



IOM INSTITUTIONAL PLAN FOR THE S.G. ACTION AGENDA ON INTERNAL DISPLACEMENT

Action Agenda Commitment No. 7

“UN development, peacebuilding, humanitarian, human rights and disaster risk reduction and climate change actors to develop global institutional plans...for how they will reinforce their internal capacities and engagement on solutions to internal displacement.”

INTRODUCTION

Since its establishment in the aftermath of World War II, the International Organization for Migration (IOM) has acquired extensive experience working with States and partners to address vulnerabilities and promote the establishment of peaceful, resilient and prosperous societies in areas impacted by human mobility.

With more than 60 million Internally Displaced Persons (IDPs) in the world today, pathways for IDPs to achieve solutions and the prevention of future displacement are of the utmost importance. IOM welcomed the establishment of the Secretary General's High-Level Panel on Internal Displacement and found the resulting recommendations needed and overdue in the face of this global crisis.

IOM is equally supportive of the Secretary General's Action Agenda on Internal Displacement. The Organization has defined the S.G. Action Agenda as an institutional priority for 2023 and will continue to maintain prevention and solutions to internal displacement as priorities in future internal strategic planning processes. IOM will regularly integrate the S.G. Action Agenda and related topics into its Governing Bodies platforms and provide continued support to the Office of the Special Advisor on Solutions to Internal Displacement and the Steering Group on Internal Displacement Solutions.

IOM core commitment is to build on its long-standing presence in the field of migration and internal displacement to support collective action on prevention and solutions together with States, Resident Coordinators, partners, displaced persons, and affected communities. The commitments outlined in IOM's Institutional Plan will be pursued during the mandate of the Special Advisor with initial application to the 16 pilot countries identified by the follow-up mechanism to the S.G. Action Agenda but with broad applicability across IOM's global portfolio.

IOM COMMITMENT NO. 1: WHOLE OF ORGANIZATION APPROACH ACROSS THE NEXUS

IOM is a multi-mandated organization with a presence in humanitarian, transition and recovery, peacebuilding, development, and migration management domains. IOM manages a USD 3 billion portfolio and an operational footprint of 30,000 staff, 97 percent of which are in IOM's 590 field offices in over 100 countries. The Organization will consolidate these resources around the interlinked objectives of preventing, better responding, and solving internal displacement in an integrated, simultaneous manner.

IOM's entrance into the UN system, the adoption of the Global Compact on Migration (GCM) and the establishment of the UN Network on Migration¹ are all central features of IOM's work to support States to integrate human mobility into development planning and achieve the Sustainable Development Goals. This includes the integration of human mobility within UN planning processes, guidance to governments to integrate human mobility into development planning and sectoral policies, governance assessments and consultations through Migration Governance Indicators (MGI), and tools to mainstream human mobility into international cooperation (MMICD). Through this work, IOM reported the eight largest development portfolio in the UN system. IOM's Strategic Vision, the Migration Governance Framework (MiGOF), and the IOM Institutional Strategy on Migration and Sustainable Development provide overarching institutional guidance on support to States in pursuit of the 2030 Agenda.

IOM's approach to prevention and solutions will continue to be grounded in its longstanding presence in preparedness and response to internal displacement. In 2021, the Organization's global portfolio included over USD 800 million for operational response to internal displacement, reaching 31.7 million people on the move. This included active participation in the humanitarian coordination system and systematic support to build up State response and preparedness systems. This work is guided by IOM's Progressive Resolutions of Displacement Situations (PRDS) Framework² and the IOM Framework for Addressing Internal Displacement.

IOM's integrated offer will also build upon its work to address the drivers of migration and displacement, with increasing emphasis on addressing structural causes of protracted displacement and anticipating the displacement-related impacts of climate change. This effort will build upon the Migration Crisis Operational Framework (MCOF)³, IOM's Conceptual Approach on Drivers of Migration and Displacement⁴, and the IOM Strategy on Migration, Environment and Climate Change (2021 – 2030)⁵.

Building on IOM's recent internal effort to bring development, transition and recovery, and climate change under a single purview, IOM will develop a more joined-up response that integrates its resources across the nexus to deliver on internal displacement.

1 The UN Network for Migration (UNNM) is currently active in 77 countries which, together, convene 39 entities of the UN system including the World Bank.

