

# ANNUAL REPORT 2022





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## NOTE

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## ACRONYMS

ASEAN	Association of Southeast Asian Nations
CCCM	Camp coordination and camp management
COP27	Twenty-seventh Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change
COVID-19	Coronavirus disease 2019
CSO	Civil society organization
DTM	Displacement Tracking Matrix
GFMD	Global Forum on Migration and Development
IASC	Inter-Agency Standing Committee
IATI	International Aid Transparency Initiative
ICT	Information and communications technology
IDPs	Internally displaced persons
IGF	Internal Governance Framework
IGO	Intergovernmental organization
IRIS	International Recruitment Integrity System
NFI	Non-food items
NGO	Non-governmental organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OECD/DAC	Development Assistance Committee of the Organisation for Economic Co-operation and Development
POEM	Peer Exchange and Learning on Migration
PRIMA	Project Information and Management Application
PSEA/SH	Protection from sexual exploitation and abuse and sexual harassment
SCAAN	Security Communications and Analysis Network
SDGs	Sustainable Development Goals
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime
UNSMS	United Nations security management system
WASH	Water, sanitation and hygiene
WHO	World Health Organization

## FOREWORD

In 2022, the world began to recover from the significant global upheaval caused by the COVID-19 pandemic. As countries around the world adjusted to the “new normal”, human mobility gradually re-established itself, although has not yet reached pre-pandemic levels.

This year’s annual report reflects the breadth of the Organization’s work across the three pillars of the Strategic Vision: resilience, mobility and governance. Through its extensive programming, IOM worked with its partners throughout 2022 to deliver comprehensive and integrated solutions to human mobility spanning humanitarian, development and peace dimensions, including in some of the most complex contexts in the world.

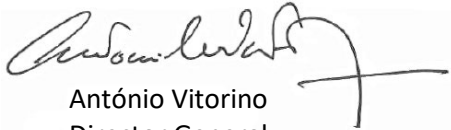
Drawing on its significant operational presence, IOM has been on the front line of responses to the most high-profile and distressing humanitarian situations around the world, notably in Ukraine. New and ongoing conflicts, violence, persecution and human rights abuses have seen the number of people forcibly displaced reach over 100 million, 71.1 million of whom are internally displaced. In Ukraine, IOM worked with border management agencies to ensure that border crossing points allowed people fleeing the conflict to safely find refuge, while at the same time the Organization provided life-saving assistance and protection support and scaled up efforts to address longer-term socioeconomic impacts in Ukraine and neighbouring countries.

Climate- and weather-related disasters continued to trigger large-scale displacement across the globe. Drought and famine in Somalia forced over 1 million people to leave their homes; devastating floods in Pakistan affected one-third of the country, impacting the lives of 33 million people; and major tropical storms battered Bangladesh and the Philippines. While IOM has been supporting governments and communities through these crises, the Organization is also looking to long-term solutions to the challenges brought by climate change.

Climate change is reshaping migration patterns in every part of the world. IOM remains committed to taking urgent action to design and implement sustainable solutions to assist and protect those who are most affected by the adverse impacts of climate change. In 2022, 23 IOM country offices engaged in climate change adaptation activities, 21 in mitigation activities, and 43 provided related policy support. IOM participated in high-level discussions and more than 55 side events during the COP27, working with partners to ensure that the nexus between human mobility and climate change continues to be considered in climate change negotiations.

IOM continued to expand its institutional approach to migration governance, not least through its role as Coordinator of the United Nations Network on Migration. The first International Migration Review Forum took place at the United Nations Headquarters in New York from 17–20 May 2022. The resulting Progress Declaration provides States and all partners with a common way forward on migration governance.

As the world continues to strive to achieve the ambitions outlined in the Global Compact for Safe, Orderly and Regular Migration and to accelerate progress towards the Sustainable Development Goals, IOM remains committed to working with Member States, the United Nations system and all stakeholders to ensure that migration and mobility can be harnessed for the benefit of all.



António Vitorino  
Director General



## INTRODUCTION

1. Founded as the Provisional Intergovernmental Committee for the Movement of Migrants from Europe by 16 States in 1951 following the Second World War, by 2022 IOM had grown into a global organization with 175 Member States, a budget of USD 2.9 billion and 18,934 staff operating in over 100 countries.
2. The inaugural International Migration Review Forum was held in May 2022 to discuss and share progress on the implementation of all aspects of the Global Compact for Safe, Orderly and Regular Migration, including as it relates to the 2030 Agenda for Sustainable Development. IOM devoted considerable resources, including through its role as Secretariat of the United Nations Network on Migration, to ensure that the Forum was inclusive and successful. The resulting Progress Declaration sets out a series of recommendations to accelerate implementation of the Global Compact and to strengthen international cooperation on international migration.
3. IOM's restructuring of its Headquarters came into force on 1 January 2022. Reflecting its significant growth and the new leadership structure of the Organization, the restructure included the creation of a flagship Global Data Institute and the establishment of a Department of Policy and Research, reflecting IOM's focus on learning from its field presence and supporting and helping to shape migration dialogue and policy. In addition, a new department, the Department of Strategic Planning and Organizational Performance, was established under the Executive Office (formerly the Office of the Director General), bringing together core IOM functions, including results-based management, risk management, central evaluation, compliance, and coordination of the IGF. Additionally, the creation of the Department of Peace and Development Coordination reflects the increasingly interconnected nature of IOM's work across the humanitarian, development and peace sectors, and the growing implications of climate change impacts for IOM's programming.
4. Following four years of consultations and negotiations, IOM Member States agreed to historic budget reform measures during the Thirtieth Session of the Standing Committee on Programmes and Finance in June 2022, through the adoption of Resolution No. 31 of 28 June 2022 on investing in the core structure of IOM. Resolution No. 31 amended the definition of the "core structure" to include leadership positions in country offices, and allowed for a USD 60 million increase in assessed contributions to be implemented gradually over the next five years, while recognizing that the strengthened core structure would require an additional USD 75 million annually.
5. Further internal reforms, including through the application of the IGF, have delivered estimated efficiency gains of USD 8.2 million in 2022. The majority of these gains relate to the automation of administrative and procurement functions. The identification of the new enterprise resource planning system vendor in 2022 furthers IOM progress towards greater organizational efficiency and transparency.
6. As human mobility began to rebound from the impact of the ongoing COVID-19 pandemic, IOM continued to address the significant health impacts on migrants, including through improved access to vaccination, while also taking steps to mitigate the broader socioeconomic impacts of the crisis.
7. IOM's crisis response remained at the forefront of its work, with 115 of the Organization's 171 country offices engaging in humanitarian activities. The start of the war in Ukraine in February 2022 saw IOM boosting its capacity in Ukraine and neighbouring countries to respond to the growing humanitarian needs of Ukrainians forced to flee the country, those internally displaced, and stranded third-country nationals.

8. In a briefing to the United Nations Security Council in April, the Director General set out the situation of refugees, IDPs and returnees in Ukraine. Moreover, in September, he travelled to Ukraine and neighbouring countries to witness these operations in person and discussed IOM's work to support displaced populations with President Zelenskyy of Ukraine, in Kyiv.

9. IOM's country offices in Afghanistan, the Islamic Republic of Iran, Kazakhstan, Pakistan, Tajikistan, Turkmenistan and Uzbekistan have continued their support to Afghans displaced by the complex, multidimensional crisis in Afghanistan. At the same time, 37,778 Afghan nationals were provided with international resettlement support to over 50 countries of destination.

10. Climate-related crises continued around the world, causing widespread displacement and suffering; for example, more than 7.9 million people were displaced by the floods in Pakistan and approximately 36.4 million were affected by drought in the Horn of Africa. In this regard, IOM research showed that migration can be a powerful adaptation tool for populations facing the impact of climate change.

11. As the year came to a close, IOM held its annual Council meeting, which included a high-level segment on the intersection between climate change and human mobility. During the high-level segment, interventions were made by 1 Vice President, 1 Deputy Prime Minister, 19 ministers, 9 vice-ministers, 6 secretaries of state and 15 other high-level speakers.

## **IOM OPERATIONS AND ACTIVITIES**

### **Humanitarian response and resilience**

12. IOM continues to be one of the principal agencies responding to crisis situations worldwide, including conflict, violence, slow- and sudden-onset disasters and health emergencies. In 2022, IOM's work on the mobility dimensions of crisis had an operational reach of over 31.1 million people, including IDPs, refugees, migrants and host communities, either directly or as part of community-based programmes.

13. People affected by crises continue to face challenges and experience vulnerabilities distinct from those of the general population. In 2022, armed conflict, environmental shocks, disasters and climate change had led to the forced migration of a record 108.4 million people around the world. Of these, 60.9 million were internally displaced. This highlights the need for improved strategies to increase the resilience of populations to shocks, together with a robust humanitarian response.

### ***Life-saving response and humanitarian assistance***

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

15. Each year, IOM produces a global report on operations and emergencies, which provides a snapshot of IOM's crisis-related activities in the areas of emergency preparedness and response; transition and recovery; and resettlement and movement management. The report is based on the

inputs collected through the Organization's yearly reporting exercise, in which more than 115 country offices report on direct or community-based assistance, technical support and capacity-building activities provided during the previous year. Once finalized, the report for 2022 will be available on the [Global Crisis Response Platform](#). This section contains a summary of the results achieved.

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

By the end of 2022, about 5.4 million people were displaced in different parts of Ukraine due to the conflict. IDPs, particularly in the western parts of Ukraine, struggle to find adequate accommodation and income, resulting in vulnerability to exploitation, gender-based violence and family separation. In addition, there were an estimated 8 million Ukrainian refugees living in different countries in Europe and beyond. During the year, IOM provided humanitarian border management programming at over 30 border crossing points and arrival locations, and there was continued use of the humanitarian "Green Corridor", which saw 34,930 people transported safely by road from the Ukraine–Republic of Moldova border to Romania and other European countries assisting with the large flows of people displaced from Ukraine. Through the European Union solidarity programme, IOM transferred vulnerable individuals to European Union Member States and associated countries that have pledged to receive Ukrainian refugees. Moreover, in 2022, IOM supported the safe and dignified movement by air of 114 unaccompanied minors from Poland to Switzerland. While 5.5 million Ukrainians chose to return home in 2022, displacement dynamics remained fluid, and nearly 60 per cent of those who returned home do not feel safe.

IOM received USD 466 million in funding to support its response to the Ukraine crisis in 2022, which represented 90 per cent of funding needs. This allowed IOM to scale up its operations within Ukraine and in surrounding countries. By the end of the year, life-saving and protection assistance had been provided to over 3,250,000 individuals, including 2,143,959 that received emergency WASH supplies, and benefited from the rehabilitation and repair of WASH systems; and 119,403 reached with health-related services, promotion and capacity-building. At the onset of the conflict, IOM immediately drew on its global supply chain capacity to procure and deliver EUR 20 million worth of assistance. IOM was also able to receive, manage and ultimately deliver USD 7.5 million worth of in-kind donations from Canada, France, the United Kingdom, the United States of America and elsewhere, that were flown or trucked into Poland and Slovakia before either being distributed to refugees or brought into Ukraine for delivery. Over 1,800 staff and affiliates worked in the response in 2022, 86 per cent of whom were nationals of the countries in which they operate.

In a constantly changing environment, real-time situational knowledge of the location, needs and intentions of people affected by the war has proved to be critical to response planning and delivery. The DTM was used to track mobility in 22 oblasts and in the city of Kyiv, enabling not only IOM, but all humanitarian partners, the Government of Ukraine and donor countries, to plan and coordinate the response. The data were used to quickly identify the location, most urgent needs, vulnerabilities and intentions of people affected by displacement. Furthermore, the DTM was deployed to conduct a number of studies in neighbouring countries to survey the needs and intentions of those fleeing the war and those crossing back into Ukraine.

The Organization's top priority has been the safety and protection of those displaced by the conflict, including third-country nationals, and ensuring that they are able to access assistance. In 2022, this included linking people in need to mid- and long-term accommodation; social assistance; financial support; education and day care for children; vocational and language training; job placement and livelihoods; and community cohesion programmes, while also addressing specific vulnerabilities and protection risks, such as human trafficking and gender-based violence, and child protection risks, particularly for unaccompanied or separated children. For further information, see [Ukraine Crisis 2022–2023: 1 Year of Response](#).

16. Despite a difficult operating context and following the turbulent transfer of power, IOM has been able to scale up its operations within Afghanistan. In parallel, IOM scaled-up its operational capacity and response in neighbouring countries in order to mitigate the impacts of the crisis in the region; support governments and host communities to achieve socioeconomic recovery and inclusive sustainable development; and identify and facilitate durable solutions, such as local integration, relocation and resettlement.

17. In 2022, IOM's CCCM operations reached over 4.1 million people living in more than 2,050 displacement sites across 37 countries. Displaced populations living in sites in Bangladesh, Ethiopia, Nigeria, Somalia and South Sudan accounted for more than 60 per cent of the total number of people IOM supported in this regard. Self-settled and informal settlements accounted for roughly 62 per cent of all sites in which IOM was active. In 2022, IOM trained more than 29,000 people in CCCM, including staff, partners, national and local authorities and affected communities, with participants from Nepal as part of the "Open Space" CCCM preparedness effort accounting for the largest group.

18. During the year, IOM's shelter and NFI operations reached approximately 9.5 million people in 80 countries, an increase of 18 countries since 2021. IOM continued to be one of the leading shelter and settlements responders, providing emergency shelters, household items, transitional shelter solutions and repair and reconstruction support to affected populations. The Organization successfully delivered 2,364 m<sup>3</sup> of NFIs from its global stocks to 10 IOM field missions in 2022, representing an increase of 9 per cent in volume, and 49 per cent in terms of weight, compared with deliveries made in 2021. The scale and speed of the movements was aided by the establishment of innovative quality assurance systems and procedures shaped by the IOM Supply Chain Strategy 2022–2026, which have resulted in faster delivery lead times and reduced costs through consolidation of orders and better planning. In addition, an increase in the working capital to USD 3.3 million by the end of 2022 has enabled the delivery of a total of USD 12 million of assistance from 2015–2022.

19. In 2022, 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 61 countries, providing support to 12.9 million people, and is increasingly working on long-term solutions in protracted displacement sites. In Yemen, for example, IOM completed the construction of a water pumping station, a 300m<sup>3</sup> storage tank, the transmission line and two water distribution networks for a large-scale water supply system that will benefit more than 15,200 individuals and connect four IDP sites located in Sirwah and Marib Al Wadi districts.

20. In 2022, over 29 countries reported cholera cases or outbreaks, compared with 23 countries in 2021. IOM provided cholera-related support in 12 countries, namely Burundi, Cameroon, Ethiopia, Haiti, Iraq, Kenya, Lebanon, Mozambique, Nigeria, South Sudan, the United Republic of Tanzania and Yemen, and also responded to an outbreak of acute watery diarrhoea in Somalia. After three years of no reported cases of cholera in Haiti, the Haitian Health Authorities declared a cholera outbreak in October 2022. Between October and mid-November, IOM and its seven partner organizations distributed 95,120 cholera-related articles. In Lebanon, IOM responded to the country's first cholera outbreak in 30 years. As a member of the national cholera taskforce, chaired by the Ministry of Public Health, IOM mounted a health and WASH response, including providing training on infection prevention and control to approximately 250 health-care workers.

21. Overall, IOM is a key player in responding to humanitarian and public health emergencies and supporting health system recovery and resilience. Providing health-related support in emergencies is an essential part of IOM's humanitarian mandate. In 2022, IOM had a strong global team of 5,390 people working on health programming in humanitarian and public health emergency contexts and

established emergency health-focused projects in 47 countries facing humanitarian crises. IOM's emergency health programming includes the provision of direct health-care services, health promotion, mental health and psychosocial support and outbreak preparedness and response activities.

22. In 2022, IOM supported the running of 121 primary health-care facilities and provided over 5.5 million primary health consultations and 273,862 antenatal consultations in humanitarian/crisis contexts. For example, as part of the humanitarian response to migratory flows from the Bolivarian Republic of Venezuela, the IOM Office in Colombia established a series of 34 community health networks across 18 territories to strengthen local capacities, empower communities in the promotion and care of their own health and support the management of the health risks of affected populations.

23. The drought in the Horn of Africa saw IOM providing comprehensive life-saving primary health-care assistance to drought-affected populations in Ethiopia, Kenya and Somalia, in areas including mental health and psychosocial support, communicable diseases and outbreak prevention and response. Globally, the Organization's health teams referred 926,958 people for treatment of moderate or severe acute malnutrition and responded to 112 outbreaks of diseases such as poliomyelitis, measles and Ebola virus disease, including by vaccinating 1.5 million people in outbreak scenarios. Additionally, IOM provided mental health and psychosocial support services in 32 crisis settings, including basic service provision, family and community support, focused services and specialized clinical care.

24. IOM is committed to using the best modalities and mechanisms available to ensure effective and dignified assistance for those in need – including cash, vouchers and in-kind assistance – and fostering value for money. IOM's cash-based interventions continued to grow, with 2.67 million beneficiaries reached, which represents a 43 per cent increase from 2021. Building on lessons learned from IOM and other stakeholders, the *IOM Cash-based Interventions Strategy 2022–2026* was published in December 2022. Through the strategy, IOM endeavours to use cash-based interventions as a catalyst for more comprehensive and sustainable solutions by linking humanitarian cash assistance with social protection systems, livelihood support and other development programmes. Dedicated training on cash-based interventions was developed and 15 face-to-face courses delivered, attended by 360 IOM staff members from 74 country offices, 6 regional offices, the Panama and Manila Administrative Centres and Headquarters.

