

PRIVATE SECTOR ENGAGEMENT STRATEGY 2023–2027

Partnering with the
private sector to
support safe, orderly,
and regular migration



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IOM is committed to the principle that humane and orderly migration benefits migrants and society. As an intergovernmental organization, IOM acts with its partners in the international community to: assist in meeting the operational challenges of migration; advance understanding of migration issues; encourage social and economic development through migration; and uphold the human dignity and well-being of migrants.

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Table of contents

Executive summary.....	vii
1. Introduction	1
2. Goals	7
3. IOM Advantage	9
4. Private Sector Engagement Pillars	11
5. Private Sector Engagement Priorities.....	15
6. Outcomes.....	23
7. Pathway to 30 million by 2030	25
8. Drivers of Success	29
7. Annex	31

List of figures

Figure 1. Total private sector revenue by channel	3
Figure 2. Total private sector revenue by channel	4
Figure 3. Private sector revenue concentration 2016–2022	5
Figure 4. Private sector revenue by region of implementation and thematic area of engagement	6
Figure 5. Top 10 priorities.	16

Communities in Yemen's west coast receive life-saving support from IOM, as part of the humanitarian response. ©IOM 2021/Rami IBRAHIM



Executive summary

For the past 70 years IOM has proven its effectiveness in supporting governments to manage migration and improve the lives of migrants. IOM's global operational portfolio expands yearly as countries grapple with increasing migration challenges. IOM continues to be one of the largest UN agencies responding to crisis situations worldwide, including people fleeing conflict, slow and sudden-onset disasters, and epidemics. In 2021, IOM's work on the mobility dimensions of crisis had an operational reach of over 31.7 million people, including IDPs, refugees, migrants, and host communities, either directly or as part of community-based

programmes. At the same time, the Global Compact for Migration and the 2030 Agenda for Sustainable Development recognize that migration is a powerful driver of sustainable development for migrants and their communities in countries of origin, transit and destination.

Migration is not just a whole-of-government issue, but a whole-of-society issue. To truly harness the potential of human mobility while upholding the rights of migrants, the private sector is an indispensable partner, offering unique skills, knowledge, expertise and resources for tackling today's pressing humanitarian and

development challenges. IOM's work with the private sector has significantly increased in the last few years. Notably, IOM has seen record-breaking individual donations in 2022 as well as the private sector offer services and products such as life-saving technology, housing and additional support to displaced persons and the communities that host them, around the world. Partnering with the private sector has been and remains critical to seizing the opportunities of migration.

The private sector engagement strategy 2023–2027 is an ambitious five-year plan that sets forth a proven approach based on three main pillars – impact, income and innovation.¹ The Strategy will assist IOM to enhance partnerships with the private sector to foster change in corporate values and practices; enhance protection of migrants' rights; generate innovative technical partnerships that capitalize upon business expertise and capabilities and grow flexible funding that can support programme implementation and impact globally and advance implementation of the Global Compact for Migration.



IOM's ambition to invest in private sector partnerships was solidified at the 113th session of the Council in 2022; where the Standing Committee on Programmes and Finance Resolution no 31 was adopted. The Resolution allowed the administration to draw down USD 5 million from IOM's OSI reserve to invest and implement a private sector strategy, and to create a Goodwill Ambassadors programme. ©IOM 2021/Muse MOHAMMED

¹ World Food Programme Private Sector Partnerships and Fundraising Strategy 2020–2025.

IOM works for migrants in every stage of their migration journey, across all continents and with diverse partners, including the private sector. ©IOM 2023/Muse MOHAMMED



1. Introduction

For the past 70 years IOM has proven its effectiveness in supporting governments to manage migration and improve the lives of migrants. IOM's global operational portfolio expands every year as countries grapple with increasing migration challenges. IOM continues to be one of the largest UN agencies responding to crisis situations worldwide, including conflict, slow and sudden-onset disasters, and epidemics across the humanitarian–development–peace nexus.

The world is becoming more mobile, with an estimated 281 million people living in a country different from their country of birth.² Globally, there are over 59 million people displaced, the highest number ever recorded.³ To truly harness the potential of human mobility while upholding the rights of migrants, the private sector is an indispensable partner, offering unique skills, knowledge, expertise and resources for tackling today's pressing humanitarian and development challenges.

Although still relatively small compared to other UN agencies, IOM's work with the private sector has significantly increased in the last few years. Partnering with the private sector has been and remains critical to seizing the opportunities

of migration by building sustainable pathways and recognizing that migrants and displaced populations bring diverse and important skills and knowledge that are key for a productive and sustainable economy.

The vision for the Private Sector Engagement Strategy 2023–2027 is to enhance how IOM works with the private sector to support safe, orderly and regular migration in line with the Global Compact for Migration by implementing a sustainable approach to private sector engagement that enables greater effectiveness of IOM's humanitarian and development outcomes. The private sector engagement strategy is built on three tried and tested pillars – impact, income and innovation.⁴

This private sector strategy will transform how IOM works with the private sector to save more lives and realize the potential of human mobility. The new strategy will build a sustainable private sector engagement model for IOM, with a strengthened and well-coordinated core to deliver results and support the implementation of the Global Compact for Migration.⁵

² UN DESA, International Migrant Stock 2020; see also IOM [World Migration Report 2022, Key Findings, Chapter 2](#).

³ Internal Displacement Monitoring Centre (IDMC)'s [Global Report on Internal Displacement \(GRID\) 2022](#).

⁴ World Food Programme Private Sector Partnerships and Fundraising Strategy 2020–2025

⁵ Private Sector Engagement in the Global Compact for Safe, Orderly and Regular Migration, IOM, 2017 [here](#).



Pillar 1: IMPACT

Under this pillar, IOM provides support to the private sector to create the greatest impact within the business community through the transformation and alignment of corporate policies, practices and values with human rights and labour standards.⁴

Photo: ©IOM 2017/Natalie OREN



Pillar 2: INCOME

Under this pillar, IOM engages with the private sector to develop a stream of flexible income to support its programmes and projects around the world.

Photo: ©IOM 2022



Pillar 3: INNOVATION

Under this pillar, IOM works with the private sector to build new models of engagement through innovative collaborations that tackle the most pressing migration-related challenges.

Photo: ©IOM 2020/Abdullah AL MASHRIF

1.1. History of private sector engagement, challenges and lessons learned

IOM's initial work around a private sector strategy can be traced back to 2012, where IOM made a commitment to Member States to increase engagement with the private sector. In 2016, IOM developed a private sector strategy with the generous financial support of Belgium, the Republic of Korea and the United States of America. As a result, IOM secured over USD 20 million in revenue from private sector partners from 2016

to 2020. This achievement was supported by an unprecedented number of activities designed to develop the capacity of IOM staff in private sector partnerships, increase IOM's engagement with business, and to improve existing operational tools and processes. This included the development of the due diligence policy, analysis on IOM's private sector engagement including priority areas for thematic engagement and strengthened

communication and resource mobilization (e.g. webinars and field visits).

However, a midterm thematic evaluation of the Private Sector Strategy 2016–2020 carried out by the Office of the Inspector General of IOM in 2018 and key informant interviews highlighted that, while progress had been made in growing private sector engagement, there was insufficient

⁶ UN Guiding Principles for Business and Human Rights [here](#).

funding to successfully implement the strategy in its entirety. Other factors highlighted in the evaluation included: (1) Structure of the team; (2) Insufficient understanding of

how to engage and communicate with the private sector and (3) Internal systems and processes. The proposed 2023–2027 Private Sector Engagement Strategy aims

to address these shortcomings by implementing stronger structures, tools and systems to support IOM's private sector engagement.

