



International Organization for Migration (IOM)
The UN Migration Agency

IOM Individual Commitment Report: Agenda for Humanity

Transformation 2D: Take Concrete Steps to Improve Compliance and Accountability

Commitment ID: 200001

IOM will work towards fully implementing the PSEA Minimum Operating Standards, including by developing operational tools and clear guidance for the field on agency commitments and activities to protect against sexual exploitation and abuse.

What led your Organization to make the commitment?

The IASC Principals tasked IOM in June 2016 with rollout of the PSEA toolkit, namely the Global Standard Operating Procedures and the Best Practice Guide on Establishing Inter-Agency Community-Based Complaint Mechanisms (CBCMs). These tools offer HCTs and PSEA networks assistance to operationalize internal and joint PSEA commitments, in line with the Minimum Operating Standards on PSEA, and the reinforced PSEA responsibilities of HCs in the 2015 IASC Statement on PSEA. The goal of the roll-out is to build capacity of in-country teams and to meet the recognized gap in guidance in how to create system-wide prevention and response to SEA.

Achievements at a glance.

During the reporting period IOM has begun its PSEA Capacity Building project to provide technical assistance to HCTs and PSEA Networks to establish and/or strengthen their joint PSEA initiatives. IOM is developing a training module, based on the PSEA toolkit, to guide in-country teams through good practices and global agreements on collaboration in CBCMs. In late 2016 IOM responded to the requests for assistance from interested HCTs/Networks, and through consultations successfully identified which were ready to implement a joint CBCM and which would benefit from alternative assistance (i.e. in complaint/feedback mapping, creating victim assistance referral pathways, etc.).

IOM is also actively engaged with the UN Working Group on SEA, under the coordination of Jane Holl Lute, which is currently developing tools to enhance SEA prevention and response, to provide input on IASC initiatives and ensure coherence between the systems.

How is your organization assessing progress?

Progress during the PSEA capacity building project is measured by the number of HCTs/PSEA networks which receive requested technical assistance, and emerge with increased capacity to conduct collective PSEA activities and to establish inter-agency CBCMs. IOM has engaged a Steering Committee to assess the needs and gaps in ground response, and monitor the level of assistance provided in order to develop a



International Organization for Migration (IOM)
The UN Migration Agency

IOM Individual Commitment Report: Agenda for Humanity

tailored response to each HCT/network requesting assistance. Case studies and lessons learned from different humanitarian settings will be added to the Best Practice Guide, a living document meant to contribute to global learning on PSEA response.

Challenges faced in Implementation.

Despite global level commitment to implement inter-agency SEA prevention and response mechanisms, these commitments are not always conveyed to country teams with sufficient authority and guidance to engender buy-in. There remains a deprioritization of “prevention activities” during lifesaving operations. Interagency coordination is also made difficult by the differing policies between agencies and lack of understanding on how staff are allowed to coordinate joint initiatives in practice, one of the specific difficulties this project attempts to alleviate by introducing the agreements that have been reached in this area (i.e. the Global SOPs).

Next step to advance implementation in 2017.

In 2017 IOM will finalize the CBCM training module and begin roll-out to the in-country networks identified during 2016. The module itself follows the Best Practice Guide and takes participants through each step of implementing a joint mechanism to receive, assess, and refer SEA allegations, as well as awareness raising activities, monitoring and evaluation, and referrals to victim assistance services. IOM will conduct the training for seven networks in 2017, while offering additional technical assistance on request and continuing to liaise with the UNWG and offer global PSEA advocacy. IOM will remain actively engaged in the UNWG on SEA.

If you had one message for the annual synthesis report on what is most needed to advance the transformation 'Take concrete steps to improve compliance and accountability.

In order to operationalize PSEA commitments and improve our global system of SEA accountability, agencies must prioritize joint PSEA initiatives in the field and offer sufficient guidance and resources – both human and financial – to their field teams.

Commitment ID: 200010

IOM commits to mitigate vulnerability and build resilience within its shelter programming by finalizing and operationalize its shelter assessment and monitoring toolkit in regards to GBV. The GBV Shelter Toolkit will include tools to perform rapid gender analysis, practical guidelines in terms of gender action planning as well as guidance on how to extend referral pathways to GBV and protection actors within the shelter context.



International Organization for Migration (IOM)
The UN Migration Agency

IOM Individual Commitment Report: Agenda for Humanity

What led your Organization to make the commitment?

In 2014 IOM committed to the global Call to Action on Protection from Gender-Based Violence (GBV) in Emergencies. IOM's efforts on GBV mainstreaming stem from the need of front-line field staff, particularly camp managers, to know how to safely and ethically respond to GBV incidents, particularly in those places that lack specialized services or referral mechanisms to services. IOM's commitment to "Empower and protect women and girls" represent a new step into the institutionalization of efforts to empower and protect women and girls in emergency programming including Shelter operations.

Achievements at a glance.

In order to mitigate vulnerability and build resilience within shelter programmes, IOM developed two tools, "Good Shelter Programming: Tools to Reduce the Risk of Gender-Based Violence in Shelter Programmes (Shelter-GBV Toolkit)" with CARE International UK and "Site Planning: Guidance to Reduce the Risk of Gender-Based Violence (Site Planning-GBV Booklet)."

IOM produced a short video on Distribution of Non-Food Items (NFIs) ensuring GBV risk reduction and mitigation was produced by IOM and used in field operations to train field staffs (e.g. Hurricane Matthew Response in Haiti).

