

International Organization for Migration (IOM)

Multilateral Aid Review (MAR) Update 2013 progress rating:






MAR 2011: *Poor Value for Money for UK Aid*

Progress Assessment	
Summary	Strong commitment to address reforms. Improved financial planning, humanitarian response capacity and project level reporting. Steps taken to strengthen programme management but evaluation remains underfunded and long term financial planning continues to be challenging. No overall results framework.
Baseline	
<p>IOM is a global organisation which delivers programmes in over 100 countries where it provides transportation, repatriation and humanitarian assistance to forced migrants, internally displaced people, refugees and other vulnerable groups in crisis situations.</p> <p>The MAR highlighted several strengths:</p> <ul style="list-style-type: none"> • IOM is a key flexible UK partner on migration management and contributes to international responses to humanitarian emergencies. • It has a history of working in fragile and conflict states. • It has wide-ranging global partnerships. <p>The MAR also highlighted several weaknesses:</p> <ul style="list-style-type: none"> • IOM does not have a development or humanitarian mandate and only fills a marginal gap in the international humanitarian architecture. • It has very limited financial flexibility due to the projectised nature of its work. • Its performance as a lead agency for camp co-ordination (cluster lead) has been uneven as it struggles to scale-up in emergencies. <p>DFID's reform priorities for the MAR Update were:</p> <ul style="list-style-type: none"> • Improved monitoring and evaluation and results based management of projects – assessed under <u>strategic and performance management</u>; • Improved financial planning and humanitarian response capacity – assessed under <u>financial resources management</u>; • Stronger leadership and management of the Camp Co-ordination Cluster – assessed under <u>partnership behaviour</u>. 	
Summary of Overall Progress	
<p>IOM has demonstrated a strong commitment to address reforms, driven by its senior leadership. Since the MAR, key achievements against reform priorities include:</p> <ul style="list-style-type: none"> • Strategic and Performance Management: steps taken to improve programme cycle management and focus on results; steps taken to develop a more strategic approach (Regional Strategies) and share lessons across the organisation (Migration Crisis Operational Framework). For example, IOM has introduced a new Project Handbook which establishes a standard project cycle and emphasises a results-based approach to project management through monitoring and evaluation. 	

- Financial Resources Management: concrete steps taken to improve financial planning and humanitarian response capacity (Emergency Migration Funding Mechanism) and delivering results as demonstrated by role in Libya and Syria. More specifically, IOM has rolled out global training on the new IOM project cycle and results based approach. It is now mandatory that all IOM projects feature a Results Matrix with indicators to monitor progress.
- Partnership: improved leadership of Camp Coordination cluster through capacity building efforts.

Evaluation remains underfunded and long term financial planning will also continue to be a challenge.

Progress against Reform Priorities

MAR Reform Component	MAR 2011 Score	Progress Rating	MAR Update Score, if any change
<p>Strategic and performance management</p> <p>There is strong leadership from HQ. Steps have been taken to develop a more strategic approach across the organisation, improve monitoring and lesson learning. There has been a shift to results based management. Concrete steps have been taken to improve programme cycle management. Evaluation remains weak and under-resourced, but performance monitoring is in place.</p>	2	 Some progress	
<p>Financial resources management</p> <p>There has been improved humanitarian response capacity through the establishment of a Migration Emergency Funding Mechanism. A strong response capacity has been demonstrated during the Libya and Syria crises. There is recognition of the need for core budget stability to improve financial planning. Financial management is taken seriously – zero nominal growth of the admin budget. Financial capacity in the field (in particular, procurement) is improving.</p>	2	 Reasonable progress	
<p>Partnership behaviour</p> <p>There is continued good collaboration with partners. There is encouraging evidence from the field and HQ on efforts to incorporate the beneficiary voice and improve CCCM capacity.</p>	2	 Reasonable progress	