

Danish Organisation Strategy for International Organization for Migration (IOM)

Introduction:

IOM is the leading intergovernmental organization in the field of migration. IOM works to ensure humane and orderly management of migration through the provision of advice, capacity building and services to governments on migration policies and management as well as advice and humanitarian assistance to migrants. Furthermore, IOM has a convening role in fostering international cooperation and coordination on migration issues, including within the UN system. This role has been strengthened with the Global Compact for Safe, Orderly and Regular Migration (GCM). Finally, IOM is a key source of data and knowledge on migration and displacement trends.

Key results:

- Enhancing strategic and organizational effectiveness of IOM.
- Enhancing IOM's role in the UN system and partnerships.
- Improving capacity building of governments and relevant authorities for better migration management.
- Strengthening IOM's engagement on the linkage between climate change and irregular migration and forced displacement.

Justification for support:

- IOM's work is well aligned with key Danish priorities on strengthening orderly and humane migration management, helping more people better along the migratory routes, and addressing the drivers of irregular migration, including climate change.
- IOM has an extensive field presence and is recognized as a relevant, efficient and agile organization in terms of responding to evolving migration challenges and crisis globally. IOM also has a strong field presence in regions of priority for Denmark, including in the Sahel, North Africa and the Horn of Africa.
- IOM is the leading UN organization facilitating international cooperation on migration and is coordinating joint UN support to member states to implement the GCM.
- Covering the full spectrum of the HDP-nexus, IOM's interventions is well placed to not just deliver, but also to provide knowledge and evidence on how to operationalize the nexus approach.

How will we ensure results and monitor progress:

- Engaging strategically and constructively with IOM at HQ, regional and country level throughout the year.
- Monitoring Danish priorities based on IOM's Strategic Results Framework, IOM's annual narrative and financial reporting, and taking note of collective performance of the UN Development System.
- Conducting annual consultations and engaging in likeminded donor group as well as IOM governing bodies.

File No.	2022-18394					
Responsible Unit	Geneva					
	<i>Mill.</i>	2023	2024	2025	2026	total
Commitment		75	100	100	100	375
Projected ann. Disb.		75	100	100	100	375
Duration of strategy	2023-2026 (4 years)					
Finance Act code.	§06.32.10.14					
Desk officer	Lea Rasmussen					
Financial officer	Michael Schou Olsen					

SDGs relevant for Programme

 No Poverty	 No Hunger	 Good Health, Wellbeing	 Quality Education	 Gender Equality	 Clean Water, Sanitation
 Affordable Clean Energy	 Decent Jobs, Econ. Growth	 Industry, Innovation, Infrastructure	 Reduced Inequalities	 Sustainable Cities, Communities	 Responsible Consumption & Production
 Climate Action	 Life below Water	 Life on Land	 Peace & Justice, strong Inst.	 Partnerships for the Goals	

Risk and challenges:

- IOM's weak core structure due to organizational growth, low level of unbound funding and new roles within the UN system, exposes it to both financial and reputational risks, and challenges delivering on strategic priorities. Despite a budget reform in 2022, IOM still needs to continue internal organizational reforms as well as its efforts to diversify the donor base.
- Few donors provide unearmarked funding.
- IOM works in a risk prone environment.

Danish involvement in governance structure

- Denmark is a member of the IOM Council and participates actively in its sessions as well as preparatory meeting

Strat. objectives

The overall objective of Denmark's support to IOM is to strengthen orderly and humane migration management, addressing the drivers of irregular migration, including climate change, and to strengthen international and UN coordination and cooperation in this regard.

Priority results

1. Enhanced strategic and organizational effectiveness of IOM
2. Enhancement of IOM's role in the UN system and partnerships
3. Supporting capacity building of governments and relevant authorities for better migration management
4. Addressing the linkages between climate change and irregular migration and forced displacement

Core information

Established	1951
HQ	Geneva
Director General	António Vitorino
Human Resources	19.000 staff worldwide
Country presence	175
Budget 2022	2.9 billion USD
Membership	175 countries



**MINISTRY OF FOREIGN AFFAIRS
OF DENMARK**
Danida

Strategy for Denmark's engagement with
International Organization for Migration
2023-2026



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1. Objective

This Strategy for the cooperation between Denmark and the International Organization for Migration (IOM) outlines the priorities for Denmark's contributions to and partnership with IOM 2023-2026 and is the central platform for Denmark's dialogue with IOM. It sets out Danish priorities for IOM's performance within the overall framework established by IOM's own Strategic Vision, underlying strategies and Strategic Results Framework. In addition, it outlines specific goals and results that Denmark will pursue in its cooperation with the organization.

The priorities for Denmark's partnership with IOM are firmly rooted in the UN Agenda 2030, the Danish strategy for development cooperation, "The World We Share" (2021) as well as the Danish Foreign and Security Policy Strategy (2022). This particularly concerns priorities related to addressing poverty, fragility and conflict, as well as addressing irregular migration and helping more people better along the migratory routes. While SDG 10 in the UN Agenda 2030 specifically addresses orderly, safe, regular and responsible migration and migration management¹, migration is considered a crosscutting phenomenon that affects and is affected by all 17 SDG. Hence, IOM's work contributes to a number of other SDG's, particularly SDG 1, 3, 4, 5, 8, 10, 11, 13, 16 and 17.

The four priority areas for Danish support spanning both core and softly earmarked contributions to IOM during the period 2023-2026 are:

1. Enhanced strategic and organizational effectiveness of IOM
2. Development of IOM's role in the UN System and partnerships
3. Supporting capacity building of governments and relevant authorities for better migration management
4. Addressing the linkage between climate change and irregular migration and forced displacement

2. The Organisation

Mandate and Mission: IOM is the leading intergovernmental organization in the field of migration working across the spectrum of the humanitarian-development-peace nexus. The organization works to ensure humane and orderly management of migration through the provision of advice, capacity building and services to governments on migration policies and the management of all forms and impacts of migration. IOM provides humanitarian, development and conflict sensitive assistance and advice to migrants in need, and works to build resilience of people on the move, especially those in situations of vulnerability. Further, the organization is a key source of data and knowledge.

IOM was admitted² into the UN System as a related organization in 2016, and is guided by its Constitution as well as the principles enshrined in the UN Charter, including the Human Rights Charter and the child rights convention. Over the years and especially since its entry into the UN system and the adoption of the Global Compact on Safe, Orderly and Regular Migration (GCM) in 2018, IOM has enhanced its global policy-formulating role and gained new responsibilities in terms of international coordination and internal UN coordination on migration issues³. The UN Secretary General has designated IOM to serve as coordinator and secretariat of the UN Network on Migration, tasked to ensure a coherent and effective UN system-wide support to the implementation of the GCM.

¹ "Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies"

² [C/106/RES/1309 - IOM-UN Relations](#)

³ It should be noted that IOM - as per its Constitution - has always had a convening role.

IOM's work is guided by its [Strategic Vision 2019-2023](#), which is underpinned by a number of cross cutting and regional strategies. It underlines that IOM will maintain its highly operational field based character, while enhancing its role as a key provider of knowledge and solutions on the shifting dynamics of migration and as a leading institution on the global conversation on migration.

Organizational structure: IOM is characterized by its highly decentralized structure, with extensive field presence spread over nine regional offices, overseeing, coordinating and supporting offices in 175 countries and 523 locations, and with the vast majority of its nearly 19,000 employees deployed at country level. Based in Geneva, IOM's headquarter (HQ) is responsible for the strategic direction and policy formulation as well as standard setting and oversight. Following a management reform in 2021 the HQ has undergone a restructuring with the aim to break down silos and strengthen key functions related to IOM's new roles and key strategic priorities – incl. strategic and results based management.

IOM has a strong footprint in regions of priority for Denmark such as the Horn of Africa, the Sahel and MENA as well as in Afghanistan and the Western Balkans – in 2021, 27.4 % of IOM's total spending was allocated in Africa, while 15.6 % was allocated for the MENA region. Further, IOM has been present in Denmark since 2009 and has relocated its Nordic Sub-regional Coordination Office to the UN City in Copenhagen in 2022. See organizational structure in Annex 1.

Governance arrangements: IOM was established in 1951 and Denmark became a member in 1954. The Council, composed of IOM's 175 Member States, is the highest authority. It meets in regular session once a year and in special sessions at requests. The Council reviews and establishes policies, approve programmes and decide on administrative and financial plans and budgets. The preparatory body to the Council is the Standing Committee on Programmes and Finance, which meets twice a year. Working groups are established on a needs basis in order to review and prepare central decisions, and presently include the Working Group on IOM Partnerships, Governance and Organizational Priorities and the Working Group on Budget Reform. The work of the Council is steered by the Bureau composed of four Member States. Denmark served on the Bureau 2018- 2021.