In order to support the shelter operation in the field, one workshop on shelter and GBV risk reduction was held in Pakistan by IOM during the reporting period.

Two workshops on Shelter/Site Planning and GBV risk reduction was held by IOM at the Annual Global Shelter Cluster Meeting.

How is your organization assessing progress?

Shelter Support Team in coordination with relevant experts within the Division is in charge for ensuring this commitment to be implemented through close monitoring of the projects and regular meetings. The revised version of the documents and roll-out workshop in the field level will be finalized within 2017.

Challenges faced in Implementation.

Given multitude of risks and operational challenges to be addressed in shelter-related projects, combined with staff resource limitations, can be challenging to mainstream GBV effectively in operations. Ensuring correct understanding of "GBV risk mitigation" measure in project implementation and at scale is challenging.



International Organization for Migration (IOM)
The UN Migration Agency

IOM Individual Commitment Report: Agenda for Humanity

Next step to advance implementation in 2017.

The roll-out workshops of the two documents in field with partners. Action plans identified during workshops will be implemented and closely monitored to record good practices. IOM plans to revise both documents to facilitate use by Shelter practitioners to mitigate the risk of gender-based violence in Shelter operations.

Continues to engage in the inter-agency level through co-leading the Shelter and GBV Working Group under the Global Shelter Cluster and also presenting approaches/tools at various forums, i.e. UK Shelter Forum, Global Shelter Cluster Meeting.

IOM will produce a short video on Site Planning and GBV risk mitigation.

Commitment ID: 200017

IOM will take measures to ensure that its staff members provide humanitarian assistance and services in a manner that respects and fosters the rights of beneficiaries, prevents SEA against beneficiaries (abusive and exploitative sexual activities with beneficiaries are absolutely prohibited), and creates and maintains an environment that prevents SEA.

What led your Organization to make the commitment?

IOM believes in strong commitment from its staff to the IOM Standards of Conduct, a work environment free of harassment and a Zero tolerance policy on Sexual Exploitation and Abuse towards beneficiaries.

IOM approved a new policy on PSEA that includes all the technical aspects of the MOS. Proactive efforts have been put in place to implement each part of the policy. With a strong focus on prevention and accountability.

Achievements at a glance.

IOM believes in strong commitment from its staff to the IOM Standards of Conduct, a work environment free of harassment and a Zero tolerance policy on Sexual Exploitation and Abuse towards beneficiaries. An e-learning module has been developed in 2016 (and launched in 2017) and is mandatory for all IOM staff members. In addition, the Ethics and Conduct Office and the Gender Coordination Unit have delivered one-to-one training in the larger IOM Missions and Regional Offices, and reached around 1000 colleagues in 2016.

SEA prevention as been included in the internal competency assessment system for IOM staff.



International Organization for Migration (IOM)
The UN Migration Agency

IOM Individual Commitment Report: Agenda for Humanity

How is your organization assessing progress?

- IOM Auditors include SEA-related risk as one of the indicators they routinely check when auditing missions. Absence of regular proof of PSEA training is reported as a risk and corrective action is requested.
- In line with the new PSEA policy, IOM published yearly statistics of decisions taken by the DG on misconduct (including SEA), to foster transparency and increase trust in the internal justice system - a major reason for lack of reporting.
- PSEA is included in important senior staff meetings. DG very active on making this issue present in the international agenda.
- Staff completing on-line and face-to face training

Challenges faced in Implementation.

- Still lot of confusion with SEA terminology among staff.
- Lack of powerful visuals to be left in missions to remind staff about Zero tolerance policy on SEA.
- Confusion between Sexual Harassment and SEA.
- Lack of material in some local language
- Still beneficiaries not necessary informed about where to go in case of Misconduct by one of IOM staff

Next step to advance implementation in 2017.

- Continue with current efforts. This is not a onetime efforts, is a long time one and needs to be constantly repeated- this is how we can hope to achieve a behavioral change in people.
- Continue working on activities that support a better work environment.

Commitment ID: 200019

Working toward strengthening investigation and protection responses to SEA allegations, IOM, along with OHCHR, will take a lead role in strengthening collective responses in this area, including by promoting the development and sharing of best practices on enforcing Code of Conduct breaches and on referring SEA cases that may arise to criminal misconduct to competent authorities; supporting efforts to operationalize the recommendations for preventing the re-recruitment of individuals disciplined for SEA, and to enforce PSEA contractual clauses with implementing partners; and contributing to efforts to ensure that the interagency response to SEA includes adequate protection and redress, including adequate assistance for survivors.



International Organization for Migration (IOM)
The UN Migration Agency

IOM Individual Commitment Report: Agenda for Humanity

What led your Organization to make the commitment?

This is a necessity for all humanitarian actions. No deviation is accepted in IOM. PSEA principles are part of IOM Code of Conduct

Achievements at a glance.

Training on different issues including PSEA and Protection. Make sure training material is in line and relevant for IOM staff working in the field. Enhance the focus on a victim centered approach. Clarify reporting procedures. Make more public and better known the IOM whistleblower policy. The latter being on additional reason for not reporting misconduct including SEA.

How is your organization assessing progress?

Number of reports to the central reporting mechanism in the Ethics and conduct office in Geneva, which acts as the first recipient to all reports.

Challenges faced in Implementation.

Some of the IASC SEA principles are very complicated to monitor.

Next step to advance implementation in 2017.

Focus also on prevention of sexual harassment in the IOM office. Support actions to grant teams more gender balance and more diverse.

