forward the 2030 agenda and its relevance to migration in ways that are responsive to their context. Environmental and climate change considerations are increasingly mainstreamed across the board in line with [IOM's dedicated institutional strategy](#). Additionally, IOM has a vast portfolio of "recovery" projects which apply development approaches to support the transition away from humanitarian needs in fragile and crisis-affected contexts, in many cases as a pre-cursor or incremental step towards climate resilient sustainable development. Both IOM's recovery and development programmes integrate environmental, disaster, climate change factors on human mobility across all areas of migration management, including prevention, preparedness and response to displacement, as well as through disaster risk management. IOM recovery and development interventions typically have **longer-term objectives** than its humanitarian programmes and may not always target those with the greatest needs, but instead concentrate factors or populations which could worsen or prolong humanitarian crises. That said, IOM's recovery and development programmes share the humanitarian sector's commitment to **humanity** and should always be grounded in principles of **do-no-harm** and **conflict sensitivity**.

IOM & PEACEBUILDING: IOM sees development, peace and migration as **interlinked** and **mutually reinforcing**, such that IOM's support to well-managed migration spurs development and peace, and efforts to prevent conflict and promote peace are instrumental to ending displacement, enabling safe and regular migration, protecting mobile populations, and promoting development. IOM's engagement in reducing violence, building peace and protecting those at risk includes decades of experience in demobilization and reintegration, conflict reduction and, more recently, the prevention of violent extremism. It also includes programmes to mobilize agents of peace and foster trust and dialogue at the community level, in order to restore relationships that have deteriorated as a result of conflict, violence, chronic fragility, or the impacts of the climate crisis. IOM's peacebuilding programming often targets potential agents of change, or those with potential to worsen or prolong humanitarian crises. As with IOM's development programming, its peacebuilding programming shares a commitment to **humanity**, and should always incorporate **do-no-harm** and **conflict sensitivity** approaches.

APPLYING AN HDPN APPROACH: KNOWLEDGE MANAGEMENT AND LEARNING

Measuring the application and success of an HDPN approach and its impact on individuals, families and communities remains a challenge. As outlined in the [2022 progress review](#), adherents to [OECD-DAC Recommendation](#) on HDPN define success in implementing the nexus in various ways, "... both in terms of change in ways of working, and the achievement of sustainable outcomes improving lives in fragile contexts." While at country level, IOM's monitoring and evaluation is largely project-based, measuring progress against collective outcomes (IOM's own or shared across stakeholders), calls for monitoring across projects and must account for the actions of other actors and changes in context. IOM's Strategic Results Framework (SRF) spans the Nexus, and includes HDPN as a cross-cutting priority, with several associated indicators. Additionally, COs can be guided by results frameworks underpinned by HDPN considerations, including the SDG results frameworks, joint results frameworks developed and agreed upon under the UNSDCF. Learning and improving programme design as well as implementation is essential for the successful implementation of an HDPN approach. An HDPN/MCOF workspace has been set up on POEM to encourage exchange among HDPN practitioners, with contributions to the good practices section of POEM encouraged as part of peer-to-peer exchange and institutional learning.

COs can also refer to good practices of mainstreaming the HDPN in joint UN country level planning, in Common Country Assessments (CCAs) and UNSDCF's in the good practice repository of the Step by Step guide on IOM's role in the UNSDCF cycle.





Joined-up Analysis

CHAPTER OBJECTIVES

- Understand the importance of joined-up analysis for evidence based HDPN programming;
- Identify 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;
- Identify 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.

SUMMARY

The starting point of any effort to operationalize the HDPN is joint or joined-up analysis to ensure a comprehensive and shared understanding of context, needs, risk, and vulnerability. The increasingly complex nature of crises requires more emphasis on understanding the root causes of crisis grounded – to varying and often interconnecting degrees – in political, historical, economic, and social factors. **Understanding the complex interlinkages among these drivers is essential for comprehensively addressing the mobility dimensions of crisis and for long-term, sustainable solutions.** It is therefore crucial that analysis not only considers humanitarian consequences of crises, but also examines the drivers which underpin or perpetuate them and, in turn, disrupt progress toward sustainable development goals. A challenge common to many IOM country offices is identifying linkages between the situation on-the-ground (i.e. the manifestations of crisis and fragility) and macrostructural issues, and vice versa. Joint or joined-up analysis is the first step toward identifying and agreeing upon collective outcomes and developing a theory of change (see Part II: Integrated Planning).

IOM COs engage in analysis 1) to inform IOM's own planning processes, proposals, appeals, and programmes; 2) in support of IOM's work on data and research, used within IOM and, often, in support of other humanitarian, development and peace actors; and as part of the UN system; 3) as a contributor to Humanitarian Needs Overviews (HNOs) and Common Country Analyses (CCAs), among other documents. For IOM, across these efforts, operationalizing the HDPN means ensuring that the broader mobility dimensions of crisis spanning humanitarian, development, peace, and migration management perspectives are captured, and that different units of analysis are complementary in order to generate a holistic, inclusive and multi-faceted understanding of needs, risks and vulnerabilities at different levels of society. It also means ensuring that IOM goes beyond describing the 'symptoms' of crises and reflects on the root causes of crisis and fragility, analyzes the capacities of national and local systems to provide services to crisis-affected populations, and systematically engages in conflict analysis, gender analysis, and risk analysis. Multi-sectoral needs and vulnerability analysis, often conducted in collaboration with other actors, can be catalytic in developing area-based approaches, with different units within IOM and with other local actors coming together to respond to jointly identified needs.

IOM's [Displacement Tracking Matrix \(DTM\)](#) is the largest repository of displacement data in the world. Increasingly, DTM is incorporating questions tools such as the Solutions and Mobility Index (SMI) and Transhumance Tracking Tool that evaluate peace and stability needs alongside those related to humanitarian needs in country programmes. With DTM, IOM gathers and analyzes data to disseminate critical multi layered information on the mobility, vulnerabilities, and needs of displaced and mobile populations that enables decision makers and responders to provide these populations with better context specific assistance. Complementing DTM with other available IOM and partner data and analysis can contribute to more comprehensive analysis.

The [Migration Governance Indicators \(MGI\)](#) is a tool that allows national and local governments to identify the strengths and weaknesses of their migration governance systems. The main objective of the MGI is to help governments identify key priorities and engage with relevant stakeholders in enacting concrete policy changes to improve the living conditions of migrants and local communities. It is essential to systematically collect and integrate policy-related data in joined-up analysis and look at it in contrast with other sources of data that can offer a comprehensive and complementary overview of the changing dynamics in each context, to better inform operational, programmatic, and strategic decisions in order to facilitate quicker transitions to long-term solutions. The MGI and the DTM can be used in tandem to analyze the policies, services, and initiatives offered by local governments in relation to the needs and vulnerabilities of migrants and displaced populations, to make a stronger case for concrete policy and service-provision changes based on robust evidence.

IOM's [Migration Crisis Operational Framework \(MCOF\)](#) supports the systematic application of a "mobility lens", ensuring comprehensive and inclusive analysis of the mobility dimensions of crisis, as per IOM's mandate. Displacement tracking is reflected as a dedicated sector of assistance, focusing on the collection and dissemination of critical multi-layered data on mobility, needs, vulnerabilities as well as risks and drivers, enabling decision makers and responders to provide context-appropriate assistance. Data and evidence are also a cross-cutting issue in MCOF, as all sectors of assistance should consider how data should be collected and used to inform responses, build the capacity of national systems and strengthen partnerships.

IOM's [Conceptual Approach on Understanding and Addressing Drivers of Migration and Displacement](#) builds on the Organization's vast expertise in supporting governments, migrants, displaced populations and broader communities to present a unified understanding of the drivers of migration and displacement and an integrated approach to address drivers. Understanding and addressing drivers of migration and displacement in a comprehensive and coherent manner is essential to prevent and respond effectively to crises whilst formulating long-term solutions to achieve the Sustainable Development Goals (SDGs) for people on the move and their communities in countries of origin, transit and destination.

