2020 ANNUAL REPORT ON THE USE OF UNEARMARKED FUNDING

IOM UN MIGRATION

IOM is committed to the principle that humane and orderly migration benefits migrants and society. As an intergovernmental organization, IOM acts with its partners in the international community to: assist in meeting the operational challenges of migration; advance understanding of migration issues; encourage social and economic development through migration; and uphold the human dignity and well-being of migrants.

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2020 ANNUAL REPORT ON THE USE OF UNEARMARKED FUNDING

IOM
UN MIGRATION

MiRAC
MIGRATION RESOURCE
ALLOCATION COMMITTEE

FOREWORD

2020 was an unprecedented year for the world, causing an upheaval in our way of living and working, and requiring immense adaptability and flexibility. IOM is not immune to the global shocks caused by the COVID-19 pandemic, and we experienced many challenges during the year. The resilience and agility of IOM were tested – as was the capacity of our workforce to deliver on key initiatives during uncertain times.

Despite the pandemic, IOM staff and programming continued to expand in 2020, demonstrating both the value of the work of IOM and the continued, evolving, needs of our beneficiaries. As the world came to a grinding halt, IOM offices around the world rushed to revise their modes of engagement and their implementation strategies to ensure the millions of migrants depending on IOM do not bear the brunt of the pandemic and are not left behind. This was possible thanks to the resilience and tenacity of the IOM workforce.

We also must recognize that IOM was able to continue to deliver, despite the uncertainty, thanks to the flexibility and understanding of our donors. In 2020, IOM received over 31 million United States dollars in unearmarked contributions from 13 donors committed to helping us provide sustainable solutions, services, and policy advice on migration-related issues. This represents the highest amount received to date, indicating a gradual shift in our relationship with our donors. On behalf of IOM, I thank these thirteen governments for their trust and confidence in our work.

While unearmarked contributions have steadily increased since 2016, with the Governments of Spain and the Philippines being the latest contributors, unearmarked contributions only accounted for 1 per cent of overall IOM revenue of 2.2 billion United States dollars in 2020.

Despite the challenges of restricted mobility, health hazards and dire shortage of resources, in 2020 IOM was able to deliver results on the investments made in the past years. In 2020, IOM asserted its role as a key policy interlocutor on issues ranging from migration data to the issue of stranded migrants amid the pandemic. The Organization continued to strengthen its engagement with the United Nations and to support the implementation of the Global Compact for Safe, Orderly and Regular Migration, with over 40 national networks on migration and 3 regional networks on migration launched. IOM supported the elaboration of the Secretary-General's first report on the implementation of the Global Compact for Migration, two years since its adoption. IOM was recognized as a key global development actor by becoming a new core member of the United Nations Sustainable Development Group. The Organization achieved climate neutrality and made significant improvements to its internal justice system under the auspices of the IGF. These achievements would simply not have been possible without unearmarked funding.

This annual report provides our partners with an overview of how IOM, through the MIRAC, allocated unearmarked funding received in 2020 to support the implementation of its Strategic Vision and Internal Governance Framework. We deeply appreciate the trust that donors have placed in IOM through the contributions made thus far and look forward to building that trust still further in the coming years.

António Vitorino
Director General

CONTENTS

LIST OF ACRONYMS

AAP	accountability to affected populations
CADRI	Capacity for Disaster Reduction Initiative
CAFÉ	Contract Automation, Filing and Execution
CBI	cash-based intervention
CCA	Common Country Analysis
CCCM	camp coordination and camp management
CRM	customer relations management
CSO	civil society organization
DRR	disaster risk reduction
DTM	Displacement Tracking Matrix
ePHR	electronic personal health record
ERP	enterprise resource planning
GP20	the twentieth anniversary of the Guiding Principles on Internal Displacement
HLP-ID	High-Level Panel on Internal Displacement
HNOs	humanitarian needs overviews
HRPs	humanitarian response plans
IAM	identity and access management
IASC	Inter-Agency Standing Committee
IATI	International Aid Transparency Initiative
ICT	information and communications technology
IGF	Internal Governance Framework
IOM	International Organization for Migration
LEG	Office of Legal Affairs
MCOF	Migration Crisis Operational Framework
MDS	Migration Data Strategy
MiMOSA	Migrant Management and Operational Systems Application
MIRAC	Migration Resource Allocation Committee
MOPAN	Multilateral Organization Performance Assessment Network

MPA	migrant protection and assistance
MPR	Migration Policy Repository
MPTF	multi-partner trust fund
NFI	non-food items
OIG	Office of the Inspector General
OSI	operational support income
PRISM	Processes and Resources Integrated Systems Management
PSEA	prevention of sexual exploitation and abuse
UNDS	United Nations development system
WASH	water, sanitation and hygiene

QUICK FACTS ON UNEARMARKED FUNDING

What is unearmarked funding?

Unearmarked funding consists of voluntary contributions that are fully flexible. This means that the organization receiving them is able to allocate the funds to the areas that most require investment. While a significant portion of the resources received by IOM is tightly earmarked for individual projects, unearmarked contributions enable the Organization to respond to strategic needs and to finance important core functions and functional areas, including the provision of technical expertise and policy advice that benefit multiple programmes and projects.

Unearmarked contributions are reported on in the IOM annual report on the use of unearmarked funding and in the IOM annual financial report.

Why does IOM require unearmarked funding?

The roles, responsibilities and expectations placed on IOM have significantly increased in recent years, and the Organization has rapidly expanded to incorporate new competences and geographies. The status of IOM as a related organization within the United Nations system, as well as active participation in ongoing United Nations reform, are impacting the work of all IOM offices worldwide. The adoption of the Global Compact for Safe, Orderly and Regular Migration in late 2018 has reinforced the global responsibilities of IOM in realizing the potential of the newly created United Nations Network on Migration.

While these developments bring many welcome opportunities to address the management of migration more effectively, they require some additional consideration of how to effectively manage, and resource, this evolution. Indeed, as outlined to Member States in the Budget Reform Working Group discussions, IOM has outgrown its structures. The budget, staffing and scope of work of IOM have significantly increased in a relatively short time frame. Total expenditures grew from USD 1.0 billion in 2008 to USD 2.2 billion in 2020; conversely, the core structure budget increased by approximately USD 90 million in the same period.[1]

Conclusions from the 2019 Multilateral Organization Performance Assessment Network (MOPAN) assessment underline that the financial framework of IOM suffers from its projectized model, which constrains its flexibility to respond to needs or to conduct increasingly essential work. The rising challenges and demands imposed by the migration phenomena and the complexities of the operating environment require a level of core resources which is commensurate with the expected level of accountability, transparency, efficiency, cost-effectiveness, and sound management practices in the administration of the funds entrusted to the Organization.

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1   All monetary values in this report are given in United States dollars (USD).

The IOM Afghanistan Mobile Health Clinic in Shahrak Sabz IDP settlement offers health services such as vaccinations, reproductive, maternal and child health, health education, tuberculosis screening and a pharmacy that distributes medicine free of charge to patients. Over 700,000 Afghans have received basic health services from IOM since the start of 2020. © IOM 2021/Muse MOHAMMED

Flexible, unearmarked contributions enable the Organization to overcome these structural limitations. They allow IOM to invest in core functions, including the provision of technical expertise and policy advice that benefit multiple programmes and projects. Unearmarked contributions also entail lower transactional costs than tightly earmarked contributions, which normally require the management of several individual agreements. Such funding bolsters the ability of IOM to pursue intergovernmental results and expectations and to flexibly align resources to strategic plans and institutional priorities.

How does IOM allocate unearmarked funds?

In 2017, IOM established the MIRAC, comprised of IOM leadership at Headquarters and regional level, to review unearmarked contributions and to provide recommendations to the Director General on the allocation of these contributions based on internal priorities and strategic needs. While flexible funding enables IOM to implement strategic initiatives, strong control and monitoring mechanisms remain in place once the funding has been internally allocated, thus ensuring the highest level of accountability. The MIRAC is supported by a secretariat tasked with monitoring the allocations made through the MIRAC and ensuring adequate reporting both internally and externally, through the annual report on the use of unearmarked funding.

An IOM staff in Lebanon in a building damaged by the August explosion. © IOM 2020/Muse MOHAMMED

FUNDING OVERVIEW IN 2020

In 2020, IOM received USD 2.2 billion in total voluntary contributions, of which just under USD 31.3 million was unearmarked. This represents a 10 per cent increase from 2019. Nevertheless, the portion of activities funded by unearmarked voluntary contributions continued to amount to 1 per cent of total IOM revenue.

A total of 13 donors made unearmarked contributions to the Organization in 2020, of which the top 3 donors were Sweden, the United Kingdom and Denmark. Ireland doubled its contribution in 2020, while Spain and the Philippines made their first unearmarked contributions to IOM, solidifying a strong collaboration and recognizing the central role of IOM in the global conversation on migration.

The bulk (72%) of IOM unearmarked income came from just four donors: Sweden, the United Kingdom, Denmark and the Netherlands. The other nine donors contributed the remaining 38 per cent as shown in the below table.

Sweden's contribution – totalling USD 10.55 million – accounted for 34 per cent of total IOM unearmarked contributions received in 2020. Since 2017, Sweden and the United Kingdom have been exemplary supporters of IOM and have provided a total of USD 35.1 million and USD 20.6 million in unearmarked contributions, respectively.

