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## NOTE

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## ACRONYMS

AU	African Union
AAP	Accountability to affected populations
CCCM	Camp coordination and camp management
COVAX Facility	COVID-19 Vaccine Global Access (COVAX) Facility
COVID-19	Coronavirus disease 2019
CREST	Corporate Responsibility in Eliminating Slavery and Trafficking project
DTM	Displacement Tracking Matrix
GFMD	Global Forum on Migration and Development
IASC	Inter-Agency Standing Committee
IATI	International Aid Transparency Initiative
IDM	International Dialogue on Migration
IDPs	Internally displaced persons
IGAD	Intergovernmental Authority on Development
ILO	International Labour Organization
IRIS	International Recruitment Integrity System
NGO	Non-governmental organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OECD	Organisation for Economic Co-operation and Development
OECD/DAC	Development Assistance Committee of the Organisation for Economic Co-operation and Development
PRISM	Processes and Resources Integrated Systems Management
PSEA	Protection from sexual exploitation and abuse
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
UNDIS	United Nations Disability Inclusion Strategy
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children’s Fund
UNODC	United Nations Office on Drugs and Crime
UNSMS	United Nations security management system
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
WASH	Water, sanitation and hygiene
WHO	World Health Organization

## FOREWORD

2021 began with hope. Hope for the vaccines that had been developed to combat COVID-19, hope for eventual global recovery from the COVID-19 pandemic and hope for the gradual re-establishment of global mobility.

Amid that hope, IOM continued to pursue comprehensive programming in every part of the world, reflecting the commitment and dedication of IOM's staff across 175 countries, often working in difficult conditions.

IOM serves the needs of an estimated 281 million migrants worldwide (3.6% of the population, as of 2020), in addition to the uncounted hundreds and thousands of people who cross borders irregularly each year, including those who may have been trafficked. In recent years, Member States have called upon IOM to support a significant proportion of the estimated 59.1 million IDPs across the world, particularly the many and increasing millions displaced each year by disasters (23.7 million in 2021 alone).

This year's annual report reflects the breadth of IOM's work, from the 4.63 million people reached through shelter and non-food item assistance across 60 countries, to the livelihood assistance provided to over 800,000 people affected by displacement.

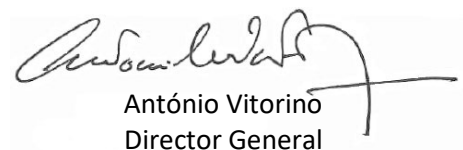
The report also reflects IOM's capacity to adapt and mobilize in response to both new and protracted emergencies, develop innovative responses, and work across the spectrum of the humanitarian, development and peace nexus. IOM drew on its broad health programming capacity to support 1.1 million individuals with COVID-19 vaccination programming. IOM's cash-based interventions continued to grow, with 1.9 million beneficiaries reached, a 561 percent increase over the past five years. In August, as political transition in Afghanistan took hold, IOM scaled up its in-country operations and developed a comprehensive action plan for the broader region, recognizing the need to meet humanitarian needs, while maintaining advancements in socioeconomic development.

IOM continued to expand its institutional approach on key issues, both as a stand-alone agency and as part of the United Nations system, not least through the Organization's role as Coordinator of the United Nations Network on Migration. IOM contributed to the report of the High-Level Panel on Internal Displacement and has committed to active engagement and follow up of the recommendations contained therein. Also in 2021, IOM launched its *Institutional Strategy on Migration, Environment and Climate Change 2021–2030*, while investing in regional frameworks and cooperation across Africa, and in the Pacific, reflecting priorities set out in the IOM Strategic Vision 2019–2023.

I am deeply proud of IOM's work to contribute its extensive knowledge of local needs at the global level, offering advice and insight on long-term solutions, as well as IOM's operational reach to strengthen Member States' resilience to external shocks and build stronger institutions for the future.

At the end of the year, IOM's total combined revenue, comprising assessed contributions, voluntary contributions and other income, increased by 17 per cent compared with 2020 and reached USD 2.5 billion. At the same time, the number of staff grew by 10 per cent. To ensure this growth remains sustainable, IOM must now reinforce its core funding to ensure the Organization's critical functions and services remain robust and predictable.

As the world continues to strive for recovery from pandemic and to accelerate progress towards 2030 Agenda for Sustainable Development, IOM remains committed to working with Member States, the United Nations system and all stakeholders to ensure that migration and mobility can be harnessed for the benefit of all.



António Vitorino  
Director General

## INTRODUCTION

1. In 2021, IOM celebrated its seventieth anniversary. Founded as the Provisional Intergovernmental Committee for the Movement of Migrants from Europe (PICMME) by 16 States in 1951 following the Second World War, IOM has grown into a global organization with 174 Member States, a budget of USD 2.5 billion and 17,761 staff operating in 523 locations.
2. Alongside IOM's seventieth anniversary, the Organization celebrated its fifth year as a related organization within the United Nations system. Over the past five years, IOM has significantly expanded its leadership role within the United Nations system, not least due to serving as Coordinator of the United Nations Network on Migration. The leadership team is now fully embedded in the United Nations Secretary Generals' Executive Committee and the United Nations Sustainable Development Group Core Group, while IOM offices across the world have worked to ensure that migration is strongly reflected in United Nations system partnerships and planning.
3. The Organization also underwent significant change. Member States agreed to strengthen the IOM leadership structure with the appointment of two, rather than one, Deputy Directors General; one focusing on operations, and the other on management and reform. In September 2021, IOM welcomed Ms Ugochi Florence Daniels and Ms Amy Pope to IOM Headquarters in Geneva, both of whom have brought a wealth of knowledge, experience and energy to the Organization. In addition, the Director General appointed a Special Envoy for Migration and Climate Action, in recognition of the significance of the issue for IOM.
4. The year was marked by the ongoing COVID-19 pandemic, in which IOM continued to address the significant health impacts on migrants, including through improved access to vaccination, and also to mitigate the broader socioeconomic impacts of the crisis.
5. Those most vulnerable to the negative impacts of the pandemic were living in countries already entrenched in crisis, from Yemen to Haiti, and IOM's crisis response continued to be at the forefront of its work. The political upheaval in Afghanistan in August 2021 led to a strong scale-up of IOM's operations across the region, with life-saving and protection assistance provided to close to 600,000 individuals within the country during the year.
6. Travel disruption continued to affect IOM operations, although offices undertook a number of measures to ensure continued access to, and communication with, beneficiaries, and continued support of IOM staff. Nonetheless, the leadership team visited numerous field operations during the second half of the year, including a visit of the Director General to Afghanistan in November.
7. Work continued to implement the Internal Governance Framework, including the development of the Strategic Results Framework to strengthen reporting on the full range of IOM's operations. IOM also continued to expand its policy and knowledge management capacity through a range of initiatives and launched several institutional strategies, notably on migration, the environment and climate change, and on internal displacement data, drawing on the priorities of the IOM Strategic Vision 2019–2023.
8. Preparations began for the International Migration Review Forum, including four regional review meetings, in the Arab, Asia and the Pacific, Latin America and the Caribbean and Africa regions. The Migration Network Hub – a virtual meeting space for governments, stakeholders and experts to access migration-related research, information and services – was launched in March 2021.
9. As the year came to a close, IOM held its annual Council meeting, which included a special high-level segment dedicated to the impact of COVID-19 on borders, migration and mobility. Nearly 50 interventions were made by Member States around the world, represented by Heads of State,

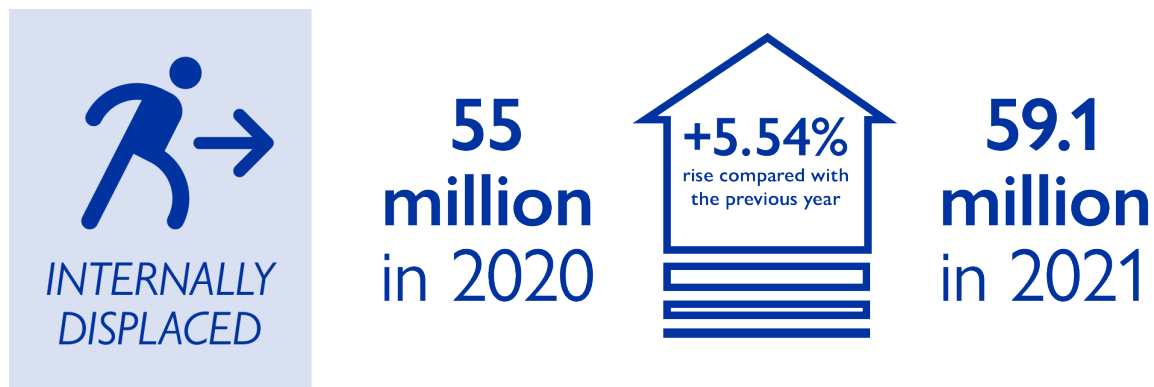
Ministers, Deputy Ministers and State Secretaries, as well as by representatives of the African Union Commission and the European Commission, underscoring the centrality of this issue for IOM.

## IOM OPERATIONS AND ACTIVITIES

### Humanitarian response and resilience

10. IOM continues to be one of the largest agencies responding to crisis situations worldwide, including conflict, violence, slow- and sudden-onset disasters and epidemics. The Organization is also actively engaged in the humanitarian coordination system. In 2021, IOM's work on the mobility dimensions of crisis had an operational reach of over 31.7 million people, including IDPs, refugees, migrants and host communities, either directly or as part of community-based programmes.

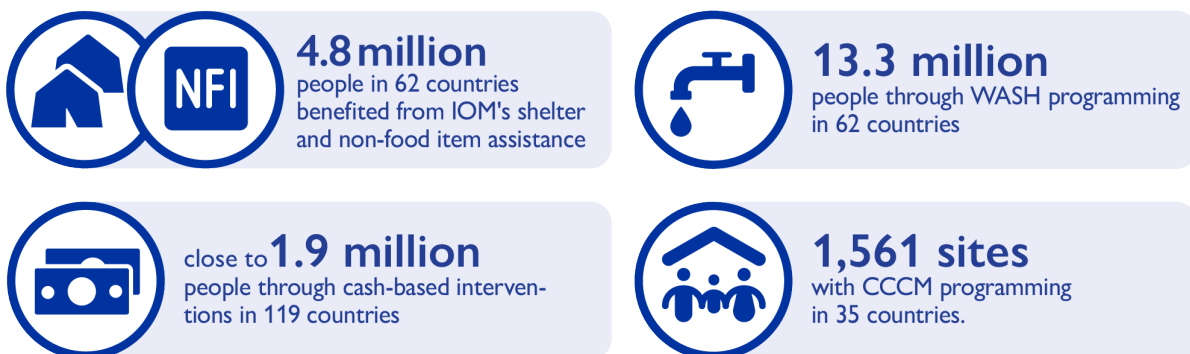
#### Total number of internally displaced persons



#### Box 1. IOM global report on operations and emergencies<sup>1</sup>

Each year, IOM produces a global report on operations and emergencies, which provides a snapshot of IOM's crisis-related activities in the areas of emergency preparedness and response; transition and recovery; and resettlement and movement management. The report is based on the inputs collected through the Organization's yearly reporting exercise, in which more than 100 country offices report on direct or community-based assistance, technical support and capacity-building activities provided during the previous year.

#### IOM crisis-related support



<sup>1</sup> Once finalized, the report for 2021 will be available at <https://crisisresponse.iom.int/iom-publications>.



11. People affected by crises continue to face challenges and experience vulnerabilities distinct from those of the general population. At the end of 2021, armed conflict, environmental shocks, disasters and climate change had led to the internal displacement of over 59.1 million people around the world.

12. During 2021, the COVID-19 pandemic continued into its second year, leading to significant ongoing health- and mobility-related and socioeconomic impacts. Many of those most vulnerable to these negative impacts, including people on the move, the displaced, and their host communities, were living in countries already entrenched in crisis and already faced complex barriers to durable solutions. In 2021, those vulnerabilities, which were already being exacerbated by conflict, violence, socioeconomic deterioration and disasters, were then further increased as a result of the pandemic.

### ***IOM's life-saving and crisis response***

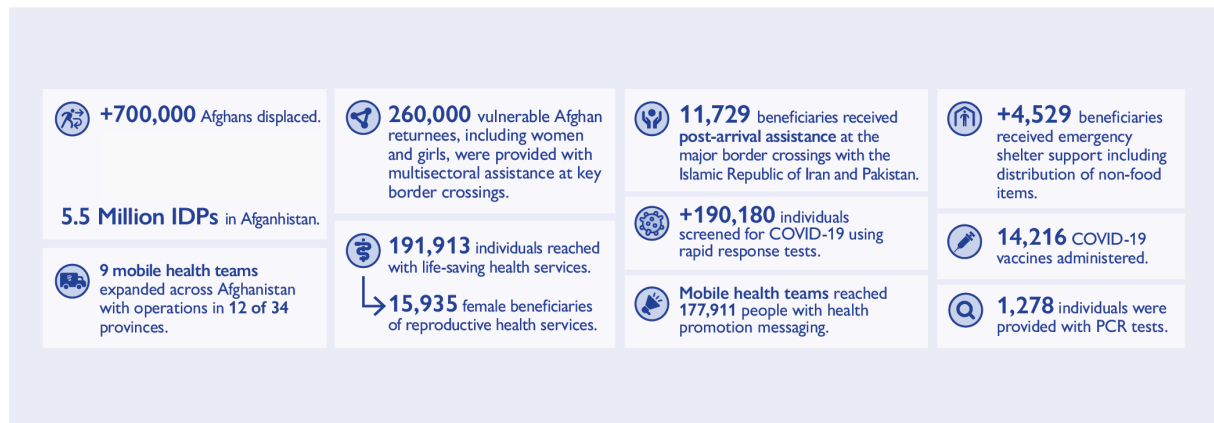
13. IOM's humanitarian work continued to address the whole spectrum of needs of crisis-affected populations, providing support in areas such as movement assistance, CCCM, mental health and psychosocial support, shelter and settlements, health and WASH. At the country, regional and global levels, IOM worked towards implementing sustainable and comprehensive solutions to help migrants and communities cope better with the complex drivers of vulnerability, increasingly using different modalities, such as cash-based interventions and biosecurity kits. In doing so, the Organization upheld the "New way of working", which brings the humanitarian and development spheres closer together to build resilience and long-lasting impact.

#### **Box 2. IOM's response to the crisis in Afghanistan**

As a result of the political upheaval in August 2021, more than 700,000 Afghans were displaced in 2021, adding to the approximately 5.5 million people already living in protracted displacement at the time. Afghans, and in particular women and girls, faced increasing vulnerabilities and protection risks. As expected, the deterioration of the humanitarian situation in Afghanistan led to significant outflows to the Islamic Republic of Iran and Pakistan, while outflows to Central Asian countries have remained limited in scope. The outflows to Pakistan reached their peak in the last two months of 2021, with more than 300,000 individuals crossing the border each month. The movement trend between Afghanistan and the Islamic Republic of Iran is of particular significance, with outflows showing a marked increase compared with July 2021 and consistently exceeding returns to Afghanistan.

In the latter months of the year, IOM scaled up its in-country operations and, by the end of the year, had provided life-saving and protection assistance to close to 600,000 individuals. The DTM is being used in all 34 provinces of the country and is enabling IOM to systematically monitor population movements to and from Afghanistan. In 2021, given the higher than usual rates of cross-border returns, more than 260,000 vulnerable Afghan returnees, including women and girls, were provided with multisectoral assistance both at key border crossings and at IOM reception and transit centres. Furthermore, through the Operation Allies Welcome programme, IOM successfully assisted in the resettlement of over 75,000 Afghan beneficiaries (for more information, see section on Human mobility).

### IOM's response in Afghanistan in figures



IOM also scaled up its health-related activities, with over 300 health staff deployed across the country to provide direct health assistance (including mental health and psychosocial support services) in 12 provinces bordering the Islamic Republic of Iran, Pakistan, Tajikistan, Turkmenistan and Uzbekistan, a sharp increase from its outreach in four provinces through 128 health staff prior to August. The deployment of rapid response teams and mobile health teams has allowed IOM to provide basic primary health-care services (including COVID-19 prevention and response activities) to some of the hardest-to-reach populations across the country. As a result, more than 191,913 individuals were reached with life-saving health services, including reproductive health services for 15,935 female beneficiaries, an increase of over 27,000 individuals since the transition.

As a key operational and strategic actor of the Special Trust Fund for Afghanistan, IOM, through its area- and community-based approach, is able to link the delivery of immediate life-saving assistance to vulnerable Afghan populations with sustainable livelihoods support and safe access to basic services. In response to the de facto authorities' imposed restrictions, which limit the ability of women and girls to exercise their fundamental rights in the country, IOM has gradually been able to adjust its working modalities to ensure women's meaningful participation in the humanitarian response. For example, a pilot initiative through which *mahrams* of female staff are provided with remuneration has been put in place to allow IOM to continue in-person protection assistance, in particular for female-headed households in rural areas.

The sheer levels of internal displacement, coupled with increasing population movements across the region, required IOM to further strengthen its regional approach to the crisis. In line with the IOM Comprehensive Action Plan for Afghanistan and Neighbouring Countries, response activities for vulnerable Afghan populations and their host communities were therefore initiated in Pakistan and the Central Asian countries.

14. As co-lead of the Global CCCM Cluster, IOM provided leadership and coordination in emergency situations and developed guidance, training, and tools to strengthen CCCM programming in order to ensure equitable access to assistance, protection and services for IDPs living in displacement sites worldwide. In 2021, IOM's CCCM operations reached over 3.2 million people living in 1,561 displacement sites across 35 countries. Displaced populations living in sites in Bangladesh, Ethiopia, Mozambique, Nigeria and South Sudan accounted for approximately 72 per cent of the total number of people IOM supported in this regard. Self-settled and informal settlements accounted for 68 per cent of all sites in which IOM was active. In 2021, IOM trained 20,787 people in CCCM, an 86 per cent increase from 2020, with participants from Bangladesh and Somalia accounting for a large part of this increase.

15. In 2021, IOM continued to support three pilot projects in Bangladesh, Ethiopia and Indonesia that aim to localize the CCCM framework and support national authorities and local actors to lead displacement responses. CCCM localization efforts focus on three priority areas of responsibilities – disaster preparedness, disaster response and coordination – as essential steps to ensure the progressive localization of CCCM responses.

16. In 2021, IOM WASH programmes worldwide provided services in camps, camp-like settings, and host communities, with regular operations also boosted to contribute to mitigating the spread of COVID-19 at these locations and at points of entry. Throughout 2021, IOM had WASH operations in 62 countries, providing support to 13.3 million people. Safe water, sanitation, and hygiene services proved to be essential in the COVID-19 response, particularly when paired with adherence to COVID-19 infection prevention and control measures, such as hand hygiene, respiratory hygiene, cleaning and disinfection and physical distancing.

17. In 2021, IOM's shelter and non-food item operations reached approximately 4.8 million people in 60 countries. IOM continued to be one of the leading shelter and settlements responders, providing emergency shelters, household items, transitional shelter solutions and repair and reconstruction support to affected populations. IOM's hubs of pre-positioned non-food item stocks delivered 2,165m<sup>3</sup> of non-food items to 13 IOM field missions (Burkina Faso, Burundi, Cameroon, Chad, Democratic Republic of Congo, Ethiopia, Federated States of Micronesia, Haiti, Mozambique, Nigeria, Papua New Guinea, Philippines, Somalia), benefiting approximately 250,000 individuals. IOM is also a member of the Global Shelter Cluster Strategic Advisory Group.

18. Throughout the year, IOM continued to build staff capacity in emergency preparedness through webinars on emergency preparedness, which reached 250 IOM staff from regional and country offices during 2021; a three-day online pilot training on emergency preparedness, reaching 25 staff from 25 field missions; and the development of three self-study courses made available to IOM staff on the I-Learn platform. In 2021, the Emergency Preparedness Dashboard, launched in 2020, covered 50 countries and 165 risks.

19. IOM is a key player in responding to humanitarian and public health emergencies as well as supporting health system recovery and resilience. Health support in emergencies is an essential part of IOM's humanitarian mandate. In 2021, IOM had a strong global team of 2,600 people working on health programming in humanitarian and public health emergency contexts and had established emergency health-focused projects in 40 countries facing humanitarian situations, including Afghanistan, the Democratic Republic of the Congo, Ethiopia, South Sudan, the Bolivarian Republic of Venezuela and Yemen. IOM's emergency health programming includes the provision of direct health-care services, health promotion, mental health and psychosocial support, as well as outbreak preparedness and response. IOM's health response to humanitarian and public health emergencies aims to save lives, reduce morbidity and alleviate suffering, while upholding humanitarian principles and protecting dignity.

