



Strategic Plan 2022 – 2027



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IOM DEVELOPMENT FUND

VISION

Humane and orderly
migration
benefiting
migrants and society

IOM DEVELOPMENT FUND

VALUES

The Fund's Values are the shared values that underpin its work as a Unit, and its relationships with both internal and external stakeholders.

❖ ***Strategic***

The Fund ensures that the allocation of seed funding resources is strategically aligned to both the specific migration-related needs of eligible Member States, as well as to organizational strategies and objectives, in pursuit of the overall achievement of the Sustainable Development Goals and the 2030 Agenda.

❖ ***Effective and efficient***

The Fund is *effective* in its aim to achieving quality results that are consistent with its Vision, Mission, and Outcomes.

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

❖ ***Informed***

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

❖ **Accountable**

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

❖ **Adaptable**

The Fund seeks to adapt existing policies, procedures, and operations to respond to Member States' needs.

❖ **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 programming.

❖ **Innovative**

While 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.

IOM DEVELOPMENT FUND

MISSION

The IOM Development Fund is committed to developing and strengthening the capacities of Member States to strive for, and benefit from, effective and sustainable migration governance.

In accordance with Member State's expectations, and within the scope of organizational objectives, the IOM Development Fund addresses the capacity development needs of eligible Member States by providing an accountable source of seed funding for innovative migration-related projects.

IOM MISSION

IOM is the leading intergovernmental organization in the field of migration, and works closely with governmental, intergovernmental, and non-governmental partners.

With 174 Member States, a further 8 states holding observer status and offices in over 100 countries, IOM is dedicated to:

Promoting humane and orderly migration for the
benefit of all

It does so by providing services and advice to governments and migrants. IOM works in the four broad areas of migration management:

- ❖ Migration and development
- ❖ Facilitating migration
- ❖ Regulating migration
- ❖ Forced migration

IOM activities that cut across these areas include the promotion of international migration law, policy debate and guidance, protection of migrants' rights, migration health and the gender dimension of migration.

Through its initiatives, IOM works with diverse stakeholders to:

- ❖ Assist in the search for practical solutions to migration-related problems

- ❖ Provide humanitarian assistance to migrants in need, including refugees and internally displaced people
- ❖ Assist in meeting the growing operational challenges in the field of migration management
- ❖ Advance understanding of migration issues
- ❖ Encourage social and economic development through migration
- ❖ Uphold the human dignity and well-being of migrants

IOM DEVELOPMENT FUND

GOAL

To provide Member States
with accountable and
effective seed funding for
innovative migration-
related initiatives

IOM DEVELOPMENT FUND

FUNCTIONS

Whilst ensuring that projects align with respective Member States' development agendas and strategies, and IOM organizational strategies¹ 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 Offices and HQ Departments.
- ❖ **Provide central coordination and operational assistance** in facilitating the effective development and management of the Fund's projects in line with institutional standards 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 organizational review initiatives.

¹ 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).

- ❖ **Manage the Fund website** and promote the Fund via distribution of newsletters, news alerts and updates on social media.
- ❖ **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.**

IOM DEVELOPMENT FUND

THEMATIC AREAS

The Fund's projects focus on harmonizing eligible Member States' migration management policies and practices with national, regional, and global development strategies. The Fund's 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, climate change and risk reduction
- ❖ Border management
- ❖ Policy and legal framework development
- ❖ Transition and recovery
- ❖ Research
- ❖ Return and Re-integration (RR) - *on an exceptional basis, for projects focusing on government capacity development activities*
- ❖ Integration and Social Cohesion
- ❖ Protection and Assistance to Vulnerable Migrants
- ❖ Transfer of Migrant Knowledge and Resources

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

IOM DEVELOPMENT FUND

KEY OUTPUTS AND ACTIVITIES

1. The Fund's yearly budget is allocated to eligible Member States

- 1.1 Disburse funding equitably across and within regions.
- 1.2 Encourage and support a range of projects across different 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. The Fund's projects are developed and implemented according to the Fund programme cycle, and with a vision to aligning with 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 Review, revise and approve project proposals in line with institutional standards, in coordination with Regional Offices, Country Offices, HQ Depts and Units.
- 2.3 Oversee the implementation of projects through the review of project reports, global monthly monitoring, ensuring compliance with IOM standards and procedures, providing guidance and escalating items for action.

