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COUNCIL

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ABRIDGED ANNUAL REPORT FOR 2023

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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. Director General Pope took office on 1 October 2023. During the transition period, extensive consultations were held with internal and external stakeholders to identify organizational priorities for the five years.

3. 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 Sustainable Development Goals (SDGs).

4. Throughout the year, IOM undertook key interventions to increase its agility and positive impact on the populations it serves. This was largely facilitated through donors who provided unearmarked funding. In 2023, IOM received the highest volume of unearmarked voluntary contributions to date, totalling USD 45.6 million. This valuable flexible funding was received from 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. IOM wishes to sincerely thank those Member States that provided unearmarked or softly earmarked funding and encourages others to consider this type of contribution.

IOM OPERATIONS AND ACTIVITIES

Saving lives and protecting people on the move

5. In 2023, IOM continued 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's commitment to prioritizing the safety, dignity, and protection of people was evident in its efforts to meet the basic needs of crisis-affected populations, provide access to minimum living conditions and reduce barriers for marginalized and vulnerable individuals. With an operational reach extending to over 31.6 million people, including internally displaced persons (IDPs), refugees, migrants, and host communities, either through direct assistance or community-based programmes, IOM's work on the mobility dimensions of crisis had a significant impact.

6. Within humanitarian crisis response settings, IOM provided humanitarian movement assistance to 19,954 individuals, facilitating their safe evacuation, return and voluntary transfer, particularly in response to crises in Libya, the Sudan, Ukraine and Yemen, and the Occupied Palestinian Territory. IOM's approach to assistance is characterized by its effectiveness and respect for the dignity of crisis-affected individuals, utilizing various modalities and mechanisms, including cash, vouchers and in-kind support, to ensure value for money.

Box 1. IOM response to the crisis in Ukraine

In Ukraine, the ongoing conflict has led to the internal displacement of 3.7 million people and has created 6 million refugees, the majority of whom are seeking long-term stays in host countries. The destruction of vital infrastructure, such as the Kakhovka Dam, hinders humanitarian efforts and endangers civilians. According to the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), 14.6 million people in Ukraine are in need of aid. Over the two years since the crisis began, IOM has provided support to 6.5 million people and mobilized 63 per cent of funds required for the response. Despite the challenges faced, IOM has maintained essential services and launched a [strategic response plan for Ukraine and neighbouring countries](#) (for the period 2024–2026), focusing on immediate needs and long-term recovery. For detailed insights, refer to IOM's [report on the first two years of the crisis](#).

7. In 2023, IOM's use of cash-based interventions continued to grow, reaching 3.97 million beneficiaries. The IOM Cash-based Interventions Strategy 2022–2026 guided these efforts, aiming to link humanitarian cash assistance with broader social protection and development programmes. Training on cash-based interventions was developed, with 23 courses conducted for 415 IOM staff across 69 offices.

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

Its response to the crisis in the Sudan highlighted IOM's key role in delivering multisectoral life-saving assistance to the most vulnerable. In 2023, IOM reached over 902,656 people in need across the Sudan and neighbouring countries. IOM's comprehensive programme portfolio addressed emergency shelter, health and nutrition, labour migration, mental health support, water, sanitation and hygiene (WASH) services, protection, food security, livelihoods and displacement tracking. 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; it aims to provide assistance 1.7 million people throughout the year.

8. IOM had a dedicated team of 2,840 professionals working on health programming, establishing emergency health projects in 44 countries and providing almost 6.8 million primary health consultations, marking a 21 per cent increase from the previous year. The Organization's commitment to health systems strengthening was demonstrated through the provision of training to over 23,000 health professionals, the structural rehabilitation of 533 health facilities and the distribution of over USD 15 million in medical supplies to 807 health facilities operating in crisis contexts.

9. The year also saw significant growth in shelter and settlement operations, with working capital rising approximately fivefold to reach USD 21.2 million. A new hub location was established in the United Arab Emirates, and vendor-managed inventory prepositioning 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 activities.

10. 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 over 120 locations, benefiting 1 million individuals and advancing stability through conflict resolution and community dialogue.

11. IOM continued to co-lead the Global Camp Coordination and Management (CCCM) Cluster and provided CCCM assistance to 5.3 million people in 46 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. This reflects IOM's commitment to comprehensive humanitarian aid and improving conditions for displaced populations.

12. IOM's [Zite Manager](#) feedback system, the largest humanitarian community feedback mechanism globally, processed over 20,000 pieces of community feedback monthly across nine operations. In Mozambique, IOM uses a community feedback mechanism to respond to mental health needs.

13. Throughout the year, IOM continued to focus on protection, supporting 35 government-led initiatives to enhance migrants' access to mental health and psychosocial support services and contributing to the development of 70 guidance documents on the topic. Approximately 1.5 million migrants received mental health and psychosocial support services, of whom 120,000 received specialized care. IOM also co-chaired thematic working groups on community-based approaches to mental health and psychosocial support services and integrated mental health and psychosocial support services into peacebuilding efforts.

14. 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 a 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.

15. Through humanitarian border management programming, 47 country offices provided 2,076,203 individuals with information on immigration-related procedures in 2023. IOM also supported the mixed migration response in Bosnia and Herzegovina, assisting over 60,000 people, and facilitated the development of a humanitarian border management manual for Bosnia and Herzegovina, and Montenegro.