Transformation 3A: Reduce and Address Displacement

Commitment ID: 200002

IOM commits to assisting communities forcibly displaced by conflicts to participate in conflict analysis and needs assessment, and support national governments to address root causes of conflict and forced displacement.

What led your Organization to make the commitment?

Communities affected by forced displacement from conflict, including those who are displaced and origin and host communities, face enormous obstacles to meet their immediate humanitarian needs as well as ensure that they do not fall behind in development outcomes over the longer term. The cycle of conflict and crisis will continue to forcibly displace communities, unless root causes are addressed and the



International Organization for Migration (IOM)
The UN Migration Agency

IOM Individual Commitment Report: Agenda for Humanity

resilience of affected populations is supported. To this end, IOM is committed to supporting and empowering affected communities to prevent, mitigate and respond to root causes and drivers of forced displacement.

Achievements at a glance.

IOM has worked to further develop and implement its participatory and inclusive methodology for addressing drivers of conflict and displacement. This methodology facilitates local communities to identify, prioritize and implement projects to address drivers of instability and crisis. IOM has also worked through its Displacement Tracking Matrix (DTM) to refine data collection and analysis to identify drivers of displacement, including conflict and resulting needs in the short and medium term. This information is available widely to IOM's partners including national governments. Lastly, IOM has begun an initiative to mainstream conflict analysis and sensitivity throughout its programming.

How is your organization assessing progress?

IOM's project and institutional level monitoring and reporting mechanisms capture information on the inclusivity and reach of participatory methods to assess conflict, needs and displacement drivers, including through projects at the local and national level. IOM's results based management system enables the organization to demonstrate its achievements and learn from its shortcomings in order to better serve all stakeholders. Project and programme level evaluations and the collection of dynamic on-line exchange of achievements and lessons learned further contribute to assessing progress.

Challenges faced in Implementation.

Funding mechanisms for addressing drivers and root causes of displacement often prioritize short term actions, when longer term commitments are needed to understand the nature of these drivers and address them properly by engaging affected communities. Additionally, funding instruments are sometimes too reactive and do not allow enough flexibility to allow for adaptation and learning throughout program implementation. Access to areas of origin for displaced populations remains a challenge.

Next step to advance implementation in 2017.

IOM will continue to refine and mainstream its methodology for participatory and inclusive assessments and programme implementation, including its conflict sensitivity component throughout its work. IOM will also strengthen the ability of DTM to analyze the root causes and drivers of forced displacement.



International Organization for Migration (IOM)
The UN Migration Agency

IOM Individual Commitment Report: Agenda for Humanity

If you have one message for the annual report on what is most needed to advance the transformation, what would it be?

Continued long-term support should be given to participatory and inclusive initiatives to understand and address the root causes of forced displacement.

Commitment ID: 200004

IOM commits to continue its work to reduce vulnerabilities and foster the resilience of displaced populations, other migrants and affected communities by strengthening coping capacities and promoting self-reliance. This approach will be operationalized through a new IOM framework outlining efforts to progressively resolve displacement situations (PRDS).

What led your Organization to make the commitment?

Crises are forcing record numbers to flee their homes seeking relative safety within or across international borders. The growing complexity and unpredictability of those crises is resulting in increasingly protracted displacement situations, with few achieving durable solutions. IOM recognizes the impacts of crises on displaced persons, as well as other migrants and affected communities, and promotes inclusive, resilience-orientated approaches to support efforts to progressively resolve displacement situations - addressing root causes and reducing current and future need.

Achievements at a glance.

In late 2016, IOM adopted a new framework – the Progressive Resolution of Displacement Situations (PRDS) Framework – which aims to guide IOM and inform its partners to frame and navigate the complexity of forced migration dynamics and support efforts to progressively resolve displacement situations. The PRDS Framework promotes an inclusive, resilience-based approach and embraces mobility strategies that support progression towards resolving displacement, while ensuring safety nets are in place to avoid potentially harmful mobility strategies. IOM offices are increasingly raising awareness amongst partners and integrating this approach into programming.

How is your organization assessing progress?

IOM's project and institutional level monitoring and reporting mechanisms capture information to support the assessment of progress in reducing and addressing displacement. IOM's results based management system enables IOM to demonstrate its achievements and learn from its shortcomings in order to better serve all stakeholders. Project and programme level evaluations and the collection and dynamic on-line exchange of achievements and lessons learned further contribute to assessing progress.



International Organization for Migration (IOM)
The UN Migration Agency

IOM Individual Commitment Report: Agenda for Humanity

Challenges faced in Implementation.

Lack of multi-year funding and planning and joint approaches which focus on specific categories of affected populations remain key challenges to holistic efforts to reduce and address displacement more broadly.

Next step to advance implementation in 2017.

IOM will continue to support its own offices to apply the PRDS Framework and expand collaboration across traditional and non-traditional actors towards shared resilience objectives.

If you had one message for the annual synthesis report on what is most needed to advance the transformation 'Reduce and address displacement.

Early and sustained engagement across all key stakeholders to identify and address root causes and foster resilience to future shocks and stressors.

Commitment ID: 200018

IOM, within its capacity as a CCCM cluster lead agency, commits to reduce the vulnerability and foster the resilience of individuals suffering from displacement by achieving gender parity within camp governance structure.

What led your Organization to make the commitment?

In recent years, IOM has been undertaking a number of policy and programmatic initiatives to strengthen existing and develop new Accountability to Affected Population (AAP) practices across the organization. Many of these initiatives have been elaborated as part of IOM's leadership of the Global CCCM Cluster, with a view to ensuring meaningful participation of all community sub groups, including women and girls, in camp management responses.

