



## PRINCIPLE 3

Developing strong partnerships

## Global partnerships

Migration is the focus of various multi-stakeholder partnerships at the global level. These include global initiatives addressing migration and Inter-State Consultation Mechanisms on Migration (ISCMs).

ISCMs are State-led, non-binding, ongoing information-sharing and policy dialogues among those States with an interest in promoting cooperation in the field of migration. ISCMs can have a global focus and membership (global dialogues on migration), as well as interregional (interregional fora) or regional consultative processes on migration (RCPs).

In 2020, IOM will continue to promote, facilitate and support regional intraregional and global debate on migration, including through its support to regional, interregional and global consultative processes and dialogues (ISCMs), as well as the International Dialogue on Migration (IDM); and through the implementation and follow-up of the main global initiatives with a focus on migration, such as the Global Compact for Safe, Orderly and Regular Migration, the Global Compact on Refugees, the 2030 Agenda for Sustainable Development and others. Furthermore, IOM support to ISCMs will include engagement in migration data analysis, international migration law principles and on the Global Compact for Migration's implementation, follow-up and review. The newly developed *Essentials of Migration Management* modules will be tested with ISCMs.

### *Global processes on migration*

Since 2005, IOM has been researching and facilitating information exchange among all ISCMs. It maintains an ISCMs web page<sup>6</sup> and regularly hosts the global meeting of the chairs and secretariats of all regional, interregional and global consultative processes (GRCP) to foster synergies and mutual exchanges on various migration topics. Preparatory work for the Ninth Global Meeting of Inter-State Consultation Mechanisms on Migration (GRCP 9) planned for 2021 will start in 2020, building on the 2019 ISCM assessment on synergies among ISCMs' sustainability and the formulation of collective positions and approaches to current developments in migration governance.

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<sup>6</sup> See [www.iom.int/inter-state-consultation-mechanisms-migration](http://www.iom.int/inter-state-consultation-mechanisms-migration).

IOM will continue its support to global processes on migration: it is an observer to the main State-led global process on migration, the Global Forum on Migration and Development (GFMD), and hosts its Secretariat. In 2020, IOM stands ready to provide technical guidance to the GFMD Chair and Member States, contribute to GFMD papers and events (including the GFMD Summit) and facilitate synergies between the GFMD and other ISCMs (RCPs and interregional forums on migration (IRFs)).



IOM's 109th Council session held a number of keynote addresses and panel discussions on migration themes. © IOM 2018/Muse MOHAMMED

### *International Dialogue on Migration*

Twice per year, IOM holds the IDM, a global multi-stakeholder forum for connecting representatives of different sectors to promote an informal and genuine exchange of best practice experiences and perspectives on contemporary migration matters with a view to identifying practical solutions and fostering greater cooperation.

Building inclusive and effective partnerships is one of the pillars of the IDM since its inception, in acknowledgement of the fact that coordination between State and non-State actors at all levels – global, regional, national and local – is key to good migration governance. Participants at the IDM have reported that the dialogues allowed them to identify new partners and areas for collaboration.

In 2019, the IDM focused on youth and migration. Engaging with the youth is a priority for IOM, IDM 2019 being part of the Organization’s Youth Action Plan, aligned with the UN Youth Strategy and the 2030 Agenda. The dialogue aims at gathering knowledge and expertise, facilitating evidence-based global awareness on youth and migration and encouraging collaboration and partnership between youth and key actors in migration and related policy areas. The first session of the year was held in New York on 28 February 2019 as part of the “migration week”, which also involved the events organized by the president of the United Nations General Assembly and the United Nations Department of Economic and Social Affairs (UN DESA). It gathered ministers, youth delegates and other policymakers together with the president of the United Nations General Assembly, United Nations Secretary-General’s Envoy on Youth and the first African Union Youth Envoy met to discuss the role of youth in determining the future of migration governance around the world. The second session was held on 15–16 October 2019 in Geneva. The expected outcome of the IDM 2019 discussions, captured in the IDM Red Book, will consist of good practices, lessons learned and recommendations that governments and other partners can employ in designing appropriate policies to manage youth migration and youth engagement in sustainable development strategies. The Red Book will be made available to all contributors and participants and beyond. IDM 2019 key learnings will be conveyed to the UN Envoy on Youth and contribute to the overall UN effort towards youth, migration and development issues.