20. In 2021, life-saving emergency health services were provided to millions of people in crisis contexts. IOM supported the running of 601 primary health-care facilities, and provided 4,390,523 primary health consultations and 424,507 antenatal consultations in humanitarian/crisis contexts. Moreover, IOM had 22 focused sexual and reproductive health and rights programmes in 2021 and 26,352 people were supported with clinical management of moderate or severe acute malnutrition. Additionally, IOM provided mental health and psychosocial support services in 33 crisis settings, including basic service provision, family and community support, focused services and specialized clinical care. IOM directly reached 11,683,366 beneficiaries with health promotion and risk communication and community engagement activities, including 3,501,029 persons in crisis contexts directly reached with targeted COVID-19-related messages. Over 2 million people received

vaccinations as part of outbreak response scenarios, mass vaccination campaigns or routine vaccination mechanisms. Additionally, IOM contributed to the activities of the Global Health Security Agenda by supporting 664 points of entry with public health measures, including COVID-19 testing, and infection, prevention and control measures to combat COVID-19 and other health threats, and establishment and management of COVID-19 vaccination sites, in line with the International Health Regulations (2005).

21. IOM is committed to using the best modalities and mechanisms available to ensure effective and dignified assistance for those in need – including cash, vouchers and in-kind assistance – and to fostering value for money. Cash-based interventions were used by IOM to implement activities in 119 countries, compared with 56 countries in 2020, reaching close to 1.9 million beneficiaries, an increase of 17 per cent from 2020. The largest cash-based interventions were in emergency crisis response programming in Afghanistan, Bangladesh, Iraq, the Syrian Arab Republic and Yemen. Overall, the number of country offices implementing cash-based interventions increased in 2021 by 561 per cent compared with 2017.

22. IOM also made considerable progress on integrating the principles and interventions of its *Institutional Framework for Addressing Gender-based Violence in Crises* across organizational activities and programming. Thirty IOM missions (Bangladesh, Brazil, Bulgaria, Chad, Colombia, Ecuador, Ethiopia, Federated States of Micronesia, Greece, Guyana, Haiti, Indonesia, Iraq, Jordan, Lebanon, Libya, Marshall Islands, Mozambique, Niger, Nigeria, Paraguay, Peru, South Sudan, Somalia, Syrian Arab Republic, Timor-Leste, Trinidad and Tobago, Turkey, Vanuatu, Kosovo)<sup>2</sup> reported using the Framework to develop a contextualized mission-wide action plan to better address gender-based violence. The Framework was also launched in French. The IOM Office in Ecuador became IOM's Regional Champion against gender-based violence and the first country office in Latin America to commit to operationalizing the Framework. IOM continued strengthening its protection partnerships at both global and field levels by participating in global forums, including in the initiatives and workstreams of the IASC and task teams and working groups of the Global Protection Cluster, particularly those related to the following Areas of Responsibility: gender-based violence; child protection; housing, land, and property; and mine action. IOM also developed training courses and workshops for staff and external stakeholders, such as government officials and representatives of other United Nations agencies and nongovernmental organizations, to promote adherence to protection standards and principles on topics including protection mainstreaming, child protection, gender-based violence, disability inclusion and counter-trafficking.

23. In 2021, IOM continued to advocate disability inclusion in humanitarian settings and beyond. In March 2021, IOM signed a memorandum of understanding with CBM Global, an organization specialized in disability inclusion. IOM undertook initiatives on disability inclusion in Mozambique, Nigeria and South Sudan, and mainstreamed disability inclusion into CCCM activities in Bangladesh, Ethiopia, Fiji and the Bolivarian Republic of Venezuela.

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<sup>2</sup> References to Kosovo shall be understood in the context of United Nations Security Council resolution 1244 (1999).

### Box 3: Accountability to affected populations

In 2021, the Accountability to Affected Populations Framework became a mandatory instruction for IOM staff. This contributed to strengthening compliance on AAP mainstreaming across crisis-related programming and supported inter-agency collective approaches. A certificated self-paced basic online training course for all staff and personnel has been rolled out, alongside a blended in-depth version of the course for AAP focal points. Currently, 35 IOM offices are engaged in crisis-related responses and have AAP focal points participating in inter-agency AAP coordination. IOM co-leads AAP working groups in Ethiopia and Guatemala. Notable achievements by IOM in 2021 include a roll-out of a toll-free hotline in Ethiopia available in four local languages (Amharic, Oromo, Somali and Tigrinya) to ensure inclusive participation and accountability; the development of community-owned monitoring and evaluation processes for community planning and community development projects in Afghanistan; and the engagement of community members in the design and implementation of risk reduction interventions in the Federated States of Micronesia.

### Inter-agency collaboration

24. IOM actively contributed to a range of inter-agency data mechanisms and multi-stakeholder groups, including through its co-leadership role in the Data Responsibility Working Group, the sub-group of the Expert Group on Refugee and IDP Statistics, the Joint-Intersectoral Analysis Framework, and the Data and Knowledge Working Group of the Platform for Disaster Displacement. IOM data were also frequently shared with other humanitarian actors to inform their responses, with 84 per cent of humanitarian needs overviews and humanitarian response plans using DTM data for analysis of internal displacement in 2021.

25. DTM data also fed directly into the development of the recommendations in the most recent [report](#) of the High-Level Panel on Internal Displacement. In addition to contributing to the recommendations and perspectives in the report, IOM provided direct operational support during the Panel's consultation with IDP and host communities in 20 countries. As a follow-up to the report, IOM and OCHA have now been tasked by the United Nations Secretary General's follow-up team to convene discussions with other key IDP data partners to provide further recommendations in relation to the establishment of country-specific internal displacement data working groups. The objectives and priorities outlined in IOM's *Internal Displacement Data Strategy 2021–2025* are reflected across the report and recommendations.

26. IOM actively participated in coordination forums at the global, regional, and country levels and contributed to collective humanitarian responses. In 2021, IOM held a coordination role in 142 coordination platforms – in the form of clusters, sectors, working groups or taskforces – across 62 countries, sometimes leading or co-leading on multiple platforms at the regional, national, and subnational levels in the same country, such as in Afghanistan, Bangladesh, Mozambique, South Sudan and Yemen. Across the Latin America and the Caribbean region, IOM participated in the regional response in support of refugees and migrants from the Bolivarian Republic of Venezuela through subregional, national and local coordination structures. In 45 per cent of countries, IOM held a coordination role in more than one platform. The coordination structures led by IOM in 2021 spanned various thematic areas. For instance, IOM was involved in the coordination of 26 structures related to shelter/non-food items and 26 related to CCCM, of which 6 were merged CCCM and shelter structures. Another 21 structures were migrant and refugee coordination platforms, often intersectoral in nature, including 9 platforms forming part of the regional response in support of refugees and migrants from the Bolivarian Republic of Venezuela and the newly activated migrant sector in Lebanon. In its role as lead or co-lead of different coordination forums, IOM developed guidance for forum members to

ensure efficient and effective delivery of protection and assistance to people in need, in a coordinated and principled fashion, and to foster a coordinated and fit-for-purpose response.

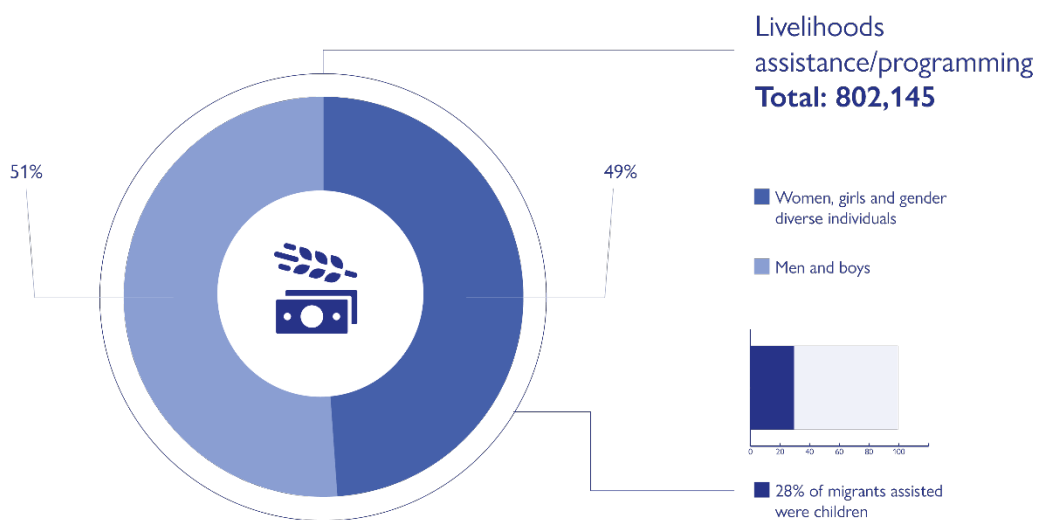
27. In line with the Statement by the IASC Principals on the Centrality of Protection in Humanitarian Action and IASC Policy on Protection in Humanitarian Action, IOM is committed to placing protection at the centre of its response. At the operational level, IOM focuses on leaving no one behind, reducing protection risks for migrants, displaced persons, and communities, with a specific focus on at-risk populations, such the elderly, persons with disabilities, women and girls, children (particularly unaccompanied and separate children), and LGBTIQ+ individuals. Globally, 73 missions continued implementing protection activities and the Organization remained committed to mainstreaming protection across all sectors of intervention, consistently promoting the safe and meaningful participation of vulnerable groups at all programming stages.

### ***Addressing the drivers of displacement and mobility and promoting peace***

28. The impact of conflict, instability, COVID-19 and climate change remained high in 2021, affecting vulnerable populations and inducing high levels of displacement across the globe. IOM continued to support the implementation of critical programming to assist governments, communities, displaced and other affected populations in laying the foundations for longer-term recovery and development. IOM maintained its focus on enabling programming across the humanitarian, development and peace nexus, while ensuring that assistance remains development-principled and that conflict- and gender-sensitive approaches are implemented in fragile and crisis contexts.

29. In fragile and crisis settings, IOM supports the implementation of critical programming to assist governments, communities, displaced and other affected populations, laying the foundations for longer-term recovery and development. The Organization also often engages with those directly and indirectly impacted by, or at risk of, instability and displacement in order to strengthen capacity to achieve self-reliance and sustainable livelihoods, economic recovery and employment. In 2021, IOM offices provided livelihoods assistance/programming to 802,145 individuals affected by displacement, 49 per cent of which were women, girls and gender diverse individuals, and 28 per cent of which were under the age of 18.

### **Livelihood assistance provided to migrants, refugees and internally displaced persons**





30. During the reporting period, IOM implemented 349 transition and recovery projects in 87 countries, reaching 5,376,638 people with activities in the following thematic areas: community stabilization; durable solutions; peacebuilding and peace preservation; disaster risk reduction; disarmament, demobilization and reintegration; preventing violent extremism; restoring housing, land and property rights; reparations and humanitarian support to victims of human rights violations; and elections support.

31. In 2021, 60 IOM offices worked to address and prevent drivers of conflict across nine regions. Programming included community-level peacebuilding activities (including structured dialogue, mediation and community-based planning), and supporting national and local authorities and civil society organizations to address drivers of conflict. IOM supported 6,294 government officials and 10,646 civil society organization representatives in this regard. For example, in Bosnia and Herzegovina, this engagement resulted in an increase in community contributions by local youth initiatives. IOM's programming further helped to establish nine parents' associations and five non-formal parents' groups raising awareness on the prevention of violent extremism; and to develop community-tailored workshops to support young people and their parents. In Lebanon, community support projects provided training for community members on conflict resolution, communication, peacebuilding and community dialogue, and helped them to work together on identifying common problems and solutions.

32. Climate change, environmental degradation and disasters are major drivers of migration and displacement. IOM works in crisis and post-crisis environments to prevent and reduce displacement associated with disaster risk; strengthen resilience by incorporating measures to build back better in recovery and reconstruction activities; and to facilitate safe, orderly and regular migration in the context of disasters, climate change and environmental degradation. In 2021, IOM continued and scaled up its activities in this respect, including through policy and advocacy efforts, research, capacity-building and operational responses. A total of 58 IOM offices conducted disaster prevention or risk reduction activities, and 68 conducted disaster preparedness activities. In Papua New Guinea, IOM organized training on conservation farming for IDPs and host communities, while in Colombia, IOM provided assistance to strengthen artisanal fishing chains, and in Madagascar, IOM supported training on environmentally sensitive agriculture and livestock farming for migrant women and local communities.

33. In 2021, IOM launched its *Institutional Strategy on Migration, Environment and Climate Change 2021–2030*, outlining actions needed over the next decade to respond to major changes that have occurred in global, regional and subnational policy discussions on migration, environment and climate change. In line with this, IOM's strategic objectives on addressing migration in the context of disasters, climate change and environmental degradation are to develop: (a) solutions for people to move; (b) solutions for people on the move; and (c) solutions for people to stay. To support the development of the Strategy and to better understand IOM's added value, IOM also undertook a whole-of-organization evaluation of IOM's institutional response to addressing migration, environment and climate change. In addition, the Director General appointed a Special Envoy on Migration and Climate Action to lead the Organization's strategic engagement in climate change-related policy forums.

34. At the policy level, IOM is fully engaged in global, regional and national discussions on the links between migration, displacement, disasters, climate change and environmental degradation. IOM brought disasters, climate change and environmental considerations into the major migration discussions, such as the 2021 IDM, regional reviews of implementation of the Global Compact for Safe, Orderly and Regular Migration and specialized regional collaborative platform discussions. It also co-created and co-led the first United Nations Network on Migration workstream on this topic and jointly launched the African Climate Mobility Initiative alongside the African Union Commission, the United

Nations Framework Convention on Climate, UNDP and the World Bank. Moreover, IOM, together with partners, highlighted the issue of migration and displacement at forums dedicated to climate change, the environment and disasters, for example at the Twenty-sixth Meeting of the Conference of the Parties to the United Nations Framework Convention on Climate (COP26) and associated preparatory events.

35. In 2021, 73 country offices supported the development of policies and norms on migration, environment and climate change. Examples of activities include the integration of migration and displacement considerations into policies on climate change and disaster risk reduction and development in the East and Horn of Africa, Chad, the Republic of Moldova, Senegal and South Sudan; the incorporation of environmental considerations into migration-related policies in Belize, Guatemala and Tajikistan; and the development of specialized migration, environment and climate change policies by the European Union, Argentina, Chile, Peru and the United States of America. Lastly, IOM supported regular migration pathways in the context of disasters, climate change and/or environmental degradation, including in Belgium, Iraq, Italy, Mali, the Sudan and Vanuatu, benefiting 3,753 people.

36. At the operational level, IOM continued to assist governments, communities and migrants in the development of sustainable and diversified livelihoods and nature-based solutions for migration management, and the construction of disaster-resilient infrastructure. IOM – together with IGAD, the ILO, the Platform on Disaster Displacement and UNHCR – worked to address drivers of migration and facilitate safe, orderly and regular migration in the context of disasters and climate change in the IGAD region. In Afghanistan, IOM assisted communities in building infrastructure adapted to withstand extreme droughts and other impacts of climate change, while, in Senegal, IOM worked with returning migrants and youth from host communities on community-based agroecological and coastal resilience projects and supported the Government in developing its national strategy on disaster and risk reduction in collaboration with Capacity for Disaster Reduction Initiative.

#### **Box 4. Support for internally displaced persons**

Throughout the year, IOM continued its efforts to lay the foundations for durable solutions for IDPs, through return, relocation and local integration activities reaching a total of 765,697 people. In Burundi, IOM is an active member of a durable solutions working group, through which it has provided inputs to the national strategy on durable solutions and supported a nationwide IDP profiling exercise. Durable solutions are also supported in the country through early recovery/community stabilization programmes, which work to enhance the absorption capacities of communities through social cohesion, livelihoods opportunities and better access to public infrastructure. In Afghanistan, IOM contributed to the socioeconomic resilience of vulnerable populations, particularly IDPs and returnees, through the creation of sustainable livelihoods, the revitalization of local economies and basic infrastructure and the promotion of social cohesion.

37. IOM supports and enables decision makers by providing context-specific assistance through the DTM, which gathers and analyses data to disseminate critical multilayered information on the mobility, vulnerabilities and needs of displaced and mobile populations. In 2021, the DTM continued to support anticipatory action analytics, including an early warning system developed through the transhumance tracking tool in Nigeria; multi-hazard response/disaster risk reduction platform reports in Burundi; and drought analysis in Somalia. Building on its experiences in the Lake Chad Basin, Iraq, Somalia and other DTM operations, IOM, together with UNDP and the Government of Mozambique, launched a pilot exercise using the Solutions and Mobility Index in northern Mozambique. This composite index is designed to identify pockets of stability and facilitate better understanding of how to provide solutions in displacement contexts.

38. In total, across 85 active countries, the DTM tracked the movements of over 78.4 million people during 2021, including 39.1 million IDPs, 26.2 million IDP returnees, 7.1 million returnees from abroad and 6 million migrants.

#### Displacement Tracking Matrix operations in 2021



#### *Cohesive societies for community resilience and sustainable development*

39. IOM has an extensive and robust peacebuilding portfolio designed to both prevent and resolve conflict by identifying and addressing conflict dynamics as drivers of displacement, supporting sustainable peace and promoting reintegration. The COVID-19 pandemic has exacerbated the risk of inequalities and exclusion, and IOM has played a vital role in building community resilience by mobilizing resources and support and mitigating the risk of getting left behind.

40. In line with the Grand Bargain, an important focus of IOM's work lies in ensuring that people receiving aid are directly included in decisions affecting their lives. In 2021, 69 IOM offices introduced measures to ensure that beneficiaries actively participated in the planning and/or implementation of their programmes. This is due, in part, to the expanded use of community-based planning modalities, which reposition communities and their leadership as the drivers of IOM's response and recovery activities. In Haiti, during the project development phase, IOM organizes regular consultations and focus groups with local communities and representatives of targeted beneficiaries in order to design activities effectively that contribute to relevant outcomes and respond to beneficiaries' needs. Throughout project implementation, IOM conducts evaluations by meeting with beneficiaries; for example, IOM meets with returnees who receive on-arrival assistance to ensure their needs are addressed.

41. IOM provided assistance to victims of human rights violations resulting from conflict, communal violence, organized persecution and systematic exploitation. IOM additionally works to resolve housing, land and property issues in support of peace and to create durable solutions. Throughout 2021, 19 IOM offices provided direct support to displacement-affected populations regarding restoration of their housing, land and property rights. This was done by supporting governments through policy advice and capacity-building, as well as through advocacy and support for civil society organizations.

42. In South Sudan, IOM supported the formation of a regional housing, land and property working group, resulting in improved coordination and harmonization at the state level, while also offering technical support to the Government to develop their national land policy. In Bosnia and Herzegovina, IOM supported the establishment of a mechanism for institutional responses for survivors of conflict-related sexual violence to enable them to access medical and justice services and financial compensation and to be recognized as survivors of such violence.

43. IOM's work to promote the social inclusion of migrants took many shapes in 2021, ranging from facilitating equal access to socioeconomic opportunities and promoting strategies to address discrimination and xenophobia to carrying out whole-of-society awareness-raising campaigns to

facilitate good relations between migrants and host communities and building the intercultural competences of front-line service providers to deliver non-discriminatory services. Overall, 70 IOM offices worldwide undertook activities in this area.

44. In 2021, 55 IOM offices supported awareness-raising campaigns, targeting civil society organizations, media counterparts and local governments to counter xenophobia and discrimination, reaching approximately 17 million people, including around 5 million women, girls and gender diverse individuals. Between March and June 2021, the IOM Office in Azerbaijan carried out a public information campaign on COVID-19 and social cohesion entitled “Be aware!” using a series of promotional materials to raise awareness about the importance of eradicating xenophobia, hate speech, domestic violence, violent extremism and disinformation, as well as sharing information related to COVID-19.

45. IOM also provided capacity-building support on migrant inclusion at the local and national levels. Globally, IOM supported the development of 30 government strategies to address discrimination and piloted tools to collect more robust and comparable data on migrant integration. In Iraq, IOM organized “go-and-see” and “come-and-tell” visits and awareness-raising campaigns in host and IDP communities, which helped affected groups to understand the conditions in areas of return or secondary locations and also increased their knowledge and understanding of facilitated returns. This supported social cohesion between the targeted populations, as host communities were made aware of return or resettlement activities, and returnees learned about the conditions, resources and dynamics in these areas.

