



International Organization for Migration (IOM)  
The UN Migration Agency

## **OFFICE OF THE INSPECTOR GENERAL**

### **Management Response and Actions IOM Country Office Ankara Audit File No. TR201801**

The IOM Office of Inspector General (OIG) conducted an internal audit of IOM Ankara (the “Country Office”) from 3 to 19 September 2018. The audit covered the activities of the Country Office from January 2017 to July 2018. The audit assessed the risk exposure and risk management of the Country Office’s activities, in order to ensure these are well understood and controlled by the country-level management and staff. The results of the audit are public and can be accessed through IOM’s global website<sup>1</sup>.

The OIG assessed the Office as partially effective, out of the 46 audit findings and recommendations, 16 were considered very high and high risk. As of December 2019, the Country Office has implemented all the 46 audit findings and recommendations.

#### **Mission History**

IOM Turkey first opened its offices in the country in 1991 following the aftermath of the Gulf War. IOM’s partnership with the Republic of Turkey was formalized in November 2004 when Turkey was granted member status to IOM. The partnership between IOM and Turkey continued since then, including support in drafting the Law of Foreigners and International Protection, as well as establishing the Ministry of Interior’s Directorate General for Migration Management in 2013. Now in its 27th year of operations in Turkey, the Country Office addresses the full scope of migration issues, supporting and developing government capacity to manage migration. As a result of the Syria Crisis and influx of refugees into Turkey, IOM scaled up Turkey operations and currently has a presence in 15 separate locations (including the main office in Ankara and sub-offices in Istanbul and Gaziantep) and more than 1,000 personnel.

#### **Programme Snapshot July 2018 to October 2019**

Over the past five years, the IOM Country Office in Turkey has undergone significant increases in project portfolio and diversification of project types. To illustrate new complexity, as of October 2019, IOM Turkey implements projects under 17 different project codes: DP, SN, CC, MP, CS, FM, TC, DS, CT, RR, PX, IB, DX, IV, IS, MH, and RE. As a result of scale and diversification, IOM Turkey has increased staff (from 363 in

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<sup>1</sup> <https://www.iom.int/internal-audit>



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January 2017 to 1,011 in October 2019), office facilities, and other assets to efficiently and effectively implement the multi-sectoral programme portfolio.

#### **July 2018 IOM Turkey Portfolio (end of Audit Period):**

- 14 contributing donors
- 45 active-ongoing projects
- USD 98.6 million in active-ongoing project funds

#### **October 2019 IOM Turkey Portfolio:**

- 23 contributing donors
- 58 active-ongoing projects
- USD 165.9 million in active-ongoing project funds

#### **Main Achievements 2018-2019**

- In 2018, secured amendment to Host Country Agreement recognizing IOM as Related Agency of UN.
- In eight years of Syria Crisis, the Country Office has expanded its large-scale and diverse programme portfolio in the midst of fundraising and operational challenges for UN, non-governmental organizations, and greater humanitarian community inside Turkey and Syria.
- Maintained resettlement operations through increase in EU resettlement activities in midst of global reduction in resettlement caseload from USRP.
- Expanded and professionalized supply chain/logistics/warehouse operations to accommodate increasing stock required for Turkey and Syria operations. As a result of performance, Turkey was selected as an IOM Regional Logistics Hub.
- In 2019, secured second award from the EU Instrument (EUR 30 million) for contributing to Stability and Peace (IcSP) to procure nine state of the art search-and-rescue vessels for the Turkish Coast Guard.

#### **Main Challenges 2018-2019**

- UN Salary scale in Turkey for national staff has been a challenge for recruitment and retention of quality national staff. Hundreds of IOM national staff have left the Country Office for other opportunities with better compensation packages, including Government of Turkey, diplomatic missions, other UN agencies, and even implementing partner non-governmental organizations.



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- Post adjustment for international staff remains one of the lowest rates globally (14.6 as of October 2019) while living costs have increased, hindering recruitment efforts of qualified international professional staff to the Country Office.
- Implementing partner management inside Syria continues to be a challenge, particularly with increasing legal, risk management, financial, and reporting requirements from donor partners.
- IOM ability to conduct Cross-Border operations from Turkey to Syria (currently USD 70.2 million and 42 per cent of total Active-Ongoing portfolio) contingent on extension of UN Security Council Resolution.

The IOM Country Office in Turkey has also established a number of best practices and innovations, as follows:

- Agile Supply Chain Management
- Commodity Tracking System
- Cash Based Intervention Programmes
- Information Management Portal that includes various module such as HR, Travel, Procurement Warehouse and Logistics, Distribution, Project management, etc. that allows the Country Office to reduce the paperwork and optimize the processes.
- Procurement of Innovative Search and Rescue Boats.
- Solid and dedicated Administrative and programmatic units including Monitoring and Evaluation, Compliance and Quality Control units which ensures proper segregation of duties and control mechanisms.

**OID/Internal Audit COMMENT: Based on the action plans and documentation provided by the Country Office, Internal Audit validated the progress of implementation of the recommendations and has assessed all 46 findings as fully implemented as of December 2019.**