Finances and funding: IOM has experienced a massive funding growth over the past decades. IOM's expenditure in 2022 stood at a record high of nearly USD 2.9 billion⁴ – more than a doubling since 2008. IOM's funding model is characterized by being heavily “projectized”, leaving the organization with relatively little unbound funding to finance its core structure and strategic initiatives related to its evolving role. IOM prepares its operational budget based on anticipated funding. IOM is predominantly funded by earmarked project funding to which an institutional overhead is applied. In 2021, earmarked and un-earmarked contributions constituted respectively 95.9% and 1.7% of the income and assessed contributions 2.4%. In 2021, IOM had 3,396 active projects, 56% of expenditure for humanitarian assistance, 31% for development assistance and 13% for global agenda and specialized assistance.

Denmark's total contributions to IOM in 2022 stood at USD 20.3 million, of which USD 3.5 million were earmarked funding (see Annex 2 for overview of total DK funding for IOM). Further, the Danish Ministry of Immigration and Integration pays annual assessed contributions to IOM. In 2022

⁴ Please note that at the time of finalizing this strategy, IOM has not yet finalized their audit for 2022, and this and other figures for 2022 in the following subsections are hence preliminary and unaudited.

Denmark was the fourth largest donor of unearmarked funding, with UK as third, US as second and Sweden the largest donor. In 2022, only 16 donors in total provided unearmarked funding, of which six (including Denmark) have multi-year funding agreements. The six largest donors provided 83% of IOM's unearmarked funding in 2022 (see Annex 3 for donor ranking). Unearmarked funding is allocated through MIRAC – an internal coordination mechanism – and is directed at organisational development and strategic needs.

3. Lessons learnt, key strategic challenges and opportunities

Relevance: The number of international migrants has grown dramatically over the past 30 years, and reached record high 281 million in 2020⁵. Additionally, migration has become more complex, and there is no sign that migratory movements will decrease or even stabilize. The World Bank estimates that by 2050 216 million people⁶ could migrate within their own countries due to the impacts of climate change. Further, continued poverty and lack of opportunities, conflict, instability and fragility and its interplay with climate change - not least in a number of African and Middle Eastern countries - continues to be a driver of migration. Additionally, Russia's war in Ukraine has sent millions on the move and made humanitarian needs go up while its global implications in terms of rising (food) prices, might also act as a driver of migration.

In recent years, migration has been subject to greater international and political attention, with a clear call from the international community to address migration issues, and not least the challenges and drivers of irregular migration, in a coordinated and coherent manner. At the same time, there has been increasing recognition and evidence globally that good migration governance can help achieve sustainable development outcomes. As a result, demand for IOM services and expertise has grown and is expected to continue to do so. This, combined with IOM's entry into the UN System and the adoption of the GCM, means that IOM's role in the global landscape has become more prominent.

The work of IOM contributes directly to key priority areas for Denmark. Of particular relevance, is IOM's work in areas of migration governance, including countering irregular migration, promoting sustainable return and reintegration, capacity building of national authorities to ensure safer and more orderly migration as well as addressing drivers of irregular migration and its interlinkages with climate change. IOM is committed to and applies a human rights-based approach across organizational policies and programming which is the foundation for all Danish development cooperation, as outlined in *The World We Share*. Further, though the focus of Danish support to IOM is on its development-oriented activities, IOM's role as a key humanitarian agency in the mobility dimensions of crisis is also well aligned with Danish priorities.

Key strengths: IOM is broadly recognized – including in the latest [MOPAN](#) report from 2019 - for its strong operational relevance in the field, its ability to deliver tangible results for migration governance and its highly agile and responsive nature, stemming from its strong field presence and decentralized structure, as well as for its ability to adapt and adjust as conditions change. The organizational growth is a testimony to that. Finally, IOM is a key provider of data on short and long-term migration and displacement trends, which helps not only IOM but also other actors to tailor interventions to context specific needs.

⁵ [World Migration Report 2022 | IOM Publications Platform](#)

⁶ [Groundswell Part 2 : Acting on Internal Climate Migration \(worldbank.org\)](#)

Denmark's earmarked project funding to IOM has increased over the past years, and the overall assessment of IOM as an efficient and responsive partner in the field is broadly shared among the Danish embassies and within The Danish Ministry of Foreign Affairs (MFA) departments, which handles IOM projects. The general feedback from embassies is that the dialogue with IOM is open and constructive, and that IOM is a valued data and knowledge provider – also when Danish project funding to the country does not come directly from the embassies.

Challenges: The MOPAN report (2019) as well as the Danish mid-term review (2020) of the previous Danish Organization Strategy also highlighted a number of challenges for IOM. First of all, the rapid growth of the organization and the new responsibilities for IOM, combined with its highly projectized funding model and relatively small amount of unbound funding, has stretched core organizational capacities such as internal governance, control and oversight, risk management and reporting. Further the MOPAN found IOM to 'stand at a cross-road', and needed development of a clear strategic framework and a more rigorous results system, impactful reporting, as well as strengthened performance management and evaluation systems. IOM has hence taken a number of steps to bring about the needed reforms.

The overall framework for IOM's reform process is the Internal Governance Framework (IGF) of 2019, a comprehensive plan covering e.g. strengthening of IOM's 'Three lines of defense'⁷, enhanced organizational effectiveness, change management, risk management and results based management. IOM is reporting to Member States on a regularly basis on the implementation of the IGF.

IOM has made significant progress in a number of reform areas. These include a management reform at HQ-level (2021), better digital and more efficient processes leading to savings, more efficient handling of allegations of misconduct and strengthened knowledge on preventing sexual exploitation, abuse and harassment (SEAH), adaptation of reporting to UN data requirements and enhanced evaluation processes (as just some examples). However, IOM still has quite some way to go.

A Strategic Vision was launched in 2019 and the core elements of a Strategic Results Framework to strengthen strategic planning, reporting and performance of the Organization was approved by the end of 2021. However, this is not yet fully rolled out - indicators are still being adjusted, and the part on organizational effectiveness is still under development. Further, the highly projectized funding model and the organizational growth, exposes IOM to both financial and reputational risks, and challenges the delivery on strategic priorities. As a response, Member States adopted a budget reform in June 2022, which - over a five-year period - will increase the assessed contributions for IOM and thereby to a larger extent will cover IOM's core functions, including strategic initiatives and enhanced policy capacity. However, the reform does not fully cover the core funding gap identified by IOM (especially not in the years before the reform is phased in), and hence IOM is still challenged and will need to mobilize other sources of core funding.

Further, while offering a degree of autonomy and related agility, IOM's status as a 'UN related organization' carries with it some inherent challenges, as IOM must act in accordance with UN

⁷ Three levels of checks and balances across the organization related to management, processes and independent oversight – a framework used widely within the UN System

principles and policies (UNGA res. 70/296) while not having access to the UN regular budget. Further, leading on a topic, which is increasingly politicized, but without a normative mandate, is highly challenging and requires sound organizational policy and oversight functions.

Finally, IOM has a new task in responding to the impacts – both in Europe and globally - of the war in Ukraine, which puts additional work on IOM. It will be important to follow progress on this important work in the coming years.

Opportunities: IOM's integration into the UN system is overall progressing well, and IOM is committed to contribute to the ongoing UN reform process, which is of high priority to Denmark. IOM is now a member of the UN Sustainable Development Core Group, is part of nearly all UN Country Teams and is the tenth largest contributor to the Resident Coordinator System. IOM is also part of the Humanitarian Cluster Model co-leading the Camp Coordination and Management Cluster with UNHCR. The MOPAN found that IOM was partnership-oriented working with a broad range of partners at both global, regional and international level. However, the Danish MFA has also found that IOM's dependency on project funding limits the opportunity to engage in more strategic long-term collaboration with partners and that the area needs attention and joint donor support. Further, while IOM has significantly improved in terms of funding channeled through local partners over the past years, this is still an area for improvement. IOM's platform as secretariat for the UN Network on Migration as well as chair of the Migration Multi Partner Trust Fund (serving as a financing wheel for joint UN projects to implement the GCM), places IOM well to mobilize and drive both joint responses to migration challenges and enhanced joined efforts to deliver through the HDP-nexus approach. Denmark is one of the top donors to the Migration Multi Partner Trust Fund and has a seat in its Steering Committee for 3 years (2023-2025), which provides a good platform for Denmark to support the fund and promote Danish priorities.