1.2. Private Sector Engagement 2016–2022

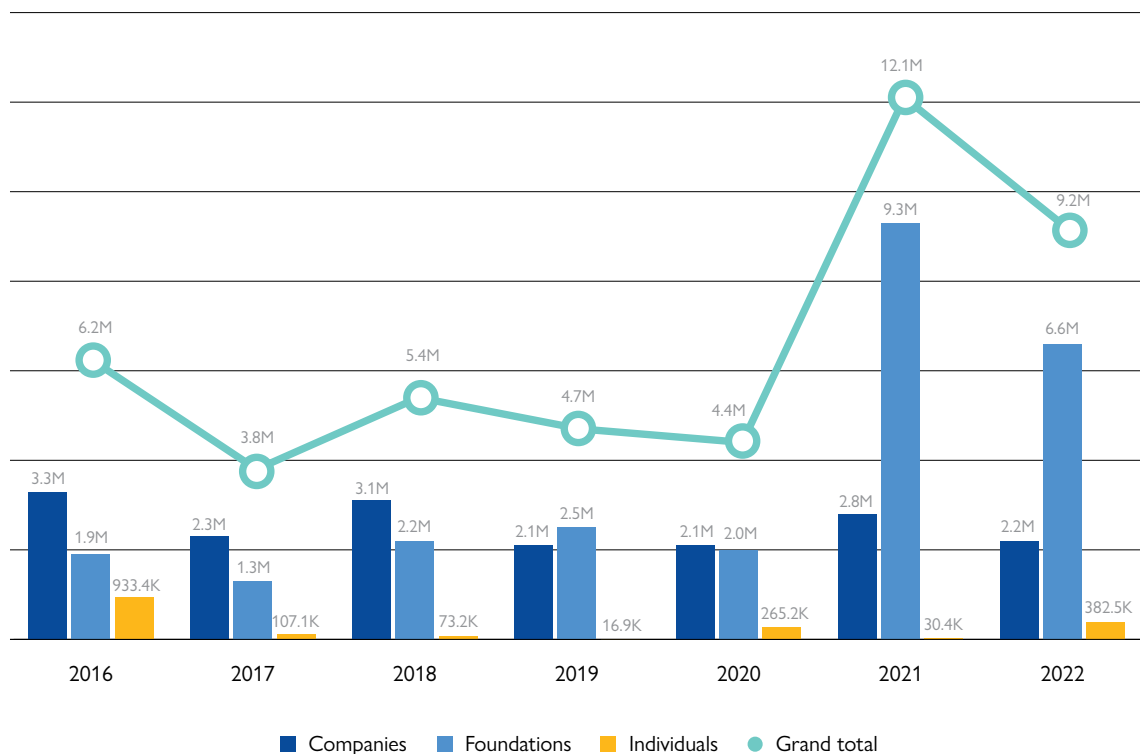
Despite these shortcomings, private sector engagement has been growing at IOM in recent years, with most engagement driven by country offices. From 2016 to August 2022, IOM has had over 103 financial partners with over 160 partnerships across more than 58 countries resulting in

approximately USD 45.7 million in private sector revenue. This amounts to an average of USD 6.7 million per year.

Despite growing private sector engagement indicators, overall, private sector income has fluctuated and has traditionally been implemented in an ad hoc

manner. The Private Sector Engagement Strategy 2023–2027 seeks to coordinate private sector engagement across IOM while building a structure for successful and sustainable private sector engagement across the three pillars.

Figure 1. Total private sector revenue by channel



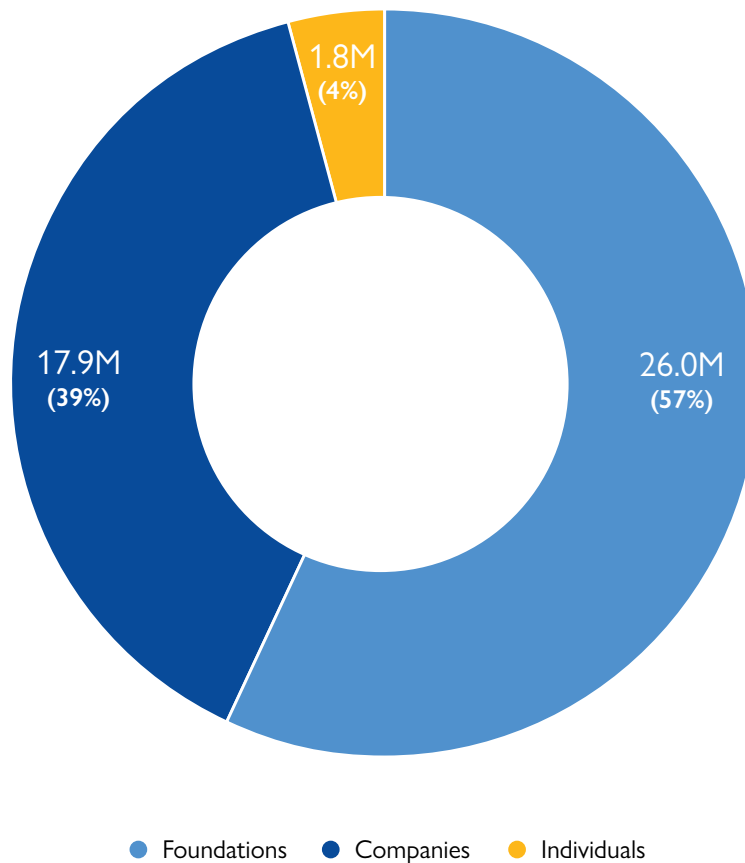
■ Private sector revenue by channel

From 2016 to 2022, IOM has received 57 per cent of total private sector revenue from Foundations, 39 per cent from Companies and 4 per cent from Individuals. Individual giving remains an underutilized source of income for IOM, whereas UN agencies have demonstrated great success in this area.

■ Total private sector revenue by channel

The average annual donation from companies is approximately USD 116,000, Foundations – USD 253,000 and USD 166 from individuals.

Figure 2. Total private sector revenue by channel



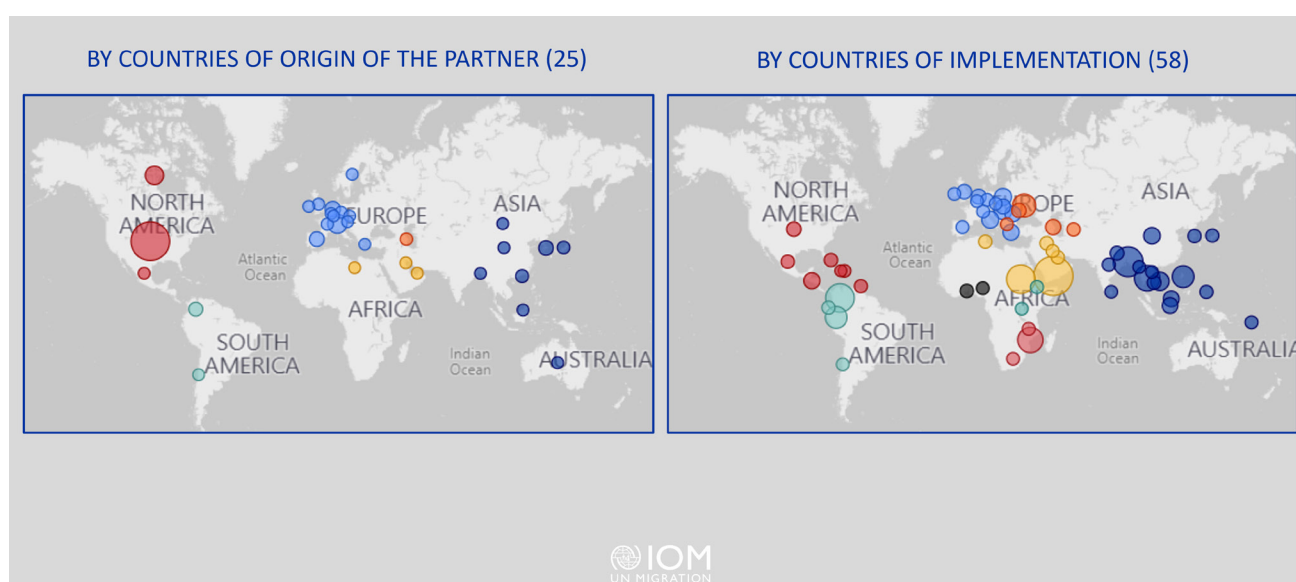
■ Regional private sector engagement, private sector origin and destination

An overview based on the origin of IOM partners reveals promising results on private sector engagement in North America as it accounts for approximately 58.3 per cent of

IOM's private sector revenue, the European Economic Area (26.3%), and Asia and the Pacific (9.89%). In contrast, this funding is going mainly to Asia and the Pacific (27,67%), global initiatives

(25.61%) and the Middle East and North Africa (20.88%). These regions will continue to play an instrumental role in supporting IOM's private sector engagement moving forward.

