

The image is a composite of two photographs. On the left, a woman wearing a brown hijab and a blue shawl over a black garment is looking down at a document she is holding. On the right, an older man with a white headscarf and a white patterned shirt is holding a wooden staff. The background is a dry, dusty outdoor setting with some tents or structures visible. A dark blue vertical bar is overlaid on the right side of the image, containing the title text.

2019 ANNUAL
REPORT ON THE USE
OF UNEARMARKED
FUNDING

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IOM is committed to the principle that humane and orderly migration benefits migrants and society. As an intergovernmental organization, IOM acts with its partners in the international community to: assist in meeting the operational challenges of migration; advance understanding of migration issues; encourage social and economic development through migration; and uphold the human dignity and well-being of migrants.

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Cover photo: An IOM staff carries out an assessment in an IDP Camp in Somalia. © IOM 2018/
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FOREWORD

2019 was a significant year for IOM – it marked the start of a new era for the Organization with the launch of the Organization’s Strategic Vision 2019–2023. The Strategic Vision outlines the roadmap that we intend to follow over the next four years and is meant to ensure the Organization takes the necessary actions to position itself as a driving force in the global conversation on migration by 2023. In order to meet successfully the demands and expectations of its stakeholders, migrants and Member States alike, IOM must also rest on strong foundations and be equipped with an internal governance system that is fit-for-purpose.

2019 also marked the conclusion of the first MOPAN (Multilateral Organization Performance Assessment Network) assessment of IOM. The MOPAN institutional assessment report echoed the need for IOM to embark on a process of institutional strengthening and for its donors to put more emphasis on flexible financing to allow IOM to make critically needed structural reforms.


While discussions to review the Organization’s budget and financing models continue with Member States, it is already clear that IOM will not be able to realize its full potential without adequate resources and new investment. Support from Member States, both politically and financially, is essential for IOM to reach the next stage in its institutional development and fully take on the additional responsibilities stemming from its accession to the United Nations system, from the increasing complexity and political salience of migration dynamics, as well as from the increased frequency and duration of emergency situations.

We are very grateful to the eleven donors that have entrusted IOM with unearmarked funding in 2019 and are pleased to welcome the Government of Ireland as a newcomer to the ranks of donors that have demonstrated their trust in and support for IOM through flexible funding. Nevertheless, while IOM has strived to provide donors with greater transparency, accountability and visibility on the use of unearmarked contributions, the total volume of these contributions declined in 2019. We stand ready to engage further with our donors and partners to identify additional avenues to increase and diversify our sources of unearmarked funding.

This annual report provides our partners with an overview of how IOM, through the Migration Resource Allocation Committee, allocated unearmarked funding received in 2019 to support the implementation of its Strategic Vision and Internal Governance Framework.



Through this report, we hope to have demonstrated the responsible allocation and management of these funds by IOM. We deeply appreciate the trust that donors have placed in IOM through the contributions made thus far and look forward to building that trust still further in the coming years as IOM demonstrates the importance and impact of this funding.



António Vitorino
Director General

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LIST OF ACRONYMS

AAP	accountability to affected populations
CADRI	Capacity for Disaster Reduction Initiative
CBI	Cash-Based Interventions
CCA	Common Country Analysis
CMR	central Mediterranean route
DRR	disaster risk reduction
DTM	Displacement Tracking Matrix
ERP	Enterprise Resource Planning
FinCoorP	Financial Coordination Platform
FMRP	Financial Management Rules and Procedures
GP20	the twentieth anniversary of the Guiding Principles on Internal Displacement
HBMM	Health, Border and Mobility Management
HLP-ID	High-Level Panel on Internal Displacement
IATI	International Aid Transparency Initiative
IBM	Immigration and Border Management
IGF	Internal Governance Framework
IHR	International Health Regulations
ILO	International Labour Organization
IOM	International Organization for Migration
MiGOF	Migration Governance Framework
MIRAC	Migration Resource Allocation Committee
MOPAN	Multilateral Organization Performance Assessment Network
MoU	memorandum of understanding
MPTF	Multi-Partner Trust Fund
OECD	Organisation for Economic Co-operation and Development
OHCHR	Office of the United Nations High Commissioner for Human Rights
OOM	Office of the Ombudsperson
OSI	operational support income

PRISM	Processes and Resources Integrated Systems Management
PSEA	Prevention of Sexual Exploitation and Abuse
R-UNSDG ESA	Regional UN Sustainable Development Group for Eastern and Southern Africa
SDG	Sustainable Development Goal
UNCT	United Nations Country Team
UN DESA	United Nations Department of Economic and Social Affairs
UNDP	United Nations Development Programme
UNDS	United Nations development system
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children’s Fund
UNODC	United Nations Office on Drugs and Crime
UNSDCF	United Nations Sustainable Development Cooperation Frameworks
UNSPSC	United Nations standard products and services codes®
USD	United States dollar
WASH	water, sanitation and hygiene

IOM educational and training activities promote (re)integration and social cohesion. © IOM 2016/Amanda MARTINEZ NERO



QUICK FACTS ON UNEARMARKED FUNDING

What is unearmarked funding?

Unearmarked funding consists of voluntary contributions that are fully flexible, that is, the organization receiving them is able to allocate the funds to the areas that most require investment. While a significant portion of the resources received by IOM is tightly earmarked for individual projects, unearmarked contributions enable the Organization to respond to strategic needs and to finance important core functions and functional areas, including the provision of technical expertise and policy advice that benefit multiple programmes and projects.

Unearmarked contributions are reported on in the MIRAC Annual Report on the Use of Unearmarked Funding and in the IOM Annual financial report.

How does IOM allocate unearmarked funds?

In 2017, IOM established the MIRAC, comprised of IOM leadership at Headquarters and regional level, to review unearmarked contributions and provide recommendations to the Director General on the allocation of these contributions based on internal priorities and strategic needs. While flexible funding enables IOM to implement strategic initiatives, strong control and monitoring mechanisms remain in place once the funding has been internally allocated, thus ensuring the highest level of accountability. The MIRAC is supported by a secretariat tasked with monitoring the allocations made through the MIRAC and ensuring adequate reporting both internally and externally, through the Annual Report on the Use of Unearmarked Funding.