IOM has endorsed *The New Way of Working* and is committed to deliver across the HDP-nexus, which is reflected in IOM's Strategic Vision, the Strategic Results Framework and IOM's engagement in the Inter Agency Standing Committee as well as OECD DAC - UN Nexus Dialogue work streams⁸. With IOM's interventions covering the full spectrum of the HDP nexus – from enhancing resilience prior to movement through inter alia community stabilization, over lifesaving humanitarian responses in emergencies to return and reintegration programs – the organization is well placed to not just deliver, but also provide knowledge and evidence on how to operationalize the nexus approach⁹. This is closely linked to Danish priorities on the HPD-nexus as a driver to deliver on the SDGs as well as to concrete Danish priorities related to holistic whole-of-route approaches towards addressing challenges of irregular migration. A recent external evaluation of IOM's HDP-nexus approach found that while IOM were strong on this at a global and policy level there were still challenges in terms of breaking down internal silos and pursuing more joint programming. The projectized funding was highlighted as one of the obstacles for better internal coherence and more long term planning – a prerequisite for implementation of a nexus approach. Hence, this area will also require donor attention in the coming years.

⁸ Progress Report: Implementation by IOM of UN Development System Reform Requirements for Working Group on IOM Partnerships, Governance and Organizational Priorities. Also see OECD DACs Humanitarian- Development-Peace Nexus Interim Progress Review 2022

⁹ An example is: [Microsoft Word - OPERATIONALIZING THE HUMANITARIAN DEVELOPMENTPEACE NEXUS - with modifications 2 2 w page numbers \(iom.int\)](#)

IOM has strengthened its engagement related to the interlinkage between climate, environment and migration across the HDP nexus, including by establishing a dedicated division in 2015. However, the MOPAN pointed out that embedding of this perspective across the organization could be further advanced. IOM has subsequently developed a cross cutting strategy on [Migration, Environment and Climate Change](#), which - of particular relevance to Danish priorities - has one out of three strategic pillars focusing on building climate resilience for people *not* to move.

In sum, while IOM faces several challenges, there is no doubt that IOM's work fits very well with key Danish priorities related to migration. With the increase in Danish funding to IOM, both in terms of project and unearmarked funding, the possibilities for synergies between Danish engagements with IOM have become more evident as well as the need for coordination. Therefore, it has been decided to include a softly earmarked contribution under this organization strategy. These now softly earmarked funds have in previous years been given to IOM as project funding. The aim of transforming these funds into a softly earmarked contribution is to strengthen a strategic, long term and less projectized approach towards IOM. Additionally, the aim is to ensure improved coordination among IOM HQ, regional offices and country offices.

4. Priority areas and results to be achieved

The following priority areas have been selected for Denmark's partnership and dialogue with IOM. These are based on the linkages between Denmark's and IOM's strategic priorities, lessons learned from the ongoing partnership with IOM as well as recommendations from the MOPAN and Danish mid-term review. Based on a human rights-based approach, Denmark's support will focus on IOM's development related work as well as a strengthened nexus approach.

Priority Area 1: Enhanced strategic and organizational effectiveness of IOM

Given the high priority to addressing migration challenges across Danish development and foreign policy, Denmark has a strong interest in an IOM that is "fit for purpose" and able to deliver on its mandate and mission, as well as an IOM that is transparent and accountable to donors and beneficiaries. Hence, Denmark wishes to continue to support IOM's organizational reform as outlined in the Internal Governance Framework, as well as the next generation of IOM reforms, which will be informed by inter alia the next MOPAN assessment (expected to be presented in Q3 of 2023). Hence, Denmark will continue its engagement with IOM on reform matters as well as engage actively in the formulation of the next Strategic Vision, with the aim to ensure that Danish priorities are reflected.

Of particular importance will be the full implementation of IOM's Strategic Results Framework (SRF). The SRF provides a concrete roadmap for the implementation of the Strategic Vision, and its regional as well as cross cutting strategies, as it links IOM's projects, programs and initiatives to the objectives of the organization. Further, it contemplates key Sustainable Development Goals (SDGs) and the GCM¹⁰. Currently, the SRF programmatic indicators and the section on Organizational Effectiveness are being finalized (expected by mid-2023). Denmark will continue to push for progress in its implementation, recognizing the broader cultural shift this will require within the (highly projectized) organization. Further Denmark will engage in the review process of the SRF and in this regard attach importance to its alignment with the next Strategic Vision (2024).

¹⁰ IOM Strategic Results Framework – approved December 2021

Despite the adoption of the budget reform that provides IOM with more unbound funding through increased assessed contributions, IOM continues to have a major task in attracting more unearmarked and multi-year funding. Denmark will continue to support IOM in mobilizing additional and increased core funding from other public and private donors in order to achieve a better balance between core and project funding, giving the organization the necessary flexibility to invest in its strategic priorities and continued development of capacities. Further, Denmark will closely follow the implementation of the budget reform including in relation to strengthening of core funding to IOM Missions.

Moreover, Denmark will encourage and expects IOM to actively manage the organization's environmental and carbon footprint in line with the UN system-wide sustainability commitments. Denmark will actively follow-up on IOM's efforts in that regard.

IOM applies a zero-tolerance policy towards any cases of fraud, corruption and other misconduct, including sexual exploitation and abuse and sexual harassment (SEAH). Denmark expects IOM to follow and implement this policy strictly as well as to oversee it through its independent oversight and third line of defense mechanisms.

Priority area 2: Enhancement of IOM's role in the UN System and strengthened partnerships

While IOM's integration into the UN System is advanced, IOM is still a relatively newcomer and new to its role as coordinator for the UN Network on Migration. Denmark will continue to monitor and support IOM's efforts to align its highly demand driven modus operandi to the UN System's way of working.

As the key wheel to enhance UN coordination on migration and ensure that migration is included in relevant national and local government plans and UN Sustainable Development Cooperation Frameworks, Denmark will continue to support IOM in developing its leading role of the UN Network on Migration. This is also why Denmark is seconding a senior expert to the Network. Denmark will hence urge IOM to continue to prioritize that the Network is appropriately capacitated to deliver, and that all IOM staff are continuously equipped with the necessary awareness and tools to support the organization in fulfilling its role and promoting a HDP nexus approach towards migration challenges. With entry into the Steering Committee of Migration Multi Partner Trust Fund, Denmark will seek to support IOM in full capitalization of the fund and work towards making the fund an effective driver for enhanced UN cooperation and joint implementation in line with Danish priorities. Further, Denmark expects IOM to continue to strengthen its contribution to UN reform at country level through inter alia its provision of displacement data and intention surveys for the UN Country Teams' Common Country Analysis and to support and engage in joint programming.

Further, Denmark will continue to encourage IOM to develop and strengthen its partnership within and beyond the UN system, including with the World Bank, on coordination and joint initiatives as well as joint programming – and doing so, with a strategic long-term perspective. Of particular importance is IOM's partnership with UNHCR, where joint efforts in the context of mixed migration flows as well as coordination and cooperation in terms of data gathering and analysis will be of priority. The further development of the partnership should continue to be based on an effective division of labor and full respect of the respective mandates. While national and local authorities are key partners to IOM, Denmark will also push for IOM to strengthen its focus on localization through cooperation with local civil society partners and NGO's.

Priority area 3: Supporting capacity building of governments and relevant authorities for better migration management

In line with the priority in “The World We Share” on strengthening the capacity of developing countries to manage their borders in accordance with a human rights-based approach, provide protection and handle irregular migration, as well as the priority on helping more people better in the countries of origin and along the routes, Denmark will continue its strong focus on migration management. IOM is deemed well placed to connect the various dimensions of promoting safe, orderly and regular migration. Further Denmark will pay attention towards IOM’s work to strengthen orderly and regular interregional migration in Africa, with the aim to contribute to regional solutions to migration issues.

In particular, Denmark prioritizes capacity building of governments and relevant authorities for better migration management with the aim to address the challenges of irregular migration and migrants from ending up in vulnerable situations. In this regard, Denmark emphasizes a whole-of-migratory-route approach to migration management with support to countries of origin, transit and destination, e.g. through integrated human rights-based border management, building asylum capacities, return and reintegration, protection and fighting human smuggling and trafficking as well as facilitating cross border collaboration between local and central authorities.

Denmark expects that IOM continues to develop its internal capacity within migration management and continues its strategic focus on capacity building of government authorities and other partners along the migratory routes. To this end, IOM’s continued dedicated work to systematically develop and apply its own approaches, capacity and tools for institutional capacity strengthening will be of importance, which is also why Denmark is seconding a senior expert to this area. Further, and in line with IOM’s Strategic Vision, Denmark will support and advocate for the development and implementation of innovative approaches towards migration management as well as HDP-nexus approaches in this regard. In addition, Denmark expects IOM to apply a whole-of migratory route approach when it comes to migration management by looking at both needs and challenges in countries of origin, transit and destination, including in a local, regional and global perspective. In particular, through the softly earmarked funds under this organization strategy, Denmark will support IOM in developing comprehensive programmes aimed at strengthening human rights based migration management along key migratory routes in east, west and north Africa. Due to the flexible nature and multiyear outlook of these funds, Denmark expects IOM to develop more long-term strategic interventions, which can also catalyze engagement of other donors. (See annex 4 for concept note for the softly earmarked funds).