46. The successful reintegration of former members of armed groups is recognized as a key factor in peacebuilding. It addresses the need for immediate security and longer-term recovery in the transition from conflict to peace. IOM supports disarmament, demobilization, rehabilitation and reintegration efforts by focusing on successful reinsertion and reintegration, assisting former members of armed groups to transition to civilian life, and by supporting communities to recover, absorb and accept returning former associates and other conflict-affected populations. As a result of IOM’s programming in this area, an estimated 2,303 community members reported improvements in the relationships between their communities and former associates of non-State armed groups in 2021. Additionally, an estimated 758 former associates of non-State armed groups reported being fully accepted by and reintegrated into communities.

## **Human mobility**

### ***Regular and orderly migration***

47. As part of IOM’s commitment to support the implementation of the Global Compact for Safe, Orderly and Regular Migration and its role as coordinator of the United Nations Network on Migration, IOM seeks to enhance the flexibility and accessibility of regular migration pathways. In this context, IOM participated in the drafting and launch of the Guidance Note on Regular Pathways for Admission and Stay for Migrants Situations of Vulnerability, providing several examples of best practices surrounding new pathways and regularization schemes, including those introduced by States during the COVID-19 pandemic, and highlighting the importance of rights-based management of admission and stay policies.

48. IOM continued to support the improvement of migration pathways through responsive settlement or reparation solutions, pre- and post-arrival assistance and counselling, and the establishment of complementary pathways (such as family reunification and humanitarian visa support) and protection-sensitive regular pathways (such as humanitarian corridors). This included a strong focus on information-sharing on existing migration pathways. Approximately 290,000 migrants

and refugees were provided with information regarding such pathways and how to access them. IOM also supported several government-led initiatives for the establishment of protection-sensitive migration pathways and complementary protection pathways. To strengthen IOM's extensive pre-departure orientation programming, a new handbook on effective facilitation of group orientation for migrants and refugees was launched in 2021. It is currently being transformed into an e-learning training programme for IOM and other staff involved in pre- and post-arrival orientation.

49. During 2021, IOM supported the resettlement, humanitarian admission and relocation activities of 29 States, assisting a total of 62,406 refugees and other vulnerable persons, with significant operations out of Egypt, Jordan, Lebanon, Turkey and Uganda. The top three resettlement countries were Canada, the United States of America and Germany. Of the above-mentioned total, 2,853 beneficiaries in need of international protection were relocated from Greece, Italy, and Malta to 16 destination countries in the European Economic Area. IOM also facilitated the repatriation of 1,974 refugees to their country of origin, with Burundi and the Democratic Republic of Congo being the top two destination countries. Of those beneficiaries, a vast majority were moved by land using ground transportation from the United Republic of Tanzania to Burundi.

50. In 2021, IOM managed resettlement and movement programmes in 176 locations globally, including via processing sites and transit centres. Activities included the hosting of refugee interviews for resettlement; refugee health assessments; pre-departure orientation sessions; logistical support for processing at embassies; transportation when needed during processing; pre-departure medical checks; COVID-19 testing prior to departure; and the provision of accommodation.

51. IOM provided pre-migration health assistance for the resettlement or relocation of Afghan nationals from Pakistan, Central Asia and Europe, both directly and through support to non-IOM panel physicians. These activities necessitated the scaling up of capacities in locations with the most need, together with efforts to ensure that consistently high-quality health services could be provided. IOM continued to adapt its operations and safety procedures to ensure they were in line with COVID-19-related requirements, including the use of personal protective equipment, the provision of health screenings and, where applicable, the organization of quarantine in hotels before travelling.

52. IOM continued to support the resettlement of refugees, including under the United States Refugee Admissions Program (USRAP), through which IOM assisted the admission of 13,772 refugees and 2,231 Special Immigrant Visa holders into the United States of America. In addition, the Organization's expertise in resettlement and movement operations was also exemplified through its extensive support to the response to the crisis in Afghanistan. Through the Operation Allies Welcome programme, IOM successfully assisted in the resettlement of over 75,000 Afghan beneficiaries to final destinations in the United States, including from transit or "lily pad"<sup>3</sup> locations in Qatar and Germany, and also supported other resettlement programmes for Afghan nationals, to countries including Australia, Brazil, Canada, France and the United Kingdom. For example, in September 2021, Brazil introduced a humanitarian visa scheme for Afghan nationals, stateless persons and persons affected by the situation in Afghanistan. IOM provided movement assistance and pre-migration health activities to Afghan refugees as part of that scheme.

53. In 2021, the Sustainable Resettlement and Complementary Pathways Initiative (CRISP) training package on resettlement and complimentary pathways was adapted for online delivery and piloted for the Irish Refugee Protection Programme. In addition, to better address the mental health and psychosocial support needs of migrant and refugees, IOM launched a manual on that topic in Argentina

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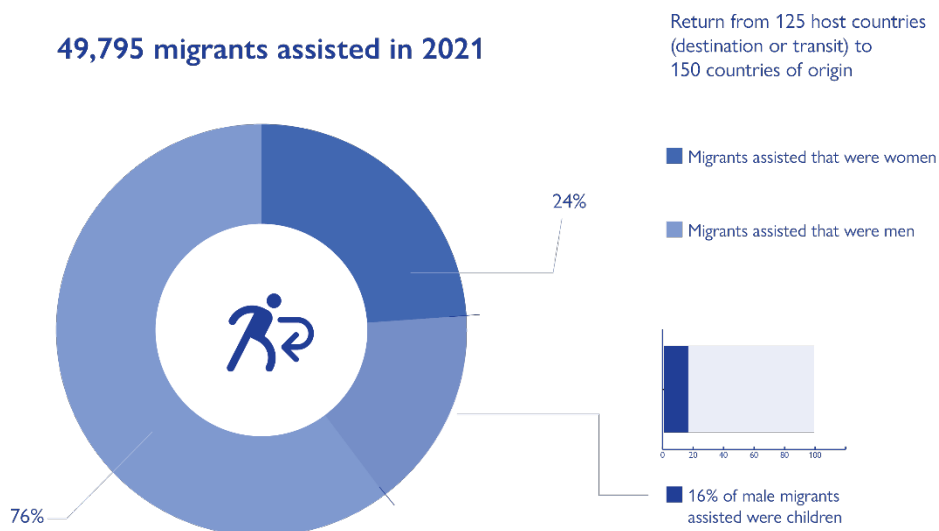
<sup>3</sup> In the context of the evacuation of Afghans from Afghanistan, primarily in August and September 2021, the United States military utilized existing military bases, called "lily pads", to temporarily accommodate Afghans prior to their transfer to various military bases in the United States of America. Examples include Camp As Sayliyah in Doha, Qatar and Ramstein Air Base in Germany.

and developed an online training course for professionals and practitioners from civil society organizations in Brazil.

54. IOM focused on improving the digital inclusion of migrants during the resettlement process through the release of a study – the first of its kind – entitled *Digital Inclusion of Refugees Resettling to Canada: Opportunities and Barriers*, assessing the barriers and enablers of refugee’s access, connectivity and ability to use digital training tools to optimize digital inclusion in their resettlement journey. The findings informed a more inclusive digital approach to migrant orientation with the development of the O-Canada (Orientation-Canada) mobile application (accessible on the Apple App Store or Google Play Store), an app providing relevant and accurate pre-departure and post-arrival information on available support and services to refugees resettling to Canada, with a view to facilitating successful integration.

55. Assisted voluntary return remained a key priority during 2021. Despite the challenges posed by the COVID-19 pandemic, IOM continued supporting migrants throughout the world to voluntarily return to their countries of origin, wherever feasible. During the year, 49,795 migrants (24% female, 76% male, of whom 16% were children) were assisted to return from 125 host countries (destination or transit) to 150 countries of origin. The majority were assisted to return from the Niger (21%), Germany (14%) and Libya (9%) to Guinea (10%), Mali (9%) and Ethiopia (8%). In 2021, the European Economic Area continued to be the main host region for beneficiaries of assisted voluntary return, hosting of 34 per cent of the returnees. Similar to 2020, West and Central Africa was the main region of origin (44%).

#### Assisted voluntary return activities



56. Migrants in situations of vulnerability continued to represent a significant portion of the total caseload of migrants assisted to return in 2021 (9%). Through voluntary humanitarian return, a total of 6,376 vulnerable migrants<sup>4</sup> located in Libya and Yemen were supported in their return to their countries of origin, mainly Bangladesh, Ethiopia, Mali and the Niger. This is a considerable increase

<sup>4</sup> The concept of vulnerability can be understood to mean that some people are more susceptible to harm, relative to others, as a result of exposure to some form of risk. IOM uses the definition of vulnerable migrants set out in the Principles and Guidelines on the human rights protection of migrants in vulnerable situations: vulnerable migrants are migrants who are unable effectively to enjoy their human rights, are at increased risk of violations and abuse and who, accordingly, are entitled to call on a duty bearer’s heightened duty of care. For more information, please refer to the *IOM Handbook on Protection and Assistance to Migrants Vulnerable to Violence, Exploitation and Abuse*.



compared with 2020, when voluntary humanitarian returns enabled 4,038<sup>5</sup> vulnerable migrants to return to their countries of origin. Moreover, IOM arranged the movement of 186 stranded migrants – of which 49 were stranded due to COVID-19-related mobility restrictions – through the Humanitarian Assistance to Stranded Migrants fund.

57. In 2021, IOM continued to play a key role in supporting cross-border preparedness and response, in line with International Health Regulations (2005) and IOM's Health, Border and Mobility Management Framework. The Framework articulates IOM's strategic role and objectives in the prevention, detection and response to communicable diseases in the context of widespread and multi-directional human mobility. It provides an action framework for IOM to undertake activities related to health, border and mobility management, and serves as a reference for IOM Member States and partners to understand the Organization's role and contributions in this area of work.

58. IOM has provided pre-migration health activities since 1951, through its Global Migration Health Assessment Programme. Although activities were severely impacted by the COVID-19 pandemic in 2020, most of IOM's 69 migration health assessment centres resumed operations at full capacity in 2021, with a suite of infection prevention and control measures in place. These centres provided more than 480,000 migration health assessments for refugees and migrants as part of the immigration process – the highest amount in the Programme's history. Several centres explored options to provide vaccinations against COVID-19 to its beneficiaries. The IOM Migration Health Assessment Centre in Kenya successfully secured vaccines from the Government of Kenya for this purpose, and other centres in the region are pursuing similar collaborations. Beyond COVID-19 vaccines, the migration health assessment centres administered approximately 200,000 vaccine doses against more than 20 vaccine-preventable diseases to refugees and migrants under the Programme.

### **Safe migration**

59. IOM continued to expand its work on protecting the rights of migrant workers during 2021. In April, IOM, together with the ILO and the Institute for Human Rights and Business, co-hosted the Global Forum for Responsible Recruitment, attended by more than 1,600 stakeholders representing governments, the private sector, civil society, the labour movement and academia, among others. Also in cooperation with the ILO, IOM published a global report on *Promoting fair and ethical recruitment in a digital world: Lessons and policy options*. The report surveys innovative State-facilitated digital technology platforms from four different contexts, with a focus on the Employment Permit System of the Republic of Korea, Musaned from Saudi Arabia, eMigrate from India and the European Network of Employment Services.

60. During the year, the IRIS secretariat led efforts to enhance stakeholder capacity in ethical recruitment and migrant worker protection, including through the launch of training modules for governments, including parliamentarians, inspectors, law enforcement agencies, consular officials, and labour attachés. The IRIS secretariat also expanded its training for labour recruiters, worked in partnership with the Sustainable Hospitality Alliance to roll out training for global hotel and tourism brands, and conducted extensive outreach across civil society, including with labour movements, migrants' rights organizations, diaspora groups and faith-based communities, to strengthen coordination and capacity with a view to promoting ethical recruitment. The latter has set the stage for new programmatic interventions in partnership with civil society to enhance migrants' voices and empowerment across migration corridors and global supply chains.

61. In 2021, strengthening partnerships with the private sector to facilitate labour mobility as part of broader workforce and talent management strategies continued to be a priority area for IOM, building upon operational partnerships with a number of private sector and other stakeholders in the

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<sup>5</sup> Following further verification of beneficiary data, the previously reported figure of 4,041 has been revised.

areas of the protection of migrants' and ethical recruitment. For instance, in line with the global memorandum of understanding signed between IOM and the H&M Group in late 2019, IOM engaged with key stakeholders in the supply chain to increase awareness and capacity among H&M suppliers in key sourcing regions, including Asia, East Africa and Europe. Training courses were provided, focusing on the improvement of recruitment practices and migrant worker protection, aligned with the IRIS Standard. A total of 300 facilities in H&M's supply chain were reached through such cooperation.

#### **Box 5. Ethical recruitment and corporate social responsibility**

IOM continues to partner with Apple on their Responsible Labor Recruitment Toolkit and rolled out training on the Toolkit to all Apple manufacturing suppliers operating in high-risk migration corridors in Asia, as well as to logistics and janitorial suppliers operating globally, to help them improve their recruitment due diligence. In 2021, this work was expanded to more than 39 additional supplier facilities in 10 countries, reaching nearly 77,000 workers globally, with 66 per cent of those working on Apple production lines.

In 2021, under the auspices of the IOM Corporate Responsibility in Eliminating Slavery and Trafficking (CREST) initiative, practical tools and research studies were launched to address forced labour and promote the ethical recruitment and responsible employment of migrant workers in Asia. The open-source tools developed for the private sector include the *Operational Guidelines for Businesses on Remediation of Migrant-worker Grievances*, and the *eMin app*, to enhance transparency in the recruitment and employment conditions of migrant workers. To date, IOM's work with private sector partners under CREST is estimated to have, directly and indirectly, had a positive impact on over 200,000 migrant workers employed across supply chains in Asia.

62. In 2021, IOM continued efforts to enhance access to legal identity, regular pathways, family reunification and readmission support. Legal identity was a key cross-divisional focus and saw the finalization of the Institutional Strategy on Legal Identity. IOM also actively engaged in the United Nations Legal Identity Agenda Taskforce throughout the year and, as part of these activities, jointly published guidelines with UNDP entitled *Free Movement Zones: Guide for Issuance and Border Management*. In line with the IOM's Policy on the Full Spectrum of Return, Readmission and Reintegration, IOM strengthened capacity-building mechanisms for the provision of readmission support through regional initiatives centered on rights-based approaches to migration management. Under the European Readmission Capacity Building Facility (EURCAP), IOM provided readmission capacity development support in Azerbaijan, Bangladesh, the Gambia, Pakistan and Sri Lanka. In addition, IOM launched a new regional readmission capacity development programme for the Western Balkans.

63. As part of its support for the German Family Assistance Programme, IOM was requested to facilitate the visa application process and biometric enrolment of former national employees of German organizations in Afghanistan through its service centre in Kabul. While initial plans for in-person assistance were disrupted due to the operational challenges in Kabul, the project was adjusted to maintain remote assistance options from back-up offices in Berlin and Istanbul. Between the start of operations in August 2021 and the end of the year, IOM assisted over 400 families.

64. IOM is continuing to explore alternatives to immigration detention. In Bosnia and Herzegovina, IOM supported the establishment of open reception centres for irregular migrants and also provided life-saving assistance, including shelter, food and gender-sensitive non-food items. The IOM Office in Greece established accommodation schemes for unaccompanied minors as an alternative to

protective custody, while the IOM Office in Kosovo<sup>6</sup> supported the authorities in opening a reception centre for irregular migrants in transit. The IOM Office in Libya supported a community-based host family programme as an alternative to detention for vulnerable migrants and in Mauritania, IOM developed standard operating procedures for the assistance of disembarked migrants, promoting alternatives to detention, placement in child friendly centres for unaccompanied minors, voluntary return, and alternative shelter for vulnerable migrants, such as women, children, migrants with health conditions and victims of trafficking.

65. In 2021, IOM expanded its work to mainstream human rights into its global programming. For example, a project in South Sudan prioritized the mainstreaming of gender and human rights considerations in to its activities, which aimed to support peace, security and stability in northern regions of the country through strengthened border management capacities and inclusive community engagement. Another example is in Jordan, where IOM reinforced border management and security practices at points of entry in Aqaba Governorate, with the integration of IOM's rights-based approach throughout the project cycle. In the Dominican Republic, IOM supported the establishment of a border zone development strategy that integrates migration issues and supported the seven provinces that border Haiti to mainstream migration into their development planning. The launch of the training package on Mainstreaming Gender in IOM Border Management Programmes has helped to standardize and strengthen IOM's institutional capacity to mainstream gender analysis and address stereotypes and unconscious bias in border management programmes.

66. Providing reintegration support to migrants returning to their country of origin is an essential component of IOM's approach to return migration, both for returns facilitated by IOM and for returns operated by other stakeholders.<sup>7</sup> In 2021, IOM's Policy on the Full Spectrum of Return, Readmission and Reintegration was published. The Policy is based on protection principles and a human rights-oriented approach and contains a series of guiding principles designed to steer all of IOM's work across the spectrum of return, readmission and reintegration. Through its integrated approach to reintegration, operationalized in its Reintegration Handbook, IOM promotes sustainable reintegration through a multidimensional approach. This approach considers the economic, social, and psychosocial elements of reintegration across the individual, community and structural levels and contains standardized measurement tools for each dimension.

67. In 2021, more than 122 IOM offices were involved in reintegration-related activities, either prior to return in the host country, or upon arrival in the country of origin. In total, 113,333 reintegration services were provided to returnees either before departure (25%) or after arrival (75%). Services, which include reintegration counselling (36%), economic (41%), social (9%) or psychosocial (8%) assistance or other types of assistance (6%), were provided at the individual (88%), collective (11%) and community (1%) levels, with 86 per cent of services being provided by IOM and 14 per cent through referrals. In 2021, 95 per cent of returns were organized by IOM, while the remaining 5 per cent of returns (3% considered as forced and 2% as voluntary) were organized by other actors, such as governments or NGOs.

68. In terms of capacity-building on reintegration, IOM provided a training of trainers course on IOM's integrated approach to reintegration to the Government of Bangladesh. In addition, the IOM Office in Burkina Faso provided extensive training on protection and assistance to migrants in transit, including assisted voluntary return and reintegration, to strengthen the skills of State actors involved in the management of the Bassinko transit centre in Ouagadougou.

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<sup>6</sup> References to Kosovo shall be understood in the context of United Nations Security Council resolution 1244 (1999).

<sup>7</sup> IOM strongly believes that voluntary return should be promoted over forced return, as it gives migrants a choice and allows them to prepare for their return, thus positively impacting their reintegration. However, IOM also assists migrants forcibly returned by governments, for whom reintegration assistance is equally necessary to rebuild a life once back in their countries of origin.

69. Significant progress has been made in the field of bilateral cooperation on labour migration through the development of global guidance for States on drafting, negotiation, implementation, monitoring and evaluation of bilateral labour migration agreements, which was finalized within the framework of the United Nations Network on Migration Thematic Working Group 4, co-led by IOM and the ILO. At the regional level, IOM strengthened its knowledge and evidence base on inter-State cooperation and governance on labour migration. Under its Western Hemisphere Program, IOM conducted a study on *Mechanisms for Labour Migration in the Caribbean* that provides governments, the private sector and other key decision makers with practical information and policy recommendations on gaps and challenges of existing labour migration channels as well as on identified good practices and processes. In Southern Africa, IOM completed a study on *Bilateral Labour Migration Arrangements in Two SADC Corridors*, building upon the Organization's regional work on labour migration governance and contributing further to the understanding of existing gaps and needs in terms of enhanced regional cooperation

70. Within the area of skills mobility, IOM made progress on the development of a structured approach to skills mobility cooperation and governance that consolidates the nexus between skills, education, training and migration. IOM reinforced its partnerships with key entities involved in skills-based migration, including the European Training Foundation and the Center for Global Development, and continued to support links between migration policies and skills development, training, recognition and transfer. In 2021, the Global Skills Partnership on Migration organized a technical workshop on skills passports and logbooks. At the regional level, IOM has engaged in the AU/ILO/IOM/UNECA Joint Programme on Labour Migration Governance for Development and Integration in Africa, the Regional Ministerial Forum on Migration for East and Horn of Africa, the Colombo Process and the new United Nations Joint Programme on Governance of Labour Migration in South and South-East Asia (GOALS), implemented in coordination with the ILO and UN-Women.

