

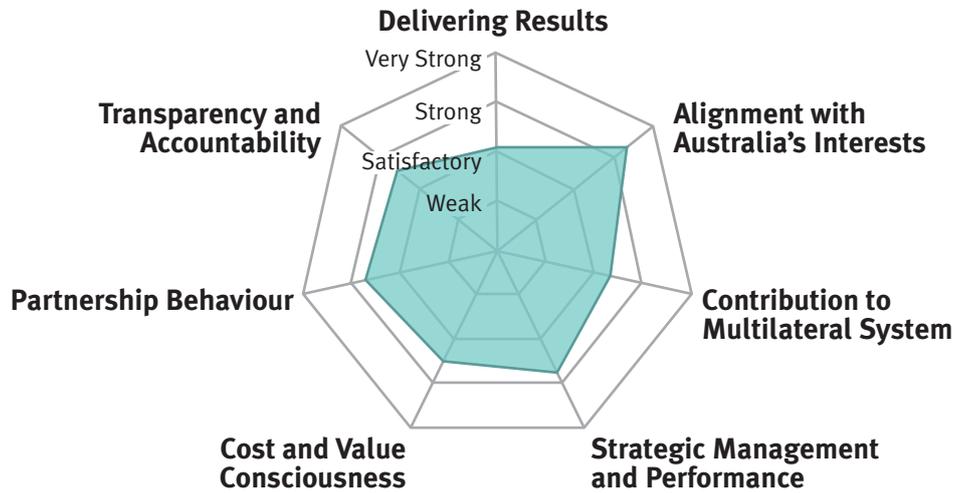


Australian Multilateral Assessment March 2012

# International Organization for Migration (IOM)



## OVERVIEW OF ORGANISATION RATINGS



## ORGANISATION OVERVIEW

Established in 1951, the International Organization for Migration (IOM) is an inter-governmental organisation working in the field of migration. It has 132 member states with another 17 states and organisations holding observer status. IOM works closely with governments, inter-government and civil society partners to help ensure the orderly and humane management of migration. It promotes international cooperation on migration issues and assists the search for practical solutions to migration problems.

IOM has offices in more than 100 countries. Approximately 7100 staff work on more than 2300 projects in 460 field locations.

In 2010, IOM's total expenditure was US\$1.4 billion. It receives administrative funding through assessed contributions of member states, but most funding is directly provided by donors (primarily member states) to undertake specific projects.

Australia provides both ODA eligible and non-ODA eligible funding to IOM. In 2010–11, Australia provided IOM with \$37.1 million in ODA-eligible non-core funding.

## RESULTS AND RELEVANCE

**1. Delivering results on poverty and sustainable development in line with mandate**

**SATISFACTORY**

IOM’s constitution outlines clear and comprehensive functions, addressing interlinked issues associated with migration and the movement of people. It achieves tangible results in many developing countries. In 2011, assistance was provided to more than 115 000 displaced persons to relocate and more than 100 000 persons to resettle under the auspices of a memorandum of understanding IOM has with the United Nations High Commissioner for Refugees (UNHCR).

In Australian Multilateral Assessment field visits to Indonesia and Sri Lanka, virtually all stakeholders consulted were positive about IOM effectiveness in delivering results. The contribution each activity makes to IOM’s overall mission and results is sometimes not clear, however. This is largely because most funding is earmarked by donors for specific activities.

Further improvements to its results framework are needed to enable IOM to better demonstrate and communicate its contribution to humanitarian and development results.

Many IOM programs assist with the needs of the poorest and most vulnerable people, such as displaced persons in emergency and post-crisis situations and victims of human trafficking, but the level of targeting of the poorest across its suite of programs in developing countries is unclear. However, IOM activities and projects are determined by Member States and other beneficiaries’ priorities.

**a) Demonstrates development or humanitarian results consistent with mandate**

**STRONG**

IOM’s constitution and strategy serve as its mandate, which includes to assist migrants affected by humanitarian crises, and to assist people internally displaced by natural disasters. At the request of its Member States, IOM provides a significant and measurable level of assistance in support of humanitarian objectives through its emergency and post-crisis migration programs in line with its constitution. IOM provides services to migrants and displaced persons during emergencies and in the aftermath of a crisis. It collaborates closely with UNHCR. In 2011, assistance was provided to more than 115 000 displaced persons to relocate and more than 100 000 persons were assisted to resettle under the auspices of the UNHCR/IOM memorandum of understanding. This represents a significant contribution to refugee resettlement and a demonstrated support for international refugee agreements.

