2018 Grand Bargain Annual Self-Reporting – [IOM]

Contents

Aid organisations and donors commit to:

1. *Publish timely, transparent, harmonised and open high-quality data on humanitarian funding within two years of the World Humanitarian Summit in Istanbul. We consider IATI to provide a basis for the purpose of a common standard.*

2. *Make use of appropriate data analysis, explaining the distinctiveness of activities, organisations, environments and circumstances (for example, protection, conflict-zones).*

3. *Improve the digital platform and engage with the open-data standard community to help ensure:*
   - *accountability of donors and responders with open data for retrieval and analysis;*
   - *improvements in decision-making, based upon the best possible information;*
   - *a reduced workload over time as a result of donors accepting common standard data for some reporting purposes; and*
   - *traceability of donors' funding throughout the transaction chain as far as the final responders and, where feasible, affected people.*

4. *Support the capacity of all partners to access and publish data.*

Transparency work stream co-conveners reporting request: How will you use the data from IATI within your organization including, for example, for monitoring, reporting and vis-à-vis other Grand Bargain commitments?

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1. Baseline (only in year 1)
Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

- **N/A to IOM**

2. Progress to date
Which concrete actions have you taken (both internally and in cooperation with other signatories) to implement the commitments of the work stream?

- **In March 2017, as anticipated, IOM became a member of IATI, reconfirming its strong commitment to transparency and accountability towards member states, beneficiaries and the public. Furthermore, IOM established a project team responsible for the technical implementation of the IATI standard. Like that of other UN agencies the implementation of the standard across the Organization's portfolio is incremental, IOM foresees full IATI compliance across the entirety of its portfolio in 2020.**

- **IOM has begun reporting activity data on the IATI platform, on the basis of an initial pool of field projects. In preparing for the publication of this first set of**

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activities, IOM dedicated resources towards analysing the IATI standard and related procedures and how those can be accommodated within the existing systems, policies and procedures of the Organization. IOM also identified during this period the minimum required system adjustments and resources necessary to automate reporting in the future. Given IOM's decentralized nature and high volume of activities worldwide, further automation will be critical to achieve comprehensive and timely publication of data by IOM.

- **In 2017, IOM also established an internal Transparency and Accountability Working Group (TAWG), aimed at reviewing IOM's existing ways of addressing transparency and accountability; ensuring continuous internal coordination of related emerging policy and procedural matters; and ensuring that new transparency and accountability tools are adapted in an effective and efficient manner, giving due consideration to IOM's operational specifics, governing regulations and the interest in this topic by IOM management, member states, donors, the general public and others.**

3. Planned next steps
What are the specific next steps which you plan to undertake to implement the commitments (with a focus on the next 2 years)?

- **IOM will, in 2018, continue adapting its internal systems to expand the data portfolio published. IOM is also developing a data visualization web portal, which is expected to be launched during the second half of 2018. This web portal will provide the entirety of stakeholder's direct access to IOM data reported in accordance to the IATI standard.**

4. Efficiency gains
Please indicate, qualitatively, efficiency gains associated with implementation of GB commitments and how they have benefitted your organisation and beneficiaries.

- **By publishing its data in accordance to the IATI standard and the IATI registry, the Organization provides stakeholders, as well as academia and partner organizations, access to IOM data via a supplementary platform in addition to its traditional information-sharing channels.**

- **Given that IOM has only begun to publish, it is too early to measure efficiency gains, however IOM envisages that these efforts will make it easier to access, understand and use relevant information by external stakeholders.**

5. Good practices and lessons learned
Which concrete action(s) have had the most success (both internally and in cooperation with other signatories) to implement the commitments of the work stream? And why?

- **Preparing for the publication of its IATI pilot IOM have come to understand the importance of information shared under the IATI standard and its linkages to other ongoing initiatives and system developments by IOM. Ensuring synergies**

and close coordination of the IATI implementation process with corporate efforts in the areas of results based management, ERP system improvements and knowledge management is seen by IOM as a key success factor in achieving its commitments under this work stream.

==Work stream 2 – Localization==

Aid organisations and donors commit to:

1. *Increase and support multi-year investment in the institutional capacities of local and national responders, including preparedness, response and coordination capacities, especially in fragile contexts and where communities are vulnerable to armed conflicts, disasters, recurrent outbreaks and the effects of climate change. We should achieve this through collaboration with development partners and incorporate capacity strengthening in partnership agreements.*

2. *Understand better and work to remove or reduce barriers that prevent organisations and donors from partnering with local and national responders in order to lessen their administrative burden.*

3. *Support and complement national coordination mechanisms where they exist and include local and national responders in international coordination mechanisms as appropriate and in keeping with humanitarian principles.*

4. *Achieve by 2020 a global, aggregated target of at least 25 per cent of humanitarian funding to local and national responders as directly as possible to improve outcomes for affected people and reduce transactional costs.*

5. *Develop, with the Inter-Agency Standing Committee (IASC), and apply a 'localisation' marker to measure direct and indirect funding to local and national responders.*

6. *Make greater use of funding tools which increase and improve assistance delivered by local and national responders, such as UN-led country-based pooled funds (CBPF), IFRC Disaster Relief Emergency Fund (DREF) and NGO- led and other pooled funds.*

Localisation work stream co-conveners reporting request: What percentage of your humanitarian funding in 2017 was provided to local and national responders (a) directly (b) through pooled funds, or (c) through a single intermediary?[1]

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1. Baseline (only in year 1)
Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

- **N/A to IOM**

2. Progress to date
Which concrete actions have you taken (both internally and in cooperation with other signatories) to implement the commitments of the work stream?