IOM staff providing assistance to migrants in the Temporary Reception Centre in Bihac, Bosnia and Herzegovina. IOM 2018/Munever SALIHOVIĆ



FUNDING OVERVIEW IN 2019

In 2019, IOM received USD 2.1 billion in total voluntary contributions of which just over USD 28.5 million was unearmarked.¹ This represents a 5 per cent decline from 2018, when IOM had witnessed an encouraging increase in unearmarked contributions to a total of USD 30 million. As IOM total revenue (and expenses) in 2019 surpassed the USD 2 billion mark for the first time in the Organization's history, the portion of activities funded by unearmarked voluntary contributions only amounted to 1 per cent of total IOM revenue.

A total of eleven donors made unearmarked contributions to the Organization in 2019, of which the top three donors were Sweden, the United Kingdom and Denmark, accounting for 68 per cent of all unearmarked funding received.

The United States of America, Norway, the Netherlands, Belgium, Ireland, Switzerland, Portugal and Austria contributed the remaining 32 per cent as shown in the below table.

Sweden's contribution – totalling USD 10.78 million – accounted for 38 per cent of total IOM unearmarked contributions received in 2019. Since 2017, Sweden and the United Kingdom have been exemplary supporters of IOM and have provided a total of USD 24.55 million and USD 15.36 million in unearmarked contributions, respectively. In 2019, Ireland made its first unearmarked contribution, thus solidifying its strong collaboration with IOM and recognizing the central role of IOM in the global conversation on migration.

Table 1. Overview of voluntary contributions from donors making unearmarked contributions in 2019

Donor	Unearmarked voluntary contribution (2019)	Earmarked voluntary contributions (2019) ²	Donor's unearmarked contribution as percentage of IOM's total unearmarked contributions from Member States (2019)	Unearmarked contribution as a percentage of donor's total contribution to IOM (2019)
1. Sweden	10 782 606	26 112 089	37.8%	29.2%
2. United Kingdom	4 929 449	96 697 016	17.3%	4.9%
3. Denmark	3 682 427	10 591 290	12.9%	25.8%
4. United States of America	2 683 000	587 744 322	9.4%	0.5%
5. Norway	2 284 409	14 790 076	8.0%	13.4%
6. Netherlands	1 833 333	53 173 819	6.4%	3.3%
7. Belgium	1 136 364	8 600 411	4.0%	11.7%
8. Ireland	553 097	2 926 460	1.9%	15.9%
9. Switzerland	512 821	24 322 142	1.8%	2.1%
10. Portugal	110 011	1 053 110	0.4%	9.5%
11. Austria	39 600	3 723 972	0.1%	1.1%
TOTAL	28 547 117	829 734 707	100%	-

Proportionally, Sweden and Denmark have been IOM's most flexible donors, with 29 per cent of Sweden and 26 per cent of Denmark's total voluntary contributions to the Organization being unearmarked in 2019.

1 All monetary values in this report are given in United States dollars (USD).

2 Includes in-kind contributions from Sweden and the United States of America amounting to USD 1,014,216 and USD 1,727,492, respectively.

A registration of Venezuelan migrants and refugees in the border area of Haquillas, Ecuador. © IOM 2019/Muse MOHAMMED



THE TIMING OF UNEARMARKED FUNDING

In 2019, multi-year agreements for unearmarked funding were ongoing with Belgium, Denmark and the United Kingdom. IOM did not sign any new multi-year agreements during the year, despite several requests to Member States to consider anchoring their unearmarked contributions through multi-year agreements.

IOM urges all Member States to consider signing a multi-year agreement for voluntary unearmarked funding. These multiannual engagements provide the predictability, stability and visibility required to make the long-term structural investments and reforms that will ensure that IOM is able to continue to deliver its mandate effectively over the coming years while remaining a nimble partner.

Flexibility in the implementation period is a valuable parameter of unearmarked contributions, as it allows IOM to carry funds over to the following calendar year, as needed, and ensures continuity and synergies in the implementation of important initiatives.

Ines, used to sell dried fish in the market before cyclone Idai. She has lost her house and was relocated with her family to Samora Machel camp. © IOM 2019/Amanda MARTINEZ NERO



ALLOCATION OF UNEARMARKED FUNDING THROUGH THE MIRAC IN 2019

The provision of unearmarked contributions is anchored in a strong partnership between IOM and its donors, in which donors trust the mechanisms in place within the Organization to allocate and manage these funds.

In 2019, IOM received a total of USD 28.5 million in voluntary unearmarked contributions. The MIRAC made recommendations to the Director General for the allocation of unearmarked contributions amounting to USD 26.8 million.

From the amount allocated through the MIRAC, USD 2 million was allocated to the 2020 core budget to ensure that the IOM core structure is adequately resourced to meet the growing demands placed on the Organization. Given the specific nature of the core budget, which covers needs at the global, regional and country level, the Organization reports on the use of the overall core resources in statutory annual financial reports. For further information on this allocation please refer to C/110/8 Programme and budget for 2020.³

All allocation recommendations were made based on organizational priorities as laid out in the 2019–2023 Strategic Vision and the Internal Governance Framework and aim at accommodating the broad thematic or geographic guidance provided by certain donors in their contributions.

The USD 26.8 million allocated by the Director General based on recommendations by the MIRAC were distributed as indicated in Table 2.

Table 2. Distribution of unearmarked funds allocated through the MIRAC in 2019

	Amount (in USD)
Global Initiatives	20 492 581
Core Budget 2020 (OSI)	2 000 000
West and Central Africa	1 271 437
Middle East and North Africa	1 150 614
IOM Development Fund	538 851
Asia and the Pacific	339 983
Southern Africa	302 062
Central America North America and the Caribbean	229 488
South-Eastern Europe Eastern Europe and Central Asia	209 456
East and Horn of Africa	201 376
South America	84 997
Total amount allocated through the MIRAC in 2019	26 820 845

The following section of the report provides an overview of how the funds received in 2019 were used at the global and regional levels.

³ Available at <https://governingbodies.iom.int/system/files/en/council/110/C-110-8%20-%20Programme%20and%20Budget%20for%202020%20%2829.10.19%29.pdf>.