In 2020, the IDM will continue to prioritize and promote international cooperation on a full range of migration issues and their link with relevant areas between all concerned actors. As such, according to its yearly practice, the IDM will provide a global and inclusive forum for discussions on topics that are timely and of interest for IOM’s membership and beyond, for States, relevant actors in migration and related sectors and the global community of experts and stakeholders.

## Regional and interregional partnerships

### *Interregional forums on migration*

In 2020, IOM will continue to facilitate the work of various interregional consultative processes and forums by providing technical expertise and policy guidance, including guidance on agenda formulation, presentations at ISCM events, ISCM meeting

organization, facilitation of synergies among ISCMs and other regional partners; targeted projects in support of individual ICSCMs, analysis, research and publications. It will continue acting as technical secretariat for the following IRFs: (a) Bali Process; (b) Ibero-American Network of Migration Authorities; and (c) Pan-African Forum on Migration. It will continue to administratively host the Intergovernmental Consultations on Migration, Asylum and Refugees (IGC) Secretariat.



The Eighth Global Meeting of Inter-State Consultation Mechanisms on Migration (GRCP 8). © IOM 2019/Alina HOVHANNISYAN

## Regional consultative processes on migration

RCPs on migration are State-led, ongoing, regional information-sharing and policy dialogues dedicated to discussing specific migration issue(s) in a cooperative manner among States from an agreed (usually geographical) region, and may either be officially associated with formal regional institutions, or be informal and non-binding. In 2020, IOM will continue acting as technical secretariat for the following RCPs: (a) African Union–Horn of Africa Initiative on Human Trafficking and Smuggling of Migrants (AU HoAI); (b) Almaty Process on Refugee Protection and International Migration; (c) Caribbean Migration Consultations (CMC); (d) Central American

Commission of Migration Directors (OCAM); (e) Eastern Partnership Panel on Migration, Mobility and Integrated Border Management; (f) Migration Dialogue for Southern Africa (MIDSA); (g) Regional Consultative Process on Overseas Employment and Contractual Labour for Countries of Origin in Asia (Colombo Process) (h) South American Conference on Migration (SACM) or Lima Process. IOM will continue to administratively host the Regional Conference on Migration (RCM) Secretariat and support the Colombo Process Secretariat, piloting operational initiatives and hosting regular meetings of the Expert Group among the Colombo Process member States' Permanent Missions in Geneva.

## Intergovernmental organizations including the UN

Intergovernmental organizations (IGOs) are comprised of a membership of sovereign States and usually established based on a treaty or charter that sets out the scope and parameters of their functions. IGOs, both those in the UN System and non-UN entities, are important players in migration governance. IOM partners with a wide array of IGOs in various migration-related initiatives. There are 77 IGOs (including 33 from the UN system) that hold observer status in the IOM Council. IOM has global-level and project-related agreement with numerous IGOs; partnership also takes the form of exchange of information and data, joint advocacy, public awareness, capacity-building, publications and others.

In 2020, IOM will further strengthen operational partnerships in the field and seek out new and innovative collaborations with different sectors. IOM is currently undertaking in-depth reviews of the strengths and weaknesses in collaboration with key UN and non-UN partners, which also include the civil society, the private sector, local and regional government and the media. The thematic coverage of these partnership agreements (often memorandums of understanding) is broad, including cooperation across the three UN pillars – human rights, development and peace and security.

In addition, the UN Migration Network, for which IOM has been the coordinator and Secretariat since 2018, will provide a unique opportunity for IOM to further consolidate strong partnerships across the UN system.



IOM and UNHCR staff assist beneficiaries arriving in Brazil from El Salvador and Honduras.  
© IOM 2019/Caroline FIGUEIRA FERRAZ