25. IOM continues to make steady progress on the high-level commitments made in the Call to Action on Protection from Gender-Based Violence in Emergencies: Road Map 2021–2025. The *IOM Institutional Framework for Addressing Gender-based Violence in Crises* was launched in the Asia and the Pacific and the East and the Horn of Africa regions, focusing on three institutional approaches: mitigating risks, supporting survivors and addressing root causes. At the national level, the IOM Office in Poland worked with local partners, including local women's organizations, to ensure all implementing partners were trained on mitigating the risks gender-based violence and safe handling of disclosures of gender-based violence and PSEA. In Ethiopia, IOM provided life-saving care to survivors of gender-based violence in conflict-affected regions, employing a multidisciplinary approach whereby gender-based violence, health and mental health and psychosocial support teams worked in close coordination, sometimes in the form of multisectoral mobile teams, to provide compassionate care to survivors. The IOM Office in South Sudan tackled gender and power inequalities and utilized longer-term programming to address the root causes of gender-based violence.

26. IOM's humanitarian border management work in 2022 assisted States to put in place mechanisms to allow populations in crisis to safely move between countries. In response to the crisis in Ukraine, IOM collaborated with States, embassies, border authorities and other partners to ensure the safe and dignified movement of people affected, including supporting the voluntary return of third-

country nationals to their countries of origin. In Argentina, IOM, together with UNHCR, supported the development of a special humanitarian visa programme for nationals and residents of Mexico, Central America and the Caribbean displaced by disasters.

27. IOM strengthened efforts to mainstream accountability to affected populations principles across its crisis-related programming and supported inter-agency collective approaches in this regard. Thirty-nine IOM offices engaged in crisis-related responses had focal points participating in inter-agency coordination on accountability to affected populations and 71 country offices supported governments or other humanitarian actors to ensure that affected populations could participate in humanitarian responses. For example, the Psychosocial Mobile Teams of the IOM Office in Türkiye regularly conducted pop-up surveys to understand the needs of displacement-affected communities and to identify existing capacity within the communities. This ensured that communities were involved in activity design and implementation, while also increasing the availability of mechanisms on accountability to affected populations.

28. In 2022, IOM took steps towards a more strategic approach to disability inclusion with the establishment of the Gender and Diversity Coordination Unit, which is tasked with coordinating IOM's disability inclusion work across the Organization. IOM piloted an approach to disability inclusion in CCCM in Bangladesh, Ethiopia, Fiji and Mozambique, as part of a broader project. This exercise allowed IOM to collect lessons learned and start the development of a more coordinated approach to disability inclusion in CCCM, which can be replicated to other sectors. In Bangladesh, IOM expanded its cooperation with CBM Global Disability Inclusion, a leading disability organization, to address barriers faced by migrants with disabilities, training over 700 staff and partners in Cox's Bazar. In Türkiye, IOM led a mapping exercise of organizations of persons with disabilities to be used as basis for further cooperation. While, in Mozambique, IOM increased its support to committees of persons with disabilities and, in Fiji, IOM cooperated with the Pacific Disability Forum, jointly working on tools and training.

29. As the number and frequency of disasters rise, so does the need to better equip governments, communities and individuals to prepare for them, including through innovative approaches. During 2022, IOM piloted an innovative shelter model in the Philippines, complete with a safe room for typhoon-prone communities. The model is now widely recognized as replicable and affordable by governmental and non-governmental humanitarian actors, and some local governments in the Philippines have included it in their post-disaster recovery plans. At the institutional level, IOM developed an emergency preparedness toolkit aimed at supporting country offices in the development of emergency preparedness programmes. Additionally, an online scenario-based simulation exercise was developed on emergency preparedness, which complements and provides a practical angle to the previously developed self-training modules. Overall, in 2022, 75 country offices conducted disaster and/or displacement preparedness activities.

30. Given its unique and diverse programming and its extensive operational footprint, IOM has a distinct comparative advantage within the United Nations system in operationalizing the humanitarian-development-peace nexus. The Organization's portfolio in the Central African Republic exemplifies this, as while IOM continued to provide multisectoral humanitarian assistance, including shelter, non-food items and multipurpose cash transfers, it also promoted peace and dealt with development issues, for example, through a project that engaged at-risk youth in peacebuilding activities, such as the provision of alternative means of livelihoods to discourage their participation in armed conflict, and another that trained local leaders to consider community-based decision-making, which had the result of building the confidence of community residents in their local leadership. In 2022, IOM completed an evaluation of its integrated strategic approach to operationalization of the humanitarian-development-peace nexus, which yielded a set of specific recommendations to strengthen the approach.

### *Inter-agency collaboration*

31. IOM actively participated in coordination forums at the global, regional and country levels and contributed to collective humanitarian responses, ensuring that migrants and displaced populations were taken into consideration. In 2022, IOM held a coordination role in 181 coordination platforms – in the form of clusters, sectors, working groups or taskforces – across 72 countries, sometimes leading or co-leading multiple platforms at the regional, national and subnational levels in the same country, such as in Ethiopia, Libya, Mozambique, South Sudan, Ukraine and Yemen.

#### **Box 2. IOM's contribution to addressing internal displacement**

In recent decades, IOM has become one of the lead global agencies responding to the needs of displaced persons. IOM has a formal role on internal displacement within the United Nations system as co-lead of the Global CCCM Cluster. Additionally, IOM hosts the largest repository of primary IDP data in the world and delivers programming on humanitarian assistance and durable solutions, the cost of which exceeded USD 1 billion in 2022 alone.

IOM is a member of the Steering Group on Solutions to Internal Displacement, which has met regularly since early 2022 to advance the United Nations Secretary-General's Action Agenda on Internal Displacement. Sixteen priority countries have been identified for collective action on durable solutions, and technical support has been provided by IOM's in-house Senior Advisor on Internal Displacement Solutions. Moreover, experts have been deployed to Afghanistan and Ethiopia, and IOM has seconded an additional senior adviser to the United Nations Office of the Special Adviser on Solutions to Internal Displacement.

Building further on its commitment to harness internal displacement data, IOM launched the Solutions and Mobility Index at the World Bank Fragility Forum 2022. The Index brings together a range of country-led initiatives in locations such as Iraq, Nigeria and Somalia to develop data tools and analysis related to durable solutions. In 2022, IOM and OCHA co-chaired the global Data on Solutions to Internal Displacement Task Force, which examined opportunities for and barriers to more effective use of data for solutions. The Task Force submitted a proposal on addressing data issues and gaps to the United Nations Office of the Special Adviser on Solutions to Internal Displacement.

Throughout 2022, IOM scaled up its durable solutions programming. In April 2022, IOM launched the community-based planning approach and an accompanying manual, which provides practical, accessible, step-by-step guidance to help staff integrate community-based planning into their projects. To date, the approach has been implemented in more than 10 countries, including Afghanistan, Ethiopia, Iraq, Papua New Guinea and Somalia. In Ethiopia, the Somali Regional State Durable Solutions Strategy 2022–2025 was launched to resolve protracted internal displacement in the region. The Strategy was developed under the leadership of the Somali Regional Government Durable Solutions Steering Committee, with technical support and advice from the Regional Durable Solutions Technical Advisory Group, which was co-led by IOM, OWS Development Fund and UNHCR.

32. IOM continued to engage extensively in IASC cluster coordination at the global and country level to ensure interventions responded to the needs of migrants in emergencies. The Organization has strengthened its leadership role on accountability to affected populations at the inter-agency level, notably by spearheading capacity-building in that area for country-level leadership. IOM also supported the independent review of the status of the IASC Policy on Protection in Humanitarian Action.

33. As co-lead of the Global CCCM Cluster, IOM provided leadership and coordination in emergency situations, developed guidance and tools, and trained over 29,000 people to ensure equitable access to assistance, protection and services for populations living in displacement sites worldwide. IOM was also an elected member of the Global Protection Cluster Strategic Advisory Group. In 2022, IOM became a member of the Global Cash Advisory Group, the inter-agency entity tasked

with developing global cash policies and lead the coordination of cash operations, and joined the Cash Learning Partnership Network. IOM continued its engagement in inter-agency groups working on early warning and preparedness both at global level and at field level, coordinating inter-agency pilots of anticipatory action to prepare for potential disasters, such as floods in Somalia, cyclones in the Philippines, drought in Malawi or an outbreak of pneumonic plague in Madagascar.

34. Highlighting the importance of collaboration to ensure safety and access during humanitarian responses, in 2022, IOM participated in an inter-agency project to create a common platform to link together existing security communications applications, including the SCAAN (Security Communications and Analysis Network) mobile application and dashboard. This interoperability facilitates sharing of security alerts and headcount results across United Nations agencies. In addition, SCAAN was used extensively to track convoy movements in Ukraine, ensuring the safety and security of IOM personnel and assets.

35. IOM data were also frequently shared with other humanitarian actors to inform their responses. For example, DTM data and analysis were used to inform 86 per cent of humanitarian response plans in 2022, up from 84 per cent in 2021. The DTM has also been adapted to specific needs, responding to requests from governments or other humanitarian actors to include specific areas of concern. For example, in Ukraine, before winter and in the light of increasing attacks on civilian heating infrastructure, the DTM was used to quickly understand what types of heating people were using and how prices had been affected by the war, so that partners could address heating needs.

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

36. In fragile and crisis settings, IOM supported the implementation of critical programming to assist governments, communities, and displaced and other affected populations, laying the foundations for longer-term recovery and development. In 2022, IOM maintained its focus on advancing programming across the humanitarian-development-peace nexus, while ensuring that assistance remained development-principled and that conflict- and gender-sensitive approaches were implemented in fragile and crisis contexts.

37. During the reporting period, IOM implemented 349 transition and recovery projects in 80 countries, reaching 1,522,660 people with activities in the following thematic areas: community stabilization; durable solutions; peacebuilding and peace preservation; disaster risk reduction; disarmament, demobilization and reintegration; preventing violent extremism; restoring housing, land and property rights; reparations and humanitarian support to victims of human rights violations; and elections support.

38. In communities of origin, 81 country offices were engaged in addressing inequalities and discriminatory access that drive displacement and unsafe migration. Of these, the majority focused on addressing socioeconomic inequality (71%) and gender equality (64%). For example, IOM offices provided livelihoods assistance/programming to 104,484 individuals affected by displacement, 65 per cent of which were female, and 75 per cent of whom were under the age of 18. In Afghanistan, IOM supported 50 women to establish a livelihoods association. Led by women for women, the association offers skills training and decent work for female returnees, IDPs and host community members with the intention of supporting both livelihood creation and integration support for returnees and IDPs.

39. In 2022, the DTM continued to support anticipatory action analytics, including an early warning system developed through the transhumance tracking tool in Nigeria; multi-hazard response/disaster risk reduction platform reports in Burundi; and drought analysis in Somalia. Building on its experiences in the Lake Chad Basin, Iraq, Somalia and other DTM operations, IOM, together with UNDP and the Government of Mozambique, launched a pilot exercise using the Solutions and Mobility Index in



northern Mozambique. In total, the DTM was active in over 92 countries. Based on the preliminary annual statistics, it tracked the movements of over 97.7 million people during 2022, including 51.2 million IDPs, 39.3 million IDP returnees, 2 million returnees from abroad and 5.2 million migrants.

40. 2022 saw IOM's migration, environment, climate change and disaster risk reduction programming, which spans all the thematic areas covered by IOM, consolidated within the same division. Over 30 per cent of the Operational Part of the Budget was allocated to climate change adaptation and risk reduction considerations, with the largest investments in Africa and the Asia-Pacific regions. Twenty-three IOM country offices engaged in climate change adaptation activities, 21 in mitigation activities and 43 in related policy support.

41. IOM continued to actively participate in global, national and regional policy forums to ensure the recognition of migration and displacement issues in discussions and outcomes of key climate policy processes. Working closely with Member States and a wide range of partners, IOM provided technical assistance that successfully supported the inclusion of human mobility in discussions during COP27. For example, the Director General participated in the high-level round table entitled "Climate Change and the Sustainability of Vulnerable Communities", which was the first time that human mobility was discussed during the High-level Segment of the Conference of the Parties. IOM's dedicated advocacy saw a rise in human mobility-related events at COP27, and human mobility dimensions were included in several key negotiated decisions. This engagement was reinforced by a high-level segment on the intersection between climate change, food security, migration and displacement at the 113th Session of the IOM Council, with 47 Member States and four observers taking the floor.

42. Building an understanding of the link between migration, environment, climate change and risk reduction will be key to developing appropriate mitigation and adaptation strategies. In 2022, 51 IOM offices produced research on situations in diverse locations, including Cambodia, Costa Rica, Iraq and Mali. IOM is also piloting guidance for governments on integrating human mobility into national adaptation plans in multiple countries, including the Marshall Islands, Peru, the Republic of Moldova and Tajikistan.

### **Box 3. Regional dialogue on climate migration**

Regional and multi-country frameworks provide the opportunity for States to take a collaborative approach to migration management that includes adaptation strategies to protect and empower communities adversely affected by climate change.

The Pacific Climate Change Migration and Human Security Programme facilitated national consultations across 13 countries, together with a week-long regional dialogue on climate mobility. Across all events governments, traditional leaders and representatives of civil society and community-based organizations contributed to the dialogue, which will inform the new Pacific regional framework on climate mobility.

In July 2022, IOM and UNFCCC provided support to the Government of Uganda on the organization of a regional interministerial conference on migration, environment and climate change in the East and Horn of Africa, with the aim of developing an integrated approach to climate change-induced mobility across the region. The conference resulted in the adoption of the landmark Kampala Ministerial Declaration on Migration, Environment and Climate Change, which was signed by Ministers representing 15 States.

Representatives of parliaments from countries Central America, and from the Dominican Republic and Puerto Rico, gathered through interparliamentary commissions to develop a new regional framework law on the management of climate change-related and environmental migration to enhance the governance of climate migration in the region. The initiative was supported by IOM and identified relevant approaches for governments to address the impacts of climate migration on human mobility.

The Issue Based Coalition on Migration in the Arab Region, of which IOM is a co-convenor, organized a regional dialogue on the climate change and migration nexus in the Arab region to discuss the impact of

climate change on migration patterns and trends to and from the region. This paves the way for cross-regional collaboration on climate-induced migration and displacement.

The 2022 Migration Dialogue for Southern Africa Senior Officials Meeting recommended the inclusion of migrants in health sector climate adaptation plans, and accelerated progress towards universal health coverage to alleviate the unequal distribution of health impacts among the most vulnerable.

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

43. IOM has an extensive and robust peacebuilding portfolio designed to both prevent and resolve conflict by identifying and addressing conflict dynamics as drivers of displacement, supporting sustainable peace and promoting reintegration. In 2022, IOM had 46 active peacebuilding projects in 24 countries globally. IOM provided support to 5,728 government officials in the development of tools, systems and strategies to identify and/or address drivers of conflict. Programming included community-level peacebuilding activities – including structured dialogue, mediation and community-based planning – and support for national and local authorities and civil society organizations to address drivers of conflict.

44. In Somalia, mental health and psychosocial support activities brought together community members and disengaged combatants to build empathy and rekindle social ties. The success of this peacebuilding intervention was evidenced by the increasing number of participating youths who reported finding it easier to secure housing, education and training opportunities. In another initiative, 97 per cent of beneficiaries of a project to strengthen community stabilization in Burkina Faso and the Niger surveyed stated that project activities contributed to improving social cohesion, and 81 per cent further agreed that the project had contributed to inclusive governance. In Colombia, IOM supported youth to change their relationships at the individual, family and community level through workshops on conflict resolution and non-violent communication.

45. IOM is increasingly working to address the nexus between conflict, climate change and human mobility. In the Philippines, IOM is building evidence on the interlinkages between conflict and climate change through a human mobility lens and directly engaging conflict-prone communities in strengthening their local governance and socioeconomic resilience to climate change. This will help address the emerging drivers of conflict and promote sustainable peace and development. In the Niger, water supply systems have been built in collaboration with the local community and government stakeholders to reduce the likelihood of intercommunity conflict brought on by water scarcity, which is being compounded by climate change.

46. IOM additionally works to resolve housing, land and property issues in support of peace and to create durable solutions. Throughout 2022, 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. In South Sudan, IOM reached about 80,000 individuals with information about housing, land and property issues via the Voice of Hope radio station, and provided one-time cash assistance to help 4,746 individuals obtain formal land documents to guarantee security of tenure.

47. Twelve country offices provided assistance to victims of human rights violations resulting from conflict, communal violence, organized persecution or systematic exploitation. For example, IOM partnered with the German Foreign Office to compensate survivors of historical abuses committed in Chile in Colonia Dignidad. The compensation primarily took the form of health care, psychosocial support, preventive care and rehabilitation, reaching survivors in Austria, Canada, Chile and Germany.

48. The successful reintegration of former members of armed groups is recognized as a key factor in peacebuilding. It addresses the need for immediate security and longer-term recovery in the transition from conflict to peace. IOM supports disarmament, demobilization, rehabilitation and reintegration efforts by focusing on successful reinsertion and reintegration, assisting former members of armed groups to transition to civilian life, and by supporting communities to recover, absorb and accept returning former associates and other conflict-affected populations. As a result of IOM's programming in this area, 232,423 community members reported improvements in the relationships between their communities and former associates of non-State armed groups in 2022. Additionally, 378 former associates of non-State armed groups reported being fully accepted by and reintegrated into communities.

#### **Box 4. Protection of migrants**

Promoting the rights of and protecting migrants have been an integral part of IOM's role for decades. As a result, IOM possesses a wealth of practical experiences, anchored in international law, that enhance the protection of affected people across the humanitarian-development-peace nexus and of vulnerable migrants at risk of violence, exploitation and abuse. In line with the Statement by the IASC Principals on the Centrality of Protection in Humanitarian Action and IASC Policy on Protection in Humanitarian Action, IOM is committed to placing protection at the centre of its humanitarian responses. In 2022, through a pledge at the International Migration Review Forum, the IASC expressed – for the first time – a commitment to systematically consider migrants affected by crises across IASC strategic priorities.