Global initiatives

IOM allocated 80 per cent, or USD 20.4 million, of the unearmarked funding received in 2019 to global initiatives. Such initiatives are usually led by IOM Headquarters, and aim to support the Organization's work worldwide by strengthening the capacity of IOM to effectively deliver projects and services in the more than 150 countries it operates in. By directing unearmarked funding to these essential areas, IOM has been able to strengthen important functional areas that have been identified as critical in the MOPAN report and in the 2019–2023 Strategic Vision.

• Policy capacity

Strengthening policy capacity – transforming accumulated IOM expertise into a living source of migration policy – is a central tenet of the IOM Strategic Vision, and the IOM MiGOF sets out the essential elements to support planned and well-managed migration in a concise, practical and coherent way. As the leading UN organization in the field of migration, with a comparative advantage in addressing migration governance, IOM has invested unearmarked funding to capacitate over 500 staff worldwide to consistently apply the principles of MiGOF in planning, programming and reporting. Under the aegis of the Policy Hub, IOM also carried out a mapping of the three main frameworks that guide IOM work (Global Compact for Migration, SDGs, and MiGOF), and trained IOM staff, including twenty Chiefs of Mission and staff from all nine regional offices, on the synergies and intersections between these three frameworks, as they relate to migration. These efforts have resulted from the commitment of IOM to contribute to the attainment of the goals and objectives of these frameworks and to effectively support Member States in doing so as well.

IOM is committed to supporting its Member States achieve the 2030 Agenda for Sustainable Development. To that end, the Organization's approach is to maximize the potential of migration to achieve sustainable development outcomes for migrants and societies alike. This recognizes that migration, when it is well-managed, can be both a development strategy and a development outcome. The adoption of the Global Compact for Migration, anchored in the 2030 Agenda, also presents a significant opportunity to leverage the positive relationship between migration and development. As the leading intergovernmental organization in the field of migration, IOM is uniquely placed to use its convening power to ensure that the activities of the UN system maximize the development potential of migration. To this end, IOM has developed its first ever Migration and Sustainable Development Strategy. This Strategy is being put into practice and its progress will be reviewed regularly. Unearmarked resources have been allocated to establish the necessary coordination and support mechanisms, and to enhance staff capacities, so as to ensure that the Organization is able to successfully meet the commitments outlined in the Strategy.

In 2019, unearmarked funding also allowed IOM to implement the United Nations Secretary-General's decision to establish a Network on Migration in support of implementation of the Global Compact for Migration. Following the designation of IOM as the Coordinator and Secretariat of the UN Network on Migration, and thanks to the allocation of unearmarked contributions, IOM scaled up its capacities to support the United Nations system in delivering effective, system-wide support to States and ensuring greater coherence in the migration domain, under IOM overall coordination. In 2019, IOM as Secretariat of the UN Network on Migration supported 13 working level meetings of the Network Executive Committee (the principal decision-making body, comprising the ILO, IOM, OHCHR, UN DESA, UNDP, UNHCR, UNICEF, and UNODC). This same year, the Principals of this Executive Committee held two meetings.



Principals of the Executive Committee signed an MoU on the Migration Multi-Partner Trust Fund on 8 May 2019. ©IOM 2019/Muse MOHAMMED

The Secretariat has also been responsible for the establishment of the Start-Up Fund for Safe, Orderly and Regular Migration (also referred to as the Migration Multi-Partner Trust Fund, or Migration MPTF), including a launch event in New York with the participation of the United Nations Deputy Secretary-General. The Migration MPTF represents the first ever financial instrument entirely dedicated to supporting migration management; it came into existence with USD 10.3 million raised, supported by a dedicated Fund Management Unit embedded within the Secretariat.

IOM, as Secretariat of the Network, was able to coordinate the development and adoption of an inaugural network workplan, laying out how the UN system will organize its support for the implementation of the Global Compact for Migration. This includes the establishment of working groups, led by both Network members and stakeholders. The Secretariat also coordinated common positions on migration-related issues, in part seen through Network statements on migration challenges such as child immigration detention, alternatives to detention and stranded migrants in Libya.

The Secretariat has supported the replication of the Network at the regional and country level – more than 50 such structures are now established or being developed around the world. In certain instances, the Secretariat directly supported the roll-out of the Network at the country level, such as advancing its agenda in Tajikistan, holding a migration governance meeting with the United Nations Middle East and North African Resident Coordinators, and launching national networks in Mali, Guinea-Bissau, El Salvador and Guatemala.

● Knowledge management

In 2019, thanks to unearmarked funding, the IOM Policy Hub continued the development of tools and mechanisms to foster migration policy knowledge management and to facilitate strategic policy coordination within IOM, including piloting innovative ways of working. More specifically, thanks to these resources, the Policy Hub made considerable progress in 2019 on the continued development of the Migration Policy Repository for IOM staff to use as a source for sharing with and learning from policy support work around the globe. The Repository was rolled out to all regions and Headquarters' divisions during the second

half of 2019, and by the end of the year more than 150 policies and policy support works were registered from 55 missions, regional offices and Headquarters' divisions. In addition to user interface enhancements, new features are also being added such as integration with the International Migration Law database, a "Director General's corner" to view lines-to-take, talking points, notes-for-the-file, staff advisories as well as a visual presentation of policy trends and reports.



In 2019, IOM invested unearmarked resources to support the implementation of the Organization's Office of the Inspector General Strategy for the Management of its Evaluation and Monitoring Functions 2018–2020, which aims to ensure that IOM is able to draw lessons learned from its work, continuously improve the performance and effectiveness of its programmes and meet accountability obligations towards all stakeholders, in line with the MOPAN recommendations. As outlined in the Strategic Vision, the development of policy capacity not only requires the ability to gather and manage accumulated knowledge but as well

needs to be ingrained in a culture of sharing and learning, notably through evaluative and performance measurement approaches. With regards to scaling up specific monitoring and evaluation capacities across the Organization, IOM has trained nearly 200 IOM staff across 100 country offices. Post-training completion evaluations, carried out a few months after the training, have demonstrated that 70 per cent of respondents found the trainings to have a "very strong degree" or "strong degree" of application to their work. Furthermore, twenty of the participants were also trained to facilitate further monitoring and evaluation trainings, which has allowed all nine regional offices to carry out additional trainings in 2019 and to plan for an additional 15 sessions to be held across all regions in 2020.