Achievements at a glance.

In July, IOM CCCM Rapid Response officer undertook a joint deployment alongside a focal point from the UNHCR global CCCM team to Iraq to coordinate a study on women's and girl's participation, targeting informal sites in Erbil, Kurdistan Region of Iraq. Another similar activity was conducted by IOM in Bentiu PoC in South Sudan. A total of 268 individuals participated in these studies and workshops, held with field project teams as well as humanitarian partners active in the targeted camps to improve women's participation in those locations.



International Organization for Migration (IOM)
The UN Migration Agency

IOM Individual Commitment Report: Agenda for Humanity

IOM, in partnership with the Women's Refugee Commission (WRC), has drafted a learning report based on the findings of those initial assessments as well as promising practices to facilitate women's participation in Nigeria, the Philippines and Ecuador. The learning report will be used to inform Global CCCM Cluster partners' operations.

How is your organization assessing progress?

IOM has developed, in coordination with WRC, a specific monitoring and evaluation strategy to document progress where pilot activities are currently implemented. A combination of qualitative (FGD, KII, IDI) and quantitative assessment tools will aim to measure changes in levels of participation of women in camp management and perception of safety in camps and camp-like settings. In addition, the end-line study will also capture qualitative information to better understand women's participation, and strengths, weaknesses, opportunities and threats linked to promoting women's leadership in CCCM interventions.

Challenges faced in Implementation.

- A number of targeted locations closed or are at-risk of closure while identified pilot activities are being rolled out.
- Competing emergency response priorities and stretched human resources at field level are slowing project implementation.

Next step to advance implementation in 2017.

- Organize a Global workshop to present and review with Global CCCM Cluster partners the tools, guidance and methodology that have been developed and piloted in 2016 with WRC as part of IOM's efforts to reduce vulnerability and foster resilience of displaced individuals by promoting women's participation in camp governance structures.
- Implement pilot activities to enhance women's participation in targeted camps in 5 locations (Ecuador, Nigeria, Iraq, South Sudan and the Philippines).
- Conduct an end-line survey of these activities and relevant reports for CCCM partners.



International Organization for Migration (IOM)
The UN Migration Agency

IOM Individual Commitment Report: Agenda for Humanity

Transformation 3B: Address the vulnerabilities of migrants and provide more regular and lawful opportunities for migration

Commitment ID: 200013

IOM commits to strengthening understanding of migration and related resource transfers, including remittances, as a potential tool to support disaster preparedness and recovery, and to work with relevant actors to further disseminate and operationalize this understanding.

What led your Organization to make the commitment?

Remittances undoubtedly enhance the ability of receiving households to withstand risks and building their resilience to external events such as climate change or humanitarian crises. However, remittances on their own will not necessarily result in development if governments are not fully engaged in the provision of basic services and functional social security, health and education systems. Diaspora investment is vital to increase livelihood opportunities for crisis-affected populations. However, obstacles exist. A greater understanding of these obstacles is required.

Achievements at a glance.

IOM has formulated a remittances position paper that summarizes the 3 key conditions to maximizing the development value of remittances. The focus has overtly been on reducing transfer costs. However other issues include tackling remittance dependency and promoting the well-being of migrants who remit. IOM has also formulated a thematic paper on a topic entitled *Contributions of Migrants and Transnational Communities to Sustainable Development*. This paper is designed to inform States in the consultations leading up to the negotiations on the Global Compact for Migration. This paper also outlines the obstacles of diaspora engagement in trade and investment, including institutional barriers, and the need for development actors to partner closer with diaspora actors.

How is your organization assessing progress?

The position papers clarifies IOM thinking to help inform member states in the lead up to the Global Compact for Migration. A thematic consultation will take place on the topic of sustainable development in July 2017 when these issues will be discussed. Progress will be measured in monitoring the positions adopted by member states on these two issues of remittances and diaspora investment.



International Organization for Migration (IOM)
The UN Migration Agency

IOM Individual Commitment Report: Agenda for Humanity

Challenges faced in Implementation.

The key challenge is influencing established thinking and positioning on remittances and diaspora/migrant investment. The Global Compact for Migration negotiations will be telling.

Next step to advance implementation in 2017.

Specific interventions in collaboration with other development agencies are currently being designed and promoted that focus on diaspora trade and investment in crisis-affected communities.

Commitment ID: 200016

IOM commits to work to improve migrant's inclusion in disaster preparedness, response and recovery efforts, by supporting the capacities and coordination of disaster risk management authorities, foreign services, migrant groups themselves and other relevant actors.

What led your Organization to make the commitment?

The Libya crisis in 2011, which forced some 800,000 migrants to flee across international borders in a matter of months, was a watershed event that drew widespread attention to the plight of migrants affected by crises abroad. While they are resourceful and resilient, a variety of factors create particular vulnerability for migrants in the face of crises. Traditional humanitarian responses have not consistently provided migrants with effective access to assistance and migrants can fall between the cracks of emergency response. Past experiences have shown a need to better integrate migrants into existing emergency preparedness and response systems.

Achievements at a glance.