At the operational level, IOM focuses on leaving no one behind and reducing protection risks for migrants, displaced persons and communities, with a specific focus on at-risk populations, such the elderly, persons with disabilities, women and girls, and children (particularly unaccompanied and separated children). Globally, 58 missions continued implementing protection activities, providing direct humanitarian protection assistance to more than 3 million beneficiaries. IOM remained committed to mainstreaming protection across all sectors of intervention, consistently promoting the safe and meaningful participation of vulnerable groups at all programming stages.

The Progress Declaration of the International Migration Review Forum reaffirmed signatories' collective responsibility to preserve the lives of all migrants and take action to prevent the loss of migrants' lives.

IOM's regional structure aids the Organization's protection work. In 2022, the IOM-coordinated Regional Migrant Response Plan for the Horn of Africa and Yemen includes 41 organizations across the four countries. The whole-of-society, whole-of-government and whole-of-route approach to addressing migrants' protection needs, risks and vulnerabilities reached 299,626 migrants, host community members, and government officials in 2022. In the Asia-Pacific region, IOM addressed the latest trafficking trend – forced criminality in online scamming centres – through victim identification to meet immediate needs and provide return and reintegration assistance.

IOM has a proven track record of delivering capacity development support, both internally and to States and civil society partners on international migration law, in areas such as the human rights of migrants, the rights of migrant workers, States' authority and responsibilities with regard to entry, stay and exit, alternatives to detention, the law of the sea and migration, and rights-based approaches to migration policy development and implementation. Throughout 2022, 57 capacity development activities and training courses related to various international migration law topics were delivered to over 1,600 participants, including government officials, IOM staff, and representatives of international and civil society organizations and academia.

49. IOM's work to promote migrant integration and social inclusion took many shapes in 2022, ranging from facilitating equal access to socioeconomic opportunities and promoting strategies to address discrimination and xenophobia to carrying out whole-of-society awareness-raising campaigns to facilitate good relations between migrants and host communities and building the intercultural

competences of front-line service providers to deliver non-discriminatory services. Overall, 51 IOM offices worldwide undertook activities in this area.

50. During 2022, IOM worked with governmental, civil society, and community partners to foster social networks and meaningful relations between migrants and local members of their communities. In Trinidad and Tobago, IOM, UNCHR and the Resident Coordinator's Office organized a large community event promoting the inclusion and acceptance of migrants by host communities. The IOM Office in Belgium assisted the Belgian national and regional authorities in setting up a coordination platform that allows more efficient coordination between public bodies on the social inclusion of migrants and displaced people.

51. In 2022, IOM worked to ensure that migrants and displaced people had equal socioeconomic opportunities, promoting skills assessment and recognition, job matching, financial inclusion, and vocational apprenticeships and internships. In Iraq, IOM undertook labour market assessments to understand labour market demands and gaps, and contributed significantly to increasing capacities within the Iraqi private sector, matching migrants and host communities to employment opportunities. The IOM Office in Greece supported research and the issuance of the report on [Mobility and Employment of Refugee Populations in the Greek Region](#), and co-organized an event to present this research and initiate discussions with local authorities to proceed with actions that support employability.

52. In 2022, 51 IOM offices supported awareness-raising campaigns, targeting civil society organizations, media counterparts and local governments, to counter xenophobia and discrimination. The global [I Am A Migrant](#) campaign – rebranded and relaunched on International Migrants Day in four languages (Arabic, English, French and Spanish) – provided a space for people on the move to share their personal stories and journeys, challenge stereotypes, and reshape the narrative on migration. In 2022, IOM also launched a campaign on the [#XenofobiaCero](#) platform in five countries in the Latin America and the Caribbean region. Messages were viewed 5.3 million times, which led to the registration of nearly 300 individuals for training workshops on reducing xenophobia.

53. Access to non-discriminatory services is crucial to successful integration. To this end, IOM has been working with governments at the national and local levels to improve migrant inclusion. The IOM Office in India partnered with Shahi Exports, one of India's largest apparel manufacturers, to strengthen a migrant support centre in Bangaluru, thereby promoting equitable access to essential services. In Belarus, a countrywide study on migration and health was used to formulate recommendations on improving legal and regulatory frameworks on access to health care for migrants and the inclusion of migrants' health data in national health-related databases.

54. Despite many years of work on migrant inclusion, limited comparative data are available to understand the conditions under which migrants are able to integrate into their host communities, and which existing migration policies and interventions need to be further adjusted and strengthened. To address this, IOM and the Immigration Policy Lab developed a comprehensive survey-based measurement tool called the [Migrant Integration Index](#) to measure migrant integration outcomes. The Index was piloted in Brazil, the Dominican Republic and Peru during 2022, and a series of capacity-building workshops were held to present the Multidimensional Integration Measurement Toolkit and to raise awareness of the study findings among key stakeholders, including local government officials, NGOs, academia and other local organizations.

## Human mobility

55. As human mobility recovers from the COVID-19 pandemic, IOM has worked to ensure that migrants and societies increasingly benefit from safe, orderly and regular migration. This included mitigating the risks associated with the movement of people through improved border management, the provision of information about safe migration, promotion access to services and protection and work with employers and governments to ensure migrants gain decent employment.

### *Regular and orderly migration*

56. IOM works to enhance the flexibility and accessibility of regular migration pathways, particularly through information-sharing on existing migration pathways. In 2022, over 6.3 million migrants were reached with information on how to access regular migration pathways.

57. IOM continued to support the development and implementation of inter-State cooperation agreements to promote regular labour migration. For example, IOM assisted the Regional Ministerial Forum on Migration for East and Horn of Africa in its work to harmonize labour policies. Moreover, the Organization worked with the Governments of Armenia, Georgia and the Republic of Moldova on enhancing joint labour cooperation agreements and provided online and in-person consultations and information sessions to citizens from those countries that were willing to work in Bulgaria. Additionally, the Organization coordinated the fifth meeting of a bilateral technical committee on the implementation of the agreement between Costa Rica and Panama regarding the coordination mechanism for migratory flows for employment and occupation purposes. As a result of this support, an addendum extending the agreement for another five years was signed. IOM also supported the drafting of a memorandum of understanding between the Governments of Ireland and Mauritius to establish circular education and labour mobility pathways.

58. IOM works with stakeholders to equip migrants to maximize the economic and other benefits of migration for themselves, their families, and their home and host communities. Despite ongoing COVID-19-related restrictions, in 2022, IOM provided in-person, remote or hybrid training to over 48,000 beneficiaries globally at various stages of the migration process. In Indonesia, a pre-departure training package was developed that included modules on financial literacy and mental health and psychosocial support, which staff from the Indonesian Migrant Workers' Protection Agency used to deliver training to prospective migrants. Additionally, village operational guidelines were developed to support the economic empowerment of migrant workers. The IOM Office in Kyrgyzstan supported two consultants from the Information Consultation Center in Osh to provide consultations to 8,610 returned and prospective migrants on safe migration and employment opportunities.

59. 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. During 2022, IOM actively participated in activities organized by the Global Skills Partnership on Migration, including leading the design and piloting of a training course on skills mobility partnerships and the development of a policy guidance document that aims to support Member States to implement the model. At the regional level, IOM supported the establishment of a regional forum on labour migration, which brings together the key government, private sector, education and civil society stakeholders from Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan. At country level, initiatives included the partnership between IOM and the Department of Skill Development of the Ministry of Labour of Thailand, which worked to integrate migrants into national skills training initiatives. In 2022, the partnership launched a video for Thai businesses to facilitate skills development for migrant workers and 163,620 migrant workers in Thailand benefited from skills training through the Skills Development Fund, which is managed by the Ministry of Labour.

60. In 2022, IOM supported the improvement of migration pathways through responsive settlement or reparation solutions, pre- and post-arrival assistance and counselling, and the establishment of complementary pathways (such as family reunification and humanitarian visa support) and protection-sensitive regular pathways (such as humanitarian corridors). IOM managed resettlement and movement programmes in 176 locations globally, including via processing sites and transit centres. Activities included, but were not limited to, the hosting of refugee interviews for resettlement and humanitarian admission; health assessments; pre-departure orientation sessions; logistical support for processing at embassies; transportation when needed during processing; pre-departure medical checks; COVID-19 testing prior to departure; the provision of accommodation; and movement assistance at departure, in transit and upon arrival.

61. During 2022, IOM supported the resettlement, humanitarian admission and relocation activities of 30 States, assisting a total of 120,728 refugees and other vulnerable persons, with significant operations out of Lebanon, Pakistan and Türkiye. There were also new resettlement operations launched in Bangladesh and the United Arab Emirates, moving thousands of people to 13 destination countries worldwide. The top three resettlement countries were Canada, the United States of America and Australia. Of the above-mentioned total, 710 beneficiaries in need of international protection were relocated from Cyprus, Greece, Italy and Malta to eight destination countries in the European Economic Area. Moreover, the Sustainable Resettlement and Complementary Pathways Initiative (CRISP) conducted capacity-building for government officials in Italy and Portugal and supported 197 refugees of the above-mentioned total resettle in Argentina, Brazil and Uruguay.

62. In 2022, IOM supported relocation movements within Brazil and Ethiopia, providing assistance to the Government of Ethiopia, in collaboration with UNHCR, through emergency land transportation for 19,803 refugees in various locations of Ethiopia, and supporting the movement of 1,867 Venezuelan migrants by air and land as part of Operation Welcome – an initiative by the Government of Brazil supported by IOM, other United Nations agencies and civil society organizations.

63. During the reporting period, IOM supported 48,325 beneficiaries to travel on a total of 305 charter flights from 26 countries of origin to 31 countries of destination. IOM utilizes charter flights under various programmes for large caseloads that need to move in a timely manner to a specific destination.

64. As part of its partnership with the German Federal Foreign Office for the implementation of the Family Assistance Programme, IOM facilitated the visa application process and biometric enrolment of former national employees of German organizations in Afghanistan through its service centre in Kabul. While initial plans for in-person assistance were disrupted due to the operational challenges, the project maintained remote assistance options throughout 2022, from back-up offices in Berlin and Istanbul. The assistance provided included information provision and the processing and submission of visa applications of eligible families. By the end of 2022, it was estimated that only 130 families who could be eligible for this regular pathway remain in Afghanistan, while over 1,000 applications have been submitted through IOM since the start of the initiative.

65. An evidence-based and forward-looking perspective on mobility is key to informing IOM's policy and programming, as well as to build and consolidate the Organization's thought leadership. The Organization produced reports to support global analysis of mobility, such as the report on *COVID-19 and the State of Mobility in 2021*, an overview of global COVID-19 mobility restrictions, produced in collaboration with the Migration Policy Institute, and a study on the future demand for assisted voluntary return and reintegration along the Central and Western and Eastern migratory routes in Africa, in partnership with Maastricht University.

### *Return, readmission and reintegration*

66. In 2022, IOM consolidated and further developed 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 particular, IOM made progress on the operationalization of the Policy through the roll-out of common technical solutions such as the Electronic Readmission Case Management System funded by the European Union and Denmark, a digital platform that enhances readmission cooperation by enabling governments to securely exchange data. Moreover, IOM continued to provide support to Member States through its existing regional initiatives, the European Readmission Capacity Building Facility with projects in Azerbaijan, Bangladesh, Côte d'Ivoire, the Gambia, Iraq and Pakistan, and the Western Balkans Readmission Capacity Building Facility. In addition, IOM launched a new global programme focused on enhancing readmission and legal identity capacity, with projects in Cabo Verde and Iraq.

67. Assisted voluntary return and reintegration remained a key priority during 2022. Approximately 54,000 migrants (25% female, 75% male, with children representing 16% of the total) were assisted to return from 135 host countries (destination or transit) to 132 countries of origin. The majority were assisted to return from the Niger (27%), Germany (14%) and Greece (5%) to Mali (9%), Guinea (9%) and Ethiopia (9%). In 2022, the European Economic Area continued to be the main host region for beneficiaries of assisted voluntary return, with a share of 36 per cent of the total number. Similar to 2021, West and Central Africa was the main region of origin (42%). Migrants in situations of vulnerability continued to represent a significant portion of the total caseload of migrants assisted to return in 2022 (8%). More than 130 country offices engaged in assisted voluntary return and reintegration activities through the provision of support ranging from medical and mental health and psychosocial support to financial services and material support.

68. 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, 170,714 reintegration services were provided to returnees either before departure (7%) or after arrival (93%). Services, which include counselling (27%); economic (41%), social (13%) or psychosocial (15%) assistance; and other forms of support (4%), were provided at the individual (79%), collective (13%) and community (8%) levels. Of the services provided, approximately 96 per cent were provided by IOM and 4 per cent through referrals. In 2022, reintegration services were delivered to migrants whose return was organized by IOM (76%) or by other actors, such as governments or NGOs (10% and 14%, respectively). For example, the IOM Office in Algeria managed a project that enhanced protection of, supported the assisted voluntary return and reintegration of, and provided health care to vulnerable children and young migrants. Beneficiaries were assisted throughout the entire assisted voluntary return and reintegration process through protection activities, family tracing, support to determine the best interests of the child, and, once the returned to their countries of origin, coordination with receiving missions in order to develop sustainable reintegration plans.

69. Migrants in situations of vulnerability continued to represent a significant portion of the total caseload of migrants assisted to return in 2022 (10%). Through voluntary humanitarian return, a total of 15,281 vulnerable migrants<sup>1</sup> were supported in their return to their countries of origin, mainly Ethiopia, the Niger and Nigeria. This is a considerable increase compared with 2021, when voluntary

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<sup>1</sup> The concept of vulnerability can be understood to mean that some people are more susceptible to harm, relative to others, as a result of exposure to some form of risk. IOM uses the definition of vulnerable migrants set out in the Principles and Guidelines on the human rights protection of migrants in vulnerable situations: vulnerable migrants are migrants who are unable effectively to enjoy their human rights, are at increased risk of violations and abuse and who, accordingly, are entitled to call on a duty bearer's heightened duty of care. For more information, please refer to the *IOM Handbook on Protection and Assistance to Migrants Vulnerable to Violence, Exploitation and Abuse*.

humanitarian returns enabled 6,376 vulnerable migrants to return to their countries of origin. Moreover, IOM arranged the movement of 216 stranded migrants through the Humanitarian Assistance to Stranded Migrants fund.

#### **Box 5. Legal identity**

IOM remained committed to increasing its focus on legal identity as a core enabler of sustainable development and safe and regular migration. Individuals without a legal identity are invisible to States, are at risk of becoming stateless and are cut off from the legal and administrative frameworks that exist to protect their rights.

The [IOM Institutional Strategy on Legal Identity](#) was launched in May 2022. Throughout the year, it was rolled out at the regional and country levels through a series of dedicated roadshows, masterclasses and workshops for IOM country offices, governmental counterparts and United Nations partners. In September, during the seventy-seventh session of the United Nations General Assembly, IOM held a side event on legal identity as an enabler of sustainable development” to share successful practices on strengthening registration and document issuance capacities at the national level and through consular networks. Contributing to the implementation of the Strategy, in Libya, IOM developed a workshop linking matters of identity management to consular assistance to advance regional cooperation for better migrant protection. An IOM Development Fund project to develop recommendations on the facilitation of access to documentation for migrants was also implemented in six countries, namely Bosnia and Herzegovina, Brazil, the Niger, Peru, the Republic of Moldova and Thailand. IOM also facilitated a round-table discussion on legal identity during the 2022 Migration Dialogue for Southern Africa Senior Officials Meeting and, as a result, members of the Dialogue agreed upon five recommendations aimed at assessing the current situation and taking steps to uphold legal identity and avoid statelessness.

70. IOM continued to support efforts to regularize the migratory status of irregular migrants. The IOM Office in Colombia was able to support the implementation of a regularization strategy led by Migración Colombia to provide temporary protection status to migrants from the Bolivarian Republic of Venezuela, supporting the different phases of this process through information sessions, registration support and an awareness-raising campaign to disseminate relevant information. In the Plurinational State of Bolivia, IOM supported the General Directorate of Migration in the implementation of Supreme Decree 4576 on migratory regularization, by disseminating information, training public officials and providing economic assistance and legal orientation to migrants to regularize their situation within the framework of the Decree.

#### ***Safe migration***

71. IOM continued to expand its work on protecting the rights of migrant workers during 2022. The [Global Guidance on Bilateral Labour Agreements](#) – which provides practical guidance to governments, partners and other key stakeholders on how to develop, negotiate, implement, monitor and evaluate rights-based bilateral labour migration agreements to support safe, orderly and regular labour migration – was launched by the United Nations Network on Migration. The guidance was developed through an inclusive and collaborative process with a number of actors, including migrant organizations, unions, United Nations agencies and academic institutions.

72. In the Asia and the Pacific region, IOM worked closely with CSOs such as the Migrant Forum in Asia and The Remedy Project on the ethical recruitment and protection of migrant workers. As part of its engagement, IOM supported seven CSOs to participate in the annual ASEAN Forum on Migrant Labour. In Bahrain, IOM and the United Nations Network on Migration advised against the extension of the period of service required before migrant workers can transfer to a new employer from one to two years. IOM also provided analysis and a set of recommendations with regard to the proposed new



work permit to improve migrant rights and protection. In Thailand, IOM's work supporting labour migrants to pursue legal assistance and remediation resulted in a court ruling that provides precedent for undocumented migrants to seek compensation from the Employee Welfare Fund.

