**RELIEF AND DEVELOPMENT COHERENCE:**

**THE TOOLKIT PACKAGE HANDBOOK**

**September 2021**

**A Note >**

The Relief and Development Coherence Toolkit Package consists of the Assessment and Fostering Toolkits that can be used together to understand the current level of Relief and Development Coherence and plan for further implementation in response to forced migration crises. This Toolkit Package consists of this handbook and two Excel workbooks: The first excel workbook consists of a series of Assessment Toolkits. The second workbook is the Fostering Toolkit which provides guidelines for enhanced Relief and Development Coherence activity associated with the assessment metrics.

In this Handbook we provide background knowledge, information regarding the Assessment and Fostering Toolkits, instructions for using the workbooks, and an overview of the Domains, Goals, and Metrics across different levels of assessment.

Relief and Development Coherence improves the conditions of forcibly displaced populations, and their host communities. Supporting the social and economic agenda of host country governments requires shared responsibility and we hope this Toolkit Package will facilitate conversations towards actionable plans.

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# RELIEF and DEVELOPMENT COHERENCE

The scale and severity of global forced migration crises calls for international solidarity and shared responsibility across all countries and organizations. Often humanitarian efforts address the most essential needs of forcibly displaced populations. Yet, the extended duration of some crises expands the volume, cost, and length of humanitarian assistance. Moreover, resource constraints and limited capacities within host country governments may not allow for the socio-economic inclusion of these populations within the host country. At the same time, host communities’ resources may be stretched, or their needs receive a lower priority due to these crises.

A combined humanitarian and development approach can simultaneously improve the conditions of forcibly displaced populations in protracted situations and enable continued progress on a host country's economic and social development agenda.

Capacity building in host countries mandates joint efforts – coherence - across humanitarian and development actors. To this end, the U.S Department of State has outlined aims for Relief and Development Coherence[[1]](#footnote-1) to improve coordination and complementarity between humanitarian and development assistance efforts. Relief and Development Coherence has evolved within the U.S Department of State however historically, it is synonymous to the Humanitarian-Development Nexus and in line with the goals of the Global Compact for Refugees laid out by the UN General Assembly.

The Relief and Development Coherence approach depends on the early engagement of humanitarian and development actors at the onset of crises to evaluate the impact of forced displacement on the host country for further planning and implementation of development programs and policies that would benefit both host communities and the displaced populations.

Many organizations already engage in coherence. However, to date, these efforts are rarely systematically recorded and analyzed. For others, coherence efforts may be new. Either way, measurements are needed to better understand the extent of Relief and Development Coherence efforts, their impacts, and contexts for facilitating such efforts. We propose an Assessment Toolkit that will provide these measurements through a set of goals and relevant metrics. Alongside with the Assessment Toolkit is the Fostering Toolkit that provides guidelines for actionable plan toward achieving Relief and Development Coherence for major stakeholders such as donors, host country governments, UN partners, International and Local NGOs. This handbook Is designed as part of the Toolkit Package to provide an overview and instructions on the use of the Assessment and Fostering Toolkits. Specifically, this handbook includes the following:

(1) A brief background on Relief and Development Coherence and the intended audience of the Toolkit Package.

(2) Our methodology in developing the Toolkit Package,

(3) An overview of the Assessment Toolkit, the different levels of analyses and measurement domains,

(4) An overview of the assessment Workbook and its scoring sheets,

(5) A set of instructions for how to use the Workbook,

(6) An overview of the Fostering Toolkit, and

(7) Use case scenarios and examples for major stakeholders.

# CHAPTER 1: BACKGROUND

## (1.1) Background

The Global Compact for Refugees (GCR) and the Sustainable Development Goals (SDGs) are complementary frameworks that advocate for an inclusive approach for host country governments, donors, UN partners, and other stakeholders to work towards the wellbeing of displaced populations and host communities. This approach entails necessary mechanisms for joint programming between humanitarian and development actors also known as the Humanitarian-Development Nexus.

The “New Way of Working”[[2]](#footnote-2), “Linking Relief and Rehabilitation, and Development”[[3]](#footnote-3), or “Relief-Development Continuum”[[4]](#footnote-4) are some of the various approaches in understanding the relationship between humanitarian and development aid. Yet there is a lack of actionable plans for linking relief and development. For Relief and Development Coherence, metrics can help to effectively measure activities, track progress, and provide the basis for analyses to further success. To this end we have developed the Relief and Development Coherence Toolkit Package to assess and foster integrated programming in response to forced migration crises.

The Assessment and Fostering Toolkit Package consist of this handbook and two Excel Workbooks: The first excel workbook consists of a series of Assessment Toolkits, each a separate sheet in the workbook (see Appendix 5), which provide metrics and ways to measure level of Relief and Development Coherence activity. The second excel workbook is the Fostering Toolkit which provides guidelines for enhanced Relief and Development Coherence activity associated with the assessment metrics. Using the Toolkits together will allow stakeholders to identify gaps and devise solutions for enhanced Relief and Development Coherence across regional, national, and local response programming.

## Who is the Audience?

We developed the Assessment and Fostering Toolkit Package for systematic tracking, analysis, and further support of Relief and Development Coherence activities. They inform donors, host country governments, UN agencies, international and local NGOs, and other stakeholders by providing insight into where and when Relief and Development Coherence might be achieved, and through what processes it can best succeed.

The Toolkit Package consists of a series of Assessment Toolkits and a Fostering Toolkit. Each Assessment Toolkit is designed based on the different types of expertise of various stakeholders. The Assessment and Fostering Toolkit Package aim to facilitate dialog between those with knowledge of policies, strategic plans, and operational programs by involving stakeholders in all levels of decision-making. Stakeholders will be able to use the Toolkit Package to evaluate their contributions to Relief and Development Coherence and decide where and in which level(s) they can contribute:

**Feasibility Assessment Toolkit - First level of analysis:** Answers the question – To what extent does the host country context favor coherence? It targets the host country political economy, governance, aid dependency, and social capacities that impact coherence implementation. At this level of analysis stakeholders can identify where and in what countries Relief and Development Coherence can be more easily achieved. The Feasibility Assessment Toolkit can best serve donors, staff at international NGO Head Quarters, UN Partners, and or/ other inter-governmental organizations.

**Policy Assessment Toolkit - Second level of analysis:** Answers the question – What policies are in place to facilitate Relief and Development Coherence? It targets the effectiveness of policies that facilitate Relief and Development Coherence in different levels of governance. For example, across donors, I/NGOs, local and grassroots organizations, and host country governments. Policies include migration policies, international mandates, global compacts, donor requirements, and legal frameworks. The Policy Assessment Toolkit can best serve staff at the host country government, UN partners, and staff at intergovernmental organizations that are most knowledgeable of the policies that impact Relief and Development Coherence and are more likely to change policies.

**Strategic Assessment Toolkit - Third level of analysis:** Answers the question – What strategies are in place to foster Relief and Development Coherence? It targets formal strategies that facilitate coordination collaboration between humanitarian and development actors including international and national organizations, national and district level governments, ministries, and sectors. The Strategic Assessment Toolkit can best serve the staff at the international NGO Head Quarters or country offices or the staff in host country governments including government ministries.

**Operational Assessment Toolkit - Fourth level of analysis:** Answers the question – What Relief and Development Coherence activities are being undertaken and in what circumstances? It targets internal and external organizational mechanisms. This includes localization of resources for integrated programming across I/NGOs and grassroots organizations. The Operational Assessment Toolkit can best serve the program planning, management, and M&E staff at international, national, and local NGOs.

By adopting this multi-level and multi-stakeholder approach we hope to facilitate conversations between policymakers, strategic planners, and implementing partners. Using the Assessment Toolkit, one can assess the effectiveness of policies in respect to the implementing strategies and operational outcomes. On the other hand, it will voice the ongoing Relief and Development Coherence activities in the operational level for evidence-based reform.

**The Fostering Toolkit** serves all stakeholders to promote Relief and Development Coherence across policies, strategies, and operational activities associated with the assessment metrics.

|  |  |
| --- | --- |
| Toolkits | Audience |
| Feasibility Assessment Toolkit | Donors, staff at international NGO Head Quarters, UN Partners, inter-governmental organizations. |
| Policy Assessment Toolkit | Staff at the host country governments, NGO forums, UN partners, and staff at intergovernmental organizations. |
| Strategic Assessment Toolkit | Staff at the international NGO Head Quarters or country offices or the staff in host country governments including government ministries. |
| Operational Assessment Toolkit | The program planning, management, and M&E staff at international, national, and local NGOs. |
| Fostering Toolkit | For all stakeholders associated with the assessment of Relief and Development Coherence activities. |

Table 1 The audience for the Relief and Development Toolkit Package.

## Why Use the Toolkit?

We foresee different organizations and entities using the Relief and Development Coherence Toolkit Package for different purposes. For one, it will allow organizations who are already engaged in Relief and Development Coherence related activities to systematically track progress. This way organizations can show evidence for their Relief and Development Coherence activity. Second, stakeholders unfamiliar with or struggling to establish Relief and Development Coherence across or within their organizations will gain insight into how and where can they establish partnership or foster Relief and Development Coherence in the country of operation. The Toolkit Package will also create inter-organizational coherence by fostering a common language and identifying opportunities for collaboration across different levels of analysis.

# CHAPTER 2: METHODS

## (2.1) Our Methodology

Measuring Relief and Development Coherence mandates an understanding of a complex set of variables in different levels of operation. This requires classifying main objectives, stakeholders, and processes that impact the implementation of coherence activity. To do so, we deployed a comparative case study with a mixed-methods approach to identify the key variables effecting Relief and Development Coherence.

### Comparative Case Study

Uganda and Ecuador were selected as case studies due to having both recent and extended refugee and forced migration crises. Yet, they present differences in language, income levels, refugee policies, and different ODA or organizational presence. Appendix 7 presents some of these differences in detail in respect to humanitarian presence and available aid.

The comparative analysis of the two countries ensures diversity and therefore scalability in the use of the Toolkit. It also prevents bias toward any one country with a specific refugee situation. The comparative case study analysis deployed in this research pertains a mix methods approach including a combination of document analysis (analysis of policies and national coordination mechanisms), qualitative interviews, and review of secondary sources on forced migration response across international, national, and local NGOs.

### Mixed Methods Approach

A combination of policy document analyses, qualitative interviews, and reviews of secondary data sources on forced migration contributed to our understanding of best policies and practices that inform coordination strategies and improve operational programming for Relief and Development Coherence. Moreover, we identified context-specific variables such as countries’ political economy, aid dependency, and governance among others that impact the feasibility of implementing Relief and Development Coherence activities.

From these findings, we designed measurable metrics that not only assess progress but also provide insight into contextual opportunities and challenges for Relief and Development Coherence. For the former, the metrics measure Relief and Development Coherence across forced migration policies and strategic programs set by international organizations and host country governments. For the latter, the metrics measure the feasibility of implementing Relief and Development Coherence based on the host country’s legal, socio-political, and economic capacities. A gender analysis has also been conducted and gender-specific metrics are applied to each level of the Assessment Toolkit.

In this section we explain the data collection, design and selection of metrics for measurement, and the testing of the Toolkit Package in details. Complementary data regarding the methodology and data collection can be found in the Methods Appendix, Appendix 6.

## (2.2) Data Collection

The data necessary for the design of the Toolkit Package was mainly collected through two sources:

First, we conducted a comprehensive analysis of documents regarding forced migration policies and strategic mechanisms in each of the host countries of Uganda and Ecuador. Together with other complimentary data collected from organizations’ websites and other secondary data sources, the document analyses provided a sample to source the initial draft of the policy and strategic metrics Appendix 7. These metrics were later re-assessed and revised to form the Feasibility, Policy, and Strategic Assessment Toolkits.