IOM's [Solutions and Mobility Index \(SMI\)](#) aims to fill a gap by building an understanding of fragility in dynamic contexts. Drawing on the IASC Durable Solutions Indicator Library, and building on IOM's DTM's core methodologies, data protection and management principles and analysis, the SMI tracks context-specific data across four key areas: demographic & mobility trends, safety & security, access to services and infrastructure, and social cohesion. The SMI helps identify pockets of stability and fragility by measuring localized community perceptions, as well as generating baseline macro-level data on stability. This provides essential information to support preventative and responsive resilience-building in support of the SDGs and GCM planning and delivery, and is intended to improve resolution of displacement.





KEY MESSAGES

- * Joint and joined-up analysis should underpin IOM's country and regional planning processes, proposals, appeals, and programmes. This means ensuring that humanitarian, development, peace, and migration management perspectives are captured, providing a holistic and multi-faceted picture of needs, risks and vulnerabilities at different levels of society.
- * As outlined in its [Migration Data Strategy \(IDDS\) 2021-2025](#) and [Internal Displacement Data Strategy 2021-2025](#), IOM's data collection and research activities, including its efforts to build the capacity building of national statistics offices, have aims which span the HDPN – namely, to support effective humanitarian action, the establishment of peaceful societies, and sustainable development.
- * In some contexts, to ensure that IOM's data and research is supporting IOM and its partners to operationalize the HDPN, additional attention needs to be paid to incorporating development and peace metrics and/or different units of analysis, and/or augmenting IOM data and research through partnerships with actors which have complementary datasets and analytical capacity, such as economic and/or social research institutes.
- * Where feasible and when the conditions of engagement with authorities permit, efforts should be considered to strengthen national data collection, analysis and information management capacities to facilitate inclusion of crisis-affected populations into national systems and promote sustainability.

RECOMMENDATIONS

- ⇒ **Use** [Migration Crisis Operational Framework \(MCOF\)](#) and IOM's [Conceptual Approach on Drivers](#) to frame joint or joined-up analysis carried out as part of IOM's country planning processes, proposals, appeals, and programmes;
- ⇒ **Provide** colleagues with development, peacebuilding and migration management expertise with the opportunity to review and input into humanitarian analysis, and vice versa;
- ⇒ **Map** data and analysis produced and available across the CO which may be harnessed to provide a comprehensive picture of needs, risks and vulnerabilities;
- ⇒ **Use** available IOM tools to conduct and regularly update conflict analysis, gender analysis, and risk analysis, as part of broader analytical processes;
- ⇒ Where methodologically compatible, **incorporate** humanitarian, development, and peace questions into IOM data collection and research tools / exercises;
- ⇒ **Look** at augmenting IOM data and research through partnerships with actors which have complementary datasets and analytical capacity, such as economic and/or social research institutes;
- ⇒ **Use** IOM research to identify groups at greatest risk of being “left behind” and recommend short, medium and long-term actions to address their needs, reduce their vulnerability, and promote their resilience.

IRAQ: COMPREHENSIVE ANALYSIS IN A FRAGILE, AT-RISK CONTEXT

The southern most governorates of Iraq are the scene of environment degradation, climate-induced migration, economic insecurity, tribal conflict, violence, and civil unrest. In collaboration with Social Inquiry, (an Iraq-based research institution) IOM Iraq, conducted a cross-sectional profiling study of three southern governorates detailing population demographics, housing, access to services, socio-economic situation, agriculture, migration, wellbeing, governance, security, and social cohesion. The resulting study, [“A Climate of Fragility: Household Profiling in the South of Iraq” \(August 2022\)](#) provides a comprehensive situational analysis to guide the design of interventions and policies to best meet the needs of people in these fragile environments and to anticipate future tensions and related displacement. To find out more and for other case studies, visit the [SharePoint site](#) of this guidance.





GUIDING QUESTIONS

<input type="checkbox"/>	Do IOM data collection and research tools contain questions that will enhance the understanding of humanitarian needs, as well as the underlying drivers of crisis/fragility, including development and peace issues?
<input type="checkbox"/>	Have the primary drivers of fragility in the country that may require preventive and preparedness actions been identified?
<input type="checkbox"/>	Beyond displacement, are other mobility dynamics and trends analyzed?
<input type="checkbox"/>	Has consultation with impacted and at risk populations been sufficiently diverse and inclusive to ensure the information provided reflects the views and circumstances of the whole community rather than those of a given (or dominant) sub-group?
<input type="checkbox"/>	Are other data and research activities and/or partnerships needed to ensure that IOM has a comprehensive and holistic picture of needs, risks and vulnerabilities at different levels of society?
<input type="checkbox"/>	Are different departments/units within the country office engaging with one another to produce joint or joined-up analysis? At a minimum, is available IOM data and analysis shared?
<input type="checkbox"/>	Is IOM systematically conducting conflict analysis, gender analysis, and risk analysis, as part of broader analytical processes?
<input type="checkbox"/>	Is the CO actively engaging in inter-agency forums to present information, support joint assessments, and ensure/advocate for interoperability of data and to position IOM as a lead in migration data?
<input type="checkbox"/>	Is the CO working with the government to enhance its data collection and management capacity? Are there opportunities to deepen IOM's engagement with local authorities e.g., with the national statistics office? Are there any potential risks, and can these be mitigated?
<input type="checkbox"/>	How does IOM capture and analyze cross-border / regional mobility dynamics, particularly when access and collaboration may differ?





Joined-up Planning

CHAPTER OBJECTIVES

- Understand how to better integrate humanitarian and peace responses and connect them with longer term, risk-informed sustainable development planning;
- Identify ways to support IOM's contribution to planning processes external to IOM.

SUMMARY

At both the Country Office (and/or cross-border or regional) level and as part of the UN and related response systems, IOM's effort to operationalize the HDPN requires joined-up planning, based on joined-up analysis of the context, needs, risks, vulnerabilities and intersection with mobility and migration (see Part I: Joined-up Analysis).

Internally, IOM's CO and regional planning processes, as well as crisis-specific planning, provides an opportunity to reinforce joined up programming, reflecting an HDPN approach to achieve shared goals. In IOM's planning, COs are encouraged to adopt inclusive and multi-year planning processes, as well as to continue to integrate a HDPN approach within appeals and action plans where relevant. At the CO level, joined-up planning means agreeing upon **common objectives and outcomes** toward which IOM's humanitarian, development, and peacebuilding programmes can work, based on a common understanding of context, clear and predictable roles and responsibilities, in line with respective principles and value added. The planning process should consider and reflect the need to periodically update joint or joined-up analysis, including conflict analysis, gender analysis, and risk analysis. Country strategies should consider and reflect fragility, risk and crisis as relevant. Crisis-specific plans, such as [Crisis Response Plans](#), should align with Country Strategies, and reflect the breadth of IOM's comprehensive crisis response.

In crisis-affected contexts, IOM proactively engages in, and sometimes leads, inter-agency planning processes. For example, as a member of the Humanitarian Country Team, global co-lead of the CCCM Cluster, and a significant partner within the WASH, Protection, Shelter/NFI, and Health Clusters/Sectors, IOM is a key contributor to inter-agency Flash Appeals and Humanitarian Response Plans (HRPs) and Humanitarian Needs Overviews (or, in refugee contexts, Refugee Response Plans). IOM also leads migrant response plans, co-leading plans focusing on migrants and refugees jointly with UNHCR. As a partner of the UN Development System, IOM participates actively in the development programme cycle, including the preparation of the Common Country Analysis (CCA) and the United Nations Sustainable Development Cooperation Framework (UNSDCF) UNSDCFs, which outline UN development activities planned at country level to respond to national development priorities, and address needs and gaps to meet the 2030 Agenda and the SDGs, in or outside of crisis contexts.

While HRPs and RRP are separate from the UNSDCF, the Nexus suggests alignment and, as appropriate, measures to ensure that the plans contribute towards collective outcomes. How this is achieved at the country level varies, but in some cases HCTs and UNCTs have come together to develop a Nexus policy, or established a Nexus Working Group, or have Nexus Advisors. In addition, as indicated in the [revamped inter-agency UNSDCF guidance](#), it is important to keep in mind that HRPs should incorporate some early recovery activities, while UNSDCFs should incorporate development programming which is geared toward preventing humanitarian crises and, in accordance with the SG's Agenda, resolving internal displacement. Ensuring that the HDPN is mainstreamed into the UNSDCF results framework can facilitate joint fundraising for programmes underpinned by the HPDN approach (see more under the section on resource mobilization).

