

MCOF STRATEGIC PLANNING

1 WHAT IS MCOF STRATEGIC PLANNING?

The Migration Crisis Operational Framework (MCOF) frames IOM's approach to analyse the mobility dimensions of crisis and systematize the way IOM develops a response to the needs of populations affected. The MCOF Strategic Planning methodology helps IOM staff to use the MCOF to develop a forward-looking response. It is a participatory process from which a vision is derived and formulated in a strategic planning document.

2 WHY UNDERTAKE MCOF STRATEGIC PLANNING?

MCOF Strategic Planning supports:

- Definition of a **shared vision** and steps to achieve this vision
- Consistency and synergies** across crisis response operations
- Efficient **management** by defining shared priorities and objectives
- Staff **engagement** and **complementarity** across programming
- Adherence** to MCOF and associated policies:
 - IOM's Humanitarian Policy: the Principles for Humanitarian Action;
 - Guidance on Mainstreaming Protection; and
 - The Progressive Resolution of Displacement Situations Framework.

3 WHAT DOES AN MCOF STRATEGIC PLANNING PROCESS LOOK LIKE?

MCOF Strategic Planning entails both a process, in the form of a participatory workshop, and a product, in the form of a strategic plan.

Preparation phase:

IOM missions work together with trained IOM facilitators located in Regional Offices to develop an appropriate timeline and process, which includes the identification of mission focal point(s) to support throughout. It may be beneficial for facilitators and mission staff to participate in focus group discussions and meet external stakeholders to support the analysis of the context.

Workshop phase:

The heart of the process is a two-and-a-half day participatory workshop. IOM colleagues representing the range of IOM activities and field locations should be invited to participate, up to a maximum of 25 staff. The definition of a problem statement and development of strategic objectives runs through the workshop.

The workshop follows a logical structure:

- Context analysis
- Stakeholder analysis
- Humanitarian issues
- Strength, Weakness, Opportunity and Threat analysis
- Response planning

Write up phase:

On completion of the workshop, mission focal point(s), supported by facilitators, collect any outstanding information and write up the discussions in the form of a strategic plan, which is circulated for final inputs. This document can then be shared with mission staff as well as external partners as the vision of IOM's migration crisis response.

4 WHO IS MCOF STRATEGIC PLANNING FOR?

MCOF Strategic Planning was developed to support IOM staff, **from decision makers to implementers**. Strategic planning workshops work best when a wide range of IOM staff representing the diversity of IOM programming are engaged and actively share their views and expertise.