

EVALUATION OF IOM ACCOUNTABILITY TO AFFECTED POPULATIONS (AAP)

OBJECTIVE & SCOPE



Evaluated IOM's strategic, institutional, and operational approach to AAP, providing recommendations to streamline, raise awareness, and advocate for AAP principles for the communities IOM serves.



OECD-DAC criteria (relevance, coherence, efficiency, effectiveness, impact, sustainability) and cross-cutting themes (gender, disability, environment, human rights).



Examined AAP activities worldwide, focusing on policies, strategies, and programmatic methods since 2016, and align with external partners.

EVALUATION METHODOLOGY

The evaluation employed a mixed methods approach, triangulating sources from key informant interviews, focus group discussions, an online survey, document review, and case studies from IOM Türkiye and Ethiopia.



34 Key informant interviews



30 Focus Group Discussions



132 Case Study Interviews and Focus Groups



214 Online Survey participants

KEY FINDINGS



The IOM AAP Framework is highly relevant but needs clarity on Member States' perspectives. Resources for AAP are insufficient, and there is no formal strategy or robust monitoring framework. Successful but fragmented AAP initiatives exist.



IOM's AAP resources are inadequate, with a small central team and no strategic funding approach. Training has increased awareness but lacks practical application. Guidance for complaint and feedback mechanism (CFM) development is missing, leading to inefficiencies and fragmented efforts.



IOM's AAP activities are increasing, but progress is limited given the Organization's size. There is a gap between AAP principles and practical implementation. Monitoring focuses on outputs rather than outcomes, and senior leadership engagement with AAP is inconsistent, with field officers being more committed.



IOM's AAP initiatives are not always coordinated, leading to challenges in collaboration and communication. There is a lack of coherence between AAP and other policies, such as the Data Protection Policy. Collective accountability efforts exist but face obstacles, and there is a need for better coordination and support for joint initiatives with other organizations.