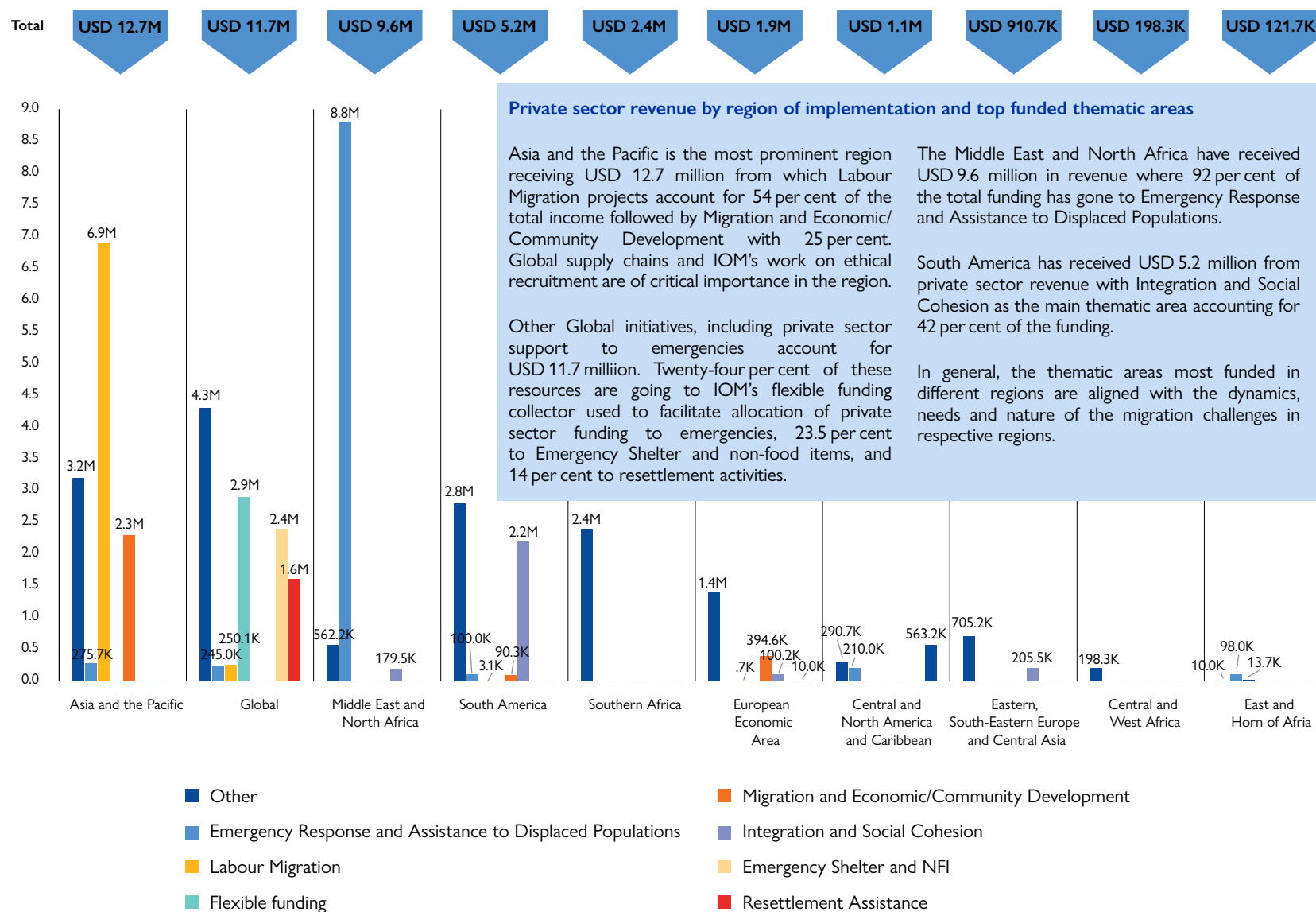
Figure 3. Private sector revenue concentration 2016–2022



Source: Private Sector Partnerships Power BI.

Note: This map is for illustration purposes only. The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the International Organization for Migration.

Figure 4. Private sector revenue by region of implementation and thematic area of engagement



2. Goals

The Private Sector Engagement Strategy 2023–2027 is an ambitious 5-year plan that sets forth a new approach for IOM based on three main pillars – impact, income and innovation. The strategy will assist IOM to partner with the private sector to foster change in corporate values and practices; enhance protection of migrants’

rights; generate innovative technical partnerships that capitalize upon business expertise and capabilities and grow flexible funding to support programme implementation and impact globally. The Strategy has a global fundraising goal to reach USD 30 million in private sector funding by 2030.

Standing Committee on Programmes and Finance Resolution No. 31 of 28 June 2022 on investing in the core structure of IOM

The Budget Reform resolution directed the Administration to invest in private sector engagement and authorized the Director General to make a one-time drawdown of USD 5 million from the Operational Support Income reserve to design and implement a private sector strategy and to create a Goodwill Ambassadors programme. The expectation from Member States is that this investment will result in USD 30 million in private sector funding by 2030. IOM is also expected to regularly report to Member States on the progress of these efforts. This strategy outlines the necessary next steps to lay the foundation for successful and sustainable private sector engagement over the next 5 years and achieve the goal of a minimum USD 30 million by 2030 in private sector funding as requested by Member States.



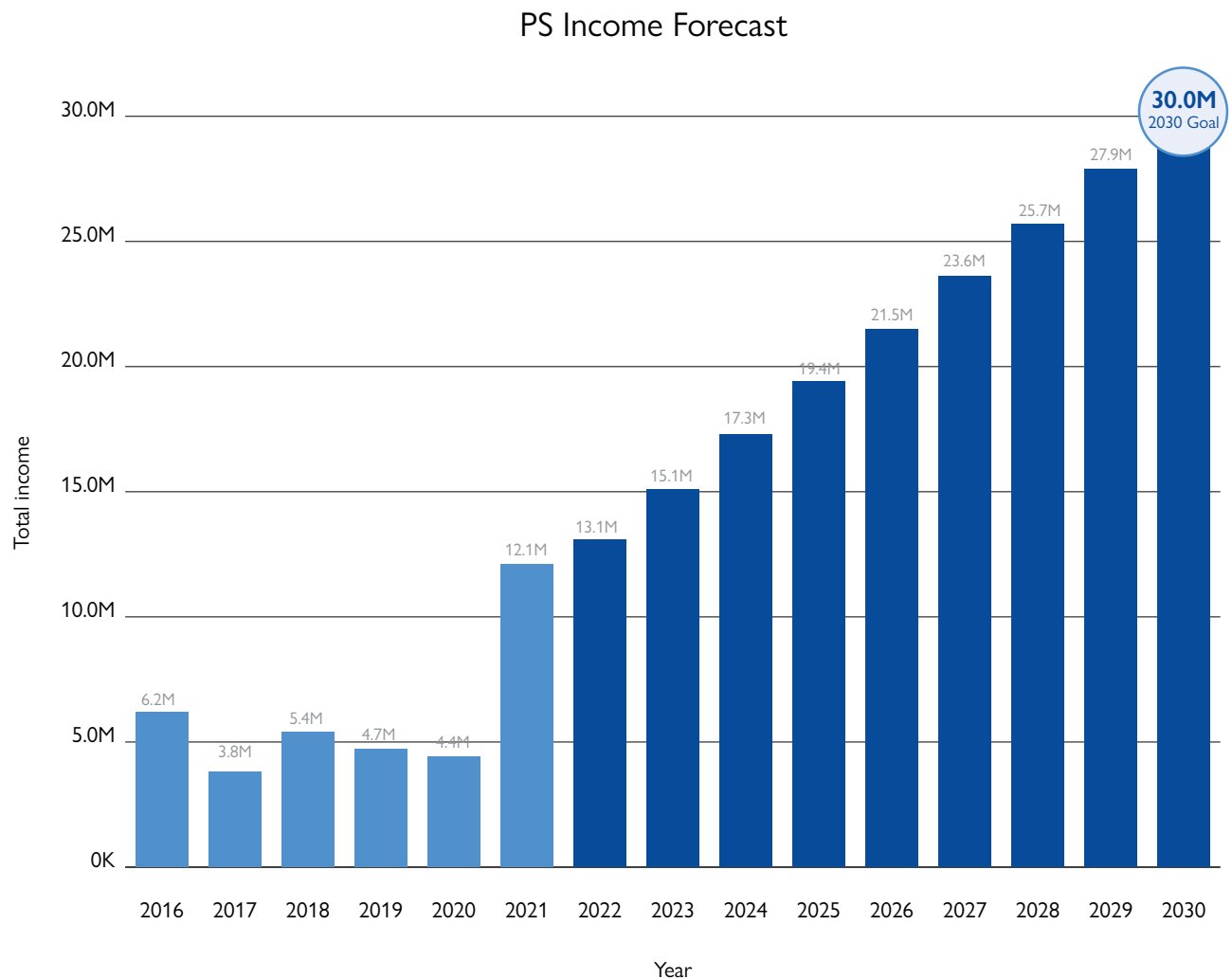
A Yezidi woman opens her tent in Sinjar, Iraq. © IOM 2022/Alexander BEE