73. To promote the respect of the rights of migrant workers in international operations and supply chains, IOM launched the [Migrant Worker Guidelines for Employers](#) and an e-learning course on fair and ethical recruitment and employment of migrant workers. With the Guidelines providing concrete steps for business enterprises on how to recruit and employ international migrant workers ethically and responsibly, the complementary e-learning course introduces the changing business environment, tells the story of a migrant worker and explains the key principles laid out in the Guidelines. Additionally, in Vietnam, IOM collaborated with Marshalls plc to assess readiness of the natural stone processing and exporting sector to progress on ethical recruitment and responsible employment practices. The study will serve as a baseline for a longer-term partnership to create an enabling environment for sustainable positive change for all workers, including migrant workers.

74. The multi-stakeholder IRIS initiative is fully operational, with more than 300 labour recruiters trained on the IRIS Standard in 2022. Consistent advocacy to promote ethical recruitment led to We Are Caring, an employment agency based in Singapore, becoming the first IRIS-certified recruiter. Additionally, membership of the IRIS Global Policy Network on Recruitment grew to 50 public authorities in 2022, with the addition of the Governments of Lebanon and Ukraine, and the government of the Canadian province of Newfoundland and Labrador. Throughout the year, over 900 representatives of government authorities in 34 countries participated in training to support them to better design and implement strategies to protect migrant workers during recruitment and across the migration continuum.

75. 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 third-country solutions. In 2022, IOM and Talent Beyond Boundaries announced a formal partnership to strengthen labour mobility pathways as a durable solution for refugees and other displaced people around the world. During the International Migration Review Forum, the newly formed Global Task Force on Refugee Labour Mobility – of which both IOM and Talent Beyond Boundaries are members – hosted a side event, during which representatives from the Governments of Australia and Canada spoke in support of building and expanding labour pathway pilots. In Belgium, together with the Government, IOM provided support for establishing a labour complementary pathway for displaced refugees through the Displaced Talent for Europe project.

76. IOM is continuing to explore alternatives to immigration detention, including through its membership of the United Nations Task Force on Ending Migration Detention of Children and the United Nations Network on Migration Working Group on Alternatives to Detention, which organized events to build capacities and share good practices on alternatives to detention and ending detention of migrant children. Twenty-eight country offices carried out activities promoting alternatives to detention, including provision of safe and open accommodation facilities, advocacy, capacity-building, inter-agency coordination, and legal and policy support. The IOM Office in Greece established and operated emergency accommodation centres for unaccompanied migrant children living in precarious conditions; and operated an open centre for beneficiaries of assisted voluntary return and reintegration living in situations of vulnerability or lacking accommodation options.

77. The regional offices played a crucial role in ensuring that multi-country mechanisms included the protection of migrants. For example, IOM facilitated the drafting of guidelines on counter-trafficking and child protection by the South American Conference on Migration; the development and adoption of regional guidelines on child protection by the Quito Process; the establishment of a

counter-trafficking platform for South American countries; and the development of a migration policy and action plan by the Southern African Development Community.

78. In terms of migration health, in 2022, IOM focused on strengthening preparedness and responses to health emergencies in coordination with international partners, multilateral processes and national stakeholders. IOM continued to play a key role in supporting cross-border preparedness and response, in line with International Health Regulations (2005) and the IOM Health, Border and Mobility Management Framework. IOM worked in collaboration with the World Health Organization on strengthening core capacities at points of entry, including by providing substantive inputs to support the ongoing negotiations on a new international instrument on pandemic preparedness and response.

79. In 2022, there were 336 IOM-supported points of entry, and 46 disease surveillance systems were established. IOM facilitated two regional events with the East African Community and WHO to strengthen cross-border health programming and coordination. Additionally, the Organization supported national assessments of health systems in countries such as the Central African Republic and Thailand and, in Algeria, a series of capacity-building training courses were organized and developed by the General Directorate of Prevention and Health Promotion, with technical support from IOM and WHO. In Lesotho, IOM supported the Ministry of Health to provide health services in areas to which migrants returned over the Christmas period, reaching over 15,000 migrants.

80. IOM's migration health-related projects continued alongside its response to the COVID-19 pandemic, addressing diseases such as tuberculosis, HIV/AIDS, malaria and Ebola virus disease, as well as implementing activities related to outbreak preparedness and response; immunizations; health-care service provision at primary/secondary levels; nutrition; mental health and psychosocial support; risk communication and community engagement; sexual and reproductive health; and non-communicable diseases. Overall, IOM had dedicated health operations across both the development and humanitarian contexts in at least 85 countries, of which 47 were crisis-affected countries.

81. The Organization provided over 5.6 million primary health consultations in crisis-affected countries and supported vaccination activities for hard-to-reach mobile populations, IDPs, refugees and host communities through routine immunization mechanisms and in response to outbreaks of vaccine-preventable diseases, vaccinating over 3 million people against a range of diseases. In addition, it advocated the inclusion of migrants in vaccination campaigns; for example, following advocacy from IOM and partners in Bahrain, migrants with irregular status were included in the COVID-19 vaccination campaign.

82. Of critical importance to IOM has been the adaptation of HIV and tuberculosis programmes to make them accessible to migrants. Through this programming, IOM reached 448,548 individuals with HIV prevention activities and provided antiretroviral therapy to 12,973 beneficiaries. A further 6,989 beneficiaries began directly observed therapy for tuberculosis. The Organization's malaria programming provided 310,446 long-lasting insecticidal nets and directly reached 1,789,399 people with malaria education and prevention activities.

#### **Box 6. IOM Migration Health Assessment Programme**

Through its Migration Health Assessment Programme, IOM conducts pre-migration health activities in the context of regular international migration at the request of receiving country governments. These activities vary in scope according to receiving country protocols and the epidemiological profile of the country of origin.

One of the most well-established services provided by IOM, migration health assessments have many benefits, including the early detection and treatment of conditions of individual and public health concern, safer travel and the prevention of negative health events during travel or on arrival in host communities. In 2022, over 900,000 IOM and IOM-assisted migration health assessments were conducted in 106 countries. In addition, about 483,000 vaccination doses were administered to approximately 121,000 individuals against more than 20 vaccine-preventable diseases during pre-migration health activities.

This work was undertaken primarily at 70 IOM-managed migration health assessment centres and through a network of partner facilities and mobile teams. IOM also operated two teleradiology centres, networked to 119 locations, and 34 laboratories, of which 10 were tuberculosis containment laboratories.

83. Through the IOM Global Assistance Fund, an emergency funding mechanism that offers sustainable, personalized immediate protection and comprehensive direct assistance to vulnerable migrants across the world, IOM assisted 14 migrants of five different nationalities in 2022, including four Ukrainian citizens in need of support following the onset of the war. Through the Emergency Victim Assistance Fund, a project developed to provide short-term assistance to victims of trafficking, IOM assisted 453 victims of trafficking (137 men and 316 women) in 2022, who received one or more of the following services: shelter, health care, counselling, legal assistance, repatriation, reintegration, education or sustainable livelihoods support.

84. IOM released the first publicly available data set linking the profiles of trafficking victims and perpetrators whilst preserving the anonymity and privacy of survivors. The [Global Data Hub on Human Trafficking](#) is made possible by state-of-the-art technology developed in partnership with Microsoft Research and provides first-hand information on the relationships between victims and perpetrators. By making this information openly and safely available for the first time, IOM and Microsoft Research aim to share this technique with humanitarian actors worldwide to improve the production of privacy-preserving data and accelerate evidence-based policy in the fight against human trafficking.

85. As part of its integrated approach to migration management, IOM continued to deliver capacity development activities for counter-smuggling initiatives. The IOM Office in the Sudan, in collaboration with the National Committee to Combat Human Trafficking and UNODC, organized a workshop on the Protocol against the Smuggling of Migrants by Land, Sea and Air. In Ethiopia, IOM collaborated with the offices of four regional attorneys general to coordinate a regional partnership coalition to mobilize government sectors for the prevention of irregular migration and the prosecution of human traffickers and migrant smugglers. In Pakistan, IOM conducted five training sessions for NGOs on key concepts on countering trafficking in persons and migrant smuggling.

86. During the year, IOM conducted 58 capacity development activities on international migration law, reaching 1,689 participants across all regions, including a course for diplomats in Geneva and the online flagship course developed by IOM and the Institute of International Humanitarian Law for government officials, IOM staff and other stakeholders. With technical support from the United Nations Institute for Training and Research, IOM developed three online self-paced courses for government officials and IOM staff on rights at borders, alternatives to immigration detention and rights-based approach to programming.

## Migration governance

87. Supporting good migration governance is central to IOM's mission. IOM's role in the United Nations system, including as the Coordinator of the United Nations Network on Migration, enables the Organization to make significant contributions in this regard, including in the context of advancing the 2030 Agenda and providing support to governments in the implementation of the Global Compact and other relevant global and regional frameworks. IOM's close engagement with and support to governments at different levels on the development and implementation of migration policies and laws and the integration of migration and mobility considerations into other relevant sectors are at the heart of this work, as is the organizational commitment to multi-stakeholder partnerships.

### Box 7. Migration Governance Indicators

The Migration Governance Indicators initiative helps governments to identify policy gaps and concrete measures to address them. In 2022, IOM rolled out 43 new assessments, meaning that 100 national and 70 local governments now use the Indicators.

The Migration Governance Indicators have also become one of the main tools used by countries to inform the development of implementation plans to achieve their commitments under the Global Compact and to track progress in that regard. During 2022, 25 countries – including Costa Rica and Ethiopia – used Migration Governance Indicator assessment results in their national Global Compact implementation plans, while 15 – including Kyrgyzstan and Portugal – used the results in their voluntary reviews on implementation of the Global Compact.

In May 2022, IOM issued a report entitled *Migration Governance Indicators Data and the Global Compact for Safe, Orderly and Regular Migration: A Baseline Report*. The report presents global, regional and thematic trends identified from national-level Migration Governance Indicator data for 2016–2021 in relation to implementation of the 23 objectives outlined in the Global Compact. It provides valuable insights that informed discussions at the first International Migration Review Forum and sets a baseline for quadrennial Migration Governance Indicator data for future reviews.

## IOM participation and leadership in the United Nations system

88. IOM continued to deepen bilateral partnerships with key United Nations entities at the global, regional and country levels and enhance its integration into the United Nations system, in accordance with the IOM Strategic Vision 2019–2023. Notably, IOM continued to make progress on several commitments, in line with its role as Coordinator of the United Nations Network on Migration, and to implement United Nations development system reforms. A practical example of enhanced cooperation with the United Nations system is the strategic cooperation framework signed with UNICEF in June 2022, which includes a list of actionable commitments and brings greater predictability and responsiveness to joint activities by establishing priorities related to the security and well-being of migrant children.

89. To support its engagement with the United Nations system, IOM produced and updated a number of tools, including an internal step-by-step guide to the Organization's role in the United Nations Sustainable Development Cooperation Framework cycle. Forty-six IOM offices made substantial contributions to the development of, and signed, a Cooperation Framework during the reporting period, while 28 IOM offices contributed to the update of an ongoing Framework. These Frameworks are implemented through the country programme instruments of the United Nations development system entities, and IOM played an active role in this regard, with 90 country offices reporting that they participated in and/or were co-leading a results group under the Framework. Moreover, 82 per cent of the common country analyses finalized in 2022 included key migration trends in their analyses, and 72 per cent identified migrants and displaced populations as groups that should not be left behind.

**Box 8: IOM's contribution to achieving 2030 Agenda for Sustainable Development**

IOM actively engages with governments to connect good migration governance, as defined in the Global Compact, with the 2030 Agenda. Every year, in the annual follow up and review of implementation of the 2030 Agenda, States are invited to submit a voluntary national review to the high-level political forum on sustainable development which assesses their national progress towards achieving the SDGs. In 2022, 44 countries submitted voluntary national reviews, and 26 IOM offices supported governments in the preparation of their submissions, with the vast majority (90%) taking migration into consideration.

This was exemplified in the voluntary national review of El Salvador, which integrated migration considerations throughout the review, including with regard to universal access to the COVID-19 vaccine, the country's labour market information system, remittances and efforts to counter human trafficking and migrants smuggling. IOM supported the Government of Ghana to report progress on migration-related SDG indicators, including with regard to migration policy implementation, updates on the number of Ghanaian missing migrants, and the volume of remittances in terms of inflows, outflows and net flows. As part of a joint package of support, The IOM Office in Timor-Leste worked with United Nations partners to contribute financial support to engage a consultant and to work with the Government of Timor-Leste to develop a migration profile, a diaspora engagement policy and a remittance mobilization strategy, which provided valuable data and recommendations to inform the voluntary national review.

As mandated in the Progress Declaration of the International Migration Review Forum, the Director General, in his capacity as Coordinator United Nations Migration Network, participated in and delivered remarks at the session on building back better and advancing the SDGs during the High-Level Political Forum 2022, highlighting the contribution migrants make to economies and societies.

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

90. IOM continued to serve as the Coordinator and Secretariat of the United Nations Network on Migration, strengthening its work on the ground. During the year, the number of country and regional networks grew from 60 to 83 (77 country and 6 regional networks). The number of Global Compact Champion countries grew from 28 to 33 with the addition of the Gambia, Guinea-Bissau, Iraq, Peru and Türkiye. The Secretariat organized four technical meetings of the Champions countries and supported the organization of the Ministerial Meeting of Global Compact Champions in Rabat, Morocco, in March 2022, which resulted in a joint declaration, [the Rabat Declaration](#), in support of the first International Migration Review Forum.

91. The Network Secretariat provided both logistical and substantive support to the co-facilitators of the Progress Declaration adopted by the International Migration Review Forum, including four virtual townhall briefings with over 250 representatives of key stakeholders and United Nations entities participating in each briefing; a dedicated meeting between the Network's Executive Committee Principals and the co-facilitators; and working with the Network to suggest language to be included in the Progress Declaration.

### **Box 9. International Migration Review Forum**

The inaugural International Migration Review Forum, held in May 2022, was a major success. Of the 153 Member States that attended, over 50 were represented by ministers or deputy ministers. Held over four days, the Forum consisted of four interactive multi-stakeholder round tables, a policy debate and a plenary session. In addition, 19 in-person side-events were held at the United Nations Headquarters in New York, as well as 50 virtual side-events across all regions, organized by States, United Nations organizations and other stakeholders.

In the lead up to the Forum, and as part of Migration Week, IOM, in its capacity as Coordinator and Secretariat of the United Nations Network on Migration, organized a high-level briefing to launch the United Nations Secretary-General's report on the implementation of the Global Compact. Also under the auspices of Migration Week, more than 20 events were organized five continents with over 2,500 participants, in collaboration with a range of partners to showcase good practices in the implementation of the Global Compact and build momentum.

To support Member States and other relevant stakeholders in preparing for the Forum, the Network hosted a series of online migration dialogues. These events offered an open and inclusive space to assist Member States and other relevant stakeholders to prepare for the Forum's round tables and policy debate and were replicated by regional and country-level networks. Additionally, the Regional Office in Bangkok supported several national preparatory consultations in countries such as Bangladesh, the Lao People's Democratic Republic and Nepal, and facilitated the participation and technical support of several Network member agencies during each of the consultations.

The International Migration Review Forum was hosted by the President of the United Nations General Assembly and resulted in the adoption of the Progress Declaration. The Declaration calls for stronger linkages between the Global Compact, the 2030 Agenda and their respective review forums, including a proposal for the development of a limited set of indicators to measure Global Compact implementation that draws on the indicator framework of the SDGs.

In the run up to and during the Forum, 168 pledges were officially received and recorded, over 100 of which were made by 27 Member States. After the Forum, an additional 56 pledges were made, mainly by municipalities and local authorities, bringing the total to 224.

92. Overall use of and engagement with the [Migration Network Hub](#) – a virtual meeting space where governments, stakeholders and experts can access and share migration-related information and services – grew during the year. During Migration Week, the Hub received more than 30,000 web page views as actors responded to the call for submissions to the newly created repository of practices in advance of the International Migration Review Forum. By the end of the year, the [Repository of Practices](#) – launched in 2022 – showcased more than 200 practices that embody the principles, objectives and innovation of the Global Compact, selected through a peer review system. The expert review group totalled 134 experts based in 54 countries worldwide. The Network Secretariat also supported the thematic working groups as they developed and launched guidance for Member States on, for example, safe and dignified return and sustainable reintegration, and a report on immigration detention and alternatives to detention in the Asia-Pacific region.

93. The donor base for the Migration Multi-Partner Trust Fund, established to support the implementation of the Global Compact, expanded to 19 countries, with an additional USD 9.3 million contributed in 2022, bringing the total contributed to date to USD 37.5 million (approximately 25% of the 2026 target). In 2022, the Fund allocated USD 1.85 million to one additional joint programme, of which USD 1 million (54%) was allocated to IOM. This confirms the leading role IOM is taking in building capacity of Member States to implement the Global Compact at the regional and country levels.

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

94. IOM continued to partner and engage with non-United Nations IGOs, including political and economic unions, specialized IGOs, multilateral development banks, and parliamentary associations. In 2022, this included implementing projects with the African Union and the European Union and entering into global level agreements with key IGOs, such as the African Union and the Organisation of African, Caribbean and Pacific States.

95. As the provider of secretariat services to 19 inter-State consultation mechanisms on migration, IOM supported 85 events hosted by such mechanisms to enhance migration governance, and made interventions at close to 100 events. While inter-State consultation mechanisms were not able to participate in the first International Migration Review Forum as distinct entities, IOM facilitated their contributions to the event. As a result, four – the Abu Dhabi Dialogue, the Bali Process, the Global Forum on Migration and Development and the Regional Conference on Migration – organized side events. In addition, the Abu Dhabi Dialogue, the Arab Regional Consultative Process on Migration and Refugee Affairs, the Global Forum on Migration and Development, the Ibero-American Network of Migration Authorities, the Regional Conference on Migration and the South American Conference on Migration submitted formal inputs to the Forum, and, IOM made a collective submission on behalf of 15 mechanisms.