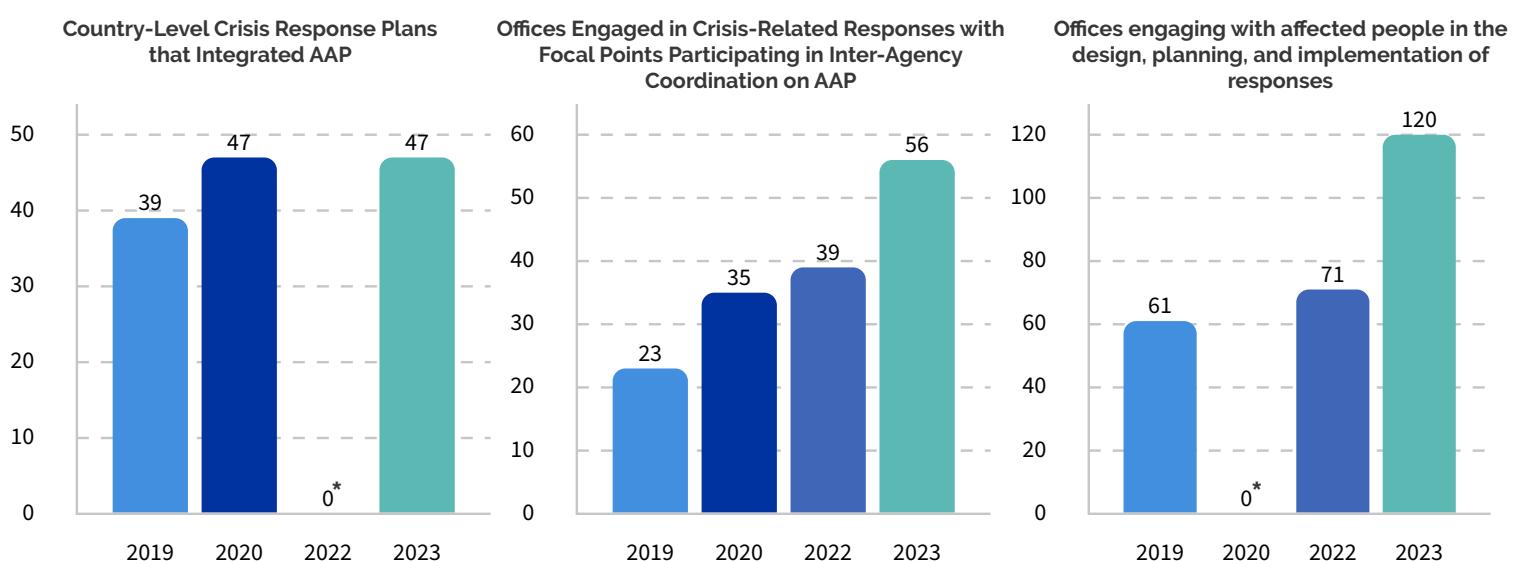


IN/285 provides a legal basis for IOM's AAP commitment, marking a milestone for sustainability. However, uneven leadership engagement and inadequate resources risk making this commitment aspirational. The fragmented approach and reliance on single-project funding hinder long-term sustainability.

Positive signs of increased involvement and engagement due to AAP initiatives. Examples from countries like Türkiye, Ethiopia, and Ukraine show effective implementation, leading to program adjustments and improved outcomes. However, the translation of these initiatives into significant changes and empowerment remains unclear.

AAP in IOM Ethiopia	AAP in IOM Türkiye
Integration of AAP Indicators: Effective for resource allocation and fine-tuning activities based on regional preferences.	Training for Government Partners: Key to securing support and raising awareness on consulting communities.
Training and Capacity Building: Created a common understanding and increased the perceived value of AAP activities.	Senior Management Support: Crucial for initiating AAP mechanisms and setting up effective systems.
Accessibility of Information and Complaints: Beneficiaries often approach easily accessible staff; targeted trainings appreciated.	Integrated AAP Strategy: Essential for the entire IOM Türkiye Country Office to ensure coordination and efficiency.
Community Involvement and Accountability: Improved accountability through awareness-raising and community involvement.	Community-Led Programs: Important for sustainability and empowerment; shift to collaborative improvement approach.
Participatory Development of Guidance and SOPs: Benefited from participatory processes, ensuring documents are operational and adapted to field capacities.	Need for Specific Guidance and Tools: There is a demand for more specific guidance and tools (SOPs, "off-the-shelf" systems) to operationalize AAP activities effectively.

AAP Performance Indicators Used by IOM Between 2019 and 2023



*No data available for the relevant indicator in the annual report for the given year.

RECOMMENDATIONS

Recommendation 1:



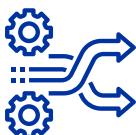
The AAP team should clarify that the scope and applicability of AAP extends beyond emergency response operations, reinforcing also the message on the mandatory nature of IN/285.

Recommendation 2:



The AAP team should develop an operational medium- to longer-term strategy for AAP, to be negotiated at the highest leadership level, with a three-year plan connected to a funding strategy.

Recommendation 3:



In conjunction with Recommendation 2 (develop an AAP strategy), develop a theory of change and a dedicated monitoring and evaluation framework for AAP.

Recommendation 4:



Senior management and the Protection Division should strengthen central AAP functions by expanding the AAP unit at IOM Headquarters to meet strategic objectives and support country offices in implementing AAP.

Recommendation 5:



The AAP team should support country offices in developing office-wide approaches to AAP implementation and funding, reducing fragmentation.

Recommendation 6:



The Protection Division and the AAP team should increase the visibility of AAP activities, both internally and externally, on the basis of a clear visibility and knowledge management plan.

Recommendation 7:



Increase training opportunities and update materials to focus on practical AAP implementation, using standard tools and templates developed with input from field offices and partners.



Recommendation 8:

The AAP team should map CFM systems in IOM, establish standards and quality control, develop and disseminate guidance, and standardize integration into corporate systems.

Recommendation 9:



Continue collaboration on collective accountability by actively participating in AAP coordination structures, including IASC-promoted and inter-agency initiatives at global and country levels.



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