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[1] The "Identified Categories for Tracking Aid Flows" document agreed through silence procedure (available here) provides relevant definitions. The detailed data collection form (available here) may also assist you in responding to this question. Returning this form with your self report is optional, but encouraged.

- **To ensure compliance with reporting requirements and commitments made by IOM within the framework of the Grand Bargain, IOM has in 2017 sought to enhance its available tools and systems to provide more oversight and detailed financial information on IOM's transfers to Implementing Partners. IOM Implementing Partners include entities engaged by IOM as a contracted partner, more specifically: Government Agencies, Government Owned or Controlled Corporations, International Organizations (IO), UN Agencies, Civil Society Organizations (CSO), Non-Profit Organizations (NGO) and Non-Profit Agencies (NPA). These enhancements will allow IOM to adapt its accounting system to ensure separation of expenses realized via Implementing Partners from those expenses realized by IOM directly. Ultimately, this initiative will allow IOM to coherently and systematically track funding channelled to local and national responders. To note, the tools developed will allow IOM, apart from the categories identified above, to produce data in accordance with the definition of local and national partners endorsed by the Grand Bargain Localization Work stream.**

- **The mentioned initiative was developed and implemented by IOM during the course of 2017. With this in mind, IOM expects to be able to produce initial data on the levels and nature of funding channelled to local and national responders by 2019.**

- **IOM trusts this initiative will contribute to the development of a more strategic engagement between IOM and local and national responders. Similarly, IOM believes that inter-agency efforts undertaken within the framework of the Grand Bargain – most notably initiatives as part of the work stream on Localization – will benefit from a more complete evidence base as pertains to humanitarian funding provided to local and national responders.**

- **Building on the Organisation's people-centred aid delivery strategy and in order to enhance the capacity of its global protection portfolio IOM has sought to develop tools ensuring protection mainstreaming and protection programming is centred around the principle of making humanitarian action as local as possible and as international as necessary.**

- **In addition to internal initiatives, IOM has been an active participant in the inter-agency initiatives as hosted within the framework of the Localization work stream as well as the Humanitarian Financing Task Team (HFTT). IOM has to this end participated in the development of the categories of measurement for tracking progress with regard to commitments on localization of aid.**

3. **Planned next steps**

What are the specific next steps which you plan to undertake to implement the commitments (with a focus on the next 2 years)?

- **IOM is planning to conduct an in-depth review of its engagement with local and national responders. Financial data collected by the tools developed in 2017 will constitute the quantitative evidence base in this respect. The aim of this review is to source a coherent understanding of the relationship between IOM and local and national responders and to enhance existing policy in this regard.**

- **Furthermore, IOM is undertaking a multi stakeholder consultation in Bangladesh on the Integration of Grand Bargain Principles and Localization in the context of the Rohingya Refugee Response, which IOM co-leads, along with UNHCR.**

4. **Efficiency gains**

Please indicate, qualitatively, efficiency gains associated with implementation of GB commitments and how they have benefitted your organisation and beneficiaries.

- **It is too early to draw-out qualitative efficiency gains regarding IOM's internal initiatives as part of the workstream on Localization.**

5. **Good practices and lessons learned**

Which concrete action(s) have had the most success (both internally and in cooperation with other signatories) to implement the commitments of the work stream? And why?

- **As identified by participants of the work stream, one of the more apparent challenges pertaining to initiatives that relate to this work stream is that Grand Bargain signatories do not have mechanisms in place that allow for the systematic tracking of funds channelled to local and national responders. IOM acknowledges this shortcoming and thus hopes to contribute to a more concrete understanding and evidence base for future initiatives as part of the work stream.**

Aid organisations and donors commit to:

1. *Increase the routine use of cash alongside other tools, including in-kind assistance, service delivery (such as health and nutrition) and vouchers. Employ markers to measure increase and outcomes.*

2. *Invest in new delivery models which can be increased in scale while identifying best practice and mitigating risks in each context. Employ markers to track their evolution.*

3. *Build an evidence base to assess the costs, benefits, impacts, and risks of cash (including on protection) relative to in-kind assistance, service delivery interventions and vouchers, and combinations thereof.*

4. *Collaborate, share information and develop standards and guidelines for cash programming in order to better understand its risks and benefits.*

5. *Ensure that coordination, delivery, and monitoring and evaluation mechanisms are put in place for cash transfers.*

6. *Aim to increase use of cash programming beyond current low levels, where appropriate. Some organisations and donors may wish to set targets.*

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1. Baseline (only in year 1)
Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

- N/A to IOM

2. Progress to date
Which concrete actions have you taken (both internally and in cooperation with other signatories) to implement the commitments of the work stream?

- **In 2017, IOM focused on internal operationalisation and capacity building to more efficiently deliver context sensitive Cash-Based Interventions (CBI). Although CBI programming is not new to IOM there has beeen some concerns in its use from a resource and risk management perspective. To this end, the Organization has sought to develop standardised language, guidance and documentation as pertains to the operationalisation and management of CBI programming. These efforts have been cross departmental, including Operations, Finance and Legal Departments of IOM. The inclusive approach has fostered a thorough understanding of the many technical aspects of CBI programming. Furthermore, to ensure operational efficiency, the tools have been piloted in key**

IOM operations. Apart from demonstrating the tools' operational efficiency the piloting has allowed for further enhancement of these tools.