KEY MESSAGES

- * Strategic planning processes provide an opportunity to develop a shared understanding of context and identify common goals, laying the foundations for mutually reinforcing programming, with multi-year planning enabling reflection of humanitarian, development and peacebuilding elements.
- * All IOM appeals, plans and strategic documents should be aligned.
- * As a partner of the UN Development System, IOM should participate actively in the preparation of UNSDCFs, ensuring mobility and migration are integrated, as well as that UNSDCFs include programming geared toward preventing crises and, in line with the SG's Action Agenda on Internal Displacement which promotes durable solutions.
- * Through its participation in HCTs and UNCTs, IOM should be a proponent of measures to link HRPs (or RRP) and UNSDCFs and ensure the mobility dimensions of crisis are appropriately reflected. Where HCTs and UNCTs engage in joint planning (e.g. through a Nexus working group), IOM should participate actively.
- * [MCOF](#) is structured to closely link with and complement the mandates of other agencies and existing response systems and can be used to support internal planning and IOM contributions to external processes, ensuring appropriate reflection of the mobility dimensions of crisis, avoiding migration-related gaps. In addition, IOM's [Conceptual Approach on Drivers of Migration and Displacement](#) is an important framework for both internal and external planning across the HDPN.
- * Actual and potential risks should be accounted for in planning processes and constantly monitored, with prevention and preparedness actions prioritized, and plans updated as contexts evolve.





RECOMMENDATIONS

- ⇒ As a CO, **develop** a multi-year strategic plan and/or [crisis-specific response plan](#) structured around shared outcomes, with the ultimate goal of reducing needs, risks and vulnerabilities and restoring or enabling progress toward development goals over the medium- to long-term, using MCOF to elaborate IOM's comprehensive, inclusive and holistic crisis response.
- ⇒ **Ensure** that planning takes place inclusively, with all internal and relevant external stakeholders (including affected populations) engaged and updated regularly as needed. Internal planning processes should take place across not within IOM units/divisions, and interagency planning should be conducted jointly with partners.
- ⇒ Wherever possible, **planning should be consistent** with the priorities of local and national authorities, while **ensuring** respect for humanitarian principles and analysis of risks and opportunities. Risk mitigation strategies should be developed as required.
- ⇒ **Develop** joint workplans at the IOM and/or interagency level to complement strategic planning processes and consider applying an area-based approach to implementation.
- ⇒ In most crisis contexts, UNSDCFs and HRP's and/or RRP's may exist simultaneously. IOM should **promote** alignment across plans and, if appropriate, highlight how each contributes towards collective outcomes, ensuring that mobility dynamics are adequately reflected.

NORTHERN MOZAMBIQUE: TRIPLE NEXUS ROADMAP

In 2022, IOM Mozambique developed a [Triple Nexus Roadmap](#) for Northern Mozambique, ensuring the application of a mobility lens to crisis dynamics. The Roadmap aims to provide clear guidance on how IOM's programmes can contribute to humanitarian, development and peacebuilding outcomes in the region, supporting coherent and complementary planning, coordination, and financing across its operations. To find out more and for other case studies, visit the [SharePoint site](#) of this guidance.

GUIDING QUESTIONS

<input type="checkbox"/>	Has the planning process been inclusive? Is there an opportunity to engage with affected populations during the planning process?
<input type="checkbox"/>	Will the planning process provide opportunities to agree on collective outcomes, and articulate clearly the roles the HDP actors or programmes? How can complementarity between different areas of engagement be presented?
<input type="checkbox"/>	Is a multi-year plan considered, reflecting appropriate timelines for mutually-reinforcing humanitarian, development and peacebuilding engagement? If not, why not?
<input type="checkbox"/>	Are national priorities known and with the plan align with these and with related inter-agency plans? Do government and interagency plans include the mobility dimensions of crisis and impacts on affected populations?
<input type="checkbox"/>	What are the priorities identified for preventive action? Have risk-informed development policies been identified in planning?
<input type="checkbox"/>	Will an overarching implementation workplan or results matrix be developed?
<input type="checkbox"/>	Will operating modalities be considered, including those central to HDPN, such as people-centered approaches, community-based planning, localization and cash-based interventions?





Integrated Programming

CHAPTER OBJECTIVES

- Highlight 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;
- Shed light on some of the ways that IOM COs can promote better internal and interagency coordination, complementarity, and coherence in practice.

SUMMARY

As set out in chapters I and II of this guidance, operationalizing the HDPN starts with joined-up analysis and planning. Indeed, to most effectively break down silos, IOM staff and partners working across the Nexus first need to understand context, needs, vulnerabilities, and risks in the same way; agree on collective outcomes; and identify clear and predictable roles, aligned with their respective principles and comparative advantages.

That said and given the HDPN's particular relevance in fragile and crisis-affected contexts which tend to be fluid and demand flexible approaches to programme delivery, concerted efforts to ensure IOM is operationalizing the HDPN **must continue** throughout implementation of programmes.

Implementing projects across the HDPN: Same locations, different outcomes

When discussing integrated programming across the HDPN, it is important to recognize that there are (arguably) fundamental differences across the three areas, such that humanitarian, development and peace actors and responses have their own identities, comparative advantages, and principles. For instance, in humanitarian contexts, humanitarian access is essential to ensure that aid reaches the most vulnerable crisis-affected populations. Particularly in conflict settings, adherence to humanitarian principles can enable equitable access to underserved populations and in areas suffering from physical access constraints, following a “do-no-harm” approach.

The drive to operationalize the HDPN shouldn't be (mis)understood as an effort to 'blur the lines' between the core humanitarian, peace, or development approaches, or fold any one of these areas into the other, but rather as an effort to ensure that the three sides continue to speak to each other and work together in a joined-up manner throughout implementation. There are multiple **different scenarios** in which the HDPN needs to be considered in programming. In each scenario, a principled and people-centered approach must be maintained at all times. For example:

- In many contexts, humanitarian, development, and peace actors (including IOM staff from different departments) are working **concurrently** - side-by-side on different projects within the same communities. In these cases, there is a clear **operational imperative** that HDP actors take each other's programmes into account, because their programmes may directly undermine or contradict – or, conversely, reinforce or complement – one another.
- Although transition from humanitarian and development programming is not always linear, there are settings where various factors, such as insecurity, lack of access, and sources of funding, mean that humanitarian and (development-principled, but typically more flexible and adaptable) recovery interventions are (to varying degrees) implemented **sequentially**. In these cases, recovery interventions may be seen as addressing the “missing middle”, and acting as a precursor or steppingstone from humanitarian crises to development.
- In contexts where states have strong capacity to respond to or recover from crisis, host governments may wish to use their own systems **as a vehicle** to meet humanitarian needs, with international support. For example, in some circumstances, using the national social protection system may in some cases be the most efficient way to rapidly scale up cash assistance to people in need. Or, in the context of public health crises, increased investment in strengthening public health capacity may be preferable to establishing parallel systems. In both cases, international support to deliver humanitarian assistance and protection through public systems, and related investments in strengthening national and local systems and capacities, can provide important linkages between short-term humanitarian interventions and development processes to achieve resilience and economic growth in countries in crisis.

Operationalizing the HDPN may in some cases go beyond promoting greater coherence and complementarity between the three different sectors where these coexist: It may also involve changes in the way that humanitarian, development and/or peace programmes themselves are designed and delivered, while adhering to their core principles. For example, humanitarian action may, in some settings, need to move beyond repeated short-term interventions and incorporate approaches to build the resilience of vulnerable communities, or utilize and strengthen national and local capacities and systems, in order to build pathways toward recovery and development. The extent to which humanitarian are able to incorporate these aspects will depend on the type of the crisis and its evolution.

In other cases, and in line with the HDPN's emphasis on **enhanced efforts to anticipate and act to prevent** crises, risk-informed development action and emergency preparedness can help to reduce the compounding effect of complex risk factors on the impact of crises. As outlined in the section on cross-cutting principles and priorities, risk-informed development should not focus on a single risk, but rather acknowledge the complex interactions between multiple threats, shocks and hazards. In addition, it recognizes that only resilience development can become sustainable development, and that sustainable development efforts are prone to failure unless they are risk informed.

