

IOM STRATEGIC PLAN

2024–2028



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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Cover photo: Communities receive hygiene materials during a distribution on Yemen's west coast. West Coast, Yemen. ©IOM 2021/ Rami Ibrahim

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This Strategic Plan reflects IOM's mandate to facilitate orderly and humane migration. It combines our wisdom and experience gained over the past 70 years with our ambition to apply innovative thinking for the benefit of migrants, their families, their communities and societies.

Amy E. POPE
IOM Director General



DEFINING MOMENT

We have reached a defining moment in the global approach to migration, and it is time for a new strategic direction for IOM and renewed energy to deliver on the promise of migration.

Migration is, and has been for centuries, a cornerstone of development, prosperity and progress for many. As the world faces major global transformations – from climate change, demographic transition and urbanization to digitalization—migration can and should be part of the solution. The Global Compact for Safe, Orderly and Regular Migration and the United Nations Secretary-General’s Action Agenda on Internal Displacement provide a road map through which the full potential of migration can be harnessed, and displacement crises resolved, leaving no one behind.

Migrants are already adapting to shifting labour markets and new ways of working, and are ameliorating divergent demographic trends within and across regions. Well-managed regular migration pathways strengthen global value chains and increase development financing through remittances and diaspora capital. Resettlement, reunification, humanitarian admissions and relocation solutions are leading to positive outcomes for people requiring protection, their families and their communities.

To realize the full promise of migration, we need a new perspective and new approaches. Migration patterns are increasingly complex – driven and impacted by the changes we see in the world today. Conflict, climate change, environmental degradation and uneven development are driving more displacement and irregular migration, yet we lack the frameworks and resources to adequately protect the many people who have little choice but to migrate to find safety and a livelihood.

Inadequate regular migration pathways and protections leave people vulnerable to violence, exploitation and abuse. In many parts of the world, migrant smuggling, human trafficking and modern slavery have become highly lucrative illicit businesses that lead to immense suffering. The intersectionality of factors, such as age, ethnicity, gender and disability, leaves some individuals even more vulnerable to harm. The growing politicization of migration is also leading to worsening prospects for people on the move.

To seize the opportunities and face the challenges of migration in an increasingly interdependent and complex world while supporting the world’s most vulnerable populations, we must act in partnership with others. Governments, the private sector, other international organizations, academia, civil society and, of course, migrants and their communities are all essential actors. We look forward to engaging with a wide range of partners to complement and amplify IOM’s work.

Our world is changing rapidly in many ways, and IOM is confident that our migration expertise, extensive networks and strong operational presence puts us in a unique position to take action. We are there responding to some of the most distressing crises in the world, and we are there supporting the transition to peace and prosperity. Together with our Member States, we remain optimistic about the future and the contribution IOM, migrants and migration can make, even in challenging times.



Venezuelan refugees and migrants relocate to Curitiba, Brazil through Operation Welcome in 2018.
Bolivarian Republic of Venezuela. © IOM 2018

HARNESSING THE POWER OF MIGRATION

Comprehensive solutions to the world's biggest challenges – from poverty and inequality to climate change and conflict – are all inextricably linked to migration.

IOM knows that migration has the power to transform the lives of individuals, their families, their communities and societies for the better. It is clear that the Sustainable Development Goals cannot be reached without safe, orderly and regular migration. For this reason, our vision is: to deliver on the promise of migration, while supporting the world's most vulnerable.

Migration is an integral part of the 2030 Agenda for Sustainable Development, which articulates several of the links between migration and sustainable development and recognizes that migrants must be taken into consideration as part of efforts to leave no one behind.

The Global Compact for Safe, Orderly and Regular Migration is consistent with [target 10.7 of the 2030 Agenda](#), through which Member States committed to cooperate internationally to facilitate safe, orderly and regular migration.

