

**COUNCIL**

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## NOTE

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## ACRONYMS

CAFÉ	Contract automation, filing and execution
CCCM	Camp Coordination and Camp Management
COP28	Twenty-eighth Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change
COVID-19	Coronavirus disease 2019
DTM	Displacement Tracking Matrix
FCDO	United Kingdom Foreign Commonwealth and Development Office
GFMD	Global Forum on Migration and Development
GMDAC	Global Migration Data Analysis Centre
IASC	Inter-Agency Standing Committee
IATI	International Aid Transparency Initiative
ICT	Information and Communications Technology
IDPs	Internally displaced persons
IGF	Internal Governance Framework
MCOF	Migration Crisis Operational Framework
MIDAS	Migrant Information and Data Analysis System
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OECD/DAC	Development Assistance Committee of the Organisation for Economic Co-operation and Development
POEM	Peer Exchange and Learning on Migration
PRIMA	Project Information and Management Application
PRISM	Process and Resources Integrated Management
PROGRESS	Periodic Global Report on the State of Solutions to Internal Displacement
PSEAH	Protection from Sexual Exploitation and Abuse and Sexual Harassment
SCAAN	Security Communications and Analysis Network
SDGs	Sustainable Development Goals
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime
UNSDCF	United Nations Sustainable Developments Cooperation Framework
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

I am pleased to present IOM's annual report for 2023, my first annual report since I became Director General on 1 October 2023.

I have commenced my mandate with a focus on ensuring that IOM is fit for purpose and continues to deliver on the promise of migration to support the most vulnerable, as part of my commitment to both Member States and the beneficiaries that IOM serves. The IOM Strategic Plan 2024–2028 has been developed with this in mind, to set our course over the next five years as part of a series of interlinked initiatives designed to ensure that the Organization works in a joined-up, data-driven and efficient manner.

### **Saving lives and protecting people on the move**

In this year's annual report you will read about how IOM responded to the highest-level emergencies in Afghanistan, the Democratic Republic of the Congo, Haiti, the Sudan and neighbouring countries, and Ukraine; provided earthquake relief in the Syrian Arab Republic and Türkiye; and played a significant role in the response to humanitarian crises in Myanmar, the Occupied Palestinian Territory, the Sahel region and Tunisia. IOM reached over 31.6 million people facing displacement, shattered futures and dashed dreams across 168 countries with USD 2.5 billion. The Organization also continued to fulfil its role as co-lead of the Global Camp Coordination and Camp Management Cluster in disaster situations. IOM recorded 8,565 deaths and disappearances along migratory routes worldwide in 2023. In the face of these tragic events, the Organization continued working with its partners to advocate for greater action to prevent loss of life and support affected families.

### **Driving solutions to displacement**

With unprecedented levels of displacement, IOM is conscious that migration is not only a route out of crisis situations, but also a means to build resilience and promote development in communities affected by disaster, environmental degradation, climate change, poverty, inequality, and conflict and instability. IOM has therefore scaled up evidence and data generation and transformed its data systems, enhancing the capacity of the Organization and its partners to address the challenges of displacement. The Displacement Tracking Matrix monitored the movements of over 117 million individuals in 2023. IOM also published the first *Periodic Global Report on the State of Solutions to Internal Displacement (PROGRESS)*, which serves as a valuable resource for decision makers, helping them examine the patterns and dynamics of displacement.

In 2023, IOM also focused on making a difference to human mobility in the context of climate change. A major highlight came at COP28, with the approval of the Governing Instrument of the Fund for responding to loss and damage associated with the adverse effects of climate change. As you will recall, the Fund was established during COP27 and includes migration, displacement and planned relocation in its scope, with IOM to play an advisory role in its implementation. We also saw some tremendous achievements this year in the Pacific Islands region, with 18 leaders endorsing the new Pacific Regional Framework on Climate Mobility, and in the Eastern Caribbean, with a new Ministerial Declaration on Migration, Environment and Climate Change. On the African continent, 33 States had signed the expanded Kampala Ministerial Declaration on Migration, Environment and Climate Change by the end of 2023. In addition to these regional initiatives, IOM also supported five United Nations country teams with the roll-out of the Capacity for Disaster Reduction Initiative (CADRI) partnership, which IOM co-chairs.

### **Facilitating pathways for regular migration**

As we accelerate action to facilitate regular pathways, we recognize that they are pivotal to delivering on the potential of migration while extending support to the world's most vulnerable populations. Effectively managed migration brings substantial advantages, propelling us towards the Sustainable

Development Goals and their transformative commitment to inclusivity. However, current options for regular migration are inadequate for the dynamic and fast-evolving contexts of the present and future. This disparity has significant consequences, not only in the form of numerous missed opportunities for individuals and communities, but also in the tragic loss of life and human suffering caused by the use of perilous migration routes globally.

In 2023, IOM enhanced the accessibility and inclusivity of migration pathways by facilitating access to legal identity, promoting ethical recruitment and enabling skills matching between nations, allowing over 600,000 individuals to participate more effectively in pathways. Moving forward, we will broaden our efforts to assist countries and individuals in harnessing the benefits of safe and legal migration for economic and social advancement, with a particular focus on bridging protection gaps, restoring public confidence in the advantages of well-managed migration and, ultimately, preventing irregular migration and mitigating its impact.

### Enablers

IOM's leadership is focused on building a people-first culture characterized by transparency and fairness. The right workforce is a key enabler of those efforts. Strengthening human resources policies, processes and procedures remains a priority, with a particular focus on improving workforce diversity, succession planning and leadership capacity. As we aspire to be a learning, data-driven and innovative organization, we are leveraging IOM's cutting-edge knowledge and novel approaches to promote transformative migration policy, programming and partnerships.

IOM cannot get to where it needs to be without deeper partnerships with the private sector. We have therefore begun putting more resources into this area as well, which is already paying off: in 2023, we raised over USD 30 million in private sector funding, an amount we originally thought would take five years to generate. A key initiative will be harnessing the power of IOM's Goodwill Ambassadors, including Olympic champion Mo Farah.

I pledged to make communications a priority for the Organization. I believe IOM can change the global narrative on migration, but this will require more resources for external and internal communications. We are also investing considerable resources as we gradually transition to a new enterprise resource planning system in 2024, which will form the backbone of our administrative services over the coming years. The reform of other internal systems continues apace, including the automation and business processes supported through application of the Internal Governance Framework. All of this work will save time and costs, while minimizing the risk of human error or maladministration.

We are also reviewing our integrity, transparency and accountability efforts, with a strong focus on internal justice. This is taking place alongside steps to revamp our work on equality, diversity and inclusion, as part of a protection-centred approach. Funding in this area will be increased, with priority given to support for the most vulnerable groups affected by gender-based violence. Environmental sustainability remains another institutional commitment for IOM, as we look to reduce our institutional carbon footprint and embrace sustainable processes.

Finally, I wish to sincerely thank the Member States that provided unearmarked funding and invite others to consider this type of contribution. In 2023, donors contributed the highest volume of unearmarked voluntary contributions to date, totalling USD 45.6 million. The biggest contributors of such valuable flexible funding were Austria, Belgium, Cyprus, Denmark, France, Ireland, the Kingdom of the Netherlands, Norway, the Philippines, Portugal, Qatar, the Republic of Korea, Spain, Sweden, Switzerland, the United Kingdom and the United States of America.



Amy E. Pope  
Director General

## INTRODUCTION

1. Founded as the Provisional Intergovernmental Committee for the Movement of Migrants from Europe by 16 States in 1951 following the Second World War, by 2023 IOM had grown into a global organization with 175 Member States, a budget of USD 3,527.5 million and 20,972 staff operating in over 180 countries.

2. In 2023, IOM experienced a leadership transition with the election of Amy E. Pope as the eleventh Director General and the first woman to hold the position. During the transition period, extensive consultations were held with internal and external stakeholders to identify organizational priorities for the next five years. These global consultations resulted in the development of the IOM Strategic Plan 2024–2028. The Strategic Plan is part of a broader unified approach that ties together various initiatives, programmes and strategies implemented throughout the Organization. It will guide the next phase in IOM's evolution and enable the Organization to continue addressing the challenges and opportunities presented by migration. The Strategic Plan will also ensure that IOM's efforts are aligned with current global needs, while remaining effective in achieving its mission of promoting safe, orderly and humane migration. It further outlines how the Organization will achieve its vision and contribute to the achievement of the SDGs.

3. Throughout the year, IOM enhanced engagement with Member States by organizing working group meetings and informal consultations in addition to the statutory governing body meetings. Informal briefings were also held for Member States, allowing them to engage in decision-making processes and provide input on strategic operational developments and policy orientation. During the year, IOM also organized the International Dialogue on Migration, which brought together migration stakeholders from all levels for open discussions on the opportunities and challenges of migration.

4. IOM expanded its role within United Nations structures and strengthened its bilateral partnerships with other United Nations entities. It also enhanced its role as Coordinator and Secretariat of the United Nations Network on Migration. The Organization is a member of the Core Group of the United Nations Sustainable Development Group and the sixth-largest contributor to its cost-sharing mechanism. IOM is also a member of the Steering Group for the Secretary-General's Action Agenda on Internal Displacement, working with other United Nations entities to provide the Special Adviser with strategic advice on the issue. In addition, IOM has an operational presence in most countries worldwide through the United Nations country teams.

5. IOM recognizes the role that private sector organizations can play as core partners, using their unique skills, knowledge and expertise to combat pressing humanitarian and development issues. During the reporting period, IOM overhauled its private sector partnership strategy and nurtured new ties, increasing the total number of private sector partnerships to 33 and raising over USD 30 million. Following a total revamp of the digital fundraising platform, with the introduction of a user-friendly donation page on the website, IOM is seeing positive traction on that front. IOM will continue strengthening its digital fundraising capacity and is currently piloting an individual donor database.

6. In 2023, IOM made significant progress in its communication efforts. The Organization has seen a substantial multi-year increase in media mentions, having expanded its digital presence through strategic campaigns and the distribution of essential information in various formats, including audiovisual materials, press notes, features, campaigns and sophisticated graphic design. IOM has also successfully institutionalized the Community Response Map, an innovative online data platform designed to gather direct feedback from beneficiaries, particularly in situations where security concerns or challenging terrain impede regular contact.

## IOM OPERATIONS AND ACTIVITIES

### Saving lives and protecting people on the move

7. IOM continues to be one of the principal agencies responding to multiple and challenging displacement crises worldwide, ranging from disasters, environmental degradation and food insecurity to complex protracted conflicts. IOM strives to put the safety, dignity and protection of people first. In 2023, the Organization worked with its partners to protect crisis-affected populations, ensure their basic needs were met and reduce barriers for marginalized and vulnerable individuals. During the reporting period, IOM's work on the mobility dimensions of crisis had an operational reach of over 31.6 million people, including IDPs, refugees, migrants and host communities, either directly or as part of community-based programmes.

8. Each year, IOM produces a dedicated global report on crisis operations, 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 165 country offices report on direct or community-based assistance, technical support and capacity-building activities provided during the previous year. Once finalized, the report for 2023 will be available on the [Global Crisis Response Platform](#). This section contains a summary of the results achieved.

9. To protect migrants and other vulnerable people on the move in crisis settings, IOM provided humanitarian movement assistance to 19,954 individuals for their safe evacuation, return and voluntary transfer as part of the wider IOM response in Libya, the Sudan, Ukraine and Yemen, and the Occupied Palestinian Territory.

#### Box 1. IOM's response to the crisis in Ukraine

The situation in Ukraine remains complex due to the unpredictable events taking place across the country. As of December 2023, IOM estimated there were 3.7 million IDPs in Ukraine, with 70 per cent of them displaced for a year or more. UNHCR reported that the crisis had created 6 million refugees, 65 per cent of whom were intending to stay in their host country. Intense fighting and the destruction of critical infrastructure, such as the Kakhovka Dam, are hindering humanitarian assistance and threatening the safety and security of the population. According to OCHA, 14.6 million people need humanitarian assistance as a consequence.

In the two years since the crisis in Ukraine began, IOM has actively worked with partners to support people affected by the war, notably providing relief to those displaced in Ukraine and neighbouring countries. In the face of challenging circumstances for aid delivery, IOM has continued to provide needs-based services, namely shelter, WASH services, health care, and mental health and psychosocial support. It is also working to improve access to livelihood opportunities.

IOM has mobilized 63 per cent of the funding needed for the regional response, reaching over 6.5 million people and deploying more than 1,900 staff in Ukraine and neighbouring countries. More details on IOM's response are available in its [report on the first two years of the crisis](#). Given the likelihood of a protracted war, IOM has also launched a [strategic response plan for Ukraine and neighbouring countries for the period 2024–2026](#), which lays out the Organization's programming priorities, balancing the need to stay and deliver in response to the still-acute humanitarian needs, while paving the way for recovery and reconstruction.

10. IOM remains 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 fostering value for money. In 2023, IOM's use of cash-based interventions continued to grow,



with 3.97 million beneficiaries reached. The IOM Cash-based Interventions Strategy 2022–2026 guides these efforts, aiming to link humanitarian cash assistance with social protection and development programmes. Dedicated training on cash-based interventions was developed and 23 face-to-face courses delivered, attended by 415 IOM staff members from 69 offices.

11. IOM is a key player in responding to humanitarian and public health emergencies and supporting health system recovery and resilience. During the year, IOM had a global team of 2,840 people working on health programming in humanitarian and public health emergency contexts and established emergency health-focused projects in 44 countries facing humanitarian crises. IOM also provided almost 6.8 million primary health consultations, a 21 per cent increase from 2022, which demonstrates the significant growth in IOM's health reach in crisis settings. Furthermore, in support of health systems strengthening, the Organization trained over 23,000 health professionals in crisis settings, supported the structural rehabilitation of 533 health facilities and provided over USD 15 million in medical supplies and equipment to 807 health facilities operating in crisis contexts.

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

The crisis in the Sudan has had a devastating impact in the country and wider region. It has led to the world's largest internal displacement crisis, with nearly 7.4 million people displaced, including more than 5.9 million people displaced within the country and over 1.5 million mixed cross-border movements into neighbouring countries. In addition, millions of people are facing food insecurity, malnutrition and disease, and lack access to basic services.

IOM has been at the forefront of the response since the onset of the crisis and remains committed to delivering immediate multisectoral life-saving assistance, reaching 902,656 people in need across the Sudan and neighbouring countries. The IOM portfolio in the Sudan covers a wide array of programmes in areas including emergency shelter and non-food items, health and nutrition, labour migration and diaspora engagement, mental health and psychosocial support, WASH, protection, food security and livelihoods, and the DTM.

In 2023, IOM issued a response plan appealing for USD 418 million to provide vital humanitarian assistance to 1.8 million people affected by the crisis in Sudan and neighbouring countries. For 2024, the response overview for the Sudan crisis and neighbouring countries has been revised and the fundraising target changed to USD 312.5 million to provide assistance to 1.7 million people.

12. It was a year of significant growth for IOM's shelter and settlements operations, which reached over 11.5 million people in 84 countries. IOM continued to be one of the leading shelter and settlements responders, providing emergency shelters to over half a million households, transitional shelter and housing assistance to approximately 573,000 households and rental assistance to 41,000 households. The Organization successfully delivered 4,905 m<sup>3</sup> of non-food items from its global stocks to 13 IOM field missions in 2023, representing an approximate increase of 107 per cent in volume and 64 per cent in terms of weight compared with deliveries made in 2022.

13. Working capital for IOM's shelter and settlements operations also grew during the year, rising approximately fivefold to reach USD 21.2 million. In addition, a new hub was established in the United Arab Emirates, and vendor-managed inventory pre-positioning was expanded to five new countries: China, India, Pakistan, the United Arab Emirates and the United Kingdom. In Peru, IOM ran workshops to strengthen the technical capacities of over 160 local government staff and officials in charge of shelters at 91 different entities. The participation of local authorities in these workshops has significantly improved the management of temporary shelters as part of emergency and disaster preparedness and response, ensuring compliance with quality and protection standards and improving overall planning.

14. Throughout the year, IOM WASH programmes worldwide provided services in camps, camp-like settings, and host communities, with regular operations boosted to mitigate the spread of disease at these locations and at points of entry. IOM had WASH operations in 65 countries, providing support to 11.2 million people, and is increasingly working on long-term solutions in protracted displacement sites. In South Sudan, during the 2023 water crises, IOM provided WASH infrastructure and services in more than 120 locations, benefiting 1 million individuals and advancing stability through conflict resolution and community dialogue.

15. In 2023, IOM responded to outbreaks of water-borne diseases, including cholera, in 18 countries, closely coordinating its response with ministries of health and local partners. The Organization's multisectoral response to cholera along mobility corridors includes outbreak surveillance, oral cholera vaccination campaigns, infection prevention and control activities, and health promotion. For example, during the response to two cholera outbreaks in Somalia, IOM assisted the Ministry of Health with oral cholera vaccination campaigns, supported the installation of handwashing facilities and oral rehydration points at government health facilities, and donated 13 cholera treatment kits to Jubaland and South West States. Globally, IOM conducted over 21,000 health promotion and risk communication sessions focused on combating vaccine hesitancy and preventing acute watery diarrhoea.