Second, we conducted intensive interviews with major stakeholders from both humanitarian and development fields active in Uganda and/or Ecuador. These interviews provided the data for the Operational Assessment Toolkit and set the ground for testing the metrics and ensuring feasibility of the Toolkit Package. An extensive list of documents studied and organizations interviewed can be found in the Methods Appendix; Appendix 6.

A comprehensive analysis of our findings from both data sources contributed to the development of the Fostering Toolkit; a set of guidelines for actionable plans toward Relief and Development Coherence for identified stakeholders. Using the same data sources for the Fostering Toolkit allowed for complementarity of the Assessment and Fostering Toolkits.

## (2.3) The Realities of Measurement Context

When developing metrics for measurement, we recognized the possible strains and limitations of using a metrics system for promoting behavior change across organizations and other relevant institutions. Staff often associate metrics with exhaustive audit requirements. For this reason, we have designed the Toolkit Package to be limited in length, expected frequency of use, and ease in scoring.

The Assessment Toolkit aims to overcome challenges of measurement by recognizing the need for modification of the metrics to fit organizational values. For this reason, we envision individual organizational use, rather than a mechanism for centralized collection of the data (as seen in, for example, the Refugee Self-Reliance Index[[5]](#footnote-5)). As crisis situations progress, Relief and Development Coherence activity becomes a moving target. This will require adaptive mechanisms (e.g., changing the frequency of measurements, changing metrics, etc.) to adjust metrics to fit as best proxies for measuring Relief and Development Coherence. Organizations can also adjust measurement requirements to prevent exhaustive data reporting, the proliferation of metrics, and expansive monitoring.

## (2.4) Selecting Priority Measures

The proposed metrics have been iteratively developed based on policy analyses and interviews conducted with diverse stakeholders. They were also revised to ensure their alignment with organizational impact. For example, reported data should reflect the reality of circumstances to incentivize change. To meet these standards, first we used general and specialized criteria to systematically filter appropriate metrics. A list of these criteria can be found in Tables 2 and 3. Moreover, we engaged with different volunteer organizations to conduct a Usability Testing of the Assessment Toolkit. The Usability Testing was an essential component to review, assess, and evaluate the feasibility and effectiveness of the Assessment Toolkit.

|  |  |
| --- | --- |
| **General Criteria for all Metrics** | |
| **1** | It has a clear and quantitative measure. |
| **2** | There is a clear link to outcomes (policy, strategic, or operational). |
| **3** | It is linked with other metrics. |
| **4** | It is consistently defined and reported over time. |
| **5** | It has an owner to monitor, interpret, and initiate action. |
| **6** | It represents objective evidence of the outcome being measured. |
| **7** | It can be reported frequently enough. |
| **8** | It is feasible to implement by (a) stakeholder(s). |
| **9** | It is valued by stakeholders for decision-making. |
| **10** | It is easily understood by stakeholders. |
| **11** | It is a driver of organizational change. |

Table 2 Other general criteria for designing metrics.

|  |  |
| --- | --- |
| **Specialized Criteria for RDC Metrics** | |
| **Observability** | If it is easy to capture. |
| **Source** | The reliability of the data source. |
| **Variability** | The extent to which the measure is capturing a moving target. |
| **Comparability** | If there is transparency in metrics for inter-organizational comparison across different organizations/units with different capacities. |

Table 3 Specialized criteria developed by us to evaluate or select priority measures.

## (2.5) Usability Testing

Information regarding the Assessment Toolkit was disseminated through a Workshop we organized in June 2021 through Nethope Solutions Center[[6]](#footnote-6). The Workshop allowed us to engage with humanitarian and development organizations and communicate information regarding Relief and Development Coherence practices, the development, and the use of the Assessment Toolkit. From the workshop, we recruited volunteer organizations interested in conducting a Usability Testing to assess the feasibility and effectiveness of the Assessment Toolkit within their organization.

Despite the ongoing COVID crises in 2021 and exacerbation of conflict and forced migration, we were able to collect feedback from the Usability Testing. A number of 5 organizations provided their reviews of the Assessment Toolkit. A list of these organizations can be found in the Methods Appendix, Appendix 6. From these reviews, we revised and refined the Toolkit Package.

The Assessment Toolkit was revised to provide greater clarity as to the type of staff and expertise needed to use different parts of the package. We kept the four separate toolkits as a part of a related series of the toolkit because we believe that stakeholders across different levels of organizations can benefit from the assessments that needs to occur in different levels. In other words, our intention is to provide clarity and visibility across all assessment levels and to all stakeholders using the Assessment Toolkits.

As a final dissemination plan, we held a Webinar through Nethope Solutions Center in September 2021. During this Webinar, major organizations participated in a panel discussion to reflect their feedback on Relief and Development Coherence in general and the outcomes of the Usability Testing. This Webinar served as part of the research dissemination plan to engage with organizations and receive feedback on research outcomes.

# CHAPTER 3: The Assessment Toolkits

The Assessment Toolkit reflect the scope of analysis across four Toolkit series: Feasibility Assessment Toolkit, Policy Assessment Toolkit, Strategic Assessment Toolkit, and Operational Assessment Toolkit. These Toolkit series present four levels of assessment to measure progress in achieving goals and metrics in each level. These goals and metrics are presented within an Excel Workbook which can be used as a tool for measurement.

## (3.1) The Assessment Toolkits

Each Toolkit consists of a single scoring sheet in a workbook containing all four scoring sheets. We are including all four together to encourage users to peruse the different Toolkits to enhance awareness of Relief and Development Coherence across all levels of activity. The Toolkits can be used internally or shared across organizations. The choice of software should match organizational and inter-organizational needs (Excel, google sheet, etc.), enhancing data collection and sharing.

The scoring mechanism is designed so that Relief and Development Coherence can be assessed in different levels and across different domains of activity. Achieving Relief and Development Coherence in each domain entails achieving certain goals that is measured through their accompanied metrics. Figure 1 visualizes this structure within a single Toolkit for a single scoring sheet.

Figure 1 Shows the structure of the assessment scoring sheets within the workbook. We have proposed goals and metrics at each level of assessment to measure progress in achieving these goals. The number of goals and metrics are arbitrary.

**The Assessment Toolkit Series** Reflect the scope of analysis across four assessment levels: Feasibility Assessment, Policy Assessment, Strategic Assessment, and Operational Assessment.

**Domains:**Reflects the level of institutional or organizational performance in which coherence activity is observed.

**Goals:**Reflects on the motivation for measurement and potential deliverables of coherence activity in a certain domain.

**Metrics:**Allow for measuring activity and progress towards achieving goals in certain domains and levels of assessment.

## (3.2) Menu of Metrics

Within each scoring sheet, organizations are provided with a menu of metrics across four levels of assessment. Organizations can choose metrics that best reflect the organizational efforts towards Relief and Development Coherence. Organizations can also adjust or add new metrics to the menu that would better fit organizations’ approach.

In the scoring sheet organizations will be able to assign a score for each of the metrics and later create average coherence scores per domain, level of analysis, or overall Relief and Development Coherence activity. This flexibility in scoring allows organizations to compare the assessment outcomes to different levels of organizational activities. Using the assessment outcomes, organizations can refer to the Fostering Toolkit to find guidelines across each level of assessment (e.g., policy coherence, strategic coherence, or operational coherence).

Organizations must consider that the scoring outcomes are to be used internally or can be shared externally with other organizations. There is no central mechanism in place that requires reporting of this data. It is of our intention to support decentralization in that organizations can assess and improve on coherence activity independently or inter-dependently.

# Chapter 4: Feasibility Assessment Toolkit

## (4.1) Feasibility Assessment Metrics

The Feasibility Assessment is comprised of a set of global indices that helps stakeholders score the ease of developing coherence in the target host country based on context-specific conditions. These conditions include the host country social, economic, and political capacities (e.g., aid dependency, legal frameworks for displaced populations, spatial distribution of resources, etc.).

By conducting a feasibility assessment, stakeholders can identify the opportunities and challenges facing policy reform and the implementation of relief and development coherence strategies. The feasibility assessment tool is a compiled set of global indices that would reflect on the impact of key variables such as host country’s political economy (UNEG HIEG 2018) including government functioning, any role in the forced migration crisis, aid dependency, corruption, humanitarian development, citizen and noncitizen protections, among others. We have organized these indices across four major domains:

1. Host country economy and aid dependency.
2. Human rights, governance.
3. Local capacities for collaboration and innovation.
4. Social Cohesion.

Using the source links, one can find relevant information regarding the index and assess host country circumstances that facilitate, or potentially hinder, international, and national efforts in achieving durable solutions and sustainable outcomes in response to refugee crises.

## (4.2) Who would conduct a Feasibility Assessment?

We assume the headquarters of international NGOs or the program managers of organizations that work across multiple countries can measure the feasibility of coherence activity in their countries of operation. For example donors, staff at international NGO headquarters, UN partners, and other inter-governmental organizations can provide a Feasibility Assessment for Relief and Development Coherence across different host countries. This would allow a realistic expectation of Relief and Development Coherence outcomes based on contextual opportunities and challenges.

# Chapter 5: Policy Assessment Toolkit

## (5.1) Policy Assessment Metrics

The Policy Coherence Goals and Metrics reflect on the international and national policies that facilitate the inclusion of forced migration policies within development and humanitarian activities. These metrics include (but are not limited to) the adoption of Global Compacts on Refugees and Migrants, the Sustainable Development Goals, the legal frameworks for refugees and migrants, and the policies regarding multilateral and bilateral funding mechanisms.

The policy assessments metrics are organized across two domains which reflects two levels of governance:

1. International support for durable solutions and sustainable outcomes across the region. We have identified 8 essential goals from relief and development coherence policies across international and regional activities.
2. Enhance host country capacities to improve accountability and sustainable programming in response to forced migration crises. We have identified 6 essential outcomes from relief and development coherence policies in the context of the host country government.

## (5.2) Who would conduct a Policy Assessment?

We assume personnel familiar with host country national policies on refugees or NGO country program director will have the knowledge to respond to the policy metrics that evaluate the effectiveness of host country policies for relief and development coherence. For example, staff at the host country government ministries, organizational representatives at host country NGO forums, UN partners, and staff at other inter-governmental organizations can conduct the policy assessment.

# Chapter 6: Strategic Assessment Toolkit

## (6.1) Strategic Assessment Metrics

The Strategic Goals and Metrics reflect on the high level organizational and government governance. These metrics are a result of analyses across strategic development plans, working group meeting minutes, government coordination mechanisms, and interviews with organizations’ technical and strategic leads. From that organizations can assess the impacts of coordination, decentralization, donor activities, communication, and information sharing practices on strategic coherence.

The strategic assessments metrics are organized across three domains or three levels of governance:

1. Regional coordination strategies for relief and development coherence in response to regional forced migration crises and across governments and organizations sharing common forced migration crises. We have identified 2 major outcomes addressing the existence of a regional (multi-country) inter-country coordination body in addition to effective delivery of regional strategies in response to forced migration crises.
2. Country coordination strategies for relief and development coherence within the host country. We have identified 2 major outcomes that reflect on national coordination body and systematic data practices between humanitarian and development partners in the host country.
3. Donor responsibilities to achieve shared objectives on coherence activities which addresses best donor practices that would ensure effective distribution of aid across both humanitarian and development programs. We have identified metrics to assess the level of flexibility in existing funding mechanisms.

## (6.2) Who would Conduct a Strategic Assessment?

Often the strategic metrics asks for knowledge regarding host country government coordination structures and strategies. Therefore, country specific knowledge of governing structures regarding refugee management programs would be helpful. For example, strategic directors, program coordinators, program directors, or country coordinators will have the knowledge to respond to the strategic metrics. Also staff at the international NGO Head Quarters or country offices or the staff in host country governments including government ministries could respond to the strategic assessment.