16. IOM used its Displacement Tracking Matrix (DTM) to expand its work on data solutions for internal displacement, enhancing programmes to monitor solutions for IDPs and establishing data coordination mechanisms in key countries, such as Mozambique and Ukraine. 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 deliver context-specific and 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.

17. Internal displacement monitoring was also expanded in the Sudan and the Democratic Republic of the 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 achieving a durable solution.

18. In 2023, IOM ensured the inclusion of affected individuals in project-related decision-making, with 243,276 affected persons participating in key decision-making processes. Ninety-five country offices facilitated consultations with affected communities during the design of humanitarian responses. In Chile, beneficiary feedback on emergency hygiene and food kits led to improved alignment of the kits' contents with actual needs. Accountability to affected populations principles were integrated into 47 crisis response plans.

19. IOM leads an IASC workstream and inter-agency project on accountability to affected populations, developing training for humanitarian teams. Over 90 in-country heads from 30 organizations engaged with the project. IOM also co-led two high-level panel events: one on accountability to affected populations and humanitarian data responsibility during the Humanitarian Networks and Partnerships Week 2023; and another on enhancing local leadership for humanitarian responses on the sidelines of the United Nations Economic and Social Council's Humanitarian Affairs Segment. It also supported missions to implement accountability to affected populations principles, for example through the deployment of specialists in Ukraine.

20. In 2023, IOM and partners responded to the regional crisis caused by the situation in the Bolivarian Republic of Venezuela, which remained one of the world's largest emergencies, accounting for over 7.7 million migrants and refugees. IOM and the UNHCR, as co-leads of the Inter-Agency Coordination Platform for 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 and secured pledges of over USD 800 million in aid. 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 [Regional Refugee and Migrant Response Plan for 2024](#) on behalf of 248 appeal partners in the region.

Driving solutions to displacement

21. 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.

22. To further contribute to the data on IDPs, the Global Data Institute and Georgetown University's Institute for the Study of International Migration, published the inaugural [Periodic Global Report on the State of Solutions to Internal Displacement](#) (PROGRESS), which provided data from 15 Action Agenda countries that house over half of all IDPs worldwide. This report is a valuable resource for decision makers, aiding understanding of displacement patterns and the identification of barriers and solutions, and responds to the call in the Secretary-General's Action Agenda for data and evidence to inspire innovative approaches and encourage investment.

23. IOM's peace and recovery programming spanned 150 projects across 60 countries, directly benefiting 2,525,909 people. Through these programmes, IOM supported crisis-affected populations

in their attempts to in coexist, build resilience and find solutions to displacement by improving access to basic services, housing and livelihoods support while addressing tensions and exclusion. These programmes are key to crisis and conflict prevention efforts as they address underlying factors and support individuals at risk of violence. Additionally, IOM provided integration support to 5,963 community members, focusing on interventions related to disengagement, disassociation, reintegration and reconciliation; community policing; stabilization; and security sector reform.

Box 3. Strategic foresight and preparedness

In 2023, IOM advanced preparedness through strategic foresight, leveraging the Global Data Institute's consultative workshops to apply foresight in IOM's operations. Regional horizon-scanning activities and a newly created prioritization tool were used to inform preparedness. Horizon-scanning pilots in the Americas and East and Horn of Africa provided recommendations for priority countries, utilizing IOM's field expertise to interpret signals that were impacting mobility and coordinating with the Emergency Preparedness Dashboard for medium-term trend analysis. Anticipatory capabilities were enhanced through collaboration with Big Data for Migration Alliance and the establishment of a new working group on foresight and preparedness.

24. IOM's operational focus on protection in 2023 included activities in 75 countries for at-risk populations, such as older persons, persons with disabilities, women and girls, and children (particularly unaccompanied and separated children), with a focus on mainstreaming protection and coordination on case management. Interventions covered 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.

25. IOM also continued to promote self-reliance among migrants 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 4. Government-led solutions to internal displacement

In 2023, IOM consolidated its role in supporting government-led solutions to internal displacement, co-leading the Global CCCM Cluster and managing the largest repository of primary IDP data in the world. IOM invested over USD 2.5 billion in programming on humanitarian assistance and durable solutions in 2023 and contributed to the United Nations Secretary-General's Action Agenda on Internal Displacement, leading thematic groups on climate change and data and fostering partnerships for development solutions. Furthermore, IOM scaled up its programming on durable solutions, rolling out the community-based planning approach. For example, at national level, it supported the Government of the Central African Republic on the development of a strategy on durable solutions.

26. 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.

27. 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.

28. 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.

29. 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. For instance, in Ethiopia, IOM integrated housing, land and property tenure verification and capacity training into its shelter assistance programming. It also collaborated 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.

30. During the reporting period, IOM 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.

31. In terms of 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, Pakistan, Qatar, 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).

32. IOM also participated in global humanitarian coordination forums, advocating for migrant and displaced populations and highlighting the role that international collaboration can play in addressing the complex challenges and opportunities of global human mobility. IOM collaborated with UNHCR on a toolkit on mixed migration to enable joint advocacy regarding incidents occurring along the main migratory corridors. It also made significant contributions to the Global Refugee Forum 2023, submitting a joint pledge on protection in collaboration with UNHCR and the United Nations Network on Migration. In Mexico, a project run by IOM and Télécoms Sans Frontières reached 263,525 people, providing critical information to migrants in shelters.