IOM was also able to streamline a standardized approach to evaluation. Thanks to unearmarked resources, IOM pursued the meta-evaluation of all internal and external evaluations carried out between 2017 and 2019, with the aim of providing actionable recommendations to enhance the quality and utilization of evaluations in the Organization. The meta-evaluation findings show that the quality of evaluations improved over the course of the last three years, particularly in relation to internal evaluations conducted by newly trained internal IOM evaluators. This was also due, in part, to increased attention to the quality of evaluation achieved through issuing new guidelines and promotion tools, such as the evaluation briefs, dashboards and repository, as also noted in the meta-evaluation report. The meta-evaluation has provided IOM with a basic framework through which to develop a robust quality-control mechanism that will be used to continue improving evaluations at IOM.

- **Data and research**

The IOM DTM has become a central source of primary data for both internal displacement and migration flow situations. DTM tools, methodologies and technologies provide numerous stakeholders with relevant, timely and continuous data on displacement and the changing needs, locations and vulnerabilities of populations on the move. In 2019, IOM allocated unearmarked funding to reinforce IOM work on migration data and to



A Venezuelan national working for DTM at the border, collecting data from the people crossing into Brazil.
© IOM 2018/Amanda MARTINEZ NERO

further capacitate the global DTM management team to provide IOM offices worldwide with adequate support, quality control, risk management, and monitoring of local DTM implementation. This allocation will ensure that the data and analysis produced by DTM globally can effectively feed into evidence-based decision-making at operational and strategic levels by IOM stakeholders as well as by the broader humanitarian community and governments impacted by migration and internal displacement.

- **Operational effectiveness**

Thanks to flexible funding, IOM has been able to improve the delivery of humanitarian aid as envisioned in the Grand Bargain commitments. In 2019, IOM provided humanitarian assistance to over 28 million people in more than 75 countries.

The availability of multi-year unearmarked funding enabled the Organization to pursue carefully planned investment to strengthen its core capacity to prepare for and respond to humanitarian crises and to participate meaningfully in inter-agency efforts towards the reform of the UN humanitarian system. In 2019, IOM was able to reinforce the integration of principles on AAP in the Organization's humanitarian programming by building a roster of 25 practitioners equipped to conduct basic AAP trainings worldwide, by mainstreaming AAP in several IOM institutional trainings, and by providing technical support and guidance to increase country-level awareness on AAP principles and systemic mainstreaming of AAP.

Investments have also been made to institutionalize CBIs in IOM humanitarian programming through improved inter-agency coordination and by developing and disseminating internal financial and operational standard operating procedures to reinforce the delivery of CBI across the Organization. With this funding, IOM was also able to establish a global CBI support capacity at Headquarters to support field missions through the development of dedicated CBI tools and training modules as well as through the provision of technical advice and direct in-country operational assistance.

IOM has also been able to establish global level coordination support for WASH interventions, including the development of the IOM Global WASH Strategic Plan 2019–2022, and to reinforce support to country level camp coordination and camp management clusters and field operations through capacity-building, information management, technical assistance and surge support to operations across the globe.

IOM efforts have also focused on developing a Global Prepositioning Strategy (2019–2021) and expanding the prepositioning of contingency stocks in global warehouses through the establishment of a fourth global warehouse hub in Turkey. Beyond the preposition of stock items, IOM has dedicated unearmarked resources to improve the management of these items, by strengthening quality control procedures, and rolling out a newly developed online request tracking system to allow counterparts (field missions) to request relief items from IOM global contingency stocks.

Within the framework of IOM support to States in helping them meet their 2020 and 2030 targets under the Sendai Framework, the Paris Agreement, and SDGs, IOM allocated unearmarked resources to scale up inter-agency engagement and whole-of-United Nations approaches to DRR and climate change adaptation. This funding has resulted in the enhanced integration of IOM within system-wide efforts on DRR through executive membership in the CADRI global partnership, and has expanded IOM operational capacity to support CADRI in the delivery of capacity development assistance to reduce disaster and climate risks to UNCTs and States.

The global community has turned its attention prominently towards internal displacement, through the endorsement of the GP20 Plan of Action and the establishment of the HLP-ID. In what has been coined a “once in a generation opportunity”, these efforts aim to break through some of the challenges that have thus far impeded progress to prevent further internal displacement and to find solutions for the 45.7 million people currently displaced internally due to conflict and violence as well the millions displaced annually by disaster.⁴



A poster produced for the Holding On exhibit shows a displaced man holding his most cherished possession
© IOM 2018/Muse MOHAMMED

⁴ Internal Displacement Monitoring Centre, Global report on internal displacement, April 2020. Available at www.internal-displacement.org/sites/default/files/publications/documents/2020-IDMC-GRID-executive-summary.pdf.

Through unearmarked funding, IOM contributed to several joint initiatives of the GP20 Plan of Action, notably studies covering workstream priorities (participation, law and policy and data) that will feed into the initiative’s outcome report and the HLP-ID. As one of the largest humanitarian actors and one of the few providing comprehensive and holistic responses to internal displacement across the displacement cycle, IOM is committed to supporting these global level initiatives.

Supporting a whole-of-organization approach, unearmarked funding helped field offices catalyse GP20 initiatives among partners in Ethiopia and Iraq, and is supporting an upcoming State peer-to-peer technical exchange in Asia.

The IOM media and communication team were also capacitated to build on and continue to showcase the widely acclaimed virtual reality exhibition “Holding On”. This initiative helps IOM raise awareness of internal displacement worldwide, including most recently at the continental consultative meeting on the implementation of the Kampala Convention on internally displaced persons. With this funding, IOM was also able to loan a senior staff member to the Secretariat of the HLP-ID, and will continue to engage on this panel throughout its duration.