2.1. Global Private Sector Goal

■ Private sector income 2016 – August 2022 (real) 2022 – 2030 (target)

From 2016 to August 2022, IOM has received approximately USD 45.7 million in private sector revenue. To achieve the goal set by Member States, the Administration aims to achieve an annual

increase of USD 2.1 million from the previous year, thus the target of USD 30 million in revenue from the private sector by 2030.



3. IOM Advantage

- IOM is the UN Migration Agency with more than 70 years of experience in supporting migrants in the field. IOM has direct access to migration experts with a wealth of field experience. IOM's expertise in migration issues continues to grow with its role as the UN Migration Network Coordinator.
- IOM has a truly global footprint and is present in more than 100 countries with over 480 country offices and sub-offices worldwide. As a result, IOM has a strong reputation for being quick, agile, and flexible in responding to migrants in crises and supporting migrants with effective, practical assistance to migrants and host communities.
- IOM has partners across government, the United Nations, the private sector and civil society, offering the potential for partnerships at the local, regional and global level and is uniquely placed to encourage the whole-of-society approach.
- IOM's reach, mandate, experience and human rights-based approach confer a high level of legitimacy and profile on its partners.
- IOM currently has one national committee – [USA for IOM](#) a registered 501(c)(3) in the United States of America to raise awareness about IOM's key initiatives and bolster private sector engagement and fundraising efforts in the United States.

IOM teams in Istanbul prep Amazon's donation for onward deliveries for the earthquake response in Türkiye and Syria. © IOM 2023





4. Private Sector Engagement Pillars

IOM's Private Sector Engagement Strategy 2023–2027 is predicated on three fundamental pillars of private sector engagement: impact, income and innovation. The three pillars are mutually supporting, cross-cutting and interrelated. Private sector channels may be engaged through more than one pillar at a time.

Private Sector Engagement – Pillars		
Pillar 1: Impact	Pillar 2: Income	Pillar 3: Innovation
<p>Impact Pillar seeks to create the greatest impact within the business community through the transformation and alignment of corporate policies and practices with human rights and labour standards for migrants such as the UN Guiding Principles for Business and Human Rights. IOM will provide tools, training and guidance to support the business community to transform internal corporate values, policies and practices to uphold the rights and protection of migrants. This pillar will encourage the business community to share experiences in multistakeholder environments and advocate for migrant rights and sustainable migration pathways throughout all areas of the business.</p>	<p>Income Pillar seeks to develop a stream of flexible income. IOM will invest in a digital-led individual giving fundraising to engage people worldwide. This pillar also aims to increase contributions from businesses and foundations to support IOM across various regions and missions.</p>	<p>Innovation Pillar seeks to build new models of engagement through innovative and collaborative solutions that address the most pressing migration-related challenges. Activities under this pillar will build on IOM's success and last decade of experience in co-creating partnerships with the private sector to form best-in-class technical partnerships aimed at increasing local level impact.</p>

Pillar 1: Impact

IOM supports the Private Sector (Businesses)

Pillar 2: Income

The Private Sector supports IOM

Pillar 3: Innovation

The Private Sector and IOM create together

Objective

Strengthen the capacity of the business community to uphold the rights and protection of migrants across all aspects of business operations.

Support the inclusion of migrants in the workplace and community.

Offer avenues for the business community to share migration-related experiences and challenges, and support migration opportunities.

Expand sustainable and flexible income generation for IOM.

Ensure internal financial and legal frameworks at IOM are conducive and responsive to private sector income collection and allocation.

Build internal capacity and expertise to engage with individual supporters.

Leverage fundraising opportunities through national committee(s) to support IOM.

Leverage the expertise, skills, and capacity of the private sector to develop and finance innovative solutions to migration-related challenges.

Private Sector Channel

- Companies
- Business associations, chambers of commerce, etc.

- Individuals
- Companies
- Foundations

- Companies
- Foundations

Examples

Sustainable Hospitality Alliance

In partnership with the Sustainable Hospitality Alliance, IOM launched a new, global initiative to promote ethical recruitment in the hospitality and tourism industry called IRIS: Ethical Tourism. The initiative has impacted the policies of 6 major global brands, trained over 230 industry leaders from 8 brands, and the industry members impacted are implementing global policies in over 15,000 properties.⁷

Ukraine Response Global Fundraiser

As a response to the war in Ukraine, IOM established an emergency fundraising appeal to help those affected by the crisis.

IOM received more than USD 3M in flexible funding from the private sector that could be efficiently allocated to the most-pressing needs.

Apple

IOM and Apple worked on an initiative to promote ethical recruitment and fair labour practices. After a process of co-creation, the partnership evolved into the development of a Fair and Ethical Recruitment Due Diligence Toolkit to support business enterprises in conducting comprehensive due diligence to ensure the fair and ethical recruitment of migrant workers.⁸

In 2022, Apple launched a USD 50 million Supplier Employee Development Fund that will expand access to learning opportunities and skills development.⁹ It also includes driving Apple's ongoing work to empower employees and enhance respect for workplace rights across industries.

NB: Pillars derived from World Food Programme Strategy.

⁷ IOM and the Sustainable Hospitality Alliance Sign Co-operation Agreement to Promote Ethical Recruitment and Protect Migrant Workers. November 2022. IOM.

⁸ IOM Launches Fair and Ethical Recruitment Due Diligence Toolkit to Support Businesses and Protect Migrant Workers. December 2022. IOM.

⁹ Apple launches USD 50 million Supplier Employee Development Fund.

Undeterred by war in Ukraine, small business owners keep their shops running with support from IOM's SME Boost project that supports economic integration of internally displaced persons.
© IOM 2022/Jorge GALINDO



5. Private Sector Engagement Priorities

5.1. Private Sector Engagement Channel Priorities

IOM's private sector engagement will focus on engaging the business community, foundations and individuals.

- **Business community:** IOM will continue to partner with businesses of all sizes with the support of business associations, coalitions and alliances, and chambers of commerce. From 2016 to August 2022, corporates provided approximately USD 17.9 million in revenue to IOM. While the financial support of corporates is valuable, increasingly, the expertise and impact that they can offer is seen as more important in the long term.
- **Foundations:** IOM's work with foundations generated USD 26 million in income from 2016 to August 2022. IOM will explore how to deepen relationships with Foundations through targeted and strategic outreach.
- **Individuals:** Between 2016 to August 2022, IOM raised nearly USD 1.8 million in digital donations, with a substantial increase in contributions for IOM's Ukraine fundraiser in 2022. IOM will continue to explore fundraising opportunities with individuals (including Diaspora) through digital fundraising campaigns for emergency response efforts and key international days.