96. During the reporting period, IOM forged strategic partnerships with several multilateral development banks, concluding a declaration of intent with the European Bank for Reconstruction and Development, and a memorandum of understanding with the Andean Development Corporation. It also concluded an agreement with the MDB Coordination Platform on Economic Migration and Forced Displacement for the sponsorship of a project on enhancing joint knowledge production on migration and forced displacement between IOM and the African Development Bank. This is the first agreement with the MDB Platform that IOM has concluded since the African Development Bank became Chair of the Platform.

### *Whole-of-government approach*

97. The Global Compact underscores that migration is a multi-dimensional reality that cannot be addressed by one government policy sector alone. IOM therefore applies a whole-of-government approach to the wide range of policy support it delivers to governments at national and subnational levels and to its broader efforts of promoting good migration governance. It is essential to ensure that the rights of mobile populations are protected and that their needs are considered across all policy areas, laws and regulations from health to education and from fiscal policies to trade.

98. In 2022 alone, IOM's migration policy experience and expertise informed the development or revision of 86 migration policies and/or laws, 12 of which were at the subnational level. For example, in Slovenia, IOM supported the development of a national migration strategy, while in Sri Lanka, the Organization provided support for the development of new immigration legislation. Additionally, IOM was involved in 209 assessments of migration policies and/or legislation to support this policy work.

99. The mainstreaming of migration into development or sectoral policy is an important aspect of IOM's governance work. Two years of piloting in Ecuador, Madagascar and Nepal culminated in 2022 in the launch of the [Mainstreaming Migration into International Cooperation and Development](#) package of resources to support government officials and practitioners to mainstream human mobility into development sectors. This was made possible through a partnership between the pilot countries, IOM, the Directorate-General for International Partnerships of the European Commission, and 11 other United Nations agencies.

100. Throughout the year, 51 IOM offices supported national governments' efforts to refine or mainstream migration into development or sectoral policy throughout the cycle of policy planning, revision and implementation, across an increasingly broad array of thematic areas, such as social protection, health, employment and the environment. In Burundi, this included support for the development of the implementation strategies for the National Labour Migration Policy and the National Diaspora Policy. In the Gambia, IOM also supported the drafting of multiple policies and implementation plans, including the Gambia National Development Plan 2023–2027, the national Labour Migration Strategy, Policy Guidelines for Labour Migration and Ethical Recruitment, and the Diaspora Engagement Strategy. Globally, 7,751 government institutions and 564 local actors were supported to ensure the inclusion of migrants and/or displacement affected populations in policy processes.

101. Beyond support to national authorities, it is also essential to empower decentralized levels of governance to implement the 2030 Agenda, including the migration-related SDGs, in ways that are responsive to their context and the realities that they face on the ground. As such, in 2022 IOM supported subnational authorities and stakeholders to leverage human mobility action as an accelerator for sustainable development. For instance, through the Making Migration Work for Sustainable Development programme, IOM facilitated the roll-out at the local level of key aspects of national policies into which migration had been mainstreamed. In 2022, the programme supported 12 local and regional authorities, supporting 11,692 beneficiaries in areas such as health, education, employment, business generation, social security and human rights, and directly contributing to progress on 21 indicators of 10 targets of the 2030 Agenda.

102. IOM is one of the steering partners of the Mayors Mechanism, together with the Mayors Migration Council and United Cities and Local Governments. A key focus of the Mechanism in 2022 was to improve inclusive governance of migration and foster local actors' engagement in the implementation of the Global Compact for Safe, Orderly and Regular Migration and the Global Compact on Refugees, especially in the lead up to the International Migration Review Forum in 2022 and the Global Refugee Forum in 2023. The [Call to Local Action for Migrants and Refugees](#) was launched at the International Migration Review Forum, with the main objective of supporting local authorities to showcase local actions and their contributions to the implementation of both Global Compacts and the 2030 Agenda. By the end of 2022, 70 actions had been submitted, covering 100,000 million people across the globe, with the majority of actions targeting migrants, refugees and IDPs. For example, the city of Paris collaborated with IOM and the Hugo Observatory of the University of Liège to develop tools to better understand how climate change will influence migration dynamics on its territory, and to prepare for these changes.

#### **Box 10. IOM Development Fund**

Since 2001, the IOM Development Fund has provided a unique global resource aimed at supporting developing Member States in their efforts to strengthen their migration management capacity. In 2022, approximately USD 16 million was made available to implement 59 additional projects (48 national, 10 regional and one global) covering a wide range of migration management and governance issues in 65 countries. Africa received the highest allocations with 22 projects, followed by Asia and Oceania with 17, Latin America and the Caribbean with 11, and Europe with 7. Governments' willingness to address the migration and climate change nexus is increasingly evident, with 25 per cent of the new projects funded in 2022 dedicated to the topic.

In line with the ambitions of the wider United Nations system, a significant number of projects completed in 2022 focused on youth and gender. All projects met or exceeded the minimum requirements related to gender and successfully mainstreamed a gender perspective prior to project approval and activation. As technology continues to transform how social, political and economic systems operate, Member States are increasing their engagement with technology to tackle dynamic



mobility challenges. Of the Fund's 65 completed projects in 2022, 17 projects included a clear technology component.

For some countries, the Fund's projects were important sources of seed funding that enabled policy development in new areas, with 30 projects (46%) contributing to the development of a range of national and sectoral policies on subjects including labour migration, migrant health, migration and climate change and diaspora engagement. For example, projects in Chad and South Sudan generated evidence on remittance patterns among the two nations' diasporas. In Tuvalu, the endorsement of a labour mobility reintegration strategy was the country's first reintegration strategy tailored to the needs of returning labour migrants. Lastly, a project in Belize facilitated the development of new research on internal migration that ultimately supported the development of Belize's National Climate Change Policy, Strategy and Action Plan.

Additionally, the majority of the Fund's projects, which are designed on the basis of government ownership, have had results sustained through government stakeholders. A variety of donors have engaged in the projects that received follow-up funding, including the European Union, the Government of Australia, and the Korea International Cooperation Agency.

### ***Whole-of-society approach***

103. IOM continues to engage in multi-stakeholder partnerships to address migration in all its dimensions by working together with migrants, diasporas, local communities, civil society, academia, the private sector, trade unions, national human rights institutions, the media and other relevant stakeholders in migration governance.

104. Globally, IOM partners with a range of civil society entities. During 2022, 135 IOM country offices partnered with national NGOs, 94 with academia and research institutes, and 79 with migrant associations or diaspora groups. For example, in 40 countries, IOM partnered with NGOs and CSOs on awareness-raising campaigns to counter xenophobia and discrimination, reaching 3,802,436 individuals.

105. Facilitating the engagement of migrants and civil society in migration governance is a key pillar of IOM's approach to partnerships. This was exemplified at an IOM–civil society information-sharing session held in September 2022, which was attended by 49 participants and provided an opportunity to exchange information on the policy priorities of IOM and civil society on migration, the environment, climate change and disaster risk reduction ahead of COP27. As an example at the local level, IOM partners with civil society under the Pacific Climate Change Migration and Human Security Programme, which has seen civil society providing valuable input to the development of a regional rights-based framework on climate mobility.

106. In line with its commitment to localization, IOM continued to transfer more decision-making power and funding to local authorities, CSOs, NGOs and individuals. For example, the IOM Office in Pakistan increasingly transferred resources and responsibilities to local partners. IOM worked with 53 organizations in Pakistan to deliver shelter and NFI assistance to over one million flood-affected persons in the country, reaching even hard-to-reach areas in Sindh, Balochistan, and Khyber Pakhtunkhwa provinces. As Pakistan has one of the largest diasporas in the world, IOM also increased its efforts to collaborate with diaspora organizations. The IOM Office in Pakistan facilitated the participation of the Ministry of Overseas Pakistani and Human Resource Development at the Regional Consultation on Diaspora Engagement: Europe, Asia and the Pacific.

### **Box 11. Global Diaspora Summit and diaspora engagement**

IOM recognizes the role of global migrant communities as key actors for development due to their ability to develop transnational initiatives to support their communities of origin. They can bring invaluable economic, cultural, human and social capital at the global, national and local levels.

IOM co-hosted the first Global Diaspora Summit, in partnership with the Government of Ireland in April 2022, which was attended by over 700 participants from governments, diaspora organizations and other partners. The Summit allowed States and partners to take stock of progress made in the achievement of the diaspora-relevant objectives of the Global Compact and resulted in [The Dublin Declaration](#) and a plan of action to support strategic engagement with diaspora organizations, including the agreement to create a global diaspora policy alliance.

Over 60 country offices worked with diaspora groups and diaspora investment organizations in 2022. In partnership with the Government of Fiji, IOM convened a round table dialogue on strengthening Fiji's diaspora engagement to nurture partnerships to enable Fijians living abroad to contribute to the nation's development. IOM also worked with authorities in the Philippines to promote engagement with the Filipino diaspora to leverage their remittances for community climate resilience initiatives. In Somalia, IOM supported the development of the National Diaspora Policy, providing advice to the Ministry of Interior, Federal Affairs and Reconciliation at the federal level and to the relevant authorities in four federal states.

107. Youth inclusion was also a focus in 2022. IOM participated in the 17th United Nations Climate Change Conference of Youth and organized two capacity-building events. At COP27, the first African Youth Declaration on Climate Mobility was launched with support from the Africa Climate Mobility Initiative, of which IOM is a partner. The declaration was based on youth messages to the interministerial conference on migration, environment and climate change in the East and Horn of Africa, an event co-organized by IOM.

108. In 2022, 92 country offices undertook initiatives that included youth as stakeholders or beneficiaries, covering all the priority areas of the United Nations Youth Strategy, with expenditure on youth-related activities reaching approximately USD 36.5 million. Projects included building social inclusion, trust and positive attitudes among communities and supporting reconciliation and social cohesion in Kosovo<sup>2</sup> through meaningful educational activities among diverse youth; strengthening community infrastructure to facilitate reintegration of youth in the Niger; supporting young professionals and youth leaders from diaspora groups to be part of some of the key global conversations around climate action in the United Kingdom; and, in Somalia, providing small grant support to informal businesses and microenterprises that had been affected by the COVID-19 pandemic and were owned by women, youth and IDPs .

### **Box 12. Private sector engagement**

In 2022, IOM raised a record-breaking USD 16.4 million in private sector revenue from corporations, foundations and individuals. The private sector has shown overwhelming interest in supporting the Organization's response in Ukraine, contributing more than USD 9.8 million to these efforts in 2022. In August 2022, IOM developed a white paper which laid the framework for the three pillars of IOM's approach to private sector engagement – impact, income and innovation – which was subsequently presented to the Thirty-first Session of the Standing Committee on Programmes and Finance in November.

Pillar 1 – Impact – seeks to create the greatest impact within the business community through the transformation and alignment of corporate policies and practices with human rights and labour standards. In 2022, in partnership with the Sustainable Hospitality Alliance, IOM launched a new global

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

initiative to promote ethical recruitment in the hospitality and tourism industry called IRIS: Ethical Tourism. The initiative has had an impact on the policies of six major global brands, trained over 230 industry leaders from eight brands, and has led to the implementation of relevant policies in over 15,000 properties globally.

Pillar 2 – Income – seeks to develop a stream of flexible income to support IOM’s projects around the world. In response to the war in Ukraine, IOM established an emergency fundraising appeal to help those affected by the crisis. The campaign received approximately USD 3 million in flexible funding from the private sector that was allocated to the most pressing needs in Ukraine. In-kind collaborations are also showing great potential as a source of alternative funding. For example, Airbnb partnered with IOM to provide short-term housing and more than 100,000 safe nights for people fleeing Ukraine in Hungary, Poland, the Republic of Moldova, Romania and Slovakia. This in-kind contribution has a value of USD 6 million.

Pillar 3 – Innovation – seeks to build new models of engagement through innovative and collaborative solutions that address the most pressing migration-related challenges. In 2022, IOM and Apple continued to expand their multi-year collaboration to promote ethical recruitment and fair labour practices. This resulted in the development of the Fair and Ethical Recruitment Due Diligence Toolkit designed to conduct comprehensive due diligence at every stage of recruitment, with the goal that businesses across industries will use these tools to accelerate progress around the world, and across many industries.

109. Collaborations with academia continue across the globe to strengthen the knowledge base migration in order to support the development of evidence-based policy. Throughout the year, 107 country offices partnered with research institutes. For example, the Regional Office in Cairo expanded the Mixed Migration Hub academic network from 7 to 23 members and supported capacity-building for early career researchers on mixed migration. The Hub produced five evidence-based policy briefs on different mixed migration topics, organized an online webinar and continued policy engagement with policymakers. These collaborations strengthen IOM’s data and evidence work described below.

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

110. As the world of human mobility is changing rapidly, at a time when close to 300 million people are on the move, there is a pressing need for globally comparable evidence on the development impact of human mobility and its relevance within megatrends transforming our economies and societies at large. In response to this need, IOM established the Global Data Institute in January 2022 to harness the power of its data for operations, making meaning of global migration patterns, and informing foresight. The Institute capitalizes on synergies between its two data initiatives — the Displacement Tracking Matrix and the Global Migration Data Analysis Centre — and collaborates with a network of regional data specialists to propose a suite of data solutions which will support the achievement of stronger governance outcomes and positive impacts for migrants and societies.

111. The DTM gathers and analyses data to disseminate critical multi-layered information on the mobility, vulnerabilities and needs of displaced and mobile populations. These data for action enable decision makers and responders to provide context-specific assistance. In 2022, the DTM supported evidence-based programming through its data collection and analysis by publishing over 2,400 analytical outputs, such as narrative reports, data sets and maps. Its data sets and mapping products, received nearly 1.2 million downloads in 2022, are considered to be the leading source of primary displacement data worldwide.

112. During 2022, the Global Migration Data Analysis Centre provided analytical support to the IOM Office in Ukraine, analysing and disseminating data from ten rounds of the IOM general population survey in the country. The Centre also finalized the impact evaluations of the Migrants as Messengers and Community Conversations awareness-raising campaigns and hosted two technical studios with

partners from the Big Data for Migration Alliance. Other highlights from 2022 include hosting a high-level IOM–African Union study visit, organizing the third edition of the African School on Migration Statistics – a flagship activity of the African Migration Data Network – and expanding capacity development activities in several regions, including in the South-Eastern, Eastern Europe and Central Asia region. The Centre also released several high-level publications, including a first-of-its-kind [case study](#) of the migration data approaches of six countries, a [research paper](#) on the use of private sector data to inform migration policy, seven regional overviews of missing migrants data, 23 national Migration Governance Indicator reports and 46 local Migration Governance Indicator profiles.

113. During 2022, the Global Migration Data Portal celebrated its five-year anniversary and registered over 1.66 million unique page views, with an average of 80,000 users per month, making it one of the most sought-after resources on migration data worldwide. The Missing Migrants project continued efforts to document deaths and disappearances during migration worldwide, marking 50,000 deaths lost since the project began recording deaths in 2014.

114. In 2022, outreach activities ensured that the World Migration Report series, IOM’s flagship publication, was used more extensively by IOM staff, government officials, the media, migration practitioners, researchers and teachers. In addition to media briefings, regular public webinars and presentations, two toolkits tailored to key audiences were launched in 2022: the World Migration Interactive Educators’ Toolkit, and the World Migration Policy Toolkit. The [online interactive platform](#) for the *World Migration Report 2022* has won several international awards, the most recent being the 2022 Grand Winner for best online annual report (non-profit organization category) at the 31<sup>st</sup> QUESTAR Awards.

115. Throughout the year, 30 country offices supported governments in finalizing data plans or data governance frameworks relevant to migration, 22 of which were linked to a national government policy or framework. Moreover, 42 offices reported the inclusion of a migration component in other national statistical/data plans, including those related to the SDGs. Activities ranged from assisting in the integration of a migration data module into the national census in the United Republic of Tanzania, to supporting the Government of the Republic of Moldova in developing a development strategy for its national statistical system and upgrading its migration data systems.

116. Ninety-seven offices participated in national and/or regional migration data-related processes and initiatives. IOM supported the improvement of the collection and use of migration data in many ways. At the regional level, IOM assisted the Southern African Development Community to develop a road map on the harmonization of migration data and terms of reference. Throughout the process, Community Member States actively contributed to guidelines and processes to inform more harmonized migration data concepts, definitions, methodologies and mechanisms for migration data management, analysis and dissemination. At country level, 39 country offices reported holding data-related meetings, training and workshops primarily aimed at developing the capacities of government actors on migration data, while 16 country offices reported work on data systems (databases, portals and other data management platforms). For example, the IOM Office in Georgia provided technical support for the development of Georgia’s Unified Migration Data Analysis System, which aims to capture all relevant immigration data sources in a central data repository.

117. IOM and partners identified that there were insufficient indicators capable of monitoring the aspects of the Global Compact related to climate change mobility. To address the gap, IOM and the Platform on Disaster Displacement released an [analytical framework and indicators](#) for monitoring and reporting on the implementation of Global Compact commitments related to addressing human mobility challenges in the context of disasters, climate change and environmental degradation. Similarly, to address the lack of displacement-related metrics among the indicators that countries use to monitor progress of the Sendai Framework for Disaster Risk Reduction 2015–2030, IOM and the

Internal Displacement Monitoring Centre have developed a set of indicators that were made available for public review in 2022.

