



Reference: EO/35/2024

Geneva, 24 January 2024

Excellencies,

Thank you for supporting the Multilateral Organization Performance Assessment Network (MOPAN) in conducting the second assessment of IOM.

I welcome the findings of this institutional assessment report. It allows us to take stock of the progress IOM has made since the previous assessment 2017-2018 in strengthening our internal governance systems and enhancing operational effectiveness, and it provides clear guidance on areas which need our attention.

I am deeply encouraged by the report reconfirming the strengths of IOM and its critical role in the multilateral system. While our heavily projectized operating model has allowed the organization to be “agile, entrepreneurial, and delivery-focused,” as MOPAN has noted, our reliance on tightly earmarked funding has also limited IOM’s ability to direct resources towards anticipatory action, neglected crises and strategic priorities. The report rightly encourages IOM and our Member States to consider reforms that would allow us to better serve our collective aspiration to deliver on the promise of migration while supporting the world’s most vulnerable.

The MOPAN findings provide a valuable roadmap to guide our ongoing reform program including the identified enablers in our new Strategic Plan 2024-2028 – workforce, partnership, funding, data and evidence, learning and innovation, communication and internal systems.

IOM has already acted in response to many of the 2023 MOPAN assessment findings. For example, we have:

- made explicit reference to humanitarian principles in our new Strategic Plan,
- provided trainings to over 500 emergency staff on both humanitarian principles and humanitarian development and peace nexus,

H.E. Mr. Marc Pecsteen De Buytsverve, Ambassador, Permanent Representative of Belgium to the United Nations Office and Specialized Institutions in Geneva

H.E. Ms. Leslie E. Norton, Ambassador, Permanent Representative of Canada to the United Nations Office and Other International Organizations in Geneva

H.E. Mr. Paul Bekkers, Ambassador, Permanent Representative of the Kingdom of the Netherlands to the United Nations Organisations and Other International Organizations in Geneva

Cc: Ms. Suzanne Steensen, Head of Secretariat, Multilateral Organisation Performance Assessment Network (MOPAN)

- introduced steps to diversify resource mobilization,
- welcomed Mr. Mo Farah as IOM's first global goodwill ambassador,
- continued to invest in a new enterprise resource planning (ERP) system, which will further enhance our results-based reporting and facilitate a shift to results-based budgeting, and
- established a new position dedicated for victim care and assistance for sexual harassment victims.

With the support of Member States, governments, private donors and other partners, IOM will be able to act on the insightful and important MOPAN recommendations. Thank you for your support and help in making migration work for all.

Please accept, Excellencies, the assurances of my highest consideration.


Amy E. Pope

IOM Management Response to the MOPAN Assessment 2023

IOM welcomes the findings of the *MOPAN Assessment of International Organization for Migration (IOM), 2023*.

The Assessment enables IOM to evaluate the progress made in strengthening its systems and processes over recent years, including its response to the recommendations from the first MOPAN Assessment of IOM in 2018.

IOM welcomes MOPAN's reconfirmation that IOM is an agile, entrepreneurial, and delivery-focused organization. We are encouraged by the findings that confirm our increasingly important role in system-wide humanitarian response, our enhanced role as a policy advocate for migration including through the UN Migration Network, and on improvements in the application of financial and risk management processes.

Once again, our highly projectized operating model has been recognized as both a strength for IOM but also a key constraint. We agree that we must take further steps towards more flexible and diversified funding and we are intensifying our efforts to address this through the release of the new Strategic Plan 2024 – 2028, the formulation of a revised Strategic Results reporting framework, and taking a more deliberate approach to communicating our funding requirements.

IOM will remain a delivery-focused organization that is able to respond better and faster to complex challenges through a more decentralized structure. In 2024, we will focus on four key management-related areas:

- Strengthen institutional capacity to ensure oversight and compliance. We are creating an additional legal affairs hub in Panama, building upon structures pioneered in the Regional Offices in Nairobi and Bangkok. This will bring key legal support closer to the country offices.
- Reinforce human resources to support IOM's workforce. We need the right people in the right job at the right time. Without a strong and stable workforce, we cannot reach our full potential. This means committing to increasing geographical diversity and gender equality in staffing and investing further in capacity building for all levels of leadership, so that we work better with, and for our people.
- Strengthen information and communications technology (ICT) functions. We need fit-for purpose corporate systems that seamlessly support the delivery of our services. We are consolidating our ICT resources and creating additional decentralized support closer to our field operations.