As a core member of the United Nations Sustainable Development Group and Coordinator and Secretariat of [United Nations Network on Migration](#), IOM plays a central role in ensuring effective, timely and coordinated United Nations system-wide support to Member States to enhance cooperation on international migration and maximize its contribution to sustainable development.

Delivering on the promise of migration will enable the achievement of the Sustainable Development Goals. This will require:

- ▶ Reducing inequality in and among countries (Goal 10) and contributing to sustained, inclusive and sustainable economic growth (Goal 8) through safe labour migration pathways, sustainable livelihoods and decent work;
- ▶ Ensuring migration is always a choice by creating a more peaceful world (Goal 16) and facilitating safe, orderly and regular migration in the context of climate action (Goal 13);
- ▶ Facilitating agreements between States to ensure migration policy coherence (Goal 17) and including migrants in social (Goal 1) and health (Goal 3) policies and protection schemes.

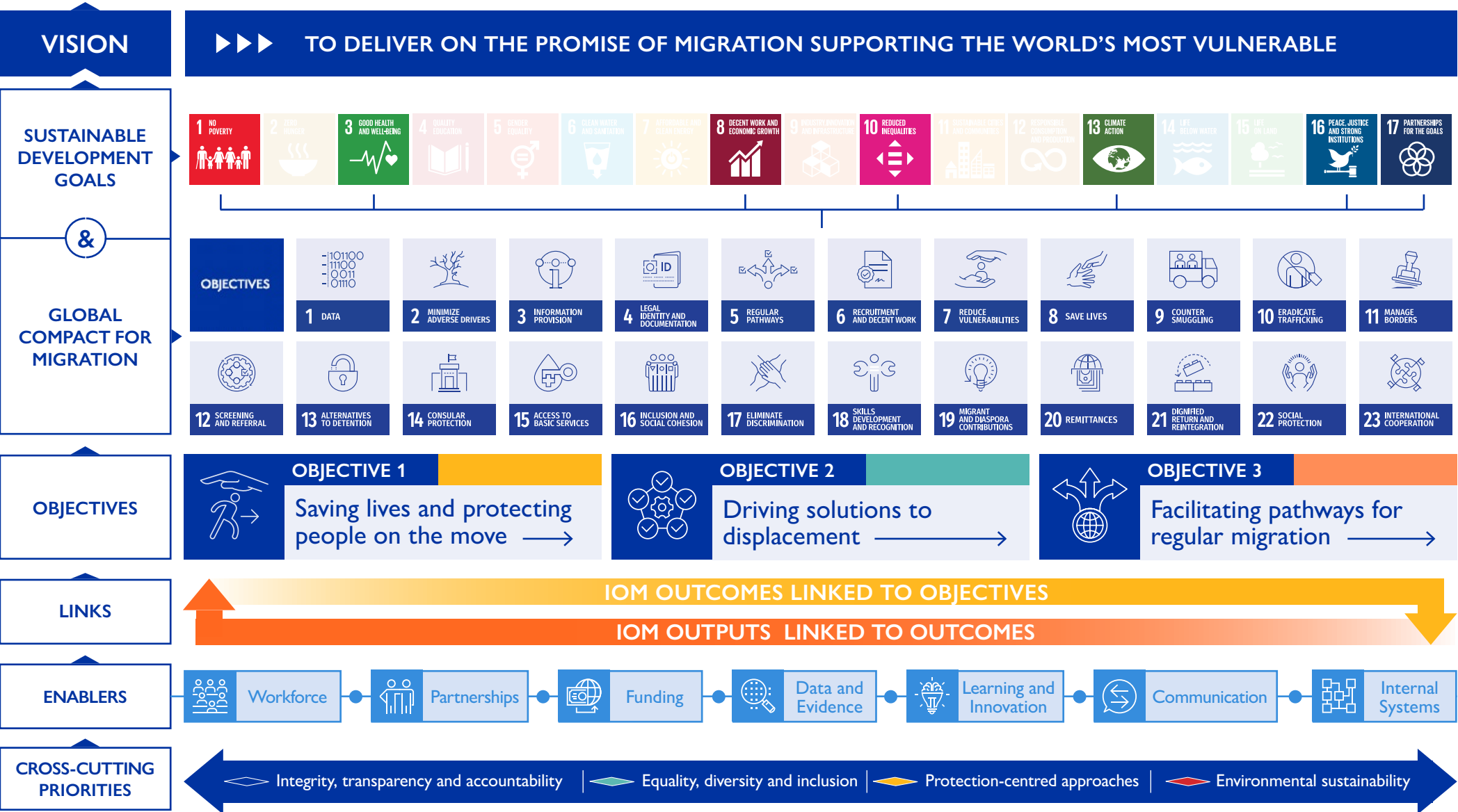
The IOM Strategic Plan 2024–2028 shows how the Organization's activities contribute to national progress towards these and the other Sustainable Development Goals through promoting safe, orderly and regular migration.