118. Through the United Nations Network on Migration thematic working group on return migration and reintegration, co-led by IOM and the World Bank, the Global Knowledge Partnership on Migration and Development (KNOMAD) released a paper entitled [A Methodology for a Longitudinal Study on Reintegration Outcomes for Returnees](#). It sets out recommendations and considerations to take into account when conducting longitudinal studies to measure long-term reintegration outcomes and uses the IOM-developed Reintegration Sustainability Survey for Returnees as the basis to inform more long-term measurement approaches.

## **INSTITUTIONAL DEVELOPMENT, ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCIES**

119. In 2022, IOM further strengthened itself as an institution, in line with the ambitions of the IOM Strategic Vision 2019–2023 and the accompanying IGF. This section highlights selected elements of institutional development in 2022, while demonstrating how IOM is strengthening its organizational effectiveness and investing in a modern and fit-for-purpose internal governance system to meet the demands of the future.

120. A mid-term review of the Strategic Vision found that it has initiated a cultural shift towards a more strategic way of acting, as well as thinking, providing an overarching framework to guide strategic planning at different levels of the Organization. However, this strategic approach to thinking and acting is contingent on the provision of sufficient stable resources to allow IOM's offices to anticipate external changes, rather than merely react to them.

121. In order to find a solution to the limitations of the core funding structure, the Working Group on Budget Reform reviewed various options before making recommendations to the membership. Following a series of consultations and negotiations, the Standing Committee on Programmes and Finance, during its Thirtieth Session, adopted Resolution No. 31 of 28 June 2022 on investing in the core structure of IOM, which amends the definition of the core structure to include leadership positions in country offices and approves a USD 60 million increase in assessed contributions to be implemented gradually over the next five years, while recognizing that the strengthened core structure will require an additional USD 75 million annually. Resolution No. 31 also requests the Director-General to allocate USD 5 million to invest in a private sector strategy and create a goodwill ambassadors programme.

122. Efficiency gains for 2022 are estimated at USD 8.20 million, of which USD 7.74 million comes from initiatives specific to IOM, and the remainder attributable to bilateral initiatives with other United Nations entities. The Organization has proactively participated in all aspects of the United Nations efficiency agenda, having joined over 117 of the 132 business operations strategies that had been completed by the end of 2022. IOM has also contributed to United Nations efficiency reporting processes, notably being appointed co-chair of the United Nations Sustainable Development Group task team on efficiency impact reporting.

123. In 2022, one new Member State joined the Organization (Barbados); total membership therefore increased to 175 Member States. By the end of 2022, there were a total of 163 IOM observers: eight observer States, 33 organs and organizations of the United Nations, 45 intergovernmental organizations and 75 civil society and non-governmental organizations.

## Internal Governance Framework

124. The successful implementation of the IGF will ensure that IOM can deliver value for money while continuing to meet its duty of care towards personnel, with the ultimate aim of better serving migrants. By the end of the year, 53 out of the total of 73 work items in the IGF Workplan had been completed or fast-tracked for completion under the Business Transformation workstream.

### Box 13. IGF workstream highlights

#### **Workstream 1: Foundational components**

Following extensive consultation, the Strategic Results Framework was launched to support the alignment and coherence of project development, implementation, monitoring and reporting within IOM. The Risk Management Framework and Policy has also been updated to guide strategic and operational decision-making to mitigate risks and promote a common understanding of risk management across the Organization.

#### **Workstream 2: Strengthening existing business processes**

As part of IOM's efforts to streamline workflows, manage risk and improve productivity, the Online Invoice Payable Application was launched in mid-2022, significantly increasing the speed, transparency and traceability of transaction processing while guaranteeing the accountability, efficiency and effectiveness of the relevant process. The Organization's eFiling solution further enables the mass uploading of procurement and accounting documents, providing a unified solution for IOM offices, particularly those in high-risk security areas.

#### **Workstream 3: Business Transformation**

Following the selection of the Cloud ERP solution from Oracle in February 2022, the implementation phase of the Business Transformation began with the development of the overall high-level design and solution strategy. In parallel, Oracle started work to support the go-live of the human resources performance management module, which was scheduled for early 2023.

#### **Workstream 4: Internal justice**

The Office of the Inspector General continued to reduce the backlog of cases handled by the investigation function. In 2022, the number of open cases under investigation decreased from 142 to 101 (excluding cases referred for investigation by third parties), with only 14 cases predating 2021 remaining open at the end of the year.

## Financial management

125. The total combined revenue of the Organization, comprising assessed contributions, voluntary contributions and other income, increased by 18 per cent compared with 2021 and reached USD 2,985.7 million in 2022. 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 2022. The annual financial results for 2022 showed a 15 per cent increase in the total combined expenditure compared with 2021, with the total expenses reaching USD 2.922.8 million, meeting the Organization's annual budget target.

126. Throughout 2022, IOM continued to engage with donors to increase predictable, multi-year unearmarked contributions, so as to allow IOM to implement critical strategic and institutional initiatives. At the end of the reporting period, a total of USD 33.25 million in voluntary unearmarked contributions had been received from 16 donors, which is a decrease from the USD 38.79 million received in 2021. This flexible funding has been instrumental for the implementation of important reforms under the IGF and strategic initiatives outlined in the Strategic Vision.

127. Procurement processes were further digitized to increase efficiency and decrease the risk of fraud. The total value of purchase orders in 2022 was USD 1.59 billion; 38.7 per cent were for services, 29.5 per cent for goods, 16 per cent for partners and 15.8 per cent for tickets. Approximately 10 per cent of the more than 196 million purchase orders processed during the year were processed digitally.

### **Risk management**

128. Further work has been undertaken to embed risk management practices and processes throughout the Organization as part of a dynamic and integrated approach that aims to identify and manage risks within the country, regional and Headquarters structures. The fast-evolving pace of emerging risks has served to underscore the importance of having a pragmatic risk management framework that is clearly linked to the achievement of IOM's strategic objectives, driving performance, transparency and accountability as foundational components of the governance pillars of the Organization.

129. The Risk Management Framework and Policy was updated in 2022 to address the need for an increased focus on risk management practices, as indicated by both internal and external organizational reviews. The revised Framework and Policy is one of the three pillars that will support the enhanced internal governance system for the Organization, alongside the Delegation of Authority Policy and the Internal Control Framework. Since the roll-out of this new Framework and Policy, the Organization has had a surge in demand from IOM offices requesting further guidance and training on compliance and implementation, which it has provided through both online and on-site workshops, prioritizing offices according to size and complexity of operations, past internal audit recommendations and new and emerging key risk indicators. A network of regional risk management focal points has also been established to support the coordination of institutional risk management initiatives, enabling more focused risk analysis and monitoring across all regions.

130. In 2022, the number of completed risk registers increased by 50 per cent, with a steady increase in the number of offices that have successfully concluded risk assessments. The detailed risk analysis enables departments at Headquarters and in regional and country offices to assess the likelihood that their operations will be exposed to risks, and to implement preventative mechanisms and mitigation measures accordingly. The 10 largest operations have been prioritized for additional technical support and other risk management tools and resources.

131. In terms of internal audit, 17 risk-based audit assignments were performed and 47 projects were reviewed. The internal audit function also acted in an advisory capacity with regard to IGF initiatives such as the development of the Delegation of Authority Policy and the Internal Control Framework and collaborated with relevant units on the continuous assessment of risks.

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

132. The Strategic Vision highlights IOM's policy role and underlines the importance of building the Organization's policy capacity as a driver for success. Indeed, IOM's efforts to support governments with migration policy are closely linked to its own policy capacity, making the latter a vital catalyst for the Organization's contribution towards the realization of the 2030 Agenda and implementation of the Global Compact. Policy engagement to help governments reach shared goals and develop workable approaches is an important part of IOM's mission, as both the leading United Nations organization for migration, and the Coordinator and Secretariat of the United Nations Network on Migration. In 2022, IOM established the Policy Coordination Unit and the Innovation and Knowledge Management Unit within the new Department of Policy and Research to enhance efforts to build institutional capacity on policy, innovation and knowledge management.

133. During the year, an additional 305 IOM publications were made freely available online on the IOM [Publications Platform](#), the majority in the three official languages of IOM, but also in other official United Nations languages and other languages. At the end of 2022, the Publications Platform contained 2,928 electronic publications in a total of 50 languages, making it one of the largest open-access repositories of migration publication resources, which are largely drawn from IOM projects around the world.

134. An expanded and improved version of the Leveraging Global Frameworks Through Policy and Programming training course was launched on 1 September 2022. The course has helped 3,300 IOM staff members identify and articulate the linkages between key migration-related global policy frameworks, with 63 per cent of those completing the basic training reporting that they expected to apply their new skills within a month of finishing the course. This training is an important part of wider organizational efforts to build staff capacity and strengthen IOM's ability to support implementation of the Global Compact and the 2030 Agenda. Another effort in this regard is Migration for Development (M4D) Net, IOM's knowledge platform and capacity-building tool on migration and sustainable development, which had 3,700 users from 160 countries in 2022, including practitioners from other United Nations agencies, the private sector, donor organizations, civil society organizations and government partners.

135. The [Migration Health Research Portal](#) serves as a global repository of IOM's scientific reports, publications and projects related to migration and health and received more than 70,140 page views in 2022. It also serves as an open-source platform for connecting researchers, policymakers, civil society and other partners to advance migration health research initiatives with a view to improving evidence-based policy and practice. Regular audio podcasts and bulletins exploring the latest scientific research on migration and health, as well as thematic databases such as the Migration Health Evidence Portal for COVID-19, and the Migration Health and Development Research Initiative, are all housed within the portal.

136. In 2022, the POEM (Peer Exchange and Learning on Migration) platform had 22 active communities of practice. This internal collaborative space for IOM staff has facilitated the sharing and analysis of migration policy work in a range of ways. For example, IOM staff in Mexico have used POEM to expand their knowledge of the work done by mobile medical teams at the IOM Office in Brazil and in the Bolivarian Republic of Venezuela in order to improve the reach and quality of their own migrant health interventions. POEM has also helped staff at the IOM Office in Costa Rica develop the Labour Migration Traceability System (known as SITLAM in Spanish) based on a project in Guatemala; SITLAM has now become an example of best practice for the region.

137. Further innovations continue to be made in information management. The SMART CAMP Application has been rolled out in Bosnia and Herzegovina, Qatar and Kosovo.<sup>3</sup> The app was piloted in Qatar in January for an inbound flight from Afghanistan with more than 200 migrants and was shown to expedite data entry and the issuance of registration cards. It can also improve the accuracy of aid distribution and facilitate instant statistics and reports for camp managers, migrant assistants and IOM counterparts. In Argentina, a digital application for the registration and early detection of victims of trafficking has been created in partnership with the Government. The application allows access to an integrated database containing information about trafficking cases in order to speed up the victim support process, facilitate compliance with requests for information from the justice system and protect sensitive data.

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<sup>3</sup> References to Kosovo shall be understood to be in the context of United Nations Security Council resolution 1244 (1999).



## Monitoring and evaluation

138. In 2022, the Central Evaluation Unit, which was previously located within the Office of the Inspector General, was moved to the newly created Department of Strategic Planning and Organizational Performance, thereby establishing an independent central evaluation function, in line with the United Nations Evaluation Group norms and standards and the recommendations made by the Multilateral Organisation Performance Assessment Network and OECD/DAC during their reviews of the IOM evaluation function. A charter has since been developed that reaffirms the independence of the Unit and outlines its mandate, authority and accountabilities.

139. During the year, IOM contributed to initiatives of the Inter-Agency Humanitarian Evaluation Steering Group, both financially and as a member of its management groups, and participated in two inter-agency evaluations, one on the COVID-19 humanitarian response and the other covering the response to the crisis in Yemen. The Organization also contributed to the United Nations joint evaluation entitled Case Studies of Best Practice Evaluations by UN Agencies in Asia and the Pacific, which looked at evaluations during the COVID-19 pandemic.

140. Technical assistance was provided to several departments for the development of thematic monitoring and evaluation resources, including the Return and Reintegration Impact Evaluation training course and the Cash-based Interventions Manual. Support was also given in the context of updating the monitoring and evaluation content of the Programme Manager training course and the Implementing Partners Manual, and for the development of a separate monitoring and evaluation module for the Chief of Mission training course.

141. Over the reporting period, a total of 51 decentralized evaluations and 2 centralized evaluations were completed, with the centralized evaluations examining IOM's institutional approach and contribution to implementation of the 2030 Agenda and the humanitarian-development-peace nexus. In addition, an internal meta-analysis was undertaken on a sample of 10 evaluation reports prepared in 2022 to assess how the Organization integrates gender considerations into its evaluations; the findings indicated an increasing trend towards coverage of gender equality and the empowerment of women in both internal and external evaluations. All evaluations and evaluation briefs are available in the [IOM Evaluation Repository](#).

## Media and communications

142. The IOM global website experienced a period of substantial growth in 2022, seeing a 27 per cent increase in views compared with the previous year. That growth also extended to more than 100 locally managed regional office, country office and project websites, which, together with the global website, saw an overall 59 per cent increase in views compared with 2021, taking the total to 26.7 million. This success can be attributed to a number of factors. A secure, user-friendly template was rolled out to all regional and country offices, while search engine optimization efforts ensured that IOM remained close to the top of search results. Additionally, thanks to targeted resource mobilization, sustained training and technical support was provided to nearly 360 web editors and focal points.

143. Social media in all its forms has played a central role in highlighting the Organization's work, with a 16 per cent increase in follower numbers across IOM's six global social media accounts. The LinkedIn account experienced the highest growth at 32 per cent, ending the year with 773,973 followers, while the total number of followers across all IOM global social media accounts stood at 3.49 million.

144. In terms of specific campaigns, the flagship International Migrants Day campaign, under the hashtag #MigrantsDay, reached a total of 31 million people by the end of 2022. Social media briefing

sessions with 70 social media focal points were also held prior to COP27 to support the broadest possible dissemination of content linking climate change and migration – an institutional strategic communications priority. In addition, briefing sessions on the I Am A Migrant campaign were attended by over 100 focal points.

145. Ahead of the International Migration Review Forum, the United Nations Network on Migration launched the #Migration2022 online discussion, which called on the general public and special interest groups to add their voices to a digital extension of the Forum by sharing stories, posting videos and making pledges. By the end of the event, the bespoke hashtag #Migration2022 had gathered over 7 million users on Twitter.

146. Addressing anti-migrant xenophobia and hate speech remained another strategic communications priority for the Organization at the global, regional and country levels. In 2022, this work notably involved the provision of technical support, including content and website management, to the It Takes a Community global campaign, which was launched in December 2020 as an initiative of the GFMD Ad Hoc Working Group on Public Narratives on Migration.

147. Efforts to increase the visibility of the Organization’s strategic communications priorities for 2022 were supported by 135 press releases in English, French and Spanish, and 137 features and posts from around the world on Storyteller, Medium and the IOM blog; these were then amplified through global, regional and national social media accounts. There has been a particular focus on IOM’s response to the war in Ukraine, the deteriorating conditions in Afghanistan, the drought in the East and Horn of Africa and the situation faced by Venezuelan migrants and refugees. A review of analytics reveals a 23 per cent click rate for the Organization’s news and feature campaigns, which is higher than the industry standard.

## **Results-based management**

148. In 2022, IOM has focused on the roll-out of a new approach to results-based management using the Strategic Results Framework, which facilitates the reporting of aggregate results, increases accountability to donors and streamlines data collection, leading to efficiency gains. A set of standard indicators was developed as part of the Framework and added to PRIMA to allow the aggregation of results across the Organization. A training of trainers course was then delivered to 29 representatives from IOM’s regional offices to prepare them for in-country pilots of the Strategic Results Framework and user testing of the new PRIMA functions for programme development and monitoring.

149. As a result of these and other advances, IOM was able – for the first time – to share its key results for 2021 for inclusion in the system-wide report on measuring the United Nations contribution towards the SDGs. This report was presented at the Operational Activities for Development Segment of the Economic and Social Council in 2022.

## **Human resources**

150. At the end of 2022, the total number of staff was 18,934, representing an increase of nearly 7 per cent compared with the end of 2021. Women accounted for 48 per cent of that number (compared with 47% in 2021). Of this total, 1,281 women and 1,291 men belonged to the international Professional category, and 7,834 women and 8,528 men belonged to the General Service and National Officer category. Core staff accounted for almost 5 per cent of the total staff, while 97 per cent of IOM staff were working in field locations. In the international Professional category, 588 staff operated in hardship locations (i.e. categories D and E), representing 23 per cent of the total international Professional staff. There were 198 members of staff working at the P-5, D-1 and D-2 levels, 39 per cent of whom were women and 61 per cent men, which is the same ratio as in 2021.

151. During the reporting period, 172 nationalities were represented in the Organization's global workforce. This figure includes 145 nationalities represented at the international Professional level and 98 nationalities at the senior level (P-5 level and above). Progress continued to be made in geographical diversity at the international level. IOM staff from countries in the global South (countries that are not OECD/DAC members) represented 83 per cent of the total IOM workforce, a slight increase from the previous year. However, there was a slight decrease in the number of IOM Member States represented among international Professional staff, from 77 per cent in 2021 to 75 per cent in 2022. The Organization constantly liaises with the permanent missions and governments of non-represented Member States to ensure that their qualified professionals have the possibility to apply to and be hired by IOM.

#### **Box 14. Ombudsperson**

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

In 2022, the Office received 398 staff seeking assistance. Of the cases reported, 89 per cent were closed, with 35 per cent of cases resolved, 15 per cent requiring no further action and 9 per cent referred to another appropriate entity. During the year, the Office produced four periodic reports and one annual report. This involved analysing anonymous data and identifying systemic issues, including the need to enhance both supervisory and peer relationships, support organizational policy implementation while streamlining processes, and boost the leadership capacity of managers. Recommendations were made to address these issues.

