

PRIVATE SECTOR ENGAGEMENT STRATEGY



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A. INTRODUCTION

Established in 1951, the International Organization for Migration (IOM) is the leading United Nations intergovernmental organization in the field of migration and is committed to the principle that humane and orderly migration benefits migrants and society.

IOM supports migrants across the world, developing effective responses to the shifting dynamics of migration and, as such, is a key source of advice on migration policies and practice. With 175 Member States, a further eight States holding observer status and offices in over 100 countries, IOM is dedicated to promoting humane and orderly migration for the benefit of all. IOM is guided by the principles enshrined in the Charter of the United Nations, including upholding human rights for all. Respect for the rights, dignity and well-being of migrants remains paramount.

The Organization works in emergencies, developing the resilience of people on the move, particularly those in vulnerable situations, and building capacities within governments to manage all forms and impacts of mobility. The IOM Constitution recognises the link between migration and economic, social and cultural development, as well as the right of freedom of movement.

IOM has been operational in Nigeria since 2001, with a staff footprint of 2,000 in six offices in Benin City, Lagos, Yola, Katsina and Maiduguri

and the main office in Abuja, leading its interventions in 32 Nigerian States. IOM Nigeria works closely with migrants, Government Ministries, Departments and Agencies, intergovernmental and non-governmental partners at the Federal and State levels.



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B. PARTNERSHIP AND COORDINATION

Migration affects the entire society as well as the entire government. The business sector is a crucial partner in addressing today's severe humanitarian and development concerns because it provides special skills, information, expertise and resources necessary to fully realize the potential of human mobility while safeguarding migrants' rights.

In its Vision Statement, the IOM Country Strategy for Nigeria (2023-2027) focuses on a collaborative approach that emphasises the role of the Federal Government and its State governments, community leaders, religious chiefs, community-based and civil society organizations, faith-based groups, researchers and the private sector in achieving better migration governance and building integrated communities, through policy development, operationalisation and enforcement, through constant capacity-building and dialogue. IOM support to the Government of Nigeria is guided by the IOM Country Strategy (2023-2027) with key strategic priorities in Resilience, Mobility and Governance.

IOM work aims at supporting all aspects of the country migration governance structure, including immigration and border governance, labour mobility, migration health, protection, recovery, peacebuilding, transitional justice, as well as disaster risk reduction and climate change adaptation. It does so by providing protection, empowerment, access to health and education, social cohesion and life-saving humanitarian assistance to mobile populations, internally displaced persons, host communities and vulnerable migrants, such as victims of trafficking in



persons and victims of illicit smuggling of migrants, with a particular focus on women and children¹.

It has become increasingly clear that, in carrying out its supporting roles in the humane and orderly migration and its associated aspects, there is much need for IOM to create, leverage and build linkages with the private sector players.

This has seen the development of the Corporate IOM Private Sector Engagement Strategy (2023–2027), in view of partnering with the private sector to support safe, orderly and regular migration².

IOM Nigeria is an active member of the United Nations (UN) Country

¹ The IOM Strategy for Nigeria

² The IOM private sector engagement strategy, 2023-2027

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Team, engaging with all UN Agencies, Programmes and Funds in search of synergies for programmes efficiency.

By working with the UN, grassroot community organizations, civil society, academia, media and the private sector, IOM Nigeria encourages whole-of-society approach to migration governance. Its programme design and implementation are tailored to partners for developing multiplier effects in the country, the region and the continent.

The Private Sector Engagement Strategy (2023–2027) is an ambitious five-year plan that sets forth a proven approach based on three main pillars – Impact, Income and Innovation. The Three-I's Strategy will assist IOM Nigeria in enhancing partnerships with the private sector to foster change in corporate values and practices; enhance the protection of migrants' rights; generate innovative technical partnerships that capitalize upon business expertise and capabilities; and grow flexible funding that can support programme implementation and impact globally and advance implementation of the Global Compact for Safe, Orderly and Regular Migration.

