



ORGANIZATIONAL EFFECTIVENESS

IOM is principled

The International Organization for Migration (IOM) continues to be a principled, accountable and transparent organization that follows humanitarian principles, seeks gender equality and adopts a rights-based approach. It develops and applies appropriate policies to guide its internal and external operations and manages its human and financial resources in line with these policies.

Gender equality policy

In line with IOM's commitment to prevent sexual exploitation and abuse (SEA), the Gender Coordination Unit is also responsible for promoting awareness and prevention of SEA among all IOM staff.

In 2020, priority will be given to the global roll-out of new prevention of SEA training packages for IOM staff and implementing partners. Both trainings are designed in a face-to-face format, which can be delivered by the designated Gender Focal Point or other relevant staff in each mission. They are available in English, French, Spanish and Arabic.

Standards of conduct

IOM established the Ethics and Conduct Office in 2014 (now known as Office of Ethics and Conduct (OEC)). OEC promotes ethical awareness and values-based behaviour at IOM through training, communication, policy development and liaison. OEC handles conflict of interest and outside activity issues, as well as matters involving retaliation.

In 2017, IOM launched its first online training on Ethics and Standards of Conduct titled "The Values that We Share" to target all persons employed by, or working for, IOM worldwide. The training is mandatory and, as of June 2019, more than 14,400 IOM personnel have taken the training. OEC is requesting financial resources for the update and revision of this important training to reflect key changes in policies, practices and personnel that have taken place since 2017.

To help strengthen and build ethical values at IOM, OEC has conducted face-to-face training for over 3,000 of IOM's personnel in dozens of missions on the Standards of Conduct. Evaluations of the training have been overwhelmingly positive, with many participants commenting that they appreciated the opportunity to discuss complicated and pressing ethical questions with OEC. OEC also has been able to show that these value-based trainings are linked to behavioural changes. OEC needs funding to continue these effective prevention activities, in particular to cover the costs for a trainer from OEC to deliver training in high-risk missions that do not have adequate financial resources to cover the training costs themselves.

OEC seeks to expand the reach and impact of its new harassment training for managers, “Building a Respectful Workplace”. IOM’s Director General and Deputy Director General identified the urgent need for this training as a result of OEC’s 2018 survey on harassment at IOM. OEC has joined forces with the Ombudsperson and the Staff Welfare Officer in creating a holistic training to help managers identify, prevent and address harassment. The training was launched in July 2019 to positive reviews; however, OEC needs additional funding to continue the roll-out of this programme in 2020.

OEC aims to engage a specialist in adult training to develop an online training module for staff members focusing on fraud prevention. Taking into account the Organization’s new Internal Governance System and the emphasis on creating solid lines of defense, the module would provide a much-needed and requested resource for IOM field missions.

Environmental sustainability

Environmental concerns are a major challenge of our time, and organizations are expected to respect environmental sustainability principles while operating and implementing their activities. Aligned with the 2030 Agenda for Sustainable Development, the United Nations’ Climate Neutral Strategy and Strategic Plan for Sustainability Management in the United Nations System, IOM launched its institutional Environmental Sustainability Programme in 2017 based on the recognition that a healthy environment is inherently linked to the well-being and resilience of migrants and communities alike. The programme contributes to global policies, initiatives and coordination mechanisms dedicated to environmental sustainability, including the United Nations Environment Management Group, the Global Plan of Action for Sustainable Energy Solutions in Situations of Displacement and the Joint Initiative – the Coordination of Assessments for Environment in Humanitarian Action.

At the project level, an environmental marker system is currently being conceptualized to assess, manage and monitor environmental risks and impacts at the project level; this tool could be launched within IOM’s project management system, depending on the availability of funding. At the level of facilities, IOM has been gradually rolling out environmental inventories (greenhouse gas, water and waste audits) establishing a customized template in line with United Nations standards and contributing to the foundation of a baseline for environmental performance reporting.

The programme’s goal for 2020–2021 is to support the establishment of IOM’s Environmental Policy and develop the first environmental sustainability strategy in line with Phase I: Environmental Sustainability in the Area of Management of the Strategy for Sustainability Management in the UN System 2020–2030, which

is endorsed by the UN Chief Executive Board in May 2019. The strategy will provide direction for implementing IOM's Environmental Policy and a result-based framework for environmental performance management.