16. IOM continued to co-lead the Global CCCM Cluster in 2023, providing leadership, coordination and training to ensure access to assistance, protection and services for displaced populations worldwide. The Organization's CCCM operations reached over 5.3 million people in 79 countries, with self-settled and informal settlements accounting for 79 per cent of all sites. IOM also trained more than 47,046 people in CCCM.

17. IOM expanded the functionality of the [Zite Manager](#) feedback system, which now processes over 20,000 pieces of community feedback per month across nine humanitarian operations, making it the largest humanitarian community feedback system globally. The data are used to identify emerging trends and needs within displacement sites through real-time sectoral and area-based analysis, thereby increasing accountability to affected populations. Similar mechanisms are used at the country level, with IOM in Mozambique receiving referrals through a CCCM community feedback mechanism, complemented by quarterly impact assessments, allowing the Organization to respond to mental health and psychosocial support needs.

18. As a key protection actor, IOM has significant experience and capacity in general and specialized protection, including in relation to issues such as gender-based violence, child protection and disability inclusion. IOM also works on countering trafficking in emergencies, alternatives to detention, statelessness, and housing, land and property rights. As part of its commitment to vulnerable populations, IOM works to prevent abuse and participates in inter-agency coordination and programming on protection from sexual exploitation and abuse (PSEA), notably by supporting the PSEA Coordinators and implementing mechanisms to handle reports of abuse.

19. In 2023, IOM supported 35 government-led initiatives aimed at improving migrants' access to mental health and psychosocial support services and contributed to the development of 70 guidance documents on related interventions, in collaboration with IASC technical working groups and government partners. It also provided mental health and psychosocial support services to around 1.5 million migrants, 418,000 of whom received counselling services or participated in support groups and 120,000 of whom received specialized mental health care services.

20. At the global level, IOM co-chaired several thematic working groups within the IASC Reference Group on Mental Health and Psychosocial Support in Emergency Settings, which examined the issue in terms of community-based approaches, services for men and boys, integration with livelihood and

cash-based interventions, and peacebuilding. As part of its work in the IASC Reference Group, IOM also coordinated the development of an IASC guidance document on integrating mental health and psychosocial support and peacebuilding, which maps approaches to integration and sets out recommendations for practitioners. At the field level, IOM co-chaired a total of 14 IASC technical working groups on mental health and psychosocial support across 12 countries affected by humanitarian crises.

21. IOM's humanitarian border management work in 2023 helped States put in place mechanisms to allow populations in crisis to safely move between countries. Information on how to access immigration-related procedures was provided to 2,076,203 individuals through 47 offices. One example of IOM's work at the country level was its support for the mixed migration response in Bosnia and Herzegovina. In partnership with the Ministry of Security, IOM provided protection-sensitive reception services at four temporary reception centres, assisting more than 60,000 people, including through the provision of CCCM shelter, food, WASH and referral services. It also supported the development of a humanitarian border management manual for Bosnia and Herzegovina, and Montenegro.

22. In 2023, IOM's DTM country operations grew to 100 missions, providing coordination and operational support for DTM implementation worldwide and further expansion of the associated global toolkit. Through the DTM, IOM tracked the movements of over 117 million people, including 57.1 million IDPs, 42.7 million IDP returnees, 9 million returnees from abroad and 8.2 million migrants, enabling humanitarian and development actors to deliver context-specific, evidence-based assistance to displaced and mobile populations. In response to the complex migration dynamics at the border between the Plurinational State of Bolivia and Chile, IOM developed a coordinated DTM strategy, focusing on areas of high mobility. This approach enhanced efficiency in the use of resources and the collection of information to meet the specific needs of populations at the border.

23. During the same period, IOM also used the DTM to expand its work on data for solutions to internal displacement in various operations, notably enhancing programmes to monitor solutions for IDPs and establishing data coordination mechanisms in key countries such as Mozambique and Ukraine. Internal displacement monitoring was also expanded in the Sudan and the Democratic Republic of Congo, reaching over 9 and 6.9 million IDPs respectively. DTM operations now collect data on IDPs across the whole displacement cycle, whether they are facing critical humanitarian conditions or have reached a pathway towards a durable solution.

24. In 2023, IOM continued its work to ensure the participation of affected persons in decision-making on the design, planning and implementation of projects and programmes, with 243,276 affected persons actively participating in key decision-making processes. A total of 95 IOM country offices supported humanitarian actors in ensuring that affected people and local actors were actively consulted during the design and implementation of humanitarian responses. In Chile, IOM gathered insights from the beneficiaries of emergency hygiene and food kits regarding the kit's utility, which enabled it to identify the most valued and least valued products. The collected information played a crucial role in redesigning the contents of the kit, thereby ensuring a better alignment with identified needs for future deliveries.

25. IOM is leading an IASC workstream on accountability to affected populations, in addition to an inter-agency project on the same topic as part of the IASC workplan to develop a training package for members of humanitarian country teams and in-country senior managers. Over 90 in-country heads of at least 30 organizations have engaged in the project. IOM also co-led two successful high-level panel events: a session on accountability to affected populations and humanitarian data responsibility during the Humanitarian Networks and Partnerships Week 2023 and a side event on enhancing local leadership and people-centred approach for quality humanitarian responses and long-term solutions

at the United Nations Economic and Security Council's Humanitarian Affairs Segment. IOM is continuing to support missions on the mainstreaming of accountability to affected populations principles, including through the deployment of two specialists through NORCAP's standby roster in Ukraine. Furthermore, accountability to affected populations principles were integrated into 47 country-level crisis response plans.

26. Promoting and protecting migrants' rights is integral to IOM's role. The Organization's practical experience in this regard, grounded in international law, enhances the protection of affected people across the humanitarian-development-peace nexus and of migrants at risk of violence, exploitation and abuse. In line with the Statement by the IASC Principals on the Centrality of Protection in Humanitarian Action and the IASC Policy on Protection in Humanitarian Action, IOM is committed to placing protection at the centre of its humanitarian responses. In 2023, the IASC pledged to systematically consider crisis-affected migrants across its strategic priorities.

27. Over the year, IOM further strengthened efforts to mainstream accountability to affected populations principles across its crisis-related programming and supported inter-agency collective approaches in this regard. Fifty-six IOM offices engaged in crisis-related responses had focal points participating in inter-agency coordination on accountability to affected populations, while over 120 country offices involved affected populations in the design, planning and implementation of responses. For example, local partners of IOM's Rapid Response Fund in the Sudan regularly include people affected by crisis in project design, monitoring and evaluation in order to understand needs and priorities, and identify existing capacities within the affected communities. This ensures that communities are involved in planning and evaluating the assistance received, while increasing the availability of mechanisms on accountability to affected populations.

### **Box 3. Humanitarian-development-peace nexus**

The humanitarian-development-peace nexus refers to a crucial and strategic approach to addressing the drivers of migration and displacement, emphasizing these interlinked elements with a view to achieving sustainable outcomes. IOM has a strong track record of complementary interventions across the humanitarian, development and peace sectors, which puts the Organization in a strong position to fulfil its commitments in these areas. In line with the OECD/DAC recommendations on the humanitarian-development-peace nexus, IOM recognizes the urgent need for joint assessment and analysis to ensure that all dimensions of a particular context are evaluated to ensure the most vulnerable groups are reached. In this regard, IOM frequently shared data with other humanitarian actors during the year to inform their responses. For example, DTM data informed 81 per cent of humanitarian needs overviews, demonstrating the tool's added value in inter-agency analysis processes. To operationalize the humanitarian-development-peace nexus, IOM has released institutional guidance designed to assist staff in applying the approach as part of the Organization's migration and displacement mandate.

28. In 2023, IOM and its partners continued to respond to the regional crisis caused by the situation in the Bolivarian Republic of Venezuela, which remained one of the largest global emergencies, accounting for more than 7.7 million migrants and refugees worldwide, 6.5 million of whom were in Latin America and the Caribbean. IOM and UNHCR, as co-leads of the Inter-Agency Coordination Platform supporting refugees and migrants from the country, were among the partners supporting the European Union and the Government of Canada to co-host the high-level [International Conference in Solidarity with Venezuelan Refugees and Migrants and their Host Countries and Communities](#), which took place in Brussels on 16 and 17 March 2023. Diverse public and private sector stakeholders participated in the Conference, with 20 donors pledging over USD 800 million to the response. In September 2023, the Inter-Agency Coordination Platform published the [Refugee and Migrant Needs Analysis](#), a comprehensive document analysing the regional context, needs and profiles

of migrants and refugees from the Bolivarian Republic of Venezuela. In December, it then launched the updated [Regional Refugee and Migrant Response Plan](#) for 2024 on behalf of 248 appeal partners in the region.

### **Driving solutions to displacement**

29. With unprecedented levels of displacement, IOM is conscious that migration is not only a route out of crisis situations, but also a means to build resilience and promote development in communities affected by disaster, environmental degradation, climate change, poverty, inequality, and conflict and instability. In 2023, IOM therefore scaled up evidence and data generation and transformed its data systems, enhancing the capacity of the Organization to address the challenges of displacement in partnership with key United Nations and IASC initiatives. These efforts also contributed to work on the United Nations Secretary-General's Action Agenda on Internal Displacement, which seeks to promote sustainable and climate-resilient solutions in response to the increasing number of IDPs and their prolonged displacement. Anticipating potential displacement is a key prevention strategy and a top priority for IOM.

30. To further contribute to the data on IDPs, the IOM Global Data Institute and Georgetown University's Institute for the Study of International Migration released the first [Periodic Global Report on the State of Solutions to Internal Displacement](#) (PROGRESS), which provides data from 15 Action Agenda pilot countries that host over half of all IDPs worldwide. It serves as a valuable resource for decision makers, helping them examine patterns and dynamics of displacement, identify obstacles and pinpoint solutions. The PROGRESS report aims to shift the conversation from the end of displacement to the beginning of solutions. It notably responds to the Action Agenda by providing a robust, actionable evidence base that can inform innovative approaches to the issue, including opportunities for collaboration and investment from multilateral development banks.

31. IOM's peace and recovery programming supports crisis-affected populations in their attempts to coexist peacefully, build resilience and ultimately find solutions to displacement. Programmes are focused on improving access to basic services, housing and livelihood opportunities; addressing intercommunal and intracommunal tensions; restoring trust and confidence in governments; tackling exclusion; and peacefully resolving the drivers of conflict. This work is key to crisis and conflict prevention efforts, enabling early investment in addressing the social, economic, political and environmental factors of conflict and instability. Targeted support is also provided to individuals who are at risk of engaging in violence. In 2023, IOM ran 150 peace and recovery projects in 60 countries, directly benefiting 2,525,909 people.

32. During this period, IOM also provided integration support to 5,963 community members as part of its efforts to mitigate violence, conflict and displacement. Special attention was given to interventions targeting disengagement, disassociation, reintegration and reconciliation, alongside community policing, community stabilization for conflict prevention and security sector reform in conflict zones or where United Nations-sanctioned groups are present.

#### **Box 4. Strategic foresight and preparedness**

In 2023, IOM spearheaded efforts to strengthen preparedness through strategic foresight at the global and regional levels. The IOM Global Data Institute ran a series of internal and external consultative workshops to foster innovative applications of strategic foresight in different areas of the Organization's work. IOM also conducted regional horizon-scanning activities for the Americas and the East and Horn of Africa, in which it leveraged its field expertise to interpret signals that were impacting mobility and coordinated with the Emergency Preparedness Dashboard to investigate medium-term signals likely to impact mobility trends within a six-month timeframe,

thereby informing preparedness efforts. Additionally, a newly created country prioritization tool was used to leverage various data sources in order to pinpoint areas at high risk from El Niño and other biophysical events.

Recognizing the importance of knowledge-sharing and partnership with external experts, IOM collaborated with the Big Data for Migration Alliance to publish a blog series delving into strategic foresight and anticipatory action, which also covers taxonomies of existing foresight tools. The Organization also worked with partners to launch a global foresight and preparedness working group to proactively identify emerging trends that could affect migration flows, and develop plans and strategies to help IOM prepare for these challenges. All of these initiatives will collectively equip IOM and its partners to better anticipate and effectively respond to future migration flows.

33. At the operational level, IOM focuses on leaving no one behind and reducing protection risks for migrants, displaced persons and communities, with a specific focus on at-risk populations, such as older persons, persons with disabilities, women and girls, and children (particularly unaccompanied and separated children). Globally, 75 missions have implemented protection activities in 2023, covering areas such as general protection, counter-trafficking in emergencies, child protection, prevention of gender-based violence, disability inclusion, alternatives to detention, and housing, land and property rights, through the provision of direct humanitarian protection services and tailored assistance. IOM remained committed to mainstreaming protection across all sectors of intervention, consistently promoting accountability, empowerment and the safe and meaningful participation of at-risk individuals at all programming stages, according to the principle of “do no harm”.

34. IOM has a proven track record of delivering capacity-development support on international migration law, both internally and to States and civil society partners, in areas such as the human rights of migrants, the rights of migrant workers, States’ authority and responsibilities with regard to entry, stay and exit, alternatives to detention, the law of the sea and migration, and rights-based approaches to migration policy development and implementation. In 2023, 54 courses on international migration law were delivered to over 2,000 participants, including government officials, IOM staff, members of civil society, and other stakeholders. IOM also published an analysis of legal frameworks and policies, *Diaspora and Transnational Identities*, among other briefings and information notes on the subject.

35. In 2023, IOM continued to promote resilience and self-reliance by facilitating access to knowledge, skills and resources for all migrants and community members to empower them to contribute to policy processes for transition and recovery. IOM supported capacity-development activities in this area for 218,123 migrants, 12,854 IDPs, 22,433 refugees and 1,295 returnees.

#### **Box 5. Government-led solutions to internal displacement**

In recent decades, IOM has become one of the lead global agencies responding to the needs of displaced persons. IOM has a formal role on internal displacement within the United Nations system as co-lead of the Global CCCM Cluster. Additionally, IOM hosts the largest repository of primary IDP data in the world and delivers programming on humanitarian assistance and durable solutions, the cost of which exceeded USD 2.5 billion in 2023 alone.

IOM is a member of the Steering Group on Solutions to Internal Displacement, which has met regularly since 2022 to advance the United Nations Secretary-General’s Action Agenda on Internal Displacement. Key achievements include finalization of the IOM Institutional Plan for the Action Agenda, dissemination of IOM’s Approach to Supporting Development Solutions to Internal Displacement, the delivery of regional training and the provision of technical assistance to the 15 Action Agenda pilot countries. Deployments have been carried out to several countries (Afghanistan, Mozambique, Philippines, Somalia, Ukraine and Vanuatu), while the Organization has also taken on leadership of thematic groups on climate change and data, and enhanced its



partnerships with development actors such as UNDP, the Food and Agriculture Organization of the United Nations, and UN-Habitat.

Throughout 2023, IOM scaled up its durable solutions programming. It notably continued to roll out the community-based planning approach and the accompanying manual, which provides practical, accessible, step-by-step guidance to help staff integrate community-based planning into their projects. One example of this work at the national level was in the Central African Republic, where IOM supported the Government in developing a national strategy for durable solutions, together with a related action plan and costing plan.

36. In fragile and crisis settings, IOM supported the implementation of critical programming to assist governments, communities, and displaced and other affected populations, laying the foundations for longer-term recovery and development. In 2023, IOM maintained its focus on advancing programming across the humanitarian-development-peace nexus, while ensuring that assistance remained development-principled and that conflict- and gender-sensitive approaches were implemented in fragile and crisis contexts.

37. Alongside the Internal Displacement Monitoring Centre and key governmental and non-governmental partners, IOM is working on standard displacement-related indicators to strengthen State ownership of displacement data and improve its integration into public policy and local development. This initiative aims to promote more detailed reporting on the impacts of disasters and enable the allocation of more resources to climate-vulnerable States. In 2023, IOM completed four country pilots in Bangladesh, Indonesia, Mozambique and the Philippines that developed government capacities to collect, report and analyse data regarding the impact of disasters on human mobility.

38. In 2023, IOM launched a task team charged with establishing a consistent institutional response to grave human rights violations, including through systematic engagement with relevant human rights organizations and mechanisms, and special procedure mandate holders. This has led to the development of standard operating procedures as well as other tools to provide more predictable, systematized support for the internal and external handling of cases of human rights violations.