We remain confident that we can address the areas identified as unsatisfactory in the MOPAN report without compromising our strengths, and we commit to addressing these findings through ongoing institutional reform processes. Where possible, this work will be embedded in the next phase of the Internal Governance Framework reforms (IGF 2.0) and we will also report on progress made through the Standing Committee on Programme and Finance.

While the overall tenor of the Assessment is very positive, we would also take this opportunity to comment on the 17 MOPAN micro-indicators that were found to be "unsatisfactory" as well as the two micro-indicators identified as "no evidence":

[Financial Framework and Resource Mobilization \(MI 1.3, 3.2\)](#)

Financial Framework [MI 1.3]: IOM's projectized nature remains a strength as it allows agility, entrepreneurship, and a focus on delivery. At the same time the limited amount of flexible funding available has prevented IOM from pursuing some of its own strategic priorities and adequately

preparing for anticipated needs. IOM is striving to increase unearmarked funding through investing in resource mobilization functions, strengthening its partnerships division (especially in private sector partnerships), demonstrating good stewardship of the USD 60 million secured in the 2022 budget reform, appointing the first global Goodwill Ambassador, and exploring non-traditional funding, among others.

To strengthen **Resource Mobilization [MI 3.2]**, IOM will launch a new IOM Global Appeal 2024. The Appeal is based on the new Strategic Plan and describes not only the need for funding but also how IOM will deliver on the objectives of the Strategic Plan: 1) Saving lives and protecting people on the move; 2) Driving solutions to displacement and 3) Facilitating pathways for regular migration.

Among other things, the new IOM Global Appeal 2024 aims to refocus the narrative towards institutional priorities and programmes moving beyond a focus solely on projects and operational activities. In addition, we are developing a new Resource Mobilization Strategy that is aligned with the new Strategic Plan. This strategy is being developed to guide regional and country offices on resource mobilization and to meet IOM strategic priorities that require more flexible funding. A Customer Relationship Management (CRM) tool is also being developed to facilitate greater donor engagement and knowledge building. This will be shared among all offices through the new Global Resource Mobilization Network (GRMN). The 2023-2027 Private Sector Engagement Strategy is also yielding immediate results and we have already secured USD 30 million from the private sector in 2023. This is well ahead of the target that we had set ourselves.

[Transparent Resource Allocation, Results-based Budgeting and Anticipatory Responses \(MI 4.2, 4.3, 5.6\)](#)

Results-Based Budgeting (RBB) [MI 4.3] will be made possible once a new operational ERP is launched in 2024. Through the implementation of RBB, IOM will be able to better allocate resources and to systematically engage in financial forecasting.

Diversifying funding sources and strengthening capacity for fundraising engagement with donors for unearmarked funding will also enable more **transparent resource allocation [MI 4.2]** and more flexible funding to better support **anticipatory responses [MI 5.6]**. While highly earmarked donor-funded projects allow for close collaboration on shared priorities, flexible funding is also needed for IOM to respond to crises quickly and efficiently. IOM developed the Global Crisis Response Platform (GCRP) as our primary strategic communications and comprehensive resource mobilization tool for crisis response. It serves as a centralized and up-to-date resource for the wide array of donors and partners interested in IOM's crisis response planning and associated funding requirements. The GCRP will also be expanded to support the new Global Appeal. Furthermore, IOM is currently reinforcing its preparedness capacities, particularly at the regional level, through continued engagement in OCHA-facilitated coordination networks.

Successful resource mobilization as well as increased levels of flexible or unearmarked funding will also enable the existing internal funding mechanisms, such as Migration Emergency Funding Mechanism (MEFM) and the Emergency Surge Funding Mechanism (ESFM), to be sufficiently resourced. This will ensure that these mechanisms function effectively and allow for more investments in supply chain and procurement, including the global pre-positioning of relief items.