- In addition to its internal efforts IOM has been an active participant in the inter-agency initiatives hosted within the framework of the Cash work stream. This includes the development of the work stream's workplan and the identification of the 6 priority action points (1) Measuring Cash; (2) Donor Coordination; (3) Measuring VfM, Efficiency, Effectiveness; (4) Clarification with IASC on Cash Coordination; (5) Risk; and (6) Mapping of Cash Work. IOM has also endorsed the World Bank's strategic note and recommendations on how to place and deliver cash coordination in the humanitarian system.

- Via the mentioned initiatives IOM has taken a step towards a more systematic use of CBI programming while ensuring effective risk management. The tools and initiative also contribute to two of the priority areas identified by the CASH work stream, namely Risk and Mapping of Cash Work.

3. **Planned next steps**
What are the specific next steps which you plan to undertake to implement the commitments (with a focus on the next 2 years)?

- IOM is systematically mapping the use of CBI across its humanitarian programming. The mapping exercise will form the basis for the formulation of an institutional CBI policy framework and implementation plan in the course of 2018. Apart from supporting internal initiatives the mapping exercise will also support priority action point six, identified and endorsed by the participants of the cash work stream.

- In 2018, IOM will also seek to pilot the tools developed within the reporting period in a more diverse selection of operational contexts, including natural disaster, complex emergencies and in post-conflict context.

4. **Efficiency gains**
Please indicate, qualitatively, efficiency gains associated with implementation of GB commitments and how they have benefitted your organisation and beneficiaries.

- Initiatives undertaken by IOM have helped foster a more systematic use of CBI in humanitarian programming while simultaneously maintaining a balanced approach to risk management. IOM expects further efficiency gains as evidence based CBI programming continues to expand across all programming areas.

5. **Good practices and lessons learned**
Which concrete action(s) have had the most success (both internally and in cooperation with other signatories) to implement the commitments of the work stream? And why?

- **IOM's efforts have thus far focused on associating administrative and programmatic considerations in devising an institutional approach to CBI. This approach was adopted in acknowledgement of the cross-cutting aspects of CBI programming, from financial and legal to the actual implementation and/or provision of services. This has allowed for a gradual expansion of the Organisation's CBI programming and offered an institution-wide platform to continue enhancing IOM's capacity in CBI. Establishing a platform to link administrative and operational considerations has been of utmost importance to achieve the outputs targeting the Grand Bargain work stream on Cash.**

Aid organisations and donors commit to:

1. *Reduce the costs and measure the gained efficiencies of delivering assistance with technology (including green) and innovation. Aid organisations will provide the detailed steps to be taken by the end of 2017.*

Examples where use of technology can be expanded:

   - *Mobile technology for needs assessments/post-distribution monitoring;*
   - *Digital platforms and mobile devices for financial transactions;*
   - *Communication with affected people via call centres and other feedback*
   - *mechanisms such as SMS text messaging;*
   - *Biometrics; and*
   - *Sustainable energy.*

2. *Harmonise partnership agreements and share partner assessment information as well as data about affected people, after data protection safeguards have been met by the end of 2017, in order to save time and avoid duplication in operations.*

Aid organisations commit to:

3. *Provide transparent and comparable cost structures by the end of 2017. We acknowledge that operational management of the Grand Bargain signatories - the United Nations, International Organization for Migration (IOM), the Red Cross and Red Crescent Movement and the NGO sector may require different approaches.*

4. *Reduce duplication of management and other costs through maximising efficiencies in procurement and logistics for commonly required goods and services. Shared procurement should leverage the comparative advantage of the aid organisations and promote innovation.*

Suggested areas for initial focus:
   - *Transportation/Travel;*
   - *Vehicles and fleet management;*
   - *Insurance;*
   - *Shipment tracking systems;*
   - *Inter-agency/common procurement pipelines (non-food items, shelter, WASH,*
   - *food);*
   - *IT services and equipment;*
   - *Commercial consultancies; and*
   - *Common support services.*

Donors commit to:

5. *Make joint regular functional monitoring and performance reviews and reduce individual donor assessments, evaluations, verifications, risk management and oversight processes.*

Management costs work stream co-conveners reporting request: What steps have you taken to reduce the number of individual donor assessments (if a donor) or partner assessments (if an agency) you conduct on humanitarian partners?

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1. **Baseline (only in year 1)**
Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

- **N/A to IOM**

2. **Progress to date**
Which concrete actions have you taken (both internally and in cooperation with other signatories) to implement the commitments of the work stream?

- **For the past decades, IOM has managed the procurement of relief items through so-called common pipelines, on behalf of the full range of partners involved in specific sectors of assistance, in several major emergencies in order to achieve economies of scale, avoid duplication of assistance, and ensure uniformity in quality and specifications of relief items. Based on those past experiences and lessons learned IOM has developed an online Partner Request Tracking System for the Common Pipelines. This initiative will reduce the administrative burden faced by IOM and its partners, and will contribute to a more transparent process through which all relevant stakeholders may monitor the overall process, from application to review, approval, distribution and reporting.**

- **IOM has conducted a Supply Chain Value Stream Mapping (VSM) exercise. This initiative was undertaken to identify critical bottlenecks and to recommend practical solutions to make its operations more efficient and effective. To this end, IOM identified gaps and opportunities to streamline its workflow, eliminate losses and improve the overall responsiveness and quality of its supply chain. Key elements to this strategy include the Standardization of the Supply Chain, Training and Development, and the development of System Solutions.**

- **Following the recommendations of the VSM exercise the Organization has developed Global Guidance and Standard Operating Procedures for warehouse management. The mentioned tools allow IOM to promote standardization across country operations, and as such optimize efficiency and effectiveness with the aim to reduce management costs. Moreover, these tools have enabled efficient**

and effective warehousing operations with the goal of minimizing stock losses. Above all, effective warehouse management will allow for a more responsive and accountable provision of humanitarian aid by IOM.