2 IOM. Progressive Resolution of Displacement Situations. 2017. <https://www.iom.int/sites/g/files/tmzbd1486/files/2018-07/IOM-PRDS-Framework.pdf>

3 IOM, Standing Committee on Programmes and Finance. Addressing the Mobility Dimensions of Crisis: IOM Migration Crisis Operational Framework – 2021 Addendum. 2022. <https://governingbodies.iom.int/system/files/en/scpf/30th/s-30-inf-1-mcof-2021-addendum.pdf>

4 IOM. Conceptual Approach on Drivers of Migration and Displacement. 2022.

5 IOM. Institutional Strategy on Migration, Environment and Climate Change 2021 – 2030. 2021. https://environmentalmigration.iom.int/sites/g/files/tmzbd1411/files/documents/IOM-Institutional-Strategy-MECCC_0.pdf

- **Deliverable No. 1.1: Scale-up preparedness and prevention activities.**
 - » Preventing displacements from occurring requires scaled-up investments into risk reduction, anticipatory action, and prevention of violent conflicts. Further investments are needed in tools that identify and analyze multivariate drivers and displacement triggers which allow for prevention-oriented early action complete with direct communication and engagement with communities. IOM will continue to invest in early warning systems, indicators on disaster displacement to support state capacity to collect, report on and analyze disaster impacts, and better understanding the climate-security nexus to analyze movement patterns, respond, and prevent conflict at the community level while linking this to longer term climate change impacts and natural resource management. **IOM's goal is to integrate prevention and preparedness tools and practices into State and UN strategies and action roadmaps in the 16 pilot countries, including support to States to include displacement into loss and damage funding arrangements.**
- **Deliverable No. 1.2: Scale-up and standardize activities that support solutions earlier in a response.**
 - » IOM will invest into the standardization and scale-up of specific activities that lay the foundation for solutions earlier in a response and support the integration of these practices into Cluster programming as part of IOM's role as global CCCM cluster co-lead. This will involve specific emphasis on scale-up of flagship programme designs that launch solutions pathways through facilitated return, relocation, or integration. **IOM commits to develop institutional guidance on solutions programming, monitoring and evaluation coupled with the roll-out of a training toolkit on solutions programming available to IOM staff, States, and partners.**
- **Deliverable No. 1.3: Expand the use of Community Based Planning for prevention and solutions and integrate CBP outcomes into local and national government planning.**
 - » IOM will use Community Based Planning (CBP) as a core participatory approach to ensure that IDPs and affected communities are committed to, benefiting from, and shaping prevention activities and solutions pathways. Already in use in 15 of the 16 pilot countries, IOM will expand the use of CBP together with local leadership and governments. The outcomes of CBP will serve as an essential link between humanitarian response and development-oriented approaches for IDPs and host communities and link local-level community-based plans with local, regional and national government planning processes. **In support of the first UN Commitment in the S.G. Action Agenda, IOM will launch CBP in 2023 and offer the approach to partners, States, and civil society as a basis for collective, whole-of-society action on prevention and solutions.**
- **Deliverable No. 1.4: Establish internal IOM solutions fund to catalyze an integrated solutions offer.**
 - » In order to deliver on a scale-up of an integrated, comprehensive offer on solutions, IOM will establish an internal solutions fund based on institutional resources and mobilized funds. This will be used to offer catalytic seed funding to IOM Missions and increase the pool of experts available with the overall goal of increasing the predictability of IOM support at the country level. **IOM's target is to provide sufficient staffing and financial resources for catalytic action and dedicated support to prevention and solutions in all 16 pilot countries by the end of 2024.**

IOM COMMITMENT NO. 2: LEVERAGE IOM'S DATA AND ANALYSIS CAPACITY TO INFORM PREVENTION AND SOLUTIONS

IOM commits to ensuring that its data and analysis systems are comprehensive, fit-for-purpose and available to all partners to support collective action on prevention and solutions to internal displacement. IOM plays a significant global role in the provision of displacement data through the Displacement Tracking Matrix (DTM). This includes the provision of data to inform prevention and solutions work through the Solutions and Mobility Index (SMI). In 2021, IOM used its network 600 DTM staff, 7,000 enumerators, and 300,000 key informants to track the movements and assess the needs of 39.1 million IDPs and 26.2 million IDP returnees in over 80 countries.

IOM is committed to leveraging its data and analysis capacity in support of prevention and solutions. IOM will develop a comprehensive action roadmap to ensure its data and analysis products are comprehensive, fit-for-purpose, and ready for scale-up. IOM will ensure that its data and analysis are made available to partners across the nexus, and that solutions-related data and analysis are made available to inform and monitor the implementation of Common Country Analysis (CCAs), UN Sustainable Development Cooperation Frameworks (UNSDCFs), and the development of new IDP national policies and processes the same way DTM is provides data and analysis on displacement for 86% (25 out of 29) of Humanitarian Needs Overview (HNO)/ Humanitarian Response Plans (HRPs).