STRATEGIC
PLAN RESULTS
ARCHITECTURE

STRATEGIC PLAN RESULTS ARCHITECTURE

The Strategic Plan results architecture sets out how we will achieve our vision and contribute to the achievement of the Sustainable Development Goals. The three objectives set the broad parameters of our work and the seven enablers articulate the capabilities, capacities and resources that IOM will put in place to support this work. Four cross-cutting priorities articulate our ways of working across all our endeavours. This Strategic Plan is complemented by the Strategic Results Framework, which outlines the theory of change underpinning the Plan.



OBJECTIVE 1



SAVING LIVES AND
PROTECTING PEOPLE
ON THE MOVE

OBJECTIVE 1

SAVING LIVES AND PROTECTING PEOPLE ON THE MOVE

IOM puts the safety, dignity and protection of people first in the most challenging crisis response contexts in the world.

As displacement rises to record levels, IOM will increase its own capacity, and that of other humanitarian actors, to reach and sustain access to communities in need of life-saving humanitarian and protection assistance.

We will develop and adopt **new technologies and approaches** to increase the already enviable **speed, efficiency** and **scale** of our responses. IOM's expertise assisting people on the move, and our agility and operational presence, mean that we are uniquely placed to develop **practical and scalable solutions** across all of our core intervention areas.

In emergency settings, we will provide **cash and non-food items; health care; water, sanitation and hygiene support** and **shelter**, so that basic needs are met. When people face difficulties accessing basic services, we will provide in-country **movement assistance**. In coordination with others, we will facilitate a safe and dignified environment both in **camps** and in **out-of-camp settings**. Together with partners, IOM will adapt approaches that have worked in traditional displacement settings and develop new solutions for more **complex urban environments**.

IOM will reach the most vulnerable people with the **specialized protection services**, such as **child protection measures**, activities to mitigate the risk of and respond to **gender-based violence and human trafficking**, and **psychosocial support**. Our migration expertise will allow us to assist States to develop appropriate **border management responses** so that more people can move to safety.

We know that there is no "one size fits all" approach to crisis response. The need to develop tailored responses means that IOM will prioritize increasing the **availability and use of data** on the mobility, capabilities, vulnerabilities and needs of displaced, host and mobile populations. This will allow us to put the particular **needs and rights of individuals** and the well-being of communities at the core of IOM's and our partners' operations.

We strive to be **accountable to crisis-affected populations**.

IOM's prominent role in **humanitarian coordination and planning architecture** will be central to our efforts to promote principled and inclusive humanitarian action and increase and maintain **humanitarian access**. Increased localization, with more participation and leadership of governments and local actors, will provide IOM with opportunities to share its expertise to plan and deliver responses that save lives and **promote recovery**.

A woman wearing a blue IOM vest is sitting on a bench at a bus stop, talking to a man in a red jacket. The vest has the IOM logo and 'IOM MM' on it. The background shows other people and a bus stop structure.