IOM served as the Secretariat to the Migrants in Countries in Crisis (MICIC) Initiative and is disseminating the MICIC '*Guidelines to Protect Migrants in Countries experiencing Conflict or Natural Disaster*' launched in June 2016, through broad engagement with Regional consultative processes, States, civil society and other actors. At the same time, IOM is pursuing a capacity building program to support governments to systematically address the vulnerability of migrants in emergencies. IOM has developed and piloted a series of capacity building tools and activities targeting 1) actors in migrant's countries of origin, mainly consular staff to build their capacity on supporting their citizens abroad in crises situations; and 2) actors in host countries, mainly the personnel of emergency management institutions to better integrate migrants in emergency preparedness, response and recovery efforts.



International Organization for Migration (IOM)
The UN Migration Agency

IOM Individual Commitment Report: Agenda for Humanity

How is your organization assessing progress?

IOM's project and institutional monitoring and reporting mechanisms capture information to support the assessment of progress in including migrants in disaster preparedness, response, and recovery efforts. Project and programme level evaluations further contribute to assessing progress.

Challenges faced in Implementation.

Effectively integrating migrants in disaster preparedness, response, and recovery efforts requires working with a multitude of actors and establishing cooperation and coordination mechanisms. Lack of multi-year funding and planning remain a challenge to integrate migrants into existing preparedness and response systems.

Next step to advance implementation in 2017.

IOM will continue to support and build the capacity of its own offices and staff to support governments and other actors with integrating migrants in their emergency preparedness and response. Following pilot trainings in Mexico, Guatemala, Thailand, and Myanmar, training tools will further be rolled out in selected countries and regions, working both with migrants' countries of origin and destination, engaging governments, regional consultative processes on migration, and civil society actors.

If you have one message for the annual report on what is most needed to advance the transformation, what would it be?

Integrating migrants in emergency preparedness efforts and building the capacity of all key stakeholders can significantly enhance the protection of migrants when the country in which they live, travel, work, or transit, experiences a crisis.



International Organization for Migration (IOM)
The UN Migration Agency

IOM Individual Commitment Report: Agenda for Humanity

Transformation 4A: Reinforce, do not replace, national and local systems

Commitment ID: 200006

IOM commits to developing a set of policy and guidance frameworks governing the use of its cash based approach, from both a programmatic and technical standpoint.

What led your Organization to make the commitment?

IOM commits to developing a set of policy and guidance frameworks governing the use of its cash-based interventions (CBI), from both a programmatic and technical standpoint to further strengthen operational capacity using CBI.

Achievements at a glance.

- IOM organized internal Workshop on Cash Based Interventions (CBI) bringing together staff from key field missions and relevant HQ departments to explore possible solutions to identified issues and how the internal administrative and financial system can better support to strengthen CBI projects.
- The strategic vision and goals and template SOP to be used in the field level for CBI programming being drafted and aiming to be finalized in 2017.
- In order to capture the scale of IOM's CBI operations, data collection of CBI operations in 2015 was carried out and finalized. The data collection on CBI projects for the year 2016 is planned and to be finalized within first quarter of 2017.
- Ensuring the community of practice within IOM through Cash Reference Group.
- IOM is engaging in further strengthening the CBI operations at the inter-agency level by co-leading the Cash Working Group under the Global Shelter Cluster.

How is your organization assessing progress?

Internal discussions on further strengthening the Cash Based Interventions (CBI) are going on through regular Cash Reference Group's meetings and annual CBI Workshop, as well as annual exercise of data collection on CBI, which would result in "CBI Updates" to be shared internally and externally.

Challenges faced in Implementation.

- Ability to plan and implement CBI as quickly as other interventions.
- Variable government policies, perceptions and financial regulations sometimes prevent Cash Based Interventions (CBI).



International Organization for Migration (IOM)
The UN Migration Agency

IOM Individual Commitment Report: Agenda for Humanity

- Lack of funding relevant to IOM sectors of intervention.

Next step to advance implementation in 2017.

- IOM continues discussions internally to finalize the strategic visions and goals and template SOP on Cash Based Intervention (CBI).
- The data collection on CBI projects for the year 2016 will be conducted. The outcome will be shared internally and externally in order to showcase the IOM's CBI operations.
- The case study on CBI projects will be conducted during 2017 to demonstrate the different type of CBI operations implemented by IOM and serves as best practices for the future projects.

If you have one message for the annual report on what is most needed to advance the transformation, what would it be?

Practical preparedness at country level including national and local government perceptions, policies and regulations are needed in order to further explore the expansion of Cash Based Interventions (CBI).

Commitment ID: 200007

IOM commits to engage in appropriate forms of advocacy and clear messaging on principles and effective humanitarian assistance at the global, regional, national and local levels with all relevant actors. IOM is accountable to the persons and the States concerned, and its partners within the humanitarian response system. IOM is committed to strengthening its accountability mechanisms and to keeping them under continuous review.

What led your Organization to make the commitment?

IOM has over the years increasingly become a major stakeholder in responding to humanitarian crises, as well as a recognized leader and key actor, within several pillars of the international humanitarian architecture. Central to its response is the Organization's migration mandate which provides IOM with a unique role in responding to the needs of people exposed and vulnerable to the impact of current global challenges. To fulfill its role in terms of mandate, as a member of the IASC and towards the population of concern, the Organization is committed to contribute towards more accountable, principled and more effective humanitarian assistance.

Achievements at a glance.