71. IOM participated in building the capacity of partner countries in labour migration governance, for instance through the project entitled Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa (THAMM), which is implemented in partnership with the ILO, the German Agency for International Cooperation and the Belgian Development Agency. IOM also supported specific labour migration corridors, such as between selected North African countries (Egypt, Morocco and Tunisia) and Germany and Belgium for the THAMM programme; between Costa Rica and Panama to facilitate temporary employment on coffee plantations in Costa Rica; and through other ongoing projects, such as the project entitled Poverty Reduction through Safe Migration, Skills Development and Enhanced Job Placement in Cambodia, the Lao People's Democratic Republic, Myanmar and Thailand (PROMISE), which is now in its second phase, covering the period 2021–2025.

72. Through the IOM Global Assistance Fund, an emergency funding mechanism that offers sustainable, personalized immediate protection and comprehensive direct assistance to vulnerable migrants across the world, IOM assisted 69 migrants of 10 different nationalities in 2021. Among the beneficiaries were victims of trafficking and labour exploitation and abuse, unaccompanied migrant children and victims of gender-based violence. In June 2021, IOM, in partnership with USA for IOM and GlobalGiving, launched a campaign and a unique website to enhance visibility and highlight the work done by the Fund to protect and assist migrants in situations of vulnerability over the last 21 years.

73. In 2021, IOM provided considerable capacity-building support and training on counter-trafficking to national governments and civil society, and supported the development of related national policies and legislation. In collaboration with INTERPOL in the framework of Operación Turquesa III, IOM organized four training courses for law enforcement officers from 30 countries in the Americas on counter-trafficking and countering the smuggling of migrants. The IOM Office in the Plurinational State of Bolivia supported the formulation of a new five-year national policy against trafficking in persons, which references important components of the national information system on

trafficking and determines the mechanisms for the collection, processing, use and transfer of data. The Regional Office in Brussels supported civil society institutions and front-line professionals to better address the challenges posed by trafficking in persons. This included providing training for NGOs and other stakeholders, including trade unions, cultural mediators and law enforcement, and providing technical support for the development of counter-trafficking legislation and policies. For example, IOM took part in the Council of Europe Drafting Committee on trafficking for the purpose of labour exploitation, and submitted recommendations linked to the Renewed European Union Action Plan Against Migrant Smuggling (2021–2025).

74. IOM is also working with the ILO and UNODC to develop a global measurement framework for estimating the prevalence of trafficking for forced labour, including standardized tools, methodology, and guidance, to enable Member States and other stakeholders to generate comparable and consistent data. This work is initially focused on the fishing industry, and will be expanded in due course. The Organization also collaborated with the ILO on the From Research to Action project to identify priority research areas to advance global and national efforts to address human trafficking, forced labour and child labour, with a focus at the national level on Chile, Malawi, Nepal, Paraguay and Uganda. Through strategic partnerships with Alliance 8.7, the United States Department of Labor and many other stakeholders, the initiative supports the building of resilience by stewarding the research agenda and strengthening capacity for migration governance, in support of objectives 6, 7, 17, and 23 of the Global Compact. In January 2021, a consultation workshop brought together 40 experts, including funding partners, researchers and policy actors, to identify research-to-policy needs based on two evidence gap maps, a global survey and key informant interviews.

75. IOM also published a number of research papers in collaboration with a range of United Nations and academic partners, including *“See Migration Like Water” – An Analysis of Flow Monitoring Survey Data on Migration Flows in and through West and Central Africa*, a joint report that examines the challenges along migration routes within and through West and Central Africa, using anonymous DTM data; and an article in the journal of Migration and Health entitled *Human trafficking and violence: Findings from the largest global dataset of trafficking survivors*, which describes documented cases of violence among persons identified as victims of trafficking, examines associated factors throughout the trafficking cycle and explores the prevalence of abuse in different labour sectors.

#### **Box 6. Protection from sexual exploitation and abuse and sexual harassment**

Protection from sexual exploitation and abuse and sexual harassment (PSEAH) is of particular importance for IOM, especially given the profound impact the Organization has on the life and well-being of millions of people. Protecting beneficiaries from sexual exploitation and abuse, and personnel from sexual harassment, is paramount.

Following the appointment of the Senior Coordinator for the Prevention of Sexual Exploitation and Abuse and Sexual Harassment in late 2020, IOM has expanded its team in both Geneva and New York. IOM’s PSEA Task Force, consisting of representatives from all relevant entities, was reinvigorated and its scope expanded to include sexual harassment. IOM developed and launched its institutional approach to PSEAH, guided by a five-pillar strategy focusing on: leadership and organizational culture; institutional accountability and transparency; capacity development and behaviour change; high-quality and accessible victim assistance; and partnership and coordination.

To ensure that key PSEAH messages continue to be reinforced at regular intervals to all IOM personnel and partners globally, IOM developed and launched six innovative training micro-modules and videos, on topics such as demystifying power relations and understanding how survivors can be impacted by sexual trauma. Additionally, as part of its PSEAH capacity-building and communication efforts in 2021,

IOM delivered 236 webinars, reaching over 150 missions globally and training a total 7,261 personnel: 5,258 IOM staff (52% of which were women and 48% of which were men); and 2,003 third-party contracted staff, consultants and interns. Sixty IOM offices also provided training and delivered key PSEA messages to 1,785 implementing partners and NGO personnel, 951 government officials and 748 staff of service providers.

IOM also provided inter-agency support to strengthen PSEA networks and United Nations country team and humanitarian country team collective action on PSEA in 48 countries and for two regional responses. Moreover, IOM led two global PSEA Coordinator training courses, training a pool of 51 existing and future inter-agency PSEA Coordinators. Eighty-six IOM country offices are members of a country-level inter-agency PSEA network, with the IOM Offices in Egypt, Greece, Guatemala, Rwanda, the Syrian Arab Republic and Tunisia serving as co-chairs of those networks. In addition, IOM funds the inter-agency PSEA Coordinator positions in Colombia, Somalia, Sri Lanka and Yemen. The IOM Office in the Gambia intensified its PSEA-related efforts in 2021 through the formation of a PSEA taskforce, comprising one PSEA focal point, three alternates and six national staff as volunteers representing six different units, to mainstream PSEA into the Office's work. Moreover, a PSEA reporting and feedback mechanism has been incorporated into the Office's AAP mechanism.

76. In 2021, IOM continued to engage closely with partners on the integration of health into multisectoral migration governance, including through the United Nations Network on Migration. Furthermore, IOM sought to bring strategic global health partners into IOM's main governing bodies discussions, including WHO, The Lancet and the Gavi Alliance. On the sidelines of COP26, IOM, WHO and The Lancet organized policy dialogues on the challenges and possible solutions to address the linkages between climate change, health and migration. These events called for continued intersectoral action by national governments, WHO, IOM and other stakeholders to move out of the traditional silos that separate the goals in the global health and climate change agendas.

77. IOM's migration health-related projects continued alongside its response to COVID-19, addressing diseases such as tuberculosis, HIV/AIDS, malaria and Ebola virus disease. IOM also worked on outbreak preparedness and response activities; health-care service provision at primary/secondary levels (including referrals); nutrition; mental health and psychosocial support services; risk communication and community engagement; immunizations; sexual and reproductive health; and non-communicable diseases. Overall, IOM had dedicated health operations across both development and humanitarian contexts in at least 67 countries.

78. The Organization's malaria programming, which covered development and emergency settings, provided 2,569,730 long-lasting insecticidal nets and directly reached 6,019,660 people with malaria education and prevention activities through outreach campaigns and door-to-door initiatives. Tuberculosis screenings were performed for 1,188,808 persons, and IOM also facilitated other tuberculosis-related services, including referral and treatment. Moreover, 678,754 persons were reached through HIV prevention programmes across 23 development and humanitarian contexts.

79. IOM supported vaccination activities for hard-to-reach mobile populations, IDPs and refugees and host communities through routine immunization mechanisms and in response to outbreaks of vaccine-preventable diseases, administering over 2 million vaccination doses against a range of diseases. IOM's primary health-care and migration health centres undertook targeted outreach and risk communication and community engagement activities, and ensured effective vaccine management through training and ensuring cold chain capacity, vaccine distribution and storage and quality data management.



### **Box 7. Vaccination advocacy**

Through policy efforts, advocacy and strategic partnerships at all levels, IOM has been a key partner in advancing the migration health objectives of the Global Compact for Safe, Orderly and Regular Migration, as well as the Immunization Agenda 2030 and Sustainable Development Goal 3 on achieving universal health coverage by 2030, ensuring that migrants, mobile populations and other vulnerable populations have access to equitable health services, including vaccinations.

IOM launched a survey on migrants' inclusion in national vaccination plans, and their inclusion in practice, independent of delivery strategy (i.e. routine, campaign, mobile outreach), which has provided robust details on the inclusion of migrants both in principle and in practice. In September 2021, IOM and the League of Arab States, in coordination with the Regional Task Force on COVID-19 and Migration/Mobility, organized a webinar to showcase and discuss responses in the Arab region to the COVID-19 pandemic, vaccine roll-out programmes and the inclusion of migrants, refugees and people on the move.

80. In 2021, IOM continued to work closely with the COVAX Facility, facilitating IOM's engagement in COVID-19 vaccination programmes around the world. IOM also played an active role in IASC Working Group on the Humanitarian Buffer for the allocation of vaccine doses to neglected populations. Throughout the year, IOM focused on bolstering national capacities to roll out COVID-19 vaccination campaigns, ensuring that no migrant, including the forcibly displaced, would be left behind. IOM reached approximately 1.1 million individuals through its COVID-19 vaccination programme.

81. Within COVID-19 response and recovery initiatives, IOM continued to work on the re-establishment of predictable cross-border mobility, producing an Issue Brief entitled COVID-19 Digital Health Certificates for Cross-border Mobility and Migration, which outlined the key requirements for the equitable and efficient use of digital health certificates in the context of migration and travel. Additional activities included disseminating United Nations-wide messaging and undertaking advocacy on the integration of public health measures and migration management practices, and on risk mitigation measures for trade facilitation.

82. IOM also participated in the development of global COVID-19 digital certificate frameworks, to ensure their interoperability, migrant inclusion and compliance with the international data protection and privacy standards, while also facilitating their implementation by Member States. Within this area of work, IOM has been actively involved in a number of key initiatives with other United Nations agencies, including the WHO-led initiative on the digital documentation of COVID-19 certificates and relevant working groups of the International Civil Aviation Authority. IOM also co-led the workstream on travel and trade within the United Nations Crisis Management Team on COVID-19 alongside the International Civil Aviation Authority and the International Maritime Organization.

### **Box 8. First line of defence – Global Migration Health Assessment Programme**

Instituted in 2020 in response to the COVID-19 pandemic, the First Line of Defence initiative harnessed the capacity of the Global Migration Health Assessment Programme to provide reliable and high-quality COVID-19-related health services to eligible United Nations personnel and their dependants in 20 countries across Africa, Asia, Central Europe and the Middle East. Service provision continued into 2021, encompassing laboratory testing for COVID-19 and other investigations, clinical evaluation, isolation and quarantine, remote home monitoring, referral to higher-level care and medical movement support.

IOM enhanced its capacity to provide health services under this initiative by establishing infrastructure to identify COVID-19 variants at its laboratory in Nairobi, Kenya, and accrediting over 300 clinical staff worldwide to provide health services. IOM also developed resources and training for staff, and

developed or adapted technological solutions, including a telemedicine application and systems for client feedback and data management. Over the course of 2021, more than 20,000 United Nations beneficiaries received at least one service under the programme. In addition, several sites supported the United Nations System-wide COVID-19 Vaccination Programme through the provision of staff and clinical premises, logistics and coordination support, and administration of COVID-19 vaccines. By the end of 2021, IOM had administered over 25,000 COVID-19 vaccine doses to United Nations and other humanitarian and diplomatic staff and eligible dependants.

As a sign of the successful collaboration between the United Nations and IOM, the related framework agreement between the two entities was extended at the end of 2021 and will be revised to expand the scope of services IOM provides from COVID-19-related services to broader support to United Nations system health services in locations where such services are in short supply or are of suboptimal quality.

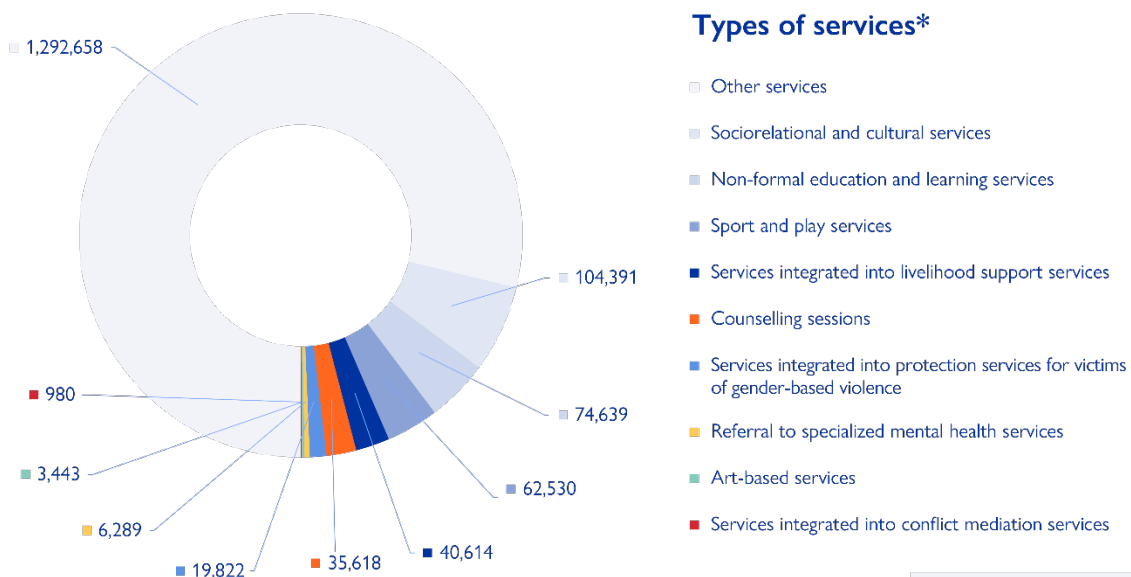
83. During the COVID-19 pandemic, to meet the growing need for mental health and psychosocial support, IOM scaled up and fundamentally adapted its operations. Throughout 2021, more than 81 country offices provided 1.6 million individuals with mental health and psychosocial support services, launching and expanding psychosocial support helplines for migrants and displaced populations all over the world, and offering counselling via telephone and virtual platforms. In addition, in 2021, IOM launched a free, self-paced, online training course for mental health and psychosocial support managers on community-based approaches, and developed guidance on mainstreaming mental health and psychosocial support across the resettlement continuum.

### Mental health and psychosocial support services provided



More than **81 offices** continued to provide mental health and psychosocial support services to beneficiaries

**1.6 million** individuals reached worldwide through tailor-made services



\* Some services may be delivered to the same individuals.

84. At the national level, IOM promoted and provided technical support for the development of national migration health policies. In Cambodia, a national policy on migrant health, which facilitates access to health services for migrant and mobile populations, was developed with the support of IOM, and was endorsed in February 2021. In Morocco, IOM supported the Government with the elaboration and launch of the National Strategic Plan on Migration and Health 2021–2025. IOM has also conducted a national dialogue with governmental counterparts from Ministry of Health and Directorate of Migration and Border Control to advocate the inclusion of migrants in public health policies and the inclusion of migrant in irregular situations in the operationalization of national COVID-19 response plans.

85. The COVID-19 pandemic highlighted the importance of focusing on migrants' rights and inclusion while mobilizing action against common threats and developing joint solutions. The societal and economic disruptions exposed the particular vulnerabilities of migrants with irregular status, and of those that are in informal employment or that are insufficiently integrated in receiving communities, increasing the risk of inequality and exclusion. At the same time, transnational communities and diasporas demonstrated their resilience and solidarity. In 2021, IOM developed key partnerships, capacity-building activities, publications and tools to further enable conditions for diasporas to engage in transnational development initiatives.

86. In collaboration with multiple sectors and levels of government and academia, IOM continued to create enabling conditions for diaspora communities to contribute to mitigating the effects of the COVID-19 crisis, co-organizing online exchanges, webinars, a competition and a course on migration governance and diaspora engagement, facilitated through the iDiaspora platform. Additionally, IOM finalized the Diaspora Mapping Toolkit, building on the Organization's extensive experience and bringing together a myriad of field experiences and practitioner perspectives. The Toolkit has been successfully piloted in Ecuador, Eswatini and Senegal.

#### **Box 9. IOM's contribution to migrant integration**

Under the [IOM Joint Global Initiative on Diversity, Inclusion and Social Cohesion \(DISC\)](#), IOM, in partnership with the Immigration Policy Lab at ETH Zurich, developed and piloted a new survey-based measurement tool, the IOM/IPL Migrant Integration Index. This tool examines the degree to which migrants have the knowledge, capacities and assets to achieve success in their new place of settlement, according to six key dimensions: psychological, navigational, economic, social, linguistic, and political. In 2021, the Index was piloted in Brazil, the Dominican Republic and Peru among migrant populations from Haiti and the Bolivarian Republic of Venezuela, with almost 10,000 migrant respondents. The tool is increasingly being used to identify longer-term integration needs in humanitarian programming. For example, the Index is being used as part of an evaluation of the impact of humanitarian cash-based assistance on the integration outcomes of migrants from the Bolivarian Republic of Venezuela in Peru – the first evaluation of its kind in IOM.

In addition to providing technical support for integration planning, IOM has also set up a city-to-city knowledge network on integration. For example, in Europe, a new regional project called [Includ-EU](#) was launched to bolster cooperation and partnerships on migrant integration between local and regional authorities from Greece, Italy, the Netherlands, Romania, Slovenia and Spain. The project implements a series of capacity-building initiatives to improve the knowledge and capacity of local authorities to facilitate the integration of third-country nationals, as well as a number of pilot projects that aim to promote equitable access to housing, health care, education and employment, and encourage active citizenship.

## Migration governance

### *IOM participation and leadership in the United Nations system*

87. IOM continued to forge strong bilateral partnerships with various international actors and was deeply involved in United Nations structures at the global, regional, and country levels. Notably, IOM continued to make progress on several commitments in line with its role as Coordinator of the United Nations Network on Migration and on implementation of the IOM Institutional Strategy on Migration and Sustainable Development and the related action plan.

88. In 2021, 81 IOM offices provided expertise to ensure that migration was taken into consideration and reflected in completed or updated common country analyses, up from 68 in 2020. Moreover, 36 IOM offices made substantial contributions to the development of, and signed, a United Nations Sustainable Development Cooperation Framework during the reporting period, while 31 IOM offices contributed to the update of an ongoing Framework. These Frameworks are implemented through the country programme instruments of the United Nations development system entities, and IOM played an active role in this regard, with 86 country offices reporting that they participated and/or was co-leading a results group under the Framework. For instance, the United Nations Sustainable Development Cooperation Framework for Côte D'Ivoire shows migration as a cross-cutting thematic priority across all development sectors. In both Bosnia and Herzegovina and Kosovo,<sup>8</sup> IOM participated in all five results groups under the Frameworks. Forty-six IOM offices have also integrated migration into the funding framework for joint United Nations resource mobilization under the Frameworks.

89. IOM also actively engaged with governments to connect good migration governance, as defined in the Global Compact for Safe, Orderly and Regular Migration, with the 2030 Agenda for Sustainable Development. Every year, in the annual follow up and review of the 2030 Agenda, countries are invited to submit a voluntary national review to the high-level political forum on sustainable development which assesses their national progress towards achieving the SDGs. In 2021, 44 countries were invited to submit such reviews, and 29 IOM offices supported governments in the preparation of their submissions. This resulted in 23 voluntary national reviews (52%) taking migration into consideration as part of its assessment of national governments' actions to achieve the SDGs, with some making reference to the Global Compact and almost all highlighting good migration governance as a core contribution to the achievement of the SDGs.

90. In addition, local and regional governments are annually invited to submit voluntary local reviews. Eleven IOM country offices reported that a local authority submitted a review, the preparation process for seven of which were supported by IOM offices, and IOM's inputs were considered in all but one case. While this represents progress at the national and local levels, more work remains to be done to ensure that IOM country offices expand their advocacy and support to national and local authorities to ensure migration is included in both types of review, as well as to support local actors and authorities to contribute to the national reviews, so that the reviews are not two distinct reporting processes, but rather seamlessly integrated.