Facilitating pathways for regular migration

33. 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 conflicts, violence and disasters, 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 costs of failing to adequately manage it are rising. A key aspect of this effective management of human mobility is prioritizing pathways for the most vulnerable, including those who are most vulnerable to the impact of climate change, as well as for those least able to access pathways currently.

Box 5. Human mobility, climate change adaptation and disaster risk reduction:

IOM made significant progress in advocacy in the area of climate change adaptation and disaster risk reduction, resulting in the endorsement of key declarations, including the expanded Kampala Ministerial Declaration on Migration, Environment and Climate Change, and the Pacific Regional Framework on Climate Mobility, to bolster collective action among governments and likeminded partners. IOM also presented initiatives such as a climate mobility road map and plans for climate mobility labs. Other advocacy efforts included awareness-raising campaigns and support for the introduction of early warning systems in 19 States. The Organization also facilitated the integration of human mobility into climate adaptation plans, with the CLIMB database serving as a pivotal tool for data-driven policy coherence.

34. In 2023, IOM enhanced regular migration pathways, supporting legal and safe migration and prioritizing the most vulnerable. IOM facilitated regular migration through various services, including documentation, health and social services, visa systems, and integration support. 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 using information and communication technologies.

35. 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, non-communicable diseases, and community engagement. IOM reached 518,461 individuals with HIV prevention activities, provided antiretroviral therapy to 92,564 beneficiaries, and began directly observed therapy for tuberculosis for 10,189 beneficiaries. Its malaria programming distributed 3,873,183 long-lasting insecticidal nets and educated 1,540,937 people on malaria prevention. Across all health programming, 3,383,291 people received vaccinations for a range of vaccine-preventable diseases, including measles, polio and COVID-19.

36. IOM has been instrumental in promoting migrants' rights and improving their access to health care, while also aiding Member States to enhance preparedness and response to health emergencies. At the Third Global Consultation on the Health of Refugees and Migrants, a joint event organized by IOM, the World Health Organization and UNHCR, Member States adopted the Rabat Declaration, making a commitment to ensure the equitable inclusion of migrants in national health systems. As a result of advocacy by IOM, Member States also committed to addressing migration health issues during the 2023 high-level meetings of the United Nations General Assembly on pandemic prevention, preparedness and response, and universal health coverage. The Organization also strengthened health measures at points of entry in 45 countries and responded to over 110 disease outbreaks globally, including outbreaks of cholera, measles and Ebola virus disease. These initiatives are in line with International Health Regulations (2005) and the IOM [Health, Border and Mobility Management Framework](#).

37. In 2023, IOM's migration health assessments facilitated early diagnosis and treatment, ensuring safer travel and reduced health risks during migration. Health assessments, including vaccinations, were conducted by various centres and mobile teams for 1.14 million migrants and

refugees in 117 countries. IOM also operated two teleradiology centres and 35 laboratories, including 10 tuberculosis containment facilities, and supported Member States in health infrastructure and quality improvements, contributing to capacity development for national health systems in 11 countries. This support included strengthening tuberculosis reference laboratories, immunization programmes, emergency response capacity and health-care access through mobile clinics.

38. Technical support and guidance provided by IOM on migration health research and data analytics contributed to evidence-informed policy and practice. This work was shared through the [Migration Health Research Bulletin](#) and [Migration Health Research Podcast](#). In Nepal, IOM-supported research led to the creation of a national migrant health information management system, now included in the Nepal Health Sector Plan 2023–2030. In Uganda, IOM partnered with the U.S. Centers for Disease Control and Prevention and academic partners to improve pre-departure screenings and post-arrival health protocols for refugees bound for the United States of America. These screenings revealed that a high number of refugees had enlargement of the spleen, with the condition often clustered within families.

39. The Organization also responded to outbreaks of water-borne diseases, including cholera, in 18 countries, closely coordinating its response with ministries of health and local partners. IOM’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, in Somalia, during the response to two cholera outbreaks in 2023, 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.

40. IOM also strengthened resettlement support infrastructure and contributed to enhancing the flexibility and accessibility of regular migration pathways. Notably, over 675,000 migrants received information on regular migration options. At the same time, the CRISP initiative launched an online course, 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.

41. Leveraging its long track record in capacity development, in 2023, IOM delivered 54 courses on international migration law to over 2,000 stakeholders and launched an analysis of legal frameworks and policies, entitled [Diaspora and Transnational Identities](#).

42. 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 treatments and benefited from specially coordinated travel and resettlement services, including support from over 1,000 medical escorts and immediate medical follow-up upon arrival, helping to ensure continuity of care. In addition, IOM implemented over 90 pre-departure outbreak surveillance protocols globally.

Box 6. Migrant integration and diaspora engagement

During the year IOM equipped over 105,000 migrant beneficiaries from more than 140 nationalities with essential knowledge and skills to support sustainable development and integration. 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 partnered with non-governmental organizations and civil society organizations to tackle xenophobia and promote youth contributions to migration narratives through awareness-raising campaigns in 80 countries, reaching over 22 million individuals. As part of these efforts, 88 IOM offices ran anti-discrimination campaigns. 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 themes of migration, diversity, social inclusion and the prevention of xenophobia.

