

STANDING COMMITTEE ON PROGRAMMES AND FINANCE

Twenty-eighth Session

IOM HEADQUARTERS ORGANIZATIONAL REVIEW

IOM HEADQUARTERS ORGANIZATIONAL REVIEW

Background

1. In May 2021, IOM completed the process for the selection of the two Deputy Directors General – as set out in document C/Sp/4/4 – and reported this to Member States in document C/Sp/5/3. Alongside this process, and in order to effectively embed the new leadership structure, in line with the goals and objectives of the Strategic Vision 2019–2023 and the needs of the [Internal Governance Framework](#), the senior leadership of the Organization embarked on a process of internal consultations to review IOM's organizational structure at the Headquarters level.
2. The core goal of this organizational review has been to ensure that the Organization remains fit for purpose, not only for today, but also to accommodate future challenges. The guiding impetus has been to follow the existing logic of working methods across the Organization, consolidating closely related functions and strengthening key additional functions.
3. Following consultation and review, a number of changes have been identified, with a view to incorporating the new leadership roles under the overall authority of the Director General, as outlined below. In addition to those formal changes to the organizational structure at Headquarters, the Director General remains mindful of the need to enhance working practices throughout the Organization which promote collaborative work across units and departments, to facilitate management of cross-cutting issues, and to strengthen IOM's partnerships and engagements within the United Nations system. A culture of sharing and exchange will be led from the top, with the Organization's senior leadership working closely together.

Rationale and process

4. In its recent history, IOM has undergone two structural reviews, firstly in 1996/1997, when a three-tiered institutional structure (Headquarters, regional offices and country offices) was first introduced, and secondly in 2009, when the organizational architecture that is currently in place was established. Over the past decade, the Organization has undergone considerable change, including a 100 per cent increase in its operating budget, a continued rise in membership – which is now approaching universality – and a rapid expansion in its staffing.
5. Institutionally, the Organization's role has broadened, as migration has emerged as a topic of major importance to the international community. The integration of IOM into the United Nations system in 2016, along with the adoption of the Global Compact for Safe, Orderly and Regular Migration in 2018, are symbolic of this more central role and the growing global responsibilities of the Organization.
6. In addition, since 2009, a number of institutional adjustments have taken place. Several new units have been created, such as the Policy Hub, the Results-Based Management Unit, and the Migration, Environment and Climate Change Division, among others, and the size and scope of the work of other units have also changed considerably. Institutional, policy and operational priorities and needs have also considerably evolved. This series of ad hoc structural evolutions over the past decade have created the need for a more thorough review of the current organizational structure and a focused assessment of how best IOM can consolidate its programming and promote collaborative work on cross-cutting issues across the different departments and divisions that constitute the core structure at Headquarters.

7. The Director General initiated internal consultations on a review of IOM's organizational structure in the wake of the adoption by IOM Member States of Council Resolution No. 1385 of 28 October 2020 on strengthening the senior leadership structure of the Organization. In and of itself, the creation of two Deputy Director General posts, with dedicated oversight responsibilities for management and reform, on the one hand, and for operations, on the other, requires a realignment of institutional structures at Headquarters, so that accountability and reporting lines may be adjusted accordingly.

8. In launching this process, the Director General emphasized that the overarching objectives of the review were to ensure coherence and that the Organization remains effective, field oriented and able to deliver its mandate wherever needs arise. To the extent possible, the Director General also indicated that any such review should have limited financial implications.

9. The review of the organizational structure was coordinated by the Office of the Director General, in close consultation with the incumbent Deputy Director General, and was based on previous structural reforms, a review of comparable United Nations agency structures, and bilateral and group consultations with senior management based at Headquarters and in the field, between January and May 2021.

Highlights

10. The following offers an overview of the main changes that are envisaged to facilitate the new leadership structure.

Creation of two new departments

11. Two new departments will be created, reflecting changes in the external landscape in which IOM operates, as well as the need to strengthen core elements of IOM's operational effectiveness.

12. The **Department of Strategic Planning and Organizational Performance** will fall under the direct oversight of the Director General and the Executive Office, and will consolidate IOM's progress in strengthening its planning and reporting, providing support to the Deputy Director General for Management and Reform in the delivery of the Internal Governance Framework and Business Transformation processes. The Department will bring together the core existing teams tasked with the implementation of the risk management, monitoring and evaluation, results-based management, and operational compliance functions.

13. The consolidation of these functions within one single organizational structure responds, in part, to planning and reporting gaps highlighted in the [2019 report of the Multilateral Organisation Performance Assessment Network \(MOPAN\)](#), as well as the need to further embed the leadership and monitoring of the Internal Governance Framework itself into the core structure of the Organization. The Department will benefit from the creation of greater synergies between these functions, leading to increased effectiveness, while not compromising their integrity. All the units falling under this new department are already in place.