# Chapter 7: Operational Assessment Toolkit

## (7.1) Operational Assessment Metrics

Operational Assessment metrics encourage localized Relief and Development Coherence. These localized efforts may or may not be reflected in the policies and strategic plans that aim to facilitate Relief and Development Coherence. Yet our Operational Assessment Toolkit aims to create visibility for ongoing Relief and Development Coherence efforts taking place across organizations. The Operational Assessment Toolkit metrics are derived from interviews with a variety of stakeholders.

Operational Assessment allows for the visibility of internal organizational activities of a single organizations or external inter-organizational coordination practices that support both host communities and forced migrant populations. An example of internal Relief and Development Coherence is joint relief and development programming in a single sector (e.g., education, health, livelihoods, etc.). Yet external Relief and Development Coherence is when organizations work with local governments, UN partners, grassroots organizations, and other NGOs in one or multiple sectors in response to forced migration. The operational metrics are organized in a way to account for both internal and external Relief and Development Coherence across three domains or three levels of organizational performance:

1. Management of local- external Relief and Development Coherence,
2. Management of internal Relief and Development Coherence,
3. Management of external Relief and Development Coherence.

## (7.2) Who would Conduct an Operational Assessment?

We assume any program directors, coordinators, operational managers at any organization on international, national, or local levels will be able to conduct this assessment. For example, this includes the management team, and M&E staff at international, national, and local NGOs The operational assessment will contribute to a detailed understanding of organizations’ internal or external operations.

## (7.3) Coherence Typologies

As part of the operational assessment, we ask organizations to identify the type of coherence activities they are most engaged in.

We have developed a Coherence Typologies Model based on our research from ongoing organizational activities. This model presents four major coherence types as seen in Figure 2.

Graphical user interface, application

Description automatically generated

Figure 2 The Coherence Typologies: Each quadrant represents a type of coherence activity.

Generalized Coherence: Presents multi-sectoral responses for refugees and host communities conducted by a single organization.

Specialized Coherence: Presents a single sector, single organization response to refugees and host communities.

Cooperative Coherence: Presents a single sector response conducted by multiple.

Expansive Coherence: Presents multi-sectoral response conducted and implemented by multiple organizations.

Together with the operational metrics, the typology model can help with goal setting and finding future direction for coherence activity that would best serve the community at large.

# Chapter 8: Scoring Instructions

## (8.1) The Scoring System

The scoring system has been designed to indicate progress and match organizational measurement preferences. Where metrics are measuring coherence activity across policies, strategies, and operational programming, they can be measured as percentage between (0-100). A score equaling 100% will imply full implementation of the metric. While 0% implies zero to little progress made towards the measured metric. Of course, organizations can use their judgement to attest to numbers between 0-100 that would reflect on achieved progress towards the target metric.

For the Feasibility Assessment, indices are pulled from the given data sources and may differ based on their original scoring. The scores from the indices would lay out the context for evaluating contextual opportunities for coherence and will be especially meaningful when compared to other country activities or global averages.

## (8.2) Score Interpretation

The outcomes of the assessment will include domain specific or overall coherence average scores between 0%-100%. However, for ease of interpretation and to summarize the results, country-level averages (for the overall coherence activity, level of assessment, and by domain) are categorized as follows: Values of less than 40 are coded as Light Coherence, values of 40 and less than 80 are coded as Medium Coherence, and values more than 80 are coded as High Coherence. This qualitative interpretation also minimizes organizational differences in interpretation and will facilitate easier integration of the assessment outcomes with the Fostering Toolkit.

## (8.3) Data Sources and Availability of Data for Measurement

Two major factors can affect where data can be found and accessed to respond to the Assessment Metrics. Based on the Level of Assessment and organizations’ role, data may be available internally or must be accessed through public data sources. For each domain of metrics, we have provided recommendations to where data can be found. The “Recommended Data Sources” are a collection of publicly accessible data sources that provide the information necessary for the metrics. Often these data sources are managed by UN partners, governments, donors, and NGOs. Nevertheless, organizations may have internal knowledge or access to specific data sources that may not be publicly available. Organizations should be able to use the “Internal Data” to respond to the metrics.

Organizations can also identify which data sources they accessed or used in the Scoring Sheet under “Data Entry Sources”. If the Data Entry Sources were internal, organizations should mark as such and link to the data source if possible. In the operational level, the operational metrics can be measured based on an organization’s internal information. Therefore, we cannot provide data sources generalizable to all. We anticipate organizations will fill out the Operational Assessment metrics based on their internal information and specify the source of the data if applicable.

Organizations may also encounter that data availability is uneven by region or across countries. This will be marked as zero in the score and will reduce the coherence score for the target country.

|  |  |
| --- | --- |
| Level of Assessment | Data Needed for Measurement |
| **Feasibility Assessment** | publicly available country level data (measured in the form of global indices) |
| Policy Assessment | Familiarity with regional and national policies as well as governing structures (scored as 1 or 0 indicating the presence or lack thereof) |
| Strategic Assessment | Familiarity with regional, national, or organizational strategic policies and programs (scored as 1 or 0 indicating the presence or lack thereof) |
| Operational Assessment | Familiarity with operational activities across or within organizational units (scored as 1 or 0 indicating the presence or lack thereof) |

Table 4 Type of data needed for measuring Relief and Development Coherence across the four levels of assessment.

## (8.4) Type of Data Needed for Measurement

The ability to fill in the scoring sheet for each level of assessment is dependent on level of access to data and knowledge of regional and national policies, strategies, and ongoing operational programs. See Table 3 for type of data needed for measuring Relief and Development Coherence across these levels.

## (9) Frequency of Measurement

The feasibility assessment is unlikely to change dramatically and therefore may conducted infrequently. Policy reform and strategic planning are often lengthy procedures, and it takes longer to observe their effects on the operational programs. As a result, we assume assessing Relief and Development Coherence policies can be conducted every two years. On the other hand, organizations may change program strategies and operations more frequently based on changing needs and crises circumstances. For this reason, organizations can use the Operational Level Scoring Sheet to report on operational Relief and Development Coherence more frequently and based on organizational needs (e.g., quarterly reports).

# Chapter 9: FOSTERING TOOLKIT

Drawing upon insights and best practices defined during development of the policy, strategic and operational metrics, the Fostering Toolkit provides donors, UN agencies, host country governments, and local and international NGOs with actionable guidance on implementing Relief and Development Coherence.

The Fostering Toolkit provides recommendations for improving Relief and Development Coherence effectiveness. Specific processes for NGOs, government agencies and other partners, such as accessing donors’ aid mechanisms, or conducting joint planning as a precursor for defining collective outcomes and associated metrics, are laid out for stakeholders.

The Fostering Toolkit is designed to align with the Assessment Toolkit by presenting three levels of Relief and Development Coherence activity. The Fostering Toolkit reflects the scope of analysis across three Toolkit series: Policy Guidelines, Strategic Guidelines, and Operational Guidelines. These guidelines are presented within an Excel Workbook. The Excel Workbook constitutes three worksheets presenting itemized guidelines in different domains of Relief and Development Coherence.

**Policy Guidelines Toolkit** is aligned with the Policy Assessment Toolkit to provide recommendation for Relief and Development Coherence across three domains:

1. *International support for durable solutions and sustainable outcomes in the host country:* *Promoting international coherence policies such as CRRF, Global Compact for Refugees* and Migrants;
2. *Host Country Capacities in improving accountability and sustainable programming in response to forced migration crises; and*
3. *Improving Organizational Policies for Humanitarian and Development Coherence.*

We envision host country governments, UN agencies, and staff at inter-governmental organizations to take advantage of these guidelines to foster and improve Relief and Development Coherence.

**Strategic Guidelines Toolkit** is aligned with the Strategic Assessment Toolkitto provide recommendationsfor Relief and Development Coherence across five domains:

1. *Regional Coordination Strategies for relief and development coherence in response to regional forced migration crises;*
2. *Country Level Coordination Strategies for Relief and Development Coherence within the Host Country;*
3. *Donors Responsibility to achieve shared objectives on coherence activities;*
4. *Fostering an enabling environment for Relief and Development Coherence; and*
5. *National and Organizational Data Practices.*

We envision staff at the international NGO headquarters, country offices, or the staff in host country governments including government ministries to make use of these guidelines to foster Relief and Development Coherence.

**Operational Guidelines Toolkit** is aligned with the Operational Assessment Toolkit to provide recommendations for Relief and Development Coherence across three domains:

1. *Managing Specialized and Generalized Coherence;*
2. *Managing Cooperative and Expansive Coherence; and*
3. *Relief and Development Coherence data-enabled Practices.*

We envision the program planning, management, and M&E staff at international, national, and local NGO to be best at incorporating these guidelines into organizational Relief and Development Coherence.

**In the Fostering Toolkit workbook,** each scoring sheet is dedicated to one of the Toolkits and includes guidelines for stakeholders for Relief and Development Coherence activity in each level of activity. Each Toolkit is designed based on the different types of expertise of various stakeholders. We encourage all stakeholders review all guidelines for better visibility and clarity of Relief and Development Coherence activities.

# Chapter 10: USE SCENARIOS

Our multi-stakeholder approach in developing the Assessment Toolkit entails different use scenarios based on stakeholders’ needs, capacities, and goals for achieving Relief and Development Coherence. Stakeholders can selectively choose the Level(s) of Assessment appropriate to their activity. As an example, an international organization with different country offices can conduct analyses across all four levels. Using the Feasibility Assessment, the organization can assess the country context where Relief and Development Coherence can be achieved best. Then using the policy, strategic, and operational assessments they can assess whether their efforts to aid forced migrants and host communities will last, or will it fall apart due to challenges such as lack of funding, tensions, government commitments changing, or the organization’s operational challenges, etc.?

The use scenarios provided in Table 5 depict more examples on how the Toolkit can be implemented and used for documenting and evaluating progress towards Relief and Development Coherence. Different organizations, governments, donors and other stakeholders can adapt these scenarios to their own operational context.

Organizations can use the Toolkit independently or together with other stakeholders to assess inter-organizational coherence. But also, governments, international organizations, UN partners, or donors can systematically implement the Toolkit under centralized mechanisms. For example, a host country government may have a working group allocated to inter-governmental coordination for forced migration response or there may be an existing NGO Forum that works on a national level. These working groups may implement the Assessment Toolkit across working partners within centralized mechanisms to facilitate documentation, tracking, and progress towards Relief and Development Coherence.

The Assessment Toolkit also provides flexibility to implementing measurement because it will allow for the fostering of horizontal and vertical coherence activity across different levels of organizational performance/governance.

|  |  |
| --- | --- |
| **Stakeholder** | **Use Scenario** |
| International NGO | International NGO with operations in 20 countries has country directors use the tool and report up to global headquarters where international comparisons are made. |
| NGOs | Within a country, the NGO forum leaders conduct the feasibility and policy analyses and share them with I/NGOs active in the host country. Forum members conduct individual operational assessments, compare results, and evaluate what works best. |
| Donors | A Donor uses only the feasibility and policy level assessments to conduct international comparisons to identify where they should prioritize coherence funding. |
| Donors | A Donor asks NGOs receiving funding for coherence activities for a progress report using the Assessment Toolkit. |

Table 5 Scenarios for suing the Assessment Toolkit by Different Stakeholders.

# Chapter 11: FINAL NOTES

In the Appendix (1-4) we present an overview of the Abridged Workbook which includes scoring sheets for all the Assessment Toolkits. This Workbook will be available online as a spreadsheet document at <https://sites.psu.edu/coherence4rd/>.

There will be two available documents online. First is the Abridged version that includes priority metrics for measuring Relief and Development Coherence for all Toolkit and across the four levels. Second is an Expanded version which includes more detailed metrics for measurement. Organizations can use the Abridged or Expanded metrics based on their measurement preferences.