HUMANITARIAN PRINCIPLES IN ACTION

In an increasingly complex world, applying humanitarian principles requires IOM to have the necessary **capacity** and **expertise** at all levels of the Organization. IOM will draw on its operational presence to assist its staff and partners to act in accordance with those principles while **developing adapted solutions** and **pragmatic approaches**. Enhanced partnerships at local and global levels, including through humanitarian country teams, will communicate **good practices**, support **advocacy** efforts, and **promote** respect of humanitarian principles by relevant stakeholders.

A woman with a red headwrap and a yellow cardigan is carrying a baby in a brown sling. They are in a classroom, with a chalkboard in the background. The woman is looking directly at the camera with a serious expression. The baby is looking to the side and has its hand near its mouth. The text is overlaid on a dark blue box in the top right corner.

HUMANITARIAN, DEVELOPMENT AND PEACE NEXUS

As a triple-mandated agency, from the onset of a crisis, IOM is committed to **planning for** and **working towards** the transition from humanitarian response to post-crisis development-driven operations and programmes. IOM will increasingly utilize **joined-up approaches** based on shared, **risk-informed** and **gender-sensitive analysis**. We will expand our support for **prevention, mediation** and **peacebuilding**, and **early recovery** to decrease the risk of conflict, disasters and crises that generate humanitarian needs and undermine development.

OBJECTIVE 2



DRIVING SOLUTIONS
TO DISPLACEMENT

OBJECTIVE 2

DRIVING SOLUTIONS TO DISPLACEMENT

IOM reduces the risks and impacts of climate change, environmental degradation, conflict and instability for communities affected by or at risk of displacement.

As global displacement reaches record levels, IOM will go beyond simply responding to displacement crises to **anticipating and mitigating risks** and **enhancing preparedness**.

IOM's ability to bring together the **foremost migration experts** and the technological capacity of the **private sector** will be central to our efforts to develop data-driven capacity to foresee migration and displacement patterns. This will enhance our ability to **co-create with and empower** governments, communities and displaced people to avoid and minimize the negative impacts of displacement.

Developing countries, especially small island developing States, must be prepared for the impact of climate change. IOM will step up assistance for State-led efforts to plan migration in the context of **climate change adaptation** and **enhance the resilience** of affected communities, including populations that are unable to move out of harm's way. We will support people who want to stay in their home areas by increasing investments in **disaster risk reduction measures** and **local adaptation**. IOM will embed environmental standards across our operations to ensure that we contribute to reducing environmental degradation, always looking for opportunities to promote **biodiversity conservation** and sustainable **natural resource management**.

In areas impacted by conflict, crisis and fragility, IOM will mobilize **peacebuilding efforts** to prevent and resolve conflict, improve stability and, ultimately, contribute to the establishment of resilient, peaceful and inclusive societies.

We will strengthen **social cohesion**, promote **good governance**, prevent and respond to **human rights violations** and improve **public infrastructure**.

With more people living in displacement for longer, IOM will build **resilience** and **self-reliance** by increasing access to livelihoods and housing, land and property rights, with specific provisions to include marginalized groups.

Working towards common outcomes to achieve durable solutions, IOM will increase its investment in **development approaches** that integrate health care, education, livelihoods and community-based protection mechanisms to support successful **integration**.

IOM will help people to move away from situations of risk and persecution by working closely with governments, United Nations agencies and other stakeholders to enable **resettlement**, and will boost efforts to facilitate safe, voluntary and dignified **return** and **sustainable reintegration** of displaced persons.



STRATEGIC FORESIGHT AND PREPAREDNESS

Policymakers and implementers need data to anticipate how drivers may affect migration and displacement. IOM will work with stakeholders, such as governments, academia and the private sector, to develop **innovative data sources and methods** and regularly **scan, assess** and **evaluate the data to identify** potential changes in the magnitude of migration and displacement. IOM will support **multi-stakeholder forums** – both virtual and in-person – to promote joint analysis, planning and action based on data. IOM will assist States to **interpret, prioritize** and **act on the data** in their specific contexts.