- 2.4 Ensure that PRIMA is utilised appropriately for all project-related processes.
- 2.5 Oversee the inclusion of an evaluation in selected projects and subsequent implementation of the recommendations.
- 2.6 Aggregate and analyse results across Fund's ongoing and/or finalised projects on a regular basis, to monitor the overall progress achieved towards organizational goals.

3. Project Information and Management Application (PRIMA) is maintained and enhanced

- 3.1 Respond to ad hoc requests for expert advice on the project cycle and PRIMA, and/or re-direct requests appropriately.
- 3.2 Ensure IOM staff receives initial and ongoing training on the project cycle and PRIMA specifically, through group and/or individual sessions.
- 3.3 Participate in specialized training events and share knowledge and expertise on the use and functionalities of PRIMA.
- 3.4 Contribute to enhancing the functionalities, modules, and overall scope of PRIMA, according to organizational needs and developments.

4. The Fund has solid and consistent internal and external visibility

- 4.1 Ensure up-to-date information on the Fund is available on IOM websites and IOM intranet, and that promotional materials/activities, including the biannual Newsletter and News Alerts, are duly delivered.
- 4.2 Ensure the Fund's representation in all relevant internal IOM meetings (OSMT, ESMT, Co-Funding group, UN Network, Retreats).
- 4.3 Ensure the Fund's presence on social media channels is duly maintained and regularly updated.

- 4.4 Provide regular official communications to Member States on the Fund's projects and direction, including on this Strategic Plan.
- 4.5 Support the promotion of the Fund's outputs through participation and presentations in international fora.
- 4.6 Contribute to IOM-wide training sessions and ensure inclusion of the Fund in all relevant institutional training.

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

- 5.1 Ensure that the Fund's mission aligns with the IOM's Strategic Vision, IOM's Strategic Results Framework (SRF), IOM's Migration Governance Framework (MiGOF) and IOM's Migration and Sustainable Development Strategy.
- 5.2 Collaborate with IOM Results Based Management (RBM) experts to ensure that PRIMA records, measures, and evaluates project outputs consistent with organizational standards.
- 5.3 Collaborate with IOM Strategic Results Framework (SRF) experts to integrate SRF Indicators into PRIMA, for the recording, measurement, and evaluation of project outcomes in a manner which is consistent with organizational standards across all projects.
- 5.4 Conduct 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's outputs contribute to the United Nations Sustainable Development Goals (SDGs) as well as with the GCM Objectives.

- 6.2 Ensure the Fund's projects align with relevant regional and global thematic strategies and frameworks.
- 6.3 Ensure IDF projects align with and support country level strategies (e.g. UNSCDF).

7. The Fund engages in fundraising efforts

- 7.1 Develop and adapt the Fundraising Strategy (2020-2025), which 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 involving or impacting the Fund, facilitating exchange of priorities between the Fund and the donors.
- 7.3 Ensure the availability of funds and resources to conduct targeted campaigns.

IOM DEVELOPMENT FUND

INDICATORS FOR OUTPUTS'S PROGRESS

1. The Fund yearly budget is allocated to eligible Member States

- 1.1 All funds distributed equitably, as demonstrated by financial reporting records.
- 1.2 Balanced representation of thematic areas reflected in approved projects, contributing to diverse range of migration outcomes.
- 1.3 Gender Marker minimum of 2a for all projects and rights-based approach integrated, as per project reviews/assessments at the end of year.
- 1.4 Internal IOM co-funding meetings attended, with records indicating the Fund's adherence to co-funding requirements.

2. The Fund's projects are developed and implemented according to the Fund's programme cycle, and with a vision to aligning with organizational strategies and priorities

- 2.1 Consistent prioritization processes applied and underpinned by strategic intentions that link to broader Fund/IOM objectives.
- 2.2 Project proposals drafted and developed with the support of the Fund, through demonstrated coordination with Country Offices, Regional Offices and HQ entities.
- 2.3 Projects implemented and reported consistently to IOM HQ and Regional requirements, based on evidenced process of mandatory review and approval from Country Offices, Regional Offices and HQ entities.

2.4 Number of missions using PRIMA to develop and manage projects.

2.5 Selected Fund's projects include an evaluation that is retained and applied for future innovative design and overall improvement based on lessons learnt and best practices.

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

3.1 PRIMA related requests and inquiries addressed to the Fund are efficiently and effectively actioned.

3.2 PRIMA is used, recognised, and appreciated as an institutional necessity for the Fund project management.

3.3 Number of colleagues who attend PRIMA training and are able to apply their skills in effectively using the application to develop and manage projects.