Within the framework of its global co-leadership of the Camp Coordination and Camp Management (CCCM) Cluster IOM has, together with the broader membership of the global cluster, mainstreamed accountability standards and principles across the strategic objectives of the Global CCCM Cluster Strategy 2017-2021. Internally, the IOM Accountability to Affected Populations (AAP) working group launched a



International Organization for Migration (IOM)
The UN Migration Agency

IOM Individual Commitment Report: Agenda for Humanity

cross-sectoral review of its AAP interventions and activities in relation to its IASC commitments, looking critically at lessons learned, undertaking regional and country-level consultations and drawing from best practices and operational realities. In turn, IOM has initiated institutional efforts to introduce an institutional framework across its operations, defining IOM's institutional approach towards AAP. Above efforts similarly references IOM's commitments towards the Grand Bargain

How is your organization assessing progress?

IOM's project and institutional level monitoring and reporting mechanisms capture information to support the assessment of progress towards the respective commitments of the Agenda for Humanity.

Challenges faced in Implementation.

To maintain its flexible and strong operational character IOM operates via a limited core structure and project-based business model. As a result, IOM experiences great benefits in terms of accountability, transparency and cost-effectiveness. However, IOM's business model also poses limitations, specifically in regards to global-level policy formulation. Flexible and more predictable long-term investments into IOM's core structure would improve IOM capacity to translate field experience into global-level policy formulation and greatly support the Organization in implementing the Agenda for Humanity and the Grand Bargain commitments.

Next step to advance implementation in 2017.

IOM as a global cluster-lead agency will continue towards ensuring adequate response and high standards of accountability by its commitment towards the implementation of the Global CCCM Cluster Strategy 2017-2021 on local, regional and global level.

IOM will develop and institute the Organization's AAP framework, which will be mainstreamed throughout key programmatic areas, and integrated into the project development and management process.

IOM will continue its longstanding engagement within the IASC Task Team on AAP and Protection from Sexual Exploitation and Abuse (PSEA).

Commitment ID: 200008

IOM commits to further support national and local governments design and implement planned relocation and evacuation processes for people living in at-risk and disaster affected areas, as well as for people displaced by disasters, that result in reduced exposure to future hazards and do not affect people's well-being and resilience.



International Organization for Migration (IOM)
The UN Migration Agency

IOM Individual Commitment Report: Agenda for Humanity

What led your Organization to make the commitment?

As the Global Camp Coordination and Camp Management (CCCM) Cluster lead agency for natural disasters, IOM is implementing various initiatives to strengthen capacities of national authorities to effectively prepare for, and manage mass evacuations during natural disasters. IOM is committed to further support collective efforts to build well-prepared national systems and strengthen capacities of national actors, including national and local civil protection agencies.

Achievements at a glance.

The Vanuatu Government and IOM implemented a Pilot of the Mass Evacuation in Natural Disasters (MEND) program in 2016. Collaboration with authorities in Vanuatu led to the development of guidelines on shelter, selection and assessment of evacuation centers, and enabled a context specific version of MEND Guidelines. In Ecuador, IOM carried out a mission to advise authorities on an exit strategy to support the identification of durable solutions and lead to a progressive closure of camps hosting population displaced by the April 2016 Earthquake. IOM has been using the Progressive Resolution of Displacement Situations (PRDS) framework to support these activities.

How is your organization assessing progress?

To ensure sustainability of efforts, IOM is holding regular follow-up discussions with national authorities to understand their needs and support a stronger institutionalization of knowledge within national disasters response agencies. For instance, in Ecuador, IOM organized a CCCM Training of Trainers (ToT) at the request of the government to strengthen knowledge and capacities of their personnel involved in supporting IDP camps, and support the progressive resolution of displacement caused by the 2016 Earthquake

Challenges faced in Implementation.

Many countries facing influxes and mixed caseloads of migrants and other categories of affected persons caused by mixed migration situations, as well as disaster prone countries, are asking IOM for support in border management mixed with temporary/transit center management, mass evacuation contingency planning updates. The long term nature of disaster preparedness means that actions frequently are required beyond humanitarian program cycles. Deeper engagement with development actors through the humanitarian development nexus are required.

Next step to advance implementation in 2017.

In 2017, IOM intends to continue building capacities of national authorities to effectively prepare for and manage mass evacuations during natural disasters. A presentation at the UNDAC Advisory Board Meeting,



International Organization for Migration (IOM)
The UN Migration Agency

IOM Individual Commitment Report: Agenda for Humanity

Geneva, Switzerland, in February 2017 launched an interagency process to extend this guidance to other agencies. In addition, at the request of the Child Protection in Emergencies ACFID Community of Practice, the possibility to develop a Child Protection Guidance Annex to the MEND guidelines is currently being discussed.

If you had one message for the annual synthesis report on what is most needed to advance the transformation 'Reinforce, do not replace, national and local systems

The majority of humanitarian funding is in response to protracted and sudden onset emergencies, larger investments to reinforce state planning by building capacities on preparedness including mass displacement prior to a natural disaster, would be a better investment and could avoid more costly emergency response programming.

Transformation 4B: Anticipate, do not wait, for crisis

Commitment ID: 200003

IOM commits to continue its work in response to natural disasters, to strengthen local response capacities, to manage risk and displacement, and endeavors to improve the approaches, frameworks and policies that guide and govern them. IOM will achieve these objectives by working in a coordinated manner with key global stakeholders to build and foster synergies on key cornerstones such as its Displacement Tracking Matrix, and create common platforms in order to understand, anticipate and trigger early action in regards to disaster-related displacement.

What led your Organization to make the commitment?

In the context of Grand Bargain commitments and under-resourced response efforts, the need to strengthen local capacities, ensure appropriate targeting, and coordinate with partners to maximize the impact of assistance is more critical than ever. With the proliferation of assessments and data on displacement, the humanitarian community risks falling short of accountable data use by not adequately analyzing, sharing and employing the information collected to inform programming. Harmonizing tools and creating common platforms for data-sharing and analysis, as well as risk modeling, can contribute to more proactive and accountable responses.