[Staffing and Staff approaches \(MI 3.3\)](#)

Staffing [MI 3.3] Limited job security, particularly due to the use of short-term contracts, is often anchored in our projectized funding model and reliance on short-term funding. Where possible we will look to provide greater contract security to IOM staff and we have already embarked on this process. To address the under-resourced situation within the Department of Human Resources, IOM

has been utilizing internal reserved funding to address strategic HR priorities and enable various related reforms, financing additional 50+ positions in 2023. We are now moving towards a more strategic approach to workforce planning, simplifying and streamlining the numerous types of employment contracts within IOM. This will pave the way for enhanced job security, expanded access to the UN Pension Fund for more staff members, and offer clearer pathways for obtaining improved contracts within IOM. Further improvements will be made through the development and implementation of the 2024-2028 People Strategy, which is aligned to the new Strategic Plan.

[Sexual Harassment prevention \(MI 4.10\)](#)

IOM has established a framework to **address and prevent sexual harassment [MI4.10]** that meets UN and international standards. The policy on Respectful Working Environment, which addresses i) discrimination; ii) harassment, including sexual harassment; and iii) abuse of authority was revised in October 2022. This was accompanied by the release of comprehensive guidelines and followed by a 'training of trainer' program to cascade in field offices. The institutional approach to treat sexual harassment as one form of abusive conduct under a holistic policy that addresses all forms of abusive conduct, rather than have a dedicated policy on sexual harassment is considered a best practice of other UN organizations. This is in line with the recently revised policies of other UN agencies, such as the UN Secretariat, UNICEF and WFP.

This approach is also supported by an often-intertwined nature of the concepts of harassment, sexual harassment, abuse of authority and discrimination. It provides IOM personnel a singular source of information. In the absence of a separate policy document on sexual harassment, IOM will look to develop a standalone guidance that refers to the policy on Respectful Working Environment and takes a victim-centered approach. In addition, a new core-funded position, Senior Victim Care Officer, was established in the 2024 budget.

[Safeguarding Communities \(MI 2.1, 5.2\)](#)

The new IOM Strategic Plan explicitly references **humanitarian principles [MI 2.1]** and has a strong humanitarian emphasis reflecting IOM's extensive programme portfolio covering humanitarian crises and post-crisis situations. Linked to this, a technical update of the Strategic Results Framework (SRF) includes a comprehensive set of Key Performance Indicators that will facilitate monitoring and reporting on principled humanitarian programming. To increase understanding and facilitate the application of humanitarian principles and conflict sensitivity across the organization, we are providing training on International Migration Law and International Humanitarian Law. To strengthen principled partnerships and empower local frontline responders, IOM has developed training on its institutional humanitarian policy for IOM staff and implementing partners. As part of our efforts to promote humanitarian principles IOM supports an IASC pilot on humanitarian advocacy and diplomacy and provides training to staff and partners in humanitarian negotiation skills in complex crises (e.g. Afghanistan, Ukraine) in partnership with the Centre of Competence on Humanitarian Negotiation (CCHN) and the Clingendael Institute.

The IOM Humanitarian Policy formalized a principled approach to our interventions and, for the first time, clarified IOM's commitment and approaches to protection. IOM also finalized the Defining and Developing an Institutional Approach to Protection (DIAP) process that will then inform the IOM Protection Approach and Roadmap to articulate IOM's vision on protection. These efforts contribute to **conflict sensitivity and the principle of doing no harm [MI 5.2]**.

[Theory of Change, Results-Based Management, Evaluation \(MI 7.1, 7.4, 8.1\)](#)

The new Strategic Plan and accompanying Strategic Results Framework (SRF) will include a **theory of change [MI 7.1]**. Additionally, guidance will be developed before the end of the first quarter of 2024 for the new Regional and Country strategies to ensure that consistent approaches to Theories of Change are applied across the Organization.

Results-based management [MI 7.4] will become increasingly evident with the launch of the updated SRF in January 2024 that will include updated indicator guidance.

This SRF will continue to serve as the foundation of the Director General's reporting to Member States including through the Annual Report. This Report will emphasize a set of key high-level institutional indicators. Starting in 2024, efforts will be made to better utilize the dashboards of the institutional project information management system within PRIMA, which will display institutional results against priorities, using the SRF structure. With the roll-out of the new ERP in 2024 and the increased functionality of PRIMA, IOM's institutional results and contribution towards the Strategic Plan will be more systematically identified in real-time as related steps are progressively rolled out and fully digitized. The results will enable senior management to make an informed strategic direction and governance decision within IOM.