3. **Planned next steps**

What are the specific next steps which you plan to undertake to implement the commitments (with a focus on the next 2 years)?

- **In 2018, IOM will continue to pilot its Partner Request Tracking System. This pilot is to be conducted in the contexts where IOM manages common pipelines. The pilot will be conducted in close coordination with the Logistics Cluster, Shelter/NFI Cluster, and the UN Office for the Coordination of Humanitarian Affairs (OCHA).**

- **IOM will in the coming year continue to build on the recommendations produced by the VSM initiative in order to continue streamlining internal workflows, diminish waste and losses and improve the overall supply chain quality and responsiveness of the Organization.**

4. **Efficiency gains**

Please indicate, qualitatively, efficiency gains associated with implementation of GB commitments and how they have benefitted your organisation and beneficiaries.

- **The VSM exercise undertaken during the reporting period have provided IOM with a better understanding as to areas in need of attention to support more efficient supply chain management. Furthermore, acknowledging the limitations of current processes and practises has allowed the Organisation to articulate a concrete plan of action towards the development of practical solutions the identified limitations. In 2018, IOM will further enhance this plan through the development of a multi-year supply chain strategy.**

- **IOM expect its Partner Request Tracking System to provide concrete efficiency gains to the entirety of stakeholders, aid agencies, donors and beneficiaries.**

5. **Good practices and lessons learned**

Which concrete action(s) have had the most success (both internally and in cooperation with other signatories) to implement the commitments of the work stream? And why?

Aid organisations and donors commit to:

1. *Provide a single, comprehensive, cross-sectoral, methodologically sound and impartial overall assessment of needs for each crisis to inform strategic decisions on how to respond and fund thereby reducing the number of assessments and appeals produced by individual organisations.*

2. *Coordinate and streamline data collection to ensure compatibility, quality and comparability and minimising intrusion into the lives of affected people. Conduct the overall assessment in a transparent, collaborative process led by the Humanitarian Coordinator/Resident Coordinator with full involvement of the Humanitarian Country Team and the clusters/sectors and in the case of sudden onset disasters, where possible, by the government. Ensure sector-specific assessments for operational planning are undertaken under the umbrella of a coordinated plan of assessments at inter-cluster/sector level.*

3. *Share needs assessment data in a timely manner, with the appropriate mitigation of protection and privacy risks. Jointly decide on assumptions and analytical methods used for projections and estimates.*

4. *Dedicate resources and involve independent specialists within the clusters to strengthen data collection and analysis in a fully transparent, collaborative process, which includes a brief summary of the methodological and analytical limitations of the assessment.*

5. *Prioritise humanitarian response across sectors based on evidence established by the analysis. As part of the IASC Humanitarian Response Plan process on the ground, it is the responsibility of the empowered Humanitarian Coordinator/Resident Coordinator to ensure the development of the prioritised, evidence-based response plans.*

6. *Commission independent reviews and evaluations of the quality of needs assessment findings and their use in prioritisation to strengthen the confidence of all stakeholders in the needs assessment.*

7. *Conduct risk and vulnerability analysis with development partners and local authorities, in adherence to humanitarian principles, to ensure the alignment of humanitarian and development programming.*

Needs assessment work stream co-conveners reporting request: What hurdles, if any, might be addressed to allow for more effective implementation of the GB commitment?

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1. **Baseline (only in year 1)**

Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

- N/A to IOM

2. **Progress to date**

Which concrete actions have you taken (both internally and in cooperation with other signatories) to implement the commitments of the work stream?

- **In 2017, participants identified detailed outcomes, outputs and activities as part of the Needs Assessment work stream. This also included the appointment of co-lead roles towards said outcomes, outputs and activities. IOM is co-leading two of these outcomes, namely on Ensuring Data and Analysis are Useful and Usable; and Articulating a Common Code of Conduct.**

- **In regard to the outcome on Ensuring Data and Analysis are Useful and Usable, participants have produced and endorsed a common concept note. This concept note offers signatories a common problem statement, strategic focus, as well as activities to be undertaken to achieve the output of a common practical working approach for enhancing usability and usefulness of data and analysis. This is to be achieved through joint engagement of data users and producers and will include modalities for shaping data analysis into humanitarian crisis narratives.**

- **Participants of the outcome on Articulating a Common Code of Conduct have produced an initial draft of a Common Code of Conduct. This draft has been circulated for input among signatories. IOM and UNHCR are currently consolidating a second version of the Common Code of Conduct incorporating input received from other signatories.**

- **IOM has also actively taken part in other outcomes i.e. the OCHA led outcome on developing a common analytical framework. Participation has included the development and monitoring support in terms of the analysis of existing analytical frameworks.**

- **To ensure that primary Displacement Tracking Matrix (DTM) data collected and regional analysis undertaken can feed into ongoing efforts towards enhanced inter-agency data exchange and evidence-based responses IOM has strengthened its collaboration with OCHA's Humanitarian Data Exchange (HDX) initiative. To this end, IOM has seconded a staff member to the HDX headquarters in The Hague, Netherlands. This partnership is designed to make all DTM datasets available on the HDX platform. In parallel, IOM has been coordinating with the Humanitarian Exchange Language (HXL) working group to ensure standards for**

categorizing and "tagging" datasets are applied and enhanced as required to ensure DTM data is well-integrated into the HDX platform.