IOM also leveraged its long-standing expertise to advance diaspora engagement, providing over 45 missions with guidance and launching the Diaspora Mapping Toolkit in 23 countries. It laid the foundations for the Global Diaspora Policy Alliance through global and regional consultations and facilitated three Global Diaspora Virtual Exchanges. Additionally, IOM co-developed a communication tool with young diaspora leaders and offered dynamic training in Czechia, Ireland and Lebanon, focusing on engagement during crises. The IOM Global Migration Media Academy also introduced a diaspora module to educate journalists on storytelling about diasporas.

43. 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, in 2023, IOM 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.

44. During the year, IOM and partners achieved notable results through dedicated programmes to establish regular migration pathways worldwide. The [Safe Mobility initiative](#), implemented by IOM in partnership with the United States of America and UNHCR, established safe mobility offices to accelerate resettlement processing to the United States.

45. IOM actively supported Member 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.

46. 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 United Nations Development Programme (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.

47. IOM also prioritized capacity development for governments and local entities, supporting 448 government institutions and 694 local actors to include migrants in health, education and social protection frameworks and policies. In Mexico, IOM supported the adaptation and implementation of the National System for the Comprehensive Protection of Children and Adolescents, training 211 civil servants and providing technical assistance to the States of Nuevo León, Jalisco and Tabasco on the establishment of committees to protect the rights of migrant children and adolescents.

48. 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.

49. IOM actively promoted migrant integration and social inclusion, combating xenophobia through awareness campaigns and partnerships. The “It Takes a Community” campaign engaged over 1,600 persons through six online events, collaborated with 25 popular social media influencers and reached half a million social media users. The “I Am a Migrant” campaign continued to provide migrants with a space to share their stories and challenge stereotypes.

50. IOM organized the International Dialogue on Migration, focusing on the topic [Leveraging human mobility in support of the Sustainable Development Goals](#), which was attended by 709 participants from more than 130 countries and promoted integrated migration governance and grassroots approaches to ensure no one is left behind.

Box 7. Migration governance and legal identity

IOM prioritized legal identity in 2023, hosting a conference to enhance digitalization and rights-based return management. A policy paper on mobility and legal identity was developed for the African Union Commission, which will inform the roll-out of the IOM Identity Management Masterclass across the continent in 2024. IOM continued its work on rights-based readmission management and cooperation in line with IOM’s Policy on the Full Spectrum of Return, Readmission and Reintegration. In this context, the Organization provided capacity-building support to 12,699 officials in return processes. Additionally, IOM, the United Nations Office on Drugs and Crime (UNODC), and the United Nations Office of Counter-Terrorism launched the [Integrated Border Stability Mechanism](#) in West Africa to bolster border governance and security.

51. The IOM Missing Migrants Project continued to influence policy on migrant deaths along irregular routes, with its data becoming a global reference point, cited in over 30,000 reports and by major media outlets. Data from the Project were also used to produce the report, [A Decade of Documenting Migrant Deaths](#), which highlighted a 20 per cent rise in migration-related deaths and disappearances in 2023 alone, the highest in a decade. The Mediterranean Sea saw the most deaths, with 3,105 lives lost. The report further highlights that more than one third of migrants whose countries of origin could be identified came from countries experiencing 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. 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.

52. 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 for people in need of international protection. In 2023, IOM coordinated the Displaced Talent for Europe pilot project, setting up complementary labour pathways for displaced individuals from Jordan and Lebanon to Belgium, Ireland, Portugal and the United Kingdom. The project matched a total of 109 individuals with employers in Europe.

53. 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%).

54. 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.

55. Furthermore, 15,906 migrants in situations of vulnerability received support through voluntary humanitarian return to their countries of origin, with over 130 country offices providing a range of assistance. Migrants in situations of vulnerability continued to represent a sizeable portion of the total caseload of migrants assisted to return in 2023 (9%). IOM registered a total of 154,718 migrants in situations of vulnerability and assisted 146,036, 8,460 of whom were victims of trafficking, 9,211 of whom were unaccompanied and separated children, and 17,082 of whom had health-related needs.

56. 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.

57. In 2023, under the Swedish-funded project entitled From Policy to Practice: Operationalizing a Rights-based Approach to Return and Reintegration, IOM advanced a rights-based approach to return and reintegration, developing a global virtual counselling network and engaging with over 110 countries to share best practices. The IOM Returnee Case Management System was enhanced to manage returns in a transparent, rights-compliant manner, with technical support provided in Asia and counselling strengthened in Central America.

58. IOM's [Cooperation on Migration and Partnerships to Achieve Sustainable Solutions initiative \(COMPASS\)](#), implemented in partnership with the Kingdom of the Netherlands, provided protection services to over 100,000 migrants, including safe return and reintegration, and capacity development for over 7,500 actors in migration governance. The learning component of COMPASS enabled the piloting of other innovative initiatives to facilitate cooperation and knowledge-sharing, such as community-based planning and the [Migrant Protection Platform](#).

59. Through the Global Assistance Fund, IOM provided personalized protection and assistance to 91 migrants of 32 nationalities. Another fund, the Emergency Victim Assistance Fund, provided assistance to 460 newly identified victims of trafficking (221 men, 226 women, and 13 girls). Overall, IOM established 1,308 initiatives to protect marginalized and vulnerable migrants, including children and victims of trafficking.

