

# KNOWLEDGE MANAGEMENT STRATEGY

2024-2028

EXECUTIVE SUMMARY

A quality knowledge management system is a key institutional strength for IOM, leveraging knowledge to ensure that it remains an agile and fit-for-purpose organization in a rapidly changing migration landscape. This is underscored in the *IOM Strategic Plan 2024–2028*, which highlights learning as one of the key enablers to realizing the vision of IOM and contributing to the achievement of the SDGs and the objectives of the Global Compact for Safe, Orderly and Regular Migration (also referred to as the Global Compact for Migration). Emphasizing the importance of knowledge management in ensuring the wisdom, expertise and innovative thinking of IOM are applied for the benefit of migrants, their communities and societies, the *Knowledge Management Strategy 2024–2028* also underlines knowledge-sharing and collaboration with diverse stakeholders as central to supporting the Organization’s vision of fulfilling the potential of migration, while supporting the world’s most vulnerable. By leveraging knowledge effectively, IOM can enhance its impact, influence and contributions to address the complex challenges of migration and foster positive outcomes for all stakeholders involved.

Building on and leveraging the inputs from the knowledge management specialists of IOM around the globe and the Working Group on Knowledge Management and Innovation, this Strategy sets the way forward for a dynamic and coordinated knowledge management approach. The overarching objective

of this Strategy is for IOM to leverage cutting-edge knowledge and strategic insight to benefit migrants and societies. Migration has an immense potential to drive sustainable development. The goal seeks to use the collective knowledge of IOM to reshape narratives and perceptions surrounding migration, promoting its positive contributions across economic, social and cultural dimensions, while supporting the world’s most vulnerable. It also reflects the mandate of the Organization to advance the well-being of migrants and support States and societies in facilitating safe, orderly and regular migration. Taking on a strategic and forward-looking approach to knowledge management, IOM has and will continue to spearhead initiatives in the areas of horizon scanning, foresight and trends analysis, including emerging issues.

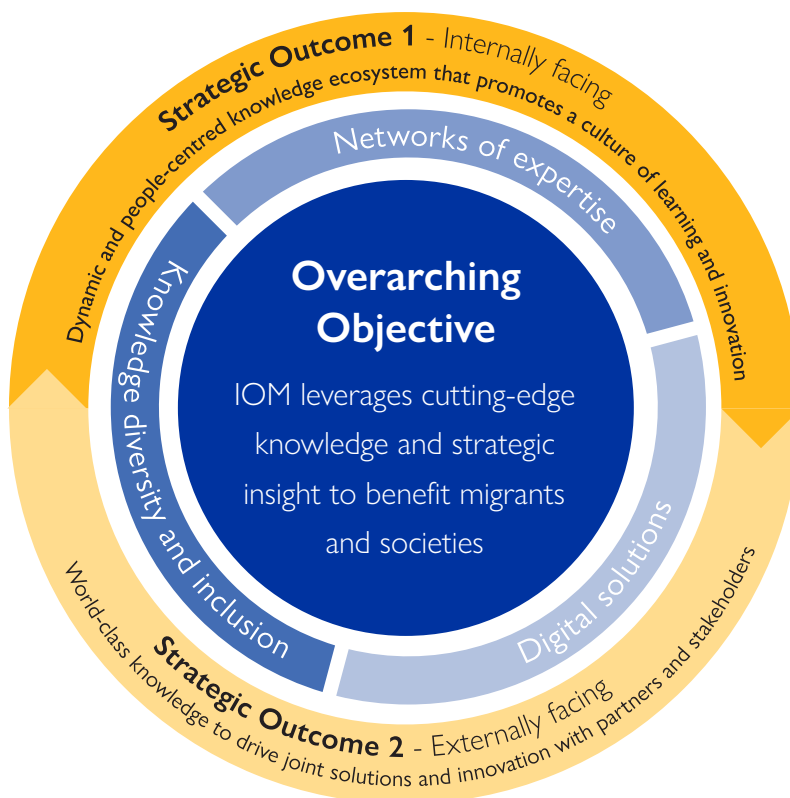
To achieve the objective, IOM will develop a dynamic and people-centred knowledge ecosystem that promotes a culture of learning and innovation. This will be underpinned by enhanced knowledge governance and digital solutions. The knowledge ecosystem enables collective knowledge to translate into inclusive, rights- and evidence-based migration policy and interventions that save lives and protect people on the move, drive solutions to displacement and facilitate regular migration pathways. A knowledge ecosystem is a complex network of interconnected ideas, resources and people that together create and share knowledge. Its goal is to enable the efficient and

effective flow of knowledge throughout the system to foster innovation and create added value for IOM partners and stakeholders. The Organization will not only consolidate and expand its compendium of good practices and innovation, but also use it more systematically and effectively to enhance results towards good migration governance and advance the socioeconomic well-being of migrants, their families, their communities and societies.

Additionally, IOM will provide world-class knowledge to drive transformative solutions and innovation with partners and stakeholders. The Organization will leverage experience from its own work and that of partners, to bring about joint solutions and innovation that address challenges and maximize opportunities in migration. The trusted knowledge and analysis of

IOM will support and protect people on the move, while informing the development and implementation of humanitarian displacement solutions in a timely manner and contributing to sustainable development of all communities through safe, orderly and regular migration. In its role as a thought leader, IOM will share its experience and expertise with other United Nations agencies and partners, as well as academia and the private sector, to drive forward-looking knowledge and practices in the field of migration. As learning is a two-way journey, the Organization will maximize opportunities for co-learning and inspiration, so that joint solutions can be developed with partners to better address pressing development challenges and accelerate progress towards more sustainable, equitable and inclusive societies.

**Figure 1. Knowledge management strategy architecture**



Source: Original elaboration by the authors.

This Strategy seeks to advance a holistic, people-centred approach to knowledge management. IOM staff are the drivers of critical organizational intelligence and key actors in amplifying organizational impact. By building a culture of learning and knowledge sharing, IOM will be better positioned to drive innovative thinking, develop transformative solutions and leverage the partnerships needed to achieve the

objectives of the global migration related frameworks. The enhanced knowledge management approach that is proposed will help to better translate the vast knowledge and expertise that the Organization holds into scalable solutions and lasting impact in a complex and rapidly evolving migration landscape.