The HDPN commits IOM and partners to ensuring that all of its interventions are firmly grounded in local context. That said, context is never static, and IOM projects and programmes may therefore require adjustment over time to ensure their continued relevance and responsiveness to the needs of communities. Conducting thorough risk analysis; embedding adaptation, iterative learning, and/or strategic moments of reflection into project or programme design (and, where possible, requiring communities to be involved in the adjustment of programmes to leverage their proactive commitment to helping to address risk); and ensuring robust programme monitoring are some of the ways that IOM can ensuring that its programming remains context-driven over time.





As a Grand Bargain signatory, IOM is committed to the localization agenda, providing support for the leadership, delivery and capacity of local responders, including community-based groups, civil society and government counterparts and the participation of affected communities in the humanitarian programme cycle. Local and national actors are usually one of the first responders to humanitarian emergencies, and have strong understanding of the local context, opportunities and challenges, and are often able to access remote and hard to reach locations. Therefore, the nexus approach tends to be more successful when it is focused on a specific area or location and is locally driven. Existing relationships with communities and unimpeded access to local authorities are factors that can facilitate a nexus approach in an area-based setting.

In addition, localization approaches can contribute significantly to more effective, efficient and sustainable solutions as they allow solutions to become nationally owned, oriented around a shift from beneficiaries to citizens, where affected populations are empowered as agents of change. In doing so, IOM's programming across the nexus should include a greater emphasis on fostering partnerships through systematic collaboration and coordination between governments, humanitarian, development, peace actors, and other stakeholders.

As noted in earlier sections, operationalizing the HDPN, including in programming, also requires systematic efforts to incorporate cross-cutting principles such as conflict sensitivity, gender sensitivity, and people-centered approaches.

IOM's strong expertise in community engagement and its extensive field presence in displacement settings make the organization perfectly suited to contribute to fulfilling the commitment to ensuring people-centered approaches. IOM has an [Accountability to Affected Populations Framework](#) and an established [Community-Based Planning methodology](#), which has become one of IOM's signature approaches and entry point in contributing to integrated solutions. The process brings together local authorities and the community, allowing for multiple socio-economic groups from both displaced and host communities to identify community-level needs and to be involved in a visioning and prioritization process that leads to the creation of Community Action Plans (CAPs). These plans can provide the basis for the prioritization of assistance, in coordination the respective area-based coordination groups comprised of international agencies and local government.

KEY MESSAGES

- * The potential to implement coherent programming across HDPN is context-specific, with principled, people-centered approaches as a pre-condition to equitable enabling access to assistance and protection.
- * Notwithstanding the need to deliver core humanitarian, development, peacebuilding programmes, IOM recognizes the importance and benefit of breaking down silos between its own programmes and with other HDP actors, so that the three types of actors and interventions are mutually reinforcing and lead to delivery of collective outcomes to bring optimum results to crisis-affected populations.
- * Context monitoring, particularly in dynamic environments, informs programmatic adjustments to ensure continued relevance and responsiveness to evolving needs, risks and opportunities.
- * Cross-cutting principles and priorities which must be incorporated into programme design and implementation include conflict sensitivity, gender sensitivity, and people-centered approaches.
- * MCOF can help IOM staff identify opportunities and strengthen links and synergies across the 15 sectors of assistance, enabling joined up programming to enhance the effectiveness of IOM's response. Externally, MCOF can support the identification of opportunities for collaborative or complementary programming with local and international partners, based on respective comparative advantages.

RECOMMENDATIONS

- ⇒ **Map** other programmes which IOM and its partners are delivering in target communities (i.e. which will be implemented concurrently) or which otherwise relate to planned interventions and ensure their coherence and complementarity;
- ⇒ **Ensure** regular information and coordination across the Nexus within IOM and with other key stakeholders, bi-laterally or in coordination forums. Area-based coordination can be a helpful way to strengthen the HDPN where programmes are implemented concurrently or sequentially in a specific location.
- ⇒ **Ensure** IOM staff working on different programmes in the same communities are sensitized or trained on each other's activities and versed on their respective rationale and differences, such as different targeting methodologies.
- ⇒ **Reflect on** whether planned or ongoing humanitarian interventions have the potential to do harm, disempower and promote aid dependence among crisis-affected populations, and how different types and/or modalities of assistance can promote resilience and self-reliance (and, in the longer term, empowerment and agency) while keeping humanitarian principles at the forefront.
- ⇒ **Reflect on** whether planned or ongoing development interventions have drawn upon risk-informed situational analysis to respond to the main drivers of fragility and crises and consider whether more can be done to anticipate and act to prevent crisis in the context at hand.
- ⇒ **Use** IOM guidance on [IOM's Operational Guide on Integrating Conflict Sensitivity \(2020\)](#) and its companion document on Conflict Analysis to better integrate conflict analysis and sensitivity into project and programme design and implementation.
- ⇒ **Prioritize** efforts to strengthen capacities of local and national actors to promote local ownership, ensuring application of a conflict sensitive approach to identify and mitigate potential risks.
- ⇒ **Include** communities in programme design, implementation, and adjustment to ensure int basis of accountable response to affected populations.
- ⇒ The six operating approaches or modalities reflected in MCOF reflect IOM's operational best practices. **Consider** how programming promotes participation and empowerment, conflict sensitivity, coherent programming, collaboration, localization and cash-based interventions.





SOUTH SUDAN: PARTNERSHIPS ACROSS THE NEXUS

As South Sudan transitions from conflict towards growing stability, IOM is collaborating with UNOPS to address the immediate need for basic services while strengthening local institutions' decision-making capacities, conflict resolution skills and accountability to citizens. Based on a World Bank devised prioritization index and analytics, areas of the country with the highest levels of vulnerability are prioritized. Central to the approach is support for Boma and Payam Development Committees, strengthening local capacities to help prioritize, and later maintain, local infrastructure, ensuring proactive and inclusive involvement from community members. While a previous World Bank financed Local Governance and Service Delivery project made inroads toward establishing a sustainable system of service delivery at the local level, it was unable to operate in conflict-affected areas where needs were acute. IOM and UNOPS sectoral expertise and field presence ensures flexibility, agility and effectiveness to address existing and emergent needs throughout South Sudan. To find out more and for other case studies, visit the [SharePoint site](#) of this guidance.

YEMEN: CASH-BASED INTERVENTION (CBI) PROGRAMMING

In response to the acute levels of humanitarian need in Yemen, in 2021, IOM implemented a range of cash-based interventions, including cash for shelter and Non-Food Items, for work and for WASH, as well as multipurpose cash assistance. Cash was transferred through a financial service provider with national coverage to newly displaced households and additional distributions were provided to the most vulnerable. The multipurpose cash assistance was mainly used for food, health care and medications, water and rent, helping to empower affected populations to meet their basic needs while supporting local economies to recover. To find out more and for other case studies, visit the [SharePoint site](#) of this guidance.

GUIDING QUESTIONS

<input type="checkbox"/>	How is IOM ensuring the participation of, and accountability to, affected populations in its programming? Is there scope to leverage IOM's approach to Community-Based Planning to promote participation and lay the foundations for the transition to community and/or government leadership ?
<input type="checkbox"/>	How are the different areas of work within IOM collaborating? Are there opportunities for joined-up programming to enhance effectiveness and complementarities to reduce aid dependency and build resilience? Would an area-based approach facilitate this effort?
<input type="checkbox"/>	Are there any risks linked to implementing joint programming across humanitarian, development, peace and migration-management actions? If so, can these risks be mitigated?
<input type="checkbox"/>	Have conflict and gender-sensitive approaches to programming been applied?
<input type="checkbox"/>	Is development programming "risk-informed"?
<input type="checkbox"/>	How are the cross-cutting principles reflected in programming?
<input type="checkbox"/>	How could the crisis potentially evolve and how is this evolution reflected in programming and potential partnerships?





Coordination

CHAPTER OBJECTIVES

- To outline ways that the HDPN is incorporated into humanitarian and development coordination systems;
- To help give IOM staff confidence to be vocal proponents of the Nexus in humanitarian and development planning and coordination;
- To share examples of the ways that humanitarian and development coordination systems can be linked, where these coexist;
- To provide some insight into ways that IOM might strengthen its own visibility and positioning at the interagency level.