60. IOM continued its work to help counter-trafficking actors leverage their data and improve data 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 can be used by front-

line organizations and technology service providers to consistently record information pertaining to cases of human trafficking.

61. In October 2023, IOM released a draft version of the [International Classification Standard for Administrative Data on Trafficking in Persons \(ICS-TIP\)](#), in partnership with UNODC. The ICS-TIP 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.

62. The Migration Governance Indicators initiative expanded its impact, rolling out 40 new assessments, meaning that 111 national and 96 local governments now use the Indicators. The initiative has notably enhanced local migration governance by contributing to the establishment of coordination mechanisms; supporting the development of policies to protect migrant workers' rights; promoting socioeconomic integration; and improving access to services. At the national level, a dedicated module on internal displacement was rolled out in the priority countries for the United Nations Secretary's Action Agenda on Internal Displacement.

63. IOM's expertise led to the development or revision of 188 migration policies and laws in 2023, 20 of which were at the subnational level. IOM conducted 65 assessments of migration policy, supported the MigraCiudades project in Argentina and provided guidance and technical support to the Government of Eswatini on the creation of a comprehensive migration policy. The IOM Development Fund facilitated the development of labour migration frameworks in a number of countries, including Albania, Bangladesh, Botswana, Kazakhstan and Sri Lanka, and the drafting of health policies for migrants in Nepal and Viet Nam. In addition, Somalia benefited from a pioneering project which led to the production of the Government's first national diaspora policy.

64. Moreover, IOM continued to explore alternatives to immigration detention, collaborating with the United Nations Task Force on Children Deprived of Liberty and the United Nations Network on Migration Working Group on Alternatives to Detention. Seventy activities were carried out across 31 country offices to promote alternatives to detention, establishing 24 initiatives and advocating ending detention of migrant children.

ENABLERS

65. In 2023, IOM reinforced its institutional framework, formulating the Strategic Plan 2024–2028 to enhance organizational effectiveness and governance. It also invested in core support, resources and structures and made significant efforts to strengthen partnerships, funding, data, evidence, learning and innovation, communications, and internal systems, thereby ensuring a robust foundation for delivering on the objectives of the Strategic Plan.

Workforce

66. In 2023, the total staff count at IOM was 20,972, representing an increase of nearly 11 per cent from the previous year. Women comprised 49 per cent of the workforce. The international Professional category contained 1,492 women and 1,502 men, while the General Service and National Officer category contained 8,783 women and 9,195 men. As in 2022, 5 per cent of positions were covered by core funds, and 97 per cent of staff were field-based. Notably, 26 per cent of staff in the international Professional category worked in hardship locations, up by 3 percentage points from 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, representing a gradual rise from 39 per cent in 2019.

67. During the reporting period, IOM staff from countries in the global South (countries that are not members of the Development Assistance Committee of the Organisation for Economic Co-operation and Development) constituted 85 per cent of the workforce, a slight increase from 83 per cent in 2022. The number of IOM Member States represented among international Professional staff grew from 78 per cent in 2022 to 82 per cent in 2023. IOM continued to engage constantly with non-represented Member States to attract qualified professionals. Additionally, the Organization facilitated the deployment of 51 Junior Professional Officers and 9 secondments, reflecting its commitment to diverse staffing arrangements.

68. 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 invested in capacity-development training in areas such as strategic thinking and management, leadership, well-being and overall professional development, including through mentorship and coaching. A total of 21,435 staff members pursued active learning in 2023, up from 17,238 in 2022. IOM also added a dedicated training module on the humanitarian-development-peace nexus to the Leveraging Global Frameworks course.

69. IOM worked to improve staff access to medical services by transitioning to Allianz Care as its claims processing partner. During the transition, IOM raised staff awareness about medical plans, the helpline and service providers. In addition, IOM launched an online staff well-being platform, which has become a leading source of information. The Staff Welfare Unit was expanded to provide greater support to staff in conflict-affected areas, and new staff counsellors were recruited for certain countries and regions. In total, over 4,000 counselling sessions were delivered in 2023.

70. The Office of the Ombudsperson and Mediation Services continued to address employment-related issues, resolving 31 per cent of cases. Furthermore, 916 staff members in 15 missions completed the Conflict Resolution Master Class. IOM launched a new virtual training platform and in-person practical training on the essentials of negotiation and facilitated training of trainers sessions to promote greater understanding of staff obligations to create a respectful working environment. The network of respectful workplace focal points was also strengthened through training sessions in Kenya, Qatar and Panama, leading to the addition of 49 new members to the network to serve 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

71. 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.

72. 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.

73. 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 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.

74. During 2023, 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 Organisation for Economic Co-operation and Development 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.

75. IOM hosted the Tenth Meeting of Global and (Inter)Regional Consultative Processes on Migration, with the participation of 85 per cent of all active mechanisms. Significant contributions were made to United Nations-led global policy dialogues, including on SDG implementation, migration and climate change. More generally, IOM continued to support inter-State consultation mechanisms on migration, notably the Global Forum on Migration and Development, throughout the year, including through the provision of secretariat services.