The annual report for 2010 documents achievements in relation to migrant health, assistance to voluntary returnees, capacity building, resettled and trafficked persons and for unaccompanied migrant children. It also has a core body of work addressing migration and development, under the strategic objective of strengthening the capacity of governments to maximise socio-economic development.

The complexity of its portfolio structure and, as yet, limited articulation of a results framework, makes it sometimes difficult to identify IOM's specific contribution to development or humanitarian outcomes at organisation-level. The contribution becomes more evident at a country and sub country-level through its specific projects, which is consistent with its fee for service structure and its operations being largely based on specific project funding from donors.

<b>b) Plays critical role in improving aid effectiveness through results monitoring</b>	<b>WEAK</b>
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The IOM strategic framework contains a set of twelve strategic objectives, which are addressed through four main areas of intervention and a set of crosscutting activities.

The IOM has developed a results-based management (RBM) manual and is improving its project management system to enable better capture of achievements and results at the project level. It is also seeking to improve its approach to monitoring through data collection and reporting at country/regional-level and to strengthen the organisation's evaluation capacity.

While in the transition phase to more evidence-based results reporting, IOM continues to report against processes and inputs, including in its annual report. It does not currently frame its work in terms of results achieved. It can document outputs against its strategic and program objectives and formulates project specific indicators and targets depending on the requirements of donors. While IOM can aggregate results against strategic goals in some areas (such as resettlement), its projectised nature and its operation in response to donor needs makes it difficult for IOM to aggregate results against its full range of strategic goals.

<b>c) Where relevant, targets the poorest people and in areas where progress against the MDGs is lagging</b>	<b>SATISFACTORY</b>
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Based on its projectised structure, IOM operates primarily through direct earmarked funding provided by donors. But IOM conducts humanitarian appeals to support those in crisis and emergency situations, such as the Horn of Africa, Haiti earthquake or the Sudan emergency. IOM makes a significant contribution to assisting displaced persons in emergency and post crisis situations. In 2010, the majority of displaced and refugee populations assisted by IOM were moving from countries in Africa and the Middle East, following emergencies or conflict in those areas. In this respect IOM can respond flexibly and be proactive in supporting the humanitarian and emergency needs of vulnerable people.

IOM has supported governments in various regions of the world to establish regional consultative processes on migration which deal with a range of migration issues, including the relationship between migration and development. IOM's projectised structure means that the targeting of its activities and projects is determined largely by the requests and priorities of donors.

<b>2. Alignment with Australia's aid priorities and national interests</b>	<b>STRONG</b>
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IOM's development-related activities align well with the Australian aid program's strategic goal of humanitarian and disaster response.

Australia is a long-standing member of IOM and values it as a flexible, responsive partner in implementing international migration policy goals.

IOM gives priority to supporting regional processes that shape and address migration policy challenges, and responds to emergencies to assist displaced people, both of which are priority issues for Australia.

In 2010, IOM's largest expenditure was on projects dealing with people movement, emergency and post-crisis migration management activities, much of which was directed to Asia-Pacific.

IOM has a formalised approach to gender issues and has established a framework for addressing these in its programs. Feedback from Australian overseas missions is mixed about how well this is applied in practice.

IOM has an extensive record of working effectively in fragile states and in marginal areas responding to the movement of people across borders and in displacement and resettlement camps. Community stabilisation and development are also areas of work of the organisation in post-crisis settings.

<b>a) Allocates resources and delivers results in support of, and responsive to, Australia's development objectives</b>	<b>VERY STRONG</b>
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Australia sees the work of IOM as supporting regional stability and socio-economic development. There is ongoing collaboration between Australia and IOM across a number of areas. As one of the main destination countries for migrants Australia relies on the quality and professional work of the IOM in the assessment and transfer process of its migrant intake.