91. During the reporting period, IOM strengthened its internal capacity to implement broader United Nations development system reforms. The Organization also took steps to improve bilateral relations with other United Nations entities, for example through enhanced partnerships and dialogue with the ILO, UNDP, UNICEF and the World Bank. To support the implementation of the Management and Accountability Framework of the United Nations Development and Resident Coordinator System, training was provided on the requirements and practical implications for IOM in its engagement with United Nations country teams and resident coordinators. IOM's workplan for the Internal Governance

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<sup>8</sup> References to Kosovo shall be understood in the context of United Nations Security Council resolution 1244 (1999).

Framework was also aligned to ensure the implementation of the efficiency-related requirements of United Nations reform and of United Nations General Assembly resolutions 72/279 and 74/297 related to the quadrennial comprehensive policy review of operational activities for development of the United Nations system.

### ***United Nations Network on Migration and the Global Compact for Safe, Orderly and Regular Migration***

92. IOM continued to serve as the United Nations Migration Network Secretariat, providing support to the Network's 39 members to implement the Network's workplan throughout 2021. The Network strengthened its work on the ground, including through the more than 50 country networks or other migration-related structures established as of 31 December 2021. These networks and structure focus on supporting Member States in their implementation of the Global Compact, are aligned with the repositioning of the United Nations development system and have been integrated into more than one third of United Nations country teams across the globe. There were also six regional networks, mostly co-chaired with another entity, which ensured coordinated, United Nations system-wide support on migration, aligned with the United Nations reform process at all levels.

93. As the Coordinator of the United Nations Network on Migration, IOM, in collaboration with key stakeholders, further strengthened its policy and operational support at Headquarters and across the regional and country offices to support Member States in the implementation, follow-up and review of the Global Compact, working to mainstream Global Compact implementation into broader national processes, including within the framework of the 2030 Agenda. Throughout the reporting period, IOM supported the establishment and continuing operations of over 50 national networks.

#### **Box 10. Preparations for the International Migration Review Forum**

The International Migration Review Forum serves as the primary intergovernmental global platform for Member States to discuss and share progress on the implementation of all aspects of the Global Compact for Safe, Orderly and Regular Migration, including as it relates to the 2030 Agenda, with the participation of all relevant stakeholders.

The United Nations Network on Migration was tasked with providing technical, substantive and administrative and preparatory support to the Forum for its first meeting in May 2022. To this end, the Network developed a road map to help Member States, United Nations entities and other stakeholders to understand and engage constructively in the process, together with a guidance note for country and regional level networks and United Nations country teams.

IOM, through the United Nations Network on Migration Secretariat, facilitated cross-learning and the coherence of this work through regular meetings and cooperation with these regional and country level networks, including regional review processes. It also supported the Global Compact Champion Countries, the number of which increased to 29, in all regions to carry out a number of plans and activities in order to galvanize engagement in the International Migration Review Forum. A pledging initiative was also launched in December 2021. The IOM regional offices supported several preparatory meetings and activities, including regional review meetings in the Africa, Arab, Asia and the Pacific and Latin American and the Caribbean regions. A number of capacity-building events and consultations with Member States and stakeholders were also organized. At the national level, 50 IOM offices supported Member States with national consultations on the Global Compact and with the preparation of national voluntary reviews for the International Migration Review Forum.

94. In 2021, IOM's regional offices supported the implementation of Global Compact. For example, the Regional Office in Cairo initiated numerous preparatory dialogues in the lead up to the Regional

Review Conference of the Global Compact for Safe, Orderly and Regular Migration in the Arab Region and the Africa Regional Review of the Implementation of the Global Compact for Safe, Orderly and Regular Migration in order to ensure a whole-of-government and whole-of-society approach. Social media campaigns were developed and carried out to raise awareness of the Global Compact and the two review processes, reaching 5,134,441 people through the campaign in the Arab region and 3,502,311 people through the Africa review campaign.

95. At the country level, IOM led the development and delivery of training for United Nations country teams on integrating migration into common country analyses and United Nations Sustainable Development Cooperation Frameworks and the training course was piloted in six countries (Armenia, Bosnia and Herzegovina, Georgia, Morocco, Thailand and Ukraine). In addition, implementation guidance for governments and stakeholders was presented to the Global Compact Champion Countries through dedicated consultations in February 2021, which informed revisions to yield a more fit-for-purpose global guidance at the end of 2021. In Indonesia, IOM supported the development of a national action plan for the implementation of the Global Compact through a series of focused group discussions with various stakeholders. In Kenya, IOM supported the National Assembly through the National Coordination Mechanism on Migration on alignment of Kenya's migration policy with the Global Compact.

96. The Migration Network Hub, a virtual meeting space where governments, stakeholders and experts can access and share migration-related information and services, was also launched during the reporting period, forming part of the capacity-building mechanism called for in the Global Compact. The aim of the Hub is to support United Nations Member States in the implementation, follow-up and review of the Global Compact by serving as a repository of existing evidence, practices and initiatives, and by facilitating access to knowledge sharing via online discussions, an expert database and demand-driven, tailor-made solutions. The Start-up Fund for Safe, Orderly and Regular Migration (Migration MPTF), another component of the capacity-building mechanism, made significant progress during the course of the year. Thanks to contributions amounting to USD 13.3 million in 2021, 6 new joint programmes were funded, bringing the total number of joint programmes under implementation to 12.

#### ***Inter-State consultation mechanisms on migration***

97. IOM Headquarters and 30 regional and country offices supported inter-State consultation mechanisms on migration, including emerging mechanisms, such as the Migration Dialogue for East African Community and the Migration Dialogue for the Indian Ocean Commission Countries, providing technical advice on various thematic areas. This support led to, inter alia, increased common understanding of migration issues among participating States; harmonization of positions; policy dialogue on an emerging issue related to migration governance; and adoption of a declaration or other documents. Ten IOM offices provided support for the implementation and review of the migration-related SDGs, namely the goals and targets on poverty eradication, decent work and reducing inequalities.

98. Thirteen IOM offices provided support on the review of the objectives and guiding principles of the Global Compact that fell within the remits of the different mechanisms. The Ninth Global Meeting of Chairs and Secretariats of Inter-State Consultation Mechanisms on Migration was held from 10 to 11 November 2021 and focused on the contribution of such mechanisms to global governance of migration through engagement in the first International Migration Review Forum planned for 2022. In preparation for the meeting, a survey was conducted on the Global Compact regional reviews and the International Migration Review Forum. Both the results of the survey and the discussions at the meeting showed a growing interest in the Forum and the Global Compact as vehicles of global migration governance, and in expanding the areas of focus of the different mechanisms to address



more Global Compact objectives. The report of the meeting and the summary of the survey will be submitted by IOM as the collective inter-State consultation mechanism input to the International Migration Review Forum.

### ***Whole-of-government approach***

99. IOM works with a wide range of partners to offer a balanced perspective on available policy options and helps communicate their impacts to all stakeholders through capacity-building and technical assistance. The Organization has vast experience in promoting policy coherence, providing capacity development and supporting the development and implementation of comprehensive and evidence-based migration policies and legislation at regional, national and local levels in line with international law. In 2021 alone, this policy experience and expertise informed over 170 migration policy and law processes at the national and local levels. As part of these efforts, 65 IOM offices (38%) carried out advocacy activities, supporting the government with the prioritization and mainstreaming of the human rights of migrants into legislation, policy and/or practice. For example, IOM supported the Government of Albania to develop new national migration legislation in line with the Global Compact and other relevant frameworks. In Mongolia, IOM collaborated with the Government and other United Nations agencies on a comprehensive evaluation of the State Policy on Population Development, complementing efforts to mainstream migration into other sectoral policies, including at the local level. In Argentina, IOM participated in an intersectoral working group that developed a solution for the two-year regularization in Argentina of children and adolescents from the Bolivarian Republic of Venezuela, and continues to support the process for a sustainable longer-term outcome.

100. IOM developed dedicated training on international standards in the area of migration, on migration mainstreaming; the collection, analysis and use of reliable data and evidence; and a wide range of thematic areas, all of which were framed within and with a view to supporting the implementation of the Global Compact, and consequently, the realization of the 2030 Agenda. For example, IOM's flagship programme on migration management, the Essentials of Migration Management 2.0 platform (EMM2.0), was launched in 2021, providing online resources and foundational training for government officials and key stakeholders dealing with migration. The platform includes guidelines that synthesize issues underpinning various core areas of migration management.

101. IOM continued to support governments at all levels, United Nations country teams and development actors to ensure migration considerations are viewed as an integral component of sustainable development efforts. In 2021, 75 IOM offices supported national governments' efforts to refine or mainstream migration into development or sectoral policy throughout the cycle of policy planning, revision and implementation, across an increasingly broad array of thematic areas, such as social protection, health, employment and the environment. Colombia adopted an approach to justice that fully respects considerations related to migration, gender and sexuality and ethnic diversity. Bosnia and Herzegovina amended its employment and recruitment legislation to mainstream migration with a specific focus on the health workforce. Finally, in the Niger, migration governance was mainstreamed into the national development plan.

#### **Box 11. Migration Governance Indicators**

Taking stock of migration-related policies, legislation and governance structures to identify gaps and areas for improvement is another important type of policy support offered by IOM. A signature IOM tool in this regard is the Migration Governance Indicators – a tool designed to help governments take stock of their migration policies and strategies, to identify good practices and shed light on areas in need of further development. In 2021, 27 national and 22 local governments conducted assessments using the Indicators, laying the groundwork for improved governance of migration in these countries and local jurisdictions.



### Migration Governance Indicator assessments



**MGI assessments  
conducted  
in 2021**

 **27** National governments

 **22** Local governments

In 2021, several countries, including Cambodia, Lesotho, Mauritius, North Macedonia and Seychelles, used Migration Governance Indicator results to strengthen their migration frameworks through the development of new policies and to integrate migration considerations into sectoral policies. The Migration Governance Indicators have also become one of the main tools used by countries to assist in the development of implementation plans to achieve their commitments under the Global Compact and to track progress in that regard. In the last year, six countries – including Cambodia, Djibouti, Iraq and the Republic of Moldova – used Migration Governance Indicator assessment results in their national Global Compact implementation plans, while ten – including Albania, Canada, Mexico and Zambia – used the results in their voluntary reviews on implementation of the Global Compact.

102. In 2021, IOM continued to pay attention to migration issues at the local and decentralized levels, through its engagement with the Mayors Mechanism, a strategic partnership which was established in 2018 to formally link local and regional governments to the State-led GFMD, alongside civil society and the private sector. IOM is a member of the Steering Committee, together with the Mayors Migration Council and United Cities and Local Governments. A key focus in 2021, which is continuing into 2022, was to improve inclusive governance of migration and foster local actors' engagement in the implementation of the Global Compact for Safe, Orderly and Regular Migration and the Global Compact on Refugees, especially in the lead up to the International Migration Review Forum in 2022 and the Global Refugee Forum in 2023. The Call to Local Action for Migrants and Refugees was launched in 2021, with the main objective of supporting local authorities to assess their progress in and showcase their contributions to implementation of both Global Compacts.

103. Beyond support to national authorities, it is also essential to empower decentralized levels of governance to implement the 2030 Agenda, including the migration-related SDGs, in ways that are responsive to their context and the realities that they face on the ground. IOM supported subnational authorities and stakeholders to leverage migration action as an accelerator for sustainable development. For instance, in Burkina Faso, IOM trained 57 state officials on the integration of migration into regional, provincial and municipal development plans. IOM supported the Ministry of the Interior in Mexico to finalize a monitoring system for the implementation of the national plan on migration policy and to assess the implementation of existing subnational laws in four states. The IOM Office in Madagascar worked with local and national authorities to mainstream well-managed internal migration into inclusive and sustainable urban development strategies. In Ecuador, IOM has contributed to the development of specific local guidance for integrating migration into the territorial development plans.

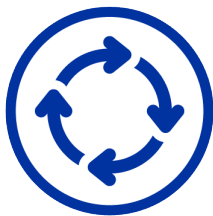
#### **Box 12. IOM Development Fund**

In 2021, a total of USD 16,015,779 (including administrative costs) was available for the IOM Development Fund. Continuing the trend of recent years, project funding requests increased in 2021, mainly as a result of the growing needs of eligible Member States for seed funding to address various migration management challenges. The Fund continues to be a vital means of advancing migration and sustainable development policies and programmes. A total of 58 projects for 67 eligible Member States

were approved in 2021 by the IOM Development Fund. There has been a steady rise in demand for projects related to migration, the environment and climate change, with 13 projects approved to provide policy guidance, strengthen the capacities of governments, enhance knowledge and develop activities in this area.

Forty-one IOM Development Fund projects were completed during 2021, in 42 different Member States, benefiting 115,468 migrants, 6,838 government personnel (primarily through capacity development), and an additional 2,004 beneficiaries, ranging from NGOs, academia and host community members. In 2021, the Fund contributed to the development of five different types of policies: a national migration policy and road map in Namibia; the Strategy and Action Plan for Integrated Border Management for the period 2019–2023 in Bosnia and Herzegovina; a migration and sustainable development Policy in Tonga; a national diaspora policy in Lesotho; and a national diaspora engagement strategy in Djibouti.

### IOM Development Fund activities



**41** IOM Development Fund projects were completed during 2021 benefiting 42 different Member States.

**115,468** migrants were impacted by these projects.

**6,838** government personnel benefited, primarily through capacity development.

**2,004** beneficiaries, ranging from NGOs, academia and host community members.

### Whole-of-society approach

104. IOM strengthened its cooperation with non-United Nations intergovernmental organizations from Headquarters and from 51 regional and country offices, including with political and economic unions, specialized organizations, multilateral development banks, parliamentary associations and others. This engagement included operational cooperation on projects with entities such as the African Union, the European Union, the Asian Development Bank, the Council of Europe Development Bank, IGAD, the East African Community, the Organisation of Eastern Caribbean States, the Pacific Islands Forum.

105. The Organization contributed to the shaping of common approaches to migration among member States of intergovernmental organizations and promoted joint advocacy on various migration governance issues by entering into regional or local agreements. IOM also participated in principal level meetings with other key players in the field of migration, such as International Commission on Missing Persons, International Federation of Red Cross and Red Crescent Societies, OECD and the International Anti-Corruption Academy, to discuss avenues for enhanced cooperation at the global level. During 2021, IOM was represented at close to 50 events organized by intergovernmental organizations.

### Engagement with civil society partners

106. In 2021, IOM offices engaged with a large number of civil society organizations, most notably with national/local and international non-governmental organizations, migrant associations and diaspora groups, the International Red Cross and Red Crescent movement, trade unions and professional associations, philanthropic foundations and funds, researchers and research institutions and the media. There has been a notable increase in the share of IOM offices engaging with civil society beyond implementing partnerships on migration governance and management, with the aim of

building capacity, promoting dialogue and consultations, raising awareness of IOM's programming and its activities and pursuing advocacy. At Headquarters, IOM organized three virtual information-sharing sessions with IOM civil society partners and relevant civil society organizations working on migration. These sessions provided a space for dialogue and consultation and the exchange of best practices and knowledge transfer on migration policy and governance. Topics in 2021 included IOM's Policy on the Full Spectrum of Return, Readmission and Reintegration; key migration data, information and trends based on the *World Migration Report 2022*; and migration, the environment and climate change post-COP26.

### ***Data and evidence***

107. IOM's priorities for, and strategic approach to, migration data are set out in the IOM Migration Data Strategy, which was finalized and presented to the membership in 2020 and is aligned with the data strategy of the Secretary-General of the United Nations. One of IOM's commitments is to serve Member States and the international community as the lead reference for data and evidence on migration, in line with the IOM Data Protection Principles. To this effect, IOM endeavours to strengthen the global evidence base on migration and to develop the capacity of Member States and other partners in terms of the production and analysis of migration data. In addition, IOM is committed to conducting and supporting analysis and research that informs migration policy and practice, while contributing to the broader understanding of migration patterns and processes.

108. In 2021, 130 IOM country offices reported that the country's government used various IOM initiatives to support availability of, access to, and analysis and responsible use of migration data and research. The most used initiatives were the Displacement Tracking Matrix, the World Migration Report and the Global Migration Data Portal. A total of 1,693 studies, research, analyses and assessments for external distribution were published by 126 offices. The majority were published digitally to enable wider access. Thirty-nine IOM country offices supported governments in finalizing policies and legal frameworks that contained clear references to migration data.

109. Forty-eight IOM country offices supported governments in finalizing data plans or data governance frameworks relevant to migration, 40 of which were linked to a national government policy or framework. Moreover, 41 IOM offices reported the inclusion of a migration component in other national statistical/data plans, including those related to the SDGs. For example, the IOM Office in Chad and the national institute for statistics (INSEED) signed a cooperation agreement to strengthen national migration data governance, which includes support for improved migration data collection and governance, as well as capacity-building for national stakeholders on migration and mobility tracking.

110. Ninety-two IOM offices participated in national and/or regional migration data-related processes and initiatives. IOM supported the improvement of the collection and use of migration data in many ways. For example, in Georgia, IOM supported the Government in the development of the Unified Migration Analytical System, an interministerial repository of migration-related data. Moreover, IOM partnered with the Statistical Institute of Belize to analyse migration data from the 2010 national census and sponsored a migration module in the annual labour force survey. In Djibouti, IOM supported the creation of a migration unit within the National Institute of Statistics, while in El Salvador the Organization supported the development of a migration module for the yearly national household survey.

111. IOM's Global Migration Data Analysis Centre continued to improve migration data at the global level. Highlights from 2021 include leading the efforts of the United Nations Network on Migration and partners to develop and launch the Migration Network Hub, which combines the knowledge platform and connection hub called for in the Global Compact; launching the first-ever Africa Migration Data

Network, in partnership with the African Union; and holding a major event of the Big Data for Migration Alliance. In 2021, the Centre published a guide on data disaggregation by migratory status, thus launching a new capacity-building programme on this topic to help countries use data to leave no migrant behind. It also continued to strengthen existing initiatives, including the Global Migration Data Portal, which received 80,000 to 100,000 visits each month; expanded several capacity-building activities, including in collaboration with the African Union; and released several high-level publications, including a refresh of its flagship Global Migration Indicators report.

112. At the global level, IOM published the *Internal Displacement Data Strategy 2021–2025: Strengthening Capacity and Leadership in Internal Displacement Data* – an extension of IOM's Migration Data Strategy – that outlines a high-level course of action over the next five years for IOM to further enhance internal displacement data globally.

113. The DTM gathers and analyses data to disseminate critical multi-layered information on the mobility, vulnerabilities and needs of displaced and mobile populations to enable decision makers and responders to provide these populations with better, context-specific assistance. IOM's DTM operations have a wide reach globally, employing over 600 technical experts and almost 7,000 fields enumerators, and collecting information through over 300,000 key informants. In 2021, the DTM supported evidence-based programming through its data collection and analysis, publishing 2,444 reports, datasets, and mapping products, which received nearly 1.5 million downloads. With a continued focus on the mobility dimensions of the COVID-19 pandemic, in 2021, IOM monitored 6,740 points (5,533 point of entry and 1,207 key locations of internal mobility) across 190 countries territories or areas.

114. Through the DTM, information on population mobility has been collected, analysed, and disseminated for 85 countries around the globe. DTM activities track and monitor displacement driven by both natural disasters and conflict through the expansive network of flow monitoring points. Currently, various types of migration flows are tracked in 70 out of 85 missions with active DTM operations, and the network consists of over 769 flow monitoring points established in various locations of high mobility flows.

115. The DTM continued to produce the COVID-19 Mobility Impacts reports as a central source of data to inform COVID-19 responses at all levels. This resource, which contains information about global travel restrictions, points of entry, locations/areas of interest and impacts on migrants and internal displacement, responded to an unprecedented need for global-scale data collection and coordination. In addition, IOM produced a report in collaboration with the Migration Policy Institute, which was the first comprehensive analysis of data tracking the surge in travel restrictions, border closures and health-related travel requirements imposed by national authorities since 2020. The report underscores the reshaping of border management and human mobility and its lasting ramifications since the beginning of the COVID-19 pandemic.

116. IOM continues to provide technical support and practical guidance on advancing evidence-informed approaches to migration health. In 2021, IOM supported collaborative research projects on migration health with Member States, academia and other United Nations agencies at the national, regional and global levels. Examples of these studies include the analysis of the vaccination status of United Kingdom-bound refugees; the development of migration health country profile tools in Algeria, Egypt, Libya, Morocco, Tunisia, the Sudan and Yemen; and systematic reviews focusing on the impact of COVID-19 among refugees, asylum seekers and IDPs globally.