GOVERNMENT- LED SOLUTIONS TO INTERNAL DISPLACEMENT

In the face of the projected exponential growth in internal displacement, IOM supports the [United Nations Secretary-General's Action Agenda on Internal Displacement](#) to better respond to, prevent and solve internal displacement crises. IOM will work in partnership with key stakeholders to support the implementation of development-oriented approaches that are [State-led](#) and [adequately financed](#). To achieve this IOM will support States to put in place the necessary [strategies, coordination arrangements](#) and [capacity-building](#) to implement initiatives at scale.



OBJECTIVE 3



**FACILITATING PATHWAYS
FOR REGULAR MIGRATION**

OBJECTIVE 3

FACILITATING PATHWAYS FOR REGULAR MIGRATION

IOM prioritizes whole-of-government, whole-of-society approaches to safely connect people, goods, services, knowledge and innovation.

In a context where the promise to leave no one behind and the Sustainable Development Goals are in danger of not being realized, IOM works to unleash the potential of migration by assisting States to **establish, expand and enhance regular migration pathways**, while **reducing irregular migration**.

We will support governments to realize their development priorities through migration, from **eradicating poverty** and **reducing inequalities** to **shaping sustainable cities** and societies. Leaving no one behind will require IOM to advocate the **integration of migrants and migration** across development planning.

IOM will work with partners to make existing and new regular pathways **accessible and inclusive** to enable more individuals to benefit from opportunities for development and protection. Increased numbers of people, including youth and people with disabilities, will be able to access **opportunities for education and work** outside of their countries of birth and to **reunite with family**. We will **prepare migrants** for safe, legal and successful migration prior to leaving their country of origin.

IOM will strive to position **social protection** and **health coverage** for migrants in global, regional and national agendas, recognizing them as vehicles to reduce inequalities and maximize migrants' contributions to societies. We will promote comprehensive **health programmes** and work along migration pathways to build communities' health resilience, enhance health security and strengthen migration health governance.

As migrant communities continue to grow, IOM will facilitate **diaspora engagement** to leverage migrants' economic, human and social contributions through the use of **big data, machine learning** and other innovative methodologies.

IOM will facilitate governments' access to the latest **border management** technology, systems and procedures to achieve safer and seamless cross-border movement and to reduce irregular migration. We will also increase access to **legal identity** through technical assistance related to **national civil registration, identity management systems** and **consular services**.

Through scaling up services, IOM will be ready to provide **protection and assistance** to migrants vulnerable to violence, exploitation and abuse, and we will develop institutional capacity to ensure the sustainability of our comprehensive programming to prevent and address **migrant smuggling** and **human trafficking**.

In countries requiring operational support, IOM will facilitate safe, dignified and the rights-based **return, readmission** and **sustainable reintegration** of migrants into their countries of origin, or third countries.

At all stages, we will address the intersecting forms of **discrimination, exclusion** and **exploitation** which impede migrants' ability to exercise their rights and contribute to sustainable development. To stop unjust scapegoating and clear the road ahead for transformative change, IOM will work with partners to achieve a fundamental shift in **migration-related narratives**.

For long-term impact, IOM will double down on our role as a facilitator of **South–South and triangular cooperation**, promoting South–South regional integration and interregional collaboration through the State-led inter-State consultation mechanisms on migration.

LABOUR MIGRATION

Global prosperity is being hampered by a lack of employment in some areas and labour shortages in others. IOM will enhance technical assistance to private sector and government-led **skills mobility initiatives** that connect migrants to decent work opportunities. IOM will scale up its work with businesses to promote migrant-centred **human rights due diligence** and foster **inclusive workplaces**. IOM programmes will also contribute to successful labour migration by equipping migrants with skills and knowledge for the **twenty-first century workplace** through **entrepreneurship and skills training**, and improving access to **social protection and finance**.