## Additional Resources

For further information regarding Relief and Development Coherence you can visit:

Our website: <https://sites.psu.edu/coherence4rd/>

Relief and Development Coherence by the Bureau of Population, Refugees, and Migration: <https://www.state.gov/other-policy-issues/relief-and-development-coherence/>

For questions or comments about the use of the Assessment Toolkit please contact: Doctoral Researcher Nasim Motalebi [nmotalebi@psu.edu](mailto:nmotalebi@psu.edu) or PI Dr. Carleen Maitland [cmaitland@ist.psu.edu](mailto:cmaitland@ist.psu.edu)

# APPENDIX 1: THE FEASIBILITY ASSESSMENT SCORING SHEET- Abridged Version



# APPENDIX 2: THE POLICY ASSESSMENT SCORING SHEET – Abridged Version



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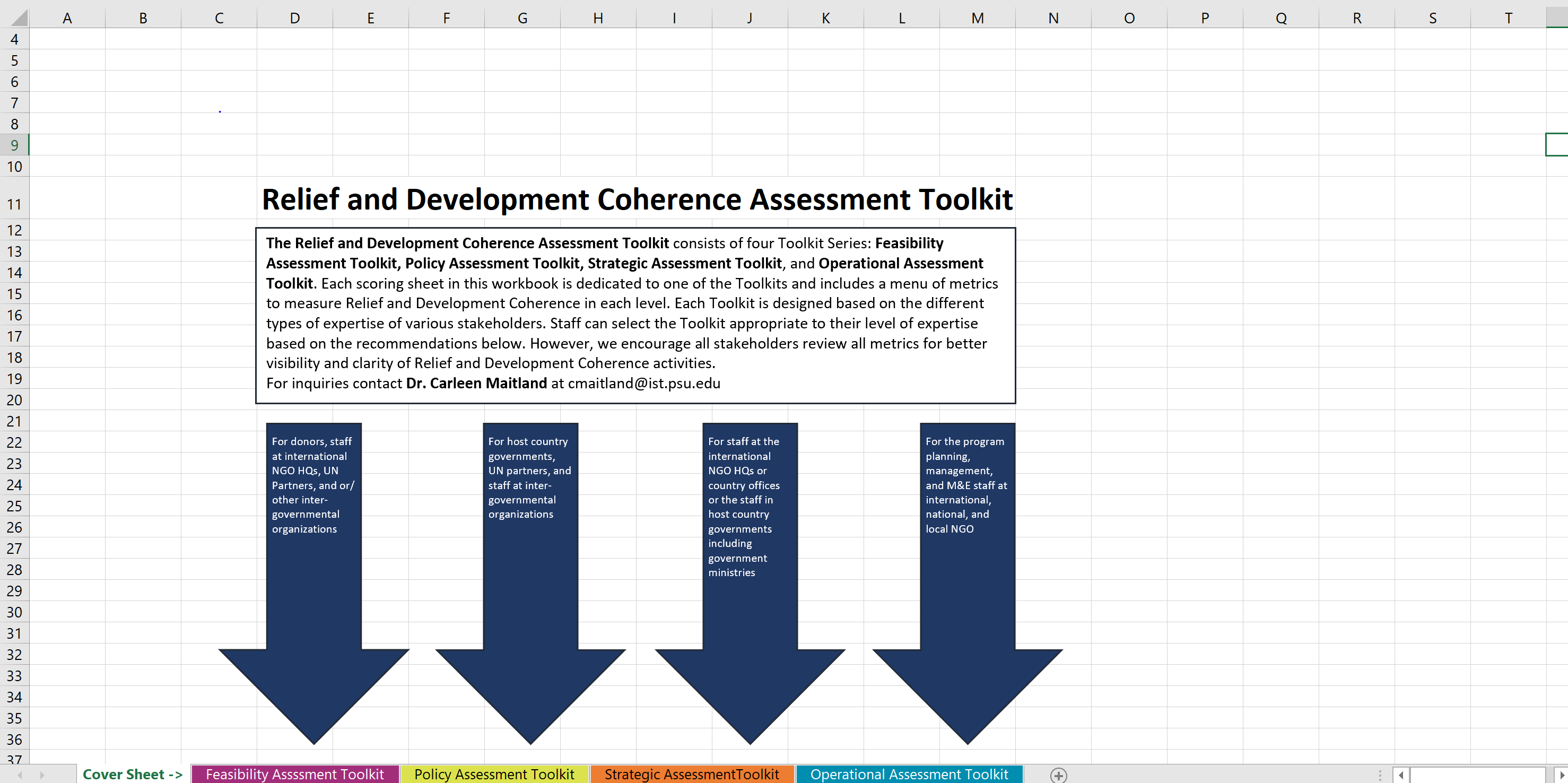
# APPENDIX 3: THE OPERATIONAL ASSESSMENT SCORING SHEET – Abridged Version



# APPENDIX 4: THE OPERATIONAL ASSESSMENT SCORING SHEET – Abridged Version



# APPENDIX 5: THE ASSESSMENT TOOLKIT WORKBOOK- COVERPAGE



# APPENDIX 6: METHODOLOGY

**Sample Documents on Uganda’s Response to Forced Migration**

**Inclusion / Exclusion Criteria**

|  |  |  |  |
| --- | --- | --- | --- |
| **Data Portal** | **Key words and Filters** | **Available Documents** | **Selected Documents** |
| **Inclusion / Exclusion** | **Date of the report** | **Relevance:** Coherence Policy Metric | **Full/ draft** | **Sections:** General Policy, Migration, Sectorial | **Notes** |
| UNHCR  <https://www.unhcr.org/en-us/evaluation-and-research.html> | About us > Research and Evaluation > Reports and Papers > CRRF | Two-year Progress Assessment of the CRRF Approach (2018) | 1. Two-year Progress Assessment of the CRRF Approach (2018) | Included | Latest Update | Directly Relevant: All case studies of CRRF including Uganda. | Full | International General Policy | Complementary Evaluation to CRRF roadmap |
| CRRF Case Studies, Uganda, Ethiopia, MIRPS (2018) | 1. CRRF Case Study of Uganda | Included | Latest Update | Directly Relevant | Full | Uganda National General Policy | Complementary Evaluation to Uganda’s CRRF roadmap |
| All Evaluation Reports (Centralized, Decentralized, Inter-agency, joint, evaluation reports as early as 2009) | 1. Evaluation of UNHCR’s Response to the L3 South Sudan Refugee Crisis in Uganda and Ethiopia (2017) | Included | Latest Update | Elements hindering coherence could be extracted | Full | Implementation Report: UNHCR Management Response Matrix | Not a repeat of policy. Action report. |
| UNHCR  <http://reporting.unhcr.org/uganda> | Operations > East and Horn of Africa > Uganda > Latest Updates and Related Links | Uganda Operation Funding Update |  | Excluded |  | No application to coherence/ a one-page numeric report on donor countries |  |  |  |
| UNHCR Uganda Operational Update |  | Included |  | Could help with indicating actors for coherence indicators |  | Sectoral Performance report |  |
| Uganda 2019-2020 Country RRP |  | Excluded | Not the latest Update |  |  |  |  |
| Uganda Revised 2019-2020 Country RRP | 1. Uganda Revised 2019-2020 Country RRP | Included |  | Directly Relevant to CRRF Uganda | Full | International Framework/ Uganda General Policy | Strategic Framework for CRRF |
| UNHCR Uganda Fact Sheet |  | Excluded |  | Not relevant |  |  |  |
| Uganda 2019-2020 Revised RRP Executive Summary | 1. Uganda 2019-2020 Revised RRP Executive Summary | Included |  | A direct Summary of RRP goals | Full | Int. Framework on Uganda General Policy | Strategic Framework |
| CRRF Working Group:  UNHCR Operational Portal / Uganda Comprehensive Refugee Response Portal (OPM) | Operational Portal Refugee Situations > Countries > Uganda > Uganda Comprehensive Refugee Response Portal > Management and Coordination > CRRF | 50 documents Tagged as CRRF. | 1. CRRF Communications Strategy | Included | Latest Report | Relevant to Coherence Coordination | Draft | Sectoral Communication Strategy |  |
| 1. MWE Draft Sector Response Framework for refugees and host communities in Uganda | Included | Latest Report | Relevant to Sectoral Coherence Coordination | Draft | WASH Sectoral Policy |  |
| 1. Draft Uganda National Integrated Health Sector Response Plan for Refugees and Host Communities for circulation | Included |  | Relevant to Sectoral Coherence Coordination | full report draft | Health Sectoral Response Plan |  |
| 1. Uganda CRRF Roadmap | Included | Latest Report | Major lead to Uganda’s Coordination Structure | Full | General Policy |  |
| 1. ReHoPE Strategy Report | Included |  | Major lead to Uganda’s Coordination Structure |  | General Policy / Strategic Framework |  |
| 1. CRRF Steering Group Agenda | Excluded |  |  |  |  |  |
| 1. Uganda CRRF Secretariat profiles | Included | Latest Report | Coordination Structure to the CRRF Secretariat Group | Full | Sectoral CRRF Working Group |  |
| 1. New York Declaration for Refugees and Migrants 2016 | Included | Latest Report | Major lead to CRRF | Full | General International Policy |  |
| 1. Uganda’s Contribution to Refugee Protection and Management (UNDP) | Included | Latest Report | Coordination with OPM and UNDP | Full | Operational and Strategic Report |  |
| 22 documents tagged as maps and geodata |  | Excluded |  | Too Granular for policy analysis |  |  |  |
| 1 document tagged as regional RRP Document | ReHoPE Energy and Environment Response Plan | Excluded |  |  |  |  | Original ReHoPE would cover this |
| 5 documents tagged as reports and policy papers | Uganda’s Contribution to  Refugee Protection and Management (UNDP) | Included (Duplicate) |  |  |  |  |  |
| Comprehensive Refugee Response Framework UGANDA | Excluded |  |  |  |  | Duplicate to CRRF roadmap |
| Towards a Global Compact on Refugees: A roadmap | Excluded |  |  |  |  | Duplicate to CRRF roadmap and ReHoPE |
| Comprehensive Refugee Response Framework: from the New York Declaration to a global compact on refugees | Excluded |  |  |  |  | Duplicate to CRRF roadmap |
| New York Declaration for Refugees and Migrant FAQ | Excluded |  |  |  |  |  |
| New York Declaration for Refugees and Migrants (2016) | Included (Duplicate) |  |  |  |  |  |
| 1 document tagged as statistics |  | Excluded |  | Too Granular FOR Policy Analysis |  |  |  |
| 2 documents tagged as strategic documents | ReHoPE Strategy Report (2017) | Included (Duplicate) |  |  |  |  |  |
| 3 documents tagged as updates |  | Included (Duplicate) |  |  |  |  |  |
| 2 documents tagged as not categorized | 1. Education Response Plan for Refugees and Host Communities in Uganda – Sept 2018 DOCUMENT | Included | Latest Report | Relevant to Sectoral Coherence Coordination | Full | Education Sectoral Response Plan |  |
|  |  |  | 1. Protection Working Group Meeting Minute (2019) | Included | Latest Report | Relevant to Sectoral Coherence Coordination |  | Protection Working Group Meeting Report |  |
|  |  |  | 1. UNHCR National Protection Working Group Terms of Reference of Uganda (2018) | Included |  | Relevant to Sectoral Coherence Coordination |  | Protection Working Group Meeting Report |  |
| Uganda’s Office of the Prime Minister (OPM)  <https://opm.go.ug/resource-center/> | OPM Uganda > Refugee Department > Refugee Management > Resource Center | CRRF Overview |  | Excluded |  |  |  |  | Repetitive summary of the CRRF roadmap.  The CRRF roadmap was not found on the OPM website. Nor was there any links to the CRRF working group data portal. |
| Coordination Framework for the SDGs (Sustainable Development Goals) |  | Excluded |  |  |  |  | Even though SDGs are in line with CRRF and ReHoPE, there is not record of linking CRRF Uganda to the country’s SDG |
| Uganda’s National Planning Authority (NPA) | Publications | NDP II (2015-2020) | 1. NDP II (2015-2020) | Included | Latest updated: including the Refugee rights. But not CRRF |  |  | General National Policy | Was found through NDP documents. Links to website were not provided through OPM) |
| Education and Sports Sector Strategic Plan (2015-2020) |  | Excluded | Not updated since CRRF |  |  |  |  |
| Health Section Development Plan (2015-2020) |  | Excluded | Not updated since CRRF |  |  |  |  |
| ICT Sector Strategic and  Investment Plan (2015-2020) | 1. ICT Sector Strategic and Investment Plan (2015-2020) | Included |  | Would help with coherence strategic or operational metrics within ICT |  | Sectoral Strategic Framework |  |
| Water and Environment  Sector Development Plan (2015-2020) |  | Excluded | Not updated since CRRF |  |  |  |  |
| IOM Data Portal  <https://migrationdataportal.org/data-bulletin-gcm> | IOM Data Portal > Sustainable Development Goals > Data Bulletin series | 18 Issues on Migration and Migration Data | 1. Issue 3: Measuring Migration Governance | Included |  | Relevant to Strategic coherence metrics |  | Migration governance | Based on IOM, refugees are categorized as a subcategory to Migration. They are not distinguished by IOM. KNOMAD was found here. |
| The World Bank Group  <https://www.worldbank.org/en/country/uganda/publication/uganda-supporting-refugees-and-host-communities-to-become-secure-and-self-reliant>. | The World Bank Group > Where We Work > Africa > Uganda > Understanding Refugees, Hosts | Informing the Refugee Policy Response in Uganda (2018) | 1. Informing the Refugee Policy Response in Uganda (2018) | Included | Latest Update | Directly relevant to understanding the elements in favor or against coordination coherence | Full | Evaluation of general policy and strategies within CRRF and ReHoPE | The World Banks report lead to the major findings on RRP and ReHoPE and provides granular survey data on the performance of CRRF. |
| USAID  <https://www.usaid.gov/uganda> | USAID UGANDA > Key Documents | Uganda Country Development Cooperation Strategy 2016-2021 |  | Excluded |  |  |  |  | Does not mention CRRF or and refugee related coordination |
| Gender and Social Inclusion Analysis: Uganda |  | Excluded |  |  |  |  | Could be used for Gender Analysis |
| REACH  <https://www.reach-initiative.org/where-we-work/uganda/> | REACH > Uganda > Publications | A set of granular survey reports and data in CSV format. | 1. REACH Report: Refugee Access to Livelihoods and Housing, Land, and Property in Uganda (2019) | Included | Latest Update | Directly relevant to assessing coherence indicators for the livelihood of refugees and host population | Full | Survey Evaluation of General Policies and performance in Uganda |  |
| General Google Search using keywords |  |  | 1. UGANDA UNDP’S Contribution to the Comprehensive Refugee Response Framework (CRRF) | Included | Latest Update | Directly refers to CRRF |  |  |  |
|  |  |  | 1. Ministerial Policy Statement- Financial Year 2018/19 | Included | Latest Update | No mention of CRRF. |  |  | But important for coherence strategic metrics |