Table 1. Overview of voluntary contributions from donors making unearmarked contributions in 2020

Donor	Unearmarked voluntary contribution (2020)	Earmarked voluntary contributions (2020)[2]	Donor's unearmarked contribution as a % of IOM total unearmarked contributions from Member States (2020)	Unearmarked contribution as a % of donor's total contribution to IOM (2020)
1. Sweden	10 547 410	29 526 104	33.71%	26.32%
2. United Kingdom of Great Britain and Northern Ireland	5 271 522	114 273 559	16.85%	4.41%
3. Denmark	3 654 971	11 593 219	11.68%	23.97%
4. Netherlands	3 172 738	33 187 598	10.14%	8.73%
5. United States of America	2 500 000	615 010 764	7.99%	0.40%
6. Norway	1 892 506	10 746 048	6.05%	14.97%
7. Spain	1 194 743	11 540 224	3.82%	9.38%
8. Belgium	1 136 364	5 636 123	3.63%	16.78%
9. Ireland	1 085 776	3 512 901	3.47%	23.61%
10. Switzerland	544 070	25 418 887	1.74%	2.10%
11. Portugal	238 949	2 910 323	0.76%	7.59%
12. Austria	39 600	5 780 942	0.13%	0.68%
13. Philippines	10 000		0.03%	100.00%
TOTAL	31 288 649	869 136 692	100.00%	

2   Includes in-kind contributions from Sweden and the United States of America amounting to USD 191,530 and USD 178,775, respectively.

IOM staff provide hygiene and PPE kits and conduct medical assessments to stranded migrants at a medical campus outside the Kenyan consulate in Beirut, Lebanon. © IOM 2020/Muse MOHAMMED

In 2020, multi-year agreements for unearmarked funding were ongoing with Belgium, Denmark, the Netherlands and the United Kingdom. Of particular importance, IOM signed a new multi-year agreement with the Netherlands at the end of 2020, which provides the Organization with predictability on funding for the coming years.

IOM urges all Member States to consider signing a multi-year agreement for voluntary unearmarked funding. These multiannual engagements provide the predictability, stability and visibility required to make the long-term structural investments and reforms that will ensure that IOM is able to continue to deliver its mandate effectively over the coming years while remaining a nimble partner.

Flexibility in the implementation period is a valuable parameter of unearmarked contributions, as it allows IOM to carry funds over to the following calendar year, as needed, and ensures continuity and synergies in the implementation of important initiatives.

IOM Bangladesh's Mental Health and Psychosocial Support unit delivers key messages in Rohingya camps, using cyclists to reach all refugees during COVID-19 movement restrictions. © IOM 2020/Abdullah AL MASHRIF

ALLOCATION OF 2020 UNEARMARKED FUNDING THROUGH THE MIRAC

In 2020, IOM received a total of USD 31.3 million in voluntary unearmarked contributions. As in previous years, these funds were internally allocated through the MIRAC, which makes recommendations to the Director General for the use of unearmarked contributions. In addition, due to adjustments in implementation plans and costs, USD 0.4 million was carried over in 2020 from earlier MIRAC allocations, meaning that the available balance to be allocated in 2020 was USD 31.7 million.

From these unearmarked contributions, IOM allocated USD 2.2 million to the 2021 core budget OSI (operational support income), to ensure that the IOM core structure is adequately resourced to meet the growing demands placed on the Organization. Given the specific nature of the core budget, which covers needs at the global, regional and country level, the Organization reports on the use of the overall core resources in statutory annual financial reports. For further information on this allocation please refer to C/111/6 Programme and budget for 2021.

All allocation recommendations were made based on organizational priorities laid out in the 2019–2023 Strategic Vision and in the Internal Governance Framework (IGF) and aim at accommodating the broad thematic or geographic guidance provided by certain donors in their contributions.

Table 2 presents the thematic breakdown of the 2020 funding allocated through the MIRAC. This categorization is indicative and meant to provide a broad overview of the institutional priorities to which IOM allocated funding in 2020.

Table 2. Summary of 2020 thematic allocation of unearmarked funds through the MIRAC

	Amount (in USD millions)
United Nations engagement	6.9
Operational effectiveness	5.9
Internal Governance Framework	4.9
Data and innovation	3.7
Policy capacity, policy coordination and knowledge management	3.6
Organizational effectiveness	3.5
Core budget 2021 (OSI)	2.2
IOM Development Fund	0.6
Strategic communications	0.4
Total amount allocated through the MIRAC	31.7

IOM country and regional offices play a central role in the Organization. In 2020, 25 per cent of unearmarked contributions were allocated to strengthen the institutional capacity of these offices and to support the implementation of various strategic reforms at the regional and country levels. Table 3 presents the geographic breakdown of the 2020 allocations of unearmarked funding.

Table 3. Summary of 2020 geographic allocation of unearmarked funds through the MIRAC

	Amount (in USD millions)
Global initiatives	21.1
Core budget 2021 (OSI)	2.2
Middle East and North Africa	1.4
Central America, North America and the Caribbean	1.2
European Economic Area, Switzerland and the United Kingdom	1.1
Asia and the Pacific	0.8
Southern Africa	0.8
South-Eastern Europe, Eastern Europe and Central Asia	0.8
East Africa and the Horn of Africa	0.7
IOM Development Fund	0.6
West and Central Africa	0.5
South America	0.5
Total amount allocated through the MIRAC	31.7

The next section of the report provides an overview of how the funds received by IOM in 2020 were used at the global and regional levels. As funds are received and allocated throughout the year, many of these initiatives are still underway at the time of this report's publication.

The key outcomes presented in the following sections highlight some achievements reached during the year 2020 using unearmarked funding received and allocated in previous years.

Investments to strengthen engagement with the United Nations

Since joining the United Nations in 2016, additional resources have been required to fulfil IOM commitments to the United Nations system. Close to 70 per cent of IOM offices have reported that migration and mobility aspects are now captured in the Common Country Analysis (CCA), and 35 IOM offices announced they had signed – and had ensured the integration of migration management programming into – the new United Nations Sustainable Development Cooperation Framework. In 2020, IOM invested USD 6.9 million in unearmarked funds at the central, regional and country levels to strengthen engagement with the United Nations and to support United Nations development planning, implementation of the Global Compact for Safe, Orderly and Regular Migration, and the functioning of the Secretariat of the United Nations Network on Migration.

Thanks to unearmarked funds received in 2020, IOM is pursuing its role as Secretariat and Coordinator of the United Nations Network on Migration to create a coherent voice on migration for the United Nations and to support Member States in implementing the

Members of the United Nations country team (UNCT) meet at the IOM office in Ankara to launch the United Nations Migration Network. © IOM 2021/Emrah ÖZESEN

Global Compact for Safe, Orderly and Regular Migration. Progress on the implementation of the 23 objectives of the Global Compact for Migration was captured in the first United Nations Secretary-General's report on the implementation of the Global Compact for Migration, which was coordinated and launched by the Network Secretariat in 2020. IOM was also the penholder for this important report.

The Network is increasingly referenced as an authoritative source on migration, as seen through the eight Network statements produced in 2020, including on forced returns during COVID-19. The Network Secretariat also led the Network's response to forced returns in the context of COVID-19, requested by the Secretary-General's Deputies Committee, coordinating across United Nations a comprehensive global mapping to identify key trends and priority corridors, and convening meetings across United Nations entities with regional or country offices in three priority corridors (Central America, the Kingdom of Saudi Arabia/Ethiopia, European Union in relation to the European Union Pact). In 2020, the Network Secretariat has also led efforts with Member States to become champions of the Global Compact for Migration, creating a community of leading countries advocating for the implementation of the Global Compact for Migration with Network support. There are now 18 Champion countries reflecting all regions.

In line with the capacity-building mechanism of the Global Compact for Migration, Member States have agreed to contribute, on a voluntary basis, technical, financial and human resources in order to strengthen capacity and foster multi-partner cooperation. These resources have been used to establish, among other things, a connection hub to facilitate demand-driven, tailor-made and integrated solutions; and a global knowledge platform serving as a repository for existing evidence, practices and initiatives. IOM, as lead of the United Nations Network on Migration core working group tasked with this undertaking, also allocated unearmarked resources to support the establishment of the Migration Network Hub combining the global knowledge platform and connection hub that will allow Member States and United Nations partners to implement evidence-based migration governance in pursuit of the 2030 Agenda.

Unearmarked funding received by IOM in 2020 not only supported the United Nations Migration Network Secretariat's central structure but was also invested to enable the further roll-out of the Network in the South-Eastern, Eastern Europe and Central Asia region through the establishment of 1 regional network and 12 country networks. This follows similar earlier IOM investments to other regions in 2019 whereby IOM had allocated flexible funding to support efforts to establish local and regional migration networks and ensure that migration is systematically mainstreamed into United Nations development planning tools.