39. IOM additionally works to resolve housing, land and property issues in support of peace and to create durable solutions. Throughout 2023, IOM provided direct support to displacement-affected populations regarding restoration of their housing, land and property rights, for example through policy advice and capacity-building to governments; advocacy and support for civil society organizations; and information and direct support to individuals. IOM also co-organized the first U.S. Conference on Housing, Land and Property in Crisis Contexts at Howard University in Washington, D.C., where more than 80 participants from academia, United Nations agencies and non-governmental organizations came together to share best practices on housing, land and property issues faced by displaced and at-risk individuals and communities worldwide. In Ethiopia, IOM integrated housing, land and property tenure verification and capacity training into its shelter assistance programming. It also worked with local authorities and landowners to advocate for greater recognition of the right to tenure of women and other at-risk groups, and to ensure that these groups were not forcibly evicted from their dwellings.

40. During the reporting period, IOM continued to help displaced persons gain access to non-discriminatory, responsive resettlement solutions. The Organization managed resettlement and movement operations in 179 locations globally, including visa processing sites and transit centres. The Organization facilitated international movements for 261,401 beneficiaries from 165 countries of departure to 161 countries of destination, covering various types of migration. Nearly one fifth of these beneficiaries – 47,587 individuals representing 42 nationalities – were moved by IOM-arranged charter flights.

41. In terms of the outcomes for these beneficiaries, IOM supported 34 States with resettlement, humanitarian admission, relocation in Europe and other pathways, assisting a total of 180,377 refugees and other vulnerable persons, with significant operations out of Jordan, Qatar, Pakistan, Türkiye and Uganda. The top five resettlement countries were the United States of America, Canada, Australia, Germany and France, and the top three countries of origin were Afghanistan, the Syrian Arab Republic and the Democratic Republic of the Congo. Among those resettled, 268 refugees began a new life in Argentina, Brazil or Uruguay under the Sustainable Resettlement and Complementary Pathways Initiative (CRISP).

42. In Mexico, IOM and Télécoms Sans Frontières have been running a project that uses information screens to inform migrants staying in shelters about regularization processes and access to services, providing them with self-care messages and other essential information. As of December 2023, the project had reached 263,525 migrants with activities to debunk misinformation and help them in their decision-making along migration routes. About 70 per cent of the migrants reported knowing about the information screens, with 94 per cent of this group saying they felt better informed as a result. Other partners of this initiative include UNODC, UNHCR, Hebrew Immigrant Aid Society (HIAS), Save the Children and Sesame Workshop.

43. IOM actively participated in coordination forums at the global, regional and country levels and contributed to collective humanitarian responses, ensuring that migrants and displaced populations were taken into consideration. One example of this work was collaboration with UNHCR on a toolkit on mixed migration to enable joint advocacy regarding incidents occurring along the main migratory corridors. IOM also made significant contributions to the Global Refugee Forum 2023 by supporting several pledges on protection, including a joint pledge with UNHCR and the United Nations Network on Migration on the complementarities between the Global Compact for Safe, Orderly and Regular Migration, and the Global Compact on Refugees.

#### **Facilitating pathways for regular migration**

44. Facilitating pathways for regular migration involves increasing and improving opportunities to move in a regular way to harness the benefits of migration for both the people who move, and the societies and communities they move from, to and through. In a world grappling with the intersecting crises of growing conflict, violence and disaster, and beset by public health emergencies, economic downturns and food insecurity – all exacerbated by climate change – the scale of the opportunities offered by human mobility and the cost of failing to adequately manage it are rising. A key aspect of the effective management of human mobility is prioritizing pathways for the most vulnerable, including those who are especially vulnerable to the impact of climate change, as well as for those least able to access pathways currently.

#### **Box 6. Human mobility, climate change adaptation and disaster risk reduction**

In 2023, IOM took significant strides in addressing climate-induced migration and advocating for policy recognition of migration and displacement in climate discussions. Several key declarations were endorsed to bolster collective action by governments and likeminded partners, including the expanded Kampala Ministerial Declaration on Migration, Environment and Climate Change, and the Pacific Regional Framework on Climate Mobility. The Organization also presented a climate mobility road map and plans for climate mobility innovation labs, which will be set up in Africa and Asia in 2024. In addition, two awareness-raising campaigns entitled “Look Forward Give Back” and “Think of Tomorrow, Act Today” were scaled up as part of investment into climate mobility advocacy.

Following up on its commitments at COP27, IOM assisted 19 States to introduce early warning systems to protect vulnerable groups from climate disasters. Later in the year, preparations for



COP28 saw the organization of the First Regional Conference on Human Mobility and Climate Change in Latin America and the Caribbean, a forum for policy dialogue and operational planning.

In addition, IOM supported the integration of human mobility into climate adaptation plans in countries such as Argentina, Ecuador and Uzbekistan. Alongside the Platform on Disaster Displacement and the United Nations Network on Migration, the Organization also launched the CLIMB database, which will enhance policy coherence by compiling existing national and regional instruments relating to human mobility in the context of disasters, climate change and environmental degradation.

In terms of disaster risk reduction, one innovative initiative in Peru has seen the establishment of “community brigades”, which harness the expertise and experience of migrants – who represent a unique pool of qualified human capital – to enhance the community response in disaster contexts. On a broader scale, the Capacity for Disaster Reduction Initiative (CADRI) partnership, led by IOM and UNDP, provided disaster risk management support to several countries and developed a new business model focused on national action under the UNSDCF results groups.

45. In 2023, IOM worked to establish, expand and enhance regular migration pathways to enable people to move to, enter and stay in a given State in accordance with its laws and applicable international agreements. These efforts were undertaken in partnership with migrants and diasporas, the private sector, civil society and other stakeholders, and covered areas such as documentation and legal identity services, visa systems, protection needs and vulnerability screening, health and social services, ethical recruitment processes, skills training and recognition, integration, and return and reintegration assistance. For instance, in the Plurinational State of Bolivia, IOM supported the online consulate, which provides modern, efficient and secure consular services, simplifying procedures and reducing bureaucracy through the use of information and communication technologies.

46. During the year, health programmes run by IOM and its partners provided prevention activities and treatment for diseases such as tuberculosis, HIV/AIDS and malaria. They also carried out activities related to outbreak response, immunization, mental health and psychosocial support, nutrition, sexual and reproductive health, and non-communicable diseases, while fostering community engagement. Through these programmes, IOM reached 518,461 individuals with HIV prevention activities and provided antiretroviral therapy to 92,564 beneficiaries. A further 10,189 beneficiaries began directly observed therapy for tuberculosis. The Organization’s malaria programming provided 3,873,183 long-lasting insecticidal nets and directly reached 1,540,937 people with malaria education and prevention activities. Across all health programming, 3,383,291 people received vaccinations for a range of vaccine-preventable diseases, including measles, polio and COVID-19.

47. IOM has been instrumental in advancing migrants’ rights and improving their access to health care, while supporting Member States to strengthen preparedness and response to health emergencies. At the Third Global Consultation on the Health of Refugees and Migrants, a joint event organized by IOM, WHO and UNHCR, Member States adopted the Rabat Declaration, making a commitment to ensure the equitable inclusion of migrants in national health systems and agendas. They also pledged to address migration issues at the 2023 high-level meetings of the United Nations General Assembly on pandemic prevention, preparedness and response, and universal health coverage. IOM worked in collaboration with WHO on strengthening core capacities at points of entry and contributed to the ongoing negotiations on a new international instrument on pandemic preparedness and response.

48. Throughout the year, IOM supported cross-border preparedness and response activities that complied with the International Health Regulations (2005) and the IOM [Health, Border and Mobility Management Framework](#). The Organization supported points of entry in 45 countries to prepare for

and respond to disease outbreaks and other public health emergencies, and responded to over 110 disease outbreaks globally, including outbreaks of cholera, measles and Ebola virus disease.

49. The migration health assessments carried out by IOM provide numerous benefits. They notably allow early diagnosis and treatment of medical conditions, benefiting both individuals and public health. Moreover, addressing health needs throughout travel, including by providing medical escorts where needed, makes travel safer for migrants and helps them avoid unfavourable health outcomes while migrating or when settling in unfamiliar places. In 2023, IOM and its partners performed migration health assessments for 1.14 million migrants and refugees in 117 countries. During these assessments, vaccinations were provided to protect against a range of vaccine-preventable diseases. Activities were undertaken through IOM-managed migration health assessment centres, partner facilities and mobile medical teams.

50. In addition, to facilitate migration health assessment services, IOM operated 2 teleradiology centres and 35 laboratories, of which 10 were tuberculosis containment facilities. The Organization further supported Member State infrastructure and quality improvements in health assessments, and contributed to critical capacity development in national health systems in 11 countries. This support included strengthening national tuberculosis reference laboratories and immunization programmes, enhancing emergency responses, and improving access to health care through mobile clinics, all with a view to promoting the health of migrants, refugees and host communities.

51. At the national, regional and global levels, IOM also provided innovative technical support and practical guidance on conducting migration health research and data analytics to advance evidence-informed policy and practice. This work was shared through the [Migration Health Research Bulletin](#) and the [Migration Health Research Podcast](#). One example of the practical outcomes of these efforts can be seen in Nepal, where collaborative research supported by IOM led to the creation of a national migration health management information system, now included in the Nepal Health Sector Strategic Plan 2023–2030, which contains data on pre-departure medical assessments, and injuries, disabilities and deaths of migrant workers. Elsewhere, IOM partnered with the United States Centers for Disease Control and Prevention and academic partners to carry out studies on the required pre-departure examinations for refugees leaving Uganda for the United States of America. These revealed that a high number of refugees had enlargement of the spleen, with the condition often clustered within families. The findings were used to improve pre-departure screenings and post-arrival health protocols.

52. Over the year, IOM continued to maintain and strengthen relevant agreements with States and partners, in addition to participating in inter-agency and intergovernmental forums, and managing infrastructure such as resettlement support centres, transit facilities and regional movement hubs. Indeed, close partnerships and coordination are needed to support the resettlement continuum, from processing and health assessments to pre-departure orientation and movement. IOM also carried out capacity-building activities with stakeholders to facilitate pathways. For example, 2023 saw the launch of an online course under the Sustainable Resettlement and Complementary Pathways Initiative (CRISP), entitled *IOM's Role in Resettlement and Complementary Pathways*, aimed at practitioners, civil servants, IOM and United Nations staff, migration partners, members of civil society, policy scholars and individuals from teaching and research institutions.

53. Throughout the year, IOM worked to ensure that migrants and societies increasingly benefit from safe, orderly, and regular migration. This work included mitigating the risks associated with the movement of people by improving border management, providing information about safe migration, and supporting admission and stay processes. As part of efforts to enhance the flexibility and accessibility of regular migration pathways, over 675,000 migrants were reached with information on options and requirements regarding regular migration pathways through IOM's visa and admission programming.

54. IOM has a proven track record of delivering capacity-development support on international migration law, both internally and to States and civil society partners, in areas such as the human rights of migrants, the rights of migrant workers, States' authority and responsibilities with regard to entry, stay and exit, alternatives to detention, the law of the sea and migration, and rights-based approaches to migration policy development and implementation. In 2023, 54 courses on international migration law were delivered to over 2,000 participants, including government officials, IOM staff, members of civil society, and other stakeholders. IOM also published an analysis of legal frameworks and policies, *Diaspora and Transnational Identities*, among other briefings and information notes on the subject.

55. To ensure safe resettlement, IOM assisted over 25,000 refugees with significant medical conditions, representing 12 per cent of all refugees assisted by the Organization. These refugees received necessary treatment and benefited from specially coordinated travel and resettlement services, including support from over 1,000 medical escorts and immediate medical follow-up on arrival, helping to ensure continuity of care. In addition, IOM implemented over 90 pre-departure outbreak surveillance protocols globally.

#### **Box 7. Migrant integration and diaspora engagement**

IOM is dedicated to providing migrants with the tools they need to maximize the benefits of migration for themselves, their families and their communities. These efforts take place through multi-stakeholder partnerships, encompassing migrants, diasporas, local communities, civil society, academia, the private sector, trade unions, national human rights institutions, the media, and other relevant stakeholders in migration governance.

As part of its work to promote migrant integration and social inclusion, IOM provides migrants with knowledge and skills in order to promote sustainable development and reduce the inequalities they face upon arrival in their destination community. In 2023, IOM facilitated remote, in-person and hybrid training for over 105,000 beneficiaries representing more than 140 nationalities. In Indonesia, a pre-departure training package developed by IOM, which included modules on financial literacy and mental health, was used by the Indonesian Migrant Workers' Protection Agency to train prospective migrants. IOM also partnered with non-governmental organizations and civil society organizations in 80 countries to counter xenophobia and discrimination through awareness-raising campaigns, reaching over 22 million individuals. In one project, the Organization worked with the United Nations Alliance of Civilizations to host the PLURAL+23 Youth Video Festival Ceremony, which recognized 24 short films from 18 countries for their powerful impact on the themes of migration, diversity, social inclusion and the prevention of xenophobia.

IOM has prioritized diaspora engagement as a key development priority, recognizing the invaluable economic, cultural, human and social capital available within diasporas. In 2023, the Organization rolled out institutional guidance on policy, partnerships and programming in diaspora engagement to over 45 IOM missions. It also launched the innovative Diaspora Mapping Toolkit in 23 countries and laid the groundwork for the Global Diaspora Policy Alliance through multi-stakeholder consultations at the global and regional levels. To help diaspora communities maximize their communication strategies and create scalable solutions, IOM facilitated three Global Diaspora Virtual Exchanges and published a tool co-developed by young diaspora leaders and organizations. In addition, dynamic training programmes for diaspora organizations were held by the Country Offices in Czechia, Ireland and Lebanon, with a focus on enhancing engagement during crises, while the IOM Global Migration Media Academy launched a diaspora module designed to train journalists in storytelling about diasporas and their positive contributions to the migration narrative.

56. Within the area of skills mobility partnerships, IOM promotes a global approach to skills mobility cooperation and governance that consolidates the nexus between skills, education, training and labour mobility. Through the Global Policy Network on Recruitment, IOM has convened over 50 solution-oriented dialogues among Member States to enhance safeguards for migrant workers within regular pathways. Discussions have covered politically sensitive aspects of facilitating pathways, such as bilateral arrangements, temporary and seasonal work schemes, and regulatory oversight over recruiters and employers.

57. In 2023, IOM remained a key facilitator of regular migration pathways thanks to its extensive expertise in migration governance, its ability to effectively engage multiple stakeholders and its influential role in global migration policy and advocacy. In partnership with the Government of the United States of America, relevant host government counterparts and UNHCR, IOM implemented the Safe Mobility initiative across strategic locations in the western hemisphere to give individuals of eligible nationalities access to accelerated resettlement processing and information, and counselling on other regular pathways to the United States of America. This initiative uses a tailor-made case management solution, the Pathways Assistance Tracking Hub (PATH), to register eligible beneficiaries and refer them to the relevant regular pathway.

58. In 2023, IOM actively supported States in the development of 48 bilateral and 13 regional mobility agreements to contribute to sustainable economic growth and protect the human and labour rights of migrant workers. These agreements are part of a broader institutional effort to create, broaden, and improve the infrastructure for regular pathways to facilitate the movement and integration of persons.

59. This year, the Organization supported the mainstreaming of migration into 153 sectoral policies, primarily on employment, social protection and governance, and equipped 10,709 government officials with skills, knowledge and resources on the subject. The Making Migration Work for Sustainable Development programme – which is led by IOM and UNDP and has pioneered the mainstreaming of migration into development and other sectoral planning – was implemented in 11 countries. The most recent phase of the programme focused on making communities more inclusive, resulting in the creation of new opportunities for over 14,000 migrants and host community members.

60. During the year, IOM prioritized capacity development for national and local governments and actors to ensure that migrants, displaced persons and host communities were included in health-care, education and social protection policies. Globally, 448 government institutions and 694 local actors received support in this area from the Organization. In Mexico, IOM supported the adaptation and implementation of the National System for the Comprehensive Protection of Children and Adolescents at the central and local levels, training 211 civil servants and providing technical assistance to the States of Nuevo León, Jalisco and Tabasco for the establishment of committees to protect the rights of migrant children and adolescents.

61. To bolster IOM's capacity to systematically support integration of the objectives and principles of the Global Compact for Safe, Orderly and Regular Migration into internal processes, national initiatives and regional frameworks, four technical workshops were delivered to institutionalize the Global Compact implementation guidance for governments and relevant stakeholders. These training sessions, which were attended by more than 80 IOM staff from different country offices, enhanced participants' skills and knowledge, enabling them to work more effectively with governments and country networks towards Global Compact implementation.

62. The Organization maintained its strategic commitment to combating anti-migrant xenophobia and hate speech at the global, regional and country levels. In 2023, this work notably involved the provision of technical support, including content and website management, to the It Takes a Community global campaign, which was launched in December 2020 as an initiative of the GFMD Ad Hoc Working Group on Public Narratives on Migration. Key accomplishments of the campaign this year included the successful hosting of six online events, attracting a total of 1,687 viewers, and collaboration with 25 popular social media influencers to broaden the reach of campaign messages, ultimately reaching nearly 500,000 people on social media platforms. Overall, 88 IOM offices supported awareness-raising campaigns, targeting civil society organizations, media counterparts and local governments, to counter xenophobia and discrimination. The global I Am A Migrant campaign, which runs in four languages (Arabic, English, French and Spanish), continued to provide a space for people on the move to share their personal stories and journeys, challenge stereotypes, and reshape the narrative on migration.