MIGRATION GOVERNANCE AND LEGAL IDENTITY

Enhancing well-managed migration is key to preventing irregular migration, including through strategically and consistently addressing **access to legal identity**, both for migrants and for populations as a whole. Legal identity facilitates regular migration channels, enhances the agency of all to exercise their rights, and enables rights-based return. IOM will support States to transition to the use of **digital technology** to establish identity and facilitate access to services, while ensuring that people's rights to **privacy and data security** are upheld.



Over 760,000 people have been displaced from their homes due to the extreme drought that is affecting Somalia and the Horn of Africa. Most displaced persons head to larger urban centres like Doolow. © IOM 2022 / Claudia Rosel

MIGRATION AND CLIMATE CHANGE

Migration and climate change are intricately linked, forming a complex interplay that significantly impacts individuals, communities and societies worldwide.

Climate-induced migration occurs when individuals or communities leave their homes due to the adverse impacts of climate change, such as prolonged drought, flooding or the loss of arable land.

The pressures exerted by climate change can lead to both internal migration, where people relocate within their own countries, and international migration, as individuals seek refuge in more stable regions.

IOM will play a crucial role in addressing the complex intersection of migration and climate change. Recognizing that climate change is a significant driver of migration, IOM will develop a multifaceted approach to provide solutions for people to move, for people on the move and for people to stay.

IOM will focus on assisting communities affected by climate-related events, implementing measures to enhance resilience and reduce vulnerabilities. This will involve working closely with governments and local partners to develop and implement sustainable adaptation strategies.

IOM will engage in policy advocacy at national and international levels, promoting the inclusion of migration considerations in climate change policies, and vice versa. We will emphasize the importance of recognizing and protecting the rights of migrants, especially those displaced due to climate change.

IOM will invest in research and data collection to better understand the dynamics of climate-induced migration. By enhancing knowledge and understanding, we aim to inform evidence-based policies that address the specific challenges faced by climate migrants.

IOM will actively participate in capacity-building and knowledge-sharing initiatives, collaborating with governments, civil society and other stakeholders to strengthen the global response to the multidimensional challenges posed by the link between migration and climate change.

IOM's comprehensive approach reflects our commitment to addressing the immediate and long-term impacts of climate change on human mobility while advocating sustainable and inclusive solutions on a global scale.

ENABLERS



To meet the challenges the world will face over the next five years, IOM must have the right systems, human resources and practices in place.



WORKFORCE

IOM's diverse and capable people are our most valued asset. Through investing in better workforce planning and people management, we will facilitate their professional development and improve their daily workplace experience. IOM will have flexible systems and procedures in place to ensure it can adapt to the future of work while ensuring the safety, security and well-being of its staff. IOM will strengthen its security posture and foster an inclusive and enabling work environment. Our leadership will have the ability to connect, motivate and inspire a sense of our shared vision and values.



PARTNERSHIPS

Long-term partnerships built on trust mean that we will have the right networks and entry points in place to deliver multidimensional, whole-of-society and whole-of-government solutions. We are committed to developing more equitable partnerships with national and local actors and advocating that they play a more central role in developing and delivering migration-related policies and programming. We will leverage our convening role on migration, not least through our role as Coordinator and Secretariat of the United Nations Network on Migration and our membership of the Inter-Agency Standing Committee.



FUNDING

IOM's vision will only be realized with significant financial investment and better quality funding. While the Organization continues to receive high volumes of project funding, a strong value proposition based on a clear strategic direction, proven impact and efficient use of resources will attract more flexible, multi-year funding. Improved innovative financing capacity will be used to complement traditional resource mobilization approaches. While we will continue to deliver projects, IOM aspires to shift to programmes comprising a mix of short-, medium- and long-term interventions.