14. The **Department of Peace and Development Coordination** will fall under the responsibility of the Deputy Director General for Operations. It will draw on the full range of IOM's existing work to address the underlying long-term drivers of migration and displacement, strengthen IOM's approach to solutions, including transition, recovery and peacebuilding operations, and further highlight the complex relationship between migration and sustainable development. The Department will also link IOM's programming to the key drivers of human mobility, notably climate and environmental change, and will aim to improve resilience, climate adaptation and durable solutions. The Department will also provide enhanced coordination of IOM's important contributions to the implementation of the 2030 Agenda for Sustainable Development.

15. The creation of this Department is a response to the resilience pillar set out in the Strategic Vision, which notes that: "IOM will need to prepare for higher numbers of people moving in and out of situations of vulnerability, stemming from a range of complex drivers, including climate change, instability, poverty and exploitation." The divisions that will be brought together within this Department (the Transition and Recovery Division, the Migration, Environment and Climate Change Division, and the Migration and Sustainable Development Unit) reflect the cross-cutting nature of many of the broader issues linked to migration and displacement, and the need to ensure that these issues are considered in every aspect of IOM's operations.

16. The creation of this Department, while gathering existing teams and organizational units, also seeks to reflect the growing reality of IOM's development programming, which at present represent approximately one third of IOM's global expenditure.

Establishment of an Executive Office

17. In order to support the expanded leadership structure, an Executive Office will replace the current Office of the Director General. The Executive Office will support the Organization's senior leadership and enhance departmental coordination, managing overall agenda-setting for the Organization, and pooling administrative resources.

18. The Executive Office will support the senior leadership structure of the Organization in setting priorities for action, directing policy and strategic communication, ensuring effective management, and in its oversight of IOM's operations. The Executive Office will continue liaising with the Organization's field offices on matters relating to executive decisions and political developments, while keeping the leadership fully informed and prepared for external meetings. The Executive Office will be the primary interlocutor for key functions reporting directly to the Director General, including Media and Communications, the United Nations Network on Migration Secretariat, the IOM Office to the United Nations in New York, and the Special Envoys.

19. The Executive Office will also include the Secretariat role in support of the Organization's governing bodies, in order to strengthen linkages between the Administration and IOM's growing membership.

Clarification of the two Deputy Director General portfolios and additional organizational adjustments

20. In order to clarify the portfolios of each Deputy Director General and allocate responsibility and accountability effectively, a number of minor adjustments are being considered to existing departments and organizational structures.

21. The Department of International Cooperation and Partnerships will be renamed the Department of External Relations, in an effort to align the Department's name and the scope of its work with those of other comparable international organizations. The Department will remain under the direct oversight of the Director General and the Executive Office. The Department of External Relations will have a greater focus on partnerships within and beyond the United Nations system, and further strengthen IOM's contributions to important multilateral processes, including the United Nations Network on Migration – a role that is distinct from the Organization's function as Secretariat to the Network – and in enhancing internal coordination within IOM, as it supports Member States in their implementation of the Global Compact for Safe, Orderly and Regular Migration.

Deputy Director General for Operations

22. The Department of Operations and Emergencies and the Department of Programme Support and Migration Management (currently the Department of Migration Management) will be placed under the oversight of the Deputy Director General for Operations, in line with the terms of reference for the post.

23. The Department of Operations and Emergencies will retain oversight of the Emergency Preparedness and Response, and Resettlement and Movement Management Divisions. The Department's functions will therefore continue to cover IOM's key sectors of work in emergency contexts, including camp coordination and camp management, emergency shelter and non-food items, gender-based violence, and water, sanitation and hygiene responsibilities. The Department will also continue to oversee IOM's approach to humanitarian coordination, including in regard to the Inter-Agency Standing Committee and the cluster system. This configuration will reflect IOM's core responsibilities and the importance of the Organization's role and operations within the humanitarian system.

24. Over the past decade, the scope and volume of work undertaken by IOM in emergency contexts has increased rapidly, a reflection of both the drastic expansion of humanitarian needs around the world, and of IOM's important role at the forefront of the humanitarian response to multiple crises. The need to consolidate this critical area of work within the Department of Operations and Emergencies, along with the Organization's longstanding responsibility for managing the organized movement of mobile populations, including refugee resettlement, stranded migrant evacuations and returns, entails a recentering of its approach towards this unique role.

25. The Department of Programme Support and Migration Management (currently the Department of Migration Management) will be responsible for a wide range of support that IOM offers to migrants and other mobile populations, as well as to Member States, across several service areas, from health and border management, to labour migration and social inclusion, in line with its existing structure.

26. IOM's work on protection – in both the emergency and migration management contexts – will be brought together in a single Protection Division within the department in order to promote coherence, while respecting and preserving IOM's distinct approach to protection in humanitarian contexts, which is largely driven by commitments made within the Inter-Agency Standing Committee, and IOM's important role in supporting migrant populations, including vulnerable migrants and victims of human trafficking.