Priority area 4: Addressing the linkage between climate change and irregular migration and forced displacement

Climate change and irregular migration are two central priorities in “The World We Share”. With IOM’s work spanning the entire spectrum of the HDP-nexus, IOM is well-placed to link its work within all these fields delivering long-term results on climate change as driver of irregular migration and displacement. This is in line with IOM’s Strategic Vision as well as its two thematic strategies on [Migration, Environment and Climate Change 2021-2030](#) and [Migration and Sustainable Development](#).

Despite a growing body of knowledge and a better understanding on the link between climate change and mobility, gaps remain, e.g. around mobility dynamics, scale and impact. IOM has a key role in

developing a common understanding of the interlinkages and causalities as well as in responding to the consequences of climate change on mobility patterns. This is not least relevant for Africa, where the World Bank estimates that 87 million people by 2025 might become internal ‘climate migrants’ in Sub Saharan Africa. Including climate change and migration as a priority area in this strategy provides opportunities to strengthen the collaboration between IOM and Denmark more broadly. One example is the work ongoing in the Danish MFA on linking IOM as a partner to the new Danish-led regional programme on climate change, conflict and migration in the Sahel. IOM’s engagements in Sahel would add value to this initiative. The softly earmarked funds under this organization strategy are also aimed at addressing this priority area (see annex 4).

In its dialogue with IOM, Denmark will put particular emphasis on strengthened IOM engagement in long-term partnerships (with UN-organizations, national and local governments, civil society and other partners) with the aim of developing comprehensive solutions for people on the move in the context of climate change and environmental degradation. This should also include developing solutions for people *not* to move, by building resilience and addressing the climate drivers that compel people to move irregularly. In this regard, IOM’s data- and knowledge-products should be included and part of more coherent and integrated national, regional and global responses to climate change adaptation and resilience building.

In addition to Denmark’s focus on addressing the climate drivers of irregular migration and displacement, Denmark will also put emphasis on and support IOM’s efforts to promote inclusive societies and address inequalities, which are other well-known drivers of irregular migration. In this regard, Denmark will support IOM in its commitment to leave no one behind and its work to ensure an inclusive community-based approach.

Cross cutting priorities: Gender responsiveness

Further, as a longstanding champion for women’s rights and empowerment and because gender issues are very prominent in migration – being it vulnerabilities and needs among migrants or reasons to migrate – Denmark places great emphasis on mainstreaming of gender responsiveness across IOM’s interventions. Strengthening the gender perspective in IOM’s work was part of the MOPAN and Danish mid-term review recommendations. It was found that though IOM’s work on gender mainstreaming had advanced, it was still not consistently applied throughout the organization. A recent internal review of IOM’s gender results reporting found that both project proposals as well as reporting lacked consistent focus on gender. Hence, Denmark will continue to push and support IOM in mainstreaming gender and diversity responsive approaches, and advocate for resourcing and capacity building of staff in this regard. Denmark will also advocate for gender equality within IOM in terms of equal representation at all levels. Further, Denmark will actively follow and push IOM for continued efforts to prevent and respond to sexual exploitation and abuse and sexual harassment.

5. Danish approach to engagement with the organization

Doing Development Differently constitutes Denmark’s ambition to improve synergies between Danish multilateral and bilateral cooperation, use all the tools in the toolkit, including humanitarian, development, peacebuilding and climate related instruments, break down siloes and strengthen collective outcomes, improve monitoring of results as well as learn from best practices.

Based on the priority areas specified above, Denmark will continue to pursue an open and constructive dialogue with IOM across the organization to influence and follow up on the organization’s work

towards realizing these priorities. The Doing Development Differently Contact Group – comprised of the Permanent Mission in Geneva, relevant MFA units and Danish representations - will serve as the platform for facilitating information sharing, identification of issues and opportunities as well as coordination of joint messaging to IOM across project and core funding streams. The softly earmarked funds will provide an opportunity to strengthen Denmark's strategic engagement with IOM on key Danish priorities at both HQ and country level as well as to strengthen synergies between bilateral engagements and multilateral support to IOM.

The Permanent Mission of Denmark to the UN in Geneva and the MFA Department for Migration, Stabilization and Fragility will organize annual consultations between Denmark and IOM, which will be used to follow-up on the cooperation over the past year and discuss the way ahead. Denmark will take part in regular integrity briefings for key donors to follow closely IOM's work on strengthening its response and prevention of fraud, corruption and other forms of misconduct, including sexual exploitation and abuse and sexual harassment. Further, Denmark will continue to take active part and promote Danish priorities in IOM's governing bodies including active participation in related Working Groups. Denmark will continue its close day-to-day dialogue with IOM at HQ and country level and will coordinate closely with likeminded donors on joint priorities through the informal IOM Donor Group, which meets regularly, as well as through the Geneva Group for IOM, where Denmark is invited as an observer. To support areas of strategic importance Denmark will continue its practice of seconding national experts to IOM. Finally, IOM's enhanced presence in the UN City in Copenhagen provides a platform for strengthened dialogue with IOM. The Danish Ministry of Immigration and Integration will also take part in relevant activities and meetings.

A new Multilateral Partnership Agreement for 2023-2026 based on the Danida Aid Management Guidelines will steer the management and reporting requirements for the Danish contribution, where Denmark to a large extent will rely on IOM's general reporting - See Annex 5 for selected outcomes, outputs and indicators from IOM's Strategic Results Framework. Further, the Partnership Agreement will outline the modalities for the softly earmarked part of the contribution. For those, IOM will, subject to approval by the MFA, allocate the funds based on a list of criteria that ensures that the funds support long-term strategic interventions for better migration management and capacity building in Africa along key migratory routes, innovative approaches and shared learning as well as efforts to address the links between climate change and irregular migration. (See Annex 4). While the organizational responsibility and the unearmarked contribution lies with the UN Mission in Geneva and the responsibility for the softly earmarked contribution lies with the MFA Department of Migration, Stabilization and Fragility, the two departments will cooperate closely on both implementation and monitoring.

The allocation of softly earmarked funds is a new modality for contributions from Denmark towards IOM. Further, the unearmarked support for IOM is double compared to the previous annual contribution. Combined with the uncertainties related to IOM's funding model, ongoing organizational reform and the unfinished SRF, which will also have to be adjusted against the next Strategic Vision from 2024, a mid-term review of this Organization Strategy and the modalities for the allocation of the softly earmarked funds is expected to take place in second half of 2024.

6. Budget

Danish contributions to IOM under this organization strategy¹¹(core, soft earmarked and personnel support) 2023 - 2026

Funding as stipulated in the Danish Finance Act for 2022 (DKK million)	Finance Act code	Planned 2023*	Planned 2024*	Planned 2025*	Planned 2026*
Total core funding (incl. soft earmarked funding hereof):		73	98	98	98
a. Core funding	06.32.10.14	48	48	48	48
b. Soft earmarked: Migration management and capacity building in Africa and innovation	06.32.10.14	25	50	50	50
Personnel support	06.32.10.14	2	2	2	2
Total funding		75	100	100	100

*Subject to annual parliamentary approval. Core incl. soft earmarked contributions follow multilateral guidelines.

