

MCOF STRATEGIC PLANNING

1 WHAT IS MCOF STRATEGIC PLANNING?

The Migration Crisis Operational Framework (MCOF) frames IOM's approach to analyse the mobility dimensions of crisis and systematize the way IOM develops a response to the needs of populations affected. The MCOF Strategic Planning methodology helps IOM staff to use the MCOF to develop a forward-looking response. It is a participatory process from which a vision is derived and formulated in a strategic planning document.

2 WHY UNDERTAKE MCOF STRATEGIC PLANNING?

MCOF Strategic Planning supports:

- a. Definition of a **shared vision** and steps to achieve this vision
- b. **Consistency and synergies** across crisis response operations
- c. Efficient **management** by defining shared priorities and objectives
- d. Staff **engagement** and **complementarity** across programming
- e. **Adherence** to MCOF and associated policies:
 - IOM's Humanitarian Policy: the Principles for Humanitarian Action;
 - Guidance on Mainstreaming Protection; and
 - The Progressive Resolution of Displacement Situations Framework.

3 WHAT DOES AN MCOF STRATEGIC PLANNING PROCESS LOOK LIKE?

MCOF Strategic Planning entails both a process, in the form of a participatory workshop, and a product, in the form of a strategic plan.

Preparation phase:

IOM missions work together with trained IOM facilitators located in Regional Offices to develop an appropriate timeline and process, which includes the identification of mission focal point(s) to support throughout. It may be beneficial for facilitators and mission staff to participate in focus group discussions and meet external stakeholders to support the analysis of the context.

Workshop phase:

The heart of the process is a two-and-a-half day participatory workshop. IOM colleagues representing the range of IOM activities and field locations should be invited to participate, up to a maximum of 25 staff. The definition of a problem statement and development of strategic objectives runs through the workshop.

The workshop follows a logical structure:

- Context analysis
- Stakeholder analysis
- Humanitarian issues
- Strength, Weakness, Opportunity and Threat analysis
- Response planning

Write up phase:

On completion of the workshop, mission focal point(s), supported by facilitators, collect any outstanding information and write up the discussions in the form of a strategic plan, which is circulated for final inputs. This document can then be shared with mission staff as well as external partners as the vision of IOM's migration crisis response.

4 WHO IS MCOF STRATEGIC PLANNING FOR?

MCOF Strategic Planning was developed to support IOM staff, **from decision makers to implementers**. Strategic planning workshops work best when a wide range of IOM staff representing the diversity of IOM programming are engaged and actively share their views and expertise.

Selected MCOF Strategic Planning exercises conducted in 2016

Dominican Republic

A major country of origin, transit and destination for international migration flows, most notably from Haiti, the Dominican Republic is also prone to a range of natural hazards, located beside a fault line and in the storm path of many hurricanes.

Addressing the drivers of displacement and impacts of disasters, disaster risk reduction and resilience building of at-risk communities are at the heart of IOM's strategy. IOM collaborates closely with, and builds capacity of, local stakeholders, focusing on prevention and preparedness, as well as ensuring that humanitarian protection and assistance are linked with longer term relief and recovery.

South-East Asian region

The South-East Asian region regularly faces both sudden and slow-onset natural disasters which affect millions of individuals and result in significant displacement and infrastructure damage. The region has recently also witnessed mass irregular movements, triggered by a variety of political, social, economic and environmental factors. These situations sometimes overwhelm existing capacities, leaving many in highly vulnerable situations.

IOM's subregional strategy supports States to effectively prepare for and respond to migration crises related to natural disasters or mass irregular movements, while addressing the root causes, risks and vulnerabilities to hazards and threats. The holistic strategy takes into account IOM's strengths in multisectoral action, creating the necessary synergies across humanitarian, preparedness, recovery and resilience efforts to reduce crisis risks and impacts.