Box 8. United Nations Network on Migration

In 2023, the United Nations Network on Migration continued to actively support the implementation and review of the Global Compact for Safe, Orderly and Regular Migration through its 6 regional and 84 country coordination mechanisms. The Network continued its ongoing development of the online Repository of Practices, which currently contains over 1,500 policy instruments, and proposed indicators for reviewing progress related to the implementation of the Global Compact. It provided technical assistance to Member States and United Nations country teams, in particular El Salvador, Ghana, Kenya and the Caribbean Community (CARICOM). In addition, the Migration Multi-Partner Trust Fund secured USD 20.1 million to facilitate the launch of new joint programmes, and a framework was introduced for the regional reviews of the Global Compact to be held in 2024.

76. Throughout 2023, IOM continued to promote localization by transferring decision-making and funding to local entities. IOM developed an institutional workplan on local and regional government engagement for the period 2023–2024 and mapped priority areas with regard to 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.

77. Throughout 2023, IOM further invested in aligning migration governance with the 2030 Agenda, including by supporting 39 countries in preparing their voluntary national reviews. 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. The Organization also reinforced the development of evidence-based migration policies through partnerships with academia.

78. 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 common country analyses. 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.

79. 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, IOM continued to maintain wide-reaching partnerships with other United Nations entities such as the International Labour Organization, the United Nations Children's Fund (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 the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the World Bank and the World Food Programme, mapping potential areas for enhanced joint engagement to inform collaboration in 2024.

80. 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

81. 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.

82. Throughout the year, 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 percent 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, Philippines, Portugal, Qatar, the Republic of Korea, Spain, Sweden, Switzerland, the United Kingdom and the United States of America.

83. 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

84. Given the dynamic nature of human mobility, in 2023 IOM strategically invested in the [Global Data Institute](#) with a view to harnessing data for operational use, analysing global migration trends and offering insights for future planning. IOM also updated its data protection policy and the completion rate of the mandatory training course on data protection by staff rose to 78 per cent, up from 72 per cent in 2022.

85. 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 contributed three articles to a special issue on climate mobility modelling of the journal *Frontiers in Climate*, setting out lessons learned to be applied in 2024.

86. 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 also rose significantly, 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.

Learning and innovation

87. The Strategic Plan 2024–2028 emphasizes the importance of enhancing policy capacity to support the 2030 Agenda and the Global Compact for Safe, Orderly and Regular Migration. The Organization’s policy initiatives, in turn, assist governments in achieving common migration objectives and formulating effective strategies. The Policy Exchange and Learning on Migration (POEM) platform has become a vital knowledge-sharing resource, featuring 300 examples of good practices, 24 communities of practice and 5,000 users, which have helped bolster programme and policy development.

88. The 2023 INNOVATION Awards @ IOM showcased over 70 global innovations that are having an impact on migrants and communities, thereby reflecting the Organization’s commitment to the 2030 Agenda and other global frameworks. The Awards recognized pioneering solutions in six categories, including climate change and data and technology.

Box 9. Snapshot of knowledge management in the Americas

The Regional Office in San José led exchanges of knowledge on migration governance and expanded the InnovaMigración platform as a regional knowledge base. The First Regional Forum of Champion Countries in the Americas enhanced collaboration to support implementation of the Global Compact for Safe, Orderly and Regular Migration by sharing best practices and ideas for cooperation. A high-level side event held at the Latin America and the Caribbean Regional Forum for Sustainable Development 2023 showcased migrants' contributions to sustainable development based on IOM's Acceleration Actions to achieve the SDGs.

89. In 2023, through the IOM Development Fund, the Organization allocated more than USD 17 million to projects that promoted migration governance, with a focus on innovation and climate change. The Fund supported the launch of the Strategic Results Framework, with 63 projects piloting the Framework's indicators, offering important insights to support integration of the Framework's indicators into IOM operations. The Fund's projects attracted follow-up funding from diverse sources, reflecting its role in sparking larger projects and innovative initiatives. The Fund also produced the report entitled *Added Value of the IOM Development Fund*, which, in reviewing the Fund's more than 20 years of work and its impact on migration governance, serves as a key resource for stakeholders.

Communications

90. In 2023, IOM's digital footprint expanded significantly, with website views increasing to 34.1 million, despite a drop in traffic to the global website individually. The number of followers of IOM social media accounts surged by 20 per cent, reaching 4.2 million across all platforms used, including a 19 per cent increase in follows on LinkedIn, which is key to increasing engagement with policymakers.

91. In 2023, 332 new publications were added to IOM's online Publications Platform, contributing to its comprehensive repository, which, by year end, comprised 3,200 electronic publications across 39 languages, making it a leading open-access resource on migration.

92. As part of its strategic communication efforts, IOM issued 151 press statements and 132 global feature stories on its crisis responses, which collectively achieved a 25 per cent click-through rate. Press content subscriptions surged by 78 per cent, reaching 36,000. IOM also saw a 46 per cent increase in global media mentions, indicating a strong recovery from the downturn seen in 2020.

93. 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

94. IOM further advanced its organizational infrastructure and work processes in 2023, achieving a 92 per cent implementation rate for the Internal Governance Framework (IGF) Workplan (*Application of the Internal Governance Framework Work Plan*), with the Business Transformation workstream set to conclude upon the roll-out of the new enterprise resource planning system. The next phase of the IGF reform is currently being planned, informed by the Strategic Plan 2024–2028 and by recent evaluations, including the 2023 assessment by the Multilateral Organisation Performance Assessment Network.

