

STANDING COMMITTEE ON PROGRAMMES AND FINANCE

Twenty-eighth Session

**FOURTH UPDATE ON THE APPLICATION OF THE INTERNAL GOVERNANCE
FRAMEWORK**

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Introduction

1. This report provides an update to the information provided by the Administration to the Twenty-seventh Session of the Standing Committee on Programmes and Finance on its progress in applying the IOM Internal Governance Framework (IGF) (document S/27/INF/1).
2. As stated in a report to the Standing Committee's Twenty-fifth Session (document S/25/INF/1), the Administration is committed to a dialogue with Member States regarding the progress made in applying the Framework, as well as funding needs and priorities, as appropriate. The Administration will continue to report on progress made in this regard, including key achievements, at each session of the Standing Committee.
3. This report follows the structure of the IGF Workplan (*Application of the Internal Governance Framework Work Plan*) to simplify and standardize the reporting process, which will also facilitate monitoring of progress. As such, this report is presented using the four workstreams:
 - (a) Workstream 1: Foundational components
 - (b) Workstream 2: Strengthening existing business processes
 - (c) Workstream 3: Business Transformation (including the introduction of a new enterprise resource planning system)
 - (d) Workstream 4: Internal justice

Recent key achievements

4. The Organization continues to make good progress on the initiatives contained within the IGF Workplan and the application of these initiatives is having a positive impact on the governance of the Organization. This section outlines a selection of recent key achievements.
 - (a) **Workstream 1: Foundational components**

Work items 1.1.1 - 1.1.4: Results-based management

5. IOM continues to enhance its internal capacities in results-based management at the project, country, regional and global levels. Implementation of the IOM Strategic Vision 2019–2023 has been at the core of IOM's strategic planning efforts. IOM is now piloting a new Strategic Results Framework that will enable the Organization to strategically prioritize programming and ensuing results, drawing from the Strategic Vision, the Migration Governance Framework, the Sustainable Development Goals and the Global Compact for Safe, Orderly and Regular Migration. Following an assessment of the pilot, IOM will look to implement the new Strategic Results Framework across the Organization.
6. To-date, 175 staff members in managerial positions across the Organization have benefited from IOM's strategic thinking and management training course, delivered in partnership with Harvard Business Publishing. Through the training course, they have gained skills related to results-based management, including strategic thinking, strategic planning and decision-making. Another 50 staff members will have taken the training course by the end of 2021. Existing IOM training packages have also been revised to incorporate and facilitate the mainstreaming of results-based management concepts, including strategic planning and reporting.

7. An interactive results platform, myIOM, has also been developed and is ready for piloting. It allows the display of key results provided by country and regional offices, together with access to IOM's internal policy and the evaluation repositories, and correlates the data with staff and funding parameters at country, regional and global levels. Alongside testing usability and whether it is fit for purpose, the pilot phase will generate important insights regarding the platform's suitability for supporting strategic decision-making and facilitating knowledge management.

Work item 1.2: Implementing the monitoring and evaluation strategy for IOM

8. The new [OIG Monitoring and Evaluation Strategy 2021–2023](#) was finalized at the beginning of 2021 following an extensive internal consultation process and a review of the progress made towards achieving the objectives of the strategy for 2018–2020. The new strategy builds on the foundations established by the previous strategy, with the objective of further strengthening IOM's assessment of evidence and achievements, institutional learning and performance, focusing on three main areas: adopting a standards-based approach; developing knowledge and capacity; and facilitating an evaluation culture within IOM. The strategy also responds to the [Multilateral Organisation Performance Assessment Network \(MOPAN\) assessment](#) and its recommendations on evaluation and takes note of the results of the peer review of the evaluation and monitoring functions of the Office of the Inspector General conducted by the United Nations Evaluation Group (UNEG) and the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD/DAC), providing recommendations on the set-up and reinforcement of those functions in IOM.