5.2. Priority Markets for Partnerships and Fundraising

IOM will concentrate on key philanthropic regions and commercial markets/hubs. IOM will focus efforts in 3–4 priority markets which consist of: large, high-income markets with high

levels of philanthropic giving and a concentration of multinational corporations headquarters. The most significant commercial and philanthropic markets are the United States of America, Canada,

United Kingdom, Europe, (especially Germany, Spain and Switzerland), followed by Asia (China, Japan, Republic of Korea and Singapore) and the Middle East (Gulf States).

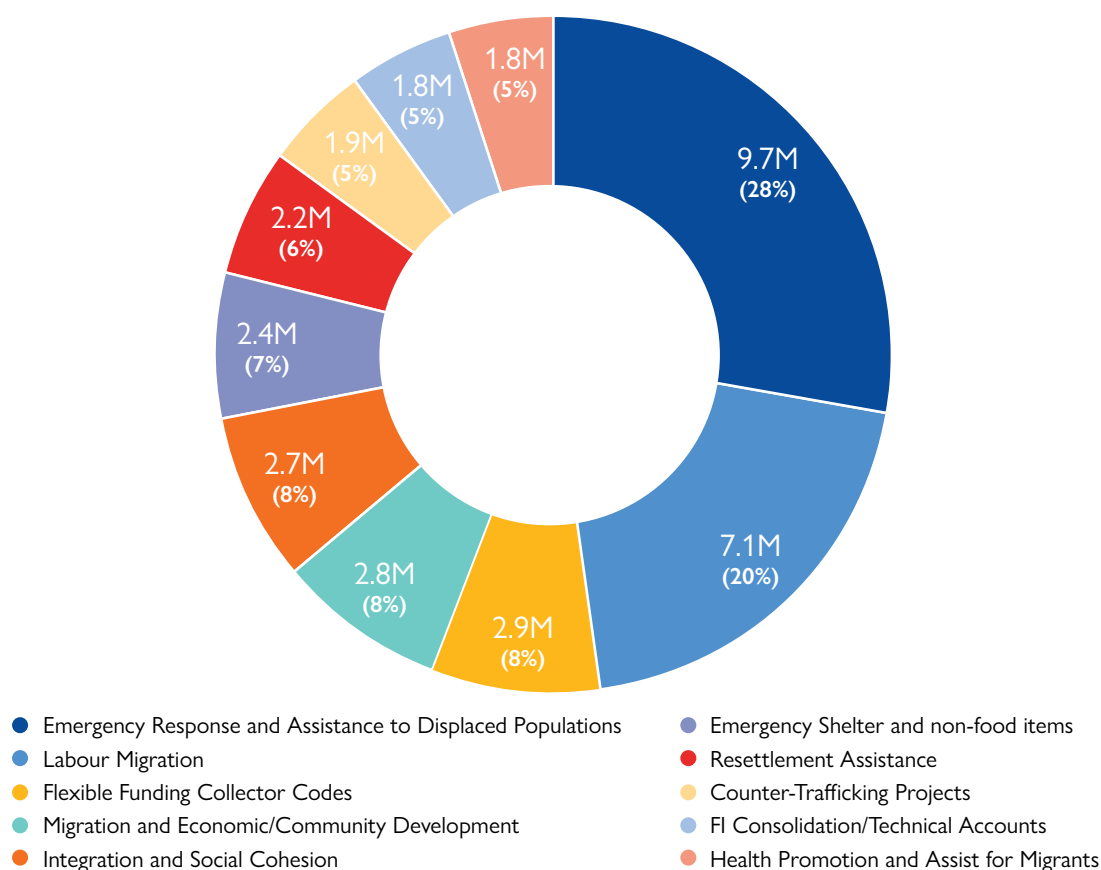
5.3. Priority Areas of Engagement

IOM will focus on private sector engagement in areas where we have established a history of successful

and meaningful collaborations with private sector and areas where there is demonstrated potential

to increase our engagement with private sector.

Figure 5. Top 10 priorities



Emergency and humanitarian crisis

More than 82 million people are currently living in displacement within and across borders, with disasters displacing around 25 million on average each year. Economic downturns, political instability and other drivers also compel large population movements.¹⁰ In 2021, IOM's work on the mobility dimensions of crisis had an operational reach of over 31.7 million people, including internally displaced persons, refugees, migrants and hosting

communities, either directly or as part of community-based programmes.¹¹ IOM implemented cash-based interventions through activities in 119 countries, reaching nearly 1.9 million beneficiaries. IOM simultaneously enacted transition and recovery projects across 87 countries, reaching over 5.3 million beneficiaries and demonstrating the Humanitarian–Development–Peace Nexus in action. In 2021, 4.8 million people benefited from shelter and non-

food items assistance in over 60 countries.¹²

IOM aims to partner with the private sector to support programme implementation across the humanitarian, development, and peace nexus to provide comprehensive responses throughout the full range of activities on preparedness, response, transition and recovery, resettlement and movements, as well as migrants in crises.

Labour migration, supply chain and socioeconomic inclusion



With many parents migrating to nearby countries for better economic opportunities, grandparents in Cambodia become the primary caregivers for their grandchildren in Cambodia. © IOM 2016/Muse MOHAMMED

In 2020, there were approximately 169 million migrant workers worldwide.¹³ Migrant workers face a higher risk of forced labour

than other workers. The forced labour prevalence of adult migrant workers is more than three times higher than that of adult non-

migrant workers.¹⁴ Migration for employment has clear benefits for all relevant stakeholders, many migrant workers face risks of

¹⁰ IOM Crisis Response.

¹¹ IOM Global Annual Report 2021: Operations and Emergencies.

¹² IOM Annual Report 2021.

¹³ IOM World Migration Report 2022, Key findings Chapter 2.

¹⁴ IOM Global Estimates of Modern Slavery, Forced Labour and Forced Migration.

exploitation throughout migration, including discrimination, unequal wages, and restrictions on their fundamental rights and freedoms. These include well-documented cases of forced labour and human trafficking in the global economy linked to consumer products such as electronics, apparel and footwear, and agricultural commodities.

In this context, IOM's portfolio of private sector engagement has grown rapidly in recent years. Global companies, supply chain employers, recruitment agencies, industry associations, and employer organizations are increasingly seeking IOM's support, leading to the establishment of the multistakeholder [IRIS: Ethical](#)

[Recruitment](#), the [Corporate Responsibility in Eliminating Slavery and Trafficking](#) (CREST) programme as well as formal agreements with the private sector and the [International Organisation of Employers](#) (IOE), among others. Internally, these developments also inspired the 2020 SCPF Paper (S/27/3) on [Sustaining and Scaling Private Sector Engagement to Protect Migrant Workers](#).

IOM can continue to partner with the private sector to deepen synergies between business and human rights, encourage ethical recruitment throughout the global supply chain, and to promote legal avenues of labour migration as an alternative to irregular migration.

IOM can partner with private sector to deepen support for social and economic inclusion of migrants and encourage the private sector to uphold the human rights and labour standards for migrants. The above can be done through the provision of operational guidance, tools and capacity-building – particularly around due diligence, grievance mechanisms, remediation, as well as by establishing strategic thought leadership – particularly around creating systems-based change for migrants at scale, amplifying migrant worker voices in supply chains, providing remedy for workers, and transforming the global recruitment industry and building sustainable migration pathways.¹⁵

Counter-trafficking

IOM has been working with partners, including those from the private sector, on countering trafficking in persons since 1994. Trafficking in persons is linked to multiple human rights abuses and diversified forms of exploitation in many industries, from agriculture, extraction, and manufacturing to services and hospitality. IOM has directly assisted over 100,000 persons of all ages, genders, and nationalities, who were trafficked for sexual exploitation; forced labour or services; slavery or

similar practices; servitude; or for organ removal. Central to all of IOM's counter-trafficking efforts are respect for human rights; the physical, mental and social well-being of the individual and his or her community; as well as the sustainability of action through institutional capacity development and partnerships.