63. IOM also promoted State-led dialogue through the 2023 International Dialogue on Migration. During discussions on the theme Leveraging human mobility in support of the SDGs, 709 participants from more than 130 countries emphasized the importance of a whole-of-society and whole-of-government approach to advancing implementation of the SDGs. They also evaluated the capacity of integrated migration governance solutions to speed up progress towards the SDGs and highlighted links between the targets. Particular support was shown for grassroots and community-based approaches to meet the needs of migrants and ensure no one was left behind, with recommendations being made for global and regional actions in alignment with United Nations processes.

#### **Box 8. Migration governance and legal identity**

IOM remained committed to increasing its focus on legal identity as a core enabler of sustainable development and safe and regular migration. Individuals without a legal identity are invisible to States, are at risk of becoming stateless and are cut off from the legal and administrative frameworks that exist to protect their rights. During the year, IOM supported 18 countries with initiatives and training to improve migrants' access to legal identity and close the legal identity gap; as a result 645 people received training on the topic.

The Organization also brought together government representatives from Europe, Africa, the Middle East and Central America for the Legal Identity and Rights-Based Return Management Conference, which took place on 30 and 31 October 2023. Representatives from Cabo Verde, El Salvador, Iraq, Lebanon, Mozambique and Somalia agreed on the need for cooperation between countries of origin and countries of destination to further promote the digitalization of their legal identity systems and national archives, and facilitate a rights-based approach to return management.

A policy paper and strategy on mobility, border governance and legal identity was developed for the African Union Commission, providing a critical analysis of key policies, processes and agents for enhancing regular pathways for safe migration and mobility on the continent. This policy paper will serve as the basis for rolling out the IOM Identity Management Masterclass across the continent in 2024.

The Organization's continued work on rights-based readmission management and cooperation is carried out in line with IOM's Policy on the Full Spectrum of Return, Readmission and Reintegration. In this context, capacity-building support was provided to 12,699 government officials on safe and dignified return, readmission and reintegration.

64. In September 2023, IOM, UNODC and the United Nations Office of Counter-Terrorism launched the Integrated Border Stability Mechanism in West Africa, which aims to strengthen

cooperative border governance and security in areas that are strategically relevant for regional stability. As violent events grow more frequent and deadly, with increasingly complex underlying dynamics, this multilateral coordination platform will improve cooperation between actors involved in governance and border security and facilitate the development and implementation of regional and national strategies and policy frameworks to improve governance and integrated border management.

65. Over the year, IOM's work to document deaths and disappearances along irregular migration routes as part of the Missing Migrants Project continued to focus policy attention on the issue of migrant deaths. Objective 8 of the Global Compact for Safe, Orderly and Regular Migration highlights the need for coordinated efforts on missing migrants, while citations of data from the Missing Migrants Project in the United Nations Secretary-General's progress reports on the Global Compact show that IOM data are the global reference point on this topic. Indeed, data from the Missing Migrants Project have been cited in more than 30,000 policy, news and academic reports since its inception, including reports by the BBC, the New York Times, the Washington Post, Reuters and Associated Press in 2023 alone.

66. Through the Missing Migrants Project, IOM released a report entitled *A Decade of Documenting Migrant Deaths*, which provides data analysis and reflection on deaths during migration in the period from 2014 to 2023. According to the report, migration-related deaths or disappearances rose by 20 per cent in 2023 to 8,543 the highest figure in a decade. Most deaths were recorded in the Mediterranean Sea, where 3,105 lives were lost. Over two-thirds of the total documented deaths during the decade remain unidentified, while more than one in three migrants whose country of origin could be identified came from countries in conflict, implying that they risked their lives through dangerous, irregular means. Drowning was the leading cause of death, accounting for nearly 60 per cent of all deaths during the decade. The report emphasizes the need for stronger search and rescue capacities, safe and regular migration pathways, and a way to address the ambiguous loss faced by families. It further calls for evidence-based policies and programmes to prevent migrant deaths and mitigate suffering, noting the significant role of data analysis in providing insights that can save lives and facilitate regular migration.

67. Complementary pathways are a safe and legal migration avenue for refugees and supplement existing resettlement commitments; they therefore have the potential to increase the number of solutions available to people in need of international protection. In 2023, IOM continued to coordinate the Displaced Talent for Europe pilot project, setting up complementary labour pathways for displaced talent from Jordan and Lebanon to Belgium, Ireland, Portugal and the United Kingdom. The project matched a total of 109 individuals with employers in Europe.

68. Assisted voluntary return and reintegration remained a key priority during 2023. Approximately 56,045 migrants (27% women, 73% men, with children representing 17% of the total) were assisted to return from 122 host countries (destination or transit) to 149 countries of origin. The majority were assisted to return from the Niger (23%), Germany (19%) and Greece (4%) to Guinea (11%), Mali (8%) and Georgia (7%). In 2023, the European Economic Area continued to be the main host region for beneficiaries of assisted voluntary return, with a share of 38 per cent of the total number. Similarly to 2022, West and Central Africa was the main region of origin (40%). IOM's Migrant Protection, Return and Reintegration in North Africa programme successfully assisted over 13,000 migrants with voluntary returns and provided protection and direct aid to 5,138 individuals. The programme's gender-sensitive and child-focused approach, coupled with a commitment to humanitarian principles, ensured the dignified and sustainable reintegration of migrants into their home countries.

69. Migrants in situations of vulnerability continued to represent a significant portion of the total caseload of migrants assisted to return in 2023 (9%). Through voluntary humanitarian return, a total



of 15,906 vulnerable migrants<sup>1</sup> were supported in their return to their countries of origin, mainly Ethiopia, Nigeria, Bangladesh and the Niger. More than 130 country offices engaged in assisted voluntary return and reintegration activities through the provision of support ranging from medical and mental health and psychosocial support to financial services and material support. In 2023, IOM registered a total of 154,718 vulnerable migrants and assisted 146,036, 8,460 of whom were victims of trafficking, 9,211 of whom were unaccompanied or separated children, and 17,082 of whom had health-related needs.

70. 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. In total over the year, 126,482 reintegration services were provided to returnees either before departure (6%) or after arrival (94%). Services, which include counselling (30%); economic (37%), social (11%) or psychosocial (20%) assistance; and other forms of support (2%), were provided at the individual (75%), collective (12%) and community (13%) levels. Of the services provided, approximately 95 per cent were provided by IOM and 5 per cent through referrals.

71. In the context of a Swedish-funded project entitled From Policy to Practice: Operationalizing a Rights-based Approach to Return and Reintegration, IOM contributed to mainstreaming a rights-based approach to return and reintegration by developing a global virtual counselling network. Through the project, IOM also supported the United Nations Network on Migration workstream on return, readmission and reintegration by holding interregional briefing sessions, which fostered dialogue on good practices, challenges and solutions between governments and stakeholders from over 110 countries of destination, transit and origin. In addition, IOM continued to operationalize its Policy on the Full Spectrum of Return, Readmission and Reintegration by rolling out the internal Return and Reintegration Due Diligence Process and related operational guidance notes, and building the capacity of IOM staff.

72. The IOM Returnee Case Management System enhances IOM's capacity to handle the return and readmission process in a transparent manner that upholds human rights, contributing to a dignified return process. In Bangladesh, Pakistan and Sri Lanka, IOM provided technical support to upgrade and modify existing case management systems. In Belize, Costa Rica, Guatemala, Mexico, Nicaragua and Panama, counselling was significantly strengthened, notably being delivered to returnees in local languages.

73. During the reporting period, IOM continued to consolidate protection efforts and promote sustainable solutions for migrants through the [Cooperation on Migration and Partnerships to Achieve Sustainable Solutions](#) (COMPASS) in partnership with the Ministry of Foreign Affairs of the Kingdom of the Netherlands. As of December 2023, COMPASS had played a significant role in providing protection services to over 100,000 migrants, including safe and dignified return and sustainable reintegration, with over 7,500 State and non-State actors benefiting from continuous capacity development in migration management, protection and specialized protection assistance. The learning component of COMPASS has enabled the piloting of other innovative initiatives such as community-based planning, a participative approach to planning that puts communities in the driving seat, and the [Migrant Protection Platform](#), a public knowledge-sharing tool that facilitates cooperation on specialized protection assistance across regions and between stakeholders.

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<sup>1</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](#).

74. In 2023, through the IOM Global Assistance Fund, a last-resort funding mechanism that offers personalized immediate protection and comprehensive, sustainable direct assistance to migrants in vulnerable situations across the world, IOM assisted 91 migrants of 32 different nationalities. Beneficiaries received one or more of the following services: food and basic items, accommodation, health care and psychosocial support, family assessment and reunification, safe and dignified return, and reintegration support. Another fund, the Emergency Victim Assistance Fund, provided short-term assistance to victims of trafficking, with 460 newly identified victims (221 men, 226 women and 13 girls) receiving services related to shelter, health care, mental health and psychosocial support, counselling, legal assistance, repatriation, reintegration, education and sustainable livelihoods. Furthermore, the Organization supported the set-up of 1,308 initiatives to provide protection to marginalized and vulnerable migrants, including children and victims of trafficking.

75. IOM continued its work to help counter-trafficking actors leverage their data and improve standardization. In January 2023, the Human Trafficking Case Data Standard (HTCDS) was officially released, together with a ready-to-use toolkit. The HTCDS is freely available and is aimed at front-line organizations and technology service providers, enabling a common approach to collecting and recording case data related to human trafficking. A draft version of another standard was then released in October 2023, in partnership with UNODC: the International Classification Standard for Administrative Data on Trafficking in Persons (ICS-TIP), which provides guidance for Member States on national data collection on human trafficking. The project team will now carry out a global consultation on the ICS-TIP in view of eventual submission to the United Nations Statistical Commission for formal endorsement.

76. In February 2023, IOM, ILO and Walk Free published a [joint report](#) on the relationship between slavery-related abuse and internal displacement in Nigeria, South Sudan and the Democratic Republic of the Congo, all countries which have endured protracted conflict that continues to uproot people. The report seeks to better understand the nature of slavery-related abuse in relation to displacement experiences, and explore the relationship between individual-level and external factors associated with these forms of abuse. In July 2023, IOM published another [joint report](#) with the FXB Center for Health and Human Rights at Harvard University, which uses twenty years of anonymized and de-identified IOM case management data on child trafficking to identify important trends and dynamics linked to factors such as age, gender and geography. This report will help further understanding of the phenomenon and has significant potential to inform policy and programming.

77. The Migration Governance Indicators initiative helps governments to identify policy gaps and concrete measures to address them. In 2023, IOM rolled out 40 new assessments, meaning that 111 national and 96 local governments now use the Indicators. The initiative has notably contributed to the establishment of coordination mechanisms to improve vertical coherence and the development of municipal migration policies to safeguard migrant workers' rights and facilitate regular pathways. It has also enhanced the socioeconomic integration of migrants and improved their access to municipal services and life-saving assistance. At the national level, the Migration Governance Indicators have been instrumental in shedding light on measures for internally displaced people, thanks to a dedicated module rolled out in the priority countries for the Action Agenda on Internal Displacement.

78. In 2023 alone, IOM's migration policy experience and expertise informed the development or revision of 188 migration policies and laws, 20 of which were at the subnational level. The Organization was also involved in 65 assessments of migration policy and legislation. As part of the MigraCiudades project, 12 cities in Argentina developed action plans to improve or create new policies for migrants and local migration governance. IOM also provided guidance and technical support for capacity-building within the Government of Eswatini, enabling it to develop a comprehensive, evidence-based migration policy that will contribute to good migration governance in accordance with regional and international standards.



79. Other policy work by the Organization was supported through the IOM Development Fund. This included the development of a labour migration framework and policy roadmap in Albania, which guided a new national strategy on migration and action plan for the period 2023–2030. Similar labour migration policies were developed in Bangladesh, Botswana, Kazakhstan and Sri Lanka, among others. In Nepal and Viet Nam, the Fund contributed to formulating national health policies addressing migrant needs, while a pioneering project in Somalia led to production of the Government’s first national diaspora policy.

80. IOM is continuing to explore alternatives to immigration detention, including through its membership of the United Nations Task Force on Children Deprived of Liberty and the United Nations Network on Migration Working Group on Alternatives to Detention, which organized events to build capacities and share good practices on alternatives to detention and ending detention of migrant children. Thirty-one country offices carried out 70 activities promoting alternatives to detention, including provision of safe and open accommodation facilities, advocacy, capacity-building, inter-agency coordination, and legal and policy support.

## ENABLERS

81. Key institutional developments in 2023 included the formulation of the IOM Strategic Plan 2024–2028, which showcases the Organization's commitment to enhancing organizational effectiveness and establishing a modern, robust internal governance system ready for future challenges. IOM also invested in essential elements to facilitate the successful achievement of its strategic objectives, with a view to putting in place the core support, resources and structures needed to create an environment conducive to realizing the vision of the Organization. Significant efforts have been directed towards strengthening partnerships, funding, data and evidence, learning and innovation, communications, and internal systems.

### Workforce

82. At the end of 2023, the total number of staff was 20,972, representing an increase of nearly 11 per cent compared with the end of 2022. Women accounted for 49 per cent of that number. Of this total, 1,492 women and 1,502 men belonged to the international Professional category, and 8,783 women and 9,195 men belonged to the General Service and National Officer category. In 2023, as in 2022, 5 per cent of positions were covered by core funds. The proportion of IOM staff working in field locations also remained static, at 97 per cent. In the international Professional category, 26 per cent of staff operated in hardship locations (i.e. categories D and E), a slight increase from 23 per cent in 2022. There were 226 members of staff working at the P-5, D-1 and D-2 levels, 41 per cent of whom were women and 59 per cent men. There has been a steady increase in the number of women working at these levels over the past five years, from 39 per cent in 2019 to 41 per cent in 2023.

83. During the reporting period, IOM staff from countries in the global South (countries that are not OECD/DAC members) represented 85 per cent of the total IOM workforce, a slight increase from 83 per cent in 2022. There was also an increase in the number of IOM Member States represented among international Professional staff, from 78 per cent in 2022 to 82 per cent in 2023. 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. Furthermore, alternative staffing arrangements have allowed deployment of 51 Junior Professional Officers and 9 secondments.

84. IOM’s diverse and capable people are its most important asset. To improve their well-being and security, and better equip them to perform their roles in line with IOM’s mandate and vision, the Organization continues to invest in professional development and the deployment of productivity

tools. To this end, IOM facilitated capacity-development training for its workforce through interactive sessions online and in person, with 21,435 staff members pursuing active learning in 2023, up from 17,238 in 2022. This training covered areas such as strategic thinking and management, leadership, well-being and overall professional development, including through mentorship and coaching. Two courses that saw notable growth in participation in 2023 were Strategic Thinking and Management, and Leveraging Global Frameworks courses, with the latter now including a dedicated training module to enhance the capacities of IOM staff to operationalize the humanitarian-development-peace nexus. IOM trained 321 individuals through in-person sessions on cash-based intervention operations and an additional 5,029 participants through webinars, workshops and online training sessions.

85. In line with initiatives to enhance talent management under the IOM People Strategy 2024–2028, a new performance appraisal system was introduced in February 2023, replacing the Staff Evaluation System. IOM also analysed the current composition and skills of the workforce, identifying gaps in terms of the capacity needed to achieve organizational goals, and using these insights to inform the People Strategy. To improve access to medical services, IOM transitioned from Cigna to Allianz Care as its claims processing partner. During the transition, webinars were organized to inform staff about the medical plans, helpline and service providers.

86. During the reporting period, IOM launched an online staff well-being platform. This provides up-to-date information on themes related to well-being and has become one of the most frequently visited platforms of its kind among United Nations agencies. The Staff Welfare Unit continued to meet the growing psychosocial needs of staff, with the team being expanding to enable greater support in duty stations affected by conflict and disaster, including the Niger, the Philippines, Somalia, the Sudan, Türkiye and Ukraine. New staff counsellors were also recruited for Afghanistan, Somalia, Türkiye and Ukraine, and for West and Central Africa and Southern Africa. In addition, IOM specialists supported staff of IOM and other United Nations agencies, and their families, who were affected by the war in Israel and in the Occupied Palestinian Territory. In total, more than 4,000 individual and group counselling sessions were delivered in 2023.

87. The role of the Office of the Ombudsperson and Mediation Services 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 2023, the Office received 372 staff seeking assistance. Of the cases reported, 87 per cent were closed, with 31 per cent of cases resolved, 23 per cent requiring no further action and 8 per cent referred to another appropriate entity; the remaining closed cases were either deemed to be outside the jurisdiction of the Office, identified as systemic issues, handled via self-help options or withdrawn. During the year, the Office produced four periodic reports and one annual report. This involved analysing anonymized data and identifying systemic issues, which included the need to strengthen IOM's management training at all levels and increase conflict competence within IOM. Recommendations were made to address these issues.

