

TERMS OF REFERENCE

Application of Internal Governance Framework (IGF) to Health Assessment Programme (HAP)

The International Organization for Migration (IOM), a UN Agency, is looking for a specialized consultancy to assist the Organization to review the current control and response mechanisms, in line with the Internal Governance Framework (IGF), that would allow enhancement of the effective functioning of the Migration Health Assessment Programme (HAP) and to inform process control design for other related processes as part the Business Transformation initiative.

BACKGROUND

Established in 1951, IOM is the leading UN agency in the field of migration working closely with governments, other UN agencies and non-government organisations to achieve its goals. IOM is dedicated to promoting humane and orderly migration for the benefit of all, and acts with its partners in the international community to carry out initiatives and programmes to assist in meeting the growing operational challenges of migration management, advance understanding of migration issues, and encourage social and economic development through migration, while upholding the human dignity and well-being of migrants.

Today, IOM operates in 400 offices across more than 100 countries, with an operating budget of approximately USD 1.8Bn in 2018, mainly through Member State contributions and donor funding.

Migration health assessments (MHAs) consist of an evaluation of the physical and mental health status of migrants performed either prior to departure or upon arrival for purposes of resettlement, obtaining a temporary or permanent visa, assistance for integration or return, enrolment in specific migrant assistance programmes or in relation to employment. MHAs have been a traditional IOM service for Member States and beneficiaries since 1951 and are tailored to satisfy public health requirements or immigration legislation in each receiving country. The main objectives of this global programme are to improve the health of migrants, reduce and better manage the public health impact of population mobility on receiving countries, and to assist in the continuity of care and facilitation of the integration of migrants through early detection and management of health conditions. In 2018, IOM performed more than 370,000 migration health assessments in over 80 countries, on behalf of more than 30 destination countries.

IOM is undertaking an institutional review of key business operating processes under the Internal Governance Framework (IGF) initiative. The IGF outlines the essential requirements for a modern and fit-for-purpose internal governance system that maintains and facilitates key organizational strengths, while simultaneously improving the quality of IOM's overall functioning. Through the application of the IGF, IOM seeks to improve efficiency, effectiveness, agility, consistency, accountability and transparency across IOM through, inter alia, streamlining process, differentiating controls according to risk levels and employing digitization and automation where appropriate.

Within HAP, IOM is in the process of implementing the Quality Framework (QF) drafted in 2018, which recognised that the quality and governance of the health-related functions of IOM contributes to the health of, safety of and access to health services and programmes for clients and staff. It noted that quality occurs at management, administrative and clinical levels and encompasses all health programmes, and that these need to be evidence-informed with strong links between the data repository, with use of performance reports, analysis of health data and using this knowledge to inform future practice. The QF provides guidance to all managers, programme and project leads and staff

within MHD, on their role in establishing a quality management system; and what processes and mechanisms can be established within their work environment to make this flourish.

To facilitate the application of the IGF to the HAP, IOM is seeking the services of a consultant to assist the Senior HAP managers and Risk Management Unit to perform a detailed risk assessment outlining key mitigation and defence strategies consistent with the elements outlined to enable application of the IGF in HAP, as well as the applicability of such strategies to other programme areas within IOM.

OBJECTIVE AND SCOPE

- a. Assist IOM develop a methodology to apply the IGF to specific programmatic and functional areas using HAP as a pilot to review and assess the programme against the governance and control components of the IGF. This pilot assessment/application of the IGF to the HAP programme should take the form of a gap analysis against the requirements outlined in the Internal Governance Framework (IGF) and a risk assessment for the HAP programme. The application should result in a set of recommendations for each component that will assist HAP conform with the guidance as issued in the IGF.

The assessment/application should include the following:

- Strategic planning process, and results-based approach for the HAP programme.
- Current structure, reporting lines and assignment of roles, responsibilities and authority as well as control and defence mechanisms.
- Mechanisms to manage operational delivery for the HAP programme.
- Functions to oversee risk management and compliance for the HAP programme in line with the IOM Health Quality Framework.
- Reporting, including results-based reporting
- Incident reporting and grievance mechanisms.