The IOM Nigeria Three-I's Strategy is aimed at enhancing every effort to reach a higher impact through cooperation and partnership, in the framework of IOM leverage approach through a whole-of-government and a whole-of-society approach, to achieve sustainable development outcomes and contribute to Nigeria development accelerators and transformative initiatives for the whole community.

The Strategy seeks to help IOM collaborate with the business sector to promote changes in corporate principles and practices, strengthen the protection of migrants' rights, improve livelihoods and communities develop innovative technical solutions and expand flexible funding to enable programme execution and global impact.

The three pillars - Impact, Income and Innovation - are connected, crosscutting and mutually supportive. More than one pillar may be used to engage the private sector channels simultaneously. Through these pillars, it will equally derive its importance and relevance while recognising the local needs and best approach to migration issues and collaboration.

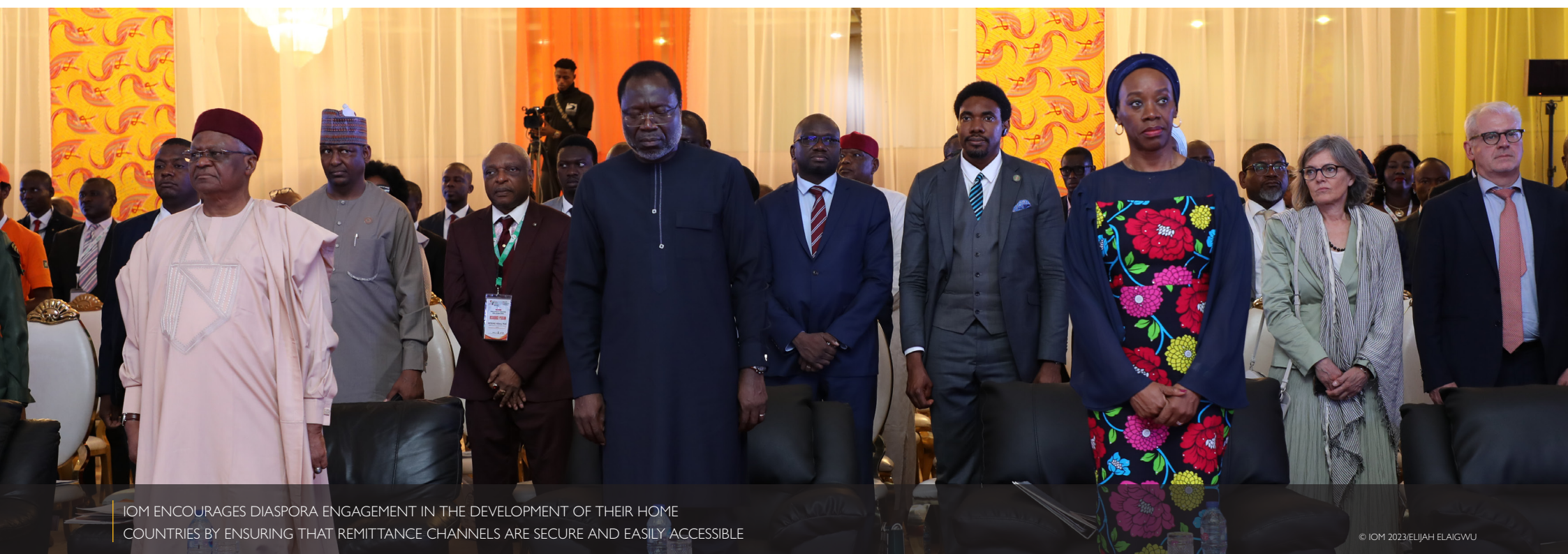
Building on the same, IOM Nigeria is creating and developing pathways to a more sustainable and long-term private sector partnerships, reaching more people.

IOM Nigeria seeks to harness and tap into the beneficial potential of the key private sector players, from the micro to macro entities, Corporations, foundations and individuals, from the local to international spheres. Nigeria is home to the new Silicon Valley, with vast emerging businesses in innovation and technology. It has become imperative that IOM takes a hand and seeks collaboration with these key players.

