



**IOM DEVELOPMENT FUND**  
DEVELOPING CAPACITIES IN MIGRATION MANAGEMENT

# **IOM Development Fund**

## **Strategic Plan**

### **2019 – 2021**



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## IOM DEVELOPMENT FUND VISION

*Humane and orderly  
migration benefiting  
migrants and society*



## The Fund Values

The Fund Values are the shared values that underpin its work as a unit and its relationships with internal and external stakeholders.

### 1. *Strategic*

The Fund identifies a long-term overall goal, consistent with organizational strategies and objectives, and the means of achieving immediate outcomes based on application of available resources. The Fund is strategic in setting goals, determining actions to achieve the goals, and mobilizing resources to complete the actions.

### 2. *Effective and efficient*

The Fund is *effective* when achieving quality results that are consistent with its mission, goal and outcome.

The Fund is also *efficient* by achieving results in a consistent, timely manner and by planning ahead in its delivery of outcomes according to established processes.

### 3. *Informed*

The Fund aims to gather, make use of and take action based on as much up-to-date and reliable information as possible, within the scope of its mission, overall goal, outcomes, key outputs, and consistent with the IOM's organizational mission. The Fund incorporates good practices and lessons learned from project performance reviews and evaluations in order to enhance the benefits of the Fund.

### 4. *Accountable*

The Fund seeks to be responsible and capable of being accountable for its decisions, actions and results. The Fund is accountable to internal colleagues and partners, as well as external stakeholders, in particular, Member States. This is underpinned by transparent procedures and quality assurance which the Fund promotes throughout the entire project cycle.



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5. ***Adaptable***

The Fund is capable of adapting existing policies, procedures and operations to respond to Member States' needs.

6. ***Professional and Inclusive***

The Fund maintains and promotes a diverse working environment that effectively represents the IOM, its mission and goal, and incorporates gender mainstreaming in its programme.

7. ***Innovative***

In the course of planning, implementing and reviewing its programme, the Fund recognises the importance of applying new and creative ideas as a means to continuously improve processes and meet challenges.



## The Fund Mission

The IOM Development Fund is committed to building the capacity of Member States to strive for and benefit from effective and sustainable migration governance.



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## **IOM Mission**

IOM is committed to the principle that humane and orderly migration benefits migrants and society.

As the leading international organization for migration, IOM acts with its partners in the international community to:

- Assist in meeting the growing operational challenges of migration management
- Advance understanding of migration issues
- Encourage social and economic development through migration
- Uphold the human dignity and well-being of migrants





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## IOM DEVELOPMENT FUND OVERALL GOAL

*To provide Member States with accountable and effective seed funding for innovative migration-related projects.*



## The Fund Functions

Whilst ensuring projects align with respective Member States' development agendas and strategies and IOM organizational strategies<sup>1</sup> and goals, the IOM Development Fund's key functions are to:

- **Assess needs and priorities of developing Member States** in the area of migration management and provide financial support accordingly in coordination with Regional Office and HQ Departments.
- **Provide central coordination and operational assistance** in facilitating the effective management of the Fund projects across all project stages including assessment, review, approval, monitoring, finalisation, reporting and evaluation.
- **Provide a consistent and easily accessible source of guidance** for stakeholders involved with project development and management as well as donors.
- **Report on the Fund's projects** to outside bodies and relevant Member States' Permanent Missions and capitals and respond effectively to any related queries.
- **Report biannually to Member States** at informal consultations and Standing Committee for Programmes and Finance (SCPF) on the management and progress of the Fund.
- **Conduct rapid assessments and evaluations of projects and reviews of IOM programmatic areas** to gather best practices and lessons learned in accordance with broader organisational review initiatives.
- **Manage the Fund website, database and PRIMA for the Fund** and promote the Fund via distribution of newsletters and new alerts.
- **Develop and implement awareness and fundraising campaigns to broaden the donor base of the Fund.**
- **Actively participate in the IOM Co-funding Group.**
- **Administer an endowment from the Nippon (Sasakawa) Foundation.**

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<sup>1</sup> The Fund Strategic Plan is a living document and will be updated according to key strategic developments across the IOM, including the IOM Migration Governance Framework (MiGOF).

## The Fund Projects – Thematic Areas

The Fund projects focus on harmonizing eligible Member States' migration management policies and practices with national and regional development strategies. The Fund projects contribute to outcomes in organizational strategies and address the following thematic areas:

- Counter-trafficking
- Labour migration
- Migration and development
- Migration and health
- Migration, environment and climate change
- Border management
- Policy and legal framework development
- Research
- Assisted Voluntary Return and Re-integration (AVRR) – on an exceptional basis, for projects focusing on government capacity building activities.

Emergency operations and migrant return schemes, among others, are not eligible under the Fund.

The Fund promotes international cooperation and dialogue in the area of migration management through its projects and aims to assist Member States in addressing emerging and changing dynamics of migration.