88. The Conflict Resolution Master Class, facilitated by the Office of the Ombudsperson and Mediation Services, was completed by 916 IOM colleagues in 15 missions, with 2,106 colleagues viewing the accompanying online learning modules. IOM also launched a virtual training platform and in-person practical training on the essentials of negotiation, and facilitated training of trainers sessions to promote greater understand of staff obligations to create a respectful working environment. The network of respectful workplace focal points was also strengthened through training led by the Ombudsperson in Kenya, Qatar, and Panama, where a Spanish version of the training was launched. This led to the addition of 49 new members to the network, who are now serving as local, confidential first-line responders for the Office. More widely, respectful workplace and informal conflict resolution capacities were boosted among IOM's partners through its participation in relevant groups and meetings internationally, including with other United Nations organizations.

## Partnerships

89. The Goodwill Ambassadors programme was launched during the 114th Session of the Council, with the announcement of IOM's first Global Goodwill Ambassador, Olympic champion long-distance runner, Mo Farah. Mr Farah was selected from over 100 nominations worldwide and will use his new platform to raise awareness of issues affecting people on the move and advocate for the transformative power of sport.

90. In its *2023 Impact Report* for private sector partners, IOM highlighted how financial and in-kind contributions from the sector had impacted diverse target populations. It also noted that migration represents an opportunity for the private sector to innovate and spur economic development. In 2023, IOM revitalized its approach to private sector partnerships with a view to establishing long-term cooperation built on trust and equity. In addition to overhauling its digital fundraising platform, with the introduction of a user-friendly donation page that significantly enhances the donor experience, the Organization raised over USD 30 million in private sector contributions. It also scaled up major partnerships, notably with Amazon, Innovation Norway and Microsoft, and nurtured new ones, bringing the total number of private sector partnerships to 33.

91. In 2023, IOM's strategic partners ranged from governments and the largest international civil society organizations to local civil society organizations and United Nations agencies, all selected for their capacity to enhance sustainable migration. In line with its commitment to the 2030 Agenda for Sustainable Development and the Global Compact for Safe, Orderly and Regular Migration, the Organization focused on empowering local partners and reducing dependency on international aid. Throughout the year, guided by its internal financial and accounting procedures, IOM transferred a total of USD 224.8 million to strategic partners: USD 17.3 million to United Nations agencies; USD 1.8 million to international non-governmental organizations; USD 44.2 million to international civil society organizations; USD 153.7 million to national civil society organizations; and USD 7.8 million to national and local government partners. In allocating these funds, financial stewardship was exercised through the application of principles based on collective results, unity, coordination, risk awareness, independence, capacity-building and inclusivity.

92. During the year, IOM strengthened its institutional approach to engagement with multilateral development banks. This led to the opening of new dialogue with the Asian Development Bank and reinforcement of the Organization's collaboration with the Islamic Development Bank to address mutual challenges and pursue shared goals. Cooperation agreements were also concluded with the OECD and the Islamic World Educational, Scientific and Cultural Organization, laying the foundation for joint work in a wide range of areas related to migration governance.

93. IOM hosted the Tenth Meeting of Global and (Inter)Regional Consultative Processes on Migration on 9 June 2023 under the theme Addressing current issues of regional and global policy dialogue on migration. With the participation of 85 per cent of active inter-State consultation mechanisms on migration, the event addressed a range of migration issues, such as climate change, sustainable development, health, and South-South and triangular cooperation. Significant contributions were also made to United Nations-led global policy dialogues, including the high-level political forum on sustainable development (also known as the SDG Summit), COP28 and the second cycle of regional reviews of implementation of the Global Compact for Safe, Orderly and Regular Migration, among others, as documented in the outcome report. More generally, IOM continued to support inter-State consultation mechanisms on migration, notably the GFMD, throughout the year, including through the provision of secretariat services.

### Box 9. United Nations Network on Migration

The United Nations Network on Migration, established to support the implementation and review of the Global Compact for Safe, Orderly and Regular Migration, continues to enhance support for Member States and partners in accordance with its Workplan 2022–2024, and through the 6 regional and 84 country coordination mechanisms.

Key initiatives led by the Network include the ongoing development of the capacity-building mechanism called for in the Global Compact, including the Repository of Practices, which now contains over 1,500 policy instruments related to human mobility and sustainable development. As part of its technical assistance to Member States and United Nations country teams, the Network provided particular support to El Salvador, Ghana and Kenya, and the Caribbean Community (CARICOM) in 2023. Additionally, the Migration Multi-Partner Trust Fund achieved its funding goal, securing USD 20.1 million to facilitate the launch of new joint programmes.

The Network has also overseen delivery on mandates from the Progress Declaration adopted at the International Migration Review Forum in 2022, including the development of indicators for reviewing progress related to the implementation of the Global Compact and recommendations on strengthening cooperation on missing migrants. Other achievements in 2023 include the launch of a framework for the regional reviews of the Global Compact to be held in 2024, expansion of the community of Champion countries, and the inclusion of stakeholders in the global workstreams, ensuring a whole-of-society approach to migration governance. A regional stakeholder advisory group was also launched for the Arab Region, complementing similar platforms in Latin America and the Caribbean, and West and Central Africa. All these developments will ensure that the Network is well placed to continue its work in 2024.

94. In line with its commitment to localization, IOM continued to transfer more decision-making power and funding to local authorities, civil society organizations, non-governmental organizations and individuals. In 2023, the Organization developed an institutional workplan on local and regional government engagement for the period 2023–2024 and mapped priority areas in terms of engagement, responsibilities and resources. It also published the [Localization Framework and Guidance Note for IOM’s Humanitarian Response](#), which sets out a coherent institution-wide approach to fulfilling localization commitments in humanitarian response efforts, building on existing initiatives, institutional tools, guidelines and policies.

95. In 2023, IOM reinforced its collaboration with governments to ensure robust migration governance in alignment with the 2030 Agenda. Every year, States are invited to submit a voluntary national review to the SDG Summit which assesses their national progress towards achieving the SDGs. This year, 39 countries submitted voluntary national reviews, with 28 IOM offices supporting governments in the preparation of their submissions. Examples of this support include the use of IOM research to inform the voluntary national reviews of Portugal and Viet Nam, the provision of training in Burkina Faso and Comoros, and the facilitation of intergovernmental coordination in Cambodia and Dominica. Consequently, all 2023 reviews referenced migration, highlighting its integral role in achieving the SDGs and the importance of effective migration management to this end.

96. IOM’s partnerships with academia continued to bolster the evidence base on migration, supporting the development of informed policies. One example of this was the Organization’s work with the University of Oxford’s Centre on Migration, Policy and Society, together with World Data Lab, on IOM’s flagship report for the SDG Summit, *Leveraging Human Mobility to Rescue the 2030 Agenda*, which highlights how strategic actions in human mobility can advance sustainable development up to 2030 and beyond. IOM also built on its robust partnership with the Naif Arab University for Security Sciences to establish the Arab Center for Technical Cooperation in Migration and Border Management in Riyadh, with the aim of enhancing research and innovation on the subject.

97. As a key member of the United Nations development system, IOM remained actively engaged in global and regional inter-agency coordination efforts, including in relation to reforms of the development system. At the country level, IOM further deepened its collaboration with United Nations country teams and resident coordinators: 106 IOM offices reported having supported the implementation or development of a new United Nations Sustainable Development Cooperation Framework, while 85 IOM offices reported having contributed to mainstreaming migration into the common country analysis. With the support of IOM in its role as Secretariat, the United Nations Network on Migration also organized training for over 100 participants from country teams in Algeria, Barbados, Egypt, Libya and Mexico on implementation of the Global Compact, including the integration of migration into common country analyses and Cooperation Frameworks.

98. IOM's partnerships help promote a system-wide approach and joint programming to maximize the development dividends of migration, while ensuring that migration can be a choice. To this end, the Organization continued to maintain wide-reaching partnerships with other United Nations entities such as the International Labour Organization, UNICEF and the United Nations Office for West Africa and the Sahel, and international financial institutions such as the African Development Bank and the World Bank. Three strategic papers were notably co-developed through technical consultations with UN-Women, the World Bank and the World Food Programme, mapping potential areas for enhanced joint engagement to inform collaboration in 2024.

99. Privileges and immunities aim to ensure the independent and effective functioning of the Organization. By the end of 2023, an additional four Member States (Barbados, Samoa, Suriname and Tuvalu) had granted IOM full privileges and immunities, taking the total number to 106 of the 186 Member States, observer States and places where IOM has activities. The number of Member States, observer States, and places where IOM had partial immunity remained the same. Efforts continued to negotiate improved privileges and immunities for the Organization worldwide in accordance with Council Resolution No. 1266 of 26 November 2013 on improving the privileges and immunities granted to the Organization by States.

### **Financial management**

100. The total combined revenue of the Organization, comprising assessed contributions, voluntary contributions and other income, increased by 18 per cent compared with 2022 and reached USD 3,527.5 million in 2023. 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 2023. The annual financial results for 2023 showed a 17 per cent increase in the total combined expenditure compared with 2022, with the total expenses reaching USD 3,419 million, meeting the Organization's annual budget target.

101. Throughout 2023, IOM continued to engage with donors to secure stable 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 45.6 million in voluntary unearmarked contributions had been received from 20 donors, which is an increase from the USD 33.2 million received in 2022. Out of this total, 97.5 per cent of the revenue stemmed from contributions by Member States, 0.4 per cent from contributions by non-Member States and 2.1 per cent from contributions by other stakeholders. The biggest contributors of such valuable flexible funding were Austria, Belgium, Cyprus, Denmark, France, Ireland, the Kingdom of the Netherlands, Norway, the Philippines, Portugal, Qatar, the Republic of Korea, Spain, Sweden, Switzerland, the United Kingdom and the United States of America.

102. In 2023, IOM launched the Global Resource Mobilization Network and finalized the Resource Mobilization Strategy 2024–2028 and the Resource Mobilization Guidebook. The Guidebook draws on

the experiences and expertise of IOM colleagues from Headquarters, the regional offices and country offices, gathered through consultations conducted over a two-year period. It aims to build the capacity of IOM staff to develop and strengthen relationships with donors and to secure resources – both financial and non-financial – to support IOM’s mandate. It is currently being turned into an e-learning module. In 2023, IOM remained accountable to donors by submitting 484 donor reports. Furthermore, as part of the implementation of the Donor Accountability Action Plan 2020–2023, IOM finalized the Donor Reporting Guidance 2023 and disseminated it globally.

### Data and evidence

103. In a rapidly evolving landscape of human mobility, there is greater demand than ever for globally consistent evidence that is capable of providing understanding of the developmental impact of human mobility and its significance amid the major trends that are reshaping our economies and societies. To meet this demand, IOM has made strategic investments in the operationalization of the Global Data Institute to help leverage its data for operational purposes, interpret global migration trends and provide insights for future planning.

104. As part of efforts to overhaul its organizational data protection architecture, IOM finalized the review of its data protection policy in 2023. Furthermore, the number of staff who completed the training on data protection – which has been mandatory for all IOM staff since 2021 – rose from 72 per cent in 2022 to 78 per cent in 2023, through a combination of in-person and remote sessions.

105. At COP28, IOM launched the Climate Mobility Impacts dashboard to help visualize future climate-sensitive hotspots and support at-risk communities. Also in 2023, IOM edited and co-authored three articles for a special issue on climate mobility modelling of the journal *Frontiers in Climate*, setting out lessons learned to be applied in 2024.

106. Following the merger of three websites into one to improve the accessibility of DTM products, the number of downloads of DTM reports, datasets and maps doubled, rising from 1.2 million in 2022 to nearly 2.5 million in 2023. Views of the World Migration Report website rose from 503,052 in 2022 to 735,011 in 2023, while media references to the report rose from 795 to 1,335 over the same period.

107. IOM implemented a strategic approach to supply chain management so as to reduce reactive workloads and enable agile, efficient and cost-effective supply chains. A holistic assessment of the global procurement requirements was conducted, and standard key performance indicators and baselines were developed, in order to improve the management of supply chain operations in both emergency and non-emergency situations. IOM also focused on automating, improving and upgrading key migration solutions to enhance the efficiency of service delivery to target populations. A centralized case management system (MIMOSA NextGen) was introduced, and several other systems (including those used by the United Kingdom Tuberculosis Detection Programme and the IOM Global and Teleradiology Quality Control Centre) received updates and support.

### Learning and innovation

108. The Strategic Plan 2024–2028 emphasizes IOM’s policy role and the importance of building its policy capacity as a driver for success, on the basis of lessons learned and good practices and other knowledge management efforts. IOM’s efforts to support governments with their migration policies are intricately linked to its own policy capacity, making this a vital catalyst of the Organization’s contributions towards the attainment of the 2030 Agenda and the implementation of the Global Compact for Safe, Orderly and Regular Migration. As IOM is the leading United Nations organization in the area of migration and the Coordinator and Secretariat of the United Nations Network on Migration, its policy engagement helps governments reach shared goals and develop workable approaches.



109. Since its launch, IOM's POEM platform has become a hub for sharing knowledge and fostering collaboration among IOM offices worldwide. POEM has seen significant engagement, reach and impact; it has 5,000 users and 24 active communities of practice, and some 300 good practices and innovative initiatives have been uploaded by IOM offices all over the world. By facilitating the exchange of knowledge, the platform informs programming and policy development across IOM, contributing to more effective practices in the field of migration.

110. In recognition of the importance of supporting a culture of innovation and transformative approaches across the Organization, IOM held the second edition of the INNOVATION Awards @ IOM in 2023. The Awards received over 70 entries globally, attesting to the diversity and breadth of existing processes and to the transformative approaches designed by IOM offices around the world that have had a significant impact on the lives of migrants and communities. The aim of the Awards is to leverage innovation to advance institutional priorities and accelerate progress towards the 2030 Agenda, the Global Compact for Safe, Orderly and Regular Migration and other relevant global frameworks. The winners of the 2023 Awards spanned six categories (climate change, data and technology, the private sector, regular pathways, communications and "the way we work"), showcasing pioneering solutions for IOM, its beneficiaries and partners.

#### **Box 10. Snapshot of knowledge management in the Americas**

During 2023, IOM worked with Member States and members of the United Nations Regional Network on Migration for Latin America and the Caribbean to facilitate exchanges regarding innovative practices in migration governance. The Regional Office in San José provided technical guidance in identifying good practices in priority areas of migration governance and programming in the region, which were then disseminated across internal and external forums, including the Regional Conference on Migration and the South American Conference on Migration. In addition, the InnovaMigración platform was expanded to become a publicly accessible channel in order to support the regional knowledge base on migration.

The First Regional Forum of Champion Countries in the Americas, organized within the framework of the 2023 Regional Conference on Migration, promoted greater collaboration among nine champion countries in the Americas, five champion countries in Africa, Asia and Europe and other stakeholders with a view to advancing the implementation of the Global Compact for Safe, Orderly and Regular Migration. The 80 participants (45 women and 35 men) identified 65 best practices, policies and tools and presented over 20 ideas for cooperation. In addition, in preparation for the 2023 SDG Summit in New York, the United Nations Regional Network on Migration for Latin America and the Caribbean organized a high-level side event on the contribution of migrants to sustainable development in the context of the Global Compact at the Latin America and the Caribbean Regional Forum for Sustainable Development 2023. The event had over 70 participants, who shared a series of best practices based on IOM's six Acceleration Actions to achieve the SDGs.

111. In 2023, through the IOM Development Fund, the Organization allocated more than USD 17 million to projects to foster the development of migration governance in eligible countries, the majority of which focused on fostering coordinated migration policy and sustainable migration channels. Supported by Austria, Belgium, the Philippines and Portugal, the Fund emphasizes innovation and action to combat climate change. It also aided the launch of the IOM Strategic Results Framework, with 63 projects piloting the Framework's indicators, providing important insights to support integration of the indicators across IOM operations.

112. The role of the IOM Development Fund is to provide initial funding with a view to sparking larger projects backed by other donors or kick-starting innovative initiatives. Noteworthy examples of scaled-up projects include a project in Türkiye which expanded on the Massachusetts Institute of Technology's "fab lab" concept to create the Resilience Innovation Facility to empower youth and

promote social cohesion. In Timor-Leste, cutting-edge remote sensing was used to identify communities at risk from sea-level rises, thereby aiding government preparedness for coastal migration and vulnerability interventions. Projects supported by the Fund in 2023 attracted follow-up funding from diverse sources, including from the European Union, the United Nations Migration Multi-Partner Trust Fund, the African Development Bank and the Governments of Denmark and Japan.

113. In March 2023, the Fund issued the report entitled *Added Value of the IOM Development Fund*, which takes stock of the more than 20 years of the Fund's work and reviews its added value on the basis of questionnaire responses received from IOM country offices and from government representatives of benefiting Member States. The report is intended to serve as an internal and external resource that highlights what makes the Fund a unique global source of funding in support of migration governance. It is structured into three sections: a discussion of the Fund's unique qualities; a review of notable project results; and a section featuring selected projects that illustrate the findings.