3.4 PRIMA regularly maintained and maintained adaptable and relevant, in view of the Fund's and IOM's policy and practice.

3.5 Enhancement are recommended to the PRIMA team with regards to new updated functionalities, modules, and dictionaries, with the support of the Fund and in collaboration with the PRIMA Support Team and any other entity concerned.

4. The Fund has solid and consistent internal and external visibility

4.1 Internal colleagues hold an improved understanding of the Fund based on access to effective website information and promotional activities.

4.2 Senior executive staff hold a current and accurate understanding of the Fund programme and related developments.

4.3 The public holds awareness of the Fund based on social media updates, campaigns, material, and promotional activities, carried out both online and offline (e.g., exhibitions, presence at public events, etc.)

4.4. Member States hold a current and accurate understanding of the Fund and related developments.

4.5 The Fund is represented at international fora aimed at making stakeholders aware of the Fund activities and its mission.

4.6 IOM staff has an increased awareness on the Fund and how it relates to its work due to IOM-wide training including the Fund's content.

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

5.1 Each Fund's project marked with MiGOF objectives/principles, SDG targets, MS&D Objectives, GCM Objectives and Strategic Results Framework Outcomes/Indicators.

5.2 Number of reports that demonstrate consistency between project outcomes/outputs and organizational RBM standards.

5.3 Number of reviews that demonstrate alignment between the Fund's management and MiGOF/SDGs/GCM/SRF principles.

5.4 Two project reviews (at a minimum) conducted annually that assess the Fund projects or the programme, aimed at informing strategic planning.

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

6.1 The Fund's outputs and indicators of progress clearly align with/fall under the *United Nations Sustainable Development Goals* (SDGs).

6.2 The Fund project proposals and identified activities are specifically linked to relevant regional strategies.

6.3 IDF project proposals and reports align with and support country level strategies (e.g. UNSCDF).

7. The Fund engages in fundraising efforts

7.1 Additional Fund resources (through individual giving and private sector) generated and effectively utilised in support of the Fund's overall goal.

7.2 Proactive targeting of donor governments used to explore alignment between the Fund and their priorities.

7.3 Resources allocated to a minimum of three campaigns in 2022-2027.

GLOSSARY

RR:	Return and Reintegration is provided for voluntary returnees, including RR 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.
Co-funding Group:	An internal IOM group with the purpose of assisting the Organization in minimizing exposure to unmet co-funding or overhead obligations.
ESMT:	Expanded Senior Management Team.
Member State:	please refer to the IOM website for the latest list of IOM Member States: www.iom.int/cms/en/sites/iom/home/about-iom-1/members-and-observers/governments/member-states.html
PRIMA:	Project Information and Management Application.
SCPF:	Standing Committee on Programmes and Finance.

ANNEXES

A. SUSTAINABLE DEVELOPMENT GOALS

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.

B. MIGRATION GOVERNANCE FRAMEWORK

Principles

- **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.

Objectives

- **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.

C. MIGRATION AND SUSTAINABLE DEVELOPMENT STRATEGY

Outcome 1. Human mobility is increasingly a choice

Deliverable 1: We will assist governments and work with other partners to assess and address the drivers and structural factors that compel people to move.

Deliverable 2: We will support governments to enhance pathways for safe and regular migration.

Outcome 2. Migrants and their families are empowered as development actors

Deliverable 1: We will uphold and protect the rights of migrants and displaced populations.

Deliverable 2: We will promote durable solutions for displaced populations and host communities.

Deliverable 3: We will harness migrants' economic and social capitals for broad based development.

Outcome 3. Migration is increasingly well governed

Deliverable 1: We will strengthen institutions and systems to institute good migration governance.

Deliverable 2: We will advocate for policy coherence to harness the linkages between migration and development.

Deliverable 3: We will empower decentralized levels of governance to carry forward the 2030 Agenda and its relevance to migration in ways that are responsive to their context and the realities that they face on the ground.

D. STRATEGIC RESULTS FRAMEWORK

- **Objective 1:** Humanitarian assistance and protection save lives and respond to needs.
- **Objective 2:** Individuals and communities are empowered and resilient.
- **Objective 3:** Migrants and societies benefit from safe, orderly and regular human mobility.
- **Objective 4:** Migration governance is supported by a Whole-of-Government and Whole-of-Society approach.

SRF Objectives and Long-Term Outputs