117. IOM continued to be a knowledge provider, and developed, together with governments, country profiles on migration, the environment and climate change in Burkina Faso, Chad, Guinea, Guinea-Bissau, Kazakhstan, Peru, the Philippines, Somalia, Uganda and the United Republic of Tanzania, as well as regional profiles for the IGAD region, the Eastern Caribbean, South Asia and West

Africa. IOM also provided new thematic knowledge on the links between migration, the environment and climate change and planned relocation, children and youth, and COVID-19.

118. In September 2021, IOM released the first ever [synthetic data set](#) and accompanying interactive dashboard on individual victims of trafficking, in partnership with Microsoft. The data set, which is also the largest data set of individual survivors, represents all victims of trafficking identified by IOM and major counter-trafficking organizations around the world. Published through IOM's [Counter Trafficking Data Collaborative](#), it shows data from over 156,000 victims of trafficking across 189 countries and territories. It is the largest collection of primary human trafficking case data ever made available to the public, with strong privacy guarantees in place that preserve the anonymity and safety of victims and survivors. By making highly sensitive data publicly accessible for the first time and using them to produce new research to understand drivers, vulnerabilities and trends, the initiative makes a substantial contribution to strengthening resilience. In 2021, two new data contributors were added to the Counter Trafficking Data Collaborative, bringing the total number to five. In addition, new content and new language features were added to the website, which averaged 6000 unique users per month.

119. In partnership with UNODC, IOM developed international classification standards, as well as a manual providing guidance on collecting, managing and using administrative data on trafficking in persons to inform policy and programming, which will be published in due course. The standard and related guidance are primarily targeted at central agencies tasked with sourcing administrative data at the national level, but are useful to most stakeholders dealing with data on trafficking in persons. IOM piloted two training courses on the new standards and guidelines, with one course targeting government agencies and the other for front-line civil society protection actors. For the pilot phase of the course for government agencies, IOM provided two foundational training courses for African Union Member State representatives, training more than 130 government officials from 40 African countries on the new standards and guidance. For front-line civil society actors, IOM, in collaboration with Liberty Shared and the Freedom Collaborative, trained 30 representatives from 19 different front-line agencies on the new Human Trafficking Case Data Standard and other tools and guidance for front-line agencies.

### **Box 13. World Migration Report**

IOM has an obligation to demystify the complexity and diversity of human mobility and an ongoing duty to uphold fundamental rights and support migrants most in need. Migration research is described in the IOM Constitution as an integral part of the Organization's functions. IOM remained committed throughout 2021 to supporting Member States as they drew on data, research and analysis to formulate policy and review processes. The World Migration Report series – IOM's biennial flagship report since 2000 – is a prime component of this important area of work, with its latest edition, [World Migration Report 2022](#), launched at the 112th Session of the IOM Council in December 2021.

In order to meet the needs of the growing World Migration Report readership, 2021 saw the realization of several strategies designed to further enhance the access and global visibility of the Report, including translation of the Report into all six United Nations languages, and translation of specific sections into the official languages of some developing countries (e.g. Portuguese, Swahili). Furthermore, IOM has ensured a strong digital presence, so users are better able to access the World Migration Report and its content through an online interactive platform, and developed toolkits for World Migration Report educators and fact-checkers. Following extensive media outreach, IOM achieved a 290 per cent increase in uptake of the latest edition of the Report by the media compared with the 2020 edition, with media reporting on the Report in over 20 languages (including English, Farsi, German, Hindi, Indonesian, Italian, Japanese, Korean, Malay, Spanish, Turkish and Ukrainian). The Report also won gold in the International Annual Report Design Awards and recognition in the 2021 iNOVA Awards for Excellence in Corporate Websites.

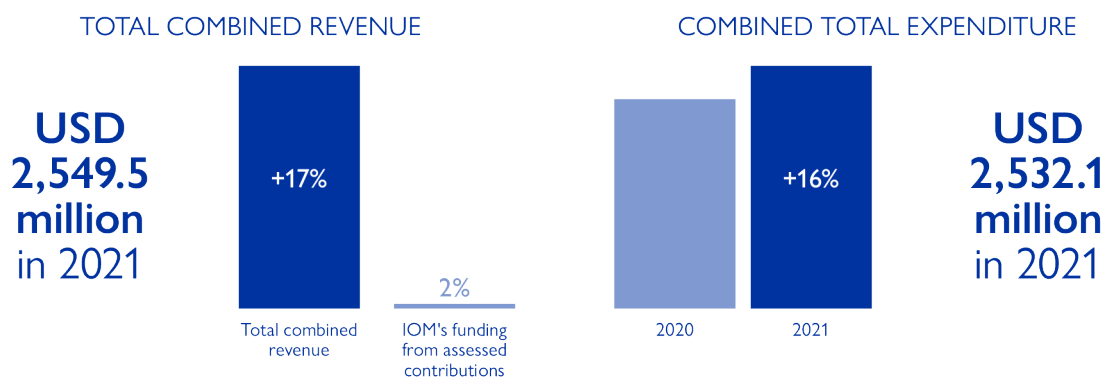
## INSTITUTIONAL DEVELOPMENT AND ORGANIZATIONAL EFFECTIVENESS

120. In 2021, IOM further strengthened itself as an institution, in line with the ambitions of the IOM Strategic Vision 2019–2023 and the accompanying Internal Governance Framework. Within the framework of their regional strategies, the nine regional offices continued to perform a consolidated role in overseeing, planning and coordinating IOM functions and supporting country offices during the full project cycle within their respective regions, especially in areas of policy support and guidance, donor liaison and communications, and capacity-building support.

121. To continuously improve itself, the Organization needs to demonstrate high levels of internal performance and gains in internal efficiencies that will be sustained for years to come. This section highlights selected elements of institutional development in 2021, while demonstrating how IOM is strengthening its organizational effectiveness and investing in a modern and fit-for-purpose internal governance system to meet the demands of the future.

122. The total combined revenue of the Organization, comprising assessed contributions, voluntary contributions and other income, increased by 17 per cent compared with 2020 and reached USD 2,549.5 million in 2021. The assessed contributions from Member States continued to represent a small proportion of IOM’s funding structure, accounting for less than 2 per cent of consolidated revenue for 2021. The annual financial results for 2021 showed a 16 per cent increase in the combined total expenditure compared with 2020, with the total expenses reaching USD 2,532.1 million, meeting the Organization’s annual budget target.

### Total revenue and expenditure for 2021



123. Throughout 2021, IOM continued to engage with donors to increase predictable, multi-year unearmarked contributions, so as to allow IOM to implement critical strategic and institutional initiatives. At the end of the reporting period, a total of USD 38.8 million in voluntary unearmarked contributions had been received from 15 donors (Austria, Belgium, Cyprus, Denmark, France, Ireland, Lithuania, Netherlands, Norway, Portugal, Republic of Korea, Sweden, Switzerland, United Kingdom, United States of America). This flexible funding has been instrumental for the implementation of important reforms under the Internal Governance Framework and strategic initiatives outlined in the Strategic Vision. In an effort to increase the level of unearmarked funding, IOM is looking into ways to take a more results-oriented approach to the management of unearmarked contributions in line with overall strategic results and organizational effectiveness frameworks. This approach will enable IOM to allocate unearmarked contributions more strategically.

124. In 2021, one new Member State joined the Organization (Russian Federation); total membership therefore increased to 174 Member States. By the end of 2021, there were a total



of 163 IOM observers: 8 observer States, 33 organs and organizations of the United Nations, 45 intergovernmental organizations and 77 other organizations.

### **Policy capacity and knowledge management**

125. The Strategic Vision highlights IOM's policy role and underlines the importance of building the Organization's policy capacity as a driver for success. Indeed, IOM's efforts to support governments with migration policy are closely linked to its own policy capacity, making the latter a vital catalyst for the Organization's contribution towards the realization of the 2030 Agenda for Sustainable Development and implementation of the Global Compact for Safe, Orderly and Regular Migration. Policy engagement to help governments reach shared goals and develop workable approaches is an important part of IOM's mission, as both the leading United Nations organization for migration, and the Coordinator and Secretariat of the United Nations Network on Migration.

126. Over the past year, IOM has continued to enhance and consolidate its policy capacity and ability to leverage it in support of governments and partners, notably through the roll-out to over 300 staff of a training course on leveraging global frameworks through policy and programming, as well as additional development of the Policy Exchange and Learning on Migration (POEM) platform. IOM also commenced work to further enhance its migration law database, which provides access to the major instruments of international law that must be respected in migration policy development.

127. The Migration Policy Repository is a space for IOM to share and access information on migration policy work at the national, regional and global levels. At the end of 2021, it hosted 460 policy documents on a wide range of cross-cutting migration issues, including human trafficking, environmental migration, sustainable development and gender. Each month, the Repository was accessed by approximately 100 staff members seeking to learn about the Organization's migration policy work and develop policy support for governments and other stakeholders.

128. In November 2021, IOM established the Migration Research Partners Panel, an information resource to support migration research initiatives globally. The Panel is available internally within IOM and comprises a verified list of migration researchers and institutions – mainly universities, research institutes and think tanks – categorized by thematic and geographical expertise.

129. The European Union–IOM Knowledge Management Hub organized several public events in 2021 via its [Return and Reintegration Platform](#), including presentations on specific reintegration tools and knowledge products. Two thematic events were also held, providing return and reintegration experts, practitioners and policymakers with space to examine specific topics. One of the key features of the Platform is its community of more than 940 registered members from around the globe, from both within and outside IOM, which enables the facilitation of peer-to-peer discussions and knowledge-sharing in countries of origin, transit and destination.

130. The [Migration Health Research Portal](#) serves as a global repository of IOM's scientific reports, publications and projects related to migration and health and received more than 83,000 page views in 2021. It also serves as an open-source platform for connecting researchers, policymakers, civil society and other partners to advance migration health research initiatives with a view to improving evidence-based policy and practice. Regular audio podcasts and bulletins exploring the latest scientific research on migration and health, as well as thematic databases such as the Migration Health Evidence Portal for COVID-19, and the Migration Health and Development Research Initiative, are all housed within the portal.



#### Box 14. Innovation

IOM actively uses innovative technology to support migrants in the field. Successful examples include [MigApp](#), an application developed by IOM to help migrants by providing a “one-stop shop” for relevant and up-to-date information, and [iDiaspora](#), a global engagement and knowledge exchange hub for diaspora communities and those looking to engage with them. Both tools provide comprehensive information to help users make well-informed decisions. IOM has also developed and deployed the Assistance Tracking System, a new distribution and beneficiary information management platform that allows IOM to plan, track and report on the distribution of cash and in-kind humanitarian assistance.

In addition, with the support of Innovation Norway, IOM’s E-waste Project has explored ways to respond to the problem of solar product disposal in displacement settings by repairing, reusing and recycling these products. The project not only encourages manufacturers to produce more repairable and recyclable products, but also creates jobs, supports livelihoods and provides business opportunities for refugees and host communities, while informing policies and practices related to sustainable humanitarian procurement.

In the area of health, IOM and Nexleaf Analytics have collaborated to install ColdTrace devices in refugee health clinics run by IOM and its partners, which provide assistance to migrants and refugees in over 30 countries across Africa, Europe, Asia and the Middle East. In the event of a power outage or temperature fluctuation, which are frequent occurrences in these clinics, ColdTrace sends an SMS alert to IOM focal points, activating the relevant response protocols that help avoid vaccine wastage and enable preventive action such as repair or replacement. Where internet connectivity exists, data are sent to cloud-based servers for analysis, which aids strategic decision-making on issues such as whether to invest in different types of refrigerator, use mobile clinics for distribution or seek support from local ministries of health.

#### Media and communications

131. In 2021, IOM launched its new [Publications Platform](#), which replaces the online bookstore, in order to provide increased functionality for users. During the year, an additional 377 IOM publications were made freely available online, the majority in the three official languages of IOM, but also in other official United Nations languages and other languages. At the end of 2021, the Publications Platform contained 2,736 electronic publications in a total of 38 languages.

132. Social media in all its forms has played a central role in supporting achievement of the Strategic Vision, shaping public awareness of the IOM brand, and of the Organization’s activities. In 2021, the total number of followers of IOM’s global social media accounts increased by 13 per cent, reaching to 3.3 million people (up from 3 million in 2020) across eight global channels, resulting in 85.2 million page views. The number of followers of accounts managed by regional and country offices remained approximately 2 million. The Geneva Engage Awards for social media outreach and online engagement ranked IOM third among all Geneva-based international organizations.

133. IOM’s global website, the digital gateway to the Organization, underwent – together with more than 100 regional office, country office and project websites – a significant transformation in 2021, including a systematic review of the global site, and the redesign and migration of the sites to a more intuitive, user-friendly and secure platform, informed by best practices within the United Nations system. Training was provided to introduce more than 300 staff in 87 offices to the new platform and to create a web editors support group to provide continuous support and ensure new quality standards are maintained. The global website received a record number of visits in 2021 (15.9 million, compared

with 2.4 million in 2020), including close to 525,000 views of news and statements, a 400 per cent increase compared with the previous year.

134. In terms of information campaigns, in 2021, IOM continued to provide technical support, including content and website management, to the global It Takes a Community campaign, an initiative of the GFMD Ad Hoc Working Group on Public Narratives on Migration launched in Dec 2020. The IOM Office in Ireland coordinated internal editorial oversight and review of the content developed for the Global Migration Media Academy.

135. IOM's new brand guidelines were updated and disseminated in three languages to Headquarters' departments, the regional offices, country offices, and the administrative centres. Six global webinars in three languages were held, reaching more than 150 staff responsible for ensuring compliance with the global guidelines. By the third quarter of 2021, the new guidelines had been downloaded more than 12,000 times.

### **Results-based management**

136. Guided by the existing and emerging responsibilities outlined in its Strategic Vision, in 2021, IOM developed the Strategic Results Framework. The Framework breaks down what IOM intends to achieve through programmatic outcomes and outputs, and how this can be accomplished. As a performance and accountability framework, it will also make it possible to measure and demonstrate the progress made in response to the needs of migrants, displaced persons and their communities, as well as the support provided to national governments as they implement the 2030 Agenda and the Global Compact.

137. To increase IOM managers' understanding of strategic planning and results-based management and to help them to recognize the applicability of these topics in their daily work, IOM continued the delivery of a global training course on strategic thinking and management, which was developed in collaboration with Harvard Business Publishing. The course helped participants deepen their understanding of key concepts, such as strategic thinking and planning, change management, decision-making and process improvement. In 2021, 225 staff members were trained, with the course having a clear positive impact on strategic thinking and operations, as demonstrated by the positive feedback regarding its relevance to strategy development and managerial training.

### **Monitoring and evaluation**

138. A strong monitoring and evaluation culture within the Organization requires a dedicated commitment to capacity-building for these functions, to maintain accountability and to streamline reporting to donors. These are core elements of the Office of the Inspector General's current [monitoring and evaluation strategy](#), covering the period 2021–2023, which was developed under the Internal Governance Framework.

139. In 2021, a total of 264 staff members from 73 IOM missions completed the e-learning course on monitoring and evaluation. Results from the post-completion evaluation show that 93 per cent of respondents agreed that they were applying knowledge and skills attained from the training, while 92 per cent said that the expertise gained from the course had enhanced their performance and 91 per cent agreed that they were already seeing positive results from the training. In addition, 27 members of staff completed the IOM internal evaluator course, while corporate guidance notes were developed for evaluation managers and evaluators to support the evaluation activities of IOM offices worldwide.

140. The IOM Evaluation and Monitoring Portal was launched in 2021 and has seen steady growth in membership. Between October and December, 10 webinars and 22 microlearning sessions were attended by 890 staff members worldwide. Among the participants in the webinars, 54 per cent of those who responded to the evaluation survey described the content as very relevant for their work, while 62 per cent rated the overall webinar as very good. Similar results were obtained for the microlearning sessions, with 55 per cent of survey respondents rating the content as very relevant for their work and 71 per cent rating the overall session as very good.

141. In 2021, the United Nations Evaluation Group and the OECD/DAC Evaluation Network conducted a peer review of the IOM evaluation function to examine the quality management of evaluations. This review proposed improvements to be implemented by the Organization in line with the recommendations of the meta-evaluation of IOM evaluations published in 2020 and the report published by the Multilateral Organisation Performance Assessment Network (MOPAN) in 2019. Two feasibility studies were also conducted in 2021: one on establishing a quality management mechanism, performed with the assistance of an external company, and another on setting up a system to follow up on recommendations and reinforce the use of evaluations at IOM in line with the peer review and MOPAN report recommendations.

142. Over the reporting period, a total of 32 decentralized evaluations and 4 centralized evaluations were completed. In addition, three United Nations system-wide evaluations were performed: an evaluation synthesis of work towards Sustainable Development Goal 6 on water, sanitation and hygiene; a meta-synthesis of evaluations to support implementation of the United Nations Youth Strategy; and an evidence summary on COVID-19 and food security. All evaluations and evaluation briefs are available in the [IOM Evaluation Repository](#), which was made accessible to external users in 2020.

## **Risk management**

143. IOM regional and country offices vary significantly in size and set-up, with differing levels of financial and human resource constraints, and often face challenges in adapting and implementing universal guidance on risk management. The Risk Management Unit conducted three detailed risk assessments in 2021, covering one country office with a high risk profile and two critical departments at Headquarters. This work involved interviewing stakeholders and undertaking field visits to key operation locations, followed by the identification of relevant risks and mitigating actions for response by the respective offices and departments.

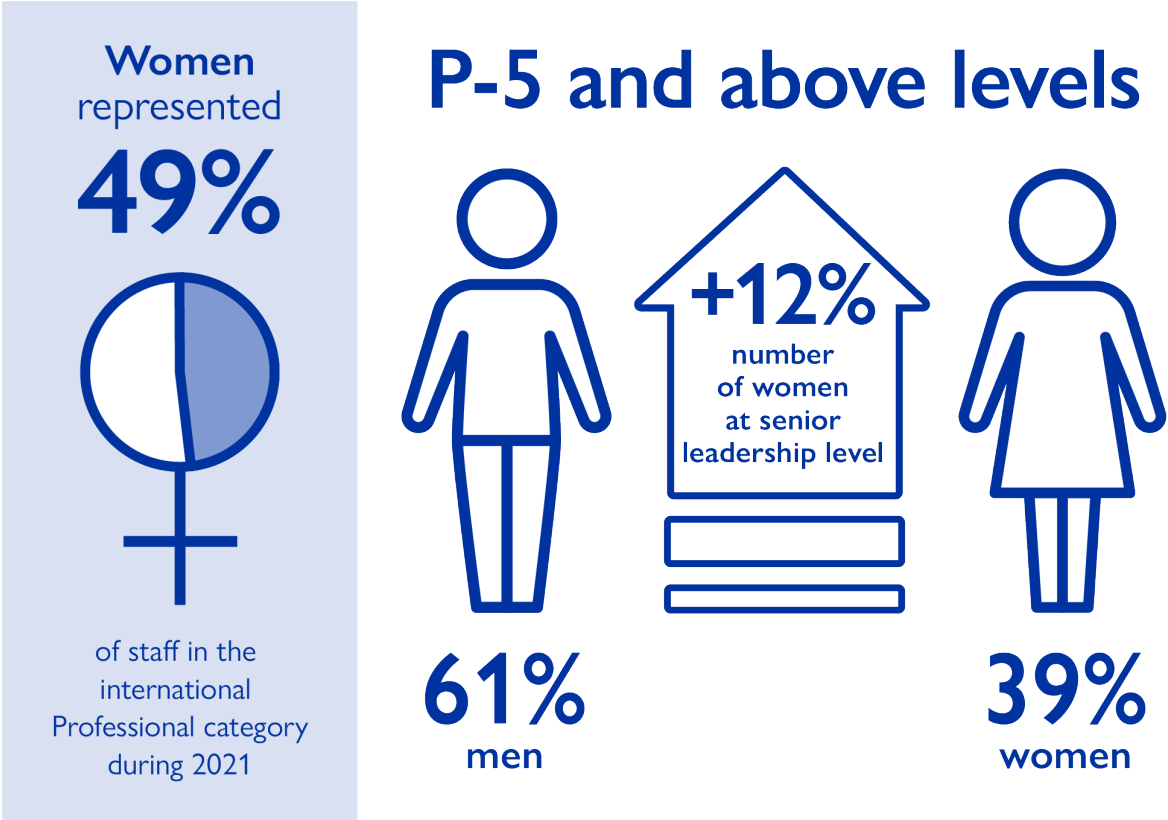
144. In 2021, 174 offices reported the active management of project risks, with 26 country offices completing a full country-level risk assessment during the year and a further 13 offices applying their risk assessment from the previous reporting period. A significant achievement in 2021 was work undertaken with stakeholders in the field to complete the design of the risk management framework, which will guide the Business Transformation in this area. The new enterprise resource planning system for IOM will also include a risk management module that will use an integrated approach to transform how risk management information is collected and analysed. In addition, updates were made to the United Nations system-wide Policy on the Organizational Resilience Management System, which will guide IOM in its efforts to prevent and mitigate the impacts of emergencies on the Organization's people, assets and business by aligning and harmonizing its efforts with the wider United Nations system.