IOM will align its efforts with the recommendations of the Data for Solutions to Internal Displacement (DSID) Taskforce, co-chaired by IOM and OCHA. IOM will continue to support data actors to come together including, at the global level, through the continuation of the DSID Taskforce or similar forum to drive the implementation of the Taskforce's recommendations. IOM also commits resources to convening data actors to implement the DSID recommendations within the 16 pilot countries.

Finally, IOM will work in close collaboration with other data actors and academic institutions to produce an annual global report on the state of solutions. The report will analyze IOM's global data on internal displacement in view of better understanding protracted displacement crises, displacement dynamics and intentions of IDPs to inform global, collective action.

- **Deliverable No. 2.1: Strengthening national-level partnerships on data for solutions.**
 - » IOM will expand its pre-existing partnerships with State counterparts including, in particular, National Statistical Offices (NSOs) as well as development partners to advance the implementation of the International Recommendations on IDP Statistics at the country level. **IOM's goal is to increase State capacity on IDP and solutions data in all 16 pilot countries under the S.G. Action Agenda.**
- **Deliverable No. 2.2: Redouble capacity building and system-strengthening at the country level.**
 - » IOM will dedicate staffing and financial resources to roll out the DSID recommendations at the country level through the adaptation and expansion of existing DTM tools and products, as well as the potential introduction of new DTM tools, based on a 24-month data for solutions action roadmap. This will entail the scale-up of tools and products such as the Solutions and Mobility Index (SMI), Transhumance Tracking Tool (TTT), and Movement Projections Dashboard (MPD). IOM will integrate the outcomes of these tools into country-level analysis and will work with partners to integrate development-related indicators into DTM's data practices. **Through this deliverable, data and analysis for prevention and solutions will be available in the 16 pilot countries.**

- **Deliverable No. 2.3: Increase data coordination capacity at the global and country level.**
 - » IOM offers its resources to support the continuation of the DSID Taskforce or a similar forum to enable continued coordination of data actors at the global level. IOM will also make further investments in strengthening coordination between data actors at the country level, with a particular focus on establishing or reinforcing links with government institutions responsible for data and ensuring collective action on data for solutions within the UN system. **By the end of 2024, data for solutions coordination platforms will be active at the global level and in the 16 pilot countries.**
- **Deliverable No. 2.4: Publish a global report on the state of solutions.**
 - » IOM will mobilize the resources necessary to synthesize its existing data and consult with a wide range of data actors to produce a global state of solutions report before the end of 2023. **The state of solutions report will establish a global reference for measuring solutions to internal displacement during the mandate of the Special Advisor.**

IOM COMMITMENT NO. 3: SUPPORT STATE-LED SOLUTIONS AND RESIDENT COORDINATOR LEADERSHIP

States have the primary duty and responsibility to protect the rights and respond to the needs of IDPs. This is established in the Guiding Principles on Internal Displacement and re-affirmed in both the recommendations from the High-Level Panel and the S.G. Action Agenda. Addressing the roadblocks to solutions and offering a pathway to millions of IDPs necessitates State-led action. A principal commitment of IOM is to leverage its pre-existing work with States in the field of migration to support them to fulfill their primary responsibility to IDPs.

The size and scope of the global crisis of internal displacement requires IOM and all partners to support a system-wide response under the leadership of Resident Coordinators at the country level. IOM is a member of nearly all 131 UN Country Teams (UNCT) globally and has signed 125 UN country development planning documents. It is also the sixth largest contributor to the Resident Coordinator system. As the coordinator of the United Nations Network on Migration, IOM is also currently working with its partners to roll out the system-wide initiative to develop the capacity of UNCTs to integrate human mobility into CCAs and UNSDCF and facilitate their implementation in support of the 2030 Agenda and the GCM.

IOM seeks to strengthen its pre-existing modalities of support to the RC and UNCT system to better leverage system-wide capacity to embrace broader, more inclusive approaches which integrate mobility dimensions into prevention and solutions objectives. This is in view of offering a more comprehensive offer to States on prevention and solutions.