The Office continued to strengthen its network of respectful workplace focal points, who are its first-line responders, by increasing the capacity of selected focal points as conflict resolution trainers. Together with the delocalization of operations, this enabled further outreach at the local level. The Office's role complements the internal justice system and its integrated conflict management approach enables personnel to turn threats into opportunities and address issues in a timely manner.

In 2022, the Office also launched the Conflict Resolution Master Class and the IOM School of Negotiation. It further strengthened its virtual training programmes and implemented a new virtual case intake and management system to improve accessibility for field staff. In total, over 4,500 IOM staff received training, while over 7,000 accessed the Office's virtual resources.

152. Several key policies were updated in 2022, including the instruction on working schedules and flexible working, which applies the lessons learned during the COVID-19 pandemic. IOM also expanded its mentoring scheme in 2022 and launched its first mentoring programme aimed at women.

153. During the year, IOM participated in an online careers fair for persons with disabilities, notably hosting a live question and answer session, with the aim of reaching out to potential candidates interested in a career with the Organization and providing them with more information about the work and career opportunities available. In addition, 21 positions were offered through the IOM Diversity and Inclusion Internship Programme in 2022, for which professionals with disabilities were strongly encouraged to apply.

154. The Staff Welfare Unit was expanded and now has 21 staff counsellors deployed globally, covering 24 languages and providing 400–500 individual counselling sessions each month, including confidential managerial consultations. In 2022, they worked with staff members in a number of areas, providing counselling and assistance during mental health crises and following the death of colleagues or dependants, and offering support during crisis situations such as fires, hurricanes, hostage incidents and armed attacks. Particular attention was needed in response to events in Afghanistan, Bangladesh, Ethiopia, Myanmar, the Sudan and Ukraine.

## Staff security

155. IOM personnel operate in volatile political, social and economic situations brought about by unprecedented levels of population displacement and food insecurity, climate shocks, and a global rise in armed conflicts and civil unrest, terrorism and crime. Over the past year, work has continued to boost the Organization's resilience and provide an effective and coordinated response to security incidents and crises, enabling IOM programmes to be implemented in a highly complex global security environment.

156. In 2022, there were 636 recorded safety and security incidents that directly impacted IOM, an eight per cent decrease from 2021. However, trends in terms of security and instability show that risks for IOM personnel and activities are unlikely to fall in the coming years. The Organization is therefore working to strengthen security risk management strategies by developing and updating its security policies, facilitating security training, improving security communication and enhancing the overall security compliance of IOM offices and activities globally.

157. During the year, IOM delivered Safe and Secure Approaches in Field Environments training, Individual First Aid Kit training and Women's Security Awareness Training to a total of 2,904 UNSMS humanitarian personnel, and led the delivery of training and certification courses to 156 UNSMS security professionals. A total of 2,753 IOM personnel also completed the BSAFE mandatory United Nations security awareness training, increasing the completion rate within the Organization to 86.9 per cent.

158. Throughout 2022, IOM continued to use its position as a member of UNSMS to advocate for a strengthened people-centred approach to all aspect of security management. It also remained a co-chair of the sub-working group on security training of the Inter-Agency Security Management Network's Gender and Inclusion Working Group, which also covers disability inclusion.

## Transparency and accountability

159. In 2022, IOM achieved its highest ranking on the IATI dashboard, scoring 94 out of 100 – a major improvement from its score of 62 at the end of 2020. The overall score is the average of scores for timely (100), forward-looking (97) and comprehensive (86) data and will give donors and partners greater confidence in cooperating with the Organization, ultimately improving the outlook for IOM business development. This progress has been made thanks to technical improvements and the expansion of the data set published. Participation in IATI has also enabled IOM to harmonize processes and data to meet multiple internal and external reporting requirements, while embarking on further expansion of the data released to the IATI platform, including data concerning project revenue and expenses, in line with institutional commitments to transparency.

160. During the year, 5,746 agreements/contracts were handled by the Department of Legal Affairs worldwide, of which 1,339 were donor/funding agreements. The Organization's contract life cycle management solution – CAFÉ (contract automation, filing and execution) – was upgraded to a more user-friendly version in early 2022. Thanks to the enhanced capacity to tailor contracts to specific country office needs, only 6.6 per cent of contract workflows initiated in CAFÉ subsequently required legal advice, compared with 14 per cent in 2021.

161. During the year, 1,084 projects were activated in PRIMA with a total budget value of over USD 3 billion, an increase of approximately 18 per cent compared to 2021. A further 1,211 projects were endorsed or approved for submission, while 815 projects were completed. A high proportion – 88 per cent – of approved or endorsed projects received donor funding.

### **Box 15. Protection from sexual exploitation and abuse and sexual harassment**

Protection from sexual exploitation and abuse and sexual harassment (PSEA/SH) is a top priority for IOM, which actively works to prevent and respond to cases of sexual exploitation and abuse and sexual harassment across the Organization, while also supporting collective initiatives in this regard.

In 2022, the Prevention of and Response to Sexual Exploitation and Abuse and Sexual Harassment Unit was established under the direct supervision of the Deputy Director General for Management and Reform. The first external evaluation of PSEA/SH measures within the Organization was also completed; this will form the basis for further efforts over the next five years. Reports of sexual exploitation and abuse and sexual harassment received by the Office of the Inspector General increased by 44 per cent compared with 2021, which is likely due to increased awareness of these issues within the Organization and a better understanding of how to report occurrences. During the year, a total of 15,204 IOM staff, related personnel and external partner staff benefited from at least one PSEA training session.

In terms of technical support for country and regional offices, the first IOM PSEA/SH toolkit and checklist was launched. This is a highly operational tool that provides practical actions and guidance to support IOM staff at all levels worldwide to strengthen PSEA/SH efforts within IOM offices, programmes and projects, and among partners, communities and affected individuals. The key interventions covered include integrating PSEA/SH into proposals, engaging and communicating with communities on PSEA/SH, conducting risk assessments and responding to disclosures in a survivor-centred manner.

In partnership with Translators Without Borders, IOM and the World Food Programme have launched the [PSEA at the Frontline: Together We Say No](#) global communication campaign. The campaign aims to provide front-line workers with critical knowledge on PSEA through a package of accessible communication materials in illustrated print, audio and video formats. The resources are currently available in 22 languages, while selected materials have also been translated into Polish, Romanian, Russian and Ukrainian to support the response to the conflict in Ukraine.

In a sign of the progress made in this area, IOM successfully embedded PSEA into the start of operations for the first time during its Ukraine response. This was done through the recruitment and deployment of 10 dedicated PSEA staff and the comprehensive integration of PSEA into project proposals, management, implementation, monitoring and budgeting. IOM also strengthened its commitment to PSEA more generally in 2022 through the creation of full-time, dedicated PSEA Officer positions to be placed in over 40 countries.

## **Standards of conduct**

162. IOM continued to demonstrate its commitment to the highest standards of ethics and conduct, with 83 per cent of staff having completed the mandatory training on the subject. Over the reporting period, 1,330 employees declared cases of potential conflict of interest (e.g. outside activities, gifts, close relatives), thereby ensuring that the Organization was able to address potential conflicts of interest in a timely manner.

163. During the year, the Organization issued a new policy on protection against retaliation for reporting misconduct or cooperating with investigations and audits, which provides a clear framework for dealing with such issues and aims to encourage IOM personnel to report misconduct without fear of retaliation. Online and in-person training on this new policy was also delivered to 2,142 IOM personnel. In addition, IOM updated the Policy for a Respectful Working Environment, together with the accompanying guidelines and self-paced online training course; this policy also covers the issue of sexual exploitation and abuse and sexual harassment.

164. As part of the reform of the IGF, additional staffing resources have been secured for the Office of the Inspector General and the Department of Legal Affairs to guarantee sufficient capacity to review and investigate allegations and to manage an increased number of internal appeals by staff members against the decisions made by the Organization. This investment in 10 additional staff members

recognizes the importance of taking swift and appropriate action on allegations of misconduct, bringing contested disciplinary measures to a definitive conclusion, protecting IOM from liability, and ensuring organizational and individual accountability.

165. The investigation function of the Office of the Inspector General began 2022 having eliminated the backlog of cases existing at the beginning of 2020. There was a substantial increase in the number of allegations reported over the course of the year, which reached 1,409 as compared to 986 in 2021. Notwithstanding this increase, 79 per cent of cases were processed through the intake stage within three months in 2022. The Office considers that the rise in allegations is due to growth in staff numbers and the scale of operations at IOM, in addition to a stronger culture of accountability, integrity and transparency. During the year, the Office referred 108 cases to the Department of Legal Affairs for consideration of disciplinary measures, based on investigation reports and referral reports for cases in which sufficient evidence existed after preliminary assessment or investigation.

166. IOM continues to advocate for the promotion of gender equality and the empowerment of women within other United Nations entities, Member States and international partners, notably the equal representation of women in delegations. Within the Organization, extensive research has been undertaken as part of work on the revised IOM Gender Equality Policy, which is due to be issued in 2023.

#### **Box 16. Environmental sustainability**

Following the restructuring of its Headquarters, IOM established a dedicated Environmental Sustainability Unit, which took the place of the Environmental Sustainability Programme in January 2022. The Unit coordinates implementation of the United Nations system-wide environmental management frameworks and supports the sustainability transition within the Organization, which also encompasses the shift towards clean energy. The IOM Environmental Policy was revised at the end of 2022 and funding has been received to support its roll-out in 2023.

IOM offices worldwide continue to contribute environmental inventory data to the United Nations Environment Programme website [Greening the Blue](#), which shows that carbon dioxide equivalent emissions from IOM operations and facilities are below the United Nations average. In addition, progress has been made in terms of integrating environmental risks into the Organization's investment decisions. When making deposits, priority is given to banks with a minimum MSCI environmental, social and governance rating of A, while portfolios are also selected based on their sustainability criteria.

Innovative projects and finance mechanisms are being used to extend the economic benefits of IOM's clean energy transition to the people it serves. One example involves the new solar plant that powers the humanitarian hub managed by IOM in Malakal, South Sudan. In 2022, an agreement was signed allowing Peace Renewable Energy Credits (P-RECs) – energy credits certified as providing environmental and social co-benefits – to be issued from the project. This was the largest P-REC agreement to date and the first P-REC registration in South Sudan. The arrangement will allow IOM to fund the solar electrification of the Malakal Teaching Hospital, which is the main health-care facility in the conflict-affected region.

#### **Data protection**

167. The Organization continued to prioritize data protection in 2022. Its data protection policy, the IOM Data Protection Principles, is an essential resource for protecting the privacy rights, integrity and dignity of individuals. Online data protection training has been mandatory for all IOM staff since 2021, and this year 1,265 personnel were trained on data protection through in-person or remote sessions. Special webinars were also organized on the occasion of Data Protection Day in January 2022, reaching 600 staff members.

168. As part of ongoing efforts to improve cybersecurity within the Organization, a series of coaching sessions was carried out in partnership with local ICT officers. This was followed by an assessment of 236 IOM offices, with 96 of them meeting at least 90 per cent of the basic security compliance requirements as outlined in the IOM global cybersecurity standards.

### **Privileges and immunities**

169. Privileges and immunities aim to ensure the independent and effective functioning of the Organization. By the end of 2022, 102 of the 186 Member States, observer States and places where IOM has activities granted IOM full privileges and immunities, i.e. privileges and immunities meeting the criteria contained in Council Resolution No. 1266 of 26 November 2013 on improving the privileges and immunities granted to the Organization by States. Efforts continued to negotiate improved privileges and immunities for the Organization worldwide in accordance with Council Resolution No. 1266. Work was also launched to document the consequences for IOM of the denial of full privileges and immunities, with a view to proposing remedial measures for approval by the Council.





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

**Table 1. Number of men and women in the Professional and higher categories (2018–2022)**

	2018	2019	2020	2021	2022
Men	929	1 062	1 120	1 195	1 292
Women	842	946	1 067	1 164	1 282
<b>Total</b>	<b>1 771</b>	<b>2 008</b>	<b>2 187</b>	<b>2 359</b>	<b>2 575</b>
Percentage of women	48%	47%	49%	49%	50%

**Table 2. Increase/decrease in the number of women in the Professional and higher categories between 2020 and 2022, by grade**

2022	Ungraded	P-1	P-2	P-3	P-4	P-5	D-1–D-2	E-1	E-2
Men	202	42	382	335	210	79	41	1	
Women	238	21	392	360	192	53	25		2
<b>Total in 2022</b>	<b>440</b>	<b>63</b>	<b>774</b>	<b>695</b>	<b>402</b>	<b>132</b>	<b>66</b>	<b>1</b>	<b>2</b>
Percentage of women in 2020	55%	37%	49%	50%	45%	44%	30%		
Percentage of women in 2021	56%	31%	51%	49%	47%	41%	35%		
Percentage of women in 2022	54%	33%	51%	52%	48%	40%	38%		
<b>Change in percentage of women between 2020 and 2022 (percentage points)</b>	<b>-1</b>	<b>-4</b>	<b>+2</b>	<b>+2</b>	<b>+3</b>	<b>-4</b>	<b>+8</b>	<b>N/A</b>	<b>N/A</b>

**Table 3. Number of men and women in the P-5 and higher categories (2018–2022)**

	2018	2019	2020	2021	2022
Men	92	99	104	117	121
Women	55	62	67	76	80
<b>Total</b>	<b>147</b>	<b>161</b>	<b>171</b>	<b>193</b>	<b>201</b>
Percentage of women	37%	39%	39%	39%	40%
<b>Change in percentage of women (percentage points)</b>	<b>+2</b>	<b>+2</b>	<b>-</b>	<b>-</b>	<b>+1</b>

**Table 4. Increase/decrease in the number of international and national staff in 2022 and previous years**

Category	2005	2018	2019	2020	2021	2022
Professional and higher categories	669	1 771	2 008	2 187	2 359	2 575
General Service and National Officer categories	4 730	10 904	12 805	14 069	15 405	16 362
<b>Total</b>	<b>5 399</b>	<b>12 675</b>	<b>14 813</b>	<b>16 256</b>	<b>17 764</b>	<b>18 937</b>
Percentage of staff in Professional and higher categories	12%	14%	14%	13%	13%	14%



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

Country of nationality: Member States	Category/Grade															Total	Sex	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	NO-A	NO-B	NO-C	NO-D	UG		F	M
Afghanistan				20	8	38	30	13	5		4	1			71	190	34	156
Albania	1			1		16	2	4	3						3	30	16	14
Algeria	2			3	3	7	16	3	1		1				9	45	21	24
Angola						1		1							2	4	2	2
Antigua and Barbuda																0		
Argentina						7	9	6	3		7	5	1	1	13	52	34	18
Armenia				2		6	2	3	1			1			3	18	10	8
Australia					1	5	16	8	2						3	35	19	16
Austria					7	9	3	11	1			1			2	34	21	13
Azerbaijan					1	7	2	4	2			1			8	25	13	12
Bahamas													1			1	1	
Bangladesh	10			34	95	59	73	63	6		42	10	1		123	516	131	385
Barbados								1								1		1
Belarus				1	2	5	5	5	2		1				13	34	24	10
Belgium					7	9	14	5	2		2	1			8	48	32	16
Belize					1		1	2			4				3	11	6	5
Benin				1		6	5				1				7	20	9	11
Bolivia (Plurinational State of)						1		1			1	1			15	19	10	9
Bosnia and Herzegovina				2	86	64	28	23	12		4	3	1		30	253	128	125
Botswana				1			1								3	5	2	3
Brazil						1	5	2	1				1		102	112	71	41
Bulgaria					1	4	11	5	2			2		1	5	31	19	12
Burkina Faso				11	1	27	15	8			4	1			12	79	24	55
Burundi				15	21	43	48	13	2		3	4			27	176	59	117
Cabo Verde								2					1		2	5	4	1
Cambodia				1	3	6	6	5	2		2	5			11	41	24	17
Cameroon				10	3	37	22	11	3		10	10			3	109	42	67
Canada							11	2	2		1	1	1	1	5	24	19	5
Central African Republic				20	1	16	18	3			3				15	76	12	64
Chad	2			8	6	30	31	9	3		2				91	182	54	128
Chile	1				1	1	4	3	2						33	45	31	14
China					3		4	3	1					1	1	13	8	5
Colombia	4			23	57	96	53	35	54		31	15	6	1	37	412	272	140
Comoros							3					1				4	1	3
Congo											1					1		1
Cook Islands																0		
Costa Rica				3	4	21	16	5	5		10	6			36	106	64	42
Côte d'Ivoire				7	4	30	6	7			1				20	75	34	41
Croatia					2	3	5		1		1				2	14	7	7
Cuba						1	1								2	4	2	2
Cyprus					2	3	1	1	1			1			5	14	9	5
Czechia						1	2	4	1				1		8	17	11	6

