

2023 ANNUAL REPORT ON UNEARMARKED FUNDING



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

Publisher: International Organization for Migration
17 Route des Morillons
P.O. Box 17
1211 Geneva 19
Switzerland
Tel.: +41 22 717 9111
Fax: +41 22 798 6150
Email: hq@iom.int
Website: www.iom.int

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FOREWORD BY DIRECTOR
GENERAL AMY E. POPE



This Annual Report on Unearmarked Funding shows the unprecedented level of support IOM had last year in our efforts to become more nimble and more fit for purpose. We are incredibly grateful.

Most of IOM's funding is allocated to specific projects, but in 2023, our donors contributed a record USD 45.6 million in unrestricted funding. These contributions gave us flexibility to deliver more effectively and efficiently for the world's most vulnerable people.

Among its many benefits, unearmarked funding allows us to pre-position relief items for quicker delivery during emergencies. It allows us to deploy experts within hours of a crisis. And it helps us to develop systems that forecast climate mobility.

Unearmarked funding also enhances IOM's efficiency. Last year, unearmarked funding enabled us to proceed with important reforms that, among other

achievements, helped IOM save USD 19.4 million through efficiency gains that included reducing or even avoiding some costs.

Overall, unearmarked funding ensures that IOM stays accountable to its donors and stakeholders, protects the people it serves, and enables it to continue to attract a talented, diverse workforce. These valuable resources are a lifeline for IOM, and they allow us to do our job better.

The world calls upon IOM to deal with some of the most challenging issues of our time, and to do so in a way that helps people to flourish and development to be sustained. Greater flexibility in our funding will strengthen our ability to meet that demand and achieve the objectives set out in our new 2024–2028 Strategic Plan.

As we reflect on 2023, I extend my deepest appreciation to the 18 donors who showed their commitment to IOM last year through unearmarked funding. Your support not only empowers IOM to meet immediate needs but also strengthens our capacity to innovate and adapt in a rapidly changing world. Together, we can continue to make meaningful strides in promoting humane and orderly migration for the benefit of all.


With gratitude,

Amy E. Pope
Director General

LIST OF ACRONYMS

AfCFTA	African Continental Free Trade Agreement
CCCM	Camp Coordination and Camp Management
COMPASS	Cooperation on Migration and Partnerships to Achieve Sustainable Solutions
DT4E	Displaced Talent for Europe
DTM	Displacement Tracking Matrix
ERP	Enterprise Resource Planning
EWG	Expert Working Group
GHO	Global Humanitarian Overview
HLP	Housing, Land and Property
IDP	Internally Displaced Persons
IGF	Internal Governance Framework
KDMECC	Kampala Ministerial Declaration on Migration, Environment and Climate Change
LTA	Long-Term Agreement
MECC	Migration, Environment and Climate Change
MENA	Middle East and North Africa
MHPSS	Mental Health and Psychosocial Support
MiRAC	Migration Resource Allocation Committee

MMPTF	Migration Multi-Partner Trust Fund
MOPAN	Multilateral Organisation Performance Assessment Network
NFI	Non-Food Item
NoFYL	Northern Frontier Youth League
OCHA	Office for the Coordination of Humanitarian Affairs
OECD	Organisation for Economic Co-operation and Development
OIO	Office of Internal Oversight
OOM	Office of the Ombudsperson and Mediation Services
OSI	Operational Support Income
PSEAH	Protection from Sexual Exploitation, Abuse and Harassment
RDH	Regional Data Hub
SOGIESC	Sexual Orientation, Gender Identity, Gender Expression and Sex Characteristics
SSCBT	Small-Scale Cross-Border Trade
UNHCR	United Nations High Commissioner for Refugees
UNNM	United Nations Network on Migration
VMI	Vendor-Managed Inventory
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme



Youth from communities affected by floods work together to construct dikes to stop water from entering the community in Bor, South Sudan. © IOM 2022/Peter Caton

QUICK FACTS ON UNEARMARKED FUNDING

WHAT IS UNEARMARKED FUNDING?

Unearmarked funding refers to voluntary financial contributions that are provided to IOM without narrow conditions on how they are to be used.