IOM will continue to seek opportunities to partner with the private sector to raise awareness and highlight good

practices of counter-trafficking measures that advocate for rights, and protect the physical, mental, and social well-being of their workforce, particularly where it includes migrants from vulnerable communities, and contributes to addressing some of the more structural root causes of trafficking in high-risk locations linked to their business operations and supply chains. IOM will continue to encourage the private sector and governments to ensure that all elements of business operations,

¹⁵ Boston Consulting Group, *Migration Matters: A Human Cause with a \$20 Trillion Business Case*, December 2022.

including products, business practices, premises, and services, especially in high-risk locations, are not contributing to human trafficking or exploitation.¹⁶ IOM can partner with the private sector to strengthen policies, legislative and regulatory frameworks, develop and enforce codes of conduct, audit and human rights due diligence practices, organize awareness-raising activities and provide training for company management and employees. See more on IOM's approach on this above, under "Labour migration, supply chain and socio-economic inclusion".

IOM will continue to work with the private sector to support counter-trafficking efforts to fulfill existing UN Global Compact commitments, including through increased chances to be considered for major industry awards for

corporate social responsibility, business and human rights, and core business funds to support risk management in critical supply chains as part of environmental, social and governance (ESG) reporting requirements. IOM will identify such opportunities, with a particular focus on identifying specific links to the companies' areas of expertise, CSR priorities, ESG requirements, sensitivities associated with the topic and the related considerations,¹⁷ and reach out to businesses to design and implement joint initiatives and, where possible, foster synergies between public and private sector initiatives.¹⁸ IOM will also leverage the existing and forthcoming agreements between the United Nations and private sector which include countering trafficking in persons, particularly through the use of information and communication technology.



IOM's countering-trafficking programmes in Mauritania provide economic and reintegration opportunities to women like Salma, who were trafficked during their migratory journey. © IOM 2018/Sibylle DESJARDINS

Climate change

The impact of climate change on migration human mobility cannot be overstated. With the pace of climate change accelerating, more people will be adversely affected by extreme weather events, climate-induced disasters and growing

resource scarcity every day. In 2021, over 23.7 million persons were impacted by disasters globally. UN forecasts show that there could be between 25 million to 216 million environmental migrants by 2050, moving either within their countries

or across borders, on a permanent or temporary basis. Combined with continuing inequality, fragility and demographic shifts, we will see an increase in people moving, internally and internationally, in search of sanctuary and opportunities for a

¹⁶ Ibid.

¹⁷ For instance, in Ukraine, IOM partnered with all major mobile operators to support a free-of-charge mobile number for a Migrant Advice and Counter-Trafficking Hotline; with the Western Union Foundation to support its victim of trafficking assistance programmes; with Ernst & Young whose CSR strategy focused on vulnerable children to fund a summer camp for child victims of trafficking and children of victims; with an English-language entertainment weekly publication read by foreign visitors to the capital to place advertisement targeting potential clients of victims of trafficking for forced prostitution.

¹⁸ For example, in the Republic of Moldova, IOM partnered with the State Chancellery to provide counter-trafficking awareness-raising sessions, training on victim identification and referral, and the relevant guidelines to the staff of the national airlines, airport workers, and ground handling services.



Landslides and floodings in Lekuangle, South Sudan have forced entire communities to migrate to higher ground. © IOM 2022/Liatile PUTSOA

better life for themselves and their families. IOM has been actively working on climate change and migration since 1994. In 2015, IOM was the first UN agency to create a dedicated division to address these themes – the Migration, Environment, Climate Change and Risk Reduction Division. IOM currently manages a portfolio of 280 active programmes in over 60 countries with a budget size of approximately USD 900 million as of November 2022.

IOM pursues three broad objectives in managing environmental migration, intervening at each stage of the migration cycle: to avert and minimize forced and unmanaged migration including disaster displacement as much as possible; to minimize forced and

unmanaged migration as much as possible. Where forced migration does occur, to ensure assistance and protection for those affected including through pre-emptive evacuation management and longer-term relocation to seek durable solutions and build resilience; and to facilitate the role of migration as an adaptation strategy to climate change.¹⁹ Climate migration can also be a form of adaptation to environmental stressors, helping to build resilience of affected individuals and communities where IOM is actively engaged in supporting the capacity development of states to ensure the inclusion of human mobility within National Adaptation Planning.²⁰

Adapting to climate change and mitigating greenhouse gas emissions

is a joint responsibility of the public and private sector. IOM can work with the private sector to integrate environmental factors into all areas of active migration management and humanitarian response programming including but not limited to developing low-cost, low-maintenance technological solutions to allow communities to adapt to the impacts of climate change. Furthermore, private sector actors can play a foundational role in meeting identified climate action priorities by greening supply chains, investing in climate resilient goods and services and by financing climate action including through engagement on loss and damage financing. Private sector engagement on climate change also provides an opportunity to leverage positive reinforcement,

¹⁹ IOM, 2011. *International Dialogue on Migration, No 18 - Climate Change, Environmental Degradation and Migration*.

²⁰ Climate migration: The movement of a person or groups of persons who, predominantly for reasons of sudden or progressive change in the environment due to climate change, are obliged to leave their habitual place of residence, or choose to do so, either temporarily or permanently, within a State or across an international border. IOM Institutional Strategy on Migration, Environment and Climate Change 2021–2030 [here](#).

building on private sector initiatives that are already happening, for example, international actors co-financing commitments to spur domestic investment and capacity-building towards climate action in countries of origin – by matching dollar-for-dollar. The private sector can provide opportunities for companies to

train at-risk communities for green jobs and jobs of the future using IOM's experience with livelihoods programmes such as vocational training and certifications.²¹ In addition, the private sector can support the efforts of International Financial Institutions like the World Bank and International Monetary Fund to co-fund large scale

disaster resilient infrastructure programming such as major grant schemes in South Sudan, Iraq, Bangladesh and Afghanistan where IOM is partnering with the World Bank and the German Development Bank (KfW) on hundreds of millions of United States dollars of financing for disaster mitigation and climate change adaptation work.

Health

Migrants and mobile populations face many obstacles in accessing essential health-care services due to several factors including irregular immigration status, language and cultural barriers, financial barriers, a lack of migrant-inclusive health policies and inaccessibility of services. High morbidity and mortality among migrants, especially in irregular, forced, or exploitative migration situations, is an often-underestimated critical health concern.²²

IOM can partner with the private sector to mitigate the impact of migration on the health of migrants and their families, including displaced persons across the whole migration cycle – at pre-departure, during transit and travel, at destination and upon returning

home.²³ There are a myriad of roles the private sector can play not limited to:

- Promoting safe, hygienic, and adequate working and living
- Promoting the inclusion of migrants in social protection

conditions for all migrants and their family members with access to affordable health services.



IOM's mobile health teams provide consultations and medical assistance in remote areas of Afghanistan. © IOM 2022/Léo TORRÉTON

²¹ IOM Strategic Thought Leadership Options Paper: IOM's partnerships with the Private Sector to uphold labour and human rights of migrant workers in supply chains, IMPACTT, Issue 2 February 2022.

²² www.iom.int/migration-health.

²³ It is important to note that there are often health providers among the migrants, who can play a significant role in promoting migrant-inclusive and equitable health access.

mechanisms, such as multi-lateral insurance systems, identifying innovative and secure solutions for personal migrant health data records (for example, electronic Personal Health Records).

- Exploring programme funding opportunities for migrant sensitive health systems strengthening and related capacity-building needs, with

an emphasis on primary health care to better serve local communities and enhance local health infrastructure with inclusive and mobility-sensitive approaches.²⁴

- Creating partnerships in conflict or disaster-affected settings to bring both health services and goods to displaced persons and communities.