Being fully aware that migration management requires a whole-of-government approach, the Fund ensures that its projects do not take place in isolation and recognise in project design and implementation the links and interplay between different thematic areas in a broader national/regional context.

The Fund projects contribute to building a strong evidence base, acknowledging that effective collection and analysis of high-quality data is critical for designing, implementing and evaluating migration policies and programmes. The Fund advocates



the existing international standards in privacy and personal data protection for its projects.

## Key Outputs and Activities

### **1. The Fund yearly budget allocated to eligible Member States**

- 1.1 Disburse funding equitably across and within regions.
- 1.2 Encourage and support a range of projects across thematic areas.
- 1.3 Ensure gender mainstreaming and a rights-based approach are incorporated in all project documents and activities.
- 1.4 Contribute to internal IOM co-funding requirements when all other funding means have been exhausted.

### **2. Projects developed and implemented according to the Fund programme cycle support achievement of organizational strategies and priorities**

- 2.1 Develop yearly prioritization and criteria based on identified needs and emerging thematic areas whilst ensuring alignment with organizational plans and strategies.
- 2.2 Contribute to the drafting and approval of project proposals in coordination with Regional Offices, field missions and HQ.
- 2.3 Oversee the implementation of projects through the review of project reports, ensuring compliance with IOM standards and procedures, and escalating items for action, including finalisation.
- 2.4 Oversee the inclusion of an evaluation in all Fund projects.
- 2.5 Ensure that PRIMA is utilised appropriately for all project-related processes.



**3. Project Information and Management Application (PRIMA) is operational and effectively maintained**

- 3.1 Maintain the application in accordance with established requirements allowing for ongoing adaption where supported by the Fund and developers.
- 3.2 Ensure the PRIMA is continuously updated with project documentation and is an institutional resource for Fund project management.
- 3.3 Ensure IOM staff receive initial and ongoing training on how to use the system for Fund projects and are provided the opportunity to give feedback that is considered and where applicable, incorporated by the Fund team.
- 3.4 Provide continuous monitoring and evaluation of the application in relation to Fund requirements.

**4. The Fund has a strong internal and external visibility**

- 4.1 Ensure up to date Fund information is available on the Fund and IOM websites and intranet and that promotional materials/activities, including the Newsletter, News Alerts and Brown Bag lunches, are delivered.
- 4.2 Ensure the Fund representation in all relevant internal IOM meetings (SMT, ESMT, Co-Funding group, Retreats).
- 4.3 Provide regular official communications to Member States on the Fund projects and directions, including this Strategic Plan.
- 4.4 Support the promotion of the Fund outputs through participation and presentations in international fora.
- 4.5 Contribute to IOM-wide training sessions and ensure inclusion of the Fund in all relevant institutional training.

**5. The Fund strategy and actions support IOM structures, including organizational strategies, priorities and plans**



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- 5.1 Ensure that the Fund mission aligns with the IOM Migration Governance Framework (MiGOF).
- 5.2 Collaborate with IOM Results Based Management (RBM) experts to ensure that PRIMA records, measures and evaluates project outputs consistent with organisational standards.
- 5.3 Ensure the MiGOF is operationalised in PRIMA and regularly revisited to adapt organisational strategies, priorities and plans.
- 5.4 Conduct the Fund project and programme reviews regularly to ensure effectiveness of the Fund in accordance with the IOM's mandate.

### **6. The Fund aligns with and supports regional and international migration and development strategies, priorities and plans**

- 6.1 Ensure the Fund outputs contribute to the *United Nations Sustainable Development Goals* (Post 2015 – please see Annexe).
- 6.2 Ensure the Fund projects align with and support other regional strategies.

### **7. Fundraising efforts are strengthened in order to broaden donor base of the Fund**

- 7.1 Develop and continuously adapt the Fund Fundraising Strategy that enables the Fund to generate additional funds (through individual giving and private sector) in accordance with the IOM Resource Mobilization Strategy.
- 7.2 Update the Donor governments regularly on important developments of the Fund which facilitates exchange of priorities between the Fund and the donors.
- 7.3 Ensure the availability of funds and resources for conducting targeted campaigns.

## Indicators for Output Success

### **1.1 The Fund yearly budget allocated to eligible Member States**

- 1.1.1 All funds distributed equitably as demonstrated by financial reporting records.
- 1.2.1 Approved projects contribute to diverse range of thematic areas and migration outcomes.
- 1.3.1 Gender Marker minimum of 2a for all projects and rights-based approach demonstrated through a project review.
- 1.4.1 Internal IOM co-funding meetings attended and records indicate the Fund adherence to co-funding requirements.