A young boy sails home after an afternoon of fishing off of the Carterets islands. The Carteret islands are experiencing rising sea levels due to climate change. © IOM 2016/Muse MOHAMMED

Data protection

IOM attaches great importance to the protection of all the personal data it processes. Protection of personal data of migrants, in particular, is of fundamental importance in ensuring the human right to privacy, and it is an integral part of protecting the life, integrity and human dignity of migrants. In 2018, the Global Compact for Safe, Orderly and Regular Migration highlighted that the objectives it contained relating to data collection, disclosure and use should be implemented “while upholding the right to privacy and protecting personal data”.¹

¹ United Nations, Draft outcome document of the Intergovernmental Conference to adopt the Global Compact for Safe, Orderly and Regular Migration (A/CONF.231/3) (Marrakech, 10 and 11 December 2018). Available at <https://undocs.org/A/CONF.231/3>.

It is important to keep in mind that IOM was one of the first international organizations to develop its own internal mandatory Data Protection Principles in 2009. The principles, as well as practical guidance on how to implement them in practice, are included in the IOM Data Protection Manual of 2010, which is publicly available.

Since the adoption of the Data Protection Principles, IOM has made great progress towards assuring their implementation. More and more data protection trainings are being organized for IOM offices around the world both face-to-face and in form of webinars. For instance, more than 500 staff were trained face-to-face on data protection in 2018. More practical tools (templates, checklists, infosheets) are being developed and data mappings are being conducted to clearly identify personal data flows within and outside the Organization.

In 2020, IOM is looking into updating the IOM Data Protection Manual to incorporate new technological developments and challenges. Such technologies include, for example, mobile applications, new types of biometrics, artificial intelligence and unmanned aerial vehicles. The aim is to update the practical cases in the Manual to include current technologies and increase the practical tools provided in the Manual (such as templates and checklists).

IOM strongly believes that privacy and data protection considerations need to be at the centre of all data discussions, as the risks associated with data processing may be substantial for the data subjects whose personal data are being processed through a variety of new technologies.

IOM is purposeful

In 2020, IOM will continue to demonstrate that it is a purposeful organization by ensuring that all its efforts are coherent and make an impact. Driven by results, IOM will develop and implement whole-of-organization approaches that are supported by evidence and data. Global, regional and country strategies flow logically and contribute to the achievement of complementary results and objectives. IOM helps to set the international agenda on migration and supports States to effectively govern migration through integrated approaches and advocacy for policy solutions and migrants' well-being.



IOM applies its Data Protection Principles systematically to ensure the protection of personal data of all migrants being served. © IOM 2018/Amanda MARTINEZ NERO

Results-based management

In line with the recommendations from the 2017–2018 Multilateral Organization Performance Assessment Network (MOPAN), IOM will continue to build on the progress achieved. The Organization will focus on the following:

- (a) Perform an in-depth assessment of IOM's results-based management (RBM status) (2016–2019);
- (b) Improve reporting on results linked to global commitments, such as the 2030 Agenda and the Global Compact for Migration;
- (c) Improve strategic planning at all levels of the Organization; and
- (d) Make use of results and data for enhanced evidence-based planning and performance through a visualization platform.

In addition, staff capacity on RBM will be strengthened through direct training. These will allow IOM to optimize the use of reliable information and apply RBM at corporate, local, strategic and programmatic levels.

Monitoring and evaluation

IOM has developed a three-pronged monitoring and evaluation strategy in 2018–2020 to ensure that it effectively contributes to assessing and improving the Organization’s overall performance, accountability and learning through evidence-based approaches. The monitoring and evaluation strategy aims to ensure the following:

- (a) IOM regional and country offices and Headquarters have a standardized and institutionally sound approach to monitoring and evaluation;
- (b) IOM uses monitoring and evaluation to support RBM implementation, accountability, organizational learning and decision-making; and
- (c) IOM staff have increased capacity and resources to conduct monitoring and evaluation activities.

The central evaluation office works closely with the regional monitoring and evaluation officers to strengthen monitoring and evaluation support worldwide. Since 2018, staff capacity development was the main focus, together with developing organizational technical guidance (such as on conducting reviews, mainstreaming gender in evaluation and quality assurance of evaluations). In 2019, a repository of all existing evaluations was developed and became accessible to IOM staff.



In 2020, IOM will focus on institutional learning, making related evaluative approaches and performance measurements more accessible to IOM staff and better integrated into organizational accountability and learning, deriving from previous interventions and strategic approaches. Moreover, as IOM’s organizational effectiveness is linked to having strong accountability and learning mechanisms in place, IOM will also seek to strengthen mechanisms to track and address evaluation recommendations across thematic areas.

Furthermore, IOM will continue supporting capacity development efforts, notably through the roll-out of internal evaluator trainings in French and Spanish. The same support will also be continued for the implementation in the three official IOM languages of the facilitated e-learning monitoring and evaluation course.

A peer review of IOM’s evaluation function will be undertaken by the United Nations Evaluation Group in 2020, including the status of implementation of the monitoring and evaluation strategy and the conduct of evaluations by the IOM Central Evaluation function.