To ensure the full independence of the IOM's central evaluation function the Central Evaluation Unit is being placed within the new Office of Internal Oversight Services reporting directly to the Director General, which is part of broader changes made to **strengthen evaluation [MI 8.1]**.

[Empowering communities \(MI 6.3, 12.1\)](#)

Partnerships with national and local actors are central to achieving our shared goal and efforts to contribute to **localization [MI 6.3]**. We will emphasize empowering local actors and displaced people in the new Strategic Plan. IOM is now increasingly using implementing partners (IPs) and we have developed new policies and guidelines for this purpose. IOM supports national and local actors to lead disaster preparedness and displacement responses. We are currently working on a methodology to quantify support to local and national actors.

IOM applies a community-based planning methodology to reinforce a people-centered approach to programming in major displacement crises globally. IOM has dedicated USD 30 million for capacity development of partners and trained over 40,000 staff members across partner organizations. IOM will conduct a pilot testing of the Grand Bargain's Risk Sharing Framework in various crises responses, following which the framework will be rolled out in field offices where IOM will utilize the UN Partner Portal (UNPP).

IOM's efforts to partner with local actors are expected to contribute to **building resilience [12.1]** so that the benefits of the interventions continue beyond the life of funded projects. IOM also plans to include specific references to the financial, political and technical dimensions of sustainability in the new edition of the Project Handbook.

[Corporate Systems for Efficiency \(MI 3.4, 11.1, 11.2\)](#)

The new ERP is being designed to support business processes that are rapid, culturally appropriate, flexible, locally sourced and value for money. Existing applications will be reviewed (for integration to ERP or decommission) to avoid duplication and for an optimal use of common UN operations, premises and shared services. The 2024 launch of the ERP and integration of existing **corporate systems [MI 3.4]** will guide IOM in making an informed decision to procure centrally or locally. Such

decision-making requires pipeline visibility of end-to-end supply chain management. The ERP stock planning tools will inform global stock pre-positioning, which builds upon IOM's recent supply chain mapping exercise and a related USD 23 million investment to preposition relief items in strategic locations around the globe. The "distribution/last mile delivery" tools will help IOM improve the quality and value for money of goods and services to be purchased as well as the delivery time, whilst maintaining the benefits of local procurement. Locally managed procurement is instrumental in crisis response, and we will use the new ERP to support field offices to determine the most efficient and cost-effective options.

Cost-efficiency [MI 11.1] and timeliness **[MI 11.2]**. The new ERP will facilitate planning as well as enable us to track efficiencies through corporate indicators within the SRF's Organizational Effectiveness and the efficiency framework (OEE), which in turn is aligned to the annual UN system-wide reporting on Efficiencies. Efficiencies captured will be reported periodically (e.g. through the Annual Report, with a dedicated report/section on efficiencies produced bi-annually as per the Budget Reform resolution request).

[Cross-cutting Priorities \(KPI 9.3, 6.4\)](#)

The *2021-2030 IOM Strategy on Migration, Environment, and Climate Change* covers both **environment and climate (KPI 9.3)** and this has contributed to related achievements. Today, IOM has Regional Thematic Specialists on environment and climate change, and an active country focal point network. In November 2023 there were 173 projects contributing towards the cross-cutting issues on the environment. Looking ahead, we have identified climate migration as a key priority in the new Strategic Plan and we will promote environmental sustainability innovations as part of the cross-cutting priorities of this new Strategic Plan.

IOM has endorsed the OECD-DAC Recommendation on the **HDPN [KPI 6.4]** and issued institutional guidance on IOM's HDPN approach. IOM's Migration Crisis Operational Framework (MCOF), which was shared with Member States in June 2022, also supports the operationalization of the HDPN in at-risk, fragile and crisis settings, and applies a mobility lens to the nexus. To facilitate systemic integration of IOM's approach to HDPN, roughly 500 staff have a HDPN training and a webinar series focusing on planning across the nexus diaspora engagement, and further coordination across the nexus is being organized for 2024.