These partnerships are and will provide an important platform for advancing cooperation on migration. The Strategy will concern itself

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with the five key thematic areas of engagement and advocacy in Emergencies and Humanitarian Crisis, Labour Migration and Socio-Economic Inclusion, Counter Trafficking and Climate Change and Mobility. IOM Nigeria seeks to build the private-sector collaboration from these entry points.



IOM ENCOURAGES DIASPORA ENGAGEMENT IN THE DEVELOPMENT OF THEIR HOME COUNTRIES BY ENSURING THAT REMITTANCE CHANNELS ARE SECURE AND EASILY ACCESSIBLE

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C. THE RATIONALE AND VALUE PROPOSITION

IOM Nigeria Private Sector Strategy has a great role to play by engaging the private sector; especially given the emerging investment opportunities in this space; the private sector will and can be a great and reliable source of human knowledge, skill, research and innovation.

In its engagement, IOM Nigeria will concentrate and/or continue engaging the private sector in sectors where it has had a track record of fruitful and significant collaboration with the private sector and where there is a clear opportunity to grow or build its involvement with the private sector. This engagement will also be premised on the needs-based approach, keeping to mind IOM thematic areas, while appreciating the dynamic nature of migration-related issues.

It is crucial to talk about the value that IOM brings to the table as a driving force and participant in this partnership when involving and establishing collaboration with the business sector. The value propositions may vary, based on the business and nature of the engagement with the private sector entity or individuals.

The value proposition is premised on IOM being a primer UN Agency handling migration, a status IOM Nigeria enjoys locally. It is the advantage point for IOM activities which adds value to the well-being of migrants, host communities and persons affected with migration both from the places of origin and destination in Nigeria.

As such, IOM boosts of access to experts in the field of migration, with a solid reputation for being prompt, nimble and adaptable when assist-

ing migrants in need and providing both migrants and host communities with useful and practical aid. This could be in terms of socio-economic inclusion, reintegration and transitional rehabilitation of migrants, internally displaced persons and host communities.

The Partnerships will look at developing business and commercial opportunities for the companies. Building relationships and influences, IOM can be a big mediator between the private sector and the government. IOM reach, mandate, experience and human rights-based approach confer a high level of legitimacy and profile on its partners.

This will be a two-way street by which the IOM and private sector are mutually benefiting. IOM, prior and during its engagement, will strengthen the capacity of the business community to uphold the rights and protection of migrants, internally displaced persons and the private sector workers across all aspects of the business operations. IOM offers to provide fora for the corporate community to discuss issues and experiences with migration and to support migration opportunities. IOM will leverage the expertise, skills and capacity of the private sector to develop and finance innovative solutions to migration-related challenges.

With the process and periods of engagement, private sector players can be able through the interaction with IOM, inculcate, integrate, develop and maintain best practices, such as safe working spaces that respect human values, rights and ethics.

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D. STRATEGIC OBJECTIVES

The ultimate and overarching objective under this Strategy is to keep the private sector players, ever and always, informed, involved and interested in IOM. For this to happen, IOM seeks:

1

To build a reliable, solid and effective communication and information system and structures that raise awareness of IOM, its mandate and activities

This will be very instrumental, in shaping attitudes of the private sector players, and stimulate interest in IOM and its activities.

By reliable, IOM envisages a timely and evidence or fact-based dissemination of information, to the private sector, about IOM and its activities, specific information on what steps IOM has taken to address migration management, prevailing gaps and opportunities that the private players can harness to maximize efficiencies for both IOM and the Nigerian government. We should be able to provide reliable information about the thematic areas of engagement. This aims to build the private sector's confidence.

Specific objectives and short-term activities:

Having a dedicated Communication Team, publications and media platforms, to promote information sharing, and feedback.

2

To create, develop new partnerships and strengthen the existing private sector collaboration

This will address and inform the internal systems, on who and how do we identify, approach, engage, build and maintain the collaboration with the Private Sector.