SUMMARY

Humanitarian assistance and protection is coordinated through the IASC Cluster System, in which IOM has global responsibilities; through the Refugee Coordination Model (RCM), in cases of refugee response; or through joint IOM- and UNHCR-led coordination platforms, in cases of mixed movements. Within the IASC Cluster System, IOM has a global co-leadership role within the CCCM Cluster, and often plays a critical role within the WASH, Protection, Shelter/NFI, and Health Clusters globally, at a national and sub-national level. While the principle focus of the clusters is humanitarian response, they often play a significant role in early recovery planning as well as prevention and risk reduction efforts, laying the foundations for development interventions. IASC clusters are increasingly developing guidance to help cluster coordinators practically apply nexus approaches and seek opportunities for collaboration with actors outside of the humanitarian sphere. In cases of refugee response, there is often a strong emphasis on resilience reflected in planning and programming.

On the development side, the UN Country Team, led by the UN Resident Coordinator, is the foremost coordination and decision-making platform at the country level. The main goal of the UNCT is to ensure that agencies work together to ensure the delivery of tangible results in support of the development agenda of the government, including the UNSDCF – which guides the UN country team's development programme cycle, in joint agreement with the host government. IOM engages fully with UNCTs to ensure that migration issues, including displacement and other effects of crisis are reflected in CCAs, UNSDCFs and broader UNCT priorities to support addressing development deficits and structural vulnerabilities that may render populations susceptible to displacement risks, and prolong humanitarian crises.

In line with this, IOM's development programming targets mobile populations who are at risk of being left behind and are furthest behind to find solutions for populations to embark on inclusive, sustainable development pathways. To support internal coordination, ensure a coherent UN system-wide approach to a strategic priority, and operationalize the UNSDCF, each strategic priority in the UNSDCF must have its own results or priority working group which are brought together through the Programme Management Team. IOM often leads or co-leads results or priority working groups relevant to its mandate and programming and is an active participant in others. In addition to including measures to address underlying vulnerabilities derived from development gaps, the root causes and structural drivers of crises, UNSDCFs in internal displacement contexts should incorporate long-term sustainable development efforts to promote durable solutions.

In addition, at the global level, IOM is one of five organizations playing a leading role in advancing the [UN Secretary General's Action Agenda on Internal Displacement](#) through its support to the Special Adviser on Solutions to Internal Displacement. IOM brings wide-ranging expertise to bear on the problem, and will mobilize its vast global footprint in support of the Agenda. Given its multi-mandated role as a humanitarian, development and peacebuilding actor, IOM provides multi-faceted approaches to the issue of displacement, in support to the operationalization of the HDPN.

As a member of the global, interagency Steering Group (SG) on Internal Displacement Solutions, alongside the UN Office for the Coordination of Humanitarian Affairs (OCHA), the UN High Commissioner for Refugees (UNHCR), the UN Development Programme (UNDP), the Development Coordination Office (DCO), the United Nations Children's Fund (UNICEF), the UN Department of Political and Peacebuilding Affairs, the UN Department of Peace Operations and, with observer status, the World Bank, IOM is providing guidance and support to the SG's Special Adviser on Solutions to Internal Displacement and to Humanitarian Coordinators (HCs)/Resident Coordinators (RCs) in their efforts to steward meaningful progress toward durable solutions at the global and country level. IOM also co-chairs the Agenda Data Task force under the Steering Group, through which it is shaping efforts to improve, strengthen and better harness solutions data.

At the country level, Durable Solutions Working Groups or alike have, in some cases, already been established to drive DS planning and coordination and bridge the gap between humanitarian and development responses. In some cases, IOM chairs these groups (often with UNDP or UNHCR), and IOM should always participate actively. Increasingly, DS coordination arrangements at the country level build off or mirror global coordination arrangements - i.e. members of the global steering committee come together as a country level steering committee, reporting to the RC/HC - meaning that IOM's seat at the table is beyond question. Regardless of coordination arrangements, it is important to also reflect on ways to ensure strong sub-national area-based coordination and promote government leadership. The core documents prepared by durable solutions working groups and equivalents tend to be strategic and operational frameworks which complement HRPs and UNSDCFs.

Further, the Global Compact for Migration (GCM) is anchored in the 2030 Agenda and serves as a roadmap to help achieve the mobility dimensions of the SDGs. As coordinator and secretariat of the United Nations Network on Migration (UNNM), IOM can use its convening power to ensure that the activities of the UN system maximize the sustainable development potential of migration, as well as address the adverse drivers of human mobility and ensure the inclusion of migrants and displaced persons in crisis response and provide humanitarian assistance and protection.





By using the UNNM as a key advocacy channel, IOM can influence the work of UNCT, enhancing joint understanding of risks, needs, vulnerabilities among the different UN agencies, and strengthening joint programming to promote sustainable development and resilience and inclusive societies in a given context. In settings where mixed movements of refugees and migrants are evident, mechanisms for joint coordination, which can be adapted to regional contexts, have been established. These are referenced in the UNHCR and IOM in their [Joint UNHCR-IOM letter on Global Compact for Safe, Regular and Orderly Migration](#).

Although currently there is no prescribed mechanism to bridge the HCT and UNCT when humanitarian and development responses co-exist, ad hoc efforts do take place at the country level, under the RC/HC's leadership. For example, in some contexts, the HCT and UNCT have come together to develop an HDP nexus policy. For guidance on this, IOM COs can refer to the [Guidance on UN country-level strategic planning for development in exceptional circumstances](#). In other contexts, outside of the cluster and development coordination system but with links to them, dedicated HPDN, durable solutions, or stabilization platforms have been established to guide and coordinate the international community's support during periods of transition. To support the RC/HC to coordinate the Nexus, IOM and other actors, including donors, may at times second a HDP or Durable Solutions Advisor to his/her office.

In addition to IOM's engagement with or leadership of coordination groups, the Organization's contribution to data collection and analysis through DTM can feed into interagency planning and coordination and, in turn, support IOM's visibility and positioning in these fora.

KEY MESSAGES

- * Jointly identifying and addressing the mobility dimensions of crisis across all relevant coordination forums, promotes coherence across humanitarian, development, peace and migration actors and actions.
- * Beyond humanitarian (IDP and refugee), development and migration forums, other HDPN-relevant platforms, including those related to durable solutions or stabilization may be established at local, national or regional levels.
- * Sharing of IOM data and analysis in relevant coordination forums supports planning and coordination as well as providing IOM visibility and positioning.

RECOMMENDATIONS

- ⇒ **Ensure** IOM's strong participation in the HCT and relevant Clusters/Sectors, and incorporate measures to enhance resilience and promote early recovery into the sectoral response.
- ⇒ As cluster, sector or working group coordinator, **provide** guidance on integrating resilience and early recovery into the sectoral response of members.
- ⇒ **Ensure** IOM's strong participation in the UNCT and results or priority working groups linked to the UNSDCF and, in internal displacement contexts, support efforts to integrate solutions into the development programme cycle. Where durable solutions become its own strategic priority within the UNSDCF, propose that IOM chair or co-chair the corresponding results or priority working group. Guidance on the integration of migrants and displaced persons can be found [here](#).
- ⇒ **Propose and closely follow** any additional interagency coordination platforms being established to strengthen the HDPN or during periods of transition and look at potential IOM leadership or chairmanship of such groups. For example, in a number of contexts, IOM co-chairs the Durable Solutions Task Force or Working Group with UNHCR and/or UNDP. Try to ensure linkages between any ad hoc coordination groups and existing humanitarian and development coordination architecture.
- ⇒ **Proactively provide** IDP/migrant data to coordination mechanisms to feed into interagency planning and coordination and, in turn, support IOM's visibility and positioning in these fora.
- ⇒ **Form** strategic partnerships, leveraging the comparative advantage of different agencies. There is less value (and less donor interest) in IOM working (or leading coordination mechanisms) alone

GUIDING QUESTIONS

<input type="checkbox"/>	<p>Which coordination systems are currently active at regional, national and local level? How does IOM participate in each?</p> <ul style="list-style-type: none"> • Are there opportunities for leadership or co-leadership roles, and does IOM have the capacity for this? • Do IOM representatives liaise on common messages, and priorities to promote coherence?
<input type="checkbox"/>	<p>Is data and analysis coordinated and shared internally across different units, and with relevant stakeholders? In addition, is the CO proactively using data compiled by IOM as an evidence basis for its advocacy with the government and other stakeholders?</p>
<input type="checkbox"/>	<p>Are there mechanisms in place within the CO to ensure that respective IOM units are aware of the work of others?</p>





CHAPTER OBJECTIVES

- Outline the challenges of engaging donors and mobilize resources to operationalize the HDPN
- Promote a partnership approach with donors

SUMMARY

The [OECD-DAC Recommendation V](#) focuses on financing, recommending that “Adherents deliver better financing across the Nexus.” This includes developing evidence-based humanitarian, development and peace financing strategies at global, regional, national and local levels and using predictable, flexible, multi-year financing wherever possible. And the [Interim Progress Review](#) recognized that while the use of Nexus-friendly financing models has increased somewhat, in practice, resourcing for cost-effective coordination remains a challenge.