Achievements at a glance.

Needs assessed, workplan developed and funding secured in partnership with the Internal Displacement Monitoring Centre, Flowminder and OCHA Humanitarian Data Exchange to enhance synergies in



International Organization for Migration (IOM)
The UN Migration Agency

IOM Individual Commitment Report: Agenda for Humanity

humanitarian data use and sharing, and develop displacement risk models to ensure the value of available data is fully realized for the benefit of disaster-affected populations.

Secured funding to explore citizen-driven assistance, supporting local capacities and piloting innovative methods to exchange data with citizens, as part of an effort to open DTM to a broader set of partners and stakeholders.

Initiated development of a Data Dictionary and Central Data Warehouse to harmonise data collection and storage related to IOM's Displacement Tracking Matrix (DTM), enabling more in-depth analysis and streamlining methods for sharing information.

Capacities within the global DTM team strengthened in the areas of data consolidation, analysis and modeling.

How is your organization assessing progress?

During June and July 2016, IOM surveyed 35 of its country offices with experience implementing the Displacement Tracking Matrix to understand the tools and methods used in various contexts, providing a baseline for efforts to harmonize systems. A detailed Monitoring and Evaluation plan has been developed to assess progress toward joint objectives related to strengthening interoperability of systems for information collection, management and sharing between IOM and partners.

Challenges faced in Implementation.

The humanitarian community is collecting and storing increasing amounts of data using a variety of methodologies and formats. Information management gaps, varying from insufficiently rigorous data collection and processing to a plethora of non-communicating systems and methodologies, limit interoperability of systems and ability to aggregate data for analysis and modeling.

Next step to advance implementation in 2017.

Continue efforts to integrate IM systems, and facilitate systematic and timely analysis and sharing of actionable data on human mobility in crises. Compile best practices for ethical data use in humanitarian contexts, informed by surveys of staff in the field. Develop new global DTM website to improve accessibility of DTM data to various stakeholders, feeding into broader collaborations to integrate systems and improve displacement risk models. Finalize work on gender-based violence risk indicators in displacement sites. With OCHA, recruit technical capacity for the Humanitarian Data Centre to ensure interoperability of IOM datasets.



International Organization for Migration (IOM)
The UN Migration Agency

IOM Individual Commitment Report: Agenda for Humanity

If you have one message for the annual report on what is most needed to advance the transformation, what would it be?

Critical review and analysis of available data from past disasters can inform and improve investments in preparedness, allowing the humanitarian community to become more proactive in its approaches to assistance over time.

Commitment ID: 200012

IOM commits to reinforce its long term perspective to climate change by introducing environmental markers and streamlining environment considerations in its programming.

What led your Organization to make the commitment?

The commitment made by IOM on climate change and environmental sustainability under 4B) is in line with IOM's institutional strategy aimed at addressing the challenges and sizing the opportunities related to migration, in the context of climate and environmental change. In January 2015, IOM was the first ever intergovernmental organization to undertake transformational change in order to establish a structure fully devoted to migration, environment and climate change. The commitment under 4B) aims to step up IOM's action and engagement on migration and climate change in terms of policy, activities and internal environmental sustainability standards.

Achievements at a glance.

IOM by the launch of its "Environmental Sustainability Programme of Work" have underpinned its commitment to mainstream environmental sustainability in its Programmes and Projects, with the direct intent to support the sustainability of its response and services. Moreover, IOM has moved to institutionalize and enhanced the capacity of core staff and external practitioners via the roll out of its Training Manual on Migration, Environment and Climate Change.

Externally, the Organization has sought to mainstream climate, disaster and environment factors in policy processes with specific emphasize on Migrants. Policy processes include among others UNEA, New Urban Agenda, New York Declaration on Migrants and Refugees etc.

How is your organization assessing progress?

IOM's project and institutional level monitoring and reporting mechanisms capture information to support the assessment of progress towards the respective commitments of the Agenda for Humanity. In compliment, project and programme level evaluations and the collection and lessons learned will further contribute to assessing progress.



International Organization for Migration (IOM)
The UN Migration Agency

IOM Individual Commitment Report: Agenda for Humanity

Challenges faced in Implementation.

Migration, environment and climate change is a complex area of work with migration being a multi-causal reality where environmental and climatic factors are difficult to isolate and require advanced research and data gathering practice, this remains a major challenge to inform policy with relevant evidence and develop activities. The issue of environmental and climate migration is cross-cutting policy domains and ministerial mandates hence the development of activities require long term investments in building partnerships and inter-ministerial collaboration and resource sharing.

Next step to advance implementation in 2017.

In line with its commitment under B4) IOM will focus in 2017 on developing policy coherence, evidence and capacities to address environmental and climate migration ; to mainstream environmental and climate issues in to the Global compact on Migration policy process; to continue work on developing IOM environmental sustainability policy and programme of work.

If you have one message for the annual report on what is most needed to advance the transformation, what would it be?

Political will is needed to address the challenges of migration, environment and climate change both to address the tragic impacts of forced migration forms due to climate change and environmental degradation and to size the opportunities related to human mobility as part of the response to fight climate change.