## ***United Nations Development Assistance Frameworks***

IOM will further its effort to support the implementation of the UN Development System reforms, and it is among the 10 largest contributors to the UN cost-sharing mechanism for the Resident Coordinator system. As a member of all UN Country Teams, at the regional level, the Organization will continue to participate in the six regional teams of the United Nations Sustainable Development Group (UNSDG), for one of which it currently serves as chair. At the global level, IOM regularly participates in the meetings of the Chief Executives Board for Coordination, the UNSDG meetings and the Joint Steering Committee to Advance Humanitarian and Development Collaboration. Through its participation in the results groups, IOM expects to share good practices gathered from its operational presence and programme work in the field with other UN entities for a mutually fruitful exchange. The Organization will strengthen its ability in the field and at Headquarters to apply specialized expertise on integrating migration-related development outcomes in UN strategy documents, such as the UN Sustainable Development Cooperation Framework. In addition, IOM staff need to strengthen their presence in inter-agency task forces and enhance their skills to support regional and country offices in articulating how their work contributes to the implementation of the Sustainable Development Goals (SDGs), as well as the Global Compact for Migration.

## UN cooperation

In 2020, IOM will continue to work towards safe, orderly and dignified migration. IOM will continue to be operationally effective across the globe, capable of responding quickly to the needs of migrants, and the governments that host them, in pursuance of safe, regular and orderly migration through the objectives and principles of the Migration Governance Framework (MiGOF). IOM will be present on the ground and work closely with other UN agencies and partners to deliver key commitments of the next decade as part of the ongoing UN reform.

Furthermore, as a member of the United Nations Evaluation Group (UNEG), IOM continues to work closely with evaluation counterparts in other UN agencies. The Organization is committed to conducting joint evaluations to maximize interagency efforts and improve results.

## National and local governments

While it is at the national level that policymaking on migration governance tends to take place, a national-only approach fails to consider that it is at the community level where the development impact of migration is most profoundly felt. Indeed, migrants tend to migrate from the same territory in the country of origin to the same territory in the country of destination, creating very unique migratory dynamics even within one country. It is therefore also just as important to continue to support Member States in mapping and studying how migration affects development and vice versa at the community level to mainstream migration into community development plans for a more cohesive society. For example, this means supporting the development of local migration profiles and community mapping exercises to facilitate this. In addition, IOM will continue to support its Member States in strengthening the capacities of their community leaders and subnational authorities to reduce economic, social and environmental challenges that migrants face to promote a more inclusive human development. This includes providing and delivering training tools and training sessions and setting up community-based protection mechanisms that are inclusive of migrants, as well as supporting local–national coordination whereby local and regional authorities can feed their expertise and knowledge into national policymaking for more responsive and pertinent national policies that can, in turn, be successfully implemented at the local level.



## IOM BRINGS CULTURAL LEADERS TO PEACEBUILDING TALKS IN ETHIOPIA

Aba Gedas are highly respected “cultural leaders” in the Oromia region and Gedeo zone in Ethiopia. On 24 August 2019, IOM brought them together with officials from the country’s Gedeo and West Guji zones for a discussion on statutory peacebuilding. The talks focused on how future conflicts could be prevented, improving social cohesion in Gedeo–West Guji and familiarizing community actors with components of statutory peacebuilding.

IOM also believes in a participatory approach whereby migrants and diaspora can participate in community development with other members. IOM will maintain its support for Member States to facilitate migrant and diaspora participation in development processes. This can take the form of technical assistance to support diaspora and migrant communities’ associations, organize, collectively bargain and advocate for their rights and support governments to set up platforms for consultation and community participation. IOM also promotes a whole-of-society approach, ensuring that any services or projects consider and include the entire community and not only migrants and their families, thus avoiding potential tensions and ensuring that efforts benefit everyone. Examples include establishing community-based associations to facilitate the pooling of migrant remittances for local community development projects, and matching migrants’ remittances with international funds to develop small-scale businesses.

IOM has also been a long-standing partner behind the yearly Global Mayoral Forum on Human Mobility, Migration and Development. This forum is a city-led dialogue on migration and development, supported by local, regional and international partners. It provides an incubating space where local leaders can build partnerships and share knowledge and inventive solutions for governing migration, protecting rights and promoting inclusive urban economic growth. Thanks to a continued rapprochement between this forum and the State-led GFMD, a mayors’ mechanism has now been established as an official part of the GFMD, supported by IOM, the Mayors Migration Council and United Cities and Local Governments. This will serve to ensure local and regional authorities’ active participation in the GFMD, fostering vertical coordination and coherence. IOM will continue to support the mayoral forum and the mechanism to ensure local and regional authorities are recognized as key partners in migration governance and given a voice in national- and global-level dialogues.