- b. Risk assessment

Using the risk management methodology of IOM, perform and document a risk assessment of the global HAP; specifically:

- Review internal documents relating to the HAP, perform interviews and process walk-throughs in IOM Headquarters and Nairobi regional and country HAP offices initially, followed by regional and country HAP offices in Kiev, Bangkok and Jordan; the interviews should include staff directly involved in HAPs as well as major internal stakeholders;
 - Review the results of a recent internal and external evaluations of the Programme;
 - In line with the key elements of the IOM Health Quality Framework, develop a risk management plan; identifying key risks and controls and provide recommendations for risk mitigation improvements.
- c. Preparation for the rollout of the HAP risk assessment methodology in the field (relevant country and regional offices)
 - Develop a risk assessment toolkit for HAP managers, namely Chief Migration Health Officers (CMHOs) and Regional HAP Coordinators (RHAPCs) as well as Chiefs of Missions (COMs) and Resource Management Officers (RMOs).
 - Develop a webinar on risk assessment and treatment in HAP for country offices (COs); conduct at least two webinars on risk assessment in HAP for CMHO and RHAPCs.

DELIVERABLES

- a. **Methodology and approach for the IGF application to a programmatic or functional area** using the outcomes of the assessment done for HAP.
- b. **A gap analysis against the requirements of the IGF by mapping the controls, strategies and responsibilities** to ensure conformance of HAP to the principles of the IGF. The output should include a set of recommendations for each component of the IGF that will assist HAP to conform with the guidance as issued in the IGF.
- c. **HAP risk assessment**, documented in the template provided by IOM.

The risk assessment should include, but not be limited to, the following key areas:

- External factors, including 1) government policies on migration; 2) competition; 3) other
 - HAP organizational structure and responsibilities
 - Human resources (including training)
 - Financial management and Programme sustainability, including billing/fee calculations and efficiency
 - Legal aspects of HAPs
 - Health data systems, data protection, health information
 - Communications
 - Programme integrity including at a minimum fraud-prevention measures, consent, identity management, data security
 - Medical procurement and supply chain management
 - Asset management
 - Infrastructure and medical equipment
 - Clinical effectiveness and safety
 - Infection prevention and control
 - Client/beneficiary relations
 - Quality management systems
 - Safety management/environment of care
 - Incident management
 - Security management
- d. **Risk Management Plan**, including the identification of key controls, additional risk mitigation strategies and risk owners for key processes in HAP and make recommendations for improvements to governance processes in line with the IOM Health Quality Framework. (This can be referenced to the recommendations from the application of the IGF).
 - e. **Risk assessment toolkit** for Chief Migration Health Officers (CMHOs) and Regional HAP Coordinators (RHAPCs) as well as Chiefs of Missions (COMs) and Resource Management Officers (RMOs).
 - f. **Two webinars** on risk assessment and treatment in HAPs for CMHOs, RHAPCs, COMs and RMOs.

[Service providers that can leverage staff in the chosen locations would be preferred]

ACCOUNTABILITY

This project contributes directly to the ongoing initiative of IOM Internal Governance Framework sponsored by the Office of the Director General and the consultancy will be directly accountable to the Internal Governance Coordinator and senior adviser to DDG. This will be supported by the IGF Steering Committee and a working group of technical experts from Risk and HAP.

To support the service provider's work, an IOM focal point from HAP will be appointed for assistance obtaining information from within the Organization and providing it to the service provider, facilitating logistics of the consultancy (contract, payments, travel, etc.) and ensuring access to personnel for information meetings.

QUALIFICATIONS AND EXPERIENCE

- COSO Risk management experience – risk exercise with clinical or life science experience preferred (min. 7 years of experience)
- Risk/management consultant with internal control, corporate governance, policy and procedure review experience (min. 7 years of experience)
- SME – 7 years of experience as a senior health administrator with clinical governance knowledge/background

TIMEFRAMES

The project is expected to be completed within a maximum of 6 months from the date of commencement.