Specific objectives and short-term activities:

Conducting a landscape analysis of the private sector in Nigeria, and identify the needs-based partners.

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E. STRATEGIC PILLARS

The private sector is a fundamental component of local communities affected by humanitarian crisis. The private sector has long been involved in humanitarian emergency preparedness, avert, response and recovery.

The Private Sector is a crucial part of local communities affected by humanitarian crises. For many private sectors, it is in the communities that their business is established and/or located, to many the communities are their target or existing markets. Business and commercial players thrive when the communities and individuals are socio-economically empowered, with a healthy and peaceful community.

Before, during and after humanitarian crises, private sector actors are present and are among the first members of society to respond, as evidenced by the private sector response to the crisis in the North East of Nigeria, providing assistance to stranded Nigerians across the world, and during flooding in the country.

To address humanitarian needs and positively contribute to long-term sustainable peace and development, private sector players contribute directly to humanitarian crises or indirectly through supply chains. They can use their expertise, resources, channels and influence to provide assistance. All these can be executed by the entity itself or individuals themselves, directly engaging the persons impacted by the crisis, or by partnering and/or seeking collaboration and outreach with/through other humanitarian groups on a local, regional, and global scale.

This Strategy seeks to involve the private sector more successfully in humanitarian action, creating sustainable and long-term partnerships and is motivated by IOM Nigeria recognition that the changing humanitarian landscape and needs can no longer be addressed effectively by humanitarian actors alone.

This Strategy will focus on two strategic pillars.



PRIVATE SECTOR ENGAGEMENT IS A CRUCIAL ASPECT OF IOM'S WORK IN ADDRESSING MIGRATION CHALLENGES AND FOSTERING SUSTAINABLE DEVELOPMENT

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E. STRATEGIC PILLARS



I. IMPACT/TECHNICAL PARTNERSHIPS

The engagement with the private sector is and will be multi-faced, but importantly, IOM will be looking at leveraging and taking benefit of core competencies, such as skills, knowledge, research and experience. Impact is equally as important as income, if not more, as companies and individuals, seek more than giving income, but having participation in the migration related activities, and directly contributing to the sustainable and durable solutions, and to make IOM interventions more effective.

IOM will ensure that collaborative efforts are based on a needs-based approach, and for this reason, this Strategy will address an unexclusive approach to private sector, while flexible to encompass points of entry for the private sector as and when needed.

This will envisage engagements with companies, professional and business associations, and academic institutions or persons.



II. INCOME PARTNERSHIPS

Under this pillar, IOM will look at pathways to create and broaden sustainable and flexible income generation in collaboration with the private sector, with sight on companies, foundations and individuals. The nature of partnership will envisage putting in place an internal financial and legal framework at IOM that is conducive and responsive to the private sector income collection and allocation.

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F. PRIVATE SECTOR ENGAGEMENT PRIORITIES

Private Sector Engagement Channel Priorities

IOM Nigeria private sector engagement focuses on engaging the companies, Foundations and Individuals.

Companies

IOM will continue to partner with businesses of all sizes with the support of business and professional associations.

Foundations

There is need for IOM to tap into Foundations. IOM Nigeria will conduct a Foundations mapping both those present and outside Nigeria.

Individuals

Persons are equally interested and play a key role in resource mobilization. This could be through donation and fundraisers. This could be through the individuals present in Nigeria, expatriated Nigerians in the diaspora and persons across the globe. Individual fundraising has proven to be a stable, reliable and significant income sources. However, significant investment into digitised platforms is critical for the success of individual fundraising. IOM Nigeria shall explore Zakat funding in an environment that has significant muslim presence, and in areas where we can reach out to Christians to do the same.