**Human resources**

***Human resources management***

145. At the end of 2021, the total number of staff was 17,761, representing an increase of nearly 10 per cent compared with the end of 2020. Women accounted for 47 per cent of that number. Of this total, 1,162 women and 1,194 men belonged to the international Professional category, and 7,102 women and 8,303 men belonged to the General Service category. In the international Professional category, 590 staff operated in hardship locations (i.e. categories D and E), representing 25 per cent of the total international Professional staff. Core staff accounted for 5 per cent of the total headcount of 17,761. There were 190 members of staff working at the P-5, D-1 and D-2 levels, 39 per cent of whom were women and 61 per cent men.

**Snapshot of gender balance within the Organization**



***Staff capacity, skills, and training***

146. A total of 13,836 staff (approximately 78%) undertook at least one training course in 2021, of which 49 per cent were women and 51 per cent were men. Regarding their location, 97 per cent of staff trained were based in the field, with the remaining 3 per cent at Headquarters.

147. In total, 423 self-paced online courses were recorded in I-Learn, IOM’s learning management system, including thematic, programmatic and cross-cutting courses, as well as behavioural and interpersonal courses. Of these courses, 159 were developed by IOM and 264 were from service providers and other United Nations agencies. Licences for 308 courses were also purchased from external service providers to expand the content of the learning management system.

148. Among its capacity-building efforts, IOM organized a total of 30 sessions for staff on protection, child protection, protection mainstreaming and disability inclusion. This included webinars conducted as part of the Global Protection Cluster Retreat. The Organization also facilitated training sessions for country missions, which reached a total of 1,200 participants – an increase of 40 per cent from 2020. In addition, the annual global protection retreat was held online with internal and external facilitators, including Global Protection Cluster and Protection Standby Capacity Project facilitators, to discuss burning issues and foster the exchange of good practices. This was attended by 86 participants from 38 country missions.

149. Assessment centres were held for Chief of Mission and Resource Management Officer roles. A total of 45 candidates were assessed, of which 33 successfully completed the programme. The last round of the Pathways Pool initiative attracted the interest of nearly 1,000 applicants, just over one third of whom were nationals of OECD/DAC countries. These numbers are encouraging and reflect IOM's efforts to identify qualified and diverse candidates to fill critical Chief of Mission and Resources Management Officer roles worldwide.

### ***Staff welfare***

150. The mandate of the Staff Welfare Office evolved over the past year, as it shifted from a provider of emergency psychosocial support during the COVID-19 pandemic to a collaborative global team pursuing a proactive mental health strategy, expanding to become a team of 17 staff counsellors speaking 21 different languages. With the pandemic continuing to affect both staff and programmes, there is a demand for more support and the greater involvement of staff counsellors in implementing policies and initiatives to tackle well-being issues. The Staff Welfare Office delivered 3,609 individual counselling sessions in 2021 and offered 313 webinars in English, French, Portuguese, Russian and Spanish, covering topics such as overcoming feelings of being overwhelmed, psychological considerations for returning to the office, managing boundaries, coping with grief, increasing emotional intelligence, working from home during the pandemic, mindfulness and goal-setting.

### ***Consistent conditions for staff***

151. Conditions of service should be consistent for all staff, who should receive fair and equal treatment regardless of their location. IOM has been rolling out the Unified Staff Rules in all countries of operation for staff in the General Service category, which includes National Officers. By the end of 2021, 79 per cent of General Service staff and National Officers were covered by the Unified Staff Rules.

152. In 2021, a new Global Staff Association Committee was elected, including a new Chairperson. Five new National Staff Associations were created, bringing the total number to 61, while the number of Global Staff Association members stood at around 12,500 at the end of the year. The new Committee has strengthened meaningful staff representation within IOM by setting up subcommittees focused on three thematic priorities: strengthening globally inclusive multilingualism; strengthening IOM internal justice; and IOM staff contracts, benefits and entitlements, which will also address precarious contracts within IOM.

### ***Diversity and inclusion and staff representation***

153. During the reporting period, 177 nationalities were represented in the Organization's global workforce. This figure includes 143 nationalities represented at the international Professional level and 98 nationalities at the senior level (P-4 level and above). Progress continued to be made in geographical diversity at the international level. IOM staff from countries in the global South (countries that are not OECD/DAC members) represented 82 per cent of the total IOM workforce. Furthermore, 77 per cent of Member States were represented among international Professional staff, a slight increase from the

previous year. The Organization constantly liaises with the permanent missions and governments of non-represented Member States to ensure that their qualified professionals have the possibility to apply to and be hired by IOM.

### **Staff security**

154. During 2021, the Organization maintained a large worldwide presence to ensure the best possible care and security for its staff, with a network of 41 Regional and Country Field Security Officers. It also delivered specialized and mandatory training to 1,259 personnel, including humanitarian personnel from IOM and other United Nations organizations, and security professionals from IOM and other UNSMS organizations. IOM took the opportunity to strengthen its governance and quality control mechanism with the standardization of the IOM-delivered UNSMS security training courses, such as the Safe and Secure Approaches in Field Environments (SSAFE) course. IOM remains the only UNSMS organization with a SSAFE curriculum that is 100 per cent compliant with the updated UNSMS SSAFE standards and regulations.

#### **Box 15. Ombudsperson**

The role of the Office of the Ombudsperson is to address any type of issue related to work at IOM, such as conditions of employment, the administration of benefits or managerial practices.

In 2021, the Office received 437 staff seeking assistance. Of the cases reported, 92 per cent were closed, with 48 per cent of cases resolved, 14 per cent requiring no further action and 10 per cent referred to another appropriate entity. During the year, the Office produced four periodic reports and one annual report. This involved analysing anonymous data and identifying systemic issues, including the need to enhance both supervisory and peer relationships, strengthen ownership of job security and career progression matters and boost the leadership capacity of managers. Recommendations were made to address these issues.

The Office continued the expansion of its network of respectful workplace focal points by training an additional 32 focal points. This training was successfully delivered using only internal capacity and took place in a new interactive, virtual format adapted to the changes in working practices brought about by the COVID-19 pandemic. The additional focal points increase global network coverage to 100 locations and expand local access to the informal conflict resolution process to more than 4,785 staff in the field. The Office's role complements the internal justice system and its integrated conflict management approach enables personnel to turn threats into opportunities and address issues in a timely manner.

In 2021, the Office also launched the Team Collaboration Programme in partnership with the Staff Development and Learning Unit, completed the second phase of its Diversity and Inclusion Initiative and introduced the Dignity Initiative, which provides tools to identify elements of dignity in the workplace. In addition, it produced a conflict resolution toolbox with videos, worksheets and other materials to help personnel deal with abrasive behaviour, prepare for difficult conversations, lead during a crisis and build team resilience. Thanks to these resources, more than 6,000 staff have received information and training on conflict management skills.

### **Transparency and accountability**

155. IOM maintains its commitment to transparency and accountability in both its programmatic work and its internal organizational effectiveness. As a member of IATI since March 2017, IOM began publishing its organizational and activity data in the IATI registry in February 2018, meeting its obligations as an IATI member. Since June 2020, IOM has increased its publication frequency and is



now a monthly publisher. The number of projects reported in IATI rose to 2,859 and IOM's score at the end of 2021 was 93 on the IATI dashboard. This score has increased from 34.7 in 2018, giving donors more confidence in their investment and ultimately improving the outlook for IOM's business development. Participation in the Initiative has also enabled IOM to harmonize processes and data to meet multiple reporting requirements.

156. During 2021, 9,053 agreements/contracts were handled by the Department of Legal Affairs worldwide, of which approximately 1,090 were donor/funding agreements. The Organization's contract life cycle software – CAFÉ (contract automation, filing and execution) – was tested by eight country offices. CAFÉ allows offices to fast-track the contracting process with tailor-made agreements and automated coordination functions; the country offices involved in the pilot were able to process 1,077 contracts, 86 per cent of which were processed automatically without requiring further review.

157. During the year, 1,086 projects were activated in PRIMA with a total budget value of over USD 2.1 billion. A further 1,253 projects were endorsed or approved for submission, while 488 projects were closed.

### Internal Governance Framework

158. Huge strides have been made in the application of the Internal Governance Framework, notably in strengthening the functions and structures of the Organization, which has contributed to implementation of the Strategic Vision. The successful completion of this work, including the achievement of the five overarching objectives of the Framework, will ensure that IOM can deliver value for money while continuing to meet its duty of care towards personnel, with the ultimate aim of better serving migrants.

159. By the end of the year, 38 out of the 73 work items in the Internal Governance Framework workplan had been completed,<sup>9</sup> despite the challenges associated with the COVID-19 pandemic. These efforts included the digitization and automation of business processes, which has reduced cycle times and increased the Organization's efficiency and responsiveness, as well as the implementation of risk-based controls. Accountability was further enhanced through the comprehensive review and strengthening of the IOM internal justice system, while PRIMA underwent developments that helped strengthen knowledge management across the programme landscape and facilitate the replication of best practices to increase the impact of future projects. Progress was also made with efforts to generate operational efficiencies and improve consistency as part of the Business Transformation. In addition, IOM supported the efficiency agenda of the United Nations Secretary-General and other United Nations reform initiatives in accordance with the Internal Governance Framework principle of United Nations harmonization.

#### Box 16. Examples of IOM efficiency initiatives

- **Financial Coordination Platform (FinCoorP):** A digital communication and knowledge management platform that enhances knowledge-sharing through a "one-stop shop" that provides concise central financial operations and a knowledge base. It also makes it possible to leverage synergies and increase the efficiency, transparency and compliance of financial control processes; improve the responsiveness and sustainability of processes that involve extensive coordination between country offices, regional offices and central units; and enhance control functions in the second line of defence and the monitoring of central financial services functions. As of the end of 2021, about 142,000 requests had been processed via FinCoorP.

<sup>9</sup> The Fifth update on the application of the Internal Governance Framework (document S/29/INF/1) provides an update on the progress made by the Administration in this regard, including funding needs.



- **Robotic process automation for high-volume manual Treasury Division processes:** The selected robotic process automation software went live in mid-2021, making the processing of global payments faster and more secure, and reducing the risk of human error or fraud by eliminating manual processing.
- **Online purchase requisition app:** IOM has introduced an application that enhances the purchase requisition workflow to improve procurement efficiency and compliance, notably by eliminating manual, paper-based processes. The tool also helps mitigate the risk of financial losses and delays in project implementation. Since its introduction, IOM field offices have reported faster turnaround times, with 45 per cent of requisitions being approved on the day of submission.
- **Human resources manual:** The digital human resources handbook portal was finalized and launched in February 2021. With 11,000 page views per week, it is already being used by a large number of staff, who are able to access up-to-date human resources policy information and documents in a single location. A survey to assess the efficiency gains of this new tool received a positive response from the overwhelming majority of users, who reported that they had saved hours of time when searching for policies, guidance or documents.
- **Electronic document management system (eFiling):** One of IOM's first robotic process automation projects was the eFiling electronic document management system, which enables the mass upload of procurement and accounting documents. Once the documents have been uploaded to PRISM, they are linked to their respective transactions and stored in SharePoint. It is then possible to directly search for them and process them via SAP-based applications. This system, which was launched in 2021, has reduced the average processing and upload time for procurement and accounting documentation by two minutes per transaction for a total of 235,000 transactions annually.

## Standards of conduct

160. IOM continued to demonstrate its commitment to the highest standards of ethics and conduct. Over the reporting period, 1,352 employees declared cases of potential conflict of interest (e.g. outside activities, gifts, close relatives), thereby ensuring that the Organization was able to address potential conflicts of interest in a timely manner.

161. By the end of the year, approximately 11,387 staff had completed the mandatory e-learning course on ethics and conduct entitled The Values We Share. The course, launched in 2017, includes topics such as IOM values, conflicts of interest, the organizational reporting system and retaliation. In addition, 3,944 staff received facilitated (live or webinar) training during the year, in English, French and Spanish.

162. During the reporting period, the number of allegations of misconduct reported via the We are all in system continued to increase, which indicates the success of the platform in reducing barriers to reporting, including by making it possible to submit a report anonymously. The platform strengthens IOM's internal justice system on several fronts by ensuring that cases of misconduct can be reported safely and easily in the official languages of IOM, not only by staff, but also by communities and beneficiaries receiving IOM assistance, as well as by external stakeholders such as implementing partners or other United Nations agencies.

### Box 17. Environmental sustainability

In 2021, IOM established a dedicated Environmental Sustainability Unit, which reports directly to the Deputy Director General for Management and Reform. Following the adoption of the Strategy for Sustainability Management in the United Nations System 2020–2030 and the finalization of the Quadrennial Comprehensive Policy Review Monitoring Framework, 2021–2024, IOM designed its own strategic framework and targets. These are detailed in the Environmental Sustainability Work Programme (2021–2025), which was approved by Deputy Director General for Management and Reform in December 2021. In addition, IOM’s environmental performance data related to facilities and operations for the years 2018, 2019 and 2020 are available on the United Nations Environment Programme website [Greening the Blue](#).

During the reporting period, relevant aspects of the [United Nations Sustainable Procurement Indicators](#) were integrated into the draft revised procurement policy and procurement manual, which are scheduled to be released in the fourth quarter of 2022. Furthermore, following the update of IOM’s vendor management system, vendors are now required to provide information on their commitment to environmental sustainability, notably through the vendor information sheet, which will help IOM improve reporting on sustainable procurement.

IOM also worked with partners from the humanitarian sector to draft and launch an [energy module](#) that forms part of the multisectoral location assessments. The purpose of the tool is to assess and identify the energy needs of communities in order to inform humanitarian actors about those energy needs and reduce the associated environmental pressures. The module is available online and has been rolled out to IOM missions in Mozambique, the Niger, Nigeria and South Sudan. Following the pilot phase, the IOM Office in Mozambique has incorporated the energy indicators into its regular DTM needs assessments. Energy considerations are now presented as a separate sector in the multisectoral location assessment reports on the situations in [northern Mozambique](#) and [central Mozambique](#), providing the evidence required to address energy-related needs.

### Data protection

163. Data protection continued to be a key priority in 2021, ensuring that the Organization is equipped to act in an increasingly information- and technology-led programmatic environment that is intrinsically linked with the processing of personal data, in line with the IOM Data Protection Principles. To this end, approximately 1,630 IOM personnel were trained on data protection through either face-to-face or remote sessions, and an additional 1,030 IOM personnel were reached through specific webinars on the occasion of Data Protection Day in January 2021. Personal data mapping is also being updated by IOM offices around the world.

### Privileges and immunities

164. Privileges and immunities ensure that the Organization and its staff have operational independence. By the end of 2021, 102 of the 185 Member States, observer States and places where IOM has activities granted IOM full privileges and immunities, i.e. privileges and immunities meeting the criteria contained in Council Resolution No. 1266 of 26 November 2013 on improving the privileges and immunities granted to the Organization by States. One hundred are Member States and two are observer States. This means that 83 Member States, observer States and places where IOM has activities do not grant IOM full privileges and immunities meeting the criteria contained in Resolution No. 1266. Of those, 57 Member States, observer States and places where IOM has activities grant IOM partial privileges and immunities, and 27 grant no privileges or immunities. Efforts continued to negotiate better privileges and immunities for the Organization worldwide in accordance with Council Resolution No. 1266.



## Annex I

### Statistics relating to IOM staff

**Table 1. Number of men and women at the international Professional level (2017–2021)**

	2017	2018	2019	2020	2021
Men	788	928	1 061	1 119	1 194
Women	679	841	945	1 066	1 162
<b>Total</b>	<b>1 467</b>	<b>1 769</b>	<b>2 006</b>	<b>2 185</b>	<b>2 356</b>
Percentage of women	46%	48%	47%	49%	49%

**Table 2. Increase/decrease in the number of women at the international professional level between 2019 and 2021, by grade**

2021	Ungraded	P-1	P-2	P-3	P-4	P-5	D-1–D-2
Men	180	33	341	327	197	73	43
Women	233	15	350	318	172	51	23
<b>Total in 2021</b>	<b>413</b>	<b>48</b>	<b>691</b>	<b>645</b>	<b>369</b>	<b>124</b>	<b>66</b>
Percentage of women in 2019	52%	31%	50%	47%	41%	41%	34%
Percentage of women in 2020	55%	37%	49%	50%	45%	44%	30%
Percentage of women in 2021	56%	31%	51%	49%	47%	41%	35%
<b>Change in percentage of women between 2019 and 2021 (percentage points)</b>	<b>+4</b>	<b>-</b>	<b>+1</b>	<b>+2</b>	<b>+6</b>	<b>-</b>	<b>+1</b>

**Table 3. Number of men and women in the P-5 and higher category (2017–2021)**

	2017	2018	2019	2020	2021
Men	88	91	98	103	116
Women	47	54	61	66	74
<b>Total</b>	<b>135</b>	<b>145</b>	<b>159</b>	<b>169</b>	<b>190</b>
Percentage of women	35%	37%	38%	39%	39%
<b>Change in percentage of women (percentage points)</b>	<b>+4</b>	<b>+2</b>	<b>+1</b>	<b>+1</b>	<b>-</b>

**Table 4. Increase/decrease in the number of international and national staff in 2021 and previous years**

Category	1995	2005	2017	2018	2019	2020	2021
International Professional	222	667	1 467	1 769	2 006	2 185	2 356
General Service and National Officers	1 434	4 730	9 511	10 904	12 805	14 069	15 405
<b>Total</b>	<b>1 656</b>	<b>5 397</b>	<b>10 978</b>	<b>12 673</b>	<b>14 811</b>	<b>16 254</b>	<b>17 761</b>
Percentage of international Professional	13%	14%	13%	14%	14%	13%	13%



**Annex II**  
**General Service staff worldwide by nationality, grade and sex**

Country of nationality: Member States	Category/Grade															Total	Sex	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	NO-A	NO-B	NO-C	NO-D	UG		F	M
Afghanistan					11	37	27	15	2		8	1			142	243	52	191
Albania	1			1		10	7	4	3						8	34	20	14
Algeria	1			3	2	8	19	5							12	50	22	28
Angola						1	1								1	3	2	1
Antigua and Barbuda																0		
Argentina						6	11	8	3		6	6	1	1	15	57	42	15
Armenia				1	1	6	1	3	1			1			3	17	9	8
Australia					1	6	17	5	2						3	34	20	14
Austria					4	10	2	10	1			1			2	30	20	10
Azerbaijan					1	8	3	4	3						10	29	15	14
Bahamas								2					1		1	4	3	1
Bangladesh	8			31	95	73	79	61	6		51	12	1		164	581	149	432
Belarus				1	2	4	4	4	1		1				6	23	18	5
Belgium					7	12	11	5	2		2	2			4	45	29	16
Belize					1	1		1			4				1	8	5	3
Benin						2	3								11	16	8	8
Bolivia (Plurinational State of)						1		1			1	1			15	19	11	8
Bosnia and Herzegovina				1	4	38	13	15	6		4	4			204	289	127	162
Botswana							1								1	2	2	
Brazil						1	2	1					1		129	134	86	48
Bulgaria				1		3	15	3	1			2		1	6	32	19	13
Burkina Faso				11		27	14	8	1		4	1			11	77	21	56
Burundi				15	24	45	38	8	2		6				37	175	60	115
Cabo Verde							1	1							1	3	3	
Cambodia				1	3	6	7	5	1		4	3			7	37	23	14
Cameroon				9	1	30	18	8	2		11	5			7	91	35	56
Canada							5	2	2			1	1	1	6	18	14	4
Central African Republic				20	1	13	14	3			3				8	62	8	54
Chad	2			7	6	34	16	13			1				94	173	54	119
Chile	1			1		5	4	2	1						34	48	32	16
China					1	1	4	2	1					1	4	14	9	5
Colombia	5			26	62	116	50	48	57		40	18	9	1	40	472	304	168
Comoros							3					1			2	6	3	3
Congo											1					1		1
Cook Islands																0		
Costa Rica				3	8	18	13	8	5		11	3			39	108	67	41
Côte d'Ivoire				7	7	30	2	8			1				21	76	32	44
Croatia					2	3	5		1		1				3	15	8	7
Cuba						1	2									3	1	2
Cyprus					2	1	1	1	1						6	13	9	4