As a result of the work carried out in the South-Eastern, Eastern Europe and Central Asia region, governments in countries where local networks were established have shown increased knowledge of, and commitment to, the Global Compact for Migration. Twelve countries have submitted voluntary reports to the United Nations Economic Commission for Europe as part of a first regional review; countries participated in two subsequent subregional conferences for government and stakeholders; nine countries contributed to the United Nations Secretary-General's first report on the Global Compact for Migration; the majority of Member States in the region have voted in favour of the United Nations General Assembly resolution on international migration and development; Member States are considering applying for champion country status; one migration project funded by a MPTF (multi-partner trust fund) is underway in North Macedonia; all Member States in the region engaged in the Global Compact for Migration are preparing for the International Migration Review Forum; and the Russian Federation has engaged with the review process whilst applying for IOM membership, demonstrating commitment to aligning their policies and practices with the Global Compact for Migration.

IOM also allocated unearmarked funds to strengthen its engagement with the United Nations Security Council and the United Nations peace and security pillar through the Special Liaison Office in New York. The funding will allow IOM to increase institutional knowledge on the Security Council and identify entry points for engagement. Through this investment, IOM will also generate advocacy tools to ensure that forced migration is included in the considerations, policies, actions and programming of the United Nations peace and security pillar and, ultimately, to gain access to new programmatic and funding opportunities, such as joint programmes with United Nations peace and security partners.

Key outcomes reached in 2020: IOM deepens engagement with the United Nations

The United Nations system at country, regional and global levels is effectively coordinated to support the implementation of the Global Compact for Migration. As coordinator and Secretariat of the United Nations Network on Migration, IOM has invested significant resources to ensure effective, timely and coordinated system-wide support to Member States on migration as they respond to the Global Compact for Migration. These efforts have to date led to the establishment of over 40 national networks, as well as 3 regional networks. In 2020, the Network on Migration also launched the global knowledge platform and connection hub (collectively, the Migration Network Hub); launched and fully operationalized the Migration MPTF; supported Network core working groups to develop and launch guidance and tools to bolster the capacity of UNCTs (United Nations country teams) and to support Member States in developing national plans for the implementation of the Global Compact for Migration; assisted in organizing the first round of regional reviews of the Global Compact for Migration.

Child migrants at an IOM centre in Djibouti. © IOM 2020

The United Nations Secretary-General's High-Level Panel on Internal Displacement (HLP-ID) benefits from IOM expertise. IOM has long been one of the leading operational agencies on internal displacement. Unearmarked funding allowed IOM to advance its global profile on internal displacement in 2020 and ensured that the broader deliberations and work of the HLP-ID and the multi-stakeholder GP20 (the twentieth anniversary of the Guiding Principles on Internal Displacement) platform could benefit from the wide operational footprint and thought leadership of IOM across the spectrum of displacement. IOM shared its expertise on data and provided technical recommendations on IDP data and evidence for the consideration of the HLP-ID, which will be used to inform HLP-ID discussions on data. IOM is thus actively engaged in the HLP-ID and the GP 20 platform processes as they advance towards sustainable resolution of internal displacement for the unprecedented number of affected populations and communities.

The profile and operational engagement of IOM is elevated within United Nations system-wide initiatives and frameworks on DRR (disaster risk reduction). Thanks to unearmarked funds, IOM was able to secure an expanded role in the Capacity for Disaster Reduction Initiative (CADRI) partnership through executive membership and participation in the CADRI Executive Board, Programme Assurance Group, and Secretariat core team. Through this new role, IOM was able to deliver joint capacity-building support on DRR to select UNCTs and Member States, and to capitalize on the Organization's expertise on migration and displacement issues in the context of disaster and climate risk. As a result of intensified IOM engagement in the partnership, the Organization was requested to – and agreed to – take up, jointly with United Nations Development Programme (UNDP), the role of global co-chair of the initiative, starting in 2021, and to continue to perform its role as co-host (jointly with the Food and Agriculture Organization of the United Nations) of the Regional CADRI Secretariat in West and Central Africa and Southern Africa.

Investments to enhance IOM operational effectiveness

The core vocation of IOM as an indispensable operational actor in the field of human mobility has become even more relevant given the impact of the COVID-19 pandemic on mobile populations. In 2020, IOM invested USD 5.9 million in unearmarked funds to strengthen operational capacity, to consistently maximise its impact on the population it serves.

In 2020, IOM crisis-related programming reached more than 37 million people. The Organization made progress on its commitment to uphold humanitarian principles, gain and maintain principled access in crisis contexts and ensure the centrality of protection in humanitarian action. In line with Grand Bargain commitments, IOM allocated unearmarked funding to continue the institutionalization of AAP (accountability to affected populations) principles and CBI (cash-based intervention) programming in field operations and to strengthen its participation in relevant humanitarian response sectors. In 2020, the Organization held a coordination role in 129 clusters and other coordination forums in 56 countries. Unearmarked funding received in 2020 was allocated to reinforce the Global camp coordination and camp management (CCCM) Cluster and expand support to field-level CCCM operations, with a particular focus on adapting IOM response to the COVID-19 pandemic. This funding allowed IOM to release key resources such as the COVID-19 operational guidance and FAQs for camp-like settings, and to facilitate a series of webinars on the different aspects of CCCM operations under COVID-19 on behalf of the Global CCCM Cluster, while continually providing remote and in-person support to cluster operations in numerous countries. Unearmarked funding was also allocated to reinforce IOM water, sanitation and hygiene (WASH) operations worldwide, while simultaneously developing programmatic and technical guidance on adapting WASH response to the COVID-19 context. Moreover, funding was invested to strengthen the quality and effectiveness of IOM programming and operations in the areas of humanitarian protection and response coordination.

In the area of preparedness, an internal emergency preparedness dashboard (approximately 45 countries; approximately 150 risks) was established to facilitate the identification of high-risk countries requiring further technical support and the allocation of seed funding for early/anticipatory actions.

In line with the IOM commitment to deliver safe, accountable, and effective responses while upholding legal norms and humanitarian principles and while maintaining access, unearmarked funding was allocated to further build the capacity of IOM staff engaged in crisis response. This was done by promoting capacity-building and professional humanitarian certifications with sector-wide recognition for IOM staff working in emergencies. Training sessions on IOM humanitarian policy and principled humanitarian action were also facilitated for local, national and international implementing partners.. To strengthen ways in which IOM balances considerations related to humanitarian principles when gaining and maintaining humanitarian access in crisis contexts, IOM collaborated with the Global Public Policy Institute in an effort to better understand how the Organization currently handles decisions related to principled access and capture good access practices for institutional learning. The initiative produced six decision-making practice cases that illustrate the complexity of balancing principled access considerations for staff training purposes.

Unearmarked funding was also allocated to strengthen IOM engagement in the sphere of disability inclusion, enabling the Organization to be at the forefront of the dissemination and implementation of the latest interagency guidelines on the inclusion of persons with disabilities in humanitarian action. Key tools and guidance were also developed to strengthen disability inclusion programming in the field amidst the COVID-19 outbreak. Unearmarked resources were also allocated to strengthen the capacity of IOM country offices to disaggregate disability inclusion data, and to ensure stronger incorporation of disability inclusion elements in HNOs (humanitarian needs overviews) and HRPs (humanitarian response plans).

In 2020, in line with the recommendations of a thematic evaluation by the Office of the Inspector General IOM also allocated flexible funding to ensure the Migration Crisis Operational Framework (MCOF) is fit-for-purpose to the New Way of Working, including the Humanitarian–Development–Peace Nexus and the United Nations development system (UNDS) reforms. This investment ensures that the Organization continues to benefit from an operational framework that aligns IOM crisis-related responses to contemporary systems and approaches and ensures that the Organization remains effective in meeting the needs of its beneficiaries.

IOM is committed to placing protection at the core of all actions, and protection of all the people the Organization serves is a shared responsibility. The way in which protection is understood in the Organization, or how its responsibilities are translated into policy and practice, may differ somewhat. For example, there will be differences depending on whether staff are working in emergency, transition, or development contexts. In pursuit of a common understanding and approach, unearmarked funding received in 2020 was allocated to define an institutional approach to protection. This work, which is ongoing at the time of publication, will support Organization-wide consultations to assess staff understanding of protection as well as staff perceptions of the role of IOM as a global protection actor. Ultimately, defining an institutional approach to protection will contribute to improved coherence and consistency across all programming focused on respecting, protecting, and fulfilling the rights of migrants and displaced persons.

With much of 2020 spent enduring the COVID-19 pandemic, the development and approval of effective SARS-CoV-2 vaccines was a hopeful conclusion to the year.[3] As many countries around the world begin to roll out vaccinations, it must be understood that vaccines represent one of the most critical and cost-effective tools to prevent disease outbreaks and keep individuals and communities safe – not only with regard to COVID-19. To facilitate IOM efforts in this regard, unearmarked funding was allocated at the end of 2020 to ensure that the Organization was better able to support national governments with vaccination efforts for COVID-19 (and other critical vaccinations) globally, for IOM key populations (inclusive of migrants [regardless of legal status], refugees, IDPs, host communities, and United Nations staff and their dependents). This investment will allow IOM to contribute towards a more sustainable long-term immunization response, and to better ensure that the Organization has an enhanced fit-for-purpose structure regarding immunizations, in order to support bolstered access to technical, operational and policy support for vaccination advocacy, risk communication, supply-chain and vaccine roll-out at a global scale.