RETURNED MIGRANTS LEVERAGE IOM'S PARTNERSHIP
WITH THE PRIVATE SECTOR TO ENHANCE THEIR SKILLS IN
IN-DEMAND SKILLS WITHIN THEIR COMMUNITIES

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G. MODERLATIES OF ENGAGEMENT

IOM understands it will be difficult to have a “one-size” fits all Strategy, that speaks to the values and tools of engagement to all private partners. The Strategy will adopt a more flexible standing, premised on a needs-based approach.

IOM will explore and identify an area of need of private sector collaboration, examine the landscape to select possible and potential players, from which a company, foundation or individual will be contacted. For example, the company CSR strategy or sustainability report is an indicator of the line or area of engagement/strategy for a company.

The models of engagement by the private sector could take the form of providing products or services, improving or supporting the internal operations of IOM, business operations in areas affected by emergencies and making a financial contribution.



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H. DUE DILIGENCE AND RISK MANAGEMENT

While IOM sees the private sector as an integral and critical partner, all engagement must comply and be in line with international humanitarian principles and human rights standards.

Engaging and collaborating with the private sector comes with its inherent risks. When working with private sector entities, IOM must ensure that each partnership and collaboration aligns with the core values, partnership principles, institutional policies and commitments of the Organization and the UN.

IOM will coordinate, co-design and co-invest with private sector entities to increase the impact of our work, while recognizing that sometimes ventures with promising development or humanitarian benefits will fail or partners will not deliver on their commitments.



In implementing the Private Sector Engagement Strategy, IOM will continue to develop its in-house capacity to identify, assess and respond to risks. To identify risks, IOM considers the relevant systems, markets and relationships, and how they could affect the Strategy, objectives, and results. The likelihood of a risk happening and its possible positive or negative impact will be considered. Once the level of risk has been assessed, mitigation measures will be put in place if the risks are palatable and deemed not “too risky” for the Agency.

Private sector engagement requires some level of due diligence: assessing past performance, reputation, policies, and the future plans of the private-sector partner. The Agency will mitigate reputational and fiduciary risk through comprehensive due diligence conducted early in the engagement. The Due Diligence will be conducted in accordance with the Global Due Diligence Instruction IN/229 of the IOM.

Creating and maintaining an effective relationship-management is equally important in identifying opportunities and addressing potential misalignment of values or objectives, by fostering transparency, accountability, and flexibility. A partnership ability to address disputes can be outlined by clear management and governance frameworks, which also provide flexibility to modify approaches and actions as the engagement progresses.

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I. IMPLEMENTATION/ PRIORITIES

The successful implementation of this Strategy will see the private-sector partners play a pivotal role as a driver of effective humanitarian responses that incorporate innovative practices and systems to complement existing capacities during all phases of responding to disasters and crises. It will result in an increase and deepening of IOM collaboration with the private sector in the migration issues faced in Nigeria, building self-reliance; expanded opportunities for migrants, returnees, persons reintegrating into communities, the communities, and leading to socio-economic development at national level and consistent leveraging of the private sector's expertise, resources and investment in migration issues.



PRIORITY ACTIONS 2023 - 2024

1. A Nigeria specific-private sector landscape analysis: This will be critical to ensure the Agency has a clear understanding of the opportunities and potential areas of alignment with partners in Nigeria. IOM will develop a combined sector catalogue, that will be a working document detailing its activities and programmes that will be available to the private sector, as a tool of engagement and discussion with the private sector.
2. Nourish the income pipeline: This will require a business development roadmap together with a prospect pipeline. The pipeline will allow IOM to proactively reach out to partners rather than be "opportunistic".
3. Grow impact and technical partnerships with local and where appropriate international companies: To achieve this action, IOM will seek to establish private sector round tables with partners; engage the national Chambre of Commerce and Industries, and look at an end-of-year private sector symposium with partners.
4. Enhance communication and Advocacy to grow existing private sector partnerships and to position IOM with local global partners: This action will involve working with communications to get content and impact stories, with a focus on highlighting existing partnerships and develop advocacy materials that speak to the private sector.

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J. CONCLUSION

In conclusion, and critical to the realization and achievement of the objectives laid out in the Strategy, are two important elements to the Strategy.