It is important to highlight that IOM's Development Fund projects also include an ex-post evaluation that is conducted six to twelve months following the completion of the project. These evaluations promote transparency and accountability that will assist the Fund in its decision-making such as on the use of the seed funding, on project management and to fine-tune interpretation and categorization of the funding criteria and overall regional disbursement strategies. Furthermore, all projects are required to develop a results monitoring framework within the first month of project implementation. The framework is the basis for the results-oriented planning and reporting of the project. It is key for a systematic assessment of the extent to which objectives have been implemented and achieved by means of a comparison between target and actual performance.

Knowledge management

Over the past two decades, IOM has experienced exponential growth and emerged as a global leader on migration and the agency of choice for States wishing to respond more effectively to the shifting dynamics of migration. As IOM Member States have come to rely more heavily on IOM's expertise in the field of migration, concomitant calls for the Organization to improve its policy capacity, particularly at the Headquarters level, have grown louder and more frequent. The development of global frameworks that include, or have as their sole focus, international migration, coupled with IOM's entry into the UN system as a related organization, have only accentuated this need. The need for the Organization to invest in its policy and knowledge management capacity at the Headquarters level was also a prominent theme of the MOPAN 2017–2018 assessment of IOM.

In response, on 1 April 2019, Director General António Vitorino formally launched the IOM Policy Hub (the Hub) as a unit within the Office of the Director General. The Hub is focusing on two priority areas that underpin the development of sound policy and are among those highlighted in the MOPAN assessment, namely improving migration data and policy-related knowledge management. The Hub will have a key role in helping the Organization to better serve both its beneficiaries and benefactors by helping to generate a learning culture, enhancing coherence within IOM and consolidating its migration policy capacity. The Hub's two key objectives are as follows:

- (a) Act as a catalyst to promote effective collection, analysis and exchange of policy-relevant data and knowledge within IOM and their use in the development of IOM migration policy perspectives and advice; and
- (b) Facilitate the development of institutional strategic migration policy advice based on knowledge and perspectives from across the Organization.

In pursuit of these two objectives, the Hub is developing new mechanisms to foster migration policy knowledge management and facilitate strategic policy coordination. It also manages internal processes for developing strategic policy advice that is based on IOM's own unique experiences on the ground to more consistently engage with States and other stakeholders.

In 2020, the Hub will continue its work on helping the Organization to develop a common approach to migration data. The development by the end of 2019 of a broad ranging migration data strategy that will seek to address long-standing questions, including about IOM's role, functions and value-add in the context of the international community's efforts to generate and analyse migration data, will lay the foundation for what further action needs to be taken on this front.

Knowledge management work already underway will be continued and built upon in 2020. Work is currently ongoing to develop and deliver consolidated migration governance frameworks training to IOM staff. Another important initiative already in place is the development and roll-out of IOM's Migration Policy Repository, which is a knowledge resource for IOM staff that provides an online platform to register, share and search for IOM migration policy-related documents and policy support work of the Organization. Once the Repository is fully developed (including quality assurance), mechanisms will be developed to make relevant elements publicly available. The Hub will also continue to lead and coordinate IOM-wide discussions on knowledge management more generally, including as a means of identifying existing, as well as new and innovative knowledge management initiatives that IOM could benefit from.

IOM is prepared

IOM takes proactive measures to ensure that it can fulfil its purpose and deliver on its intended results. These measures include the following: (a) sound financial and human resources management policies and practices; (b) appropriate risk management strategies; (c) knowledge management and a commitment to apply lessons learned to enhance organizational effectiveness; (d) commitment to expanding financial resources, including through flexible funding arrangements; and (e) expanding its membership and partnerships.

The IOM Development Fund



Source: <https://developmentfund.iom.int/sites/default/files/document/IDF%20Info%20Sheet%20EN.pdf>.

The IOM Development Fund provides a unique global resource aimed at supporting developing Member States in their efforts to strengthen their migration management capacity. With over 750 projects implemented in more than 123 countries worldwide, the IOM Development Fund is successfully addressing the capacity building needs of eligible Member States by providing essential “seed funding” for innovative projects. Maintaining an appropriate regional balance and ensuring equitable access for all eligible Member States are key criteria for the selection of projects.

Priority projects in the various IOM areas of activity, including relevant research and feasibility studies, are identified by Member States in coordination with IOM offices worldwide.

In 2019, with a budget of USD 16 million, the IOM Development Fund financed capacity-building projects, which range from piloting a volunteering programme for youth from the Malagasy diaspora for the development for their country of origin to strengthening migration management in the Marshall Islands, as well as developing a migration profile in Guyana for evidence-based policymaking.