A Syrian migrant receives medical attention at the IOM migration health assessment clinic in Istanbul, where migrants and refugees resettling to third countries receive medical check-up services. © IOM 2020/Emrah ÖZESE

Additionally, based on the parameters of a specific donor contribution, IOM allocated a portion of unearmarked funding to the Migration Emergency Funding Mechanism (MEFM), an internal funding mechanism to provide quick access to funding to provide rapid assistance during emergencies.

Key outcomes reached in 2020: IOM operations are more principled, accountable and effective

IOM shelter and non-food items (NFI) are managed more efficiently. IOM successfully launched its Global Stock Request Tracking System in late 2020 to place, track, and manage global NFI stock requests by IOM missions worldwide. This platform ensures greater transparency of information, avoids duplication of efforts, improves global stock coordination, and enhances the overall efficiency of IOM operations by reducing the administrative time involved in placing stock requests. IOM also developed the Common Pipeline Request Tracking System in 2020, for cluster/sector humanitarian partners to

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3   IOM, COVID-19 analytical snapshot #67: Migrants' access to vaccines. Available at www.iom.int/sites/default/files/documents/covid-19_ analytical_snapshot_67_migrants_access_to_vaccines.pdf

IOM staff provide hygiene and PPE kits and conduct medical assessments to stranded migrants at a medical campus outside the Kenyan consulate in Beirut. © IOM 2020/Muse MOHAMMED

effectively place requests for the release of stocks and track their request until delivery and distribution. This new system strengthens IOM performance and role within shelter/NFI coordination, as it increases readiness for response, reduces common costs and increases transparency and visibility of pipeline activities across all the pipeline stakeholders.

IOM delivers on its commitments to make humanitarian aid more responsive to, respectful of and inclusive of the populations it serves. The IOM AAP Framework, which was revised and published in 2020, establishes a common approach across IOM for implementing and mainstreaming AAP throughout its crisis-related work as contained in its MCOF. In 2020, 47 IOM offices had integrated AAP in their country plans or strategies, including Yemen and Turkey (for the Whole of Syria) with L3 responses, compared to just 23 in 2019. To further strengthen institutional capacity, the comprehensive AAP blended training was developed and launched as a certification course. In addition, over 160 IOM staff and 65 implementing partners completed a professional humanitarian certification under the Professionals in Humanitarian Assistance and Protection credential programme. Through the certification of key personnel engaged in emergency response, IOM continues to enhance accountability to affected populations and to ensure a principled humanitarian response.

Internal financial and administrative systems are streamlined, and institutional capacity is boosted for improved CBI delivery. In 2020, IOM finalized adjustments to its internal systems allowing the Organization to better record, monitor and report to partners and donors on financial data on CBI. These systems complement ongoing efforts to expand the capacity of IOM to use cash and vouchers as modalities in its responses and to improve the quality of its CBI programming. As a direct result of these institutional efforts, IOM in 2020 undertook CBIs in 56 countries, reaching over 1,624,000 people, a 77 per cent increase from 2019.

IOM and inter-agency capacity to address mixed flows crisis situations are strengthened. In 2020, IOM made great strides in strengthening institutional capacity to coordinate and respond to mixed flows crisis situations. A toolkit – that builds on an internal guidance note outlining the IOM approach to mixed flows – was successfully

piloted in the Horn of Africa and Yemen, leading to the launch of the new iteration of the inter-agency regional Migrant Response Plan, an intraregional field-driven strategic planning process, bringing together 23 appealing organizations, in consultation with host governments and authorities, United Nations agencies, civil society organizations (CSOs), international and national NGOs as well as migrants and host communities. In 2020, IOM also successfully advocated for the inclusion of a chapter on migrant humanitarian response coordination in the revised handbook for resident and humanitarian coordinators, thereby ensuring that mixed flows crises are addressed more effectively and predictably by the wider humanitarian system.

Investments to support the application of the Internal Governance Framework

The ability to invest unearmarked funding is essential to continuing organizational reform under the auspices of the IGF. The full realization of a robust internal governance system will continue to require strong support and predictable contributions from Member States, including through unearmarked funding.

Unearmarked funding totalling USD 4.9 million received throughout 2020 was allocated towards the IGF reforms outlined in the IGF Workplan. The Workplan was shared with Member States in July 2020. While this section of the report outlines how unearmarked funding received in 2020 was allocated and/or utilized, it should be noted that the IGF is a multi-year reform process and that many IGF initiatives cut across two calendar years and in the case of larger initiatives, span multiple years. Additional IGF initiatives ongoing in 2020 were supported with unearmarked funds received in prior years.[4] In addition to unearmarked contributions, the Organization has also allocated funding from Operational Support Income (OSI) to support IGF initiatives.

The below section outlines initiatives that specifically received funding from unearmarked contributions received by IOM in 2020.

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4   Please refer to the 2019 Annual Report on the Use of Unearmarked Funding and the key outcomes at the end of this section. Available at www.iom.int/sites/default/files/our_work/ICP/DRD/2019-report-use-of-unearmarked-funding-final.pdf.

Workstream 1. Foundational components

Unearmarked funding allocated at the end of 2020 will be used to enhance the ability of IOM to mainstream results-based management across its operations and management culture, allowing for quality programming, achievement of intended results and the systematic integration of lessons learned from past performance into management decision-making (IGF work items 1.1.1–1.1.4). The focus will be on three areas: building IOM strategic planning capacity; enhancing our reporting; and fostering the requisite culture shift. This work will include the finalization of the Strategic Results Framework, which will provide structure and focus for IOM programmatic work; the development of a Strategic Planning Toolkit for country offices; and specific interventions to improve the quality of institutional reporting. These interventions will include the provision of a Harvard results-based management training course to managers to empower them to use results-based management in their daily work.

In December 2019, IOM began a process of negotiating and developing standard donor template agreements with ten donors (IGF work item 1.3) to reduce delays and mitigate risks associated with negotiating contracts on a case-by-case basis. Using templates will enhance operating efficiencies and responsiveness, for which IOM is known and valued by donors, and allow the Organization to better serve our beneficiaries by reducing the time between funding commitment and project commencement. In 2020, IOM concluded three template agreements, with another two being close to finalization. With unearmarked funding received towards the end of 2020, IOM aims to continue negotiations with donors with the aim of finalizing further templates in the course of 2021.

In 2020, with the support of an expert consultancy firm, IOM began developing an overarching change management strategy for the IGF (IGF work item 1.6). For such a broad-reaching and comprehensive reform agenda as the IGF, the Organization requires a clear change management approach to ensure that IOM personnel are fully committed and informed and are able and ready to work in new ways. The change management strategy will be finalized in the second quarter of 2021 and will set out guiding principles, timelines and change activities, including a communication strategy and engagement plan. It will identify roles and responsibilities, tools, and competencies and capacities required to ensure successful change management. Unearmarked funding received towards the end of 2020 has been allocated to kick-start the implementation of the strategy in 2021, once it has been finalized, including to secure some of the necessary change management capacities recommended by our expert consultants.

Workstream 2. Strengthening existing business processes

Thanks to 2020 unearmarked funding, IOM is developing a global solution for the management of data on beneficiaries and distributions (as part of IGF work item 2.15). The system will provide a platform through which both CBIs and in-kind assistance will be managed and tracked, from project initiation to closure. This will contribute to enhancing IOM accountability and effectiveness by providing a means to monitor and report on how each donor contribution was distributed to individual recipients of IOM humanitarian assistance.

The first phase, which commenced mid-2020, focuses on developing the foundation of the system, including a data collection platform for beneficiary enrolment, and conducting assessments, managing and monitoring distribution activities, basic stock management, and reporting.

This system will improve monitoring of IOM activities, maintain secure records of the people served by the Organization, and enhance the impact of in-kind and cash-based distributions. By providing field offices with such a platform, distributions can be planned and tracked more efficiently, creating a direct link between the beneficiary database, the inventory of items available for distribution, and the log or record of specific distribution events through which the beneficiaries are engaged. The system will replace the variety of paper-based and ad hoc information management systems which are currently in place, addressing the longer-term objectives of the digital transformation of IOM and reducing the risks associated with data protection and security.

Also under Workstream 2, unearmarked resources were allocated to continue the new IOM talent management programme Pathways Pool (IGF work item 2.6.2). This forward-looking initiative enables a streamlined and faster recruitment process for key roles (chiefs of mission and resource management officers) and supports talent attraction, retention and succession planning by offering structured career pathways in certain job groups. Thanks to unearmarked funding, Pathways Pool held its second assessment centre in November 2020. In line with the commitment of IOM to build a diverse workforce, 31 nationalities were represented among the shortlisted candidates, with 80 per cent from countries that are not members of the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD). Between the two assessment centres conducted to date, 53 candidates have been deemed suitable (28 women, 25 men), and 14 (26%) have since been placed (six chiefs of mission, three senior resource management officers and five resource management officers). As a result of Pathways Pool, the time taken to recruit for chief of mission and resource management officer positions has been reduced from several months to two or three weeks.