7. Risks and assumptions

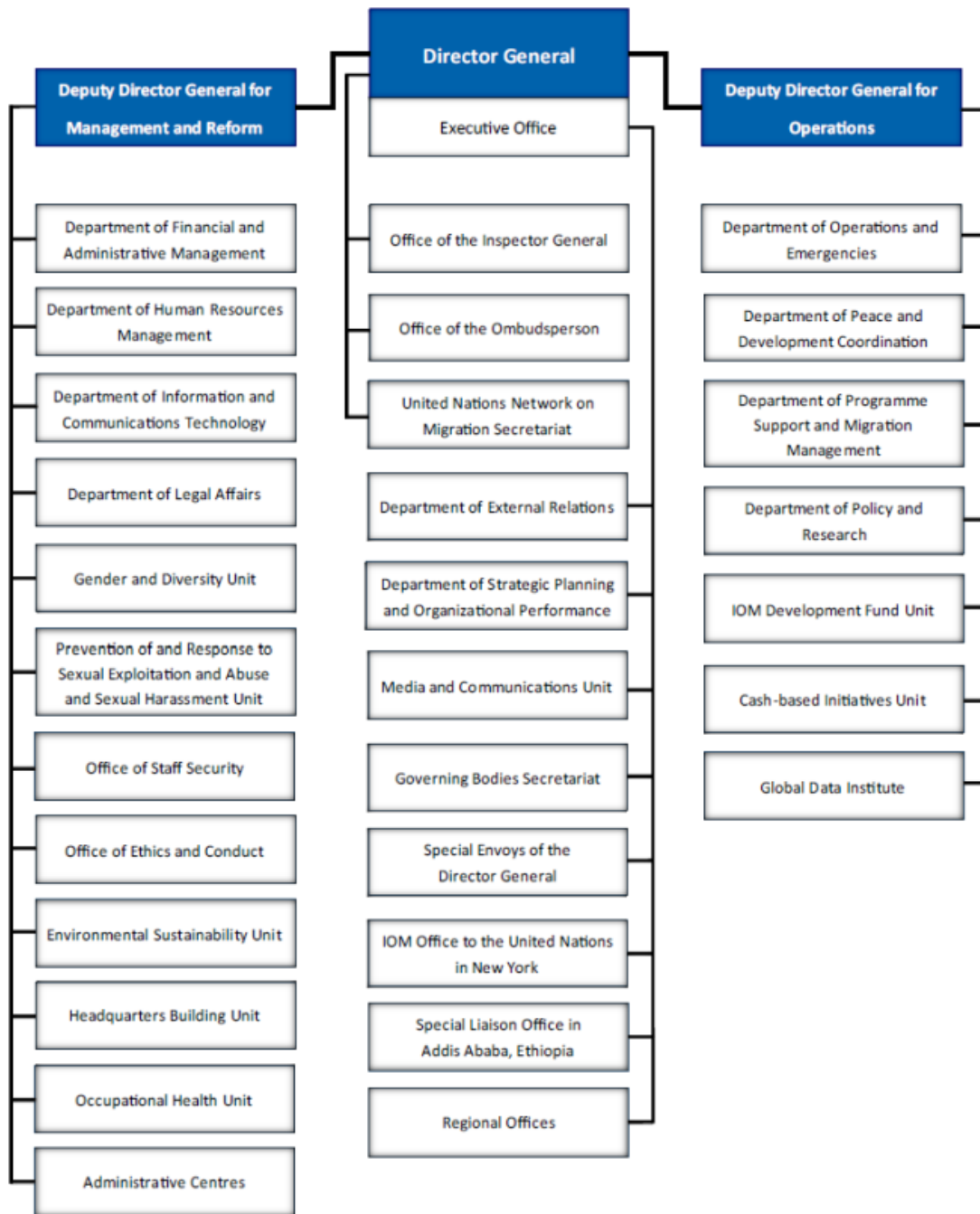
Enhancing risk management is a key priority to IOM and the issue has several work items under the Internal Governance Framework. The Office of the Inspector General performed an assurance review of the IOM risk management function in the first quarter of 2021 against the UN Reference Maturity Model for Risk Management (CEB/2019/HLCM/25). This concluded that IOM's current level of maturity is "developing". Key areas to be strengthened include the organizational structure and reporting lines of the risk management function, and the roll-out and integration of risk management systems into regional and country structures. IOM is currently addressing these issues with a view to improving its maturity level. On the one hand, this shows that IOM is committed to better risk management and is working towards this end, while on the other hand, it underlines the importance of continued (donor) attention towards implementation of better risk management. This is of particular importance, as IOM works in notorious risk prone contexts. In this context, it is positive that IOM together with UNHCR has developed a guidance note on risk management in the Field and Decentralized Organizations¹² focusing on best practices and lessons learned across the UN System.

Linked to this, but of broader scope, is the need for a strengthened core structure of the organization, not only in terms of risk management, but also related to organizational effectiveness and capacity in terms of policy formulation and coordination. While the budget reform will strengthen the core structure through a rise in assessed contributions strong prioritization from IOM is still required as well as seeking new ways to raise the needed funding. While IOM over the past years has managed to broaden its donor base and increased the level of unearmarked funding, the overall very low level of unearmarked funding and the heavy reliance on a few key donors in this regard, makes the organization vulnerable to change in a few donors' preferences. Hence, IOM will have to strengthen its fundraising efforts to bring on board more donors.

¹¹ As in previous years it is expected that IOM – in addition to the funds included in this strategy - will continue to receive earmarked project funding from Denmark as well – see annex 2 for overview of total Danish funding in 2022.

¹² Document: CEB/2020/HLCM/21

Annex 1: Organizational chart of IOM



Annex 2: Overview of Danish unearmarked and earmarked funding for IOM in 2022

Please note that the below figure provided by IOM is unaudited at the time of finalizing this strategy.

Donor and Project Title	In-kind contribution	Unearmarked	Earmarked	Total
DENMARK				
Unearmarked Income		3 508 772		3 508 772
Protection and winterization assistance to the most vulnerable conflict-affected populations in Ukraine			7 790 368	7 790 368
Winterization assistance for early recovery in Mykolaiv oblast, Ukraine			3 387 622	3 387 622
Enhancing air border data systems in Nigeria – phase II			1 737 016	1 737 016
Assistance and protection for unaccompanied and separated children in Morocco			1 262 622	1 262 622
Resettlement programme with the government of Denmark from Rwanda to Denmark under the 2021 resettlement quota			771 557	771 557
Strengthening the sphere of protection for victims of trafficking and vulnerable migrants in Egypt while preventing irregular migration and human trafficking			763 126	763 126
Strengthening migration data and coordination mechanisms for improved migration governance in Ethiopia			428 907	428 907
Technical assistance to develop the capacity of the government of the Sudan on immigration and border management			397 803	397 803
Support for assisted voluntary return and reintegration from the Western Balkans for a period of 24 months, including through the development of a counselling toolkit - Serbia			215 640	215 640
Enhanced protection, assisted voluntary return and reintegration, and health assistance for children and young migrants in situations of vulnerability in Algeria			212 802	212 802
Junior professional officer - Bosnia and Herzegovina			132 773	132 773
Fund received in (2022) - to be allocated			89	89
Identity and Civil Document Verification for Afghan Nationals - for refund			(128 410)	(128 410)
Resettlement programme from Rwanda to Denmark with the government of Denmark under the 2020 resettlement quota - for refund			(135 996)	(135 996)
Total Denmark - Unearmarked and Earmarked		3 508 772	16 835 919	20 344 691

Annex 3: Donor ranking

Please note that the below figure provided by IOM is unaudited at the time of finalizing this strategy.

Unaudited unearmarked contribution ranking for 2022		
Ranking	Donor	2022
1	Sweden	(7,915,306.00)
2	United States of America	(6,000,000.00)
3	United Kingdom	(4,618,938.00)
4	Denmark	(3,508,772.00)
5	Norway	(3,355,705.00)
6	Netherlands	(2,107,482.00)
7	Ireland	(1,116,071.00)
8	France	(1,055,966.00)
9	Belgium	(1,012,793.00)
10	Switzerland	(1,006,036.00)
11	Korea	(1,000,000.00)
12	Portugal	(269,526.00)
13	Qatar	(200,000.00)
14	Austria	(39,600.00)
15	Cyprus	(31,983.00)
16	Philippines	(10,000.00)
		<u>(33,248,178.00)</u>

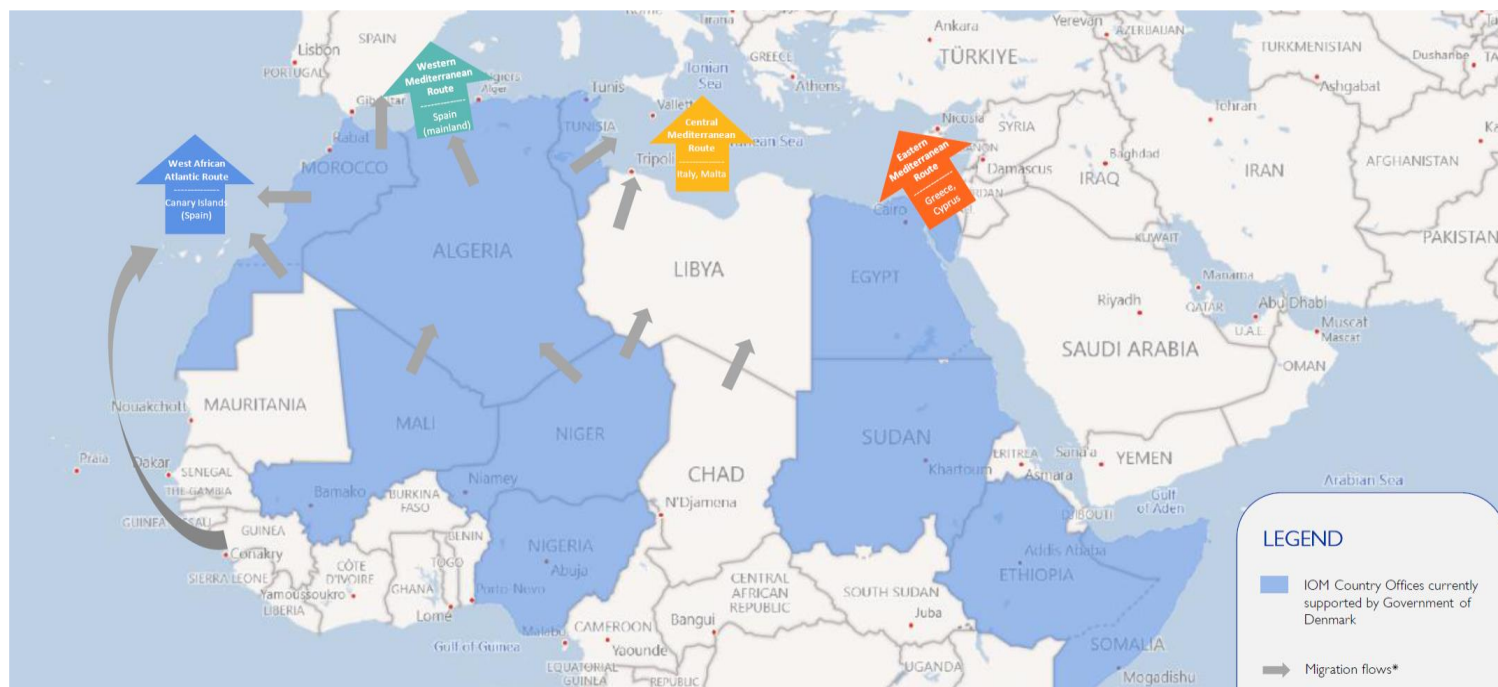
In 2022 Denmark was the 18th largest donor to IOM when looking at both unearmarked and earmarked voluntary contributions.