Australia values IOM as a key partner in finding solutions for internally displaced people, refugees and asylum seekers in difficult circumstances. For example, in Indonesia, Australia has worked with IOM to support the welfare of vulnerable displaced populations through the provision of food, healthcare and improvements to accommodation conditions. In Sri Lanka, Australia supported the eye care program for tsunami affected communities after the Asian tsunami in 2005.

IOM also provides a range of services to Australia, such as:

- > facilitating travel, including travel loans, health assessments, and cultural orientation, for humanitarian visa recipients
- > providing return assistance to irregular migrants and case management, counselling, return and reintegration assistance for asylum seekers
- > supporting a range of capacity building projects and population stabilisation operations in Asia-Pacific and the Middle East, and

- > undertaking migration research and providing a forum for regular migration policy discussions, primarily through the international dialogue on migration.

<b>b) Effectively targets development concerns and promotes issues consistent with Australian priorities</b>	<b>STRONG</b>
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IOM's activities align well with the Australian aid program's strategic goal of humanitarian and disaster response.

IOM is implementing projects to support communities in the Asia Pacific region, such as capacity building for earthquake affected areas in Indonesia, relief work in Micronesia, support for vulnerable groups in Pakistan and malaria control, border control strengthening in PNG and Solomon Islands and tuberculosis and HIV care support for migrants in Burma.

Australia's engagement with IOM is typically in migration management, emergency and post-crisis projects. Reports from Sri Lanka confirm IOM has worked effectively with, and gives open and transparent access to, Australia for monitoring and review its co-financed activities. In its Australian funded Sri Lanka projects, IOM effectively delivered significant improvements in the health and shelter provisions and contributed to humanitarian outcomes for those affected populations.

<b>c) Focuses on crosscutting issues, particularly gender, environment and people with disabilities</b>	<b>SATISFACTORY</b>
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IOM's Gender Coordination Unit (GCU) promotes and supports the implementation of the organisation's gender policy by providing advice and technical guidance to headquarters departments and the field. The unit and a network of gender focal points in countries seek to incorporate a gender perspective into all IOM programs, policies and human resources management. IOM promotes gender balance among staff, in training and meetings, including gender knowledge and experience as a requirement in terms of reference, and requires project reports to specifically identify gender gaps. It also seeks to disaggregate data by age, sex and ethnic origin.

Feedback received on IOM's gender work from Australian overseas missions was mixed. For example, in Sri Lanka IOM has developed a highly effective strategy for addressing gender issues, whereas in East Timor IOM did not adequately incorporate gender issues into a disaster risk reduction project.

IOM has undertaken work on migration and climate change, including through a climate change theme at the 2010 at the international dialogue on migration and collaboration with UN task team on social dimensions of climate change. As an internal environment friendly measure the staff association has selected 'greening IOM' as one of their priorities and concrete actions have been implemented in IOM headquarters and missions.

**d) Performs effectively in fragile states****VERY STRONG**

IOM has an extensive, effective record of working in fragile states; and in marginal areas responding to the movement of people across borders and in displacement and resettlement camps. It has developed long-standing relationships with UNHCR, UNICEF and other UN agencies working as cluster leads in such situations and is recognised as an expert in providing specific support and services to migrant and displaced populations.

IOM has worked with Australia in a range of displacement situations including in Sri Lanka, East Timor and Libya, and was highly effective in dealing with the issues of health service support, livelihood development for returning refugees and relocation assistance for displaced people.

**3. Contribution to the wider multilateral development system****SATISFACTORY**

IOM plays an important and leading role in working with United Nations agencies to manage migration. This extends to supporting migrants and internally displaced persons with shelter and other essential services and in managing the orderly movements of often large numbers of people. In these areas IOM performs very effectively and provides a high level of expertise to addressing fast moving and critical migration issues.

IOM contributes to innovative approaches and the development of norms and standards primarily relating to principles and practices on managing migrants and the application of international law on migration. Its contribution in these areas is substantial although the degree of its actual influence cannot be assessed with certainty.

**a) Plays a critical role at global or national-level in coordinating development or humanitarian efforts****SATISFACTORY**

IOM plays an important and prominent role in working with a range of governments, United Nations agencies and civil society organisations on a wide range of migration issues including the relation between migration and development. It acts as a cluster lead in camp coordination and shelter in emergency situations.

