

**STANDING COMMITTEE ON PROGRAMMES AND FINANCE**

**Thirty-fifth Session**

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



## ELEVENTH UPDATE ON THE APPLICATION OF THE INTERNAL GOVERNANCE FRAMEWORK

### Introduction

1. This report provides an update to the information provided by the Administration to the Thirty-fourth Session of the Standing Committee on Programmes and Finance on its progress in applying the IOM Internal Governance Framework (IGF) (document S/34/INF/1).
2. The Administration remains committed to a dialogue with Member States regarding the progress made in applying the Framework, as well as funding needs and priorities, as appropriate. It will continue to report on progress made in this regard, including key achievements.
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. IOM continues to pursue organizational reform through the execution of the IGF Workplan. As of September 2024, there are six remaining work items, which are expected to be completed by the end of the year. The largest outstanding item is the Business Transformation, which will conclude with the roll-out of the new enterprise resource planning (ERP) system, Wave.
5. The next phase of IGF reform continues to make progress in addressing the gaps identified by the Multilateral Organisation Performance Assessment Network and other relevant external assessments. In parallel, the Framework is now entering the planning phase to develop the Workplan for the next set of internal reforms, ensuring alignment with the Strategic Plan 2024–2028 and institutional priorities.

#### **(a) Workstream 1: Foundational components**

##### ***Work item 1.1.1: Strategic planning, taking a results-based approach***

6. The IOM Strategic Plan 2024–2028 was launched in January 2024. In alignment with this, all six regional offices have started to develop regional strategies, which are expected to be finalized by the end of 2024 and implemented between 2025 and 2029. Additionally, IOM has revamped its internal Workplan process and format to strengthen management tools for monitoring and reporting on progress toward achieving the strategic objectives. The structure of the 2023 Annual Report was similarly updated to align with these new objectives. The digital version of the report received the gold award in the ARC International Awards Online Annual Report category.
7. In 2024, the Strategic Results Framework was updated to reflect the new IOM Strategic Plan. Following a successful pilot conducted in 2023, the Framework was rolled out globally and integrated

into all IOM strategies, programmes and projects. To support this roll-out, a comprehensive training package, including guidelines, resources and communication materials, was developed and delivered to all regional offices, which then cascaded the training to country offices. To date, the Framework has been successfully integrated into more than 370 projects across all regions.

**(b) Workstream 2: Strengthening existing business processes**

***Work item 2.2.1: Financial Management Rules and Procedures Policy***

8. The Financial Management Rules and Procedures Policy has been central to IOM's efforts to strengthen financial management across the Organization's global operations. By establishing clear standards for financial activities, the Policy reinforces consistency and accountability in all field offices.

9. One of the key means of promoting the Policy has been targeted training programmes, beginning with in-person sessions held in 2022. Additionally, specialized training for resource management staff and a simplified module for non-finance experts have broadened awareness of sound financial practices across various departments. The initiatives have had a significant impact, with staff now better equipped to handle the financial complexities of operations, contributing to more robust and consistent financial practices across the Organization.

10. The training has since been expanded into an online programme available in English, French and Spanish; nearly 11,000 staff members have participated, with 7,000 having completed the programme. These efforts continue to drive improved financial capacity at all levels, ensuring IOM is well prepared to manage its resources effectively.

***Work item 2.8: Enhancing policies and guidance on monetary engagements with implementing partners***

11. IOM has made significant progress towards application of the Implementing Partnerships Management Handbook (IN/288), which was released in March 2023 and sets the minimum engagement requirements/provides guidance for equitable partnerships.

12. In February 2024, a dedicated Implementing Partnerships Management Unit was established within the Supply Chain Division to enhance coordination and oversight of partnership activities across the Organization. Working with the Staff Development and Learning Unit, the new unit launched an e-learning course in August 2024, to further support the Handbook's application. Available on IOM's I-Learn and E-Campus platforms, the course features 17 dynamic modules that complement the Handbook. It provides comprehensive guidance for colleagues managing and implementing partnerships, ensuring alignment with IOM's financial regulations and relevant instructions. Since its launch, the course has provided 371 registered participants, 165 of whom have completed it, with an engaging and accessible way to deepen their understanding of these critical procedures and promoted best practices across the Organization.

***Work item 2.10.1: Donor Accountability Action Plan***

13. In recent months, the last items from the Donor Accountability Action Plan 2020–2023 have been finalized. This includes the launch of the internal Results-based Reporting Assessment 2023, a collaborative effort between the Resource Mobilization Division and the Strategic Planning and Results Division. The 2023 Assessment followed the internal Results-based Reporting Assessment 2020, employing the same methodology to review a sample of IOM project proposals and final reports, with a focus on the quality of IOM's results-based reporting. It indicated that IOM has made commendable

progress, with no decline in any measured area. It also identified areas for improvement in the presentation of results. The findings were presented internally to over 150 colleagues globally during a webinar hosted by the two divisions in July 2024 and titled “Why does Reporting Matter?”.