27. The Policy Hub, established in 2018, will be repurposed and brought together with the existing Migration Research Division and the International Migration Law Division to form the Department of Policy and Research. This grouping reflects the progress that has been made to build IOM's capacity as a learning organization and ensures a more coordinated and coherent use of evidence and experience from IOM's programming, fostering stronger policy research, predicting trends, and drawing on IOM's extensive understanding of international migration law and policy. An Innovation and Knowledge Management Unit will be created within the Department to consolidate IOM's considerable capacity for innovation and sharing.

28. A Global Data Institute will be established, bringing together IOM's two flagship data initiatives – the Displacement Tracking Matrix (DTM), and the Global Migration Data Analysis Centre (GMDAC). While the DTM initiative was born out of IOM's emergency work and therefore belonged to the Preparedness and Response Division, it has acquired a much larger dimension over the past decade, handling both displacement tracking in internal displacement contexts, as well as flow monitoring in

support of cross-border migration. It also plays an important role in supporting health monitoring systems. The DTM's multiple functions in support of various IOM programmes will remain unchanged, but its placement in closer proximity to the GMDAC initiative will enhance the impact and complementarity of both programmes, to the benefit of the Organization and its field operations.

29. The Deputy Director General for Operations will also oversee IOM's work to realize the humanitarian, development and peace nexus, with particular attention to situations of internal displacement, and further strengthen use of cash-based interventions across IOM programming. The Deputy Director General for Operations will also oversee the IOM Development Fund.

Deputy Director General for Management and Reform

30. The Department of Resources Management (renamed the Department of Financial and Administrative Management) will be placed under the oversight of the Deputy Director General for Management and Reform, and will continue to supervise the critical functions of budget, finance and accounting, treasury, and procurement and supply.

31. The areas of responsibility of the Deputy Director General for Management and Reform will also include the Departments of Human Resources Management and of Information and Communications Technology, which are currently considered divisions, as well as the Department of Legal Affairs (currently the Office of Legal Affairs). This reflects the need to grow functional capacity across the Organization, due to the rapid and continuing increase in staffing levels and associated additional responsibilities.

32. Key functions such as ethics and conduct, occupational health, staff security, and environmental sustainability, will also fall under the responsibility of the Deputy Director General for Management and Reform, as well as a new Gender and Diversity Unit, replacing the existing Gender Coordination Unit, whose role will be expanded. This development reflects deepening institutional commitments within the Organization to address a broad range of areas of potential inequity, such as race, gender identity and sexual orientation, and disability, in order to realize and benefit from a fully diverse and empowered work environment. This Unit will sit alongside the Senior Coordinator on the Prevention of Sexual Exploitation and Abuse and Sexual Harassment, a position that was created at the end of 2020.

33. The Deputy Director General for Management and Reform will also oversee IOM's Administrative Centres in Manila and Panama and supervise delivery of the Internal Governance Framework and the Business Transformation initiative, in close coordination with the Director General.

Resource considerations and timelines

34. The planned reorganization of the Headquarters structure is expected to generate limited additional costs. The aim is for the cost of these positions to be met mostly through existing available resources in the short term. However, some additional funding support may be required in the medium term. At this stage, only a limited number of additional positions are foreseen for this specific exercise, as outlined below:

- Director of the Global Data Institute
- Director of the Department of Peace and Development Coordination
- Director of the Department of Strategic Planning and Organizational Performance
- Strengthening IOM's contributions to the United Nations Network on Migration and implementation of the Global Compact for Safe, Orderly and Regular Migration (2 posts)

35. These represent the immediate priorities in the context of the organizational review and do not take account of the ongoing discussions with regard to the IOM core structure and related budget implications, which continue to be assessed in the framework of the Working Group on Budget Reform.

36. In the light of the proposed adjustments to the organizational structure at Headquarters, since key areas are being given more prominent roles and responsibilities, and in order to safeguard IOM's retention of much needed talent and knowledge, the grading and classification of a number of existing positions are currently being assessed to bring them into closer equivalence with United Nations positions, commensurate with the responsibilities of each function.

37. The proposed model is focused on the functioning of Headquarters and its role in supporting regional and field operations through robust structures, building solid levels of accountability and authority which will in turn be rolled out to IOM's regional offices, then onwards and most importantly into the field, which will benefit the communities that IOM assists. However, as part of the ongoing application of the Internal Governance Framework and IOM's expanded responsibilities within the United Nations system, further adjustments will be required in future in order to foster savings and streamline IOM's regional architecture.

38. It is anticipated that structural adjustments will begin to be made in the last quarter of 2021, coinciding with the arrival of the two new Deputy Directors General, with full implementation taking place in 2022.

Annex

ADJUSTED ORGANIZATIONAL STRUCTURE

This chart presents a high-level overview of the planned adjustments to the organizational structure at Headquarters.