Country of nationality: Member States	Category/Grade															Total	Sex	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	NO-A	NO-B	NO-C	NO-D	UG		F	M
Democratic Republic of the Congo				12	3	27	23	14	5		2	2			71	159	42	117
Denmark						1		1								2	2	
Djibouti	4			9	4	9	14	6			2	2			16	66	25	41
Dominica							2		2							4	4	
Dominican Republic				1	6	4	4		1		1				7	24	16	8
Ecuador				2	3	44	27	9	3		10	1			58	157	103	54
Egypt				4	13	36	48	20	5		19	4			14	163	79	84
El Salvador	2			8		44	95	33	10		14	6			21	233	148	85
Eritrea						3	1								3	7	4	3
Estonia							2	2			1				3	8	6	2
Eswatini						1	1	1							1	4	3	1
Ethiopia	18			34	67	101	185	46	20		38	20	2		522	1 053	340	713
Fiji							1	1	1							3	3	
Finland						7	12	5	3						5	32	24	8
France					3	7	13	12	4		1				23	63	50	13
Gabon															1	1	1	
Gambia				5	5	15	13	9	3		6	1			5	62	22	40
Georgia				1	2	15	13	4	3		2	4			6	50	37	13
Germany					26	28	26	19	2		2	2	1		5	111	74	37
Ghana	2			5	4	20	25	9	3		3	4			15	90	37	53
Greece					3	7	6	4	4		3				836	863	521	342
Grenada																0		
Guatemala				3	4	17	54	16	9		14	1		1	29	148	92	56
Guinea	4			10	2	10	27	6	1		16	1			41	118	35	83
Guinea-Bissau								1	1							2	1	1
Guyana						1	4	2	2		1	1	2		3	16	10	6
Haiti	11			20	12	21	22	12	2		4	3			72	179	54	125
Holy See																0		
Honduras	1			7		21	42	14	4		5	2	1		9	106	52	54
Hungary						1	4	1	3		1	1	1		26	38	25	13
Iceland																0		
India				1	2	4	9	6			1	1			6	30	17	13
Iran (Islamic Republic of)				1	2	14	6	5			2	3			33	66	25	41
Ireland						1	2	1			4				5	13	10	3
Israel											1				3	4	2	2
Italy				2	17	30	9	9	3	1	1	5	2		35	114	82	32
Jamaica						1	1	2	1		1	1			2	9	8	1
Japan						1	2	1			1		1			6	6	
Jordan				11	8	130	116	41	16		9	13	3		40	387	201	186
Kazakhstan				2		9	5	4	2		3	3			7	35	29	6
Kenya	4			25	11	51	116	46	11		19	24	8		51	366	190	176
Kiribati																0		
Kyrgyzstan				2	2	4	1	5	3					1	2	20	13	7
Lao People's Democratic Republic					1	4		1			1				7	14	4	10
Latvia									1						4	6	4	2

Country of nationality: Member States	Category/Grade															Total	Sex	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	NO-A	NO-B	NO-C	NO-D	UG		F	M
Lesotho						1	4	2				1			1	9	5	4
Liberia				2		3	1		1						4	11	3	8
Libya	2			8	2	25	24	8	1		5	6			40	121	20	101
Lithuania						2	4	7	2		4	1	1		4	25	19	6
Luxembourg					1											1	1	
Madagascar					1	1	2	2							1	7	4	3
Malawi				2	1	1	10	1			5	2			5	27	11	16
Maldives						1	2				1					4	2	2
Mali	1			9	8	33	22	17	1		10	1	1		9	112	30	82
Malta																0		
Marshall Islands						1	1	4			1				9	16	5	11
Mauritania				7	3	9	9	7			3		1		3	42	15	27
Mauritius				1		4	2	1	1		1				1	11	3	8
Mexico				8	8	54	65	19	4		10	3			141	312	193	119
Micronesia (Federated States of)						2	4	4	1		1				7	19	7	12
Mongolia						18		4			2				6	30	27	3
Montenegro					1							1			9	11	8	3
Morocco	2			2	13	18	23	14	10		4	4	1		12	103	53	50
Mozambique	1			12	19	28	39	10	1		13	3	1		130	257	91	166
Myanmar				3	13	36	15	2	5		14	4	1		131	224	122	102
Namibia															2	2	2	
Nauru																0		
Nepal	2			6	3	20	20	8	2		9	5	3		33	111	52	59
Netherlands				1	2	8	40	9	1		1	4	1		5	72	50	22
New Zealand							1									1	1	
Nicaragua	1					3	3		1		3	1	1		5	18	11	7
Niger				29	25	73	44	29	3		13	2			34	252	67	185
Nigeria	16			25	24	134	106	39	16		30	13	2		100	505	207	298
North Macedonia	1					14	4	1	4		2	2			12	40	26	14
Norway						2		3	1							6	2	4
Pakistan	12			11	18	54	57	18	6		6	17	7		53	259	70	189
Palau							1				2				1	4	3	1
Panama				1	1	16	12	15			4	5			26	80	46	34
Papua New Guinea				4	2	3	5	2			2	1			10	29	11	18
Paraguay								1	1			1	1		8	12	9	3
Peru	1			12	14	27	14	10	2		2				79	161	95	66
Philippines	8			7	31	117	177	98	30		55	31	11	1	179	745	442	303
Poland						3	2	6	4		1				51	67	52	15
Portugal					8	5	3	5				1			3	25	19	6
Republic of Korea					1		2	1			3	2			4	13	11	2
Republic of Moldova					3	3	8	6	3		5	5	3		59	95	51	44
Romania				1		5	6	11	1		1	3	2		18	48	29	19
Russian Federation				1	2	3	9	1	3		5				7	31	23	8
Rwanda				8	1	20	38	9	2		1	5				84	31	53
Saint Kitts and Nevis																0		
Saint Lucia																0		

Country of nationality: Member States	Category/Grade															Total	Sex	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	NO-A	NO-B	NO-C	NO-D	UG		F	M
Saint Vincent and the Grenadines																0		
Samoa																0		
Sao Tome and Principe																0		
Senegal				8	7	15	15	17	3		4	1			16	86	30	56
Serbia					4	19	5	8	2		3		1		33	75	42	33
Seychelles																0		
Sierra Leone	2			3	1	1	11	4	1		4	1				28	5	23
Slovakia						4	15	16	11		6	1	1		25	79	62	17
Slovenia											1					1	1	
Solomon Islands															6	6	2	4
Somalia				15	2	11	32	18	1		9	9			7	104	17	87
South Africa				4	2	8	14	5	8		2	2	2		5	52	34	18
South Sudan	16			70	69	87	81	22	6		22				56	429	85	344
Spain					10	2	7	3	4		1	2	1		24	54	42	12
Sri Lanka	7			5	8	31	25	14	2		6	5	1	1	13	118	65	53
Sudan	24			24	8	34	37	22	5		14	5			26	199	69	130
Suriname															1	1	1	
Sweden							1	2					1		3	7	6	1
Switzerland						6	16	10	5						2	39	29	10
Tajikistan				3	1	4	5	3	2		4				13	35	13	22
Thailand		7	7	9	35	42	37	5	2		5	7			18	174	112	62
Timor-Leste	1			4	6	3	3	3			2		1		2	25	11	14
Togo					2	4	2	1							2	11	5	6
Tonga															2	2	1	1
Trinidad and Tobago								1					1		11	13	10	3
Tunisia	3			5	8	22	24	11	2		7	3			27	112	71	41
Türkiye	16			38	19	148	166	67	34		25	18	2		45	578	292	286
Turkmenistan					1	1		1							5	8	5	3
Tuvalu															1	1		1
Uganda	2			13	8	47	32	13	2		11	2			34	164	74	90
Ukraine				16	8	81	93	51	24		39	13	2		224	551	338	213
United Kingdom					1	6	10	9	2		6	3			14	51	27	24
United Republic of Tanzania	2			12	2	50	42	6	1		1	8	1		21	146	58	88
United States of America					2	31	51	18	9		21	5	6	1	26	170	102	68
Uruguay					1	2	1	1			1				5	11	9	2
Uzbekistan					1	3	5	1	1		1	1			6	19	6	13
Vanuatu							1				1					2	2	
Venezuela (Bolivarian Republic of)				3	3	8	7	7			2	1			82	113	60	53
Viet Nam				4	2	36	34	5	4		16	4			5	110	81	29
Yemen	1			6	20	36	22	25	1		7	2			3	123	34	89
Zambia				3		14	10	1				3			1	32	17	15
Zimbabwe	2			1	1	18	14	5	1		1	4			24	71	42	29

Country of nationality: observer States, non- member States and other	Category/Grade															Total	Sex	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	NO-A	NO-B	NO-C	NO-D	UG		F	M
Bahrain									1						5	6	4	2
Bhutan																0		
Indonesia	2			3	23	34	119	22	10		19	3	4		5	244	138	106
Iraq	2			28	15	54	76	48	18		36	10	1		30	318	97	221
Kuwait															2	2	2	
Lebanon	1			5	15	47	33	13	1		7	3			5	130	67	63
Malaysia																0		
Qatar																0		
San Marino																0		
Saudi Arabia																0		
Singapore						1										1	1	
Syrian Arabic Republic	2				1	10	14	18	3		5	1			33	87	27	60
Other					1	16	10	17	3		1	2			9	59	28	31
<b>Total</b>	<b>196</b>	<b>7</b>	<b>7</b>	<b>770</b>	<b>1 012</b>	<b>2 932</b>	<b>3 249</b>	<b>1 506</b>	<b>524</b>	<b>1</b>	<b>833</b>	<b>418</b>	<b>98</b>	<b>10</b>	<b>4 799</b>	<b>16 362</b>	<b>7 834</b>	<b>8 528</b>

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





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

Country of nationality: Member States	Category/Grade											Sex	
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Total	F	M
Afghanistan					1	1	3	9	1	7	22	2	20
Albania					1	2	1	1		1	6	5	1
Algeria							1	2	1		4	3	1
Angola										1	1		1
Antigua and Barbuda											0		
Argentina						1	3	7		2	13	8	5
Armenia							1	2			3	3	
Australia			2	2	4	8	4	4	1	9	34	16	18
Austria				1	2	4	6	3		2	18	10	8
Azerbaijan					1			1			2		2
Bahamas											0		
Bangladesh						5	6	13		3	27	7	20
Barbados											0		
Belarus					1		2	3		1	7	4	3
Belgium				4	1	8	13	6		4	36	20	16
Belize							1				1	1	
Benin							1	4		2	7	1	6
Bolivia (Plurinational State of)					1					1	2		2
Bosnia and Herzegovina					1	4	2	1	1	5	14	8	6
Botswana											0		
Brazil					1	1	4	5		8	19	13	6
Bulgaria							3			3	6	5	1
Burkina Faso						1	3	3	1		8		8
Burundi						1	3	14	1	3	22	10	12
Cabo Verde											0		
Cambodia											0		
Cameroon						1	2	5	2	5	15	5	10
Canada			1	1	2	20	21	20		18	83	47	36
Central African Republic							1			1	2	1	1
Chad							3	2		1	6	2	4
Chile			1				1	1			3	1	2
China			1		1	1		8		4	15	12	3
Colombia						4	11	11		8	34	14	20
Comoros											0		
Congo											0		
Cook Islands											0		
Costa Rica				1	1	4	3	4		4	17	8	9
Côte d'Ivoire					2	1	5	6			14	1	13
Croatia					2	3	2			2	9	8	1
Cuba							1				1	1	
Cyprus							1				1		1

Country of nationality: Member States	Category/Grade											Sex	
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Total	F	M
Czechia							1			2	3	2	1
Democratic Republic of the Congo						1	7	8	1	2	19	4	15
Denmark						2	2	3		3	10	4	6
Djibouti								1		2	3	3	
Dominica											0		
Dominican Republic							2	1		1	4	2	2
Ecuador					1	2	9	4		4	20	12	8
Egypt				1	2	6	17	10	4	4	44	16	28
El Salvador							1	1	1	2	5	1	4
Eritrea						1		1			2	1	1
Estonia						1					1	1	
Eswatini											0		
Ethiopia					2	7	15	18	2	4	48	15	33
Fiji											0		
Finland						2	3	4		1	10	6	4
France			1	4	11	24	22	37	2	30	131	79	52
Gabon								1		1	2	2	
Gambia						1					1	1	
Georgia				2		1	2	1	1		7	1	6
Germany				1	7	11	11	18		8	56	35	21
Ghana			1		1	1	9	3		4	19	8	11
Greece					2	2	4			7	15	10	5
Grenada											0		
Guatemala							1				1		1
Guinea							2	4		1	7	2	5
Guinea-Bissau											0		
Guyana										1	1	1	
Haiti						1	3	6		3	13	5	8
Holy See											0		
Honduras							3				3	3	
Hungary							2				2	2	
Iceland											0		
India				1	2	2	6	11	2	6	30	21	9
Iran (Islamic Republic of)					1		1	1		2	5	4	1
Ireland						5	7	2		6	20	7	13
Israel											0		
Italy			2	5	17	32	43	28		22	149	100	49
Jamaica							3				3	3	
Japan				2	2	11	12	16		5	48	39	9
Jordan				1	2	4	11	16	5	5	44	8	36
Kazakhstan						1		1		1	3	2	1
Kenya			1		1	15	39	50	3	10	119	45	74
Kiribati											0		
Kyrgyzstan						1					1		1

Country of nationality: Member States	Category/Grade											Sex	
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Total	F	M
Lao People's Democratic Republic											0		
Latvia										1	1		1
Lesotho								2			2	2	
Liberia						1				2	3		3
Libya							1			1	2	2	
Lithuania						1					1		1
Luxembourg								1			1	1	
Madagascar											0		
Malawi					1			2		1	4		4
Maldives								1		1	2	2	
Mali						1	1	6	1	2	11	2	9
Malta						1		1		1	3	2	1
Marshall Islands											0		
Mauritania				1				2	1	2	6	2	4
Mauritius						4	2	1		1	8	7	1
Mexico						3	3	7	1	5	19	11	8
Micronesia (Federated States of)											0		
Mongolia								1			1	1	
Montenegro								1			1	1	
Morocco					2		5	2		1	10	8	2
Mozambique					1	1	2	1		1	6	2	4
Myanmar						1	2	5			8	3	5
Namibia											0		
Nauru											0		
Nepal						2	15	25	6		48	16	32
Netherlands				1		4	4	13		3	25	14	11
New Zealand						1	5	1	1	1	9	6	3
Nicaragua					2		2	1		1	6	3	3
Niger				1		1		6	1	2	11	6	5
Nigeria		1				1	7	15	3	7	34	12	22
North Macedonia					1	6	6	1		1	15	4	11
Norway						2	1	2			5	3	2
Pakistan						6	17	12	1	9	45	9	36
Palau											0		
Panama						1	7	3		3	14	8	6
Papua New Guinea							1				1		1
Paraguay						2		1		2	5	2	3
Peru						1	1			2	4	2	2
Philippines			1		2	12	26	40		12	93	50	43
Poland					1		5	1		3	10	7	3
Portugal	1				3	5	6	2		6	23	15	8
Republic of Korea					1	2	4	10	1	1	19	16	3
Republic of Moldova						1	2	1			4	2	2

Country of nationality: Member States	Category/Grade											Sex	
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Total	F	M
Romania						4	3	2		6	15	9	6
Russian Federation					4	3	1	5			13	8	5
Rwanda						1	5	11	1		18	7	11
Saint Kitts and Nevis											0		
Saint Lucia											0		
Saint Vincent and the Grenadines											0		
Samoa											0		
Sao Tome and Principe											0		
Senegal				1		3	6	8	2	5	25	9	16
Serbia					3	7	6	1		2	19	8	11
Seychelles											0		
Sierra Leone					1		1	3			5	1	4
Slovakia						2					2	1	1
Slovenia							2				2	2	
Solomon Islands											0		
Somalia							1	1		1	3	1	2
South Africa					1	3	5			1	10	5	5
South Sudan							2	1	1	3	7		7
Spain					3	7	13	10		13	46	27	19
Sri Lanka						3	7	8		4	22	6	16
Sudan			1			2	5	3			11	3	8
Suriname											0		
Sweden			1	2	3	2	5	5		3	21	14	7
Switzerland				1	3	9	9	10		5	37	22	15
Tajikistan				1	1						2		2
Thailand					1	3	6	1			11	8	3
Timor-Leste											0		
Togo							1	3	1	1	6	1	5
Tonga											0		
Trinidad and Tobago										1	1	1	
Tunisia						1	3	4	1	2	11	5	6
Türkiye					2	2	5	12		5	26	10	16
Turkmenistan						3		1			4	3	1
Tuvalu											0		
Uganda			1		1	1	5	15	1	5	29	10	19
Ukraine						2	6	7	1	1	17	13	4
United Kingdom				2	7	20	28	13	2	28	100	47	53
United Republic of Tanzania							2	3			5	2	3
United States of America		1	3	9	14	41	43	44	4	28	187	110	77
Uruguay			1	2		1	2				6	3	3
Uzbekistan											0		
Vanuatu											0		
Venezuela (Bolivarian Republic of)							1	2		2	5	4	1

Country of nationality: Member States	Category/Grade											Sex	
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Total	F	M
Viet Nam								1			1		1
Yemen							2	3		1	6	3	3
Zambia						2	1	3		1	7	4	3
Zimbabwe						5	16	13	1	4	39	10	29
Country of nationality: observer States, non- member States and other	Category/Grade											Sex	
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Total	F	M
Bahrain											0		
Bhutan											0		
Indonesia					1	3	9	11	1	3	28	20	8
Iraq						3	5	8	2	2	20	5	15
Kuwait											0		
Lebanon				1		3	9	9		2	24	11	13
Malaysia						1	1			1	3	2	1
Qatar											0		
San Marino											0		
Saudi Arabia										1	1		1
Singapore										1	1	1	
Syrian Arabic Republic						1	5	6		4	16	5	11
Other								2			2		2
<b>Total</b>	<b>1</b>	<b>2</b>	<b>18</b>	<b>48</b>	<b>132</b>	<b>402</b>	<b>695</b>	<b>774</b>	<b>63</b>	<b>440</b>	<b>2 575</b>	<b>1 283</b>	<b>1 292</b>

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



**Annex IV**

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

	2018	2019	2020	2021	2022
Number of Member State nationalities	125	128	133	134	137
Number of non-member State nationalities	9	8	7	9	8
<b>Total nationalities represented</b>	<b>134</b>	<b>136</b>	<b>140</b>	<b>143</b>	<b>145</b>
Number of Member States	172	173	173	174	175
<b>Percentage of Member States represented</b>	<b>73%</b>	<b>74%</b>	<b>77%</b>	<b>77%</b>	<b>78%</b>