- Further, there is significant evidence to suggest that the private sector has a vested interest in supporting the health of migrant workers and their family members, for example through health promotion including vaccination and other disease prevention campaigns, mental health, psychosocial support, HIV prevention, etc.

Advocacy

The private sector can use their platforms to be an influential voice in migration-related conversations at national, regional and international levels. The private sector can partner with IOM to advocate for legislation, policies and international frameworks that uphold the protections of migrants.

IOM can work with the private sector to collect experiences, best practices, understand challenges and opportunities in supporting safe, orderly and regular migration. IOM can invite private sector to participate in and co-convene multi-stakeholder dialogues that explore ways to

strengthen implementation of the Global Compact for Migration at strategic engagements such as the United Nations General Assembly, International Migration Review Forum, COP. IOM can work with the private sector to build communications around shifting narratives and values in supporting migration through an established business case for migration and by highlighting ways to strengthen Global Compact for Migration implementation.

The role of private sector as an advocate for migration-related issues is pivotal to achieving the 2030 Agenda on Sustainable Development and the implementation of the Global Compact for Migration.



IOM hygiene promoters, made up of young returnees and community members, visit households in IDP sites in Somalia to raise awareness about COVID-19. © IOM 2021/ Claudia ROSEL

²⁴ IOM Strategic Thought Leadership Options Paper: IOM's partnerships with the Private Sector to uphold labour and human rights of migrant workers in supply chains, IMPACTT, Issue 2 February 2022.

A Syrian family in Argentina enjoys the new chapter of their lives with support for IOM's resettlement and integration programme that helps keep families together. © IOM 2019/ Muse MOHAMMED

6. Outcomes

- A sustainable and increasing private sector engagement model to meet established partnerships and fundraising targets with increased revenue for IOM;
- Strengthened in-house capacity and skills for private sector engagement with accelerated global, regional, and country level private sector engagement;
- IOM recognized as thought leader providing thematic expertise and guidance to private sector.



A woman queues for aid in Balukhali Rohingya refugee settlement, Cox's Bazar, Bangladesh.
© IOM 2018/Olivia HEADON



7. Pathway to 30 million by 2030

IOM will need to invest in critical infrastructure, systems and operational tools to enable a successful private sector engagement journey and reach the established goal of 30 million in private sector revenue by 2030.

Operational tools

IOM will need to invest in certain tools (i.e. software, policies, guidelines, pilot programmes and learnings to unlock potential for private sector engagement)

Learnings from UN agencies

Some leading UN agencies have started their private sector engagement journey more than three decades ago and have had significantly more success, we need to initially retain an UN Fundraising Advisor to support IOM's learning from UN agencies on private sector engagement. In addition to building knowledge and expertise of the UN agencies fundraising experiences, the UN Fundraising Advisor will: share research, data, and insights to inform private sector engagement, support course-correction for sustained and strong Strategy implementation, advise on private sector stewardship, marketing, and communications for successful private sector engagement, and provide guidance on strengthening national committee proof of concept.

Enhanced reporting (impact reports)

Develop reporting mechanisms to enable timely impact reporting to Member States, private sector partners and the public to enhance accountability.

Communications, marketing and visibility

Increased private sector engagement is predicated on ensuring a robust and engaging communications and marketing plan. Internally, we will be required to undertake a review of our website and fundraising technological capabilities and the ways in which we internally communicate about private sector opportunities. Externally we will need to increase our investment in media and marketing to increase IOM's visibility and key partnerships with the private sector across the three pillars.

Due diligence

A formalized due diligence process and training roll-out is required to ensure that IOM's collaborations and partnerships with the private sector limit reputational risk and are aligned with the core values, partnership principles, institutional policies and commitments of the IOM and the United Nations.

Customer relationship management tool

The Customer Relationship Management (CRM) tool will help to streamline and coordinate our interactions with external stakeholders. Private sector roll-out with complementary training of a CRM tool across key markets, or private sector focals at regional and country office level is required to ensure enhanced coordination and collaboration in private sector outreach.

Islamic philanthropy fund

In accordance with the Gulf Country Strategy 2021–2024, IOM will establish the Islamic Philanthropy Fund (IPF) to receive Muslim Alms and support fundraising efforts. Through the established Islamic Philanthropy Taskforce, IOM has developed standard operating procedures and will implement a 1-year pilot to fundraise from Zakat and Sadaqah contributions through the 2023 Ramadan fundraising campaign on IOM's IPF webpage, and by building partnerships with Zakat collecting institutions. The IPF will require specific operational tools such as an Islamic Bank Account, online donation capacity, approved standard operating procedures, support for Shariah Advisory Body.

Global goodwill ambassador pilot programme

Implement a strategic Goodwill Ambassador programme across the organization through established guidelines. The Pilot will identify high-profile individuals who can leverage their platforms to support IOM's mission and mandate and increase visibility and awareness of IOM in support of its fundraising goals. The Pilot will require operational tools and investments including a dedicated staff member to oversee the programme.

Structural and systemic changes

IOM will need to invest in structural and systemic changes to alter the way in which IOM engages with the private sector to strengthen the internal processes and establish capacity for successful long-term private sector engagement.

Support outreach and implementation by region and private sector channel across IOM

Support RO/CO private sector outreach and enhance support, communication and coordination at regional and country level to support progress towards established goals through private sector mappings, training and guidance.

Strengthen regional and country level engagement with the private sector through increased engagement with 155 Private sector focal points as well as through:

- Identification of opportunities for partnerships to be scaled up;
- Identification of opportunities for knowledge exchanges – for IOM Staff to learn about best practices and success stories on private sector engagement from IOM staff in other regions;
- Private sector engagement training and webinars;
- Regional private sector mappings to support outreach.

Private sector partnership building capacity

IOM will build a dedicated team for private sector engagement along the three pillars impact, income and innovation. Successful private sector engagement requires a global services team at Headquarters that

will perform key support functions across the three main pillars while initiating global Headquarters-led outreach and offering support (Communications, Due Diligence, legal negotiations and agreements, Financial Administration, partnership-building, etc.) to improve the long-term stewardship of partners.

Sustainable private sector partnerships engagement

The evolution of the Private sector strategy implementation in terms of both level of funding and engaged counterparts (individuals vs companies and foundations) will ideally allow the identification of sustainable long-term solutions to support the Private Sector Partnerships Unit (and related fundraising costs) needs beyond the Strategy implementation within two years of implementation.

Develop stewardship and enhanced donor care journey

Implement a standardized process for sustainable stewardship of private sector partners across the Organization, that would include internal and external communication guidelines based on the financial contribution of the partnership. Develop assets and tools to actively engage private sector donors.

- Cultivate meaningful and engaging relationships with private sector donors;
- Establish a communications plan for the private sector donor journey;
- Leverage donor platforms to support increased visibility and awareness for IOM activities.

Private sector advisory group

Establish a group of external private sector leaders/ Fundraisers who can support IOM's ambition to grow private sector engagement across the three pillars, with access to private sector networks, forums, round

tables, and facilitate introductions to key private sector entities. The Advisory Group will work closely with the Private Sector Partnerships Unit to ensure a strengthened approach to private sector engagement.

Peer support network

Strengthen private sector engagement through regular and ongoing discussion of challenges, opportunities, and private sector engagement best practices within IOM's Private Sector Focal group.

Individual Giving Digital Fundraising Campaign (Outsourced Pilot)

IOM has had limited financial success with digital fundraising campaigns. Recognizing that this expertise is an essential part of a sustainable private sector engagement model, IOM will outsource a digital fundraising campaign targeting online donors. Learning from the successes of other UN agencies (WFP, UNICEF and UNHCR) and with increased financial resources to invest in individual giving, IOM will work with an experienced advisory team specializing in individual giving through digital fundraisers to pilot an initial campaign. The aim is to outsource initial expertise and eventually build knowledge and capacity of successful individual giving campaigns on digital platforms.