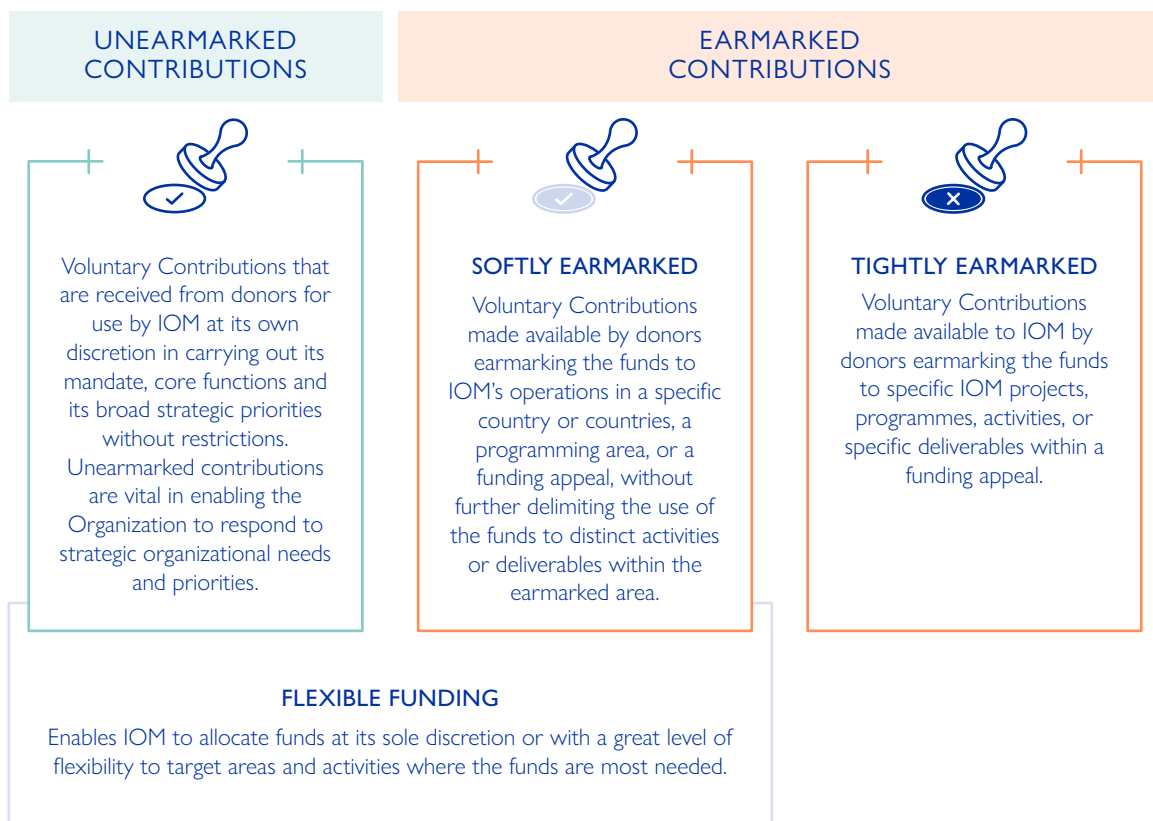
In other words, these are funds provided to allow for the flexibility to meet structural, as well as urgent organizational and operational needs, and through which IOM can allocate funding towards areas that require immediate or significant investment.

While most of the resources received by IOM are tightly earmarked for specific programming and activities, unearmarked funding allows IOM to

respond strategically to core organizational functions. These include the provision of technical expertise and policy advice that then benefits IOM programming and projects implemented globally, in its country offices and field locations.

IOM reports on the specific use of its unearmarked funding in the IOM Annual Report and the IOM Annual Financial Report.

Figure 1. Voluntary contributions



HOW DOES IOM ALLOCATE UNEARMARKED FUNDS?

Unearmarked contributions are provided to support the realization of IOM's core mandate and to implement the organization's strategic and operational priorities. With the imminent release of the 2024–2028 Strategic Plan, towards the end of 2023, IOM started transitioning to a new process to align allocations to internal priorities intended to accelerate the realization of the 2024–2028 Strategic Plan. All allocations are decided by the Director General, in consultation with the Leadership Team, and informed by internal implementation plans to operationalize the Strategic Plan and yield the greatest impact.

Allocation decisions consider IOM's overall financial posture, including other sources of funding such as assessed contributions, operational support income and earmarked voluntary contributions.