Country of nationality: Member States	Category/Grade															Total	Sex	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	NO-A	NO-B	NO-C	NO-D	UG		F	M
Czechia					1	3	4	1							2	<b>11</b>	6	5
Democratic Republic of the Congo				14	6	27	15	10	4		2				72	<b>150</b>	34	116
Denmark						1		1								<b>2</b>	2	
Djibouti	2			6	1	8	13	5			2	1			26	<b>64</b>	23	41
Dominica							2		2						1	<b>5</b>	5	
Dominican Republic				2	8	3	1	2	1		1				8	<b>26</b>	17	9
Ecuador				1	4	20	13	7	3		4	1			38	<b>91</b>	56	35
Egypt				4	12	22	43	17	5		21	4			34	<b>162</b>	76	86
El Salvador	2			2		40	65	27	9		10	5			33	<b>193</b>	121	72
Eritrea					4	1									13	<b>18</b>	10	8
Estonia					1	2										<b>3</b>	3	
Eswatini					1	1									1	<b>3</b>	2	1
Ethiopia	16			34	50	99	144	48	12		45	7	1		510	<b>966</b>	310	656
Fiji							1	2	1							<b>4</b>	4	
Finland					5	12	5	3							1	<b>26</b>	21	5
France				1		6	11	13	3		1				22	<b>57</b>	44	13
Gabon															1	<b>1</b>	1	
Gambia	1			5	1	19	15	7	4		8				14	<b>74</b>	27	47
Georgia					2	15	9	5	2		2	5			11	<b>51</b>	39	12
Germany					24	32	18	22	1		2	4			13	<b>116</b>	80	36
Ghana	2			5	6	13	22	7	3		2	3			12	<b>75</b>	31	44
Greece					2	5	6	2	4		3				1030	<b>1 052</b>	608	444
Grenada																<b>0</b>		
Guatemala	2			3		18	23	7	2		10	1			19	<b>85</b>	50	35
Guinea	2			9	2	7	28	11			21				89	<b>169</b>	45	124
Guinea-Bissau							1	1	1		1				1	<b>5</b>	2	3
Guyana					4	2	4	1			3	2	1		3	<b>20</b>	13	7
Haiti	11			24	14	17	16	10	1		3	2			45	<b>143</b>	45	98
Holy See																<b>0</b>		
Honduras	1			6		21	20	10	2		4	1	1		5	<b>71</b>	39	32
Hungary					4		3	1			1	1			1	<b>11</b>	9	2
Iceland																<b>0</b>		
India				1	1	1	3	4			1	1	1		8	<b>21</b>	10	11
Iran (Islamic Republic of)					2	4	2	1			1	1			53	<b>64</b>	20	44
Ireland					2	1	2				2				1	<b>8</b>	5	3
Israel															2	<b>2</b>	1	1
Italy				2	6	26	9	10	2	1	3	5	1		93	<b>158</b>	105	53
Jamaica							1	2				2			2	<b>7</b>	7	
Japan					1	2	1				1		1		2	<b>8</b>	7	1
Jordan				9	6	112	75	32	15		8	8	1		78	<b>344</b>	176	168
Kazakhstan				1		5	2	4	2		4	3			7	<b>28</b>	22	6
Kenya	5			19	16	58	83	30	9		23	11	5		65	<b>324</b>	169	155



Country of nationality: Member States	Category/Grade															Total	Sex	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	NO-A	NO-B	NO-C	NO-D	UG		F	M
Kiribati																0		
Kyrgyzstan				2	1	3	3	2	3					1		15	9	6
Lao People's Democratic Republic					1	3		1			2	1			5	13	7	6
Latvia									1				1			2	1	1
Lesotho						2	2	2				1			1	8	4	4
Liberia				2		3	2		1		1				7	16	5	11
Libya	2			6	2	24	24	8	1		5	6			42	120	21	99
Lithuania							4	6	1		5	1	1		3	21	15	6
Luxembourg															1	1	1	
Madagascar					1	1	3	2			2				3	12	8	4
Malawi				2	1	2	6	2			5				3	21	10	11
Maldives						1	1				1				1	4	2	2
Mali	1			8	7	26	16	13	1		8		1		56	137	34	103
Malta																0		
Marshall Islands						1	1	4			1				5	12	6	6
Mauritania				7	2	9	15	8			1	1			5	48	15	33
Mauritius				1		5		1	1		1				1	10	4	6
Mexico				6	4	35	36	14	2		6	2			114	219	140	79
Micronesia (Federated States of)					1	1	3	3	1		2				4	15	5	10
Mongolia						11		4			3				6	24	20	4
Montenegro					1						2				5	8	7	1
Morocco	2			2	4	21	25	5	8		5	5	1		43	121	64	57
Mozambique	1			6	16	34	31	7	1		14	3	1		171	285	104	181
Myanmar				6	15	33	25	2	6		16	3	1		120	227	119	108
Namibia															3	3	3	
Nauru																0		
Nepal	12			6	2	18	18	7	6		7	3	2		16	97	41	56
Netherlands				1	1	5	43	4	1		1	5	1		7	69	45	24
New Zealand							1									1	1	
Nicaragua	1					3	3		1		2	1			6	17	13	4
Niger				27	29	67	41	26	3		11				35	239	66	173
Nigeria	18			20	28	131	70	33	13		23	2	2		97	437	170	267
North Macedonia	1				2	13	3		3		1	2			17	42	25	17
Norway						3		4	1							8	4	4
Pakistan	15			10	30	22	32	5	4		8	5	2		72	205	54	151
Palau															2	2	1	1
Panama				1	2	12	12	17			4	6			18	72	35	37
Papua New Guinea				5	2	3	7	4	1		2	1			11	36	14	22
Paraguay								1	1			1	1		8	12	10	2
Peru	1			5	12	24	11	8			2				39	102	57	45
Philippines	7			9	21	106	140	98	38		45	27	9	1	102	603	370	233
Poland						7	3	2	2						4	18	16	2

Country of nationality: Member States	Category/Grade															Total	Sex	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	NO-A	NO-B	NO-C	NO-D	UG		F	M
Portugal					10	4	1	4				1			4	<b>24</b>	17	7
Republic of Korea						1	2				3	1			3	10	9	1
Republic of Moldova					4	3	7	4	3		6		1		9	<b>37</b>	20	17
Romania				2		6	4	11			2	2	2		10	<b>39</b>	21	18
Russian Federation				2	2	4	10		2		6				8	<b>34</b>	23	11
Rwanda				7	4	16	25	7			5	1				<b>65</b>	21	44
Saint Kitts and Nevis																<b>0</b>		
Saint Lucia																<b>0</b>		
Saint Vincent and the Grenadines																<b>0</b>		
Samoa																<b>0</b>		
Sao Tome and Principe																<b>0</b>		
Senegal				9	7	16	20	18	1		3	2			67	<b>143</b>	53	90
Serbia				2	3	10	5	7	2		3		1		35	<b>68</b>	38	30
Seychelles																<b>0</b>		
Sierra Leone	2			3	1	1	12	6	1		5	1				<b>32</b>	6	26
Slovakia					2	11	8	3			3	1			2	<b>30</b>	22	8
Slovenia											1				1	<b>2</b>	2	
Solomon Islands															6	<b>6</b>	3	3
Somalia				14	1	10	32	16	1		11	4	1		23	<b>113</b>	18	95
South Africa	1			4	2	7	13	5	6		2	2	1		4	<b>47</b>	29	18
South Sudan	16			73	71	87	77	22	8		21				68	<b>443</b>	85	358
Spain					6	2	4	4	2		1	1	1		58	<b>79</b>	55	24
Sri Lanka	6			8	23	23	12	12	1		11	3		1	10	<b>110</b>	60	50
Sudan	62			23	8	36	32	23	3		14	2			30	<b>233</b>	67	166
Suriname																<b>0</b>		
Sweden							1	2					1		1	<b>5</b>	5	
Switzerland						6	18	9	4						6	<b>43</b>	33	10
Tajikistan					1	5	2	3	1		3				7	<b>22</b>	10	12
Thailand		5	7	10	32	37	32	9	4		4	5			54	<b>199</b>	130	69
Timor-Leste	1			4	4	3	1	3			1	1			2	<b>20</b>	7	13
Togo						3	2	2							8	<b>15</b>	7	8
Tonga															2	<b>2</b>	1	1
Trinidad and Tobago								1					1		7	<b>9</b>	8	1
Tunisia	3			5	2	20	23	9	2		11	3			40	<b>118</b>	70	48
Turkey	17			37	13	120	134	69	26		19	13	2		44	<b>494</b>	231	263
Turkmenistan					1			1			1				1	<b>4</b>	3	1
Tuvalu															1	<b>1</b>		1
Uganda	2			13	4	45	24	13	3		11	2			25	<b>142</b>	65	77
Ukraine	1			14	5	72	58	33	13		29	7			30	<b>262</b>	154	108
United Kingdom					1	9	8	9	3		5	2	1		11	<b>49</b>	24	25
United Republic of Tanzania	1			11	5	51	32	4			6	2	1		29	<b>142</b>	56	86
United States of America					2	25	37	16	8		10	5	4	1	50	<b>158</b>	91	67

Country of nationality: Member States	Category/Grade															Total	Sex	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	NO-A	NO-B	NO-C	NO-D	UG		F	M
Uruguay					2	2	1	1			1				3	10	7	3
Uzbekistan					3						1				9	13	4	9
Vanuatu											1				1	2	2	
Venezuela (Bolivarian Republic of)				2	5	3	6	4			1				65	86	47	39
Viet Nam	2			2	10	27	13	4	4		15	3			4	84	63	21
Yemen	1			6	21	42	23	33	1		7	2			4	140	37	103
Zambia				3		12	3	1	1		1	2			4	27	14	13
Zimbabwe	2				1	6	7	4	1		2	1			31	55	29	26
Country of nationality: observer States, non- member States and other	Category/Grade															Total	Sex	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	NO-A	NO-B	NO-C	NO-D	UG		F	M
Bahrain															6	6	5	1
Barbados								1								1		1
Bhutan																0		
Indonesia	2			3	29	66	98	25	10		19	3	3		8	266	150	116
Iraq				29	5	49	61	40	18		32	11	1		45	291	78	213
Kuwait															2	2	2	
Lebanon	1			3	19	36	33	8	1		5	4			11	121	64	57
Malaysia																0		
Qatar																0		
San Marino																0		
Saudi Arabia																0		
Singapore						1										1	1	
Syrian Arab Republic	2				1	12	16	12	3		5				45	96	27	69
Other						15	5	5	2		1	1			13	42	15	27
<b>Total</b>	<b>245</b>	<b>5</b>	<b>7</b>	<b>708</b>	<b>905</b>	<b>2 694</b>	<b>2 562</b>	<b>1 333</b>	<b>434</b>	<b>1</b>	<b>823</b>	<b>296</b>	<b>69</b>	<b>9</b>	<b>5 314</b>	<b>15 405</b>	<b>7 102</b>	<b>8 303</b>

G: General Service; NO: National Officer; UG: Ungraded positions.



**Annex III**  
**Professional and higher category staff by nationality, grade and sex**

Country of nationality: Member States	Category/Grade											Sex	
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Total	F	M
Afghanistan					1	1	3	5		2	12	1	11
Albania					1	2		1		1	5	4	1
Algeria							1	1			2	2	
Angola										1	1		1
Antigua and Barbuda											0		
Argentina					1	1	3	4		4	13	7	6
Armenia							1	1		1	3	3	
Australia			2	2	3	9	5	5		13	39	18	21
Austria				1	1	5	2	2		3	14	7	7
Azerbaijan					1			1			2		2
Bahamas											0		
Bangladesh						5	7	8		4	24	5	19
Belarus					1		2	1	1	1	6	3	3
Belgium				3	2	3	10	9		6	33	19	14
Belize							1				1	1	
Benin							1	2		2	5	1	4
Bolivia (Plurinational State of)					2					1	3	1	2
Bosnia and Herzegovina					1	4	2	1	1	2	11	6	5
Botswana											0		
Brazil					1		4	3		9	17	10	7
Bulgaria							1	2		3	6	6	
Burkina Faso							3	3			6		6
Burundi							2	9	1	2	14	6	8
Cabo Verde											0		
Cambodia							1				1		1
Cameroon						1	1	9		5	16	4	12
Canada				2	1	16	19	18	2	14	72	37	35
Central African Republic							1				1		1
Chad							3	2		1	6	2	4
Chile			1				1	1			3	1	2
China			1			2		5		5	13	11	2
Colombia						3	10	12		4	29	12	17
Comoros											0		
Congo											0		
Cook Islands											0		
Costa Rica				1	1	4	3	2		2	13	5	8
Côte d'Ivoire					1	2	4	4		2	13	1	12
Croatia					1	4	3				8	8	
Cuba											0		
Cyprus							1	1			2	1	1

Country of nationality: Member States	Category/Grade											Sex	
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Total	F	M
Czechia							2				2	1	1
Democratic Republic of the Congo						1	4	8		2	15	3	12
Denmark							1	1		3	5	2	3
Djibouti					1			1			2	1	1
Dominica											0		
Dominican Republic							1	1		2	4	2	2
Ecuador					1	1	5	2		1	10	5	5
Egypt				1	1	5	15	7	3	3	35	12	23
El Salvador							1			1	2		2
Eritrea						1					1		1
Estonia						1					1	1	
Eswatini											0		
Ethiopia					2	6	9	19	1	4	41	12	29
Fiji											0		
Finland						2	2	3		2	9	6	3
France			1	4	11	22	26	31	3	24	122	71	51
Gabon								1			1	1	
Gambia						1					1	1	
Georgia				2		1	2	2	1		8	1	7
Germany			1	2	4	13	11	19		10	60	36	24
Ghana			2		2	1	8	5		2	20	6	14
Greece					2	2	2	1			7	7	
Grenada								1			1	1	
Guatemala							1				1		1
Guinea							2	5		1	8	3	5
Guinea-Bissau											0		
Guyana											0		
Haiti							4	7		3	14	5	9
Holy See											0		
Honduras							3				3	3	
Hungary				1			1	1		1	4	3	1
Iceland											0		
India				1	2	1	7	8	1	11	31	21	10
Iran (Islamic Republic of)					1		1			5	7	6	1
Ireland						3	6	3		4	16	6	10
Israel											0		
Italy			3	5	15	30	45	26	2	29	155	100	55
Jamaica							2				2	2	
Japan				2	2	9	12	15		2	42	33	9
Jordan				1	2	4	9	15	3	1	35	6	29
Kazakhstan						1		1			2	1	1
Kenya			1	1	1	14	35	48	2	13	115	42	73
Kiribati											0		

Country of nationality: Member States	Category/Grade											Sex	
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Total	F	M
Kyrgyzstan						1					1		1
Lao People's Democratic Republic											0		
Latvia											0		
Lesotho								2			2	2	
Liberia						1				3	4		4
Libya											0		
Lithuania						1					1		1
Luxembourg											0		
Madagascar							1				1		1
Malawi					1		1			2	4	1	3
Maldives							1			1	2	2	
Mali						1	1	3		3	8	2	6
Malta							1	1		1	3	2	1
Marshall Islands											0		
Mauritania				1			1	1			3	2	1
Mauritius						4	2	1			7	6	1
Mexico						1	7	4		7	19	13	6
Micronesia (Federated States of)											0		
Mongolia							1				1	1	
Montenegro											0		
Morocco					2		3	2		1	8	6	2
Mozambique					1	1	1	1		2	6	2	4
Myanmar							3	1		3	7	3	4
Namibia											0		
Nauru											0		
Nepal						1	16	22	1	1	41	12	29
Netherlands					1	4	5	13	1	4	28	16	12
New Zealand						3	4		1		8	4	4
Nicaragua					2	1	1	2		2	8	4	4
Niger						1		4	1	2	8	2	6
Nigeria		1				1	5	11	2	4	24	8	16
North Macedonia						7	6	1		1	15	4	11
Norway						1	2	2			5	3	2
Pakistan						3	18	10	3	5	39	8	31
Palau											0		
Panama						1	4	2		2	9	7	2
Papua New Guinea							1				1		1
Paraguay						1	1	1		3	6	2	4
Peru						1	2			1	4	1	3
Philippines			1		2	10	27	36		11	87	48	39
Poland					1		3	2		2	8	6	2
Portugal	1				3	6	5	2		7	24	15	9



Country of nationality: Member States	Category/Grade											Sex	
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Total	F	M
Republic of Korea					2	2	2	8	1	3	18	14	4
Republic of Moldova						1	1			1	3	2	1
Romania					1	3	3	2		6	15	9	6
Russian Federation					4	2	2	5		1	14	9	5
Rwanda							5	11		1	17	7	10
Saint Kitts and Nevis											0		
Saint Lucia											0		
Saint Vincent and the Grenadines											0		
Samoa											0		
Sao Tome and Principe											0		
Senegal					1	2	6	8	1	4	22	9	13
Serbia					3	6	6	2		1	18	8	10
Seychelles											0		
Sierra Leone						1		3			4	1	3
Slovakia						2					2	1	1
Slovenia								1		2	3	3	
Solomon Islands											0		
Somalia							1			1	2	1	1
South Africa					1	3	4	1		2	11	5	6
South Sudan							2	1			3		3
Spain					2	8	13	7		11	41	26	15
Sri Lanka						3	7	5	1	2	18	6	12
Sudan			1			2	4	3			10	3	7
Suriname											0		
Sweden			1	2	3	2	3	4		4	19	11	8
Switzerland				1	3	8	11	10		6	39	21	18
Tajikistan					1	1	1				3		3
Thailand					1	3	5	1			10	7	3
Timor-Leste											0		
Togo							1	3	1	2	7	2	5
Tonga											0		
Trinidad and Tobago										1	1	1	
Tunisia							4	4		3	11	4	7
Turkey					2	2	3	11		3	21	8	13
Turkmenistan						3					3	3	
Tuvalu											0		
Uganda			1		1	1	5	9	1	3	21	8	13
Ukraine						2	5	5	2	1	15	11	4
United Kingdom			1	3	6	20	23	17	2	23	95	48	47
United Republic of Tanzania							1	3			4	2	2
United States of America		1	2	7	13	44	47	46	2	29	191	110	81
Uruguay			1	2		1	3				7	3	4
Uzbekistan											0		

Country of nationality: Member States	Category/Grade											Sex	
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Total	F	M
Vanuatu											0		
Venezuela (Bolivarian Republic of)							1	2		1	4	3	1
Viet Nam										2	2	1	1
Yemen							2	2		1	5	2	3
Zambia						2	1	1		1	5	3	2
Zimbabwe						3	14	13	2	7	39	11	28
Country of nationality: observer States, non- member States and other	Category/Grade											Sex	
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Total	F	M
Bahrain											0		
Bhutan											0		
Indonesia					1	3	8	10	2	1	25	18	7
Iraq						3	6	7	2	1	19	4	15
Kuwait											0		
Lebanon				1		2	3	12	1	5	24	9	15
Malaysia							2			1	3	1	2
Qatar											0		
San Marino											0		
Saudi Arabia											0		
Singapore										1	1	1	
Syrian Arab Republic						1	5	5		2	13	4	9
Other						1		2			3		3
<b>Total</b>	<b>1</b>	<b>2</b>	<b>20</b>	<b>46</b>	<b>124</b>	<b>369</b>	<b>645</b>	<b>691</b>	<b>48</b>	<b>413</b>	<b>2 359</b>	<b>1 164</b>	<b>1 195</b>

E-1: Director General; E-2: Deputy Director General; UG: Ungraded positions.



**Annex IV**

**Number of Member State and non-member State nationalities  
represented among staff in the Professional and higher category**

	2017	2018	2019	2020	2021
Number of Member State nationalities	124	125	128	133	134
Number of non-member State nationalities	7	9	8	7	9
<b>Total nationalities represented</b>	<b>131</b>	<b>134</b>	<b>136</b>	<b>140</b>	<b>143</b>
Number of Member States	169	172	173	173	174
<b>Percentage of Member States represented</b>	<b>73%</b>	<b>73%</b>	<b>74%</b>	<b>77%</b>	<b>77%</b>