Humanitarian donors tend to fund short term projects and often have a presence in crisis contexts, development donors tend to fund longer term projects, but are often risk-averse and unwilling to invest in dynamic crisis contexts. Despite strong advocacy for more flexible, predictable and multiyear funding (known as quality funding) that enables better alignment across the nexus, siloed approaches by donors remains a challenge for creating effective and sustainable funding and strengthening the coherence and complementarity of humanitarian, development and peace programming. Further, for IOM specifically, it has been identified that donors in general have a fragmented understanding of IOM’s current and potential ability to work across the Nexus.

This is all the more challenging in the context of record humanitarian funding needs (global humanitarian financial requirements have increased by almost US\$10 billion or close to 25 per cent in 2022, and the number of people in need of humanitarian assistance in 63 countries has also increased by 18 percent, reaching 324 million by October 2022); and against a declining trend of Official Development Assistance (ODA), notably in the least developed countries (LDCs) where development support is needed the most.

These challenges require creativity, flexibility and strong communications around resource mobilization. This guidance can help COs in their engagement with donors, as it identifies a number of donors which COs – depending on the actual presence of such donor in their country – could approach (including with possible support for engagement from IOM focal points in key donor capitals), after having assessed the specific entry points for IOM with the donor based on its stated position and priorities around HDPN. The text box below presents the positions of key donors on HPDN as well as – when exists, links to specific funds for which potential tapping by IOM could be discussed with the donor at country level.

KEY DONORS AND THEIR POSITIONS ON THE HDPN

Swedish International Development Cooperation Agency (Sida): Sida strongly supports Swedish and international aid to be increasingly coordinated, coherent and complementary between humanitarian, development and peace efforts. Sida has two main funding allocations, humanitarian and development; support to peacebuilding is funded through Sida’s development allocation. In order to simultaneously address humanitarian needs, build resilience and address underlying causes of crises, conflict and vulnerability, Sida supports multi-mandated organizations such as IOM from both humanitarian and development sides through ‘blended funding.’ Find out more [here](#).

Denmark: Through its longstanding experience of flexible funding, and strong advocacy for more interconnected interventions, coordination, flexibility and predictability, as well as for flexible multiyear financing that enables long-term programming, Denmark is an important partner for IOM. Denmark prioritises partners with the capacity to adjust programming as the context evolves, and who have shown persistent dedication to strengthening local capacity and ownership. Find out more [here](#).

Norway: Norway’s humanitarian strategy underlines how protracted and complex humanitarian crises require an integrated approach, where a strong coordination of humanitarian efforts, long-term development assistance and peacebuilding is needed and how the government of Norway aims at actively promote a more integrated approach at both global and country level. Find out more [here](#).

The European Union: The humanitarian-development-peace nexus approach is a shared vision in the EU, which puts into effect the synergies between members of the humanitarian, development, and peace community. This approach ensures that humanitarians can focus on acute needs and those in development can focus on long term resilience, promoting peaceful and robust communities. The EU places resilience, through a nexus approach, as a central objective in its development and humanitarian assistance, all humanitarian projects funded by the EU have to apply the Resilience Marker, which ensures that the interventions reduce risks and strengthens people’s coping capacities so as to minimize humanitarian needs. Find out more [here](#).

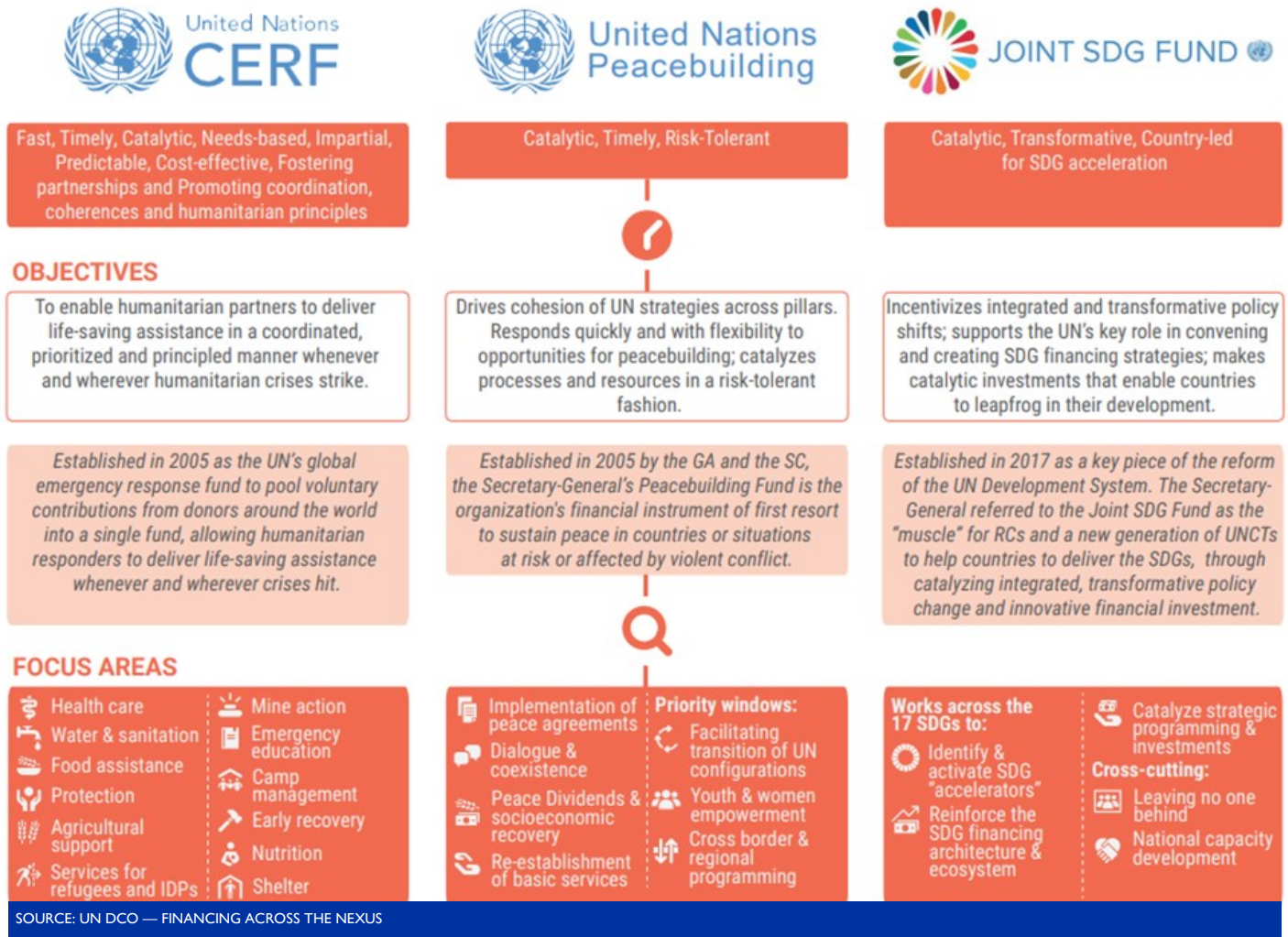
USAID: In 2022, USAID developed a note for its implementing partners on Programming Considerations for Humanitarian-Development-Peace Coherence. USAID is committed to leveraging flexibilities in their programming, including through more flexible funding that require less upfront planning and approvals, more specifically, improving the flexibility of development programming to be more responsive in crisis situations and be more strategic about how to use our resources and their inherent qualities. Find out more [here](#).