Annex 4: Concept note for softly earmarked funds to IOM.

CONCEPT NOTE – February 2023

JOINT PROGRAMMING FRAMEWORK FOR MULTI-YEAR AGREEMENT BETWEEN THE GOVERNMENT OF DENMARK AND IOM (SOFTLY EARMARKED FUNDING)

Strengthening human rights-based migration management in countries of origin, transit and destination along key migration corridors in east, west and north Africa through sustainable capacity development”



1) Summary

The Denmark-IOM Strategic Partnership 2023-2026 is introducing a new funding modality through 'softly earmarked funding in support of Priority Area 3 on capacity building of governments and relevant authorities for better migration management and Priority Area 4 on addressing the linkage between climate change and irregular migration and forced displacement in Danish Organisational Strategy for IOM (2023-2026). To maximize impact and outcomes, IOM will use its technical expertise, tools, experience and partnerships to strengthen human rights-based migration management capacities to address the drivers of migration and forced displacement along key migration corridors in East, West and North Africa.

The partnership is based on a regional, whole-of-migratory-route approach in line with the Danish Organisational Strategy for IOM (2023-2026), contributing to the outcomes of IOM's Strategic Results Framework (SRF). As a result, the 'softly earmarked funding will buttress and advance Denmark's role as IOM's priority partner in matters of sustainable capacity development and will support IOM to reinforce its role as a strong development actor in human rights-based migration management.

2) Context/justification:

The current support by the Government of Denmark to IOM's programmes in East (Somalia, Ethiopia, Sudan), West (Niger, Nigeria, Mali) and North Africa (Egypt, Tunisia, Algeria and Morocco) broadly addresses the need for sustainable capacity development on human rights-based migration management, including on border management and addressing protection needs of vulnerable, irregular and/or stranded migrants as well as policy gaps to promote safe and regular migration.

- The east and west African regions are characterized by mixed migration patterns, flows and drivers, predominantly intraregional migration but also inter-regional, with migrants moving from sub-Saharan African countries to north Africa to stay there and work, or to transit onwards to Europe, using the various migration corridors. Countries in North Africa are both countries of transit and destination for migrants from sub-Saharan Africa and elsewhere. The drivers for migration are a combination of complex factors related to lack of livelihood opportunities in countries of origin, poor governance, conflict, exacerbated by climate and environmental factors, a loss of hope in upward mobility in countries of origin, facilitated by social media, peer & social networks and human smuggling and trafficking operations. Generally, regular migration pathways are limited and irregular migration routes and destinations often treacherous with high degrees of vulnerability for migrants.
 - In addition, tougher laws and increased enforcement related to irregular migration and the absence of high-level political commitments and collaboration between countries (bilaterally and regionally) to create regular, safe migration pathways, may result in many migrants taking unsafe, alternative migration routes which exposes them to various abuses, incl. expulsions, pushbacks and human trafficking especially of women and children/minors. Often migrants are left stranded with few options to continue or return to their countries of origin.
 - Furthermore, all three regions lack consistent, good quality migration data collection, analysis and dissemination systems, which limits the opportunities for effective policy and programmatic responses, and feeds misperceptions on migration. This is partly due to the lack of coordination and information sharing among relevant entities at national level, i.e. border management agencies, counter trafficking agencies, labour ministries and other government agencies who collect data on migration and/or displacement are usually not consistently collecting and sharing (digital) data with national institutes of statistics or regional entities. Currently in all three regions IOM is one of the few agencies that is consistently tracking migration flows on the ground using harmonized data tools and systems and analyzing demographic data of migrants assisted, strengthening data systems to collect information on deceased and missing migrants, supporting border agencies with analyzing border entries/exits (in line with data protection principles), researching links between migration, environment and climate change, and internal migration patterns, amongst others. However, there are significant gaps and there is a need for upscaling, and for national partners to take over some of this capacity. Where there is data available, it is not reaching all relevant decision makers and is insufficiently used, indicating there is a gap in analysis and dissemination.
- **Summary of required actions:** The current human rights-based migration management capacities in east, west and north African countries are not sufficient to address the myriad of challenges related to irregular migration, including human trafficking and smuggling, addressing the protection needs of vulnerable, stranded migrants as well as providing comprehensive return and reintegration services. In addition, sustainable capacity and solutions need to be developed to address the link between climate change and (irregular) migration, including through disaster risk

reduction. The governments in these regions need on-going political/policy, technical and operational support to strengthen migration management capacity at sub-national, national, regional and inter-regional level to ensure compliance with the objectives of the Global Compact of Migration and 2030 Development Agenda, particularly targets 4, 5, 8, 10, 16. Specific actions may include: strengthening capacities on immigration border management, migration data mechanisms, protection mechanisms of most vulnerable migrants at country, bilateral and regional level, including safe and dignified return and sustainable reintegration, opening regular pathways for safe, circular labour migration between countries of origin and destination and addressing links between climate change and irregular migration. *Contributes to GCM objectives 1,2,3, 4,5,7,8,9,10, 11, 14, 15, 21 and 23.*

3) Objective

In line with the Denmark's strategy for development cooperation "The World We Share", the objective of the strategic partnership between Denmark and IOM is to strengthen orderly and humane migration management, addressing the drivers of irregular migration, including climate change, and to strengthen international and UN coordination and cooperation in this regard.

4) Overall approach of the IOM-DK Strategic Programming Framework

The identification and selection of interventions under this joint programme framework will be based on the priorities in the Danish Organisational Strategy for IOM (2023-2026), with a particular focus on: Supporting capacity building of governments and relevant authorities for better migration management (Priority Area 3) and addressing the linkage between climate change and irregular migration and forced displacement (Priority Area 4).

The identification will be based on ongoing analysis of migration trends and drivers of mobility in east, west and north Africa, and most urgent needs related to migration management and addressing links between climate change and migration, through gender responsive approaches aiming for transformative, structural impact. Evaluations (internal and external), lessons learned and inputs and feedback from IOM's country and regional offices and complementarity with existing programmes with a similar focus in key countries of origin, transit and destination in east, west and north Africa will guide the identification and selection of interventions. In addition to this, the following criteria will be applied in identifying interventions – not all interventions needs to respond to all criteria but a., c. and e. are mandatory:

Among others, these criteria can include:

- a. Applying a whole-of-migratory-route approach;
- b. Using global, capacity strengthening tools that advance transformative systems' on migration management, such as Essentials for Migration Management (EMM2.0) ([IOM's flagship programme to build capacities and train policy makers in Member States in migration management and the complexity of migration more generally](#)) and/or Capacity Development on Migration Management (CD4MM) (IOM's organizational programme to increase impact in IOM's strategic interventions and sustainable development efforts)¹³;
- c. Integration of a human-rights based approach to migration management, with a focus on the protection of vulnerable migrants;

¹³ The guidance package on Capacity Development for Migration Management (CD4MM) consists of a Guidance Note and a Toolbox. It has been produced with the aim to promote coherence and consistency in IOM's capacity development efforts across the Organization and more strategic interventions for stronger programmatic impact.

- d. Efforts to generate a multiplier effect bringing on board additional, strategic actors and facilitating strategic partnerships and initiatives based on complementarity (e.g. through the [African Capacity Building Centre \(ACBC\)](#) based in Moshi, Tanzania, that offers African Member States quality capacity building supports, particularly in migration and border management;
- e. Focus on addressing long-term migration challenges not otherwise covered by standard migration projects, that address strategic priorities;
- f. Ensuring capacities on data management (collection, analysis and strategic dissemination) to provide better evidence for capacity development efforts in relation to both policies and operational programming. Addressing the linkages between climate change and irregular migration.
- g. Fostering synergies with other Danish bilateral engagements in the regions and beyond.
- h. The strategic opportunity to address and test innovative and catalytic approaches; these can include strengthening inter-country and inter-regional networks and cross border collaboration through strategic political alliances; experimental data methods in forecasting and analysis to meet needs of migrants and Member States; new partnerships with private and public sectors; and/or through novel solution oriented methods, including new technology, to local problems with the potential to scale up.