**Sample Documents on Ecuador’s Response to Forced Migration**

**Inclusion / Exclusion Criteria**

|  |  |  |  |
| --- | --- | --- | --- |
| **Data Portal** | **Key words and Filters** | **Available Documents** | **Selected Documents** |
| **Inclusion / Exclusion** | **Date of the report** | **Relevance:** Coherence Policy Metric | **Full/ draft** | **Sections:** General Policy, Migration, Sectorial | **Notes** |
| UNHCR’ RefWorld > Publisher UNHCR (55 documents)  <https://www.refworld.org/country,,,,ECU,,,,0.html> | Refworld Ecuador > Publisher: UNHCR > Category: Policy Document > Topic: Right to Development, (1 document) |  | 1. Statement of Good Practice on Targeting Development Assistance for Durable Solutions to Forced Displacement   <https://www.refworld.org/country,POLICY,UNHCR,,ECU,,471dcaf27,0.html> | Included | 2005 | It presents previous work on the Framework on Durable Solutions for Refugees and Persons of Concern | Full | International General Objectives | Even Though a more outdated document, but may reflect on UNHCR’s long lasting policies within Ecuador and other countries such as Uganda. |
| Google Search From Doc #1 |  | 1. Framework for Durable Solutions For Refugees And Persons of Concern   <https://www.unhcr.org/en-us/partners/partners/3f1408764/framework-durable-solutions-refugees-persons-concern.html> | Included | 2003 | DAR: Development Assistance  for Refugees  4Rs:  Repatriation, Reintegration,  Rehabilitation, Reconstruction  DLI:  Development through  Local Integration | Full | General International Frameworks | Was Referenced in Document #1. It is important to acknowledge that sustainable development efforts and including refugees have been a topic of discussion in the past decades. |
| Refworld Ecuador > Publisher: UNHCR > Topic: Refugees > Universal Periodic Review (5 Documents) | Other documents in this category were older and excluded | 1. Submission by the UNHCR for Refugees for the Office of the High Commissioner for Human Rights’ Compilation Report- Universal Periodic Review 3rd Cycle   <https://www.refworld.org/publisher,UNHCR,COUNTRYREP,ECU,58ee427e4,0.html> | Included | Latest Document: 2016 | Refugee rights (Freedom of movement, work, etc) within Ecuador | Full | International Framework/ Ecuador General Policy | It is somewhat outdated so it is focused on Colombian Refugees and not Venezuelans. |
| Refworld Ecuador > Publisher: UNHCR> Type: Country Operation Plans | Country Operations Plan 2008-2009 |  | Excluded | Outdated 2009 |  |  |  |  |
| COUNTRY OPERATIONS PLANOVERVIEW |  | Excluded | Outdated 2006 |  |  |  |  |
| UNHCR’ RefWorld Ecuador (857 available documents) | Refworld > Asylum Seekers > 1951 Refugee Convention |  | 1. UNHCR’s intervention before the Constitutional Court of Ecuador in the framework of Public Unconstitutionality Action   <https://www.refworld.org/docid/5e15dd864.html> | Included | 2019 | This document discusses the constitutionality of Ecuador’s decision in requiring back-ground checks from Venezuelan refugees | full | International Law | This document advocates for the protection of Venezuelans whose conditions are in line with Cartagena’s definition of refugees |
| Refworld > Asylum Seekers > 1984 Cartagena Declaration | Cartagena Declaration on Refugees, Colloquium on the International Protection of Refugees in Central America, Mexico and Panama  <https://www.refworld.org/docid/3ae6b36ec.html> |  | Excluded | 1984 |  |  |  | This document focuses on central America |
| ReliefWeb Ecuador | Reliefweb Ecuador > Publisher: Government of Ecuador > Protection and Human Rights (82 document results) |  | 1. Monitorio de proteccion MIES-ACNUR (Mayo-Agosto de 2019)   <https://reliefweb.int/report/ecuador/monitoreo-de-protecci-n-mies-acnur-mayo-agosto-2019-ecuador> | Included | 2019 | Includes a study of Social Integration and protection of Venezuelans in Ecuador | Full | National Protection Cycle Report |  |
| ReliefWeb Ecuador> Vulnerable Groups> Refugees (299 document results) |  | 1. Rapid Assessment of Markets   <https://reliefweb.int/sites/reliefweb.int/files/resources/1560971575.MARKET%20ASSESSMENT%20REPORT_WVECUADOR.pdf> | Included | 2019 | Assessment on economic integration | full | National Development Report |  |
|  | 1. Protection monitoring of Venezuelan Situation   <https://reliefweb.int/sites/reliefweb.int/files/resources/UNHCR%20Protection%20Monitoring%20Report%20for%20VenSit%20-%20EN%20-%20July%202019.pdf> | Included | 2019 | Refugee Situations |  | Sectoral Report: Venezuelan Refugee Protection Report |  |
| UNHCR Global Focus | UNHCR Global Focus > Situations: Venezuela > Americas |  | 1. The Americas   <http://reporting.unhcr.org/sites/default/files/ga2020/pdf/Chapter_Americas.pdf> | Included | 2020 | Update on the Venezuelan Situation in the Americas | Full | Venezuela Regional Report |  |
| Ministerio De Relaciones Exteriores y Movilidad Humana | From Google Search: This document was referenced in the GTRM and RMRP Q&A document. |  | 1. International Cooperation Framework for the National Response to Venezuelans on the Move in Ecuador   <https://www.cancilleria.gob.ec/wp-content/uploads/downloads/2018/12/international_cooperation_framework.pdf> | Included | 2019 | Cooperation Objectives and strategic plans | Full | National Response Framework to the Venezuelan Emergency Response | Due to an increase in emergency assistance to Ecuador from international community, Ecuadorian Government published this framework. |
| R4v Ecuador  (76 Documents) | R4V Ecuador > Situation Reports (14 documents in Spanish and English) | Only the 2019 Reports were selected and only the latest one was included in analyses | 1. Situational Report August     <https://r4v.info/en/situations/platform/location/7512> | Included | 2019 | Reflects on both humanitarian and development action taken place on the ground | full | National operational reports by R4V | considering protection, food, and shelter emergency response and Education, livelihood, and social cohesion as development action |
| Protection monitoring of Venezuelan Situation  <https://reliefweb.int/sites/reliefweb.int/files/resources/UNHCR%20Protection%20Monitoring%20Report%20for%20VenSit%20-%20EN%20-%20July%202019.pdf> |  | Excluded |  |  |  |  | Was Previously Found in ReliefWeb |
|  | 1. The GTRM and the RMRP in Ecuador Questions and Answers   <https://r4v.info/en/documents/details/68191> | Included | 2019 | Information on Ecuador’s Coordination Structure | full | International Coordination among different working groups |  |
| R4V Ecuador > Regional Response Plans (3 Documents) |  | 1. RMRP: Refugees and Migrants Response Plan 2020 | Included | 2020 | Provides insight onto regional response and coordination mechanisms | Full | International Framework on Regional Response to the Venezuelan Crisis | Included |
|  | 1. Refugee and Migrant Response Plan 2020 One Pager | Included | 2020 | Summary on Regional Migrant Population, Budgetary Requirements, and Sector Specific Needs and Priorities | Full | Summary Report | Interestingly all reports regarding RMRP have host population included as targeted persons of interest next to Venezuelan Refugees and Migrants. + Integration is considered a new sectoral response. MIES is probably responsible for it. |
| R4V Coordination Platform | R4V Coordination Platform> Regional Response > Funding (5 Documents) |  | 1. Regional Refugee and Migrant Response Plan Funding Report   <https://r4v.info/en/documents/details/73413> | Included | 2019 | Funding requirements for each country in the region responding to the Venezuelan crises | full | Financial Tracking | There are 3 reports Dec 1st, 15th, and 31st and I chose the latest |
| R4V Coordination Platform> Regional Response (722 Documents) |  | 1. R4V Mid-Year Report   <https://r4v.info/en/documents/details/72195> | Included | 2019 | Regional and country specific updates in Emergency Response, Protection, Socio-Economic Inclusion, Education, Capacity Building | full | Regional Response Report |  |
| RMRP 2020 |  | Excluded | 2020 |  | Full |  | Previously Included |
|  | 1. Special Update on Quito Process: IV Technical Meeting on Human Mobility of Venezuelan Citizens in the Region (Argentina)   <https://data2.unhcr.org/en/documents/download/70522> | Included | 2019 | Presents coordination on regional level | Full | Regional response Report |  |
|  | 1. Update on Activities of the UNHCR-IO Joint Special Representative for Venezuelan Refugees and Migrant in the Region   <https://data2.unhcr.org/en/documents/download/69999> | Included | 2019 | UNHCR and IOM’s responsibilities towards the Quito Process | Full | International Coordination on Regional Response to the Venezuelan Crises |  |
|  | 1. Support Spaces Inter Agency Mission Report Colombia, Ecuador, and Peru   <https://reliefweb.int/sites/reliefweb.int/files/resources/nteragency%20mission%20report%20support%20spaces%20Peru%20Colombia.pdf> | Included | 2019 | Protection for refugees, migrants, and host communities including emergency response and preparing for socio-economic inclusion | Full | Regional Report |  |
|  | 1. Support Spaces Venezuelan Situation Toolkit   <https://r4v.info/en/documents/details/72707> | Included | 2019 | Using Progress4v to better harmonize |  |  |  |
|  | 1. Update Regional Platform for Sustainable Development Goals | Included | 2019 | Regional Coordination between Donors and actors | Full Summary Report | Update Report | This document lead to understanding the World Bank’s activity in the region |
| Producing a study on the  short- and medium-term impact and response strategy on population movement from Venezuela to Colombia  <https://openknowledge.worldbank.org/bitstream/handle/10986/30651/131472SP.pdf?sequence=3&isAllowed=y> |  | Excluded | 2019 | It is irrelevant to the case of Ecuador. |  |  | A study for Ecuador and Peru is underway by the World Bank |
| Migration 4 Development  <http://www.migration4development.org/defaultsite> | IOM > Migration4Development > Policy> Policy Coherence> Case of Ecuador |  | 1. Success Stories: A collection of good practices and lessons learnt by local actors harnessing the development potential of migration   (Website is regularly Down and links cannot be retrieved) | Included | ? | Social Coherence | Full | Global Migration and Development Report assigned by IOM | The M4D group have done direct work on policy coherence and have done case studies in Ecuador in defining decentralized and centralized coherence. |
|  | 1. Guidelines on Decentralized Migration into Decentralized Cooperation for Enhanced migration management for local development | Included |  | Ecuador’s Multilevel Governance Approach | Full | Global Report on Cooperation |  |