14. Plans are in place to repeat the Assessment on a similar three-year cycle, with the next one scheduled for 2026. In the interim, institutional efforts will be guided by the Assessment’s findings, including the development of the Donor Accountability Action Plan for 2024–2027. This new Action Plan will be drafted and implemented by the Resource Mobilization Division in coordination with the Donor Accountability Working Group, which now includes members from all newly established country offices for partnership and advocacy.

**Work item 2.10.2: Goodwill Ambassador Guidelines**

15. Since the launch of the Goodwill Ambassador Guidelines in August 2023, significant progress has been made in structuring and enhancing the programme. Over the past year, 11 Goodwill Ambassadors have been appointed; they have actively contributed to IOM’s visibility, advocacy and fundraising efforts. Each ambassador has been involved in IOM advocacy at national, regional and global level. Public figures such as Mo Farah and America Ferrera have made significant contributions, for example during field visits to Kenya and at the United Nations General Assembly, effectively spreading IOM’s messaging to new audiences.

16. The Organization continues to work closely with country offices to identify and engage public figures at regional and national level. While not all are appointed as Goodwill Ambassadors, many remain valuable partners in advancing IOM’s messaging.

17. The involvement of Goodwill Ambassadors has played a pivotal role in enhancing IOM’s visibility, particularly through campaigns and social media. It has helped expand the number of partnerships with the private sector and generated greater awareness of key migration issues.

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

18. The implementation of IOM’s new ERP system, Wave, is progressing according to the approach agreed between IOM and its primary consulting supplier, following its postponement from May 2024. The multi-release strategy includes deployments in August 2024, January 2025 and February 2025, with the February release coinciding with a planned quarterly product update.

19. The August 2024 release occurred as scheduled, with the expansion of learning and recruiting functionality to all IOM offices. It also introduced supplier collaboration and information management capabilities through the Wave Supplier Portal, and additional features for access control, online supplier solicitations and contracting. During this process, over 3,000 staff members were trained to handle the new functionality, and an intensive support mechanism has been established and is being prepared for expansion for subsequent releases.

20. The next release will involve the full transition from IOM’s existing ERP system, PRISM, to Wave. Preparations are under way to ensure this transition is not only technically sound, but also supported by comprehensive change management activities, to prepare staff members for the shift. A full business, data and technical “dress rehearsal” is planned for November 2024, to guarantee a smooth final cut-over in January 2025. This will be followed by additional functional enhancements in February 2025.

21. Field readiness is being accelerated and coordinated by dedicated Regional Change Management Officers, with training conducted through a hybrid online and in-person approach. Over 30 staff members from IOM offices will be trained as trainers and to provide first-line support. Refresher training will continue during the intensive support period; also known as “hypercare”, the refresher training will be available from January to March 2025. Following the initial stabilization period, the project will conclude once the transition to the ICT Department’s Enterprise and Resource Planning Solutions Unit has been completed.

**(d) Workstream 4: Internal justice**

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

22. During the reporting period of 1 September 2023 to 31 August 2024, a total of 2,803 allegations of misconduct were received, compared with 1,931 during the previous period, representing a 45 per cent increase even after void and duplicate submissions were filtered out. Following the initial triage, 2,228 allegations required a full preliminary assessment. From 1 January to 31 August 2024, 47 per cent of cases were processed through the intake stage within three months.

23. A total of 218 investigations were carried out between 1 September 2023 and 31 August 2024, including those newly initiated during this period and 98 carried forward from earlier periods. By 31 August 2024, 59 investigations had been finalized and 159 were ongoing. Most of the pending investigations were opened in 2023 and 2024, with only 16 (10%) carried over from previous years, reflecting a relatively low number of ageing cases. The average duration of an investigation remains under one year.

24. During the same reporting period, the Office of Internal Oversight formulated and received approval for a major restructuring plan to strengthen and decentralize its investigation and internal audit functions. The plan is being executed in a phased approach; the first phase is currently under way and will see the establishment of delocalized independent offices within the Regional Offices in Bangkok, Nairobi, Panama City and Vienna. This will bring audit and investigation services closer to the Organization’s staff, beneficiaries and implementing partners, allowing for greater geographic accessibility to IOM’s field presence.

**Conclusion**

25. The Administration is fully committed to continued dialogue with Member States on the application of the Internal Governance Framework. It commends Member States, in particular those that have provided unearmarked or softly earmarked contributions for this purpose, for their ongoing involvement. Their dedication reflects the collaborative effort that has characterized the Framework’s effective implementation. The Administration has updated the Standing Committee on the Framework’s application at every Standing Committee session since the twenty-fifth; it will start providing annual updates from 2025.