ICMPD
International Centre for
Migration Policy Development

ICMPD Job Profile
Head[1] - Strategy, Results and Learning Unit

Functional Overview

The Head of the Strategy, Results and Learning (SRL) Unit leads ICMPD's organisational performance architecture across strategy execution, the project cycle, monitoring, evaluation and learning (MEL), and knowledge management (KM). Reporting to the Director of the Policy, Research and Strategy Directorate, the role steers the integration of project development, project management standards (through the Project Management Office), MEL systems and knowledge management into a coherent performance backbone that supports Strategy 2030. The incumbent drives coherence across organisational performance systems, oversees the quality and consistency of institutional frameworks and tools, and leads teams across the five functions in the Unit. The Head collaborates with senior management, regional teams, internal experts and support functions to strengthen organisational coherence, efficiency, and evidence-based decision-making.

Key Results

Strategy execution and organisational performance: Strategy 2030 is operationalised through clear implementation plans, measurable performance indicators and monitoring systems. Organisational KPIs, dashboards and reporting tools are designed, piloted and applied to track progress at institutional and unit levels. Evidence on organisational performance is generated and communicated to senior management to support decision making, accountability and continuous improvement. Units receive guidance to articulate their strategic contributions and align workplans with organisational priorities.

Integrated project cycle governance: The organisational project cycle functions coherently from proposal development through implementation to effective closure. Proposal quality is strengthened through standardised workflows, templates and guidance that ensure consistency of approach across the organisation, as well as alignment with ICMPD's strategic priorities, standardised indicator frameworks and project management requirements. Project management standards, tools and approval processes are maintained and improved to ensure clarity, transparency and compliance. The project management system operates as a reliable, user-friendly system for organisational oversight and decision making. Staff capability in project development and management is strengthened across regions and HQ functions.

Monitoring, evaluation and learning: MEL standards, methodologies and tools are consistently applied across ICMPD projects. Quality assurance and, as required, direct support is provided to all project teams in development of project logic and definition of results. The organisational indicator framework is digitalised, implemented and maintained, enabling consistent measurement and

[1] This profile is classified at IP5.

aggregation of project results. The central MEL team is supported to provide guidance, mentoring and quality assurance both directly to project teams, and through embedded MEL Officers and the MEL Community of Practice, ensuring coherence and consistency ICMPD. An organisational approach to evaluation is developed and implemented, tailored to the nature and scope of ICMPD's work. Internal lessons learned exercises are integrated into all projects. Project findings and monitoring data are synthesised into organisational insights that inform management reporting, strategic decisions and organisational learning.

Knowledge and data management: Organisational KM maturity is systematically advanced. Knowledge and data systems enable staff to access, manage and use information effectively. Information organisation, accessibility and governance are strengthened through the continuous development of intranet and digital collaboration platforms. Document management, M365 usage and information sharing practices improve through guidance, training and tools. Communities of Practice strengthen decision-making, cross-unit learning, and evidence-based programming.

Leadership and resource stewardship: Human and financial resources within the Unit are managed to ensure efficiency, sustainability and alignment with organisational priorities. A high performance, collaborative and learning oriented culture is fostered through clear direction, coaching, feedback and support to team leads and staff. Decision making is principled and data informed, with risks surfaced and addressed proactively. Collaboration across the teams is enabled through shared planning, aligned standards and consistent communication. The Unit demonstrates credibility, reliability and solution orientation in its engagement with functions and teams across the organisation, contributing to a culture of accountability and continuous improvement across ICMPD.

Required expertise

- Expertise in organisation wide performance systems, including strategy operationalisation, results frameworks, KPI architectures and performance monitoring across multiple units and regions.
- Strong knowledge of project cycle governance at institutional level, including design, implementation and oversight of project management standards, systems and approval processes.
- Demonstrated experience with MEL at organisational scale, ensuring quality, consistency, and synthesis of results across thematic and field/regional contexts, with practical application in migration programming.
- Proven ability to guide and strengthen organisational knowledge and information management, ensuring effective governance, accessible information, and collaboration across the organisation.
- Proven ability to lead multi-functional technical teams and integrate specialised areas (MEL, PMO, KM, project development, strategy) into coherent organisational systems.
- Strong capability in designing and institutionalising cross-organisational frameworks, processes, tools and standards, with evidence of successful uptake and sustained organisational adoption across multi-country structures.
- Demonstrated experience driving institutional change initiatives, fostering alignment and adoption of new systems and processes across multi country structures.
- Excellent stakeholder engagement, persuasion and negotiation skills to influence senior leaders, regional managers and technical specialists in a matrixed environment.
- High analytical and conceptual ability to interpret complex data, identify systemic issues and translate them into actionable, organisation level insights.

Qualifications, experience and language skills

- Master's degree in public administration, international development, organisational management, international relations, data analytics or a related field.
- Minimum of ten years of progressively responsible experience in organisational performance management, project cycle management, MEL, knowledge management or related domains within an international development context; experience delivering results in complex operating environments is an asset.
- High digital literacy and demonstrated ability to harness ICT solutions strategically, driving innovation, efficiency, and enhanced knowledge and information management.
- Proficiency in English is required. Proficiency in another major EU language is an asset.