|  |  |  | 1. Issue 3: Measuring Migration Governance | Included | 2018 | Measuring Coordination and Migration Governance by Developing Indicators. | Full | General Coherence for Sustainable Development Goals | A lead to Migration Governance Indicator (MGI). I traced the development of this indicator to find applicability and space for expansion. |
| IOM Migration Data Portal | SDGs and Global Compact for Refugees > GCM Data Bulletin  <https://migrationdataportal.org/data-bulletin-gcm> |  | 1. Issue 4: Improving data for safe, orderly and regular migration   <https://publications.iom.int/system/files/pdf/data_bulletin_issue_4_improving_data.pdf> | Included | 2018 | Data Practices for Better coordination and coherence in migration response | Full | General Coherence for Sustainable Development Goals | The Global SDG program is a lead towards developing better Coherence and Governance indicators. Reliable Data is an important aspect in this regard. |
|  | SDGs and Global Compact for Refugees> Measuring Migration in SDGs> Migration Governance Framework |  | 1. MiGration Governance Framework (MiGOF)   <https://www.iom.int/sites/default/files/about-iom/migof_brochure_a4_en.pdf> | Included | Unknown (no earlier than 2018) | In line with the objective #10.7.2 in SDGs: Countries with migration policies to facilitate orderly, safe, regular, and responsible migration | Full | General Migration Governance | Lays out the 6 major domains to be used in measuring migration governance. As a framework, these domains are measured through sub-categories (indicators). |
|  | SDGs and Global Compact for Refugees> Measuring Migration in SDGs> Migration Governance Indicators |  | 1. Measuring well-governed migration: The 2016 Migration Governance Index   <https://migrationdataportal.org/resource/measuring-well-governed-migration-2016-migration-governance-index> | Included | 2016 | Creating Indicators for Measuring well-governed migration | Full | General Migration Governance Framework | Lays out how the Migration Governance themes/ Domains and the final framework was developed and tested within country case studies. |
|  | SDGs and Global Compact for Refugees> Measuring Migration in SDGs> Target 10.7 > 10.7.1 | Statistics for SDG indicator 10.7.1 BY KNOMAD |  | Excluded | Unknown | This document targets the 10.7.1 OF THE SDGs regarding recruitment cost borne by employee as a proportion of monthly income earned in country of destination |  |  | Not related to the Governance measures |
| United Nations Department of Economic and Social Affairs  <https://www.un.org/en/development/desa/population/theme/sdg/index_10_7_2.asp> | SDGs and Global Compact for Refugees> Measuring Migration in SDGs> Target 10.7 > 10.7.2 > Department of Economic and Social Affairs > Publications |  | 1. SDG indicator 10.7.2 data booklet   <https://www.un.org/en/development/desa/population/publications/pdf/sdg/SDG_10.7.2_2019_Data%20Booklet.pdf> | Included |  | Measuring Migration Governance through 6 domains of MiGOF | Full | General Migration Governance from the | This is a very important methodological report for us to learn from. More will be discussed through papers. |
| Policy Brief #1  <https://www.un.org/en/development/desa/population/publications/pdf/technical/Policy%20Brief_10.7.2.pdf> |  | Excluded |  |  |  |  | It is the summary of Document #27 |
|  |  | 1. Technical paper - Development, validation and testing of a methodology of SDG indicator 10.7.2 on migration policies   <https://www.un.org/en/development/desa/population/publications/pdf/technical/Technical%20Paper_10.7.2.pdf> | Included | 2019 | Migration Policy Indicator development methods and evaluation | Full Paper | General Migration Policy Indicators |  |
|  | SDGs and Global Compact for Refugees> Measuring Migration in SDGs> Target 10.7 > 10.7.2 > Department of Economic and Social Affairs > Country Profiles |  | 1. Profiles for SDG indicator 10.7.2 | Included | 2019 | Measuring country specific Migration Governance | Full |  | There is a report on Uganda. Not on Ecuador. There are a total number of 55 country reports. |
|  | SDGs and Global Compact for Refugees> Measuring Migration in SDGs> Target 10.7 > 10.7.2 > Department of Economic and Social Affairs > Survey Instrument |  | Module III: International Migration   1. <https://www.un.org/en/development/desa/population/publications/pdf/technical/UN%2012th%20Inquiry%20Module%20III%20International%20Migration.pdf> | Included |  |  |  |  | A survey form that countries can fill in in case they would like to measure their migration governance. This survey provides insight to how and what information is collected. |
|  | SDGs and Global Compact for Refugees> Objective 10> Resources |  | 1. About the Migration Governance Indicators   <https://migrationdataportal.org/overviews/mgi#0> | Included |  |  |  | General Migration Governance Indicators | This website provides general insight towards the indicator. |
| International Monetary Fund IMF  <https://www.imf.org/external/index.htm> | IMF > Regional Economic Reports > Western Hemisphere (a total of 28 documents were found but only one report on 2019) |  | 1. Regional Economic Outlook: Western Hemisphere Stunned by Uncertainty   <https://www.imf.org/en/Publications/REO/WH/Issues/2019/10/22/wreo1019> | Included | 2019 | Regional Economy | Full | International Governance | This document lays out the economic impact of Venezuelans in the region including Ecuador |
| Government of Ecuador:  Secretar a Tecnica Planifica Ecuador  <https://www.planificacion.gob.ec/> | Plan Nacional de Desarollo 2017-2021> Toda Una Vida |  | 1. Toda Una Vida Plan Nacional De Desarrollo 2017-2021   <https://www.planificacion.gob.ec/wp-content/uploads/downloads/2017/10/PNBV-26-OCT-FINAL_0K.compressed1.pdf> | Included | 2017 | National Development Plan for sustainable Development Goals | Full | National Governance |  |
| Country’s National Plan 2013-2017 |  | 1. Good Living National Plan: A better world for everyone <https://www.planificacion.gob.ec/wp-content/uploads/downloads/2013/12/Buen-Vivir-ingles-web-final-completo.pdf> | Included | 2013 | National Development Plan | Full | National Development Plan | This may be older but it is the only document available in English so it would give an idea of the country’s structure easier than others. |
| Objectivos de Desarrollo Sostenible |  | 1. Resolucion No STPE-003-2020   <https://www.planificacion.gob.ec/wp-content/uploads/2020/02/Resoluci%C3%B3n_stpe-003-2020.pdf> | Included | 2020 | National Sustainable Development Plans | Full | National Resolution Agreement | Indicates objectives for achieving the 2017-2021 national sustainable development goals. Including a technical alignment to present achievements. |
|  | 1. MATRIZ DE ALINEACIÓN DEL PLAN NACIONAL DE DESARROLLO CON LOS OBEJTIVOS De DESARROLLO SOSTENIBLE DE LA AGENDA 2030   <https://www.planificacion.gob.ec/wp-content/uploads/2020/02/Matriz-de-alineaci%C3%B3n-PND-ODS.pdf> | Included | 2020 | Alignment of National Development Plans with Sustainable Development Goals | Full | Matrix Report | This is an important document for my analyses of country’s development plan |
| Nota Técnica de la Alineación del Plan Nacional de Desarrollo 2017-2021 y los Objetivos de Desarrollo Sostenible de la Agenda 2030.  <https://www.planificacion.gob.ec/wp-content/uploads/2020/02/Nota-t%C3%A9cnica.pdf> |  | Excluded | 2020 |  |  |  | The Matrix is a better Indicator of these objective for alignment |
| Biblioteca> Agenda 2030 |  | 1. Informe De Avance Del Cumplimiento de la Agenda 2010 Para el Desarrollo Sosteinible 2019   <https://www.planificacion.gob.ec/wp-content/uploads/downloads/2019/07/Informe-Avance-Agenda-2030-Ecuador-2019.pdf> |  | 2019 |  |  |  |  |
| Biblioteca> Agenda Nacionales para la Igualdad |  | 1. Agenda Nacional para la Igualdad de Movilidad Humana 2017-2021   <https://www.planificacion.gob.ec/wp-content/uploads/downloads/2020/03/AGENDA-MOVILIDAD-HUMANA-FINAL-FEB-2020-1.pdf....-comprimido-1.pdf> |  |  |  |  |  |  |
|  |  | La desconcentracióndel Ejecutivo en el Ecuador  <https://www.planificacion.gob.ec/wp-content/uploads/2015/04/La-desconcentraci%C3%B3n-del-Ejecutivo-en-el-Ecuador.pdf> |  | Excluded | 2014 outdated |  |  |  |  |
| Global Forum on Migration and Development GFMD <https://www.gfmd.org/> | Ecuador 2019 publications  <https://www.gfmd.org/docs/ecuador-2019> | Conpcet Paper and Work Plan GFMD 2019 (2 Documents) | 1. Concept Paper   <https://www.gfmd.org/files/documents/concept_paper_gfmd_2019_ecuador_chairmanship.pdf> | Included | 2019 | International Summit in Quito for coordination and migration development | Full | International Coordination | A summary of Roundtables |
| Twelfth GFMD Summit Meeting – Quito (more than 50 Documents) only relevant documents were selected | 1. RT 1.2. Background Paper Facilitating social and economic inclusion | Included | 2019 | International Goals For Socio-Economic Inclusion of Migrants in National Development Programs | Full | International General Coordination Goals |  |
| 1. RT 3.1. Background Paper Supporting arrival cities through policy coherence and multi-stakeholders partnership <https://www.gfmd.org/files/documents/final_gfmd_2019_rt_session_3.1_background_paper.pdf> | Included | 2019 | International policy coherence for national development | Full | International General Policy Coherence Goals |  |
|  |  | Preparatory Meetings of the 2019 GFMD Troika, SD, and FOF (more than 50 documents) |  | Excluded |  |  | Full | Meeting minutes and Agenda |  |
|  |  | GFMD 2019 Thematic Workshops (8 workshops) |  | Excluded |  |  |  |  | The relevant workshop papers were chosen above |
|  |  | GFMD and the Global Compact for Migration (10 country reports and one summary report) |  |  |  |  | Draft | Dialogues and Missions per Participating countries and summary report | Uganda has a document which is very terribly scanned |
|  |  | GFMD and the 2030 Agenda for Sustainable Development (3 documents only the summary was chose) | 1. GFMD Recommendations to 2019 HLPF – Executive Summary   [file:///C:/Users/nasim/Desktop/executive\_summary\_gfmd\_recommendations\_to\_the\_2019\_hlpf\_final.pdf](file:///C:\Users\nasim\Desktop\executive_summary_gfmd_recommendations_to_the_2019_hlpf_final.pdf) | Included | 2019 | Social Inclusion and equality for SDGS | Full | International Development Goals for Migration Development |  |
|  |  | Other GFMD 2019 Related Activities (6 documents) |  | Excluded | 2019 |  |  |  | GFMD Specific |
|  |  | GFMD Ten-Year Review (Report) |  | Excluded | 2018 |  |  |  | GFMD Specific |