> *We needed to urgently fill a vacant senior resource management officer position in my regional office to avoid a critical gap and from my almost 30 years of experience with IOM, I could not have found a faster way to fill this gap other than through Pathways Pool. I find it very useful and very helpful to fast track the recruitment process for key roles as the normal hiring procedures take some time to address urgent needs.*
>
> – Charles Kwenin, Regional Director, IOM Regional Office for Southern Africa

IOM joined IATI, the International Aid Transparency Initiative (IGF work item 2.9), in 2017 and started publishing data on a quarterly basis in 2018, thanks to the allocation of unearmarked resources. As of June 2020, thanks to the injection of further unearmarked funds, IOM was able to move to monthly reporting on IATI. By adding new data elements over time and increasing the frequency of publishing, IOM has been able to increase its score on the IATI dashboard from 34.7 in 2018 to 62 in 2020, in line with the Organization's commitment to improve transparency and visibility on the resources of the Organization. As of December 2020, there were 2,084 projects published, involving USD 8.95 billion of budget commitments, 201 donors and covering 159 countries and 22 regions. In line with Grand Bargain commitments, IOM is not only dedicated to publishing data but also ensuring that these data are accessible and usable to support decision-making and accountability.

In an effort to improve and streamline relationship management and fundraising efforts with numerous stakeholders – including governments, multilateral organizations, civil society, foundations and the private sector – IOM started developing a customer relations management (CRM) platform in 2019. In 2020, a pilot test of the CRM tool was run in IOM country offices and one regional office, which demonstrated that the platform has the

capability to empower IOM to fundraise more strategically, using historical data and trends to plan, prioritize, and map funding opportunities. Unearmarked funding received towards the end of 2020 will be used to further fine-tune the specific features and usability of the platform and to determine the exact modalities of its roll-out across the Organization.

Workstream 4. Internal justice

Thanks to flexible funding provided to the Organization in 2018, IOM launched We Are All In (IGF work item 4.2), an innovative platform to simplify misconduct reporting for IOM staff and external stakeholders. The platform, which is now available in 4 languages (Arabic, English, French and Spanish), centralizes the reporting process for all misconduct and contains a vast array of educational materials about different forms of misconduct.

Following the initial launch in 2018, IOM continued to allocate unearmarked funding to the enhancement of the platform. Unearmarked funding received in 2020 was allocated to enhance the security of the platform and improve user experience. Since July 2020, reports submitted through We Are All In are systematically captured and tracked in the new OIG (Office of the Inspector General) case management system which allows OIG to analyse the effectiveness of the We Are All In platform over time.

In 2020, 201 reports were recorded by OIG as submissions through We Are All In. The platform is designed to address the main barriers to IOM staff and non-staff – including beneficiaries – reporting misconduct by making reporting as simple as possible as well as by educating staff about how the process works to enhance transparency and trust in the system.

Looking forward

Unearmarked funding received in 2020 will also be utilized to maintain positions established under the auspices of the IGF. A number of the positions established by unearmarked contributions in 2019 and 2020 were initially expected to be transferred to the core budget in 2021. However, due to the financial uncertainties resulting from COVID-19, these positions, which include positions working within the IOM internal justice system (IGF work item 4.1) in OIG and in the Office of Legal Affairs (LEG), as well as key positions working on the reinforcement of the procurement and supply chain (IGF work items 2.4.1–2.4.10), will continue to be funded through unearmarked contributions in 2021.

The Organization is committed to its dialogue with Member States on the progress made in applying the IGF and on funding needs and priorities, as appropriate. The Organization will continue to report at each session of the Standing Committee on Programmes and Finance on key achievements under the IGF.

Key outcomes reached in 2020: IOM progresses towards the realization of a fit-for-purpose internal governance system

Partial automation of IOM contract processing brings improved efficiency. In response to the exponential increase in the volume of contracts in need of review by LEG, the Organization has configured a contract lifecycle management software called Contract Automation, Filing and Execution (CAFÉ) to harness automation for faster contract processing (IGF work item 1.3). The number of requests for contract review grew from 2,929 in 2011 to 21,321 in 2020, prompting IOM to identify a sustainable solution to improve this process by better utilizing existing resources, allowing the Organization

to work smarter, not harder. CAFÉ directs requests for reviews, if required, only to the specific department tasked with this subject matter, and assembles contracts based on country offices' needs for faster turnaround of contract reviews. It also keeps an audit log of interactions while serving as a reliable document repository. By the end of 2020, CAFÉ had been successfully rolled out to seven country offices and will be further expanded to an additional 40 to 50 country offices, which account for 80 per cent of all contract reviews, within two years, pending sufficient resources. This will result in more efficient processing of contractual agreements, prompter project implementation by IOM and ultimately the provision of much needed services to IOM beneficiaries.

Compliance with IOM staff rules and regulations is enhanced. Throughout 2020, IOM developed a new tool – the online human resources handbook – which was finalized and launched in early 2021 (IGF work item 2.6.2). The human resources handbook has been designed to make it easier for all IOM users to access up-to-date human resources policy information and documents in one place. Improved access to human resources policies, forms and templates creates efficiency, saves time, and enhances compliance with staff rules. The reactions from users have been very positive so far, with thousands of users using the online handbook on-the-go and on a daily basis.

IOM cloud-based IT security and encryption is strengthened. In 2020, IOM saw the complete implementation of Exchange Online (IGF work item 2.5.3) which delivered a cloud-based messaging service that enables all IOM staff to securely access and manage their emails, calendar, contacts, and tasks from a range of mobile devices, from any location, at any time without the need for VPN (virtual private network) connection. This was a particularly timely development as the COVID-19 pandemic required IOM offices worldwide to switch to systematic work-from-home arrangements for prolonged periods. The complete migration to Exchange Online during 2020 saw a total of 26,000 user mailboxes migrated from on-premises servers to the Microsoft Azure cloud. As a result of the Exchange Online implementation, IOM now hosts all its emails and end-user collaboration services on the highly secure Microsoft Azure cloud environment. This has strengthened the ICT security posture of IOM to state-of-the-art data encryption and security controls on the cloud.

The IOM purchase requisition cycle is optimized through digitization. In 2020, IOM launched an online purchase requisition application which was partially funded by unearmarked contributions. This application (IGF work item 2.4.6) allows for the digitization, simplification and standardization of previously time-consuming, paper-based, manual requisitions of goods and services. By the end of 2020, the tool had been rolled out to 83 per cent of IOM offices globally (150 out of 181 offices)[5], with more than 30,000 purchase requisitions created, reviewed, and approved in the system, equating to USD 430 million in procurement value. The average process cycle time from submission to final approval is 3 days, with 45 per cent of all requisitions now being approved the same day. The online purchase requisition application promotes streamlined, criteria-based electronic approvals, drives information-based decision-making in relation to project/budget management, and updates project reports and burn rates on a real-time basis. In addition to the positive environmental impact of moving to a paperless digital purchase requisition process, this automation allows IOM to streamline processes and increase productivity by redirecting staff time to higher value tasks.

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5   These figures exclude four country offices which have their own systems, which require further development to transition to the online purchase requisition application, and which are part of Phase Two in 2021.

IOM medical staff in Lebanon review the files of Syrian refugees prior to their resettlement to Europe. © IOM 2020/Muse MOHAMMED

Ultimately, the digitization effort helps gather the procurement data in one place for better reporting, opens the door for higher-level analytics and paves the way for the longer-term Business Transformation in the area of procurement and supply chain.

The quality of IOM evaluations is improved. Continued investments in IOM monitoring and evaluation (IGF work item 1.2) have yielded significant improvements in staff knowledge of monitoring and evaluation practices and principles, and in the overall quality of evaluations managed and conducted by IOM. Since 2018, close to 500 staff have followed an e-learning course on monitoring and evaluation, which has contributed to gradually improving the quality of evaluations conducted and/or managed by IOM. An independent meta-evaluation commissioned in 2020 confirmed that the quality of IOM evaluation reports has continuously improved since 2017, thanks to the guidance and trainings developed by OIG for IOM staff involved in evaluations. The recent development of an evaluation repository – showcasing all evaluations conducted or managed by IOM – also supports the Organization's knowledge management and learning efforts in order to help shape future IOM programming and policies.

IOM PSEA (prevention of sexual exploitation and abuse) expertise is leveraged to support interagency efforts to prevent and address sexual misconduct. Building on the IOM PSEA training developed thanks to unearmarked funding, IOM worked with the United Nations High Commissioner for Refugees (UNHCR) and the World Food Programme (WFP) to adapt its training package into an interagency product. Saying No to Sexual Misconduct, an interactive training using case studies, testimonies, and powerful videos was launched in 2020 to raise awareness amongst IASC (Inter-Agency Standing Committee) partners and ensure staff on the ground are better equipped to define, detect, and respond to sexual misconduct. In addition, within IOM, over 2,000 personnel in 227 duty stations across 130 missions benefited from the IOM PSEA training (IGF work item 2.12). While the training was originally developed as a face-to-face training, due to the COVID-19 pandemic, it was quickly adapted and delivered virtually. Finally, in order to promote standards of conduct and learning on PSEA amongst its implementing partners on the ground, IOM focused on building the capacity of its partners, particularly within high-risk locations.