Critical to fulfilling SDG 3, “to ensure healthy lives and well-being for all at all ages”, are functioning health information systems. To support this, unearmarked funding was allocated to further IOM capacity to support Member States in strengthening their health systems and in meeting their commitments to IHR through the IOM HBMM framework. Specifically, funds were allocated with a focus on improving staff capacity and health information systems and management. With these resources, IOM has also carried out a mapping of tools relevant to HBMM, IHR, and Global Health Security Agenda, and has undertaken a full revision of the existing HBMM framework, to allow for its easier application at the field level. This will be supported by the production of a standardized HBMM toolkit and guidance for country offices.



Point of Control health screening points, where travellers are monitored for symptoms, are located in areas of high mobility and at key congregation points within the Democratic Republic of the Congo. © IOM 2019/ Muse MOHAMMED

- **Empowered work environment**

In 2019, IOM continued to invest unearmarked funding to strengthen the capacities and reach of the IOM OOM. OOM strives to foster a productive workplace culture of systemic trust, collaboration, conflict prevention and timely conflict management. Unearmarked funding has allowed OOM efforts to centre on conflict prevention, conflict management and conflict resolution, notably by strengthening its online and in-person educational programmes and resource library. In 2019, 3,500 IOM personnel attended specific webinar sessions on these issues, and 20 eBooks, audiobooks and online courses were added to a dedicated library. IOM is also using these additional resources to expand the reach of the IOM Respectful Workplace Focal Points and Mediation Networks, now reaching nearly 70 per cent of IOM country missions, while implementing an improved case management software. The work of the OOM has yielded important benefits for IOM, including productivity gains, management time and personnel savings, amounting to an estimated USD 4.6 million in cost savings for the Organization in 2019 alone.⁵

- **Internal governance**

In 2019, the ability to invest unearmarked funding was essential in kick-starting organizational reform under the auspices of the IGF. The full realization of a robust internal governance system will continue to require strong support and predictable contributions from Member States, including unearmarked funding.

Given the breadth of initiatives, both underway and envisioned, under the auspices of the IGF, such initiatives have been separated into four workstreams:

- (1) Foundational components
- (2) Strengthening existing business processes
- (3) Business transformation (including the introduction of a new ERP system)
- (4) Internal justice

Approximately USD 9.3 million in unearmarked funding received in 2019 has been used to fund initiatives across all four of these workstreams.

Within the foundational components of the IGF (workstream 1), initial priority areas include strengthening capacities in results-based management. Unearmarked funding is being used to support the elaboration and roll-out of a second-generation results-based management framework, linking IOM activities worldwide to institutional strategic priorities, and instilling a culture of strategic planning and evidence-based decision-making at all levels within the Organization. Flexible funding is also supporting a comprehensive revision of the IOM Institutional questionnaire to ensure alignment with the second-generation results-based management framework and reporting on achievements towards Agenda 2030 and other global frameworks.

Another priority area within workstream 1 was the development of risk appetite statements and targets and the development of guidance material for managers and staff in the field. Unearmarked funds received in 2019 were also allocated towards these areas in accordance with best practice and guidance issued by the task force on risk management of the High-Level Committee on Management. These serve as guiding principles for managers and staff, allowing them enhanced analysis of, response to, and monitoring of risks in their remit.

⁵ Based on a methodology developed by the United States Department of Energy.

Better information on risk facilitates better-informed decision-making and prioritization of resources.

2019 unearmarked funding was also invested in strengthening existing business processes (workstream 2) in the areas of Accounting and Financial Reporting, Treasury, Budget, Human Resources, Procurement and Supply Chain, Results-Based Management and Information and Communications Technology.

In preparation for the digitization and comprehensive review of financial processes under the business transformation (workstream 3), unearmarked funding was used to support the continuation and global roll out of FinCoorP. The implementation of FinCoorP will enhance, synergize and automate coordination, escalation, case management and knowledge sharing on financial matters. Furthermore, the use of unearmarked funding has allowed IOM to invest in a continuous compliance monitoring solution which enables IOM to move from reactive and largely manual financial control to system-integrated, proactive and more efficient monitoring practices. The mapping of central financial processes, utilizing FinCoorP and the new compliance monitoring software, was also funded through 2019 unearmarked funding.

With unearmarked funding, IOM was also able to develop a global internal face-to-face training programme on IOM FMRP, to further strengthen compliance with those procedures and to enhance accountability and oversight over financial performance (workstream 2). This initiative, coordinated by the Regional Office in Vienna, includes the development of an innovative training concept, comprehensive training materials and a roll out of trainings for more than 240 IOM personnel involved in financial management in IOM missions across seven regions as well as a Training of Trainers programme, delivered to Regional Resource Management personnel from all nine IOM regional offices. Within each targeted region, 100 per cent of IOM missions will ultimately be covered by the training. The completion of this training will result in improved understanding and day to day application of the rules and procedures laid out in FMRP, and will contribute to compliance by field staff across all IOM offices.



The development of the FMRP Online Certification Training series also continued during 2019, thanks to unearmarked funding. This online training builds knowledge of the fundamentals of accounting and financial management at IOM, and, as such, is also intended to serve as a prerequisite for all related face-to-face trainings in future. The first pilot module on “Cash and Bank Management” was released in 2019 and is available in the i-Learn and e-Campus learning platforms in English, French and Spanish. The online training module has been well received by staff members. Since its release, over 550 staff members have registered for the training, and by the end of 2019, 330 staff members had successfully completed the certification. Additional modules are under development.

IOM invested unearmarked funds to continue the publication of data on the IATI platform (workstream 2), in line with the Organization’s commitments to transparency and accountability. In 2019, efforts focused on enhancing data transmission and ensuring consistency in reporting to the United Nations in relation to the Development Coordination Levy and the annual System-Wide Reporting of Financial Data. By the end of 2019, IOM

had completed eight rounds of publishing and released data covering 1,173 projects, up from 63 projects in 2018 when IOM first published on IATI.

IOM was also able to initiate a thorough review of the staff travel process to identify opportunities to improve the current workflow and establish a more efficient process, possibly through automation and technological enhancements. The review process has considered policies and best practices of other UN agencies through a benchmarking exercise.