- **Deliverable No. 3.1: Support policy and governance systems that create conducive environments for solutions.**
 - » IOM supports governments at all levels to integrate human mobility into development planning through a whole-of-government approach, including inter-ministerial coordination mechanisms to ensure policy coherence and impact. A series of tools and methodologies now exist based on this work which involved close partnership and collaboration with UNDP. **IOM will work closely with partners to apply and adapt these tools to support the mainstreaming of internal displacement into governance systems and development planning processes. Additionally, IOM will significantly increase the number of indicators on internal displacement and solutions in the Migration and Governance Indicators (MGI) initiative for roll-out in three pilot countries in 2023, with further expansion and analysis throughout 2024.**

- **Deliverable No. 3.2: Supporting government strategy development and coordination arrangements.**
 - » IOM will mobilize resources to support the development of national, regional and local prevention and solutions strategies and frameworks by States. IOM will provide material and staffing resources to relevant government entities to increase their capacity to draft and deliver solutions strategies and whole-of-government coordination functions. This will include facilitating and engaging in conferences, workshops, and strategic planning exercises that bring together a broad range of government, national and international actors to support collective action on solutions. In close coordination with partners, **IOM's target is to strengthen State-led action in all 16 pilot countries and offer specific financial, staffing, and/or capacity support to eight States by the end of 2024.**
- **Deliverable No. 3.3: Offer staffing to Resident Coordinator Offices and Governmental Counterparts.**
 - » IOM will continue to offer stop-gap surge support directly to Resident Coordinator Offices (RCO) to assist with their role as conveners at the country level. IOM has provided staffing resources to RCOs in Afghanistan, Ethiopia, Philippines, Ukraine, and Vanuatu. IOM remains open to providing additional staffing resources to RCOs as needs emerge while simultaneously strengthening its in-country systems and programmes which RC Offices eventually rely upon to deliver a coordinated offer on solutions to States. In support of UN Commitments 6 and 7 in the S.G. Action Agenda, **IOM will offer regular support to Resident Coordinators to take on their responsibilities in view of establishing strong government leadership, solutions strategies, financing frameworks and solutions roadmaps in all 16 pilot countries.**
- **Deliverable No. 3.4: Increase capacity to coordinate solutions platforms at the country level.**
 - » Where solutions platforms already exist, IOM will ensure that sufficient capacities are provided at the country level to support coordination arrangements that facilitate collective action. In contexts where new coordination platforms are created, IOM offers staffing resources and programmatic tools to lead coordination functions and support collective action. **IOM's goal is to support the effective operation of coordination arrangements under Resident Coordinator and government leadership in all 16 pilot countries.**

IOM COMMITMENT NO. 4: PARTNERSHIPS AND FINANCING

The interventions that are required to unlock solutions at the country and local level require a broad range of specialized services. Only collective action can solve solutions at scale, and the comparative advantage of each stakeholder must be integrated into a global response framework in an organized, coherent way. IOM's commitment to partnerships and financing involves a renewed effort to include prevention and solutions in its joint work with UN agencies, donors, International Financial Institutions (IFIs), private sector, civil society, diaspora organizations, and other key stakeholders.

This will include engagement with IOM's key donors and the pursuit of complementary partnerships that contribute to financing strategies developed at the country level. IOM partnership with the World Bank in South Sudan offers the use of local, participatory programming designs that can feed up to support national and sub—national policy and planning development as a model to integrate IFI resources into solutions programming while putting multiple levels of government in charge of solutions pathways.

IOM commits to implement pre-existing frameworks and agreements with partners and to forge new mechanisms of structured collaboration on prevention and solutions throughout the UN system and beyond. This will involve continued high-level and technical-level dialogues and workshops to define areas of collaboration and comparative advantage with other UN agencies, data actors, civil society organizations, diaspora organizations, and private sector entities.

IOM's operational presence will be offered as entry points for partners, including through resource sharing, logistical support, embedded staff, and continued emphasis on joint implementation modalities at the country-level. While remaining committed to supporting collective action through complementary partnerships with all UN Agencies, donors, IFIs, civil society, diaspora organizations and other actors, IOM has identified specific areas for expanded collaboration based on comparative advantage.