5) Management structure and planning cycle

A dedicated management structure will be set up to ensure the effective management, oversight and implementation of the Joint Programming Framework. Specifically, IOM will define an internal structure to manage the implementation of the Joint Programming Framework, including organizing the process for the annual submission of funding proposals, which are to be discussed and agreed between Denmark and IOM.

To ensure regular dialogue, it is recommended to have two meetings per year:

- one annual meeting as part of the annual bilateral consultations in Geneva or Copenhagen where the overall Joint Programming Framework will be discussed and approved.
- one technical meeting per year in a field location, with the involvement of relevant Danish embassies.

In line with the annual planning cycle, it is recommended that the bilateral consultations take place in the 1st quarter of the year, the technical meeting in the 3rd quarter and the annual submissions at the end of the year. This will allow for timely disbursement of the funds at the beginning of the year after the bilateral consultations.

In addition, clear focal points will be identified within IOM and the Danish Government to ensure smooth and effective regular communications, including discussing and agreeing on possible changes.

Finally, it is recommended that a mid-term and end of cycle evaluation is carried out, to capture the impact of the Joint Programming Framework including the value added through this Joint Programming Framework and innovative approaches.

6) Reporting and monitoring of the IOM-DK Strategic Programming Framework

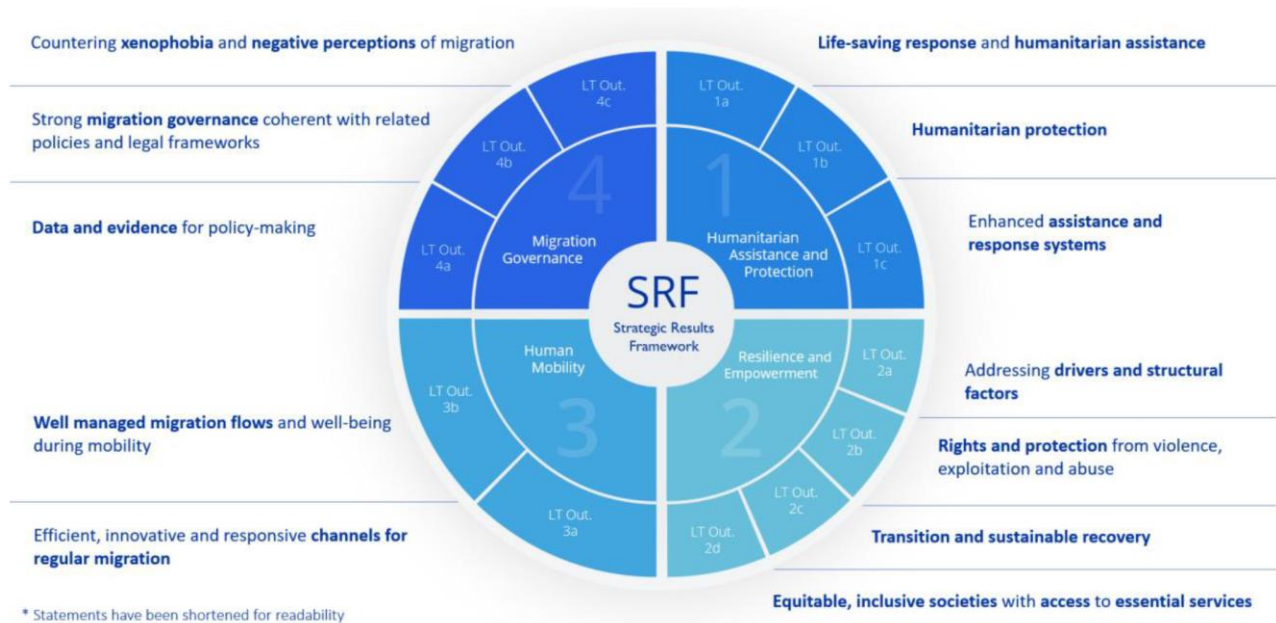
The objectives and outcomes of the Joint Programming Framework as well as Denmark's organizational strategy for IOM are linked directly to objectives, outcomes, and indicators

of [IOM's Strategic Results Framework \(SRF\)](#). In line with Denmark's focus on sustainable development goals and long-term impact as described in the organization strategy, the softly earmarked funding focuses on long-term development initiatives, particularly [objective 2: Resilience and Empowerment](#), [objective 3: Human Mobility](#) and [objective 4: Migration Governance of the SRF](#). The SRF, in turn, is linked to strategic priorities as expressed in the GCM, the SDG goals, IOM's global Strategic Vision and regional strategies.

Reporting on the programmatic results is conducted through a common M&E framework in line with the SRF. This way, the Government of Denmark can ascertain how the Joint Programming Framework is delivering results, in line with the Government's strategic priorities.

To strengthen the basis for the dialogue on the allocation and implementation of the softly earmarked funds, IOM will - in addition to its general reporting linked to the SRF as described above and in the Danish Organization Strategy - provide the Government of Denmark with a narrative annual report, outlining the progress and results achieved through the Joint Programming Framework.

Figure 1: Visual summary of SRF Objectives and Long-Term Outcomes



- 7) **Geographical focus of the Joint Programming Framework:** countries of focus are located on key migration corridors, including countries of origin with significant drivers of irregular migration. These can include:
- **North Africa**, incl. Algeria, Egypt, Morocco, and Tunisia
 - **West Africa with a focus on Sahel region** incl. Mali, Niger, Nigeria, Mauritania, Burkina Faso and Chad
 - **East Africa**, incl Ethiopia, Burundi, Somalia and Sudan

8) Communication strategy

It is recommended that a communications strategy is developed as part of the Joint Programming Framework between the Government of Denmark and IOM to effectively communicate the results of the programme and raise visibility on the collaboration and results to key stakeholders in Denmark, wider EU/EEA, and the African region. This can include a monthly newsletter, regular social media postings, proactive engagement with media partners in Denmark, the Danish Parliament, visits to target countries and strategic seminars in Copenhagen, amongst other.

Annex 5: Danish priorities and monitoring

In full alignment with IOM's own Strategic Results Framework (SRF) including its cross cutting priorities and its Operational Effectiveness and Efficiency Framework, Denmark will - both in relation to the unearmarked and the softly earmarked part of the contribution - pay particular attention to the delivery of the objectives, long and short-term outcomes and related indicators selected and presented in the table below. These are organized under this Organization Strategy's four thematic Priority Areas as well as the Cross Cutting Priority Area on gender responsiveness. The structure of IOM's cross cutting priorities as well as the Operational Effectiveness and Efficiency Framework deviates from the structure of the four operational objectives in IOM's Strategic Results Framework. Hence does the presentation in the table below also reflect this.

It should be noted that, at the time of finalizing this organization strategy, IOM's Strategic Results Framework is still in a draft version. The framework related to the four operational objectives of IOM is almost done, though indicators might still be subject to adjustments. The cross cutting priorities and especially the Operational Effectiveness and Efficiency Framework are less advanced, and to some extent lacks alignment between indicators and outcome. Denmark will remain in close dialogue with IOM on ensuring reporting and efforts informed by the framework become more clear. Further IOM's results frameworks will most likely be adjusted to some extent to align with IOM's next Strategic Vision. Denmark will engage actively in this process and the table below can hence be adjusted as deemed appropriate

Further, as the Strategic Results Framework is only about to be integrated in IOM's project management platform it is expected to take some years before IOM will be able to report on all indicators. At the same time, IOM does not expect to report on all indicators in its annual report. In the selection of the indicators of particular interest to Denmark, there has been close dialogue with IOM to make sure that the annual report will contain information on these. For the objectives and indicators drawn from the Operational Effectiveness and Efficiency Framework, the reporting on these might not be available in the annual report, but IOM has assured that these will then be included in IOM's regular reporting to Member States on organizational reforms.