## Civil society

IOM refers to civil society as the range of formal and informal organizations and actors in society that advance a collective interest and are distinct from the public and corporate sectors. IOM's civil society partners include

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In 2018, **85 per cent** of IOM's offices engaged with civil society actors.  
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the following: (a) non-governmental organizations (NGOs), with an organized structure or activity, commonly registered entities, including local and international NGOs, regional or thematic NGO networks, diaspora communities or groups; (b) faith-based organizations; (c) trade unions and professional associations; (d) the International Red Cross and Red Crescent Movement; (e) researchers, including academia, think tanks, independent researchers and research institutions; (f) media, including diaspora media; (g) philanthropic foundations and funds; and (h) emerging actors of civil society (such as online groups and social media communities).

IOM forges partnerships with thousands of organizations across the globe, including NGO consortia, through joint projects. In addition to direct project implementation arrangements, over the years and in many countries, IOM also engages with civil society on policy dialogue, programmatic and thematic consultations, research and capacity-building; civil society organizations represent half of all observers to the IOM Council. Information-sharing sessions are organized at IOM Headquarters with virtual participation from civil society representatives across the globe; separate civil society consultations on migration governance and humanitarian matters are also held annually either in Geneva or at field level.

In 2019, IOM undertook an assessment of its engagement with civil society in streamlining modalities of work in order to pursue cost-efficient, effective and sustainable partnerships.

In 2020, IOM plans to build on the 2019 assessment and develop an institutional approach to engagement with an ever-growing civil society sector that builds on common experiences and also facilitates exchanges, due diligence approaches and reporting, with the overall aim of supporting strategic, meaningful, principled and sustainable engagement. IOM will continue to hold regular information exchanges with civil society representatives globally and separate annual consultations on humanitarian programming and migration governance, while also building regional and country offices' capacities to replicate such dialogues. As a means to systematically manage relationships with civil society stakeholders across the globe, IOM plans to develop an online management solution for streamlining workflows among all its offices and at the Headquarters to improve and facilitate internal processes, including vetting and selection criteria for partnerships, information-sharing and enhanced communication with stakeholders.

## ***Upholding the protection principles through partnership and coordination***

In line with IOM's Humanitarian Policy – Principles for Humanitarian Action – IOM will continue to forge and ensure partnerships and coordination while carrying out protection activities as part of humanitarian action. This entails IOM's acknowledgement of the complementarity of roles and responsibilities among humanitarian actors in the following: (a) contribution to protection outcomes; (b) identification and use of all available tools to effectively protect those affected in humanitarian settings; and (c) recognition of the role and contribution of other relevant actors, such as peacekeeping and political missions and development actors to achieve protection goals and develop durable solutions.

Effective migration governance requires partnerships to broaden the understanding of migration and develop comprehensive and effective approaches.

IOM works with partners in the international community to assist in meeting the growing operational challenges of migration, advance understanding of migration issues, encourage social and economic development through migration and uphold the well-being and human rights of migrants.

In 2020, IOM will continue engaging with a wide range of partners – national and local governments, intergovernmental organizations, civil society and migrants, ISCMs on migration, political and economic unions, parliamentary unions and others – for improving policy coherence and cooperative approaches on migration management and pursuing good migration governance to assist in the search for practical solutions to migration problems and provide humanitarian assistance to migrants in need, including refugees and internally displaced persons.

## **Partnerships with diaspora and transnational communities**

IOM and partners have been active in facilitating diaspora engagement for many years, through the following: (a) convening regional and global fora, such as the 2013 Ministerial Conference or 2018 Council of Europe Parliamentary Network Workshop in Geneva; (b) developing common tools and methodologies, such as the Handbook on Diaspora Engagement, IOM's overarching framework, 3E – enable, engage and empower; and (c) implementing concrete initiatives in specific countries and regions. The modern era of digitalization creates new opportunities and modalities for a more efficient and effective diaspora engagement, enabling larger scope and impact, easier scaling-up and stronger sustainability.

IOM has started embracing new opportunities created by the Fourth Industrial Revolution by piloting novel forms of collaboration with diaspora communities at national, regional and global levels, as well as collecting relevant data and monitoring impact. One such unique initiative aimed at global-level knowledge consolidation and collaboration is an online platform, [IDiaspora.org](https://www.idiaspora.org), that was officially launched in October 2018.