Unearmarked funding has also supported the Organization in kick-starting the design of an integrated cost planning tool which will streamline the financial management of project funding. Through this initiative, IOM will develop an institutional tool integrated with existing human resource and financial management modules of PRISM to support estimating and planning staff and office costs. This solution will benefit all IOM offices worldwide and provide a useful tool for resource management staff in performing their financial management functions.

IOM has also used unearmarked funding received in 2019 to begin to reform procurement and supply chain (workstream 2). Unearmarked funding was invested to implement a new material master data structure, which aims to harmonize with UNSPSC, to drive further standardization within IOM, and to facilitate further digitization and automation of the procurement and supply chain. Furthermore, IOM used unearmarked funding to begin an institutional review of its vendor management system, which will inform the development of a third-party accountability framework as well as operationalize the framework in the future.

Unearmarked funding was also used to support existing processes in human resources (workstream 2), including introducing Pathways Pool, the new IOM talent management programme which streamlines the identification and selection of strong candidates to fill the key positions of Chiefs of Mission and Resource Management Officers in IOM missions worldwide. Candidates are appraised in a face-to-face assessment centre through simulation exercises, skills assessment tests and psychometric testing. The programme, which was piloted in 2019, allows IOM to deploy pre-screened, pre-approved candidates to rapidly fill essential posts within IOM offices.

2019 unearmarked funding was also used to initiate the Business Transformation (workstream 3) preparatory phases, which are essential for the selection of the next generation ERP solution for IOM and the detailed blueprinting phase which will follow. This funding also supported the creation of new IGF-related positions to lead and drive the reform of key business processes under the Business Transformation (workstream 3).

In addition, new positions were established in both the Office of the Inspector General and the Office of Legal Affairs using 2019 unearmarked funding, in addition to core budget funds, as part of the ongoing reform of the IOM internal justice system (workstream 4). This investment facilitates the crucial strengthening of IOM core capacity to investigate allegations, to impose disciplinary measures and to manage an increased number of follow-on appeals by staff members against the disciplinary measures imposed on them. Increased capacity is critical to taking swift and appropriate action on allegations and misconduct, bringing finality to contested disciplinary measures, protecting the Organization from liability, and ensuring organizational and individual accountability. The unpredictability and lack of multi-year commitments in unearmarked funding means that positions funded from this source are currently only guaranteed through 2020.

IOM has this year again allocated unearmarked funding to establish new reporting mechanisms concerning PSEA (the new We Are All In platform), and to increase implementing partner and staff awareness around PSEA, as part of IOM efforts to strengthen oversight, reinforce its internal justice system (workstream 4) and its accountability to beneficiaries. Thanks to flexible funding received in 2018, IOM was able to finalize two new comprehensive PSEA training packages targeting IOM staff members and IOM implementing partners, which have both gathered inter-agency recognition. The new training materials were successfully tested in over 40 country offices and translated into English, French, Spanish and Arabic. With flexible funding allocated in late 2019, IOM is now holding a series of regional Training of Trainers – in hubs with large operations – to introduce the new PSEA training materials to focal points for further dissemination within IOM country offices across the globe.



IOM monitors the environmental performance of its offices worldwide through environmental inventories. Shown here: a solar energy system is used to pump half a million litres of water from the Nile River daily to supply water to the Protection of Civilians site and the Humanitarian Hub in Malaka, South Sudan (this solar system was not funded with unearmarked funding). © IOM 2020/Angela WELLS

In 2019, IOM invested flexible funding to strengthen the Organization's environmental management capacity and to establish the foundations for an IOM-specific environmental management system in line with the IGF and the new Strategy for Sustainability Management in the United Nations System 2020–2030 – Phase I: Environmental Sustainability in the Area of Management. Through this allocation, IOM was able to carry out its first global environmental inventory, the annual process of collecting data from IOM facilities and operations worldwide in order to establish a baseline and to monitor environmental performance related to greenhouse gas emissions, waste and water management. This inventory is part of the United Nations system-wide commitment to advance environmental sustainability and to publish transparent environmental performance data through the annual Greening the Blue report. These environmental inventories also directly contribute to strengthening IOM capacity for effective environmental management and resource efficiency. The global inventory results were launched at the Climate Summit in September 2019 in New York.⁶

6 The Greening the Blue report is available at: www.greeningthebluereport2019.org/.

Supporting and facilitating the work of field missions and departments is at the forefront of organizational reform occurring under the auspices of the IGF. In particular, the IGF aims to ensure that business processes are as efficient as possible to reduce the administrative burden on the field and increase the predictability and responsiveness of services and reporting, thereby enabling the Organization to focus on high-quality operational delivery and the fulfilment of the Strategic Vision. At the same time, the IGF emphasises robust institutional oversight and monitoring mechanisms to ensure compliance with IOM's regulations and rules.

In 2020, IOM will carry over unearmarked funding received in the latter part of 2019 to support ongoing as well as new initiatives under the IGF. Additional information on the IGF will be presented during IOM governing body sessions.

West and Central Africa

IOM allocated a total of USD 1,271,437 in unearmarked funds received in 2019 to the West and Central Africa region.

To ensure that IOM is able to effectively mainstream migration in the development agenda and take on its central role in the implementation, follow-up and review of the Global Compact for Migration, unearmarked resources were allocated to reinforce IOM capacity to provide Member States with policy support at the regional and country level. With these funds, the IOM Regional Office in Dakar is being capacitated to ensure that migration is effectively mainstreamed into the United Nations Development Cooperation Frameworks and to support Member States in the region in the elaboration of their regional development plans and their engagement in the follow-up and review processes for the 2030 Agenda and the Global Compact.



In Côte d'Ivoire, returned migrants signed up for a community chicken farming project managed by IOM with funding from the European Union Emergency Trust Fund for Africa. © IOM 2019/Amadou DIBA

As per the thematic guidance provided by one donor, a portion of the funds allocated to the West and Central Africa region was dedicated to support IOM work along the CMR with the aim of strengthening the capacities of key stakeholders. The CMR is the deadliest migration route in the world, with more than 15,400 deaths officially recorded in this area since 2014.