The World Bank: Over the last decade, the WB has scaled up its interest and engagement in contexts of conflict, fragility and violence (FCV), shifting its focus on post-conflict reconstruction to addressing challenges across the full spectrum of fragility, and partnering with the UN in almost 50 countries affected by FCV to address root causes and drivers of instability. This core shift towards a greater investment in prevention efforts which seeks to leverage comparative advantages among humanitarian, development, peace and security actors, as well as from civil society and the private sector, to increase the resilience of the most vulnerable people, reduce poverty, enhance food security, promote shared prosperity, and sustain peace. Find out more [here](#).





In addition to bilateral donor funding, in many countries, humanitarian, development and other thematic or region-specific country-level pooled funds exist. These funds allow the pooling of contributions from funding partners to support the delivery of prioritized actions. Many active sustainable-development oriented pooled funds are devised to contribute to UNSDCF implementation, whereas the OCHA-managed country-based pooled funds mainly support HRP priorities. Coordinated planning efforts, including through the UNSDCFs, HRP's can facilitate IOM's access to those funds. IOM COs should consider tapping into global pooled funds, the illustration below presents three key global pooled funds, their respective objectives and focus areas that could fund initiatives and programmes with an HDPN focus.



Also, MCOF can be used to present IOM's HDPN approach to donors and partners, with the wheel graphic providing a clear visual demonstrating the breadth of IOM's efforts to address the mobility dimensions of crisis and contributions to shared global goals. [IOM's Global Crisis Response Platform](#) is designed to reflect IOM's comprehensive response to crisis and fragility, with planned activities and associated funding requirements expressed in Crisis Response Plans spanning the Nexus.

THE DEMOCRATIC REPUBLIC OF CONGO (DRC): FINANCING ACROSS THE NEXUS

In the Democratic Republic of Congo (DRC), IOM engaged with humanitarian donors and the nexus donor group to support coherent programming for a comprehensive response to internal displacement. In close collaboration with the DRC government, blending different financial flows, IOM provided a range of humanitarian assistance, including Camp Coordination and Camp Management (CCCM), shelter, and water, sanitation and hygiene (WASH), to displaced populations in Tanganyika province, supported by USAID/BHA. IOM simultaneously supported the development of the return/relocation plan, in its role as the lead of the CCCM Working Group, including the provision of data on displacement and conduct of return surveys through DTM. IOM worked with ECHO and SIDA who agreed to jointly support IOM, with ECHO supporting the return/relocation and SIDA focusing on social cohesion and economic recovery for people who returned/relocated, and surrounding communities, contributing to the achievement of durable solutions.





KEY MESSAGES

- * More predictable, flexible, multi-year financing facilitates HDPN operationalization in fragile and crisis contexts, in-line with donor OECD-DAC commitments.
- * Ensure that funding strategies bring together analysis and decisions on collective priorities, ensuring strategic use of available resources. Well articulated and communicated collective outcomes provide a common sense of direction and support prioritization, both within IOM and across the UN and other actors.
- * Engagement with national governments, UN RCs / HCs and donors who are seen as key providers of Nexus leadership and co-ordination, and who are making decisions with regards to pooled funds agencies participation helps to position IOM as an HDPN actor and potential funds recipient.
- * MCOF is IOM's central reference point for the Organization's engagement on the mobility dimensions of crises and advances IOM's operationalization of the HDPN.

RECOMMENDATIONS

- ⇒ The operationalization of HDPN is the responsibility of all IOM staff in fragile and conflict-affected contexts. **Use** MCOF to elaborate IOM's mobility perspective and to support capacity strengthening and communications.
- ⇒ **Engage** in relevant inter-agency and Government-led forums, including those which are specific to HDPN, as well as related forums such as on durable solutions, seeking (co-)leadership roles as appropriate.
- ⇒ **Actively and regularly engage** with key donors as partners, sharing examples of good practice as well as challenges in operationalizing HDPN.
- ⇒ **Identify and engage** with key donors and financing mechanisms, enlisting support from DRD and donor focal points in Brussels, Tokyo and Washington to tailor communications and position IOM as an HDPN partner.
- ⇒ **Undertake** a donor mapping to understand humanitarian, development and peace funding priorities and identify where the CO's own priorities fit, based on strategy document(s), enabling more targeted donor engagement. This includes the review of existing and emerging funding opportunities through global or country level pooled funds.
- ⇒ **Review** existing and emerging opportunities of funding through global pooled funds, or country level pooled funds.
- ⇒ **Ensure** country strategies and any appeals and crisis or other plans reflect IOM's HDPN approach and use these as a basis for donor engagement.
- ⇒ **Ensure** external messages are jargon-free and practice-oriented.
- ⇒ **Review** Country Office structures to facilitate collaboration between IOM teams for the development and implementation of coherent strategies and programmes / projects.
- ⇒ **Ensure** project proposals outline the contribution of projects to agreed collective or other shared outcomes expressed in IOM or inter-agency strategic documents.

GUIDING QUESTIONS

<input type="checkbox"/>	Does IOM have standard messages to communicate on HDPN? Is MCOF used to elaborate IOM's mobility perspective and comparative advantage?
<input type="checkbox"/>	Is there a shared vision for the Country Office which is known by all staff?
<input type="checkbox"/>	What coordination forums are in place which relate to HDPN? Does IOM engage in these forums, and/or (co-)lead?
<input type="checkbox"/>	Which donors provide flexible, predictable multiyear funding to address multidimensional needs, risks and vulnerabilities? Is there a donor nexus group or similar? Does IOM engage with these donors at country, regional and/or capital level?
<input type="checkbox"/>	Does IOM engage with donors on a bi-lateral or multi-lateral basis to showcase IOM's HDPN approach and share good practices and challenges in a partnership approach to donor engagement?
<input type="checkbox"/>	Are there opportunities for staff from different units (and sub-offices as relevant) to share data and analysis and operational expertise, and to collaborate on the development of strategies and programmes/projects?
<input type="checkbox"/>	Are IOM strategies/plans/appeals collaboratively developed? Do they reflect an HDPN approach?





ANNEX

ANNEX 1: CROSS-CUTTING OPERATING APPROACHES AND PRIORITIES

There are several cross-cutting principles and priorities which are integral to HPDN approaches and will be referenced throughout the document. Many of these are also general good practice in humanitarian, development or peacebuilding programming, but are of particular relevance to the Nexus.

CROSS-CUTTING OPERATING APPROACHES:

- ◆ **CONFLICT-SENSITIVITY:** In its role as a humanitarian, development and peace actor, IOM often works in fragile and crisis settings. In these contexts, irrespective of project or programme objectives, a Nexus approach requires that conflict sensitivity underpin all efforts, such that HDP actors align their actions in order to avoid aggravating conflict factors and to help create peaceful and prosperous societies – to do otherwise would contradict the overall goal of reducing needs, risks and vulnerabilities and restoring or enabling progress toward sustainable development goals. Conflict analysis is the foundation of conflict sensitive programming and should therefore be carried out during project or programme design and regularly updated. IOM's Operational Guide on Integrating Conflict Sensitivity (2020) and its companion document on Conflict Analysis are resources which can support IOM Country Offices to integrate conflict analysis and conflict sensitivity into their work across the HDPN.
- ◆ **PEOPLE-CENTERED, PARTICIPATORY APPROACHES:** Adopting a people-centred approach means listening to people, understanding their needs, identifying bottom-up, people-driven solutions, and investing in local capacities to help realize these solutions. In the context of efforts to leverage the Nexus, this is critical to ensure a thorough understanding of needs, as well as potential sources of resilience; ensuring that people do not fall into "support gaps" (i.e. where one source of assistance stops before another can take over, or before conditions are in place to ensure that crisis will not recur); ensuring do-no-harm and conflict sensitivity; and, ultimately, having a more comprehensive and sustainable collective impact. Participation and inclusion are at the heart of people-centered programming. For IOM COs, IOM's newly-finalized Manual on Community-Based Planning may act as a useful resource in ensuring robust and systematic community-engagement at all phases of programming. IOM's Accountability to Affected Populations (AAP) Framework is also a central resource, providing an overview of IOM's commitments to and actions on AAP, as well as definitions and explanations about the rationale and internal and external policies shaping the Organization's approach. IOM adheres to the Inter-Agency Standing Committee (IASC)'s definition of AAP as "an active commitment by humanitarian actors to use power responsibly by taking account of, giving account to, and being held to account by the people they seek to assist." The Framework also reinforces the Organization's zero-tolerance against Sexual Exploitation and Abuse (SEA) and other forms of misconduct.
- ◆ **LOCALIZATION AND STRENGTHENING NATIONAL AND LOCAL CAPACITIES:** Local actors, including local and national non-governmental humanitarian actors play a critical role as first responders in a crisis and remaining present in the longer term. They often have specialized expertise, geographical access and understanding of community structures and are generally best placed to link response efforts to resilience-building, preparedness and recovery. Strengthening national and local capacities is especially important in Nexus approaches because it is crucial to promoting long-term development outcomes. That said, where IOM is seeking to operationalize the HDPN, conflict analysis may result in identification of potential risks of engaging with local or national authorities, which may need to be mitigated, to ensure IOM and its partners adheres to humanitarian principles. A Localization Framework and Guidance Note for IOM's humanitarian response and preparedness efforts will be available in early 2023, which will support country/field offices to operationalize IOM's localization commitments in humanitarian programmes, building on existing projects, initiatives, institutional tools, guidelines, and policies.