- » **Delivering together with UNDP:** The goal of both UNDP and IOM is to bring a coherent and predictable system-wide response to prevention and solutions to Resident Coordinators, States, and, ultimately, internally displaced persons (IDPs) and displacement-affected communities. UNDP and IOM will hold a series of thematic discussions on data for solutions, drivers of displacement with a focus on climate change, and integrating internal displacement into governance and development planning. The thematic discussions will be augmented by a collaborative scoping exercise at the country level and the identification of multiple countries for expanded partnership.
- » **Delivering together with UNHCR:** IOM will work closely with UNHCR to implement the 2022 Framework of Engagement. Solutions to internal displacement is one of three areas identified for strengthened ties and collaboration. The Framework covers a range of areas of collaboration on outreach and planning with States, sectoral-based engagement within UNCT and HCTs, analysis, resource mobilization, and advocacy efforts. IOM is also committed to enhancing its relationship on data for solutions under the Framework where both Organizations have committed to strengthen collaboration on a range of IDP data activities to better monitor and inform response and solutions efforts within the UN system and by States as primary duty bearers.
- » **Delivering together with UNHABITAT:** Displacement is increasingly occurring in urban settings, oftentimes intersecting with internal migration and rapid urbanization trends. This is putting stress on local governance systems and highlighting the need for urban planning approaches. IOM seeks to address these dynamics through an expanded partnership with UNHABITAT and commits to continued discussions on joint action throughout the Special Advisor's mandate and beyond. Amongst other issues, collaboration will focus on the link between urbanization and displacement trends, urban planning, data, and operational resource sharing at the country level.
- » **Delivering together with FAO:** A strong partnership exists between FAO and IOM based on a 2018 Memorandum of Understanding and joint project implementation in 19 countries. Moving forward, the partnership under the S.G. Action Agenda will focus on matching the tools and resources of each Organization in direct support of prevention and solutions activities. This includes integrating the Transhumance Tracking Tool into natural resource management, conflict mitigation, and land access programmes and continued partnership on anticipatory action in the context of disaster displacement, amongst others.
- » **Delivering together with WFP:** IOM and WFP maintain a collaborative working relationship within the IASC and UN system-wide forums on a range of topics. A multi-year joint workplan will be defined to chart the path moving forward on a range of topics, including a specific workstream on displacement and solutions and a dedicated focus on leveraging collaboration on cash-based interventions, social protection systems, preparedness and response, and data management for prevention and solutions to internal displacement.
- » **Delivering together with UN Agencies and other Partners:** IOM commits to hold high-level and technical-level dialogue and collaboration with all UN agencies and partners under the S.G. Action Agenda. IOM welcomes further discussions with UNOCHA, UNICEF, DCO, DPO/ DPPA as members of the Steering Group and will conduct outreach to UNWOMEN and UNFPA and others to discuss joint action to implement the 31 UN commitments in the S.G. Action Agenda. IOM intends to work closely with the Special Rapporteur on the Human Rights of IDPs to fulfill commitments related to promoting the Guiding Principles on Internal Displacement and ensuring that rights and rights principles are systematically integrated into system-wide action on prevention and solutions.

- » **Delivering together with Civil Society and Diaspora Organizations:** While IOM's programmes and processes will be deeply embedded within a participatory, inclusive approach, the Organization endeavors to build stronger partnerships with civil society and diaspora organizations in pursuit of a whole-of-society approach to prevention and solutions. IOM will leverage its revised internal policies on implementing partners to forge stronger partnerships with local NGOs and civil society organizations, with a strong emphasis on integrating diaspora networks and resources into solutions programming.

CONCLUSION

IOM's well-established guiding principles will underpin the implementation of the Institutional Plan and the Organization's overall efforts to support the implementation of the S.G. Action Agenda. IOM will continue to adopt a people-centered approach that systematically integrates rights and rights principles into all stages of interventions. The protection, respect and fulfillment of rights is a priority for the Organization and this rights-based approach is reflected front and center in IOM's policies and approaches, including IOM's Protection Narrative and IOM's approach to prevention and solutions.

IOM's Accountability to Affected Populations Framework will be integrated into prevention and solutions action to ensure that meaningful communication, information sharing, and accountability mechanisms are at the heart of collective action. As part of its commitment to redouble the use of participatory, inclusive programme designs, IOM will also take into consideration how diversities in gender, gender identity, sexual orientation, age, ethnicity and disability interact with the various phases of the displacement cycle and solutions pathways. This will include an increased emphasis on youth and gender across all IOM activities.

IOM's approach to prevention and solutions will also consider the importance of context. Each displacement affected setting is unique, and programmes and activities must be tailored to local operating environments, cultures, customs and capacities. As such, IOM will systematically integrate conflict analysis and conflict sensitivity into its prevention and solutions activities based on existing internal guidance and training materials.

Additionally, the deliverables put forward in IOM's Institutional Plan will help advance integrated, evidence-based programming and contribute to the overarching goals of establishing whole-of-government, and whole-of-society action on prevention and solutions.

In an era of unprecedented human mobility, the need to facilitate safe, voluntary, and dignified pathways for Internally Displaced Persons (IDPs) to achieve solutions and prevent future displacements from occurring are of the utmost importance. Dedicated support to States is urgently needed to usher in a new era of displacement policy and practice that proactively prevents and solves internal displacement to protect gains made in the 2030 Sustainable Development Agenda.