IOM participates in various UN conferences and collaborates in fora where migration issues are relevant. IOM contributes to papers and documents that help to facilitate international debates on migration and development.

As part of its structural reforms initiated in 2010, IOM has designated certain regional offices and country offices as having coordinating functions to deal with specific migration issues in those regions. The eight regional offices are based in Argentina, Austria, Belgium, Costa Rica, Egypt, Senegal, South Africa, and Thailand. The coordination responsibilities cover the Horn of Africa, South Asia, Central Asia, the Pacific, North Africa and the Mediterranean, and the Caribbean. Although this initiative is still under implementation, and it is too early to assess its impact, this devolution should help to collate more information about international migration issues and the impact of IOM's operations.

<b>b) Plays a leading role in developing norms and standards or in providing large-scale finance or specialist expertise</b>	<b>STRONG</b>
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IOM makes an important contribution to establishing norms and standards for migration management and related issues. IOM contributes to UN committees examining migration issues and has developed an active and comprehensive research and publication program on policy and implementation issues. The *World Migration Report* is a significant example of a research and analytical product that makes an important contribution to international debate and discussion about migration issues.

IOM plays an important role in providing reliable and comprehensive information and evidence-based advice on migration trends, challenges and opportunities. Its support strengthens the capacity of governments and other relevant stakeholders to develop and implement effective national, regional and global migration management policies and strategies. By improving the knowledge base for migration policy-making and producing fresh analyses of contemporary migration dynamics, IOM is able to contribute to better policy and program development at national-level.

IOM also contributes to humanitarian norms and standards setting through its involvement in the inter-agency standing committee. IOM is a member of the committee’s transformative agenda.

<b>c) Fills a policy or knowledge gap or develops innovative approaches</b>	<b>SATISFACTORY</b>
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A key product contributing to international knowledge and practice in migration is IOM’s work in international migration law. Through this body of work IOM promotes awareness and understanding of international migration law and enhances knowledge of the legal instruments that govern migration at national, regional and local-levels.

Through its field offices IOM has good coverage of migration sites and uses this network to capture and collate data on migration, and to produce country specific ‘migration profiles’. This information is used for its research and publication work, which is extensive and covers a wide range of issues and concerns on migration and other trans-border movements. These publications are a valued source of reliable data on migration levels and trends and comprehensive country specific information on migrants, internally displaced persons and other migration issues.

Another contribution to knowledge is the information database called Migrant Management and Operational Systems Application (MiMOSA). This innovative information system captures and processes biographical and demographical information about individual migrants and the services provided to them around medical screening, migrant training, assisted voluntary returns, pre-consular services, counter trafficking and movement. Although the analysis and distribution of information needs improvement, MiMOSA is a valuable source of information on migrants and supports national governments to track and monitor movements as well as contributing to better planning and management of migrant services.

Also, MiMOSA's counter trafficking module is the world's single largest repository of primary data on victims of trafficking, and is increasingly used for research purposes

In Haiti, IOM has developed a displacement tracking matrix which is an extremely useful tool in tracking displacement and inform relevant programming.

## ORGANISATIONAL BEHAVIOUR

### 4. Strategic management and performance

**STRONG**

At the level of strategic focus and objectives IOM has a well-articulated planning framework. All projects and programs link to its broader strategic objectives.

IOM's governance bodies appear to be relatively effective in providing oversight of IOM's strategic direction, performance and other governance issues.

Evaluation systems are in place and there is good field-level review and assessment, with evidence to show learning at this level feeds into project adjustments and changes.

However, there appears to be limited broader evaluation undertaken by IOM independently of donor requests although this is largely due to reliance on earmarked funding and limited funding available for core functions, including evaluation.

IOM has strong leadership and an effective, transparent approach to human resource management. Its reform process was managed consultatively and in an open and transparent manner. Good staffing practices are in place to support staff through these changes.

#### a) Has clear mandate, strategy and plans effectively implemented

**STRONG**

The current IOM strategy was adopted in 2007 and reflects the organisation's functions outlined in its constitution. All project implementation documentation seeks to show linkages back to IOM's current strategy, although IOM's projectised structure means activities are not driven by the extent of linkage to the strategy. In 2010, there were 2302 projects across the whole IOM portfolio, an increase from the 2004 number of 1100 ongoing and 350 new projects.