A) THE ACTIVITIES AND PATHWAYS

i. Building the IOM brand to boost partnership and engagement success

A strong IOM brand is and will be important to engagement with private sector partners. An Organization's brand strength and its ability to fundraise income, and or engage partners are interrelated and interdependent elements that exist on a continuum. Awareness boosts fundraising capacity, just like any fundraising boosts awareness. The same can be said of private sector engagement and awareness.

Increasing Private sector partners' and individuals' familiarity with IOM is an important step towards engagement and potential support for the organization.

The Communication Team will have a great role to play. All of IOM communications initiatives must work harder to promote IOM objectives if the anticipated considerable increase in brand recognition is to be achieved, and this will call for among others, analyzing and coordinating every single

public or social media communication with brand attributes, key narratives, while targeting key audiences. Increase investment and build relations in the print and online media.

To this extent, the Communications and and Private Sector Team will work together on these and other activities, building and utilizing IOM brand to help create the best possible conditions for partnerships, and or fundraising with the private sector. Improve and or create new ways in which IOM internally communicates about private sector opportunities.



THE PARTNERSHIP WITH THE PRIVATE SECTOR SEES THE ESTABLISHMENT OF GREEN HOUSES IN EDO AND ADAMAWA STATES AS PART OF LIVELIHOOD SUPPORT FOR THE DISPLACED POPULATION AND RETURNING MIGRANTS

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ii. Investment, restructuring and capacity changes

IOM will need to allocate resources to creating, building and or improving competencies and capabilities of staff, partnership team, to be able to support the process of engagement, and to ensure human capital are in place to drive engagement activities.

Investment shall be supplemented by the restructuring of the existing or establishment of a dedicated team with the skills and expertise needed for not only ordinary, but technical partnerships. Staff capabilities will be upgraded to strengthen and support partnership units. This can be through webinars and training, and a platform created for knowledge sharing. Staff are key and can support impact analysis and partner visibility and identification.

A dedicated team, or unit to pursue private sector fundraising opportunities will be established.

iii. Bench marking

This will be a pioneer strategy in the Nigerian context. It will be imperative in creating pathway, that analysis and lessons be drawn from country missions, and other UN agencies that

have walked their private sector engagement journey and have had significantly more success over the years. Study, learn and share insights, data, research on private sector engagement, partnerships, and their fundraising experiences.

B) THE STRATEGY ROLES

The Chief of Mission at IOM can and will play a pivotal and lead role in the advancement of this strategy, and where necessary through the Private sector expert.

i. Strategy Development and Implementation

The Chief of Mission will lead the development of a comprehensive strategy for engaging the private sector in migration-related initiatives. This involves identifying areas where private sector involvement can be beneficial, setting clear goals and objectives, and outlining actionable steps to achieve them.

ii. Partnership Building

Building relationships with private sector entities is crucial. The Chief of Mission can initiate and nurture partnerships with businesses, industry associations, and other private sector stakeholders.

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iii. Advocacy and Awareness

The Chief of Mission can advocate for the importance of private sector engagement in migration management within the government, donor organizations, and other relevant stakeholders. Raising awareness about the benefits of private sector involvement can help garner support and resources for initiatives.

iv. Capacity Building

Private sector engagement may require enhancing the capacity of both IOM staff and private sector partners. The Chief of Mission will oversee training programs and workshops that educate private sector stakeholders about migration issues, policies, and best practices.

v. Resource Mobilization

Collaborating with the private sector often requires financial and technical resources. The Chief of Mission will be involved in mobilizing funding from private sector sources, including corporate social responsibility initiatives, philanthropic endeavors, and partnerships for specific projects.

vi. Project Management

Private sector engagement initiatives may involve specific projects aimed at improving the conditions of migrants or addressing migration-related challenges. The Chief of Mission will oversee the planning, execution, and evaluation and will lead these efforts to assess the impact of private sector collaborations and make necessary adjustments.