Table 7 List of interviews conducted with international and local NGOs and UN partners from both humanitarian and development programs .These interviews were part of the data collection process that informed the operational assessment metrics and informed revisions for the overall Relief and Development Toolkit Package.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Organizations** **Interviewed for Data Collection for Operational Assessment Metrics** | | | | | |
| # | Organization | Organization Type | Role | Country | # Participants | # Interviews |
| 1 | World Council of Credit Unions | Development | Financial Inclusions | Ecuador | 1 | 1 |
| 2 | HIAS | Humanitarian | HIAS National Graduation Program Coordinator | Ecuador | 1 | 2 |
| 3 | UNHCR | Humanitarian | Graduation programs for the livelihood of both refugees and host communities in Ecuador. | Ecuador | 2 | 2 |
| 4 | U.S. Department of State | Development | Inter-government relationship between U.S Embassy in Quito and the Ecuadorian government. | Ecuador | 1 | 1 |
| 5 | U.S Department of State, (PRM) | Humanitarian | PRM’s Regional Coordinator in Panama | Panama | 1 | 1 |
| 6 | AVSI | Development | Humanitarian and Development programs across more than 30 countries globally including Ecuador and Uganda. | Ecuador | 6 | 3 |
| 7 | AVSI | Development | Humanitarian and Development programs across more than 30 countries globally including Ecuador and Uganda. | Uganda | 2 | 1 |
| 8 | World Vision | Humanitarian | Refugee and Host community response, applying the graduation program. | Uganda | 1 | 1 |
| 9 | BRAC | Development | Refugee and Host community response, applying the graduation program | Uganda | 1 | 1 |
| 10 | [Village Enterprises](mailto:okwir.m@brac.net) | Development | Refugee and Host community response, applying the graduation program. | Uganda | 1 | 1 |
| 11 | Poverty Alleviation Coalition | Humanitarian | Livelihoods, Financial and Social Inclusion for Ultra-poor | Global | 1 | 1 |
| 12 | Humanity and Inclusion | Hybrid | Assistance to refugees with disabilities and mental health support to refugees. | Uganda | 1 | 1 |
| 13 | COFAMI | Hybrid | WASH, Shelter, Livelihoods | Uganda | 1 | 1 |
| 14 | HIAS | Hybrid | HIAS Global M&E and strategic Coordinator | Global | 1 | 1 |
| 15 | UNDP | Development | UNDP Migration Response Team | Colombia | 1 | 5 |
| 16 | ILO | Development | ILO Migration and Livelihoods project manager | Colombia | 2 | 2 |
| 17 | The World Bank Group | Development | Europe and Central Asia cluster lead, Specialist, Infrastructure and Chief Economist Unit | Global | 2 | 2 |
| 18 | USAID | Development | Mission Director | Mali | 1 | 1 |
| 19 | USAID | Development | Senior Infrastructure Policy Advisor | Global | 1 | 1 |
| 20 | Save the Children | Development | Vice President, Humanitarian Response, Director of Digital Development | Global | 2 | 2 |
| 21 | World Food Program | Development | AI project manager | Global | 1 | 1 |
| 22 | Abt Associates | Development | Director of Development Strategies, Principal Associate, Project Director, International Development Division | Global | 2 | 2 |
| 23 | UNDP | Development | Director, Tech and Innovation Lab | Global | 1 | 1 |
| 24 | ASU School for the Future of Innovation in Society | Research | Clinical Assistant Professor | Cox’s Bazaar | 1 | 1 |
| 25 | UNHCR/Consultant | Research | ICTD and Operations | Panama | 1 | 1 |
| 26 | GPPI | Research | UNHCR humanitarian and development cooperation | Global | 1 | 1 |

Table 8 List of organizations participated in the Assessment Toolkit Usability Testing on a rolling basis.

|  |  |
| --- | --- |
| **Organizations** **that participated in the Assessment Toolkit Usability Testing** | |
| Organization | Organization Type | |
| AVSI Uganda | Hybrid | |
| AVSI Ecuador | Hybrid | |
| ILO Colombia | Development | |
| UNHCR | Humanitarian | |

# APPENDIX 7: COMPARATIVE DATA

Table 9 Aid Distribution across humanitarian and development programs from bilateral and multilateral donors to Uganda and Ecuador (by the Author).

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Aid Type | Humanitarian Aid Tracking Service | | | | | Official Development Assistance | | | | |
| Source | OCHA Financial Tracking Service 2019 | | | OECD Aid at a glance 2018 | ODA  Geographic  distribution of ODA 2017 | OECD Aid at a glance 2018 | | | Geographic distribution of ODA 2017 | |
| Break-down Per Country | Net Total  Aid Received | Refugee  Population in need | Aid per  Recorded Refugee | Hum. Aid  Assistance Received | Hum. Aid  Assistance Received | Net Total ODA  received | Gross National  Income per capita | Net ODA/GNI | Net Total ODA received | Gross  National Income |
| Uganda | 231.8 m dollars | 1.3 million people | 178.3  dollars | 504.4 m dollars | 327.7 m dollars | 1940.0 m  dollars | 620.0 dollars | 7.3 | 2119.5 m  dollars | 600 dollars |
| Ecuador | 62.3 m dollars | 650  thousand people | 95.8 dollars | 75.2 m dollars | 70.1 m dollars | 396.3 m dollars | 6120 dollars | 0.4 | 1507.2 m  dollars | 5890 dollars |