DATA AND EVIDENCE

IOM will be the pre-eminent source of migration and displacement data for action, which help save lives and deliver solutions; data for insight, which help facilitate regular migration pathways; and data for foresight, which help drive anticipatory action. IOM will have the systems and data fluency to collect, safely store, analyse, share and apply disaggregated data and evidence across the mobility spectrum. Our extensive data and research repositories will underpin evidence-based policies and practices. Data will be central to the internal decision-making and management of the Organization.



LEARNING AND INNOVATION

As an innovator within the migration space, solution-focused thinking will be evident throughout our global operations and programmes. Our comprehensive knowledge management practices will allow IOM to conceive and scale solutions to some of the most significant challenges facing the world. We will use existing and emerging technologies, such as artificial intelligence and big data, to anticipate and respond to changes, while being alive to their potential misuse. Our capacity to learn and innovate will be underpinned by strong collaboration with the private sector and academic partners.



COMMUNICATION

We will take a data-driven and co-designed approach to developing communication interventions that shape a balanced and objective narrative on migration and provide a platform for migrant voices to be heard. Our communications will position IOM as the leading authority on matters relating to migration, building awareness of our work and inspiring people to support our vision. Improved internal communication will ensure employees stay connected to their workplace, identify with IOM's values and vision, and develop a sense of belonging.



INTERNAL SYSTEMS

As IOM evolves, so must its organizational infrastructure and ways of working. The increased use of secure digital technologies and digitized information and data will improve and streamline processes and efficiency across the Organization. We will strike a balance between high compliance standards and robust risk management practices, while ensuring that our internal systems and processes are as accessible and user-friendly as possible. Enhanced strategies to manage security risks will be implemented to enable IOM's programming without exposing staff and assets to unnecessary risk. Our internal systems prevent fraud, corruption, and misuse of resources and other forms of misconduct.



The Multi-Sectoral Needs Assessment (MSNA) is a country-wide data collection activity aiming to capture information on the situation, needs, vulnerabilities and integration of refugees from Ukraine in Poland. Led by UNHCR in close collaboration with IOM, over 3,500 surveys were completed across 68 municipalities. © IOM 2023 / Alexey Shvirin

CROSS-CUTTING PRIORITIES



Across the Organization and throughout our programmes we hold ourselves to the highest standards, because it's the right thing to do and because it will deliver the best results for migrants, Member States and our staff.

INTEGRITY, TRANSPARENCY AND ACCOUNTABILITY

Our leadership will oversee an organizational culture and internal systems that promote integrity, accountability and transparency. We will measure our progress against clearly defined goals and objectives, which will improve the visibility of our results for Member States and the people we serve. IOM will facilitate transparent discussions about our results and take corrective actions where necessary. We continue to strengthen our response to ethical challenges faced by our workforce, and by the individuals and communities with which we work.

EQUALITY, DIVERSITY AND INCLUSION

IOM strives to uphold the dignity and human rights of all persons throughout their migration journey. We will address unequal opportunities and outcomes experienced by migrants and our staff based on sex, gender, age, race, ethnicity or disability. We will systematically dismantle the attitudinal, environmental and institutional barriers preventing us from achieving our targets. These efforts will be underpinned by meaningful consultations with, active participation of, and representation by all sectors of society, including youth, indigenous communities and women.

PROTECTION-CENTRED APPROACHES

IOM is committed to placing the human rights and well-being of all migrants at the centre of our operations and decision-making. IOM will support the efforts of States to fulfil their responsibilities to reduce protection risks and address the needs of the most vulnerable. We will be guided by rights-based approaches across our migration programming, demonstrate commitment to child safeguarding, involve the individuals and communities we serve in decision-making, and protect them from sexual exploitation and abuse.

ENVIRONMENTAL SUSTAINABILITY

IOM will lead environmental sustainability innovation for impact and scale in the humanitarian and migration management sector. Caring for people and the planet is one of our core values, and we are committed to mainstreaming environmental sustainability into our projects and programmes, and facilities management and operations. IOM will have an ambitious environmental governance and environmental management system, drawing from United Nations system-wide commitments.



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