Syrian refugee children get ready for class at an IOM-supported multi-service centre in Hatay, Türkiye. © IOM 2016/Muse MOHAMMED





8. Drivers of Success

The following key components are essential drivers of success for the Private Sector Engagement Strategy

- (1) Strategic engagement on the largest opportunities for impact, income and innovation through private sector engagement and enhancing organization wide collaboration;
- (2) Sustainable revenue generation model;
- (3) Enhancing skills knowledge and expertise
- (4) Enhancing communications, marketing and reporting;
- (5) Increasing private sector engagement and outreach through development of support tools to empower regional and country offices-led outreach;
- (6) Active support of Member States to engage respective private sector entities.

Migrants stranded in Panama line up for services and return flights to the Bolivarian Republic of Venezuela. © IOM 2022/Gema CORTES



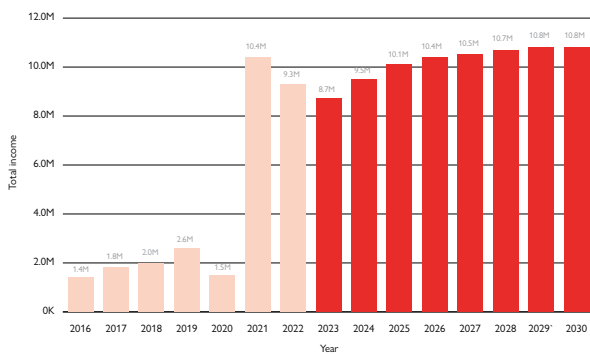
7. Annex

Regional private sector engagement goals

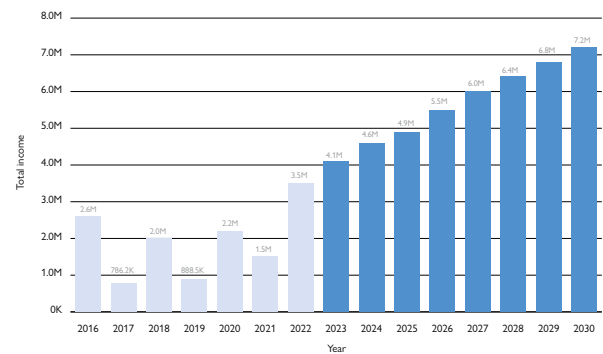
To support organization-wide support for private sector engagement, the private sector strategy proposes Regional Goals which are calculated as a percentage proportional to revenue received from private sector sources headquartered in the Region, the potential of the region is based on philanthropic data and key initiatives designed to generate important income, for example fundraising potential within through the Islamic Philanthropy Fund in the Middle East and

North Africa is reflected in the regional target. As IOM increases the diversity of income across different regions, we become less reliant on one region while building a more sustainable approach to private sector engagement that can more likely withstand regional shocks. The calculations have been used to forecast the target income per region by 2030 to encourage private sector engagement across all of IOM towards a common goal.

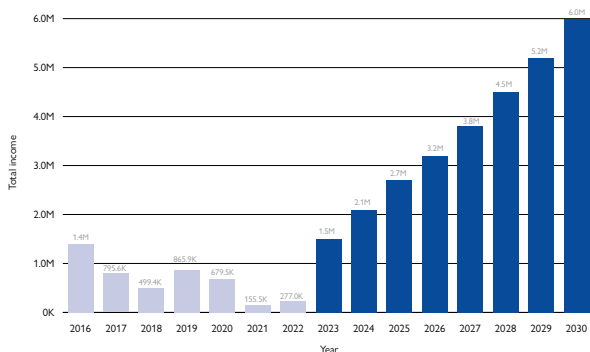
Central America, North America and the Caribbean



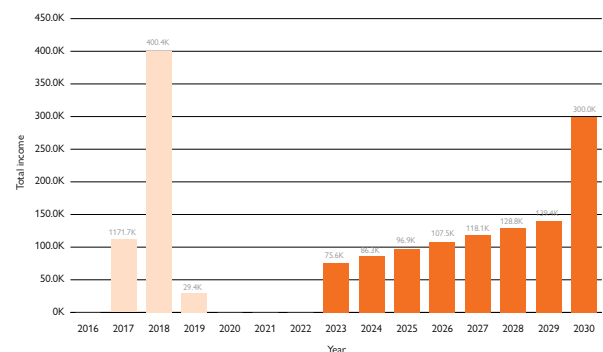
European Economic Area



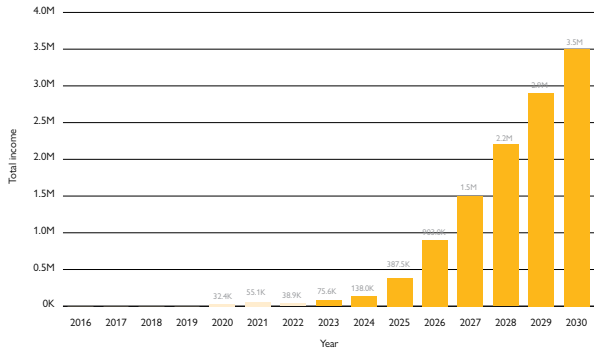
Asia and the Pacific



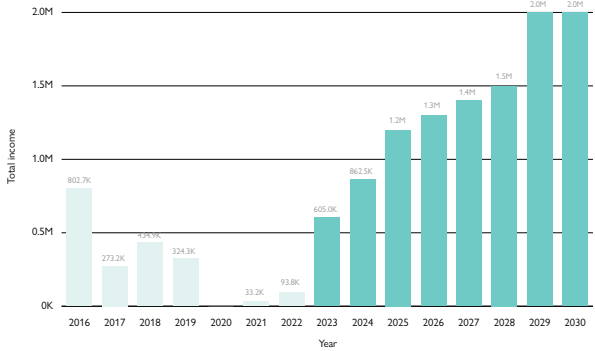
Eastern, South-Eastern Europe and Central Asia



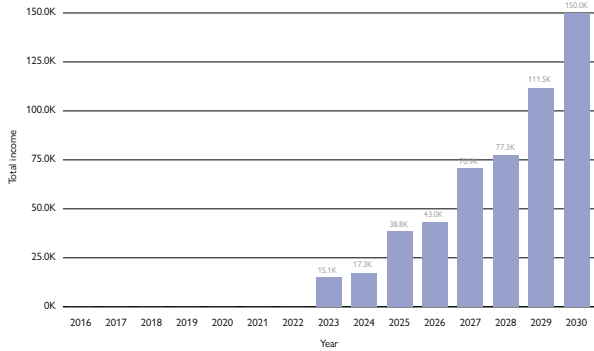
Middle East and North Africa



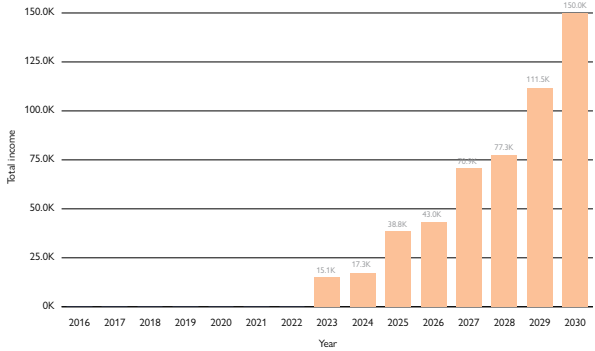
South America



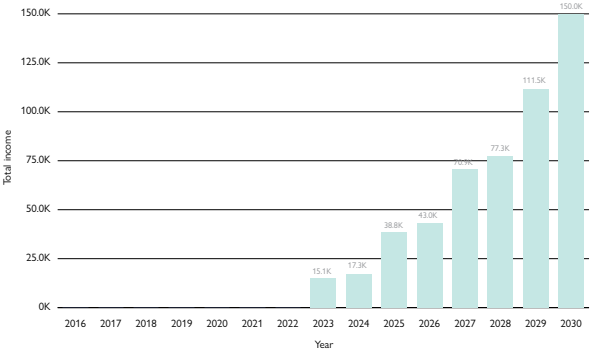
Central and West Africa



East and Horn of Africa



Southern Africa





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