- **In 2017, IOM and UNICEF, in its role as Global Cluster-lead for Education and the chair of the Child Protection Area of Responsibility, have furthered its partnership as co-collaborators of the Children on the Move Project. The objective of the project is to enhance existing complementarities between the DTM, Education and Child Protection Information tools and systems, improving the quality and timeliness of information collected, and enabling the development of joint analysis to better identify most urgent needs and gaps in services affecting children. IOM and UNICEF have during the reporting period co-organized missions to Iraq and Libya to better understand the working environment/context, the DTM system implementation at field-level, and to work with the DTM, Child Protection Area of Responsibility and Education teams on identifying information needs (and how information will be used), integrating indicators, establishing data sharing processes, and agreeing on a feedback/collaboration process going forward. The Children on the Move Project is supported by dedicated staff seconded from the Norwegian Refugee Council.**

3. **Planned next steps**

What are the specific next steps which you plan to undertake to implement the commitments (with a focus on the next 2 years)?

- **Participants in the outcome on Ensuring Data and Analysis are Useful and Usable will in 2018 operationalise activities foreseen in the common concept note. This includes (1) identifying obstacles and solutions to using typically available needs assessment data at programmatic level; (2) identifying common steps of information management processes that ensure coherence and communication between data/information users and the providers/managers of that data/information; and (3) co-creating practical solutions to bridge obstacles and build on the common steps of information management processes identified.**

- **Participants in the outcome on Articulating a Common Code of Conduct will seek to continue refining the initial draft of the common code of conduct with the intent to produce an endorsed code of conduct by the end of the next reporting period.**

- **IOM and OCHA-HDX will develop automated workflows to streamline uploading processes ensuring a sustainable integration of DTM data with the HDX platform, including the updating of the DTM data dictionary with relevant HXL tags for standard coding, to promote adoption of standards and create more sustainable workflows for integration of DTM datasets with the HDX platform.**

- **In 2018, IOM/UNICEF will support the Child Protection/GBV Sub Cluster and partners in Ethiopia, including UNICEF Ethiopia, to reinforce their Child Protection needs identification, analysis and monitoring profiles, and contextualizing tools and methodological approaches on needs identification, analysis and monitoring.**

4. **Efficiency gains**

Please indicate, qualitatively, efficiency gains associated with implementation of GB commitments and how they have benefitted your organisation and beneficiaries.

- **It is premature to identify qualitative efficiency gains regarding IOM's initiatives as part of the Needs Assessment work stream. The Organization will be in a better position to provide qualitative efficiency gains upon the operationalization of the before mentioned initiatives.**

5. **Good practices and lessons learned**

Which concrete action(s) have had the most success (both internally and in cooperation with other signatories) to implement the commitments of the work stream? And why?

- **Competition, various mandates and leadership responsibilities are not often conducive to a collaborative approach to needs assessment – Individual agency/organization/donor mandates have been seen to take precedence over establishing a common and holistic view on humanitarian needs. Similarly, there is often a lack of common understanding of complementarities between the data producers and analysts in supporting various types of analysis according to their roles and skills (e.g. their roles in descriptive analysis and in interpretation of information). These obstacles have been duly considered. To this end, IOM has sought to establish a collective process that focuses on the common existing processes among signatories active in this work stream.**

Aid organisations and donors commit to:

1. *Improve leadership and governance mechanisms at the level of the humanitarian country team and cluster/sector mechanisms to ensure engagement with and accountability to people and communities affected by crises.*

2. *Develop common standards and a coordinated approach for community engagement and participation, with the emphasis on inclusion of the most vulnerable, supported by a common platform for sharing and analysing data to strengthen decision-making, transparency, accountability and limit duplication.*

3. *Strengthen local dialogue and harness technologies to support more agile, transparent but appropriately secure feedback.*

4. *Build systematic links between feedback and corrective action to adjust programming.*

Donors commit to:

5. *Fund flexibly to facilitate programme adaptation in response to community feedback.*
6. *Invest time and resources to fund these activities.*

Aid organisations commit to:

7. *Ensure that, by the end of 2017, all humanitarian response plans – and strategic monitoring of them - demonstrate analysis and consideration of inputs from affected communities.*

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1. **Baseline (only in year 1)**

Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

- **N/A to IOM**

2. **Progress to date**

Which concrete actions have you taken (both internally and in cooperation with other signatories) to implement the commitments of the work stream?

- **In line with the IASC commitments on Accountability to Affected Population (AAP), the Organization's institutional commitments to the Grand Bargain and the Core Humanitarian Standard on Quality and Accountability IOM has developed a framework defining its institutional approach to AAP. In 2017, IOM embarked on a consultation process towards understanding the operational realities of AAP at the various levels of the organization – mapping the awareness and practices, as well as identifying gaps and challenges to the**

institutionalization of key accountability principles and commitments. This process included extensive consultation at all levels of the Organization - Global, Regional and Country-level. Over 300 IOM staff and 225 members of affected populations took part in these consultations. Through this process, IOM has been able to identify operational principles and commitments that will serve to institutionalize and integrate accountability into IOM systems, processes and activities. These principles and commitments have further been articulated in the draft IOM AAP Framework.

- **Apart from being in line with the IASC commitments on Accountability to Affected Population, the process of developing the IOM AAP Framework has been in accordance with the recommendations on participation developed and endorsed by Grand Bargain signatories as part of the Participation Revolution workstream.**

- **In addition to its internal efforts IOM has been an active participant in the inter-agency initiatives developed within the framework of the Participation Revolution work stream, including the recommendations on participation.**

3. **Planned next steps**

What are the specific next steps which you plan to undertake to implement the commitments (with a focus on the next 2 years)?