9. In addition to the key achievements outlined in document S/27/INF/1, IOM has developed a broad spectrum of guidance, covering topics such as management responses to evaluations and integrating disability within evaluations as a cross-cutting theme. Extensive monitoring and evaluation guidelines were also developed and launched in May 2021. In late 2020, our internal evaluator training was converted to an online training package, which in turn has allowed the Organization to establish a roster of 82 internal evaluators. Over 360 staff members have completed the comprehensive monitoring and evaluation e-learning course since 2018, with overwhelmingly positive feedback. For example, 87 per cent of participants reported feeling confident or very confident that they would be able to apply the attained knowledge. Internal competence in monitoring and evaluation is essential, particularly given that many smaller projects do not secure specific donor funding for project monitoring and evaluation. This cadre of internal evaluators also allows IOM to conduct evaluations in a very cost-effective manner.

Work item 1.4: Rethinking IOM core funding model through the budget reform

10. A meeting of the Working Group on Budget Reform was held on 26 March 2021; the related documentation is available to Member States on the [IOM website](#).

(b) Workstream 2: Strengthening existing business processes

Work item 2.3.1: Robotic processing automation for high volume manual processes

11. IOM has engaged an external consultancy firm to support the implementation of its chosen robotic process automation (RPA) software. The software will automate high-volume, manual processing of payments to country office bank accounts for replenishment, as well as direct payments to vendors, where payment is not possible locally by the country office.

12. Between October 2019 and March 2021, the Organization carried out the essential preparatory work of detailing process flows, selecting an implementing partner (consultancy firm), determining the requirements of the software and choosing the RPA software itself. In March 2021,

the initiative reached the critical solution design and testing phases. The software will go live in June 2021 and will result in faster, more secure processing of global payments and a reduction in the risk of human error or fraud due to the elimination of manual processing. Following the automation of these tasks, existing human resource capacity will be able to be redirected to higher-value tasks, including analytics, risk control and risk monitoring.

Work item 2.4.6: Online purchase requisition

13. In 2020, IOM launched an online purchase requisition application (Online PR App) which allows for the digitization, simplification and standardization of previously time-consuming, paper-based, manual requisitions of goods and services. By the end of the first quarter of 2021, the tool had been rolled out to 96 per cent of IOM offices globally (174 out of 181 offices), with more than 54,000 purchase requisitions having been created, reviewed, and approved in the system, equating to USD 580 million in procurement value. The average process cycle time from submission to final approval is 3 days, with 45 per cent of all requisitions being approved on the day of submission.

14. The Online PR App promotes streamlined, criteria-based electronic approvals, drives information-based decision-making in relation to project/budget management and updates project reports and burn rates on a real-time basis. In addition to the positive environmental impact of moving to a paperless digital purchase requisition process, this automation will allow IOM to streamline processes and increase productivity by redirecting staff time to higher-value tasks.

Work item 2.5.2: PRIMA for All

15. With the global roll-out of the organization-wide project management, monitoring and reporting system, PRIMA (Project Information and Management Application), having been completed in November 2019, the Organization has focused on stabilizing system performance and deploying high-priority system enhancements to increase efficiencies within the system, strengthen IOM capacities in data analysis and reporting, and enhance the ability of PRIMA to respond to the Organization's changing needs.

16. In particular, several dashboards have been developed to enable IOM to conduct rapid analysis on topics such as COVID-19 and the related global crisis response plan, to allow real-time decision-making and planning from the project level to the senior management level. Significant efficiency gains have also been achieved through the automation of budget transmission from PRIMA to PRISM, the current enterprise resource planning solution used by the Organization, which has completely eliminated several manual process steps, previously carried out by country offices and the administrative centres. Additionally, the development of the PRIMA App enables users to access the platform on their mobile devices at any time, to ensure that, even within the Organization's highly mobile staff working environment, the project approval process moves forward without unnecessary delays. Given the centrality of PRIMA in supporting project governance and reporting, the function was moved into the Internal Governance Framework Coordination Unit during the latter part of 2020.

Work item 2.6.2: Human resources manual

17. Throughout 2020, IOM developed a new online tool – the Human Resources Handbook – which was finalized and launched in February 2021. The Handbook has been designed to make it easier for all IOM users to access up-to-date human resources policy information and documents in one place. The platform and information contained therein is already available in English, with French and Spanish versions to be launched later in 2021. The reaction from users has been very positive so far, with thousands of users using the online handbook on a daily basis. Improved access to human resources policies, forms and templates is beneficial for efficiency and time-saving and for enhancing compliance with staff rules and regulations.