### Communications

114. Throughout 2023, IOM enhanced its dissemination of knowledge by adding 332 publications to its online Publications Platform. These publications, issued predominantly in IOM's three official languages plus the other United Nations languages, contributed to the platform's extensive repository, which by year-end comprised 3,200 electronic publications across 39 languages. This platform remains one of the most comprehensive open-access resources on migration, chiefly featuring insights and findings from IOM's global projects.

115. IOM continued to invest in digital outreach in amplifying IOM's impact in shaping a balanced narrative on migration and facilitate migrants' voices. IOM's online and digital communication strategies in 2023 led to a 28 per cent increase in web traffic to 34.1 million views, despite a dip in the global website's visits. The number of followers of IOM social media accounts surged by 20 per cent, reaching 4.2 million, including 19 per cent growth in followers on LinkedIn, which is key to increasing engagement with policymakers.

116. In 2023, IOM's strategic communication efforts were propelled by the publication of 151 press releases and 132 global feature stories, which were disseminated effectively through various social media channels. These efforts were instrumental in showcasing the Organization's response to crises in countries and regions such as Ukraine, the Sudan, the Middle East and the Americas. Public engagement with these communications was robust, with a 25 per cent click-through rate, outperforming industry benchmarks. Furthermore, the subscriber base for IOM's press content expanded by 78 per cent, reaching a total of 36,000 subscribers by the end of 2023, more than 14,000 of whom subscribed in the first half of the year alone. This period also saw a significant 46 per cent increase in global media mentions, marking a recovery from the downturn seen in 2020.

117. As an example of communications activities at country level, in El Salvador, IOM created awareness regarding the importance of educating children about irregular migration risks from an early age through its unique animated series entitled *A Million Meters Away: The Adventures of Paco and Clari*, which addresses the challenges of irregular migration with an empowering twist.

### Internal systems

118. During the reporting period, IOM continued to revolutionize its organizational infrastructure and work processes for greater efficiency and improved risk management. To that end, IOM continued to facilitate the implementation of the IGF Workplan (*Application of the Internal Governance Framework Work Plan*). As of December 2023, 92 per cent of the workplan had been implemented, covering 67 work items. The Business Transformation workstream, which is the largest outstanding



item, will be concluded with the roll-out of the new enterprise resource planning system. Work is under way to identify the priorities for the next phase of the IGF reform, drawn from the vision articulated in the Strategic Plan 2024–2028 and taking into consideration the recommendations set out in external and internal evaluations, including the 2023 assessment by the Multilateral Organisation Performance Assessment Network.

119. IOM offices continued their efforts to scale up the Business Operations Strategy developed by the United Nations Sustainable Development Group. Collectively, they projected making efficiency gains of USD 20.3 million over a five-year period. In 2023, IOM Headquarters carried out its first annual exercise to validate the business operations strategy data provided by IOM offices, which revealed that USD 5.9 million of efficiencies had been made, mainly in administrative services. Throughout 2023, IOM co-chaired the United Nations Sustainable Development Group task team on efficiency impact reporting, during which it reported efficiency gains of approximately USD 22.2 million, comprising USD 19.5 million of gains in IOM-specific initiatives and USD 2.7 million of gains in bilateral initiatives with other United Nations entities.

120. During the year, IOM continued to fulfil its responsibilities to ensure the provision of effective, timely and coordinated United Nations system-wide support to Member States to enhance cooperation on international migration and maximize its contribution to sustainable development. IOM participated proactively in all aspects of the United Nations efficiency agenda, including the workstreams on common premises and common back office, with IOM maintaining 32 per cent of its offices in common premises. IOM also gained access to the first common back office to be serviced by the United Nations Office at Nairobi. Furthermore, IOM partnered with the United Nations Development Coordination Office to jointly organize a five-day training programme on the implementation of the Business Operations Strategy for 30 IOM staff members from eight regions. A network of focal persons was subsequently established to provide practical guidance to IOM staff engaged with other United Nations entities in discussions on producing business operations strategies and to support Headquarters' validation of the business operations strategy data produced by IOM offices as part of the annual review exercise.

121. IOM continued to refine the roadmap for institutional results-based budgeting in line with the roll-out of the Strategic Results Framework. IOM also successfully developed and launched a cost planning and allocation tool to address the duplication of efforts in staff projectization and in the alignment of project structures. The use of the tool also supports change management aspects under the new enterprise resource planning system, including by facilitating the apportionment of payroll costs and providing an improved forecasting functionality.

122. The centralization of payroll was successfully implemented for all 143 missions that were using the PRISM (Process and Resources Integrated Systems Management) payroll configuration as of December 2023. IOM enhanced its direct support to all Level 3 emergency operations, increased its dissemination of the IASC Humanitarian System-Wide Scale-Up Protocols and further developed its procedural guidance documents on resource management aspects of cash-based intervention operations and on the management of implementing partnerships.

123. During the year, the Department of Legal Affairs handled 3,630 agreements and contracts, of which 1,130 were donor or funding agreements. Thanks to the enhanced capacity to tailor contracts to specific country office needs, only 3.82 per cent of contract workflows initiated through the CAFÉ (contract automation, filing and execution) system subsequently required legal advice, compared with 6.6 per cent in 2022. Following the results of the fit gap analysis conducted by IOM's Business Transformation team, CAFÉ was discontinued in August 2023. It is expected that the ERP system will be a useful tool for making standard contract formats available to all offices worldwide.

124. In line with initiatives to enhance talent management under the IOM People Strategy 2024–2028, a new performance appraisal system was introduced in February 2023, replacing the Staff Evaluation System. IOM also analysed the current composition and skills of the workforce, identifying gaps in terms of the capacity needed to achieve organizational goals, and using these insights to inform the People Strategy. To improve access to medical services, IOM transitioned from Cigna to Allianz Care as its claims processing partner. During the transition, webinars were organized to inform staff about the medical plans, helpline and service providers.

125. IOM is assessing its options for contractual reform with a view to simplifying and streamlining the numerous staff and personnel contract types that currently exist and ensuring that IOM is able to attract and retain talent. Furthermore, in 2023 IOM introduced a case management system to improve the management of disciplinary cases and administrative challenges. The system enhanced IOM's capacity to report on cases, recognize lessons learned, identify gaps and define strategies to mitigate risks, change policies and reinforce prevention, as necessary.

126. IOM continued its efforts to adapt to the future of work by creating a more modern workspace and transitioning its technology into the cloud, which improved the agility, speed and security of its work. IOM invested USD 4.9 million in enhancing connectivity and fortifying network security across its global infrastructure. To achieve even greater cybersecurity, IOM is introducing software to protect against cyberattacks (Cisco Meraki), procurement of which is at 95 per cent and deployment at 55 per cent. Three quarters of IOM personnel accessed capacity-building training to support the roll-out of this software in the field. Furthermore, over 86 per cent of staff were trained on cyberthreats, and 182 country offices achieved basic security compliance.

127. In 2023, IOM established a specialized Emergency Unit within the Supply Chain Division, dedicated to handling all aspects of emergency response. The Unit provided end-to-end services, including global procurement of relief items, which were either dispatched directly to emergency missions or stored at global warehouses in strategic locations, where quality control, freight forwarding and customs clearance services are conducted. This initiative increased global prepositioning operations from USD 5 million to USD 23 million and significantly reduced lead times for emergency dispatch by eliminating the time spent waiting for manufacturing. Procurement processes were further digitized to increase efficiency and decrease the risk of fraud. The total value of purchase orders in 2023 was USD 2.05 billion; 44 per cent were for services, 24.6 per cent for goods, 14.1 per cent for partners and 17.3 per cent for tickets. The total number of purchase orders was 232,028, issued to 25,718 vendors.

128. During the year, 1,092 new projects were activated in PRIMA, with a total budget value of USD 3.46 billion, an increase of approximately 12 per cent compared with 2022. Moreover, several well-established, multi-year, annually funded projects were extended through PRIMA. The number of newly activated projects surpassed the number of closed projects (988), and their average value increased by 11 per cent (USD 3.17 million in 2023 compared with USD 2.85 million in 2022), indicating a positive trend towards a decrease in project-related administrative costs. The Strategic Results Framework was integrated into PRIMA, enabling the monitoring of project alignment with institutional strategy.

129. In 2023, IOM continued to strategically pursue a balance between high compliance standards and robust risk management practices, while ensuring that its internal systems and processes were as accessible and user-friendly as possible. During 2023, IOM delivered 238 training courses on safe and secure approaches in field environments, the use of individual first aid kits and women's security awareness to a total of 4,899 UNSMS personnel and other non-United Nations humanitarian personnel. Further work has been undertaken in that regard, including the launch of the security compliance survey and the promulgation of the IOM Security Framework of Accountability, which

outlines the security responsibilities of IOM actors as part of a dynamic and integrated approach that aims to identify and manage risks within the Organization. A toolkit for mainstreaming a person-centred approach to security risk management is being developed by the Office of Staff Security in coordination with the Gender and Diversity Unit.

130. Throughout 2023, IOM continued to use its position as a member of UNSMS to advocate greater inter-agency coordination. As Chair of the Inter-Agency Security Management Network's Gender and Inclusion Working Group, IOM continues to be a leading organization within UNSMS with regard to the promotion and advocacy of a strengthened person-centred approach to all aspect of security management. In June 2023, IOM co-hosted the Thirty-eighth Regular Session of the Inter-Agency Security Management Network, which was attended by over 40 headquarters security focal persons from UNSMS member organizations. IOM also actively engaged in the first United Nations Security Week, from 2 to 6 October 2023, during which it organized several activities to promote awareness and understanding about security at IOM. Over 2,900 IOM personnel participated in online and in-person activities during the week.

131. IOM disseminates knowledge on risk management through interactive workshops, providing an overview of established principles and processes while allowing colleagues to share experiences and generate solutions for enhanced risk mitigation and control. In 2023, IOM risk specialists conducted 13 site visits and supported 45 country-level and regional risk assessments and several programme- and department-level assessments, which are designed to promote understanding of the nature and characteristics of risks so that the best treatment options can be selected. Over 500 people participated directly in online and in-person workshops, and a complete set of online tutorials available to all IOM staff was developed.

132. In 2023, IOM continued its efforts to increase the number of offices with a completed risk register. Such detailed risk analysis enables departments at Headquarters and in regional and country offices to assess the likelihood that their operations will be exposed to risks and to implement preventative mechanisms and mitigation measures accordingly. The 10 largest operations have been prioritized for additional technical support and other risk management tools and resources.

133. IOM engaged with different business streams to identify high-risk transactions and monitor them as a second line of defence. An automated risk management process was incorporated into the new enterprise resource planning system, as recognized by the Multilateral Organisation Performance Assessment Network in its 2023 report on IOM. An interim solution for digitizing risk registers and data was developed and piloted in April 2023, ensuring easy integration into the enterprise resource planning system. The continued roll-out of that system will be completed in stages, with the core solution being deployed by the end of 2024.

134. In 2023, 17 risk-based internal audit assignments were performed, comprising 15 country office audits (including 52 project reviews) and two programmatic assessments. The internal audit function also acted in an advisory capacity with regard to IGF initiatives, such as in the development of the Delegation of Authority Policy and the Internal Control Framework, and collaborated with relevant units on the continuous assessment of risks.

## CROSS-CUTTING PRIORITIES

### Integrity, transparency and accountability

135. IOM is committed to building trust and credibility, both within the Organization and with external partners, governments and the communities that they serve. To this end, in 2023 IOM continued to promote a culture of integrity and ensure that all processes were transparent and accountable to stakeholders across all its operations and activities.

136. Thanks to its commitment to and investments in improved transparency and accountability in 2023, IOM further improved its position on the IATI dashboard, achieving a score of 97, which put it in fourth place after UNICEF, OCHA and the World Food Programme. This achievement highlights IOM's dedication to global efforts to enhance transparency in development and humanitarian efforts, including through localization. IOM also included new elements in its portal on the IATI website.

137. Significant efforts were undertaken in late 2023 to develop the IOM Strategic Plan 2024–2028, so as to promote a unified, strategic and coherent planning approach that ties together the various initiatives, programmes and strategies implemented throughout the Organization. The results architecture set out in the Plan includes three objectives, which set the broad parameters of IOM's work, and seven enablers, which articulate the capabilities, capacities and resources that IOM will put in place to support this work. The Plan also outlines four cross-cutting priorities that will guide the Organization's way of working across all its endeavours.

138. The Strategic Plan is complemented by the IOM Strategic Results Framework, a progress monitoring tool which outlines the theory of change underpinning the Strategic Plan. The Framework breaks down the goals of the Strategic Plan into long- and short-term outcomes and outputs that are measurable through indicators and targets. Furthermore, IOM overhauled key institutional annual results tracking tools, notably the Institutional Questionnaire and the Organizational Effectiveness and Efficiency Survey, to bring them into alignment with the Framework.

139. During the year, IOM actively engaged in and contributed to initiatives led by the Inter-Agency Humanitarian Evaluation Steering Group, both financially and as a member of its management group. IOM participated in four evaluations, focusing on the humanitarian crises in northern Ethiopia and Afghanistan, the COVID-19 pandemic response and the response to the earthquakes in Türkiye and the Syrian Arab Republic. A total of USD 228,000 was allocated to those evaluations. In collaboration with the UNDP Pacific Office in Fiji, IOM conducted a joint evaluation of efforts to mitigate the impacts of emerging climate security risks on three major atolls: Kiribati, the Marshall Islands and Tuvalu.

140. Over the reporting period, a total of 44 decentralized evaluations and six centralized evaluations were published to the [IOM Evaluation Repository](#). The centralized evaluations assessed various strategic and thematic initiatives, including efforts to counter xenophobia and discrimination and enhance social cohesion, the IOM Regional Strategy for East and Horn of Africa, Level 3 emergency responses, IOM's strategic operations during the COVID-19 pandemic, the results-based management approach and IOM's labour migration and mobility strategy and initiatives. All evaluations and evaluation briefs are available in the IOM Evaluation Repository.

141. Under the IGF Workplan, a comprehensive delegation of authority framework was established through the issuance of the Delegation of Authority Policy and associated implementation guidelines. As of December 2023, 150 country offices and eight regional offices possessed up-to-date and consistent delegation of authority matrices in line with the new policy. In addition, the Implementing Partnerships Management Handbook was developed by a cross-departmental working group to

establish governance structures and appropriate accountability measures to facilitate project implementation and minimize the risk of corruption, fraud and mismanagement.

142. IOM further strengthened transparency and accountability in the supply chain by launching a revised Procurement Manual to align line with international procurement standards and emphasize ethical practices, vendor eligibility and wrongdoing procedures. IOM promoted awareness of the Manual to over 500 staff members during training sessions conducted through the Regional Offices in Bangkok, Brussels, Cairo, Dakar, Pretoria and Vienna and through the Panama Administrative Centre. In future, IOM will continue to provide specific training for missions that have a considerable number of procurement staff, in addition to developing online standard procurement training materials to enable the Organization to continue increasing the capacity and knowledge of both procurement and non-procurement staff in this area.

143. Building on the risk assessments of its top operations, in 2023 IOM prioritized activities to combat emerging and unexpected risks when deciding the direction of its strategic operations. The list of IOM's top operations was redeveloped with the aim of targeting all relevant programmes and implementing offices in high-risk and complex locations throughout 2023. IOM met 80 per cent of its target for risk assessments of its 10 largest operations in 2023, involving both on-site assessments (as in Ukraine and Türkiye) and online assessments. The remaining 20 per cent of assessments could not be accomplished owing to budgetary constraints.

144. IOM's increased focus on integrity and accountability was further supported through expanded training and outreach initiatives to build awareness of the Organization's ethical values and standards. In 2023, IOM launched a new series of guideline documents, highlighting assorted topics under the IOM Standards of Conduct. By supplementing the formal regulatory framework with plain language guidance and answers to frequently asked questions, these guidelines have made IOM's ethical standards and protocols more accessible to all IOM personnel.

145. The inaugural series of guidelines – on potential conflicts of interest and on risks relating to gifts, outside activities and personal use of social media – have been broadly disseminated to staff in all IOM official languages. Following the issuance of the policy on protection against retaliation for reporting misconduct or cooperating with investigations and audits in 2022, in 2023 IOM launched a training micromodule on the framework for addressing retaliation and protecting whistleblowers. Worldwide, 86 per cent of IOM personnel have completed the mandatory online ethics training programme. Over 3,500 personnel participated in live ethics training sessions in 2023, either in person or via webinar. In addition, IOM launched an updated training of trainers programme across multiple regions to empower local facilitators and scale up mission outreach.