- **In 2018, IOM will field test its AAP Framework in a number of operational contexts. This is to be undertaken with the intent to ensure final validation of key principles and commitments against operational needs. In addition, the Organization will seek to identify best practices in support of future operationalization via the initial roll out. Piloting of the framework will be done through the development of context-specific strategies/action plans with the aim to integrate principles and commitments on accountability into programmes implemented in the respective contexts. IOM will seek to produce three context-specific strategies or action plans, with the aim to target the full breadth of operational contexts in which the organization operates, including natural disasters, complex protracted emergencies, and Level 3 crisis operations.**

4. **Efficiency gains**

Please indicate, qualitatively, efficiency gains associated with implementation of GB commitments and how they have benefitted your organisation and beneficiaries.

- **The IOM AAP Framework represents a key component of a more systematized adherence to the principles and commitments of accountability. Furthermore, operationalisation of these principles will ensure that IOM interventions adhere to the context at hand and are fit for purpose. This is essential to IOM's core**

commitments to humanitarian action and as such represent the cornerstone of more effective service provision.

5. **Good practices and lessons learned**

Which concrete action(s) have had the most success (both internally and in cooperation with other signatories) to implement the commitments of the work stream? And why?

- **In developing its AAP Framework IOM have adopted a bottom-up, "policy in practice" approach. This approach has been of utmost importance as it supports the development of policy grounded in operational best practices and realities as well as its applicability in terms of the programmatic portfolio of the Organisation.**

Work stream 7 - Multi-year planning and funding

Aid organisations and donors commit to:

1. *Increase multi-year, collaborative and flexible planning and multi-year funding instruments and document the impacts on programme efficiency and effectiveness, ensuring that recipients apply the same funding arrangements with their implementing partners.*

2. *Support in at least five countries by the end of 2017 multi-year collaborative planning and response plans through multi-year funding and monitor and evaluate the outcomes of these responses.*

3. *Strengthen existing coordination efforts to share analysis of needs and risks between the humanitarian and development sectors and to better align humanitarian and development planning tools and interventions while respecting the principles of both.*

Multi-year planning and funding work stream co-conveners reporting request: Please report the percentage and total value of multi-year agreements[2] you have provided (as a donor) or received <u>and</u> provided to humanitarian partners (as an agency) in 2017, and any earmarking conditions.[3] When reporting on efficiency gains, please try to provide quantitative examples.

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1. Baseline (only in year 1)
Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

2. Progress to date
Which concrete actions have you taken (both internally and in cooperation with other signatories) to implement the commitments of the work stream?

3. Planned next steps
What are the specific next steps which you plan to undertake to implement the commitments (with a focus on the next 2 years)?

4. Efficiency gains
Please indicate, qualitatively, efficiency gains associated with implementation of GB commitments and how they have benefitted your organisation and beneficiaries.

5. Good practice and lessons learned
Which concrete action(s) have had the most success (both internally and in cooperation with other signatories) to implement the commitments of the work stream? And why?

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[2] Multiyear funding is funding provided for two or more years based on a firm commitment at the outset
[3] For the Grand Bargain definitions of earmarking, please see Annex I. Earmarking modalities, as contained with the final agreement, available here.

Aid organisations and donors commit to:

1. *Jointly determine, on an annual basis, the most effective and efficient way of reporting on unearmarked and softly earmarked funding and to initiate this reporting by the end of 2017.*

2. *Reduce the degree of earmarking of funds contributed by governments and regional groups who currently provide low levels of flexible finance. Aid organisations in turn commit to do the same with their funding when channelling it through partners.*

Aid organisations commit to:

3. *Be transparent and regularly share information with donors outlining the criteria for how core and unearmarked funding is allocated (for example, urgent needs, emergency preparedness, forgotten contexts, improved management)*

4. *Increase the visibility of unearmarked and softly earmarked funding, thereby recognising the contribution made by donors.*

Donors commit to:

5. *Progressively reduce the earmarking of their humanitarian contributions. The aim is to aspire to achieve a global target of 30 per cent of humanitarian contributions that is non earmarked or softly earmarked by 2020[4].*

Earmarking/flexibility work stream co-conveners reporting request: Please specify if possible the percentages of 2017 vs 2016 of:

- Unearmarked contributions (given/received)
- Softly earmarked contributions (given/received)
- Country earmarked contributions (given/received)
- Tightly earmarked contributions (given/received)

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1. Baseline (only in year 1)
Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

- **N/A for IOM**

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[4] For the Grand Bargain definitions of earmarking, please see Annex I. Earmarking modalities, as contained with the final agreement, available here.

2. Progress to date

Which concrete actions have you taken (both internally and in cooperation with other signatories) to implement the commitments of the work stream?

- **IOM has engaged in strategic discussions with some of its key humanitarian donors with a view to determining funding priorities and define modalities for multi-year as well as more flexible approaches to funding. In accordance to the mentioned engagement IOM has established the IOM Migration Resource Allocation Committee (MIRAC). In establishing the MIRAC IOM has introduced a mechanism with the objective to allocate softly-earmarked financial contributions in a transparent, efficient and responsive manner.**

- **In 2017, IOM experienced an increase in terms of flexible financing from key partners. However, the increase is modest in relation to the total operational budget of IOM. The organization continues to operate at large with financial resources channelled to IOM operations through tightly earmarked contributions at the project level, with very limited contributions spreading beyond a 12-month period.**

3. Planned next steps

What are the specific next steps which you plan to undertake to implement the commitments (with a focus on the next 2 years)?