The IOM internal justice system is strengthened. Throughout 2020, through the combined use of unearmarked funding and core resources, OIG continued to substantially reduce the backlog of cases handled by the investigation function, thus contributing to a stronger culture of accountability, integrity and transparency within IOM (IGF work item 4.1). Between 1 January 2020 and 31 December 2020, the number of open cases dropped from 353 to 234 (excluding cases referred for investigation by third parties), and the number of allegations in the intake stage from 167 to 50, even though an additional 721 new allegations were received over the course of 2020. The backlog of 385 cases in the intake stage that existed in November 2019 was completely eliminated and in 2021 only 6 cases in intake predate this year (and all are from 2020). During 2020, OIG referred 177 cases to LEG for consideration of disciplinary measures, based on 159 investigation reports and referral reports (on cases for which sufficient evidence existed after preliminary assessment or investigation), and 18 reports for consideration of contractual remedies. Using unearmarked funding, OIG also activated a database for investigations, a new specialized investigation case management system that facilitates effective tracking of cases and stakeholder reporting.

The increased efficiency and visibility of the IOM internal justice system has contributed to a very significant growth in the reporting of allegations of misconduct and the investment in additional capacity in OIG and LEG has facilitated the imposition of disciplinary measures (an increase of over 300% compared to 2019 in dismissals for misconduct), which allows for enhanced accountability and greater confidence in IOM internal justice mechanisms. The Organization remains committed to protecting its human and financial resources and ensuring the utmost accountability to its stakeholders, including migrants and Member States. For further information, refer to the latest report on the work of OIG, submitted to the twenty-seventh session of the Standing Committee on Programmes and Finance.[6]

6   As per governing body document S/27/6.

Business Transformation initiative is launched

Unearmarked funding was used to kick-start the Business Transformation in 2020, which is Workstream 3 of the IGF Workplan. The initiative is underpinned by the need to move to a next-generation Enterprise Resource Planning (ERP) platform to replace the existing PRISM (Processes and Resources Integrated Systems Management) ERP, which will be unsupported technically within the next 5–6 years. Alongside the upgrade of IOM systems and solutions, the Business Transformation will see the complete transformation of the underlying business processes in IOM administrative, resource management and support functions. In support of the overarching IGF objectives (as contained in the IGF Workplan), the Business Transformation aims to reduce the administrative burden on country offices, and increase service levels to them; it aims to integrate and automate controls, digitize end-to-end processes and decrease manual work, as well as provide integrated reporting and analytics to support operational effectiveness. The Business Transformation will enable updated, service-oriented business models in the areas of human resources, finance, accounting, treasury and budgeting, procurement and supply chain, donor relations and legal services as well as in the cross-cutting areas of "plan-to-report" (including full-cycle project management) and risk management. The Business Transformation is planned to run from the last quarter of 2020 through the first quarter of 2024 with an estimated budget of USD 58 million.

During the second half of 2020, the initiative began to build its core team and, starting in October, commenced its foundational phase with "as-is" baselining of how support functions operate today, including the capture of over 2,200 "needs, improvements and wants" to feed into the future business model design process. This baselining was performed through consultations with over 400 colleagues from across the Organization, representing all regions, the administrative centres, and Headquarters. The year culminated with the definition of each process area's future vision, proposed service models, and the transformative or big-impact ideas that will be used to enable this future.

Building on the work done to date, in 2021 the initiative will go to the next level of detail, by defining the business rules, capacity and requirements that will be needed to realise the future way of working and service delivery. These requirements will be validated by colleagues from across the Organization to ensure alignment with the needs of country and regional offices. These requirements will not only serve to guide the development of the future solutions but will also form the basis to determine the best fit ERP platform during the request for proposal process. In addition to prioritizing and implementing a set of "quick wins" to address existing issues where identified solutions will have positive near-term impact, 2021 will be marked by the new ERP selection process and laying the groundwork for solution implementation beginning in 2022.

The planned activities for 2021 are currently only partially funded and the Organization continues to engage with Member States and donors regarding ongoing funding needs and possible sources.

IOM invested USD 3.7 million in 2020 unearmarked funds to bolster the Organization's capacity around migration data, given the importance of reliable, timely and accessible data for evidence-based migration management and migration governance.

The development of the IOM Migration Data Strategy (MDS) in 2020 embodies the IOM commitment to improving the evidence base for good migration governance in support of sustainable development, effective humanitarian action, monitoring and reporting on relevant international frameworks. The implementation of the strategy and the realization of its three main objectives require significant investments to strengthen migration data governance, further develop institutional and staff capacity and ensure that IOM technical infrastructure supports migration data collection, storage and analysis, including through the use of new technologies.

To this end, in 2020 IOM invested unearmarked resources to either establish new or bolster existing regional data hubs in the IOM regional offices located in Bangkok, Cairo, Dakar, Nairobi, Pretoria and San Jose. These investments will support the effective implementation of the MDS in line with the specific data needs in each of these regions.

In 2020, IOM also continued to allocate unearmarked resources to support the global infrastructure of the Displacement Tracking Matrix (DTM). Through the DTM, the Organization's major primary dedicated data-collection mechanism, IOM actively contributes to the collection and analysis of data for humanitarian action. This work is an integral part of the IOM contribution to coordinated inter-agency efforts to ensure more efficient provision of assistance and protection to affected populations. Unearmarked funding received over the past years has been essential to sustaining DTM core capacity and to allowing the DTM to effectively respond and adapt to the COVID-19 pandemic in 2020. Specifically, flexible funds have resulted in:

• Strengthened management of the DTM system infrastructure, including improvements to data management, effective quality control for data analysis, and secured data-sharing platforms.

• Enhancements to methodological robustness and workflow consistency, relevant operational guidance and toolkits, as well as regular operational review and feedback processes.

• Expansion of workstreams related to responsible data use and risk management.

Support to the DTM global support infrastructure is critical, as the DTM provides essential information to decision-makers and responders to enhance the international community's understanding of mobility dynamics and to undertake better-informed response strategies. This investment also ensures that IOM actively participates in and contributes to multi-stakeholder initiatives and key strategic interagency forums, such as the HLP-ID, the Expert Group for Refugee and IDP Statistics, the Grand Bargain workstream five: Improve Joint and Impartial Needs Assessments, and the Platform on Disaster Displacement, to influence the broader systemic changes and strengthen the delivery of shared commitments related to IDP data across the humanitarian sector.

An IOM enumerator collecting data in Buporo IDP camp in Masisi Territory in the Democratic Republic of the Congo. © IOM 2019/Muse MOHAMMED

Key outcomes reached in 2020: IOM strengthens global data capacity

The MDS is launched to strengthen IOM support on evidence-based policymaking. To frame, focus and further amplify its existing strong engagement on data, IOM launched its MDS in 2020. The MDS is the product of Organization-wide consultations coordinated by the IOM Policy Hub and supported by a task force on data quality control, which also developed a set of recommendations to implement the IOM migration data governance policy and the MDS. The MDS aims to enhance data quality and governance across the entire United Nations system.

DTM support to the humanitarian system is expanded. The role of DTM as an essential contributor to the humanitarian planning cycle continued to grow in importance in 2020. The DTM was active in 88 countries in 2020, compared to 71 countries in the previous year. In addition, 80 per cent of 2020 HNOs and HRPs used DTM data for analysis on internal displacement. IOM, through the DTM global support team, also actively supported the HLP-ID with technical recommendations on IDP data and evidence. Through the DTM, IOM also provided an evidence-based understanding of the impact of COVID-19 on mobility at the global, country, cross-border, and interregional levels, with over 760 reports produced on mobility restrictions related to COVID-19.

Investments to strengthen IOM policy capacity, coordination and knowledge management

In 2020, IOM allocated USD 3.6 million in unearmarked funds to respond to the growing demands of Member States that IOM strengthen its role as a policy interlocutor and adviser, including on implementation of the Global Compact for Migration. Through these investments, IOM is strengthening policy coherence and practice across its programming and increasing the circulation of expertise and knowledge across the Organization.

In 2020, unearmarked funds were allocated to sustain the work of the Policy Hub to strengthen institutional policy coherence and enhance policy capacity and knowledge, building on the foundational outputs achieved in 2019. Of particular importance was the

Policy Hub's role in coordinating Organization-wide processes to develop the IOM MDS and its new policy on the full spectrum of return, readmission and reintegration, including facilitating the successful external roll-out of the former.[7] The Policy Hub's work on the MDS went hand-in-hand with coordinating a data task force on data quality control, which developed a set of recommendations to implement the IOM Migration Data Governance Policy and the MDS, as well as efforts to enhance data quality and governance across the entire United Nations system. These processes exemplify how flexible funds have enabled the Policy Hub to act as a force multiplier to bridge gaps between organizational siloes, to bring the collective expertise within the Organization to bear on pressing policy challenges and to support implementation of the Strategic Vision.

Specifically, on COVID-19, the Policy Hub played a key role coordinating the IOM COVID-19 socioeconomic impact task team, which has been instrumental in maintaining coherence in the Organization's socioeconomic response to the pandemic and has enabled the sharing of promising practices for global and cross-regional replication.

In 2020, flexible funding was also invested to continue developing the Migration Policy Repository (MPR) which will enhance the abilities of IOM staff to provide technical advice on migration policy development to governments and stakeholders. The MPR was launched in September 2020, and houses information on close to 400 policy activities from all nine IOM regions. Following the launch, a stocktaking exercise was conducted to gather feedback on the MPR and the role it can play in supporting IOM staff. The exercise revealed a recognition of the MPR as a step forward towards enhancing migration policy knowledge management within IOM and of the support IOM can provide to policy development processes more broadly.