146. In 2023, the Office of the Inspector General (now the Office of Internal Oversight) underwent restructuring to improve efficiency and agility, launching a three-year initiative to decentralize its audits and investigations, address backlogs and expand coverage. In 2023, the intake function received 2,289 complaints (of which 940 were void), compared with 1,398 (of which 391 were void) in 2022. Of the 1,349 actionable complaints, 102 were investigated and referred to various IOM offices and partners. For its part, the investigation function processed 127 cases carried over from 2022, in addition to 102 new cases. Of these, 51 cases were referred to the Department (now Office) of Legal Affairs and other IOM offices for an administrative decision or disciplinary measures; 54 cases were closed following investigation; and 124 open cases were carried forward to 2024.

147. The internal audit function carried out 24 of the 26 audit engagements planned for 2023. They consisted of 22 risk-based audit engagements comprising audits of 19 country offices (comprising 68 project reviews), two programmatic assessments (Afghanistan and Ukraine emergency responses) and one process assessment of cybersecurity and cyber-threat analysis; and two advisory

services, on the development of the Delegation of Authority Framework and the Business Operation Strategy, as part of a joint assessment with the United Nations, respectively.

### **Equality, diversity and inclusion**

148. IOM is committed to promoting equality, embracing diversity and fostering an inclusive environment in all its initiatives, programmes and workplaces. This involves ensuring equitable treatment and opportunities for all individuals, regardless of their background, and integrating diverse perspectives into IOM's work.

149. In 2023, IOM demonstrated incremental progress towards its commitments under the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women and the United Nations Disability Inclusion Strategy, achieving an increase of 6 per cent for each in terms of the number of performance indicators for which IOM meets or exceeds the requirements set out by the respective frameworks.

150. During the year, IOM invested in institutional capacity development to promote disability inclusion: 44 country offices reported having dedicated resources for improving accessibility and inclusion for persons with disabilities, and 47 reported having targeted outcomes, outputs and activities to support the uptake of services by persons with disabilities. The activities conducted included accessibility work, consultations with persons with disabilities, the mapping of organizations of persons with disabilities, the creation of partnerships and collaborations with such organizations, the establishment of representative groups of persons with disabilities, the adaptation of tools and the holding of awareness-raising sessions on the rights of persons with disabilities. Furthermore, in 2023, 11 IOM country offices had one or more dedicated staff members for programmatic work related to disability inclusion.

151. During the year, IOM continued to advocate the promotion of gender equality and the empowerment of women in its interactions with other United Nations entities, Member States and international partners. The new IOM Gender Equality Policy 2024 and the IOM Race Equity and Equality Strategy were finalized and issued in four languages. In addition, an internal Gender and Diversity Knowledge Hub was launched, in parallel to the conclusion of the consultation and drafting process for the intersectional Gender Analysis Toolkit (including e-learning). At the project level, 43 per cent of applicable projects in 2023 reported having effectively integrated gender considerations into needs assessments, outputs and activities, and 17 per cent reported having achieved gender equality and women's empowerment results at mid-term and/or at the end of implementation.

152. In 2023, IOM launched the Gender and Migration Research Policy Action Lab, an organization-wide and global multistakeholder initiative for supporting gender-responsive policies, operations, programming and practices in migration. The initiative leverages knowledge and impact research on gender and migration within IOM and the Lab's partner network to foster transformative dialogue and innovative actions with a view to addressing systemic gender inequalities in migration and beyond. The initiative is supported by an internal working group of more than 40 IOM staff members and an external partner network, which, at the end of 2023, comprised 367 individual partners from 239 entities, including Member States, United Nations agencies and other intergovernmental organizations, non-governmental organizations, foundations, the private sector and research institutions.

153. IOM also continued its work to foster inclusion by elevating youth voices in migration discourse. In 2023, IOM provided mentorship and organized capacity-building webinars on migration governance for youth partners in the run up to the Fourth Migration Youth Forum in January 2024 and the Second Youth Leadership and Innovation Award for Migration preceding the 2024 Global Forum

on Migration and Development Summit. IOM further amplified youth engagement through a social media campaign for International Youth Day, in collaboration with the Migration Youth and Children Platform, and through the launch of the IOM Youth Ambassadors Initiative. In partnership with the African Union's Youth Envoy and its Women, Gender, Development and Youth Directorate, IOM held the Continental Migration and Youth Consultation in August 2023, which led to the creation of the Joint Youth Declaration and Call to Action on Migration and Youth on the African Continent and the appointment of five African Migration Youth Ambassadors, who will champion the Declaration and support advocacy initiatives on migration and mobility.

154. During the year, IOM participated in four online career fairs targeting specific under-represented groups in its workforce – namely, nationals of non-represented Member States, nationals of countries in Latin America and the Caribbean, and women in senior roles – with the aim of further diversifying the Organization's workforce. As a result of these and other outreach activities (such as career webinars, targeted outreach campaigns and individual support), five Member States became represented in 2023. Diversity, equality and inclusion efforts were further bolstered through IOM's flagship Diversity and Inclusion Internship Programme, which supported 14 positions to which professionals with disabilities and other underrepresented groups were strongly encouraged to apply.

### **Protection-centred approaches**

155. IOM's overarching goal for protection is to place the rights and well-being of migrants, including IDPs, and affected communities at the centre of its operations. This translates into ensuring the protection of migrants across the full spectrum of migration management and governance activities. Following the launch of IOM's Approach to Protection in March 2023, over 4,400 IOM staff members accessed more than 35 webinars, workshops and events designed to raise awareness about the approach, in addition to the accompanying tools and training opportunities aimed at enhancing staff capacities to deliver on their protection responsibilities. To ensure wider dissemination and to support roll-out, the tools were made available in all IOM official languages.

156. The reporting period also saw an increase in the number of IOM country offices that are working to implement project- and programme-wide human rights due diligence frameworks (nine additional countries) and standard operating procedures for responding to grave violations against migrants (four additional countries). This was achieved following the piloting of two key global tools: the IOM Human Rights Due Diligence Policy Toolkit and the IOM Standard Operating Procedures on Responding to Alleged Grave Human Rights Violations. These tools were accompanied by capacity development training on human rights risk assessments and analysis and documentation protocols.

#### **Box 11. Protection from sexual exploitation and abuse and sexual harassment**

IOM prioritizes protection from sexual exploitation and abuse and sexual harassment (PSEAH), focusing on leadership, transparency, capacity-building, victim assistance and partnerships. In 2023, an external evaluation provided actionable recommendations, leading to the creation of a comprehensive action plan on the topic with systematic progress tracking.

As part of efforts to scale up capacity development in order to integrate PSEAH across all operations, IOM increased the number of dedicated PSEA officers from 11.5 to 73, covering nearly 50 countries, and established PSEA focal points in 146 offices. Capacity-building efforts also included webinars on the implementation of relevant actions and a global workshop on community communication, disclosure response, risk mitigation and partner collaboration. During this period, 38 IOM offices and 43 management sites incorporated PSEAH principles into their projects. Furthermore, 16,148 IOM personnel and partners (equivalent to an 82.6 per cent compliance rate) completed PSEA training, which emphasized the duty to report incidents. In addition, IOM

translated its micro-modules on protection from sexual exploitation and abuse into multiple languages, thereby enhancing accessibility and reinforcing its commitment to the topic.

IOM's commitment to PSEAH is further reflected in its engagement across the United Nations and IASC systems. In line with the Management and Accountability Framework of the United Nations Development and Resident Coordinator System, IOM initiated a system for sharing non-identifying information on allegations of sexual exploitation and abuse with top United Nations officials in their respective countries, thereby aiding in understanding trends. In 2023, IOM's proactive role in inter-agency action to prevent sexual exploitation and abuse extended to co-organizing a themed week on the topic with the United Nations in Mauritius and the Seychelles and providing tailored training to United Nations personnel. Concurrently, IOM strengthened its internal victim-centred approach to ensure the immediate referral of sexual exploitation and abuse allegations to the Prevention of and Response to Sexual Exploitation and Abuse and Sexual Harassment Unit, with a view to promoting effective and institutional-wide coordinated assistance for victims. IOM also developed resources for handling disclosures of sexual exploitation and abuse and providing victim support.

Lastly, through its offices in Mozambique and the Philippines, IOM launched a pilot project to harmonize the inter-agency approach to risk assessment of sexual exploitation and abuse, with the aim of creating a comprehensive risk register for sexual exploitation and abuse and setting out mitigation recommendations. The Inter-Agency Risk Assessment on Sexual Exploitation and Abuse Toolkit is now available for use by PSEA networks. It introduces the T-R-A-N-S-F-O-R-M PSEA Marker, which outlines standards and project indicators for measuring PSEA mainstreaming into programming.

### **Environmental sustainability**

157. IOM continued to lead efforts to promote innovation in the area of environmental sustainability and to mainstream environmental sustainability into projects and programmes. According to calculations on environmental impact for the calendar year 2022, IOM remained climate neutral. In 2023, IOM continued to promote environmental sustainability by launching a collection and reporting system for digital environmental inventory data, testing an environmental risk assessment tool and inaugurating an environmental management framework for projects. IOM missions accessed communications support (such as video creation, story writing and social media posting) to highlight good practices related to environmental management, with a case study featuring in the United Nations Environment Programme's *Greening the Blue Report 2023*.

158. In 2023, with the support of Innovation Norway, the IOM Office in Uganda implemented an e-waste project to combat the poor management of the disposal of solar products in displacement settings, in which it piloted a cost-effective solution for the repair, reuse and recycling of these products and components through the creation of a circular economy. The project has provided insights into the unique factors that affect electronic repair and e-waste management in displacement settings. To help "green" existing humanitarian operation in other locations, the project is in the process of publishing a global toolkit for the creation of a circular economy for e-waste in displacement settings, in collaboration with other e-waste management projects organized by the World Food Programme, UNHCR, the German Corporation for International Cooperation (GIZ) and the United Nations Institute for Training and Research.



**Annex I**  
**Statistics relating to IOM staff**  
**(including senior leadership)**

**Table 1. Number of men and women in the Professional and higher categories (2019–2023)**

	2019	2020	2021	2022	2023
Men	1 062	1 120	1 195	1 292	1 502
Women	946	1 067	1 164	1 282	1 492
<b>Total</b>	<b>2 008</b>	<b>2 187</b>	<b>2 359</b>	<b>2 575</b>	<b>2 994</b>
Percentage of women	47%	49%	49%	50%	50%

**Table 2. Increase/decrease in the number of women in the Professional and higher categories between 2021 and 2023, by grade**

2023	Ungraded	P-1	P-2	P-3	P-4	P-5	D-1	D-2	E-2	E-1
Men	254	53	426	400	235	89	30	15		
Women	259	69	441	402	229	63	21	6	1	1
<b>Total in 2023</b>	<b>513</b>	<b>122</b>	<b>867</b>	<b>802</b>	<b>464</b>	<b>152</b>	<b>51</b>	<b>21</b>	<b>1</b>	<b>1</b>
Percentage of women in 2021	56%	31%	51%	49%	47%	41%	35%			
Percentage of women in 2022	54%	33%	51%	52%	48%	40%	38%			
Percentage of women in 2023	50%	57%	51%	50%	49%	41%	38%			
<b>Change in percentage of women between 2021 and 2023 (percentage points)</b>	<b>-6</b>	<b>+26</b>	<b>-</b>	<b>+1</b>	<b>+2</b>	<b>-</b>	<b>+3</b>		<b>N/A</b>	<b>N/A</b>

**Table 3. Number of men and women in the P-5 and higher categories (2019–2023)**

	2019	2020	2021	2022	2023
Men	99	104	117	121	134
Women	62	67	76	80	92
<b>Total</b>	<b>161</b>	<b>171</b>	<b>193</b>	<b>201</b>	<b>226</b>
Percentage of women	39%	39%	39%	40%	41%
<b>Change in percentage of women (percentage points)</b>	<b>+2</b>	<b>-</b>	<b>-</b>	<b>+1</b>	<b>+1</b>

**Table 4. Increase/decrease in the number of international and national staff in 2023 and previous years**

Category	2005	2019	2020	2021	2022	2023
Professional and higher categories	669	2 008	2 187	2 359	2 575	2 994
General Service and National Officer categories	4 730	12 805	14 069	15 405	16 362	17 978
<b>Total</b>	<b>5 399</b>	<b>14 813</b>	<b>16 256</b>	<b>17 764</b>	<b>18 937</b>	<b>20 972</b>
Percentage of staff in Professional and higher categories	12%	14%	13%	13%	14%	14%



## Annex II

## General Service staff and National Officers worldwide by nationality, grade and sex

Country of nationality: Member States	Category/Grade													Total	Sex	
	G-1	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		25	12	56	60	20	3		13	4			40	233	46	187
Albania	1	2		20	4	2	3		1				2	35	19	16
Algeria	2	3	3	13	14	2	1		1	1			10	50	20	30
Angola				2		1							1	4	2	2
Antigua and Barbuda														0		
Argentina				7	10	5	3		9	5	1	1	15	56	36	20
Armenia		2		7	2	4			1		1		2	19	11	8
Australia				5	15	8	4			1			3	36	22	14
Austria			4	9	4	11	3		1	1			1	34	20	14
Azerbaijan			1	8	1	5	2						7	24	11	13
Bahamas														0		
Bangladesh	7	38	83	87	92	50	15		42	13	1		82	510	131	379
Barbados					2	2								4	3	1
Belarus		1	1	8	5	5	3		2				13	38	28	10
Belgium			5	11	14	4	3			2			4	43	28	15
Belize					1	3			4				5	13	9	4
Benin		1		5	5	1			3	1			5	21	7	14
Bolivia (Plurinational State of)				1		1			1	1			15	19	10	9
Bosnia and Herzegovina		3	75	71	25	25	11		7	2	2		20	241	124	117
Botswana		1			4					1				6	5	1
Brazil				1	20	1	1		1				93	117	81	36
Bulgaria				3	10	3	3		1	2		1	7	30	18	12
Burkina Faso		11		21	11	8			4	2			7	64	19	45
Burundi		15	15	36	53	15	3		5	6			9	157	65	92
Cabo Verde						2					1		3	6	4	2
Cambodia		1	4	8	4	8	2		2	5			12	46	26	20
Cameroon		12	4	36	45	12	2		12	11			14	148	55	93
Canada				1	10	8	1		1	1	1		3	26	21	5
Central African Republic		20	1	15	17	3			3				19	78	11	67
Chad	2	6	7	31	38	14	3		4	1			94	200	64	136
Chile	1		1	18	7	5	4						4	40	29	11
China			1	3	5	3	1					1	3	17	11	6
Colombia	8	21	53	152	121	69	70		39	20	7	1	9	570	378	192
Comoros		1			3					1				5	1	4
Congo													1	1		1
Cook Islands														0		
Costa Rica		4	1	43	66	32	10		12	11	1		52	232	131	101
Côte d'Ivoire		5	3	22	5	8			1	1			14	59	27	32
Croatia			3	3	4		1				1			12	6	6
Cuba				2	3								2	7	3	4
Cyprus			2	4	2	1			1	1			10	21	16	5
Czechia					4	6	2				1		18	31	20	11
Democratic Republic of the Congo		29	4	56	31	23	8		14	3	3		15	186	55	131

Country of nationality: Member States	Category/Grade													Total	Sex	
	G-1	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
Denmark					1	1							1	3	3	
Djibouti	4	9	4	12	16	9	5		1	2	1		20	83	39	44
Dominica					1		2		1					4	4	
Dominican Republic		2	4	4	6		2		1				3	22	14	8
Ecuador		2	5	68	84	27	6		8	2			39	241	158	83
Egypt		6	4	32	65	24	5		17	13	1	1	15	183	89	94
El Salvador	2	9	1	80	129	52	17		14	9			18	331	212	119
Eritrea		1		2	4								2	9	6	3
Estonia					3	2	1				1		3	10	7	3
Eswatini		1		2	1	1								5	3	2
Ethiopia	10	69	70	79	262	56	24		38	25	2		398	1 033	329	704
Fiji		1			3	3	1			1				9	4	5
Finland				6	11	5	3						1	26	19	7
France			2	8	10	11	6		3	2	1		20	63	51	12
Gabon													4	4	3	1
Gambia		4	4	10	12	5	1		4	2			3	45	13	32
Georgia		1	2	11	10	10	3		1	4			9	51	38	13
Germany			3	31	29	18	7		5	10	3		5	111	74	37
Ghana	2	9	5	29	36	10	6		2	7			12	118	52	66
Greece				10	19	8	7		4				535	583	348	235
Grenada														0		
Guatemala		11	4	60	137	38	14		16	1		1	58	340	204	136
Guinea	4	8	3	14	27	8	1		12	3			32	112	35	77
Guinea-Bissau						1	1							2	1	1
Guyana					4	1	1		2	1	2		4	15	11	4
Haiti	8	38	11	39	36	14	4		4	3			86	243	68	175
Holy See														0		
Honduras	1	8		22	57	18	4		7	1			9	127	64	63
Hungary					2	2	2		3		2		16	27	17	10
Iceland														0		
India	1	1		3	19	10				3	1		9	47	28	19
Iran (Islamic Republic of)		1	1	14	15	5	1		1	3			24	65	29	36
Ireland				1	4		1		2				5	13	10	3
Israel													2	2		2
Italy		2	7	30	23	8	3	1	3	4	2		37	120	86	34
Jamaica					1	1	2		1		1		2	8	8	
Japan				1	2	1	1		1		1		1	8	7	1
Jordan		11	8	132	150	61	23		9	26	3		30	453	242	211
Kazakhstan		2		11	8	6	4		6	3			4	44	36	8
Kenya	5	20	16	59	150	50	18		24	35	7		44	428	229	199
Kiribati														0		
Kyrgyzstan		2	1	6	4	7			2			1	3	26	15	11
Lao People's Democratic Republic		1		3	3	1			2				4	14	5	9
Latvia							1				1		9	11	8	3
Lesotho				1	4	2				1			1	9	6	3