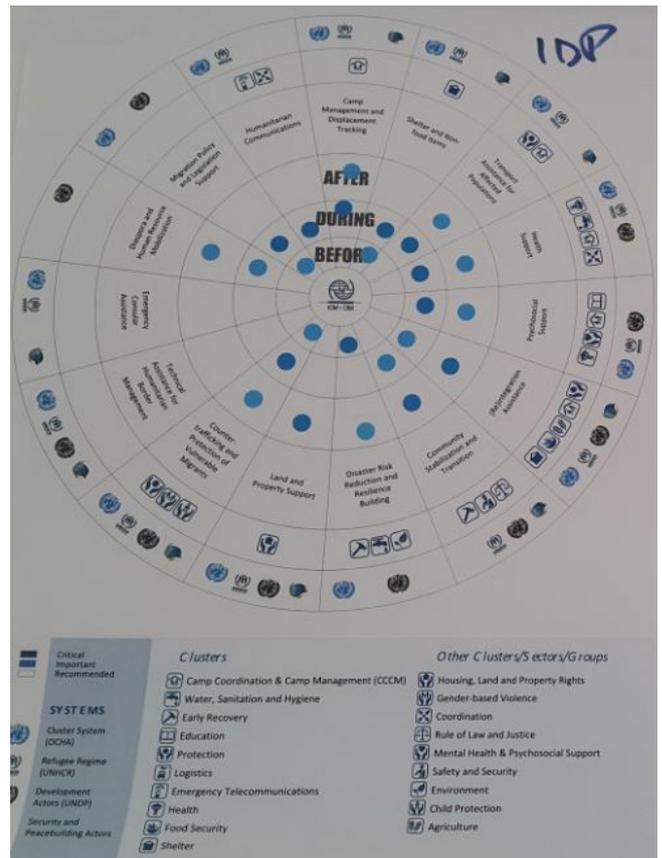
A strategy document which outlines IOM's response to crises has a range of benefits, including providing a platform for more flexible funding, which was an agreed outcome of the World Humanitarian Summit.

Mohammed Abdiker, Director
Department of Operations and Emergencies

South Sudan

The Republic of South Sudan seceded from Sudan in 2011, but ambitious State-building initiatives were curtailed by the emergence of civil conflict in 2013, which contributed to growing food insecurity and a rapidly declining economy. The current conflict in South Sudan can be characterized as an emergency within an emergency, with fluid mobility trends.

IOM's strategy recognizes the volatility of this complex crisis and the need to continue humanitarian protection



MCOF strategic planning exercise in Albania, September 2016
by Vassiliy Yuzhanin © IOM 2016

and assistance, while seizing opportunities to support transition and recovery where conditions allow, contributing to stability, sustainable conflict transformation and peace. The three pillars of intervention reflect this: (1) meeting humanitarian needs; (2) promoting stability; and (3) promoting national ownership and resilience.

Yemen

Increasing instability and deepening political crisis in Yemen exploded into conflict in early 2015, resulting in major displacements and having a devastating impact on the lives of Yemeni citizens, as well as foreign migrants and refugees.

IOM's strategy recognizes the need to continue to support populations affected by the current complex crisis that involves widespread conflict, natural disasters and a migrant influx. IOM has adopted three pillars of intervention: (1) save lives and alleviate the suffering of crisis-affected populations; (2) promote humane and orderly migration management by strengthening local governance and government capacity; and (3) foster the resilience of affected populations and support sustainable recovery and peacebuilding processes.

International Organization for Migration

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Established in 1951, IOM is the leading inter-governmental organization in the field of migration and works closely with governmental, inter-governmental and non-governmental partners. With 149 Member States, a further 12 States holding observer status, and offices in over 100 countries, IOM works to assist in meeting the operational challenges of migration, advance understanding of migration issues, encourage social and economic development through migration, and work towards effective respect of the human dignity and well-being of migrants. IOM also provides humanitarian assistance to migrants in need, including refugees and displaced persons.