- **IOM will continue engaging with key humanitarian donors in order to identify ways to increase the predictability and flexibility of humanitarian funding channelled to the organization. Efforts in 2018 will focus on improving coherence in the manner in which donors proceed with their funding decisions when it comes to IOM, as well as refining IOM's internal resource allocation processes.**

4. Efficiency gains

Please indicate, qualitatively, efficiency gains associated with implementation of GB commitments and how they have benefitted your organisation and beneficiaries.

- **IOM is since the establishment of the MIRAC enhanced its capacity to allocate softly-earmarked financial contributions in a transparent, efficient and responsive manner. The increase in unearmarked and softly earmarked contributions to IOM has also enabled IOM to invest additional resources towards internal reform process, which are entirely focused on improving systems, identifying savings and further efficiencies. These resources have also allowed IOM to enhance emergency preparedness efforts and to quicken the pace at which it is able to respond to sudden onset crises, through more effective deployment mechanisms and swifter allocation of resources towards specific responses.**

5. Good practices and lessons learned

Which concrete action(s) have had the most success (both internally and in cooperation with other signatories) to implement the commitments of the work stream? And why?

- **Confidence building measures are key to ensuring sufficient transparency and accountability towards humanitarian donors as they consider channelling a greater proportion of their funding with greater flexibility. As such IOM has benefited from the opportunity to engage in strategic dialogue with key members of the donor community in order to identify ways to achieve a balanced a mutually satisfactory approach to this part of the Grand Bargain. IOM's establishment of an internal resource allocation mechanism has helped achieve a degree of transparency and mutual accountability which has so far proven effective.**

Aid organisations and donors commit to:

1. *Simplify and harmonise reporting requirements by the end of 2018 by reducing its volume, jointly deciding on common terminology, identifying core requirements and developing a common report structure.*

2. *Invest in technology and reporting systems to enable better access to information.*

3. *Enhance the quality of reporting to better capture results, enable learning and increase the efficiency of reporting.*

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1. Baseline (only in year 1)

Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

- **N/A to IOM**

2. Progress to date

Which concrete actions have you taken (both internally and in cooperation with other signatories) to implement the commitments of the work stream?

- **IOM has joined a group of Donors, UN Agencies, and Humanitarian Organizations dedicated to piloting a common reporting framework over a two-year period. 11 Donors and UN Agencies as well as 15 Humanitarian Organizations participate in the pilot. The core of the pilot involves adopting a reporting framework for projects funded by participating donors and implemented by participating partner organizations in three pilot countries (Iraq, Myanmar, Somalia) between August 2017 and May 2019. IOM is participating in all three countries. The primary objective of the pilot is to test the adoption of a common donor template, both as pertains to final and interim narrative reporting requirements.**

3. Planned next steps

What are the specific next steps which you plan to undertake to implement the commitments (with a focus on the next 2 years)?

- **IOM will be participating in the mentioned pilot until May 2019. This includes submission of narrative interim and final reports as well as participation in the established community of practice. The Organization is also committed to investigate the possibility to participate in the financial reporting pilot to be initiated in 2018.**

4. Efficiency gains

Please indicate, qualitatively, efficiency gains associated with implementation of GB commitments and how they have benefitted your organisation and beneficiaries.

- **IOM values efforts made to harmonize reporting requirements at field level, an approach that is particularly relevant in contexts where IOM implements similar sets of activities with support from multiple donors. While efficiency gains in this first pilot phase are expected to be modest, IOM is a strong proponent of a swift expansion to joint reporting approaches across the board, whether at country level, or globally, given the enormous transaction costs associated with donor reporting, in particular towards humanitarian donors, which tend to channel their contributions to IOM through short term projects. As a matter of example, IOM estimates that upwards of 500 staff positions are primarily dedicated towards tasks relating to donor reporting requirements, which represents a major financial and human burden, as the Organization runs an average of 3,000 individual projects concurrently.**

5. Good practices and lessons learned

Which concrete action(s) have had the most success (both internally and in cooperation with other signatories) to implement the commitments of the work stream? And why?

Aid organisations and donors commit to:

1. *Use existing resources and capabilities better to shrink humanitarian needs over the long term with the view of contributing to the outcomes of the Sustainable Development Goals. Significantly increase prevention, mitigation and preparedness for early action to anticipate and secure resources for recovery. This will need to be the focus not only of aid organisations and donors but also of national governments at all levels, civil society, and the private sector.*

2. *Invest in durable solutions for refugees, internally displaced people and sustainable support to migrants, returnees and host/receiving communities, as well as for other situations of recurring vulnerabilities.*

3. *Increase social protection programmes and strengthen national and local systems and coping mechanisms in order to build resilience in fragile contexts.*

4. *Perform joint multi-hazard risk and vulnerability analysis, and multi-year planning where feasible and relevant, with national, regional and local coordination in order to achieve a shared vision for outcomes. Such a shared vision for outcomes will be developed on the basis of shared risk analysis between humanitarian, development, stabilisation and peacebuilding communities.*

5. *Galvanise new partnerships that bring additional capabilities and resources to crisis affected states through Multilateral Development Banks within their mandate and foster innovative partnerships with the private sector.*

Humanitarian-Development engagement work stream co-conveners reporting request:
What has your organisation done to operationalise the humanitarian-development nexus at country level?"