As the number of requests from eligible Member States for worthwhile initiatives continues to increase, IOM seeks additional support. Having been traditionally funded entirely by contributions from Member States, the IOM Development Fund also aims to reach out to the general public to generate even broader engagement on migration topics and further increase its fundraising potential. The goal is to expand the fund to USD 20 million to respond to the growing needs of Member States.

To learn more about the IOM Development Fund and further explore the initiatives it supports, please visit the IOM Development Fund website at <https://developmentfund.iom.int/>.

Regional support towards optimal delivery of services

In 2020, the regional offices will continue to provide tailored thematic inputs and policy guidance support to country offices. Key areas of support will include the following: (a) project development, review and endorsement, monitoring and evaluation, and reporting; (b) knowledge management; (c) resource mobilization; and (d) policy advice. Furthermore, the regional offices will provide support for external capacity-building initiatives (such as conferences, trainings and technical presentations) and review of key strategic documents, both internal and external, such as IOM country strategies and national migration strategies.

Human resources

While IOM has many talented staff, their identification and placement is currently done by traditional interviews and reactive in nature, over-reliant on networking and does not necessarily guarantee that the most qualified and competent candidates are identified and considered.

In 2020, to attract talent and increase diversity in leadership roles, IOM aims to establish a Pathway Pool that will serve as a roster of expert candidates. Initially, the tool will focus on establishing a roster for Chief of Missions and Resource Mobilization Officers and progressively incorporate expert post. The Pathway Pool will generate, through a rigorous assessment exercise, a list of qualified candidates able to transform, inspire and deliver high-impact and sustained results in the new migration landscape. The roster will also enhance the ability of the Organization to expedite deployment.

IOM will be launching a revised performance management policy in January 2020. The implementation of the new policy is strongly dependent on a more modern and dynamic Staff Evaluation System solution that can be easily adapted to the changing needs of the Organization. A system upgrade is required to enable a more effective performance evaluation process through improvements, such as the introduction of multi-rater feedback, alignment with corporate goals and enhanced reporting capabilities.

IOM has developed a new human resources strategy to be implemented from 2020 to 2025. To finalize and launch the strategy, various activities are required to design and produce the final documents and ensure adequate dissemination to staff.

In the context of mobility and leadership development, IOM is proposing the implementation of a Fast Track programme that would be named Emerging Leaders for Migration (EL4M). This programme will complement the Pathways Pool initiative and provide an entry point for mid-career professionals, as well as a career advancement opportunity for IOM junior staff members.

Candidates would complete a highly competitive recruitment process, and those selected would benefit from mission assignments as well as special training, coaching and mentoring. This programme would enable skills, competencies and knowledge advance opportunities to IOM staff.

The Young Emerging Talent Initiative (YETI) programme is a career support programme aimed at bringing external, fresh and innovative insight to IOM's programme and activities. Through this objective, professional migrants (25 years and under) with a track record in advocacy, action and impact in their home/migrant constituencies will be selected to receive a three-month training in leadership and communication skills, as well as mentoring, external coaching and peer support.

Office of the Ombudsperson

In 2020, IOM will continue to strengthen conflict prevention and resolution with the aim to boost morale and staff productivity. Guided by the Office of the Ombudsperson Charter, the vision of the Organization, the guiding principles of IOM's new internal governance system, IOM will carry out a series of activities aimed at reducing the risks associated with protracted conflict and disrespectful behaviour or poorly managed conflicts. This will be operationalized through workshops, webinars and training of Respectful Workplace Focal Points, as well as coordination with other departments involved in the conflict management system (Ethics Committee) on a systemic level to educate leaders at IOM. Throughout 2020, the Ombudsperson will seek to promote its offices as a place for informal conflict resolution.

Information technology

In 2020, IOM, through its Information, Communications and Technology Division (ICT), will continue its efforts to realize its three-year strategic priorities that focus on excelling at the basics by providing a high-performing and resilient information technology environment for IOM, ensuring value for money by being selective and agile in implementing standard technology, and delivering fast, flexible and friendly solutions for IOM's business operations. A series of initiatives that partner with the business will focus on an organization-wide business transformation programme that aims for the following: (a) modernize operations and core human resources and financial services; (b) strengthen data, knowledge, information and learning;

and (c) upgrade infrastructure as well as digitize the IOM workspace. Within the ICT Division, initiatives that will modernize the information, communications and technology operating model are planned so that the ICT Division continues to deliver value to the Organization by contributing to organizational effectiveness, ensuring client responsiveness and managing risks.



Health screening post in Chanika, Uganda. © IOM 2019/Muse MOHAMMED