95. Having continued to implement the Business Operations Strategy developed by the United Nations Sustainable Development Group, IOM offices collectively projected making USD 20.3 million in efficiency gains over a five-year period. IOM verified USD 5.9 million in efficiencies in 2023 alone, primarily in administrative services. The Organization also co-chaired a task team that reported USD 22.2 million in efficiency gains across both IOM-specific initiatives and bilateral initiatives with other United Nations entities.

96. IOM continued to refine the roadmap for institutional results-based budgeting. It also launched a cost planning and allocation tool to improve project alignment and cost forecasting. The centralization of payroll was achieved for 143 missions.

97. In 2023, the Department of Legal Affairs handled 3,630 agreements and contracts, 1,130 of which were donor or funding agreements. Thanks to the efficiency of the CAFÉ (contract automation, filing and execution) system, only 3.82 per cent of contracts required further legal advice. Following a fit gap analysis, CAFÉ was discontinued; the new enterprise resource planning system is expected to standardize contracts globally.

98. Throughout 2023, IOM explored 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. IOM also introduced a case management system to improve the management of disciplinary cases and administrative challenges. The system enhanced the Organization's capacity to report on cases, recognize lessons learned, identify gaps and define strategies to mitigate risks, change policies or reinforce prevention, as necessary.

99. IOM invested USD 4.9 million to enhance connectivity and fortify 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 the solution in the field. Furthermore, over 86 per cent of staff were trained on cyberthreats, and 182 country offices achieved basic security compliance.

100. In 2023, IOM established an Emergency Unit within the Supply Chain Division to manage emergency responses comprehensively. In streamlining a range of services, from procurement to dispatch, the Unit was able to boost the value of prepositioning operations to USD 23 million and shorten emergency response times. Procurement processes were further digitized to reduce fraud risks. In 2023, the total value of purchase orders was USD 2.05 billion across various categories, issued to 25,718 vendors.

101. In 2023, IOM activated 1,092 new projects in PRIMA (Project Information and Management Application), with a total budget value of USD 3.46 billion, an increase of approximately 12 per cent compared with the previous year. The average value of new projects rose by 11 per cent to USD 3.17 million, up from USD 2.85 million in 2022. The integration of the Strategic Results Framework into PRIMA facilitated the alignment of projects with institutional strategies, thereby helping to reduce administrative burdens.

102. In 2023, IOM continued to pursue a balance between high compliance standards and effective risk management, while ensuring that its internal systems remained user-friendly. It conducted 238 training courses on security in field environments, first aid and women's security awareness for 4,899 staff members covered by the United Nations Security Management System and other non-United Nations humanitarian personnel. In addition, IOM launched the IOM Security Framework of Accountability, which details the security responsibilities of IOM actors, and is developing a toolkit for mainstreaming a person-centred approach to security risk management.

103. Throughout 2023, IOM continued to advocate greater inter-agency liaison and person-centred security management, through its roles both as Chair of the Inter-Agency Security Management Network's Gender and Inclusion Working Group and as co-host of the Thirty-eighth Regular Session of the Network. Furthermore, over 2,900 IOM personnel engaged in activities held as part of the first United Nations Security Week.

104. In 2023, IOM prioritized risk management by focusing on providing technical support and resources to the 10 largest operations. Risk management knowledge was disseminated through workshops; IOM risk specialists conducted site visits and supported numerous risk assessments; and online tutorials were developed to promote better understanding and management of risks. An automated risk management process was incorporated into the new enterprise resource planning tool, and an interim solution for digitizing risk registers and data was piloted in April 2023. Additionally, 17 risk-based internal audits assignments were conducted, comprising 15 country office audits and two programmatic assessments.

CROSS-CUTTING PRIORITIES

Integrity, transparency and accountability

105. IOM is committed to building trust and credibility, both within the Organization and with external partners, governments and 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 of its operations and activities.

106. Thanks to its commitment to and investments in improved transparency and accountability in 2023, IOM further improved its position on the Internal Aid Transparency Initiative (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.

107. The Strategic Plan 2024–2028 was developed to unify IOM's initiatives and strategies. It features three objectives and seven enablers for improving IOM's organizational capabilities, which are supported by four cross-cutting priorities. The Strategic Results Framework complements the Plan by breaking down the Plan's goals into measurable outcomes and outputs. Furthermore, in 2023 IOM revamped its annual results tracking tools, including the Institutional Questionnaire and the Organizational Effectiveness and Efficiency Survey, to bring them into alignment with the Framework.

108. IOM contributed to work of the Inter-Agency Humanitarian Evaluation Steering Group, including by participating in its evaluations of 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. IOM also collaborated with the UNDP Pacific Office in Fiji to jointly assess climate security risks on certain atolls.

109. In 2023, IOM published 44 decentralized evaluations and six centralized evaluations of strategic initiatives, including the results-based management approach and IOM's labour migration strategies. All evaluations are available in the [IOM Evaluation Repository](#).

110. Under the IGF Workplan, a robust 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 had updated their authority matrices to comply with the new policy. Additionally, the Implementing Partnerships Management Handbook was

created to establish governance structures and accountability measures with a view to ensuring project integrity and reducing corruption risks.