Consistent with its projectised structure, and in response to the direct funding provided by donors, IOM's main effort is centred mainly on regulating migration (20 per cent of the budget); and movement, emergency and post-crisis migration management (51 per cent). Most of IOM's work focuses regionally in Europe, with Asia and Oceania and Africa regions receiving about half the number of activities as does Europe. Again, this is the result of IOM's projectised model and demonstrates its flexibility in being able to respond to states' needs.

The current Director General has introduced a structural reform process following a 2009 review of the organisation to revise and consolidate operations and resources at field-level and improve coherence at headquarters.

The stimulus for this review was the growing concern by IOM management that budget pressures and restrictions in financial processes were preventing the organisation from

meeting the increasing demands on its services and threatened to reduce its ability to implement its mandate.

Management had identified three priority areas for urgent action: a structural reform process; a full-scale rotation exercise and a budget reform process. Implementation of reforms in all three areas is almost completed.

Management has also focused on operational constraints and improving cost efficiencies through the reforms. A key aspect has been to rationalise the functions between the regional offices and headquarters. One strong example of effective cost saving measures has been the outsourcing of back-office functions to Panama and Manila which has allowed for a significant saving on Geneva-based overhead costs.

<b>b) Governing body is effective in guiding management</b>	<b>SATISFACTORY</b>
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IOM operates under the guidance of its member states. In addition to informal meetings, members provide oversight to the IOM through three formal governance structures—the IOM Council, the Executive Committee, and the Standing Committee on Programs and Finance.

Council discussions focus on IOM’s strategy, the strategic fit of projects, performance and value for money, and organisation-wide governance issues. The IOM Council appears to be reasonably effective in providing guidance to management about these issues.

The organisational reform process has been supported by the Council and is largely completed. The budget reform agenda has only recently commenced and will take time.

<b>c) Has a sound framework for monitoring and evaluation, and acts promptly to realign or amend programs not delivering results</b>	<b>SATISFACTORY</b>
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IOM evaluation guidelines were last revised in 2006. These guidelines are comprehensive in coverage and provide managers with sound explanations of different aspects of evaluation methodology, processes, norms and standards, and tools to support the conduct of project and program evaluations.

IOM has an evaluation officer whose task is to reinforce an evaluation culture through technical assistance in evaluations managed by the field offices. The evaluation office has limited capacity and is therefore not able to conduct reviews of the majority of projects. Evaluations beyond those funded by projects and approved or requested by donors appear to be limited in number, again in part due to the organisation’s fee for service structure.

Some donors to IOM such as Sweden, the UK, Canada, UNOCHA and Norway have conducted joint sectoral (humanitarian) or global evaluations of IOM’s operations in close coordination with IOM.

The reliance on donor funding for evaluations and its limited administrative funding, means information available from evaluations may not be sufficient to meet IOM’s overall

requirements for strategic management, performance reporting and gathering of lessons to inform future operations.

There are some signs that this may improve in the future. Reinforcement of the evaluation function is planned for 2012. A key focus of the new RBM approach is the promotion of a culture of evaluation within the organisation. Performance indicators are being emphasised for projects, particularly at the level of project outcomes, and this may help with future evaluations informing performance or feeding into the design of new programs.

<b>d) Leadership is effective and human resources are well managed</b>	<b>VERY STRONG</b>
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The current Director General has introduced a structural reform process following a 2009 review of the organisation to revise and consolidate operations and resources at field-level and improve coherence at headquarters.

Management has also focused on operational constraints and improving cost efficiencies through the reforms. A key aspect has been to rationalise the functions between the regional offices and headquarters.

The Director General has shown strong leadership in initiating and actively managing the reform process. In pursuing reforms he has kept staff advised of plans and regularly involved staff in consultations. The Deputy Director General has also played a strong role.

Performance management and strengthening the rigour of human resources at IOM has been a priority for the Director General. This assessment has found IOM human resources approaches are strong.

<b>5. Cost and value consciousness</b>	<b>STRONG</b>
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IOM management has been prompt in identifying the urgency of reforming its cost and organisation structures to improve its financial and operational position. It was quick to develop and implement a package of reforms and operational adjustments to achieve necessary changes. Its governing bodies have supported and been effective in overseeing reforms. The changes are ongoing but early evidence, including feedback from the Australian Multilateral Assessment field visit to Sri Lanka, indicates significant improvements in the cost effectiveness of field-level operations and significant cost savings in the operational budget at headquarters and in field offices.