The high number of migrant deaths on this route is a result of increasingly dangerous smuggling practices, not only at sea, but also on migrants' journeys across the Saharan desert. Migration routes are rapidly changing and increasingly dangerous, with criminal networks supporting these irregular movements operating largely unfettered due to the lack of efficient border controls, the lack of intelligence gathering, as well as the absence of formal transnational exchange of information. To address this gap, in Algeria, Libya, Mali and the Niger, IOM is investing unearmarked funds to produce new research on the most recent migrant smuggling routes. These findings will be disseminated to strengthen border management authorities' capacities and to encourage cross-national collaboration between local authorities, with the aim of effectively tackling migrant smuggling on the CMR.

With unearmarked resources allocated in 2019, IOM in Côte d'Ivoire has also been able to launch an exploratory study to allow actors involved in the process of return and reintegration to better understand the wider psychosocial repercussions of return. The findings from this study will serve as evidence for the design and programming of psychosocial interventions in the context of assisted voluntary return and reintegration and voluntary humanitarian return programmes and will inform future capacity-building initiatives in these areas.

Middle East and North Africa

In 2019, IOM allocated USD 1,150,614 to the Middle East and North Africa region from the unearmarked contributions received. As per the parameters outlined by one donor, a portion of this envelope was dedicated to support IOM work along the CMR.

Since IOM began collecting data on migrant deaths in 2014, it has recorded the deaths of more than 1,200 child migrants, nearly half of whom perished while moving along the CMR attempting to cross the Mediterranean. IOM has observed national and regional level variations and procedural shortcomings in the way the rights of migrant children are recognized, the effectiveness of child protection systems, and the capacity of the multiple stakeholders tasked with implementing and upholding child protection systems. In order to improve provisions and systems regarding child protection in the region, IOM allocated 2019 unearmarked resources through a series of technical capacity-building initiatives aiming to enhance the knowledge and capacity of key stakeholders, including UNICEF, UNHCR and Save the Children. With these flexible resources, IOM proposes a multi-stakeholder and cross-regional engagement approach to capacity-building across West and Central African and Middle East and North African countries along the CMR (Benin, Burkina Faso, Cabo Verde, Cameroon, Central African Republic, Chad, Côte d'Ivoire, Gabon, the Gambia, Ghana, Guinea-Bissau, Guinea, Liberia, Mali, Mauritania, the Niger, Nigeria, Senegal, Sierra Leone, and Togo) and North African countries (Algeria, Egypt, Morocco, Sudan, Tunisia and Yemen), to encourage a standardization in approaches and procedures within national child protection systems.

Migrant workers are also prone to economic exploitation and violence at the hands of private intermediaries and employers. Women migrant workers face heightened vulnerabilities as their labour is highly concentrated in devalued, gendered and often



Migrant children learn about safe migration through interactive games at a migrant learning centre in Ranong, Thailand. © IOM/Benjamin SUOMELA

invisible labour sectors that are plagued by abuse (including excess hours and poor pay), physical and psychological abuse and sexual violence.⁷ Thanks to flexible resources, IOM was able to initiate baseline research for a joint initiative with United Nations Women and UNODC (of which UNODC is providing complimentary resources), aiming to promote the participation and integration of women migrant workers in labour markets across North Africa (Libya, Morocco and Tunisia). This research focuses on collecting primary data related to challenges and opportunities faced by migrant women as well as assessing policies and legislation that frame these opportunities and challenges. The research will review how local legislation is protecting migrant women as victims of trafficking or after having been smuggled into these countries. The findings from this important research are being disseminated to key stakeholders to inform policymaking and to ensure the active promotion of migrant women's participation in local economies in Libya, Morocco and Tunisia, and as well to reduce the drivers pushing them to embark on perilous journeys across the Mediterranean.

Finally, unearmarked resources were also allocated to the Middle East and North Africa region to strengthen IOM capacity at the country and regional level in efforts to support the role of IOM as Coordinator and Secretariat of the United Nations Network on Migration. This will play a key role in supporting country networks and country-level working groups on migration, and at the regional level it will support the Global Compact for Migration regional review of 2020. Under this initiative, IOM will seek to support the work of country offices in CCAs and in positioning IOM programming within the new UNSDCF.

Asia and the Pacific

IOM allocated USD 339,983 in 2019 unearmarked funds to the Asia and the Pacific region in order to contribute to the effective engagement of IOM with United Nations partners and to capacitate the regional and country offices to take on new roles related to the United Nations Network on Migration. These funds will also ensure that IOM in the region is fully engaged in the UNDS reform, notably by integrating migration and mobility

⁷ IOM, *For Their Own Good? Addressing Exploitation of Women Migrant Workers* (Geneva, 2017). Available at https://publications.iom.int/system/files/pdf/for_their_own_good.pdf.

into CCA and cooperation frameworks. This important allocation will also support IOM country offices in the region to further engage with their United Nations country teams on priority actions concerning SDGs and on the implementation of the Global Compact for Migration. For instance, coordination groups on migration, including country-specific United Nations Network on Migration, will be supported, where relevant.

Southern Africa

IOM allocated USD 302,062 to the Southern Africa region to strengthen IOM engagement within the regional United Nations architecture and to support the region's efforts to establish strong regional migration networks. This funding will also be used to further capacitate specific missions in the region to ensure that migration is effectively mainstreamed into United Nations cooperation tools such as UNSDCF and CCA and to support the role of IOM as co-chair of the R-UNSDG ESA.

Central America, North America and the Caribbean

IOM allocated USD 229,488 in unearmarked funding to the Central America, North America and the Caribbean region to strengthen the capacities of its Regional Office to support IOM country offices and Member States in advancing and reviewing the implementation of the Global Compact for Migration. This allocation will also ensure that IOM is fully integrated into the regional United Nations architecture, capacitated and able to co-lead the issue-based coalition on Human Mobility, support the interagency coalition against xenophobia and allow the Regional Office to serve as a knowledge broker supporting the development of effective responses to the region's complex migration challenges. The funding will also support the establishment and operations of local UN Networks on Migration in Costa Rica, Haiti, Nicaragua and Panama and enhance cooperation with national counterparts and UN agencies on migration priorities in Cuba.