Transformation 4C: Deliver collective outcomes: transcend humanitarian-development divides

Commitment ID: 200011

IOM commits to provide assistance on the basis of assessments of needs (through Displacement Tracking Matrix and other population needs assessments) that take into account the diversity of vulnerabilities and threats faced by the persons affected and it engages and negotiates with all relevant actors to ensure effective provision of humanitarian assistance and secure access to crisis-affected persons in line with a do-no-harm approach.

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International Organization for Migration (IOM)
The UN Migration Agency

IOM Individual Commitment Report: Agenda for Humanity

effective provision of humanitarian assistance and secure access to crisis-affected persons in line with a do-no-harm approach.

What led your Organization to make the commitment?

Effective and accountable assistance requires a strong evidence base grounded in needs assessments that are timely, impartial, comprehensive and context-sensitive. Current approaches to humanitarian needs assessments too often fall short of meeting the decision-making requirements of various stakeholders to inform programming. There is a further need to bridge data gaps between development and humanitarian programming, including risk and vulnerability analysis, to foster synergies between humanitarian and development work streams, supporting the delivery of collective outcomes.

Achievements at a glance.

IOM's Displacement Tracking Matrix (DTM) was active in 44 countries during 2016, facilitating prioritization of locations and needs for humanitarian assistance, and informing transition and recovery programming where relevant. IOM strengthened collaboration with protection actors to develop protection-mainstreaming guidance and tools, including Standard Operating Procedures on integration of Gender-Based Violence risk indicators into DTM.

How is your organization assessing progress?

Internal reviews and stocktaking exercises have been conducted to identify progress and areas for continued improvement. During 2016, IOM country offices were asked to provide feedback on the use and sharing of DTM data in practice, including through inter-agency coordination mechanisms, which contributes to an understanding of baseline for ongoing work.

Challenges faced in Implementation.

Humanitarian and development frameworks and information management systems have evolved separately over many years, and substantial effort is required on both sides to bridge gaps.

Next step to advance implementation in 2017.

Survey country offices and partners to identify how and to what extent DTM data is used to impact preparedness and operations, and explore ways to promote data-driven assistance through innovations in DTM tools and analysis. Expand capacities within its global DTM team to analyse DTM data from a transition and recovery perspective, strengthening links with longer-term programming. Continue collaboration with specialized protection actors to ensure risks and vulnerability indicators and analysis are appropriately integrated into DTM activities.



International Organization for Migration (IOM)
The UN Migration Agency

IOM Individual Commitment Report: Agenda for Humanity

If you have one message for the annual report on what is most needed to advance the transformation, what would it be?

Continued efforts and dedicated resources at all levels are required to strengthen ties between humanitarian and development programming.

Commitment ID: 200014

IOM commits to supporting transition and recovery needs that support livelihoods, restoration of services and community engagement to improve participation, social cohesion and peace building through its stabilization programming and working across peace, development and security frameworks.

What led your Organization to make the commitment?

IOM believes that humanitarian relief and development-principled programming should occur concurrently in most crisis environments. While meeting humanitarian need is the priority, at the same time early investment in longer-term programming is critical to having the analysis and understanding of drivers / root causes necessary to promote solutions, and to avoid longer-term aid dependency through sole focus on humanitarian delivery. This approach requires moving beyond individual beneficiary focus, to initiatives which place communities, services, social and economic systems, and governments as beneficiaries as well as partners.

Achievements at a glance.

In the period, IOM launched some two dozen initiatives in more than 20 countries dedicated to support the transition and recovery needs of crisis-affected populations. These programmes were designed to look beyond immediate humanitarian need, to address the drivers of the vulnerabilities that create humanitarian needs, or that address the causes of conflict or crisis. Specific initiatives in the period included provision of transitional shelters and livelihoods opportunities for displaced persons in Syria; sustainable return and recovery for displaced people in Somalia; and community stabilization initiatives in communities affected by ongoing instability and violence in eastern Ukraine. Other concrete initiatives included support to the peacebuilding efforts of the Government of Columbia through socio-economic recovery assistance for conflict-affected communities, as well as specific efforts to foster social cohesion and resilience-building in Iraq.

How is your organization assessing progress?

IOM's project and institutional level monitoring and reporting mechanisms capture information to assess progress in supporting transition and recovery objectives towards strengthening resilience to crises and resolving displacement situations. IOM's results based management system enables IOM to demonstrate



International Organization for Migration (IOM)
The UN Migration Agency

IOM Individual Commitment Report: Agenda for Humanity

its achievements and learn from its shortcomings in order to better serve direct project beneficiaries and other stakeholders. Project and programme level evaluations and dynamic on-line exchange of achievements and lessons learned further contribute to assessing progress.

Challenges faced in Implementation.

While efforts at the global level seek to establish a common understanding of what is required to strengthen the humanitarian-development nexus, in particular with regard to protracted crisis situations, the challenge remains to translate the broader policy discussions into concrete operational guidance to support results on the ground, and to provide the necessary funding and technical support needed for all actors to effectively implement the New Way of Working.

Next step to advance implementation in 2017.

IOM will continue to advocate for comprehensive and non-linear approaches to planning and implementing prevention, response, transition and recovery activities in line with its Migration Crisis Operational Framework. This broad framework supports a comprehensive response to migration crises, considering the immediate impacts of displacement, as well as its longer term consequences, which are particularly evident in protracted displacement situations, and contributes to resilience-building efforts by addressing the underlying drivers of crisis and displacement.

If you have one message for the annual report on what is most needed to advance the transformation, what would it be?

Predicated on humanitarian needs being met, IOM calls for strengthened commitment by all actors in line with their respective comparative advantage to address the root causes of crises towards resolving displacement situations.