In the last quarter of 2020, the Policy Hub also started the development of the Policy Hub Platform. The Platform offers a space for collaboration on migration policy development as well as analysis, knowledge sharing and learning. The platform will integrate the MPR and will have components related to communities of practices on policy development, peer-to-peer learning and examples of good policy practices and lessons learned from the field. Development of the platform will continue in 2021, with its formal launch scheduled for July.

Since late 2019, in response to the need to strengthen IOM staff capacity in view of the Organization's new role in the United Nations architecture, the Policy Hub has developed an integrated training course for IOM staff on the three key migration-related global policy frameworks: The Sustainable Development Goals (SDGs), the Global Compact for Migration and the IOM Migration Governance Framework (MiGOF). As well, the training course covers the IOM Strategic Vision, the interlinkages between these frameworks, and ways to apply them in daily work. Building staff skills to place IOM programming and operational field work in a global policy context, to frame it in line with the 2030 Agenda, to provide effective support to UNCTs and governments on the implementation of the Global Compact for Migration through quality policy advice, while engaging with our partners in the United Nations system and beyond, is increasingly essential. In 2020, the training was finalized as an e-learning course to enable its roll-out during the COVID-19 pandemic. Evaluations carried out to date on the training attest to its effectiveness in responding to these needs.

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7   The MDS was presented at the October 2020 Standing Committee on Programmes and Finance, during which Member States welcomed the strategy and expressed their full support for IOM taking it forward.

Thanks to the allocation of unearmarked funds, IOM is also taking on a central policy role on the issue of legal identity, outlined under Objective 4 of the Global Compact for Migration.[8] With this investment, IOM is developing an institutional strategy on legal identity, building the capacity of IOM staff on this topic and ensuring the Organization is in a stronger position to provide policy advice to Member States on this matter, captured under Target 16.9 of the SDGs.

In 2020, flexible funds were also invested to increase IOM capacity to support States in implementing migration policies that comply with fundamental international standards and rights of migrants. IOM is using unearmarked funds to develop learning and knowledge management tools on international migration law for IOM country offices to help them address legal and protection concerns in their country of operations, in alignment with international legal frameworks.

For twenty years, IOM has produced the World Migration Report to provide a balanced understanding of migration's complexities, present the latest global migration data and explain emerging and complex migration issues. In a context of increased disinformation, recently exacerbated by the pandemic, the World Migration Report will continue playing an increasingly important role in disseminating balanced and evidence-based knowledge on migration and migrants. Unearmarked funding received in 2020 was allocated to support the preparation of the next World Migration Report edition to be published in 2022.
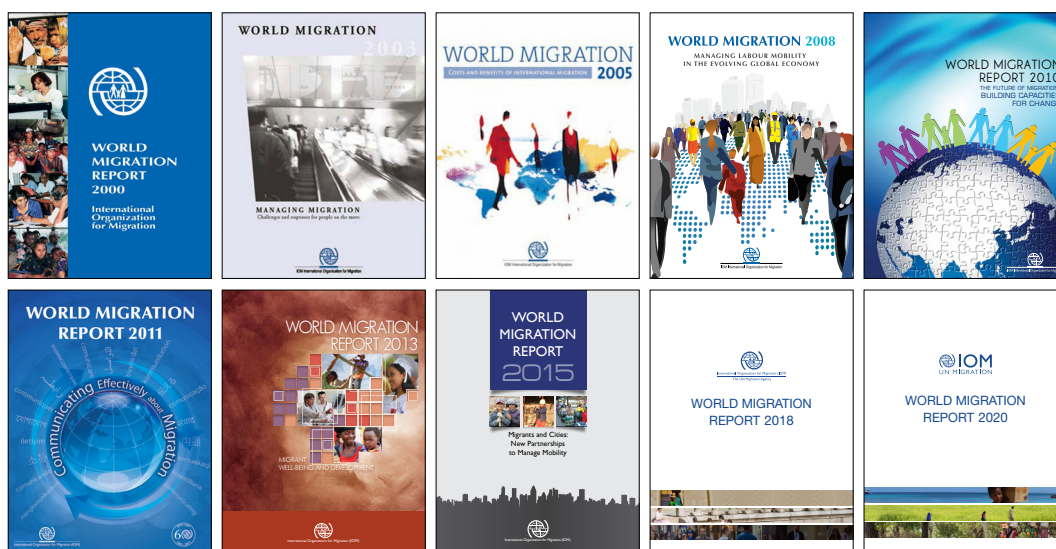
IOM World Migration Report covers. © IOM 2020

In 2020, IOM also allocated unearmarked funding to other significant policy endeavours, including the continued development of the Essentials of Migration Management (EMM2.0) training tools, the implementation of the Institutional Strategy on Migration and Sustainable Development and the strengthening of IOM migration, environment and climate change policy and practice in Europe.

In addition to the central work carried out by the Policy Hub on knowledge management, IOM also allocated unearmarked funds to establish a knowledge management system in the East Africa and the Horn of Africa Region, with a view to improving organizational learning and performance.

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8   Objective 4 is entitled "Ensure that all migrants have proof of legal identity to ensure that migrants have access to essential services and socioeconomic rights in their country of residence".

Young migrants at an IOM-run migration response centre (MRC) in Hargeisa, Somaliland. © IOM 2020

The COVID-19 pandemic required IOM and its partners to adapt and innovate to ensure that services continue to be provided to individuals in need. Flexible funds were allocated to ensure that the Organization can document the breadth of innovative and adaptative measures taken by IOM country offices to continue delivering services during the height of the pandemic. By capturing and sharing these best practices developed in response to the pandemic, IOM will ensure that lessons learned from the COVID-19 pandemic are systematically integrated into future responses for improved programming. While this effort is currently being piloted at the regional level in the Central and North America and the Caribbean region, the findings from the exercise will be disseminated across the Organization.

Key outcomes reached in 2020: IOM evolves as a reliable policy actor

Sustainable development is elevated as a key cross-cutting consideration within IOM strategic planning and programming. Since 2018, IOM has invested unearmarked funds to develop and implement the Institutional Strategy on Migration and Sustainable Development. This strategy paves the way for comprehensively integrating migration and development into IOM policymaking and programming to support the 2030 Agenda. In 2020, specific achievements linked to IOM work on migration and sustainable development include, amongst others:

- Positioning IOM as a key player in the UNDS, having become a member of the core group of the United Nations Sustainable Development Group. This marks the recognition of migration as an important cross-cutting issue in the United Nations, with important ramifications at the country level. To support this process, IOM developed interagency tools to leverage the Global Compact for Migration for United Nations country planning processes and the COVID-19 response through the United Nations Network on Migration.

- Coherently reflecting the migration–sustainable development nexus in nine new IOM regional strategies and one continental strategy.

- Developing the internal UN–SDG Action Plan to facilitate the implementation of the IOM migration and sustainable development strategy and to articulate IOM commitments in the context of the reform of the UNDS. The Action Plan also responds to IOM

reporting commitments under the Quadrennial Comprehensive Policy Review in support of the 2030 Agenda and incorporates key recommendations from the 2018 MOPAN assessment.

- Increasing knowledge on migration and sustainable development in country and regional offices through a new staff training on migration within the main frameworks of the UNDS.

Member States benefit from a tool that will build their capacity on migration management. In 2020, EMM2.0 – the IOM flagship training programme on migration management, targeting government officials and all stakeholders dealing with migration – piloted 10 of its training modules in the Philippines. The EMM2.0 e-platform, which hosts online handbook chapters covering all foundational and thematic areas in migration management, as well as training materials, has also progressed in 2020 and the programme is expected to be publicly launched in 2021. With the roll-out of this programme expected to take place over the course of 2021, this achievement marks an important milestone in line with the ambition of IOM to build the capacity of Member States to manage migration effectively as per the objectives of the Global Compact for Migration and the 2030 Agenda.

IOM prioritizes accessibility of research and analysis to the benefit of its Member States and other stakeholders. Unearmarked funds allowed the Organization's flagship publication, the World Migration Report 2020, to be entirely translated into Russian and key chapters to be translated into German, Portuguese, Swahili and Turkish. The 2020 edition of World Migration Report is the first report in the series to become available in a total of ten languages and the most accessible flagship publication of a United Nations agency.

Investments to enhance organizational effectiveness

In 2020, IOM invested USD 3.5 million to strengthen organizational effectiveness, productivity and performance, including through the empowerment of IOM staff, based on needs identified at regional and global levels. This excludes specific allocations to support the application of the IGF work items.

The IOM workforce is the Organization's most valuable resource, and the COVID-19 pandemic reshaped the mental health needs of the IOM workforce across the world. In 2020, IOM allocated unearmarked funds to support the development of educational materials for staff well-being and mental health, as 2020 proved to be a challenging year for all IOM employees, particularly those located in hardship duty stations.

Unearmarked funding was allocated to strengthen and upgrade ICT systems including to support the development and implementation of the next generation Migrant Management and Operational Systems Application (MiMOSA) framework which is the IOM case management tool for MPA programmes. This effort includes a significant rewrite of the ICT program supporting MiMOSA as well as improvements to the management and use of MPA data within MiMOSA. This will improve return and reintegration data export and increase interoperability between MiMOSA and partners' case management and referral systems, to generate comprehensive statistical information on the entire return continuum. This work will also significantly improve donor reporting on MPA interventions by upgrading MiMOSA to allow customized data export based on mapping the regional donor reporting needs.