South-Eastern Europe, Eastern Europe and Central Asia

IOM allocated USD 209,456 to the South-Eastern Europe, Eastern Europe and Central Asia region from unearmarked contributions received in 2019.



IOM cooperates with its Member States, intergovernmental organizations, civil society and the private sector to improve migration governance at global, regional, national and local levels. © IOM 2018/Muse MOHAMMED



IOM provides humanitarian transportation assistance to migrants throughout South America. © IOM 2019/
Daniela ROVINA

This funding is being used to strengthen gender mainstreaming in IBM programming. Gender mainstreaming in migration in general – and in IBM in particular – has become a priority for the international community in recent years, as outlined in the 2030 Agenda for Sustainable Development and other guiding documents such as the 2016 United Nations General Assembly New York Declaration on Refugees and Migrants and the Global Compact for Migration, which promote gender responsiveness in migration management, border management policies and consular activities. The IOM Regional Office in Vienna, in coordination with the IOM Gender Coordination Unit, is using this flexible funding to develop a standardized training tool that will be rolled out within the region and will lead to the establishment of a roster of experts to support the implementation of more gender-sensitive IBM assistance by IOM to Member States in the region.

East Africa and the Horn of Africa

In 2019, and in line with the IOM Institutional Strategy on Migration and Sustainable Development, IOM allocated USD 201,376 in unearmarked resources to ensure that IOM in the East Africa and the Horn of Africa region is capacitated to effectively mainstream migration into UNSDCFs. These frameworks drive planning, implementation, monitoring, reporting and evaluation of collective United Nations support for achieving the 2030 Agenda at the country level. This funding will also capacitate the IOM to support Member States within the region in the review of their implementation of the 23 Global Compact for Migration objectives and related actions. These reviews will take place at national, regional (together with relevant Regional Economic Communities) and continental levels, with African Union Commission and Economic Commission for Africa.

South America

In 2019, IOM allocated USD 84,997 to strengthen the Organization's engagement with the UN system in the South America region. This region has experienced the most severe and fastest-growing population movement, with 4.6 million Venezuelan refugees and migrants

on the move by the end of 2019. These flexible funds will strengthen the Regional Office's capacity to implement Global Compact for Migration principles within IOM programming, and to support the achievement of the 2030 Agenda in four countries of the region: Argentina, Colombia, Ecuador and Peru. This work includes contextualizing institutional tools, strategies and guidance on UNDS reform and the 2030 Agenda in accordance with the exceptional situation experienced in the region. Moreover, in order to mobilize governments to mainstream migration into development planning, the Regional Office will equip country offices with the necessary tools to provide Member States with the technical assistance needed to ensure migration governance contributes to development outcomes.

IOM Development Fund

In late 2019, IOM allocated USD 538,851 in flexible funding to the IOM Development Fund, in addition to the regular and established source of funding to the IOM Development Fund through the Standing Committee on Programmes and Finance Resolution No. 18. This Fund provides a unique global resource aimed at supporting developing Member States in their efforts to strengthen their migration management capacity. During 2019, the Fund supported 82 capacity-building projects in: migration policy; labour migration; migration and development; counter-trafficking; migration health; migration profiles, immigration and border management; and migration, the environment and climate change. As in previous years, the distribution of allocations to each region was closely aligned with the representation of eligible Member States in those regions. A strong focus was placed on raising awareness of the Fund and its projects, in order to encourage donor support and the replication of some of the innovative initiatives. The 2019 allocation will be allotted to projects developed in 2020.⁸



Since 2001 the IOM Development Fund/Developing Capacities in Migration Management has provided a unique global resource aimed at supporting developing Member States in their efforts to strengthen their migration management capacity.

8 For more information on the IOM Development Fund please visit: <https://developmentfund.iom.int/>.

IOM is training and encouraging islanders from the Carteret Islands to be engaged in development priorities and migration management programmes © IOM 2016/Muse MOHAMMED



VISIBILITY AND RECOGNITION

Transparency and accountability are essential to build the trust of donors and, in turn, their constituents. This year again, IOM has strived to provide donors with an account of how unearmarked resources were invested across the Organization. The volume of unearmarked contributions received by IOM remains relatively modest, particularly when compared to the share of tightly earmarked funding IOM has benefited from this year. Through this report, as well as through various exchanges and discussions with Member States, IOM has made clear the fact that the important reforms the Organization is currently undertaking would not be possible without unearmarked contributions.

IOM has also endeavoured to increase the visibility of unearmarked contributions and to give donors of unearmarked funding the recognition they deserve. Through social media platforms, including Twitter, IOM has continued to showcase the importance of this type of support to the wider public.

Transparency is a key concern, and IOM seeks to show its donors, and their constituents, how these funds have benefited the governments and migrants that IOM serves.

IOM will endeavour to continue strengthening its partnership and collaboration with the donors that have entrusted the Organization with unearmarked funding, and hopes that through these efforts the Organization will continue to garner additional support.



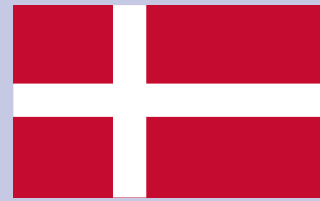
IOM wishes to express its thanks and appreciation to the below donors who are paving the way towards more flexibility in funding to IOM:



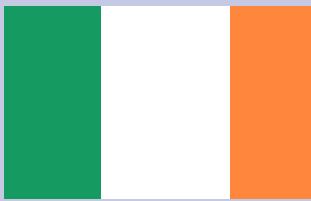
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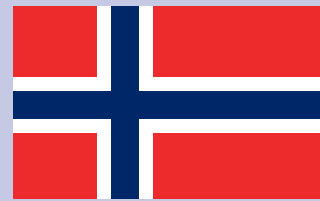
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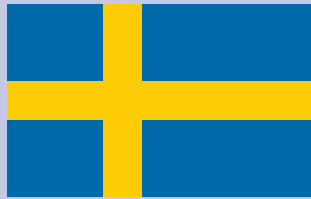
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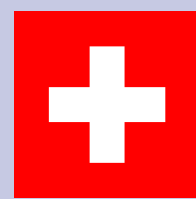
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