111. IOM further enhanced supply chain transparency and accountability by updating its Procurement Manual to meet international standards and emphasize ethical practices, vendor eligibility and wrongdoing procedures. The Manual was introduced to over 500 staff across six regional offices and the Panama Administrative Centre. IOM will continue to provide specialized training for missions with large procurement teams and to develop online procurement training to boost staff capacity in this field.

112. In 2023, IOM focused on mitigating new and unforeseen risks in its strategic operations by revising its list of top operations to cover all relevant high-risk programmes and offices. IOM achieved 80 per cent of its risk assessment target for its 10 largest operations, including on-site and online assessments. The remaining 20 per cent could not be completed owing to budget constraints.

113. IOM reinforced its commitment to integrity and accountability by expanding its training and outreach to promote understanding of its ethical standards. In 2023, IOM released new guideline documents under the IOM Standards of Conduct with the aim of making ethical protocols more accessible to all staff.

114. IOM disseminated new guidelines on conflicts of interest, gift-related risks, outside activities and personal social media use in all official languages. Following the issuance of a policy on protection against retaliation for reporting misconduct or cooperating with investigations and audits in 2022, IOM introduced a training module on retaliation and whistleblower protection in 2023. Worldwide, 86 per cent of IOM staff have completed the mandatory ethics training programme, with over 3,500 staff members participating in live sessions during 2023. An updated training of trainers programme was also launched to enhance mission outreach.

115. In 2023, the Office of the Inspector General (now the Office of Internal Oversight) underwent restructuring to improve efficiency and launched a three-year plan to decentralize its audits and investigations. The intake function received 2,289 complaints, 1,349 of which were actionable, leading to 102 investigations. The investigation function processed 127 cases carried over from 2022, in addition to 102 new cases; of these, 51 were referred for administrative action or disciplinary measures and 54 were closed following investigation.

116. The internal audit function completed 24 of the 26 planned audits for 2023. They consisted of 19 audits of country offices, two programmatic assessments, one cybersecurity process assessment and two advisory services on the development of the delegation of authority framework and the Business Operations Strategy.

Equality, diversity and inclusion

117. 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.

118. IOM demonstrated 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.

119. IOM developed information materials and guidance tools to improve accessibility and inclusion for persons with disabilities, with 44 country offices reporting having dedicated resources in that area. In 2023, IOM's advocacy of gender equality resulted in the finalization of the IOM Gender Equality Policy 2024 and the IOM Race Equity and Equality Strategy, both of which are available in four languages. Across IOM, 43 per cent of projects reported having effectively integrated gender considerations, and 17 per cent reported having achieved gender equality and women's empowerment results.

120. In 2023, IOM launched the Gender and Migration Research Policy Action Lab, which is supported by an internal working group and a global partner network of 367 partners from 239 entities. Such initiatives reflect IOM's continuous efforts to promote an inclusive environment and integrate diverse perspectives into its work.

121. To foster youth inclusion in migration discussions, IOM provided mentoring and training on migration governance for youth partners in the run up to the Fourth Migration Youth Forum and the Second Youth Leadership and Innovation Award for Migration. IOM further amplified youth voices through a social media campaign for International Youth Day and through the launch of the IOM Youth Ambassadors Initiative. In partnership with the African Union, IOM held the Continental Migration and Youth Consultation, resulting in a Joint Youth Declaration and Call to Action on Migration and Youth on the African Continent and the appointment of five African Migration Youth Ambassadors.

122. To promote workforce diversity, IOM participated in online career fairs targeting under-represented groups, which, among other things, led to five Member States becoming represented. In addition, the Diversity and Inclusion Internship Programme supported 14 positions, to which professionals with disabilities and candidates from other underrepresented groups were encouraged to apply.

Protection-centred approaches

123. In 2023, IOM's protection efforts centred on migrants' rights and well-being, with over 4,400 staff engaging in webinars and workshops to enhance their awareness of protection responsibilities. Accompanying tools were made available in all IOM official languages. Additionally, IOM country offices increased their implementation of human rights due diligence frameworks and of standard operating procedures for responding to grave violations against migrants.

Box 10. Protection from sexual exploitation and abuse and sexual harassment

IOM enhanced its commitment to protection from sexual exploitation and abuse and sexual harassment (PSEAH) by increasing the number of dedicated PSEA officers to 73, covering nearly 50 countries, and by establishing PSEA focal points in 146 offices. A total of 16,148 personnel and partners completed PSEA training, achieving an 82.6 per cent compliance rate. IOM's proactive role in inter-agency PSEA actions included co-organizing a themed week on the topic and providing tailored training for United Nations personnel.

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

124. IOM led initiatives in the area of environmental sustainability. In addition to maintaining climate neutrality in 2022, IOM increased its sustainability in 2023 by launching a new collection and reporting system for digital environmental inventory data, testing an environmental risk assessment tool and inaugurating an environmental management framework for projects. Missions received support to showcase environmental practices, with a case study featuring in the United Nations Environment Programme's *Greening the Blue Report 2023*.

125. With the support of Innovation Norway, the IOM Office in Uganda launched a pilot project to tackle e-waste in displacement settings by creating a circular economy for solar products. The office is using the insights gained to inform the development of a global toolkit for e-waste management in similar settings, in collaboration with the World Food Programme, UNHCR, the German Corporation for International Cooperation (GIZ) and United Nations Institute for Training and Research.