CROSS-CUTTING OPERATING PRIORITIES:

- ◆ **DATA AND EVIDENCE:** A key IOM goal is to improve the evidence base for good migration governance in support of sustainable development, effective humanitarian action and peaceful societies, as well as the implementation, monitoring and reporting of relevant stakeholders on their actions in support of relevant international frameworks. Therefore, data and evidence are the backbone of all IOM interventions. In line with the IOM Migration Data Strategy, IOM has extensive data collection capacities and further draws on other available data sources, with due respect for privacy and data protection. All COs should consider how data should be collected and used to inform responses, build the capacity of national systems and strengthen partnerships, including through joint assessments, in order to translate data into insight and action across the HDPN.
- ◆ **PROTECTION MAINSTREAMING:** Humanitarian protection principles must be mainstreamed across IOM actions in all contexts, including by working to minimize any unintended negative consequences ("do no harm"); prioritizing the safety and dignity of the affected individuals and communities; ensuring meaningful access to aid and services without discrimination; fostering participation and empowerment; and holding IOM accountable to affected populations, thus contributing to the respect and fulfilment of rights. Protection mainstreaming includes IOM's commitments to mainstream the prevention of and response to gender-based violence and disability inclusion into its activities, as well as reflecting IOM's commitments related to accountability to affected populations and preventing and responding to sexual exploitation and abuse.





- ◆ **GENDER-SENSITIVITY:** The Nexus approach is based in part on the recognition that humanitarian needs are often symptoms of underlying issues which leave people and societies vulnerable to crises in the first place. In this regard, across a multitude of settings, gender inequality and its wide-ranging implications in terms of access to healthcare, education, security, and other basic services and rights can perpetuate fragility and act as a compounding factor during humanitarian crises. Likewise, gender equality plays a major role in the ability to build peaceful, resilient, and inclusive societies, and is often an area where humanitarian, development and peace actors have overlapping (and, at times, joint) commitments. Gender sensitivity is therefore regarded as one of the foremost cross-cutting principles of the HDPN.
- ◆ **RISK-INFORMED PLANNING AND CLIMATE RESILIENT SUSTAINABLE DEVELOPMENT:** Despite increasing global acknowledgement of the interconnectedness of complex risks by practitioners, there remain major gaps in general conceptual understanding of risk and consequently on the implementation of global commitments to deliver on the 2030 Agenda. Traditional risk management approaches often look at only one threat or natural hazard, rather than acknowledging multiple, concurrent risks and the linkages between exposure, vulnerability creation and risk. In addition, work to actively prevent hazards from becoming disasters has failed to be mainstreamed at scale, particularly at the community level. Against this backdrop, risk-informed development seeks to integrate complex risk factors into development planning, including the integration of climate action in national adaptation plans. It posits that risk reduction, climate change adaptation, and development investment should not be mutually exclusive, nor complete over funding, but that rather they should be addressed together through the integration of risk reduction and climate change adaptation into development programming.





ANNEX 2: RESOURCES

IOM GENERAL RESOURCES

- [HDPN SharePoint](#)
- [MCOF SharePoint](#)
- [HDPN-MCOF Workspace on POEM](#)
- [MCOF training](#)
- [Leveraging Global Frameworks training](#)
- [Emergency Manual](#)
- [Essentials of Migration Management 2](#)
- [The Humanitarian-Development-Peace Nexus in Practice \(2019\)](#)

KEY IOM POLICIES AND FRAMEWORKS

- [Migration Crisis Operational Framework 2012](#) and [2021 Addendum](#)
- [Principles for Humanitarian Action](#)
- [Accountability to Affected Populations Framework](#)

KEY EXTERNAL RESOURCES ON HDPN

- [OECD-DAC Recommendation on the Humanitarian-Development-Peace Nexus](#)
- [OECD-DAC Recommendation on the Humanitarian-Development Peace Nexus Interim Report \(2022\)](#)
- [Nexus Essentials Self-paced Online Course](#)

JOINED-UP ANALYSIS

- **Internal Resources and Tools for Data Collection**
 - [IOM Migration Data Strategy \(2020-2025\) and Internal Displacement Data Strategy \(2021-2025\)](#)
 - [DTM](#) – to access the latest information on mobility and displacement dynamics
 - [MMICD Situation Analysis on Environment and Climate Change](#) – to deepen the understanding between the risks related to environment, climate change and human mobility
 - [Migration Profile](#) – where available and up to date, main reference document to understand migration dynamics
 - [Migration Governance Indicators](#) – to identify policy gaps that exclude migrants and displaced persons or risk leaving them behind
 - [Solutions and Mobility Index](#) – to access information on identification of root causes and factors associated with fragility
 - [MCOF online training](#) – Analysis for evidence-based crisis response
- **UN Resources and Tools for Data Collection**
 - [Risk Analysis and Mitigation Measure Table](#) – for joint UN risk analysis
 - [Capacity for Disaster Reduction Initiative \(CADRI\)](#) – Interagency tool to conduct disaster risk assessment, with a human mobility module to expand understanding of displacement risks
 - [UN OCHA Global Humanitarian Overview](#) – to access latest joint UN humanitarian response plans
 - [Reliefweb](#) – Platform for accessing humanitarian assessments and reports
 - [urces](#)
 - [INFORM Index](#) – EU run global risk index based on data compilation
 - [OECD States of Fragility Index](#) – Overview of country fragility based on data compilation





- **Resources for Data Analysis**

- [MCOF situation analysis tool](#) – to expand the analysis of mobility dimensions of crisis on displaced populations, migrants and affected communities
- [Information Note on Drivers of Migration and Displacement](#)

JOINED-UP PLANING

- [IOM crisis response platform](#) – to access the latest IOM crisis response plans which reflect planned response in crisis and at-risk contexts across HDPN
- [IOM in the UNSDCF Cycle: A guide](#)
- [MCOF online training](#) – Internal and inter-agency planning in fragile, at risk and crisis settings

INTEGRATED PROGRAMMING

- Community-based Planning
- [The criticality of humanitarian access to assistance and protection work \(2022\)](#)
- [UNSDG Guidance Note on a New Generation of Joint Programmes \(2022\)](#)
- MCOF online training – Joined up programming for comprehensive crisis response
- [IOM's role in the UNSDCF: a Step-by-Step Guide](#)

COORDINATION

- [IOM's role in the UNSDCF: a Step-by-Step Guide](#)
- [Humanitarian Programme Cycle](#)
- [UN SDG Partnership Guidebook](#)
- MCOF online [training](#) – Effective coordination to address the mobility dimensions of crisis

RESOURCE MOBILIZATION

- [IOM crisis response platform](#) – to access the latest funding requirements and related donors funding IOM's work across HDPN
- [Donors and HDPN](#) – IOM Internal guidance on donors and HDPN

EXTERNAL RESOURCES

- [OECD-DAC Recommendation on the Humanitarian-Development-Peace Nexus](#)
- [OECD-DAC Recommendation on the Humanitarian-Development Peace Nexus Interim Report \(2022\)](#)
- [OECD. Financing in Fragile Contexts \(2020\)](#)
- FAO, NRC, UNDP: [Financing the Nexus: Gaps and Opportunities from a Field Perspective](#)