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1. **Baseline (only in year 1)**
Where did your organisation stand on the work stream and its commitments when the Grand Bargain was signed?

- **N/A to IOM**

2. **Progress to date**
Which concrete actions have you taken (both internally and in cooperation with other signatories) to implement the commitments of the work stream?

- **In 2017, the UN Secretary-General established the IASC-UNDG Steering Committee on Famine Response and Prevention to provide strategic leadership to field operations in Nigeria, Somalia, South Sudan and Yemen. IOM is a full**

member of the committee and has over the past year supported the Steering Committee in joint advocacy on famine response and prevention, including advocacy for reinforced country-level leaderships on implementing the New Way of Working, and identified areas where humanitarian and development actors can work more effectively to meet immediate and longer-term goals.

- **IOM's approach to the HDN is operationalized through its transition and recovery programming, which implements development-principled programming in crisis contexts in coordination with its humanitarian response activities. To extend the Organization's capacity in this regard IOM has developed, piloted and finalized a training curriculum for IOM staff that covers IOM's approach to the HDN and the manner in which to design and implement transition and recovery programming to operationalize this approach.**

- **In 2017, IOM introduced coordinated efforts to investigate the viability of employing the DTM to guide its transition and recovery operations. The Organisations transition and recovery portfolio seeks to build on humanitarian efforts and lay the foundations for development in crisis and fragile contexts. This initiative will examine the degree to which DTM can contribute to the evidence-base for the development of transition and recovery programming, specifically to support data triggered programming, needs assessments, and the concept of mobility to reduce risk and build resilience.**

- **The Organisation have conducted stakeholder consultations at the global, regional and country level to support its efforts to investigate the viability of employing the DTM to guide its transition and recovery operations. Through these stakeholder IOM has identified data gaps, formulated processes to employ DTM data for transition and recovery operations, and construed a library of transition and recovery oriented indicators.**

- **The Organisation has developed a Framework for Addressing Internal Displacement. This framework outlines the main tenets of the Organization's response to internal displacement. Aligned with prevailing external normative and legal instruments within the humanitarian architecture, and grounded within the Organization's own robust set of dedicated and evolving policies and frameworks, it sets out IOM's ongoing principles, commitments, approach and operational objectives in relation to the changing and dynamic global landscape of internal displacement. To ensure external validation and an informed approach to its policy the organization hosted an external validation workshop with key partners on 3 April 2017.**

- **Within the previous reporting period IOM developed and published its framework on the Progressive Resolution of Displacement Situations (PRDS), this framework act as the organizations durable solutions policy framework. In 2017, IOM has sought to further the roll-out of the framework and support stakeholders in developing programming conducive to the resolution of displacement situations. The PRDS Framework has been acknowledged as a key resource in achieving durable solution in contemporary crisis. The 2018 Ethiopian Humanitarian and Disaster Resilience Plan, a joint Government and humanitarian partners' document, have adopted the framework and mainstreamed its principles throughout the plan in order to support the resilience of displaced populations.**

- **IOM has also been an active participant in the various multilateral fora and initiatives conducted within the framework of the work stream on Humanitarian – Development Engagement. This includes, among others, the high-level workshop in Copenhagen on the operational roll-out of the New Way of Working (NWOW), and the UNDP and OCHA hosted multi-stakeholder regional workshop on the NWOW for Eastern and Southern Africa.**

3. **Planned next steps**

What are the specific next steps which you plan to undertake to implement the commitments (with a focus on the next 2 years)?

- **In 2018, IOM will roll-out the mentioned training curriculum for IOM staff in country contexts conducive to transition and recovery programming. This will support further institutionalization and operationalization of the HDN within IOM as well as support partners pursuing similar efforts.**

- **The Organisation will in 2018 commence three pilots to gauge the operational viability of DTM in support of transition and recovery operations. These pilots will be conducted in Libya, Ethiopia and the Lake Chad Basin. Pilot context were selected based on their conduciveness in terms of transition and recovery programming as well as the DTM capacity in country. The pilots will have separate focuses, based upon the respective context. Among else the pilots will focus upon: (1) Contributing to an evidence base relevant to durable solutions operations; (2) Investigating mobility as a potential solution to displacement; (3) Understanding the transition from a displacement situation towards a return situation; (4) Contributing towards establishing an evidence base relevant for social cohesion operations.**

- **IOM will continue to full fill its role as a full member of the IASC-UNDG Steering Committee on Famine Response and Prevention.**

- **IOM will also support the IASC study on the financing of collective outcomes. This study will be led by the Humanitarian Financing Task Team, under the supervision of FAO, WB and UNDP. The study is considered a collaborative effort between the HFTT, the IASC Humanitarian-Development Task Team and the UNDG.**

4. Efficiency gains

Please indicate, qualitatively, efficiency gains associated with implementation of GB commitments and how they have benefitted your organisation and beneficiaries.

- **IOM expects that the mentioned training curriculum for staff will further position the Organisation as one of the leading agencies in this area. The curriculum will help enhance the durability of its response efforts and allow the organisation to systematically and more strategically engage with partners in achieving collective outcomes within the framework of the NWOW.**

- **Similarly, IOM is working towards making more systematic use of internal displacement data, collected through its Displacement Tracking Matrix programme, to inform its transitional and recovery programming, so as to develop more holistic and solutions oriented approaches as a key and early component of its humanitarian response strategy. In 2017 new data analysis positions were created to that effect.**

5. Good practices and lessons learned

Which concrete action(s) have had the most success (both internally and in cooperation with other signatories) to implement the commitments of the work stream? And why?