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#### **iDIASPORA**

is a global engagement and knowledge exchange hub for diaspora communities and those looking to engage with them. It provides comprehensive, regularly updated data and analysis relevant to diaspora communities, policymakers and NGO actors, and showcases successful diaspora actions and partnerships.

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IOM will continue working to support the development of the [IDiaspora.org](https://www.idiaspora.org) platform, which will help contribute to the empowerment of transnational communities of all genders, governments and development cooperation partners in becoming more effective in their partnership on development in the era of digitalization. Specifically, in the true spirit of partnership, the work will focus on facilitating several outcomes: first, IOM Member States, partner governments and international actors will leverage digitalized resources to inform evidence-based policy, programme development and implementation on diaspora engagement. Second, men and women of transnational communities and their organizations will start to effectively utilize information technology and digitalized resources to mobilize themselves as development actors in their communities of origin and destination.

### **PROMOTION OF DIASPORA CONTRIBUTIONS**

The Programme 3x1 (“Programa 3x1 para migrantes”) aims to encourage Mexican migrants living abroad to contribute to the development of social infrastructure in their hometown communities. The programme provides a useful tool for federal, State and municipal governments to channel collective remittances towards social development projects that benefit migrant communities with high levels of poverty or marginalization. Contributions sent by migrants through hometown associations to finance local development projects is multiplied by three by the federal, State and municipal governments. It also aims to strengthen civil society–government partnership and reinforce Mexican communities’ networks abroad with their hometowns.

## *Private sector and innovation*

Over the past decade, migration-related challenges have grown increasingly complex and far exceed the capacity of traditional actors, such as official development aid providers. It is nearly impossible to make migration work for all without governments, UN agencies, civil society organizations and the private sector coming together. IOM recognizes businesses and foundations as both partners and important stakeholders that offer unique skills, knowledge and expertise in tackling today's pressing migration challenges, and therefore, seeks to develop long-term transformative partnerships with the private sector to improve the lives of communities worldwide.

In order to further strengthen institutional capacity in effectively engaging the private sector in IOM's operations, in 2020, IOM will support activities with the potential of making the greatest impact possible in innovation and resource mobilization vis-à-vis economic, social and political dimensions of development worldwide.

Fundraising campaigns in collaboration with the private sector, the United States of America for IOM and IOM's regional and country offices will be continued. Through an integrated communications campaign using both traditional and social media, IOM will design and publish compelling, high-quality and empowering audiovisual content, focusing on the resilience, endurance and strength of IOM's beneficiaries. Additionally, IOM will continue to organize face-to-face trainings for IOM staff members in regional and country offices to enable participants to the following: (a) further strengthen partnerships at the country level; (b) exchange of good practices; (c) address knowledge gaps; and (d) increase the effectiveness of existing efforts in private sector partnership-building.

IOM will be supporting country offices in organizing round-table meetings that will seek to identify and develop strategic partnerships with the private sector. These events will bring together private sector actors that already contribute or have the potential to contribute to IOM initiatives. Complementarily, IOM will organize study tours for the private sector to help the latter gain first-hand knowledge, and understand the ways in which and to what extent IOM brings effective solutions to key migration challenges in humanitarian contexts, how the Organization protects and assists people in vulnerable situations, how it contributes to the achievement of the SDGs and the objectives of the Global Compact for Migration, among others, and thus would play particularly an important role in facilitating identification of concrete areas of cooperation with the private sector.

Recognizing the need to be more coordinated in engagement and outreach to the private sector and civil society stakeholders, in 2020, IOM will facilitate the development of a knowledge management tool, the customer relationship management (CRM) system. The CRM will assist IOM in the streamlining of key partnership related processes and coordination and tracking of engagements with external partners.

Lastly, IOM will lead the development of IOM's second Private Sector Partnerships Strategy 2021–2025 in line with the IOM Strategic Vision and IOM Strategic Landscape, building on the results achieved and lessons learned during the implementation of the first strategy implemented in 2016–2020.



When used in the right context and coupled with appropriate programming, cash-based interventions (CBI) constitute an effective and efficient response option that empowers affected individuals and communities and contributes to restoring local economies. © IOM 2019/Julie BATULA