Danish priority Area 1: Enhanced strategic and organizational effectiveness of IOM		
Relevant theme, outcome and indicators are drawn from the part of IOM's Operational Effectiveness and Efficiency Framework		
Theme	Outcome	Indicators
Resource mobilization	IOM will mobilize the necessary resources to ensure a stronger financial investment in IOM's structure and foundations to ensure that its strategic and institutional priorities are realized.	E.1.3: Voluntary contributions (USD): i. Earmarked ii. Softly-earmarked iii. Unearmarked E1.5: % of multi-year funding committed E.1.6: # of Private Sector partners
Institutional Accountability	IOM will maintain its accountability to Member States, as well as fulfil broader UN system-wide responsibilities, whilst ensuring IOM's flexibility, capacity to deliver and attention to immediate needs.	E2.2: # and % of IOM offices with up-to-date and consistent delegation of authority matrices, in accordance with the template
Operational Excellence	IOM will develop greater predictability and consistency across its work, including through stronger analytical capacities and risk management.	E4.1 Efficiencies in USD: i. Entity-specific initiatives ii. Bilateral initiatives

		# and % of country offices with results-oriented strategies in line with the Strategic Vision/Strategic Results Framework (SRF)
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Danish priority Area 2: Enhancement of IOM's role in the UN System and strengthened partnerships

Relevant objective, long and short-term outcome and related outputs and indicators drawn from IOM's Strategic Results Framework.

IOM objective	Long Term Outcome	Short Term Outcome	Outputs	Indicators
4: Migration governance is supported by a Whole-of - Government and Whole-of-Society approach	4b.: Government institutions, systems and migration policy and legal frameworks are well-coordinated, aligned with international standards, and coherent with broader development and policy planning from the global to the local level	4b.2: Governments mainstream migration in related policies and strategic decision-making across development, humanitarian and security/peace sectors/agendas	4b.2.2 Governments through the UN Network on Migration and the UN Development System, receive effective, coordinated and whole-of-system support to develop and implement migration policies and mainstream migration into related public policy domains, in line with the 2030 Agenda, the GCM and other relevant frameworks in humanitarian, environment and related fields.	<p>4b22a: # of governments supported by IOM, through the UN Network on Migration and/or the UN Development system, to effectively mainstream migration into related public policy domains (disaggregated by type of support)</p> <p>4b22b: # of countries where migration is mainstreamed into Common Country Analysis (disaggregated by region)</p> <p>4a22c: # of country or regional level UNNMs / coordination mechanisms that have been set up and that are inclusive of all levels of government and civil society</p>

				(disaggregated by type, region and country)
Relevant theme, outcome and indicators are drawn from the part of IOM's Operational Effectiveness and Efficiency Framework				
Theme	Outcome	Indicator		
Institutional accountability	IOM will maintain its accountability to Member States, as well as fulfil broader UN system-wide responsibilities, whilst ensuring IOM's flexibility, capacity to deliver and attention to immediate needs.	E2.5 # and % of country offices that report support to UNDS reform initiatives		
Resource Mobilization	IOM will mobilize the necessary resources to ensure a stronger financial investment in IOM's structure and foundations to ensure that its strategic and institutional priorities are realized.	E1.7: Transfers to implementing partners (USD)		
Thought Leadership and Communication	IOM will continue to share its experience in order to improve the design and function of various aspects of migration policy, by gathering, managing and communicating accumulated knowledge, strengthening the migration evidence base and using innovative approaches to ensure that institutional practice is constantly evolving to new contexts and meeting the changing needs of beneficiaries.	E5.2: # and % IOM data and analysis used in key UN programming documents		

Danish priority Area 3: Supporting capacity building of governments and relevant authorities for better migration management				
Relevant objective, long and short-term outcome and related outputs and indicators drawn from IOM's Strategic Results Framework.				
IOM objective	Long Term Outcomes	Short Term Outcomes	Outputs	Indicators
3: Migrants and societies benefit from safe, orderly	3b.: Migration flows and cross-border mobility are well managed, with measures to ensure well-being, including health, security and safety throughout the mobility continuum	3b.1: Governments are able to prevent and counter trafficking in persons, smuggling of migrants and related transnational organized crimes at all levels in line with the Palermo Protocols	3b.1.1: Relevant authorities have the knowledge, skills and tools to detect, investigate, and prosecute trafficking in persons, smuggling of migrants and related transnational organised crimes during the migration continuum.	3b11d: # of initiatives developed with IOM support to counter smuggling and/or trafficking (disaggregated by type of initiative)

and regular human mobility		3b.4: Integrated, non-discriminatory border management policies, strategies and systems ensure the human rights, dignity and safety and security of all those on the move, including children and vulnerable migrants	3b.4.1: Governments have the knowledge and skills to develop inclusive (non-discriminatory, gender-responsive and child-sensitive) immigration and border management policies, in line with international standards.	3b41b: # of immigration and border officials who have capacities to deliver inclusive (non-discriminatory, gender-responsive and child-sensitive) immigration and/or border management policies (disaggregated by type of official, gender)
4: Migration governance is supported by a Whole-of - Government and Whole-of-Society approach	4a.: Accurate, disaggregated evidence on human mobility is collected, shared and utilized for evidence-based policy making by governments at the local, national, regional and global level	4a.1: The global evidence base on migration is strengthened [and available to governments and other relevant stakeholders]	4a.1.2: At national and regional levels, whole-of government and whole-of-society coordination mechanisms improve migration data collection, management, sharing, analysis and use, as well as data harmonization.	4a12a: # of whole-of-government coordination mechanisms developed and maintained with IOM support to improve migration data collection, management, sharing, harmonization and/or use (disaggregated by type of mechanism) 4a12c: # of regional-level migration-data-related processes and initiatives supported (disaggregated by type of initiative)

Danish priority Area 4: Addressing the linkages between climate change and irregular migration and forced displacement				
Relevant objective, long and short-term outcome and related outputs and indicators drawn from IOM's Strategic Results Framework.				
IOM objective	Long Term Outcomes	Short Term Outcomes	Outputs	Indicators
2: Individuals and communities are empowered and resilient	2a.: The adverse drivers and structural factors that compel people to leave their homes are addressed or minimized	2a.1: Governments and communities address, adapt and/or are resilient to crises, health emergencies, climate-related disasters and multi-hazard risks, [leading to reduced impact mobility risks and impacts].	2a.1.2: Governments and communities have systems and capacities, tools and skills in place to prevent and recover from disasters, and adapt to the long-term effects of climate change and environmental degradation.	2a12a: # of officials and community members who have participated in capacity development activities to prevent and recover from disasters and/or adapt to the effects of climate change and/or environmental degradation (disaggregated by type, actor and gender)

				2a12c: # of early action frameworks developed with IOM support to prepare for a crisis (disaggregated by type of support)
		2a.2: States implement comprehensive development strategies that address inequalities [related to gender, age, disabilities and legal status] such as uneven access to natural resources and other adverse socio-economic or community factors	2a.2.1: Governments have the knowledge and tools to address inequalities and other adverse socioeconomic drivers to migration. 2a.2.3: Governments have sufficient, reliable data and analysis on socio-economic needs of people at risk of engaging in unsafe or harmful migration, in particular those belonging to marginalized or vulnerable groups, [as a basis to inform evidence based solutions].	2a21a: # of government officials who have participated in capacity development activities to address inequalities and other adverse socio-economic drivers to migration (disaggregated by gender) 2a23a: # of government policy makers reached with up to date migration research, analysis and/or information from IOM on socioeconomic needs of population at risk of irregular migration (disaggregated by type, gender, ministry)

Cross cutting priority: Gender responsiveness		
Relevant outcomes outputs and indicators are drawn from IOM's Strategic results Framework (Cross Cutting priorities)		
Outcome	Outputs	Indicators
Gender mainstreaming	IOM applicable projects will achieve an IOM Gender Marker Code	% of applicable projects (i.e. projects not considered "N/A") coded 2a or 2b according to the IOM Gender Marker in PRIMA and PRISM
	IOM's applicable projects (i.e. projects not considered "N/A" according to the IOM Gender Marker methodology) will be developed and/or implemented in consultation with women and/or girls, or their representative organizations (e.g. NGOs, migrant associations, etc.).	% of applicable projects reporting the inclusion of women and/or girls, or their representatives, during project development and/or implementation
	IOM's applicable projects (i.e. projects not considered "N/A" according to the IOM Gender Marker methodology) will address structural	% of applicable projects (i.e. projects not considered "N/A") reporting addressing structural barriers to gender equality,

	barriers to gender equality in project development and/or implementation.	during project development and/or implementation
Relevant theme, outcome and indicators are drawn from the part of IOM's Operational Effectiveness and Efficiency Framework		
Theme	Outcome	Indicator
People and Culture	IOM will continue to establish an inclusive culture, free of harassment and bullying, whilst investing into staff development to attain the expertise and skills required to provide IOM's Member States and migrants with a partner that can grow and learn alongside them.	<p>E3.2 : # of country offices with dedicated:</p> <ul style="list-style-type: none"> i. PSEA staff and/or PSEA focal points ii. Gender advisors/specialists (staff dedicated to gender equality work) iii. Disability advisors/specialists (staff dedicated to diversity work) <p>E3.3: % of performance indicators for which IOM meets or exceeds requirements:</p> <ul style="list-style-type: none"> i. United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UNSWAP) ii. United Nations disability inclusion strategy accountability standards (UNDIS)