(c) Workstream 3: Business Transformation (including the introduction of a new enterprise resource planning system)

18. The Business Transformation initiative was presented at the Twenty-seventh Session of the Standing Committee on Programmes and Finance in October 2020. By that time, work had formally begun, with a global kick-off meeting and the commencement of what is known as the “foundation” phase.

19. In October 2020, this foundation phase began with the identification of baselines for how support functions operate today, including the capture of over 2,200 needs, improvements and wants to feed into the design process of the future business model. The year culminated with the definition of each process area’s future vision, proposed service models and the transformative or big impact ideas that will be used to enable the future way of operating IOM’s support and resource management functions.

20. Building on this work, in the first quarter of 2021 the initiative went to the next level of detail, by defining the business rules, capacities and requirements that will be needed to realize the future way of working and service delivery. These requirements were validated through a series of workshops with staff members from across the Organization to ensure alignment with the needs of country and regional offices. In total, over 600 staff members were consulted across 90 workshops. The foundation phase was concluded with a workshop with the Director General, Deputy Director General, members of the IGF Board and the Regional Directors, in which it was verified that the Business Transformation vision is aligned with IOM’s strategic priorities, and the future service models were endorsed. These models will not only serve to guide the development of the future solutions but will also form the basis to determine the best fit enterprise resource planning platform during the request for proposal process.

(d) Workstream 4: Internal justice

Work item 4.1: Review and strengthening of IOM internal justice system

21. Throughout 2020, the Office of the Inspector General continued to substantially reduce the backlog of cases handled by the investigation function, thus contributing to a stronger culture of accountability, integrity and transparency within IOM. Between 1 January and 31 December 2020, the number of open cases dropped from 353 to 234 (excluding cases referred for investigation by third parties), and the number of allegations in the intake stage fell from 167 to 50, even though an additional 721 new allegations were received over the course of 2020. The backlog of 385 cases in the intake stage that existed in November 2019 was completely eliminated, and currently only 6 cases in the intake stage predate 2021 (and all are from 2020). During 2020, the Office of the Inspector General referred 177 cases to the Office of Legal Affairs for consideration of disciplinary measures, based on 159 investigation reports and referral reports (on cases for which sufficient evidence existed after preliminary assessment or investigation), and 18 reports for consideration of contractual remedies.

22. The increased efficiency and visibility of IOM’s internal justice system has contributed to a significant growth in the reporting of allegations of misconduct, and the investment in additional capacity for the Office of the Inspector General and the Office of Legal Affairs has facilitated the imposition of disciplinary measures (there was a more than 300% increase in dismissals for misconduct compared with 2019), which allows for enhanced accountability and greater confidence in IOM’s internal justice mechanisms. The Organization remains committed to protecting its human and financial resources and ensuring the utmost accountability to its stakeholders, including migrants and Member States.

Funding for the Internal Governance Framework

23. In terms of funding, the Business Transformation (Workstream 3) requires the most resources, with a required investment of USD 56 million over a four-year period. The Organization has already allocated approximately USD 7 million towards the Business Transformation, with plans to allocate a further USD 4.7 million in 2021. The Administration continues its dialogue with Member States and donors regarding the additional funding needs for this essential initiative, including possible funding sources and arrangements. It is essential that, by the end of 2021, the Organization secures the total funding required for 2022, including the funding needed to conclude a contract with the chosen enterprise resource planning platform provider. The Organization hopes to also receive the necessary assurances that year-on-year funding would be made available across the duration of the initiative.

24. Most of the other initiatives included in the IGF Workplan (Workstreams 1, 2 and 4) have already been fully or partially funded, primarily through the allocation of unearmarked or softly earmarked funding and/or drawdowns from the Operational Support Income reserve. Assuming that the yearly amount of unearmarked contributions received in the coming years is similar to the yearly amounts received in 2018, 2019 and 2020,¹ the Administration is confident that the future funding needs of these initiatives can be largely met through this source of funding.

Conclusion

25. The Administration is fully committed to the continued dialogue with Member States on the application of the IGF. It thanks Member States for their continued involvement, in particular those that have provided unearmarked or softly earmarked contributions for this purpose. The Administration will provide another update on the application of the Framework at the Twenty-ninth Session of the Standing Committee on Programmes and Finance in the second half of 2021.

¹ See document WG/BR/2021/1 paragraph 24.