IOM staff in discussion with IDPs living in the Shahrak Sabz IDP settlement (Herat, Afghanistan), which was established in 2018 by IDPs fleeing drought. Upwards of 30,000 IDPs now live in the area, as of February 2021. © IOM 2021/Muse MOHAMMED

IOM also allocated funding to expand the roll-out of an identity and access management (IAM) ICT solution to areas including PRISM (Processes and Resources Integrated Systems Management) and MiMOSA. The IAM system monitors updates in the PRISM human resources portal and automatically grants or revokes access to ICT systems accordingly. The initial roll-out of this solution to regional offices, Headquarters and administrative offices has already yielded significant savings, equivalent to hundreds of weeks of manual work by user support teams, and the further extension will continue to increase efficiency while further enhancing the security of ICT access rights.

IOM developed the electronic personal health record (e-PHR) in 2016 to establish a more comprehensive approach to fostering health provision for migrants arriving in Europe. The e-PHR is a strong example of best practice in enhancing health monitoring and health information systems as well as ensuring continuity of care for refugees and migrants. In 2020, IOM allocated unearmarked funding to support critical upgrades to this system to strengthen data collection, sharing and storage and to improve overall usability of this important tool. In parallel, IOM is assessing whether and how this tool could be replicated in South America – specifically in Colombia and Ecuador – which is faced with the compounded challenges of significant migration flows and the COVID-19 pandemic.

IOM is also using unearmarked funding to acquire new tools that will lower financial risk exposure and support the Organization to better anticipate credit ratings downgrades and bank defaults, particularly regarding IOM bank accounts held in countries of operations.

In line with an allocation made in previous years, IOM also directed unearmarked funding to continue reinforcing the management capacity of the IOM regional and country offices in Belgium.

Finally, to ensure that IOM is adequately resourced, flexible funds were also invested to support efforts in expanding and diversifying the Organization's donor base at the global and regional level.

IOM, in close collaboration with government and local actors, began using an interactive voice response (IVR) mass communication tool to disseminate key information and collect community feedback in Cox's Bazar, Bangladesh. © IOM 2020/Abdullah AL MASHRIF

Key outcomes reached in 2020: IOM improves organizational performance

IOM increased productivity and saved significant costs thanks to workplace conflict mediation. With a workforce of over 23,000 at the end of 2020, IOM recognizes the importance of fostering an empowering work environment in which staff feel that they work in a productive and inclusive environment. In 2020, IOM witnessed a 16 per cent increase in the number of colleagues seeking informal conflict resolution channels. Preventing, managing, and informally resolving workplace conflicts greatly reduces the financial and interpersonal costs linked to office disputes. The work of the Office of the Ombudsperson resulted in an estimated USD 5.3 million in cost savings for the Organization in 2020.

IOM achieved climate neutrality. In 2020, for the first time ever, IOM joined the rest of the United Nations family in becoming climate neutral by offsetting unavoidable greenhouse gas emissions derived from facilities and operations during the calendar year 2019, through the procurement of carbon credits certified by the United Nations Framework Convention on Climate Change (UNFCCC).

IOM made progress on its commitment to strengthen gender mainstreaming. In 2020, IOM concluded a thorough assessment of over 200 IOM projects to determine the level and quality of reporting on gender equality results and to develop targeted recommendations to further strengthen gender mainstreaming in the Organization and results-oriented reporting, as per the MOPAN recommendations. In 2020, IOM also completed the development of an online training course on the recent IOM Gender Marker to ensure that IOM staff involved in the development of projects correctly assess how well IOM projects incorporate gender considerations and ultimately improve gender mainstreaming in IOM projects.

Investments to support the IOM Development Fund

Since 2001, the IOM Development Fund/Developing Capacities in Migration Management has provided a unique global resource aimed at supporting developing Member States in their efforts to strengthen their migration management capacity.

In late 2020, IOM allocated USD 0.6 million in flexible funding to the IOM Development Fund, in addition to the regular and established source of funding to the IOM Development Fund through the Standing Committee on Programmes and Finance Resolution No. 18. The Development Fund provides a unique global resource aimed at supporting developing Member States in their efforts to strengthen their migration management capacity. During 2020, the Fund supported 75 capacity-building projects in: migration policy; labour migration; migration and development; counter-trafficking; migration health; migration profiles, immigration and border management; and migration, the environment and climate change. As in previous years, the distribution of allocations to each region was closely aligned with the representation of eligible Member States in those regions. A strong focus was placed on mainstreaming gender, taking a rights-based approach in project development and results-based management, including sharing lessons learned with colleagues involved in project development and implementation. The 2020 allocation will be allotted to projects developed in 2021.

Key outcomes reached in 2020: IOM effectively supports eligible Member States to strengthen migration management capacity

The IOM Development Fund provides seed funding to successful pilot initiatives. An initiative funded through the IOM Development Fund in 2019, Enhancing Migrant Integration and Social Cohesion through Sociocultural Activities and Community Dialogue in South Africa, Botswana and Zimbabwe, provided seed funding and served as the pilot for a proposal successfully selected by the Migration MPTF in 2020.

The IOM Development Fund fosters exchange of best practices in project implementation. In 2020, the IOM Development Fund compiled a review of best practices, lessons learned and challenges to support IOM offices in designing and implementing future successful projects. Through a booklet compiling information on over 60 projects, IOM is fostering an exchange of project implementation experience across regions and thematic areas and strengthening innovation within IOM Development Fund projects and, more broadly, throughout IOM.

Investments to develop strategic communications

As the main intergovernmental organization on migration, IOM is expected to lead global conversations on migration and contribute to a balanced media coverage of migration.

In 2020, close to USD 0.4 million in unearmarked funds were invested to strengthen strategic communications and establish IOM as the leading voice on migration governance and migration management. By strengthening public communications around the Organization's mission and values, IOM is working to raise awareness of key issues and concerns, including attitudes towards migrants. A portion of this envelope has been allocated to the IOM Regional Office for South America, to foster a more balanced coverage of migration in the media, in view of the intensification of intraregional migrant flows of mainly Venezuelan nationals.

Key outcomes reached in 2020: IOM expands strategic communications to raise public awareness and understanding of migration

IOM steps up strategic communications to raise public awareness of migration concerns. Several initiatives were launched to strengthen IOM communications outreach and increase public understanding of complex migration issues. In 2020, the Find A Way campaign raised awareness of climate migration, and the It Takes a Community initiative celebrated migrant contributions. Finally, in late 2020, IOM launched the Global Migration Media Academy, with the Government of Ireland, an initiative designed to offer students of journalism the opportunity to learn about migration, including insight into trends, data and global and regional developments, covering topics ranging from environmental migration to gender-inclusive reporting.

An IOM poster developed as part of a communication campaign in South America on migration and development. © IOM 2020/Regional Office for South America

IOM staff in Somalia oversee a local film production that is being led by Nour Abdi Garaad, a returnee himself. The film will serve as an advocacy piece highlighting the dangers of embarking on an irregular journey. © IOM 2020/Muse MOHAMMED

LOOKING FORWARD: WHAT IS THE APPROACH OF IOM TO CONTINUE GROWING UNEARMARKED FUNDING?

Unearmarked contributions to IOM have steadily increased from USD 3.4 million in 2016 to over USD 31 million in 2020. While the number of donors providing flexible funding remains limited, IOM is appreciative of the fact that 10 new donors have stepped in to support the Organization over the past four years through unearmarked funding. This is the result of continued advocacy efforts by the Organization.

While this growth is encouraging, there are still significant unmet financial needs, as outlined in discussions with Member States in the Budget Reform Working Group. IOM continues to call on all Member States to provide unearmarked funding to continue strengthening the core functions of the Organization.

IOM is deploying the following efforts to raise donor interest in providing additional unearmarked funding:

- Biannual consultations with all donors providing flexible funding.
- Bilateral outreach to potential contributors.
- Donor visibility on social media.
- Advocacy in governing bodies meetings.
- Transparent use of unearmarked funding and annual reporting on allocations.
- Alignment with IOM strategic planning tools under development.

Transparency is a key concern, and IOM strives to show its donors, and their constituents, how their funds have benefited the governments and migrants that IOM serves. IOM counts on the continued support of its current donors and hopes to have demonstrated, through this report, that the essential reforms being undertaken by the Organization would not be possible without unearmarked contributions.

Every contribution counts – your support is a vote of confidence in IOM.

IOM wishes to express its thanks and appreciation to the below donors that are paving the way towards more flexibility in funding:
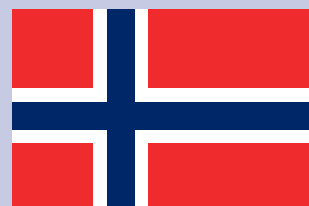
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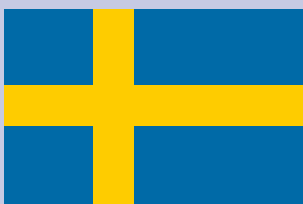
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