Tables 10-11 Shows first draft of policy and strategic metrics in each of the case studies of Uganda and Ecuador. developed from the first-hand document analysis. These metrics were later revised to better reflect variables effecting Relief and Development Coherence across the Feasibility, Policy, and Strategic levels.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| ***Uganda*** | | | | | |
| *Objective* | *1* | *Creating National and Sectoral Coherence Governance* | | | |
| *Outcome* | *1.1* | *Coherence from Centralized Governance across all stakeholders in integrating refugees with host communities* | | | |
| *1.2* | *Coherence from De-centralized Governance across sectoral ministries, organizations, district level governments, and so on.* | | | |
|  | | | *Percentage* | ***Aspirational*** *or* ***in place****?* | ***Generalizable*** *or* ***localized****?* |
| *Metrics* | *1.1.1*  *#1* | *The national government has adopted international policies and refugee response plans such as the Comprehensive Refugee Response Plan (CRRF)* | *x/1* | *In place* | *Generalizable* |
| *1.1.2*  *#2* | *There is a leading entity to facilitate coordination among sectoral working groups (e.g. the CRRF Steering Group).* | *x/1* | *In place* | *Generalizable* |
| *1.1.3*  *#3* | *There is an established unit within a national governmental body (ministry) for refugee management.* | *x/1* | *In place* | *Generalizable* |
| *1.1.4*  *#4* | *National commitment and accountability is reflected by publishing online reports and making policy documents accessible for all working groups.* | *(x# documents) / (x# of working groups)* | *Aspirational* | *Generalizable* |
| *1.1.5*  *#5* | *National development plans explicitly incorporate sectoral refugee response plans and reports.* | *(x# sectoral programs addressed in NDP)/ (x# sectors)* | *In place* | *Generalizable* |
| *1.1.6*  *#6* | *All stakeholder groups involved in humanitarian and development coherence are identified (e.g. national and district government, community reps, I/NGOs, UN, etc.)* | *x/1* | *In place* | *Generalizable* |
| *1.1.7*  *#7* | *National actors meet with all stakeholders and representatives (e.g. sectoral representatives, NGOs, UN representative, district governments, etc.)* | *#representatives in national meetings/ #stakeholders* | *In place* | *Generalizable* |
| *1.1.8*  *#8* | *Refugee and host community integrated response plans are informed by prior national and district level development plans.* | *x/1* | *Aspirational* | *Localized* |
| *1.2.1*  *#9* | *There are integrated sectoral response plans for working groups such as Education, Health, WASH, Protection, etc.* | *(# integrated sectoral response plans)/ (x# sectors)* | *In place* | *Generalizable* |
| *1.2.2*  *#10* | *Sectoral meetings indicate awareness of outcomes from other working groups to create inter-sectoral coordination. Metrics include references to other groups’ meeting minutes, attendance by other groups’ members for verbal updates, etc.* | *(x# of inter-sectoral references in meeting minutes)/ (x# meeting minutes)* | *Aspirational* | *Generalizable* |
| *1.2.3*  *#11* | *International organizations (e.g. UN, the W.B.G, etc.) are supporting national government entities in creating strategic and operational plans in responding to refugee crises and development challenges.* | *Whether there are published strategic and operational frameworks in support of the host government – x/1* | *In place* | *Generalizable* |
|  | | | | | |
| *Objective* | *2* | *Creating Coherence through Data Visibility to support coordination.* | | | |
| *Outcome* | *2.1* | *Ensuring visibility of funded projects and activities by sharing general information across organizations, donors, and national government authorities.* | | | |
| *2.2* | *Evidence-Based Decision Making for early Engagement of Humanitarian and Development Government and I/NGO Programs* | | | |
| *2.3* | *Coherence between both humanitarian and development donors are facilitated through the decentralized and centralized governance.* | | | |
|  | | | *Percentage* | ***Aspirational*** *or* ***in place****?* | ***Generalizable*** *or* ***localized****?* |
| *Metrics* | *2.1.1*  *#13* | *Create a public national database of humanitarian and development projects.* | *Existence of database – x/1* | *Aspirational* | *Generalizable* |
| *2.1.2*  *#14* | *Mechanisms for auditing refugee registration numbers and locations are established for successful planning.* | *x/1* | *In place* | *Generalizable* |
| *2.1.3*  *#15* | *Standardized data collection and sharing methods across humanitarian actors are established and implemented.* | *x/1* | *Aspirational* | *Generalizable* |
| *2.1.4*  *#16* | *Coordinated humanitarian actors collaborate with government.* | *x/1* | *In place* | *Generalizable* |
| *2.1.5*  *#17* | *The national government has established a national coherence data portal to link data from government sectoral development projects to those of the UN and NGO humanitarian projects.* | *x/1* | *Aspirational* | *Generalizable* |
| *2.1.7*  *#18* | *A technical working group (e.g. CRRF Technical Working Group) exists to create and maintain the data portal on a timely manner.* | *x/1* | *In place* | *Generalizable* |
| *2.1.8*  *#19* | *The national data portal creates visibility towards the work of the knowledge management team, as part of the CRRF working group.* | *x/1* | *Aspirational* | *Generalizable* |
| *2.1.9*  *#20* | *The national data portal transparently manages shared access for all stakeholders including donors, international organizations, sectoral working groups, national ministries, district level governments, and community level workers.* | *Visible policy* | *Aspirational* | *Generalizable* |
| *2.2.1*  *#21* | *A coordinating entity such as the CRRF Secretariat, has established a separate and independent data platform/website to report on progress made towards coherence between national authorities and humanitarian actors.* | *x/1* | *Aspirational* | *Generalizable* |
| *2.2.2*  *#22* | *The CRRF secretariat publishes the coherence metrics for the visibility of coherent action.* | *x/1* | *Aspirational* | *Generalizable* |
| *2.2.3*  *#23* | *Data-based prediction tools are incorporated to prepare for refugee influxes and inform donor requirements and development planners.* | *x/1* | *Aspirational* | *Generalizable* |
| *2.2.4*  *#24* | *Development planners use data-based decision making to prepare for long-term assistance of refugees.* | *x/1* | *Aspirational* | *Generalizable* |
| *2.2.5*  *#25* | *Data-based decision-making and predictive tools are used by national governments (such as the national planning authority) to optimize aid and development investments in the long-run* | *x/1* | *Aspirational* | *Generalizable* |
| *2.3.2*  *#26* | *The national government facilitates coordination among official development aid and humanitarian donations from I/NGOS and national governments.* | *x/1* | *In place* | *Localized* |
| *2.3.3*  *#27* | *Location data tags are reported and visualized using a map-based representation to show project information with respectful donations (both development and humanitarian) across the country.* | *x/1* | *Aspirational* | *Generalizable* |
|  | | | | | |
| *Objective* | *3* | *National policies are in accord with the Global Compact for Refugees and Migrants.* | | | |
| *Outcome* | *3.1* | *Refugees and migrants are recognized and integrated within national development programs.* | | | |
|  | | | *Percentage* | ***Aspirational or in place?*** | ***Generalizable or localized?*** |
| *Metrics* | *3.1.1*  *#28* | *National Development reports and fiscal reports provide symmetry with emergency response programs to refugee crises.* | *x/1* | *Aspirational* | *Generalizable* |
| *3.1.2*  *#29* | *Development and humanitarian programs facilitate the economic resilience of refugees and host communities through integrated programs.* | *x/1* | *In place* | *Generalizable* |
| *3.1.3*  *#30* | *Information regarding integration programs and policies are publicized through community centers and are accessible to both refugees and host communities.* | *x/1* | *Aspirational* | *Generalizable* |
|  | | | | | |
| *Objective* | *4* | *Increasing gender inclusion, safety, and agency.* | | | |
| *Outcome* | *4.1* | *Identifying specific empowerment and service gaps between refugee and host communities as a basis for joint programming in both female communities.* | | | |
|  | | | *Percentage* | ***Aspirational or in place?*** | ***Generalizable or localized?*** |
| *Metrics* | *4.1.1*  *#31* | *The country census data is disaggregated by gender.* | *x/1* | *Aspirational* | *Generalizable* |
| *4.1.2*  *#32* | *The refugee census data is disaggregated by gender.* | *x/1* | *Aspirational* | *Generalizable* |
| *4.1.3*  *#33* | *A national ministry exists to function on matters of gender equality.* | *x/1* | *In place* | *Generalizable* |
| *4.1.4*  *#34* | *The ministry responsible for gender equality addresses issues of gender inclusions for both refugees and host communities.* | *x/1* | *Aspirational* | *Generalizable* |
| *4.1.5*  *#35* | *Sector level coordination is in place to address gender specific issues and solutions across humanitarian and development programs.* | *x/1* | *Aspirational* | *Generalizable* |
| *4.1.6*  *#36* | *National development program includes gender equity program for both refugees and host communities.* | *x/1* | *Aspirational* | *Generalizable* |
| *4.1.7*  *#37* | *Gender inclusion and equity goals addressing booth host communities and refugees are implemented on sectoral levels.* | *x/1* | *Aspirational* | *Generalizable* |
|  | *4.1.8*  *#38* | *The national government examines and reports on social and cultural conflicts between refugee and host community women.* | *x/1* | *Aspirational* | *Generalizable* |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ***Ecuador*** | | | | | | |
| *Objective* | *1* | *Implementing the Global Frameworks for Refugees and Development on Regional and National Levels* | | | | |
| *Outcome* | *1.1* | *Facilitating inter-governmental coherence in response to regional refugee crises. Integrating development and humanitarian programs in response to refugee crisis on international, regional, and national levels.* | | | | |
| *1.2* | *Facilitating multilateral coherence among bilateral donors or multilateral organizations in response to regional and national refugee crises.* | | | | |
| *1.3* | *Facilitating intra-governmental coherence among national ministries to integrate refugees within national development programs.* | | | | |
|  | | | | *Percentage* | ***Aspirational or in place?*** | ***Generalizable or localized?*** |
| *Metrics* | *1.1.1*  *#39* | *Regional coordination bodies ensure the representation of INGOs (International non-governmental organizations) for inter-governmental coordination practices.* | | *x/1* | *In place* | *Localized* |
| *1.1.2*  *#40* | *A regional working group exists to coordinate between organizations on regional and national levels in response to the refugee crises (e.g. GTRM)* | | *x/1* | *In place* | *Localized* |
| *1.1.3*  *#41* | *A regional working group exists to coordinate between humanitarian and development programs.* | | *x/1* | *Aspirational* | *Localized* |
| *1.2.1*  *#42* | *There is a mechanism in place to coordinate between international development and humanitarian donors* | | *x/1* | *Aspirational* | *Generalizable* |
| *1.2.2*  *#43* | *The national government is actively involved in the Global Forum on Migration and Development (GFMD).* | | *x/1* | *In place* | *Generalizable* |
| *1.3.1*  *#44* | *The national government follows regional guidelines in response to refugee and migration crises (e.g. the Quito Process)* | | *x/1* | *In place* | *Generalizable* |
| *1.3.2*  *#45* | *The national government has adopted international refugee response plans such as The Comprehensive Refugee Response Plan (CRRF) to integrate refugees and migrants within national development plans.* | | *x/1* | *Aspirational* | *Generalizable* |
| *1.3.3*  *#46* | *Intra-governmental coordination practices exist to support refugee response plans.* | | *x/1* | *Aspirational* | *Generalizable* |
| *1.3.4*  *#47* | *The national government has adopted international sustainable development programs (e.g. The 2030 Agenda for Sustainable Development* ***especially*** *the Global Compact for Refugees and Migrants)* | | *x/1* | *Aspirational* | *Generalizable* |
| *1.3.5*  *#48* | *The country reports on Sustainable Development Goals exists and has been reported to International Nongovernment Organizations in English* | | *x/1* | *Aspirational* | *Generalizable* |
| *1.3.6*  *#49* | *The national report on SDGs includes migrants, refugees, and host communities* | | *x/1* | *Aspirational* | *Generalizable* |
| *1.3.7*  *#50* | *There is evidence of inter-ministerial coordination within the national government in response to refugee crises.* | | *x/1* | *Aspirational* | *Generalizable* |
| *1.3.8*  *#51* | *There is evidence of inter-ministerial coordination within the national government to integrate humanitarian and development programs.* | | *x/1* | *Aspirational* | *Generalizable* |
|  | | | | | | |
| *Objective* | *2* | *Establishing coordination mechanisms on regional and national levels.* | | | | |
| *Outcome* | *2.1* | *Increasing accountability in refugee hosting countries and creating a support system within the region.* | | | | |
| *2.2* | *Facilitating the transition of international policies into national level governance.* | | | | |
|  | | | | *Percentage* | ***Aspirational or in place?*** | ***Generalizable or localized?*** |
| *Metrics* | *2.1.1*  *#52* | *The regional inter-agency coordination platform is established in the state government to facilitate inter-governmental coordination across refugee hosting countries in the region.* | | *x/1* | *In place* | *Localized* |
| *2.1.2*  *#53* | *The state government ministries have established coordination working groups to work with the regional coordination platform.* | | *x/1* | *Aspirational* | *Localized* |
| *2.2.1*  *#54* | *A national working group exist to coordinate between humanitarian and development programs to integrate refugees within host communities.* | | *x/1* | *Aspirational* | *Generalizable* |
| *2.2.2*  *#55* | *The national government has the resources to support coordination practices across its national ministries.* | | *x/1* | *Aspirational* | *Generalizable* |
| *2.2.3*  *#56* | *The national government has a MGI (Migration Governance Index) and collects information for yearly reports.* | | *x/1* | *Aspirational* | *Generalizable* |
|  | | | | | | |
| *Objective* | *3* | *Enhancing Data Accessibility and Transparency.* | | | | |
| *Outcome* | *3.1* | *Progress towards collective objectives are publicized and directly represents country’s available resources and capacities.* | | | | |
| *3.2* | *Institutional activities are publicized to acknowledge refugee and migrants’ rights and access to services.* | | | | |
|  | | | | *Percentage* | ***Aspirational or in place?*** | ***Generalizable or localized?*** |
| *Metrics* | *3.1.1*  *#57* | *An online regional coordination platform is available for all refugee hosting countries to publish reports, activities, and progress made towards the livelihood of refugees and host communities.* | | *x/1* | *In place* | *Generalizable* |
| *3.1.2*  *#58* | *Operational level coordination data are updated by weekly and accessed by policy makers and institutional bodies.* | | *x/1* | *Aspirational* | *Generalizable* |
| *3.1.3*  *#59* | *An online national platform exists to provide updated information regarding refugee status and integration programs.* | | *x/1* | *Aspirational* | *Generalizable* |
| *3.1.4*  *#60* | *Donor activities are transparent in that resource allocation and financial decisions are available to both humanitarian and development institutions.* | | *x/1* | *Aspirational* | *Generalizable* |
| *3.1.5*  *#61* | *Online data platforms are geo tagged for both development and humanitarian projects and their donors.* | | *x/1* | *Aspirational* | *Generalizable* |
| *3.2.1*  *#62* | *Information on refugee and migrants’ rights and available resources are distributed both online and in person for all persons of concern.* | | *x/1* | *Aspirational* | *Generalizable* |
| *3.2.2*  *#63* | *A communication working group exists to deliver information to refugees and migrants.* | | *x/1* | *Aspirational* | *Generalizable* |
|  | | | | | | |
| *Objective* | *4* | *Ensuring Governments abide by international rules to acknowledge basic legal status of refugees and asylum seekers.* | | | | |
| *Outcome* | *4.1* | *Visibility of true needs and populations in need.* | | | | |
|  | | |
| *Metrics* | *4.1.1*  *#64* | *Refugee applications procedures and rights are publicly available to refugees and migrants* | | *x/1* | *Aspirational* | *Generalizable* |
| *4.1.2*  *#65* | *Refugees and migrants are informed of their rights for health, education, work, and shelter.* | | *x/1* | *Aspirational* | *Generalizable* |
| *4.1.3*  *#66* | *The national government acknowledges all refugee and migrant rights to access resources* | | *x/1* | *Aspirational* | *Localized* |

1. [https://www.state.gov/other-policy-issues/relief-and-development-coherence/](https://www.state.gov/other-policy-issues/relief-and-development-coherence/%20)  [↑](#footnote-ref-1)
2. UNHCR’s New Way of Working <https://www.un.org/jsc/content/new-way-working#:~:text=The%20New%20Way%20of%20Working%20(NWOW)%20calls%20on%20humanitarian%20and,and%20vulnerability%20over%20multiple%20years>. [↑](#footnote-ref-2)
3. LLRD <https://www.pseau.org/outils/ouvrages/hydroconseil_wedc_linking_relief_rehabilitation_and_development_lrrd_examples_and_lessons_learned_for_the_wash_sector_2017.pdf> [↑](#footnote-ref-3)
4. Relief-Development Continuum <https://www.jstor.org/stable/24357291> [↑](#footnote-ref-4)
5. Refugee Self-Reliance Index https://www.refugeeselfreliance.org/self-reliance-index [↑](#footnote-ref-5)
6. Penn State Coherence Workshop: Partnering for Long-Term Impact in Refugee Response <https://solutionscenter.nethope.org/webinars/view/penn-state-coherence-workshop-partnering-for-long-term-impact-in-refugee-response> [↑](#footnote-ref-6)