<b>a) Governing body and management regularly scrutinise costs and assess value for money</b>	<b>STRONG</b>
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IOM's administrative budget (3.5 per cent of 2009 expenditure) is funded from member state compulsory assessed contributions (membership payments). To cover indirect costs, IOM has a standard charge of five per cent on total costs of projects for administrative support, which is less than other agencies working in emergencies. IOM has a lean and transparent headquarters cost structure, with the majority of staff recruited locally in-country.

IOM is giving priority to improving internal control measures to ensure human and financial resources are used efficiently and is moving towards adopting the International Public Sector Accounting Standards for the purposes of preparing annual financial reports.

The reforms initiated devolution of some headquarters functions to the regional offices and increased financial delegation to the regional offices to support country office functions.

Manila and Panama are global hubs for human resource management of local staff, for financial oversight and control and for procurement, and this model has been strengthened to enhance efficiencies. The response time from Manila has been reduced and it provides regular and timely feedback on financial reports to the country team.

<b>b) Rates of return and cost effectiveness are important factors in decision making</b>	<b>SATISFACTORY</b>
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There is evidence that IOM takes cost into account in its project design and during implementation and seeks the best local sources for procurement. A review of the Sri Lankan project in support of resettlement and livelihood assistance for displaced peoples noted that IOM provides value for money. The China Bay playing field project was completed for a modest US\$12 000 and maintenance provided by the parents of the beneficiaries. The Batticaloa irrigation project required the beneficiaries to raise a proportion of the funds themselves, which they did. The community also opted to extend and build upon the project by increasing the length of the irrigation canal provided by the IOM activity, again at their own cost.

<b>c) Challenges and supports partners to think about value for money</b>	<b>N/A</b>
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As an agency often operating as direct implementer of projects, there is limited scope for IOM to challenge partners on value for money. As mentioned above, IOM has sound practices in place for pursuing value for money in its in-country procurement.

<b>6. Partnership behaviour</b>	<b>STRONG</b>
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IOM has developed wide-ranging partnership arrangements with United Nations agencies, international organisations, non-governmental organisations and other migration stakeholders and has developed formal and informal consultation mechanisms to engage with partners on its work.

To the extent possible it works through national project-management arrangements and regularly consults with governments on national and international issues relating to migration policy and management.

There is evidence from evaluations and reviews of IOM projects that it is responsive to the views of beneficiaries and community groups, particularly in implementing livelihood projects and providing migrant services.

<b>a) Works effectively in partnership with others</b>	<b>STRONG</b>
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IOM has developed wide-ranging and collaborative partnerships, including with UN Agencies and civil society. IOM is the global cluster lead for camp coordination and camp management in natural disasters and coordinates with UNOCHA and UNHCR in conflict induced displacement. Currently, IOM leads the cluster in four countries—Ethiopia, Haiti, East Timor and Nepal and has a good record of collaboration and consultation with its partners in these difficult contexts.

Also in areas such as labour migration and migration and development, IOM collaborates with other international organisations, non-government organisations and migrants associations. In the area of counter trafficking, IOM is a member of the Inter-agency Coordination Group Against Trafficking in Persons (ICAT), and is one of six members of the steering committee directing the United Nations Global Initiative to Fight Trafficking (UN.GIFT).

Several good examples of IOM’s partnership behaviour were reported from Australian overseas missions. In Sri Lanka, donors are very supportive of IOM and its collaborative approach to implementation. In Indonesia, IOM has established trusting working relationships with government authorities, which sees them work in close consultation with the government to support migration and development interests.

<b>b) Places value on alignment with partner countries’ priorities and systems</b>	<b>SATISFACTORY</b>
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To the extent possible, IOM works through national project-management arrangements and regularly consults with government on national and international issues relating to migration policy and management.