### **2.1 Projects developed and implemented according to the Fund programme cycle support achieving organizational strategies and priorities**

- 2.1.1 Consistent prioritization processes applied and underpinned by strategic intentions that link to broader Fund/IOM objectives.
- 2.2.1 The Fund project proposals drafted and improved through demonstrated coordination with missions, Regional Offices and HQ.
- 2.3.1 Projects implemented and reported consistent to IOM HQ and Regional requirements based on evidenced process of mandatory review and approval from missions, Regional Offices and HQ.
- 2.4.1 All Fund projects include an evaluation that is retained and applied for purpose of designing innovations to improve future Fund projects.
- 2.5.1 Number of missions using PRIMA to develop and manage projects.





**3.1 Project Information and Management Application (PRIMA) is operational and effectively maintained**

- 3.1.1 PRIMA related requests and inquiries addressed to the Fund are efficiently and effectively actioned.
- 3.2.1 PRIMA is used and recognised and appreciated as an institutional necessity for the Fund project management.
- 3.3.1 Colleagues attend PRIMA training and are able to apply their skills in effectively using the application to develop and manage projects.
- 3.4.1 PRIMA is regularly maintained and stays adaptable and relevant according to changes in the Fund and IOM policy and practice.

**4.1 The Fund has a strong internal and external visibility**

- 4.1.1 IOM colleagues hold an improved understanding of the Fund based on access to effective website information and promotional activities.
- 4.2.1 Senior Executive staff and relevant IOM staff hold a current and accurate understanding of the Fund programme.
- 4.3.1 Member States hold a current and accurate understanding of the Fund.
- 4.4.1 The Fund is represented at international fora and stakeholders are aware of the Fund activities and our mission.
- 4.5.1 IOM-wide training includes the Fund content resulting in increased awareness of the Fund amongst staff and how it relates to their work.

**5.1 The Fund strategy and actions support IOM structures, including organizational strategies, priorities and plans**

- 5.1.1 Every project marked with MiGOF objectives/principles and SDG targets.



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- 5.2.1 Number of reviews that demonstrate consistency between project outcomes/outputs and organisational RBM standards.
- 5.3.1 Number of reviews that demonstrate alignment of fund management with the MiGOF/SDGs.
- 5.4.1 At least two project reviews conducted annually that assess the Fund projects or the programme; the results of which inform strategic planning.

### **6.1 The Fund aligns with and supports regional and international migration and development strategies, priorities and plans**

- 6.1.1 The Fund outputs and indicators of success clearly align with/fall under *United Nations Sustainable Development Goals (SDGs)*.
- 6.2.1 The Fund project proposals and identified activities specifically link to relevant regional strategies.

### **7.1 Fundraising efforts are strengthened in order to broaden donor base of the Fund**

- 7.1.1 Additional Fund resources (through individual giving and private sector) are generated and effectively utilised in support of the Fund's overall goal.
- 7.2.1 Proactive targeting of donor governments to explore alignment between the Fund and their priorities.
- 7.3.1 Resources allocated for a minimum of three campaigns in 2019-2021.



## GLOSSARY OF TERMS

<b>AVRR:</b>	Assisted Voluntary Return and Reintegration is provided for voluntary returnees, including AVRR recipients, and focuses on the needs of returnees and their communities through the provision of support which strengthens their self-sufficiency and consequently makes return more sustainable.
<b>Co-funding Group:</b>	An internal IOM group with the purpose of assisting the Organization in minimizing exposure to unmet co-funding or overhead obligations.
<b>ESMT:</b>	Expanded Senior Management Team.
<b>Member State:</b>	please refer to the IOM website for the latest list of IOM Member States: <a href="http://www.iom.int/cms/en/sites/iom/home/about-iom-1/members-and-observers/governments/member-states.html">www.iom.int/cms/en/sites/iom/home/about-iom-1/members-and-observers/governments/member-states.html</a>
<b>PRIMA:</b>	Project Information and Management Application.
<b>SCPF:</b>	Standing Committee on Programmes and Finance.



## ANNEXE

### Sustainable Development Goals (SDGs)

1. End poverty in all its forms everywhere.
2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
3. Ensure healthy lives and promote well-being for all at all ages
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
5. Achieve gender equality and empower all women and girls
6. Ensure availability and sustainable management of water and sanitation for all
7. Ensure access to affordable, reliable, sustainable and modern energy for all
8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
10. Reduce inequality within and among countries
11. Make cities and human settlements inclusive, safe, resilient and sustainable
12. Ensure sustainable consumption and production patterns
13. Take urgent action to combat climate change and its impacts
14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
17. Strengthen the means of implementation and revitalize the global partnership for sustainable development



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## Migration Governance Framework (MiGOF)

Principle 1: Adherence to international standards and fulfillment of migrants' rights.

Principle 2: Formulate policy using evidence and “whole-of-government” approach.

Principle 3: Engage with partners to address migration and related issues.

Objective 1: Advance the socioeconomic well-being of migrants and society.

Objective 2: Effectively address the mobility dimensions of crises.

Objective 3: Ensure that migration takes place in a safe, orderly and dignified manner.