Country of nationality: Member States	Category/Grade													Total	Sex	
	G-1	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
Liberia		2		3	1		1						2	9	2	7
Libya	2	8	1	25	34	10	1		6	6			38	131	26	105
Lithuania				1	9	6	2		5	1	1		4	29	23	6
Luxembourg				1										1	1	
Madagascar		1	1		1	2	1		2				3	11	5	6
Malawi		3	1	1	15	1	1		8	3			6	39	17	22
Maldives				1	1	2				1				5	3	2
Mali	1	9	5	29	19	13	1		11	1	1		7	97	25	72
Malta														0		
Marshall Islands				2		4							4	10	4	6
Mauritania		7	3	7	8	7			4		1		1	38	10	28
Mauritius		1		3	3		2		2				2	13	5	8
Mexico		13	8	82	81	26	10		12	4			61	297	190	107
Micronesia (Federated States of)				3	3	5	2		1				5	19	7	12
Mongolia				23		5			1				6	35	32	3
Montenegro		1	1	5	2	2				1			10	22	14	8
Morocco	2	2	5	17	13	9	9		4	4	1		21	87	43	44
Mozambique	1	14	32	43	49	7	1		16	3	1		99	266	92	174
Myanmar		3	12	41	18	7	6		19	4	1		99	210	110	100
Namibia				2	2	2							1	7	5	2
Nauru														0		
Nepal	2	6	3	21	26	8	5		10	7	2		24	114	55	59
Netherlands (Kingdom of the)		1	3	9	38	9	1		1	4	1		5	72	49	23
New Zealand					1									1	1	
Nicaragua	1			3	2		1		3	1	1		5	17	8	9
Niger		24	20	61	29	30	3		12	2			20	201	55	146
Nigeria	12	28	47	150	164	42	20		14	51	1		108	637	271	366
North Macedonia	1			8	7	4	3		1	1	2		12	39	26	13
Norway				4	1	3	1							9	4	5
Pakistan	16	11	9	70	73	26	6		12	22	6	1	71	323	96	227
Palau					1	1			2				1	5	4	1
Panama		1	1	15	14	17	4		5	8			32	97	55	42
Papua New Guinea	1	2	1	2	3	6			1				8	24	8	16
Paraguay				2		1	1		1	1	1		13	20	15	5
Peru		10	7	39	22	12	2		2				30	124	70	54
Philippines	8	8	17	108	214	112	35		76	47	14	1	115	755	475	280
Poland				3	18	5	7		1	1			58	93	67	26
Portugal			7	4	4	5				1			4	25	19	6
Republic of Korea			3	4	1	2			4	1	1		5	21	15	6
Republic of Moldova			4	9	19	17	10		7	5	3		39	113	59	54
Romania		1		4	7	10	2		1	3	1		20	49	30	19
Russian Federation		1	1	4	12	2	3		5	1			8	37	26	11
Rwanda		15	2	18	38	15	3		2	6			1	100	38	62
Saint Kitts and Nevis														0		
Saint Lucia														0		

Country of nationality: Member States	Category/Grade													Total	Sex		
	G-1	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	
Saint Vincent and the Grenadines															0		
Samoa													2	2		2	
Sao Tome and Principe														0			
Senegal		8	5	18	17	16	4		4	2			11	85	31	54	
Serbia	1		3	19	6	9			4	1			24	67	36	31	
Seychelles														0			
Sierra Leone	2	3	1	3	11	8	1		4				3	36	9	27	
Slovakia				2	14	19	13		6	1			31	86	68	18	
Slovenia									1				1	2	2		
Solomon Islands													8	8	2	6	
Somalia		18	2	9	35	24	2		14	10			10	124	23	101	
South Africa		3	7	9	20	12	8		1	2	2		5	69	47	22	
South Sudan	14	68	73	82	91	28	8		24	1			51	440	87	353	
Spain			11	11	8	7	3		2	3		1	14	60	46	14	
Sri Lanka	7	6	7	46	40	17	2		5	13	2		12	157	93	64	
Sudan	10	26	5	32	38	22	6		14	5			36	194	56	138	
Suriname				2	1	2			1				2	8	5	3	
Sweden					1	2					1		3	7	6	1	
Switzerland				6	19	9	5						6	45	33	12	
Tajikistan		7		9	11	5	3		6	3			3	47	20	27	
Thailand	13	8	44	46	44	14	4		6	10			22	211	139	72	
Timor-Leste	1	5	6	4	3	2			2				2	25	10	15	
Togo		1	1	3	5	1			2				2	15	4	11	
Tonga						1							2	3	2	1	
Trinidad and Tobago						1	1				1		9	12	9	3	
Tunisia	3	4	11	31	25	13	3		7	4			24	125	81	44	
Türkiye	5	53	20	132	215	82	46		36	24	3		76	692	343	349	
Turkmenistan				1		1			1				6	9	4	5	
Tuvalu													1	1		1	
Uganda	2	16	4	40	63	21	5		7	6			23	187	86	101	
Ukraine		41	19	145	150	79	37		52	23	5		213	764	442	322	
United Kingdom				3	12	12	3		2	4			13	49	29	20	
United Republic of Tanzania	8	13	5	48	57	10	1		2	8	1		10	163	69	94	
United States of America			1	30	66	24	11		19	9	7	3	14	184	120	64	
Uruguay			1	3			1		1				6	12	10	2	
Uzbekistan		1		1	9	1	1		1	1			9	24	13	11	
Vanuatu					1				1				4	6	3	3	
Venezuela (Bolivarian Republic of)		2	3	9	6	8			2	1			70	101	57	44	
Viet Nam		4		44	36	5	6		16	5	1		4	121	90	31	
Yemen	1	6	12	38	29	28	3		7	1			2	127	35	92	
Zambia		3		11	14	1			1	3			1	34	19	15	
Zimbabwe	1	3	6	20	22	10	2		2	10			28	104	60	44	
<b>Total</b>	<b>173</b>	<b>891</b>	<b>879</b>	<b>3 229</b>	<b>4 087</b>	<b>1 775</b>	<b>662</b>	<b>1</b>	<b>883</b>	<b>598</b>	<b>111</b>	<b>13</b>	<b>3 793</b>	<b>17 095</b>	<b>8 397</b>	<b>8 698</b>	

Country of nationality: observer States, non- member States and other	Category/Grade													Total	Sex	
	G-1	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
Aruba													1	1	1	
Bahrain						2	2						5	9	5	4
Bhutan														0		
Indonesia	2	3	13	18	128	22	10		18	4	3		5	226	128	98
Iraq	3	35	13	61	100	58	29		32	22	1		12	366	114	252
Kuwait					1								1	2	2	
Lebanon	1	4	15	43	58	17	4		2	10			1	155	82	73
Malaysia					1									1		1
Qatar														0		
San Marino														0		
Saudi Arabia													1	1		1
Singapore				1										1	1	
Syrian Arab Republic	3			7	19	10	6		5	1			18	69	25	44
Other				17	7	13	3		1	2			9	52	28	24
<b>Total</b>	<b>9</b>	<b>42</b>	<b>41</b>	<b>147</b>	<b>314</b>	<b>1222</b>	<b>54</b>	<b>0</b>	<b>58</b>	<b>3939</b>	<b>6</b>	<b>0</b>	<b>53</b>	<b>883</b>	<b>386</b>	<b>497</b>

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





**Annex III**  
**International 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	2	6	7	4	16	36	9	27
Albania					1	2	2	2			7	5	2
Algeria							1	1	1		3	2	1
Angola								1			1		1
Antigua and Barbuda											0		
Argentina						2	5	6		1	14	8	6
Armenia							1	2		1	4	3	1
Australia			2	2	4	9	5	5	1	8	36	15	21
Austria				1	3	4	5	2		3	18	11	7
Azerbaijan					1		1	1		1	4	2	2
Bahamas											0		
Bangladesh						6	7	15		7	35	6	29
Barbados											0		
Belarus					1		3	3			7	4	3
Belgium				3	2	10	12	5		4	36	22	14
Belize							1				1	1	
Benin						1		3		2	6	1	5
Bolivia (Plurinational State of)					1			1			2		2
Bosnia and Herzegovina					1	4	2	3	1	6	17	10	7
Botswana											0		
Brazil					1	2	6	3		11	23	17	6
Bulgaria							2			3	5	4	1
Burkina Faso						1	3	5	1	1	11	1	10
Burundi						1	6	12	1	2	22	10	12
Cabo Verde											0		
Cambodia											0		
Cameroon						1	4	5	1	3	14	4	10
Canada			2		3	18	25	21		19	88	52	36
Central African Republic							1				1		1
Chad							4	3			7	2	5
Chile			1				2			3	6	3	3
China			1		1	3	2	9	1	1	18	14	4
Colombia						5	13	10	1	12	41	18	23
Comoros											0		
Congo											0		
Cook Islands											0		
Costa Rica				3		6	4	2		3	18	8	10
Côte d'Ivoire					2	2	4	6		1	15	1	14
Croatia					2	3	2			3	10	8	2
Cuba							1				1	1	
Cyprus							1				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							1	1		1	3	2	1
Democratic Republic of the Congo						1	8	7	1	5	22	4	18
Denmark						3	2	3		2	10	3	7
Djibouti								1		3	4	3	1
Dominica											0		
Dominican Republic							1				1	1	
Ecuador					1	4	11	6		3	25	16	9
Egypt				2	3	6	22	13	5	7	58	23	35
El Salvador						1		4	3	1	9	4	5
Eritrea						1		1			2	1	1
Estonia						1					1	1	
Eswatini											0		
Ethiopia					2	9	17	21	3	5	57	19	38
Fiji											0		
Finland						2	2	3		2	9	5	4
France				3	13	27	25	39	3	29	139	88	51
Gabon								1			1	1	
Gambia						1		1		1	3	2	1
Georgia				2		1	3	2		1	9	3	6
Germany			1		8	12	16	17		9	63	41	22
Ghana			1		1	2	10	1	1	4	20	6	14
Greece					2	1	4	4		7	18	11	7
Grenada											0		
Guatemala							2			1	3		3
Guinea						1	2	6	2	3	14	3	11
Guinea-Bissau											0		
Guyana										2	2	1	1
Haiti						1	5	4	1	2	13	4	9
Holy See											0		
Honduras						1	4	1			6	6	
Hungary							2	2			4	4	
Iceland											0		
India				2	1	6	7	14	1	10	41	27	14
Iran (Islamic Republic of)					1		1	1		1	4	2	2
Ireland					1	5	7	3		5	21	7	14
Israel										1	1	1	
Italy			2	5	19	34	38	25	2	21	146	93	53
Jamaica						1	2				3	3	
Japan				2	2	13	12	19		2	50	40	10
Jordan			1		2	4	15	17	7	5	51	14	37
Kazakhstan						1		2			3	1	2
Kenya			1		3	17	42	57	1	10	131	51	80
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		2			3	2	1
Lao People's Democratic Republic											0		
Latvia										1	1	1	
Lesotho								3			3	2	1
Liberia						1		1		1	3		3
Libya							1			1	2	2	
Lithuania						1					1		1
Luxembourg								1			1	1	
Madagascar											0		
Malawi					1		1	2		1	5		5
Maldives						1				1	2	2	
Mali						2	1	5		2	10	2	8
Malta						1	1				2	1	1
Marshall Islands											0		
Mauritania				1				2	1	2	6	2	4
Mauritius					1	5		1			7	6	1
Mexico						3	5	9	1	6	24	15	9
Micronesia (Federated States of)											0		
Mongolia								1			1	1	
Montenegro								1			1	1	
Morocco					2	1	5	4		1	13	9	4
Mozambique					1	1	2	1		1	6	2	4
Myanmar						1	3	4			9	4	5
Namibia											0		
Nauru											0		
Nepal						6	20	22	6	22	76	28	48
Netherlands (Kingdom of the)				1		4	6	13		5	29	16	13
New Zealand							4	1	1	1	7	4	3
Nicaragua				1			2	2			5	3	2
Niger				1		1	1	6		4	13	6	7
Nigeria		1				3	14	27	3	9	57	18	39
North Macedonia					1	7	4	1			13	2	11
Norway						2	2			2	6	3	3
Pakistan						8	18	11		10	47	9	38
Palau											0		
Panama						1	8	3		3	15	8	7
Papua New Guinea							1	1			2		2
Paraguay						3		3			6	3	3
Peru						1	1	2		3	7	4	3
Philippines				1	1	14	33	43		9	101	56	45
Poland					1		6	2		2	11	8	3
Portugal				1	3	4	6	2	1	6	23	14	9
Republic of Korea					2	3	6	8			19	15	4

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 Moldova						2	2	1			5	3	2
Romania						6	5	1		5	17	12	5
Russian Federation					4	3	5	3			15	10	5
Rwanda						1	9	7	1	1	19	9	10
Saint Kitts and Nevis											0		
Saint Lucia											0		
Saint Vincent and the Grenadines									1		1	1	
Samoa										1	1	1	
Sao Tome and Principe								1			1		1
Senegal				1	2	1	8	7	2	7	28	11	17
Serbia				1	2	7	6	2		1	19	9	10
Seychelles							1				1		1
Sierra Leone					1		4	1			6	2	4
Slovakia						3					3	2	1
Slovenia						1	1				2	2	
Solomon Islands											0		
Somalia							1	1		1	3	1	2
South Africa					2	3	4	3		1	13	8	5
South Sudan							3	5	1	3	12	1	11
Spain				1	2	8	13	11	1	16	52	29	23
Sri Lanka					1	3	7	10		4	25	8	17
Sudan			1			2	4	5		1	13	5	8
Suriname											0		
Sweden			2	1	3	1	6	6		2	21	14	7
Switzerland				1	4	7	13	8	2	5	40	23	17
Tajikistan				1	1						2		2
Thailand					1	3	6	3		3	16	12	4
Timor-Leste										1	1	1	
Togo						1	1	3		2	7	1	6
Tonga											0		
Trinidad and Tobago									1		1	1	
Tunisia						2	3	4	2	1	12	7	5
Türkiye					3	1	7	18	2	5	36	13	23
Turkmenistan						3		1			4	3	1
Tuvalu											0		
Uganda			1		1	1	11	18	1	5	38	17	21
Ukraine						3	10	14	46		73	50	23
United Kingdom				3	8	22	26	16	2	23	100	38	62
United Republic of Tanzania							1	3		1	5	3	2
United States of America	1		3	10	18	42	45	47	3	39	208	125	83
Uruguay			1	1		1	2				5	2	3
Uzbekistan											0		
Vanuatu											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
Venezuela (Bolivarian Republic of)							1	4		2	7	6	1
Viet Nam								1	1		2		2
Yemen							2	6		3	11	4	7
Zambia						2	1	3		1	7	4	3
Zimbabwe					1	7	13	13		8	42	12	30
<b>Total</b>	<b>1</b>	<b>1</b>	<b>21</b>	<b>50</b>	<b>150</b>	<b>449</b>	<b>766</b>	<b>817</b>	<b>121</b>	<b>490</b>	<b>2 866</b>	<b>1 433</b>	<b>1 433</b>

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					2	3	11	9	1	6	32	21	11
Iraq						4	6	15		5	30	8	22
Kuwait											0		
Lebanon				1		5	12	13		1	32	16	16
Malaysia						1	1	3			5	3	2
Qatar											0		
San Marino											0		
Saudi Arabia							1				1		1
Singapore										1	1	1	
Syrian Arabic Republic						2	5	7		8	22	9	13
Other								3		2	5	1	4
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>15</b>	<b>36</b>	<b>50</b>	<b>1</b>	<b>23</b>	<b>128</b>	<b>59</b>	<b>69</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 international Professional and higher categories**

	2019	2020	2021	2022	2023
Number of Member State nationalities	128	133	134	137	143
Number of non-member State nationalities	8	7	9	8	8
<b>Total nationalities represented</b>	<b>136</b>	<b>140</b>	<b>143</b>	<b>145</b>	<b>151</b>
Number of Member States	173	173	174	175	175
<b>Percentage of Member States represented</b>	74%	77%	77%	78%	82%