IOM’s work in Sri Lanka provides a good example. The government of Sri Lanka considers IOM an effective partner, particularly in supporting its resettlement and emergency programmes. IOM works through government-managed project steering committees and is active in providing reports and information on progress to the government and other partners. IOM has also assisted the government in its policy development work, providing technical advice on migration and health issues which enabled the government to broaden its understanding of the scope of migration and health assessment processes. In this area the IOM contributes policy papers and information to government managed processes to build knowledge within the relevant ministry (Health). IOM also worked together with the relevant divisional secretaries to deliver small loans for recovery and livelihood assistance to displaced people.

<b>c) Provides voice for partners and other stakeholders in decision making</b>	<b>STRONG</b>
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The IOM constitution establishes the organisation as a service provider primarily to states, as well as migrants and other persons in need of migration services.

There are consultative mechanisms through which stakeholders can participate and provide feedback. For example, the international dialogue on migration provides a place

for migrants' stories to be presented to IOM member states. The annual IOM Council session provides another opportunity for IOM observer entities such as international organisations and non-governmental organisations to provide feedback on the work of the IOM.

The regional consultative mechanism provides an opportunity for IOM to support inter-state dialogue on migration between governments. An IOM-managed webpage is in place to provide up-to-date information to governments on ongoing activities of the principal regional consultative processes that are of possible relevance/interest.

There is also evidence from country visits (Sri Lanka) that IOM effectively consults with beneficiaries and other community groups to ensure its projects meet local requirements and are sensitive to community and beneficiary expectations. Reviews and assessment have identified that during implementation IOM regularly consults with migrant beneficiaries or displaced people to build their views into the design and management of the project.

<b>7. Transparency and accountability</b>	<b>STRONG</b>
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IOM has good policies for transparent and accountable information-sharing practices. It publishes extensively on its website and reports regularly to members.

The capacity to develop a stronger resource allocation framework is constrained by IOM's reliance on earmarked funds.

IOM has established effective oversight and audit systems. Financial scrutiny and reporting on budget and expenditure patterns meet international standards.

IOM provides members with detailed financial statements and identifies areas where budget forecasts are not met or require realignment to meet its portfolio demands.

Financial guidelines establish how IOM should promote transparency and accountability in partners and recipients.

<b>a) Routinely publishes comprehensive operational information, subject to justifiable confidentiality</b>	<b>STRONG</b>
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The organisation provides good access to management documentation and governing body papers, financial reports and external and internal evaluations for public scrutiny (for practical reasons evaluation reports listed on the IOM website are made available upon request). Detailed information is provided on every country program and updates of emergency and humanitarian assistance are posted on the IOM website and links provided to other relevant documentation to inform the public on its work. IOM is moving towards implementation of the International Aid Transparency Initiative.

IOM has an extensive list of publications on migration issues available on its website.

<b>b) Is transparent in resource allocation, budget management and operational planning</b>	<b>SATISFACTORY</b>
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The capacity to develop a stronger resource allocation framework is constrained by IOM's reliance on earmarked funds and its fee for service structure. Nevertheless there is room to improve explanations of how resource allocations are determined.

Budget estimates for 2011 were based on 'current information on programs which are expected to continue or commence in the budget year'. If only partial funding has been provided only work covered by the budget is implemented, with the remaining funds sought from donors. The criteria for setting priorities and resource allocation at the program and sub program-level are not clearly documented, so it is difficult to assess how closely IOM holds to its budget allocations throughout the year.

<b>c) Adheres to high standards of financial management, audit, risk management and fraud prevention</b>	<b>STRONG</b>
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IOM adheres to standard audit requirements and meets international standards for financial and oversight accountability. The Office of the Inspector General contributes actively to the oversight of IOM through its functions of internal audit, evaluation, rapid assessment and investigation. The Office is headed by the Inspector General and reports its findings to the IOM management, recommending remedial action in response to identified problems. It provides formal and informal consulting services to the administration on a number of management and organisational issues, policies, programs, guidelines and external reviews of the organisation.

<b>d) Promotes transparency and accountability in partners and recipients</b>	<b>SATISFACTORY</b>
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The financial guidelines set out how IOM should promote transparency and accountability in partners and recipients. It has a disclosure policy but this is subject to partner government agreement on project and operational activities. IOM's financial guidelines set out how the organisation should promote transparency and accountability in partners/recipients and that the organisation encourages transparency and accountability in delivery partners, while avoiding over-burdening them.