WHY DOES IOM NEED UNEARMARKED FUNDING?

Over the last 20 years, as the United Nations Migration Agency, IOM is consistently being asked to deliver an ever-increasing number and diversity of projects at the request of its Member and Observer States and partners. While IOM's core strength has always been identified as its ability to be agile and responsive while delivering effective assistance worldwide, its rapid expansion has primarily come through the allocation of tightly earmarked financial resources tied to specific activities or locations. Voluntary earmarked and unearmarked contributions account for 91 per cent of total revenue, with flexible funding reaching only 6 per cent of this revenue (1% of which was unearmarked and the remaining 5% softly earmarked). According to the most recent assessment of the Multilateral Organisation Performance Assessment Network (MOPAN), published in 2023, the heavily earmarked financial framework gears IOM towards the delivery of short-term projects, but leaves it with "limited scope to allocate resources strategically towards the delivery of its mandate".



Nimo is one of the over 700,000 people that have been displaced due to the extreme drought affecting Somalia – the worst in recent history. “I left my husband behind and came to this IDP site with some of my relatives,” she said. “Our livestock died, we run out of water, and we could not find anything to eat. Nimo’s makeshift shelter and a few belongings are all she has now. Somalia is facing the risk of famine with almost 40 per cent of the population – around six million people – facing critical levels of foods insecurity. © IOM 2022/Claudia Rosel

Unearmarked funding allows IOM to better align its resources strategically, providing greater flexibility to respond immediately to urgent humanitarian situations and institutional needs, address emerging challenges and invest in long-term impact. Specifically:



IOM needs unearmarked funding to anticipate displacement and migration trends, and to ensure swift responses to emergencies

Quick action is crucial following crises, but foresight is central to saving lives before disaster strikes. IOM is using unearmarked funding to respond to some of the world's most dire crises – from the Democratic Republic of the Congo to Haiti – by sending life-saving supplies and deploying experts to scale up in-country capabilities. This funding is also crucial to implement data-driven preparedness, strategic foresight and anticipatory action and develop climate action forecasts. Governments around the world rely on IOM to anticipate – and respond to – challenges posed by climate change, rapid technological transformation and shifting demographics.



IOM needs unearmarked funding to deliver policy advice to its Member States

IOM has increasingly been helping inform and shape migration policies, and coordinate system-wide support in this field with its partners, especially through its involvement in the United Nations Network on Migration and its policy work at regional and headquarters levels. With unearmarked funding, IOM can make the most of its wide-ranging operational and programmatic activities, learn from experiences and continue being a key adviser on all aspects of migration policy and practice. This funding helps support skilled staff at headquarters and regional offices who collaborate with governments, civil society and other United Nations partners to develop effective migration policies and governance.



IOM needs unearmarked funding to deliver expert solutions to a wide range of contexts

Unearmarked funding empowers IOM to sustain and expand its technical expertise, enabling the organization to deliver innovative solutions and best practices in migration management and humanitarian operations, benefiting communities worldwide. These funds are used to develop and deliver state-of-the-art learning resources, guidance and tools for staff working on the frontlines and alongside government partners. This continuous investment ensures that IOM remains efficient, effective and principled.



IOM needs unearmarked funding to remain fit for purpose

Unearmarked funds are critical to finance improvements to IOM's internal system, to increase administrative efficiencies and ultimately to deliver greater value for money to Member States and beneficiaries. For example, improvements to IOM's supply chain systems speed up the delivery of vital supplies, while a stronger internal justice system means that valuable resources are not diverted. Unearmarked funding is needed to continue driving important reforms for IOM to stay accountable to its stakeholders.

FUNDING OVERVIEW IN 2023

Donor	Unearmarked voluntary contributions (2023)	Donor's unearmarked contribution as a % of IOM total unearmarked contributions (2023)	Unearmarked contribution as a % of donor's total contribution to IOM (2023)	Earmarked voluntary contributions (2023)
1. United States of America	15 235 646	33.42%	1%	1 349 973 654
2. Denmark	7 143 920	15.67%	19%	30 380 397
3. Norway	4 910 627	10.77%	10%	46 178 620
4. United Kingdom of Great Britain and Northern Ireland	4 126 982	9.05%	4%	91 362 486
5. Sweden	3 681 885	8.08%	13%	23 913 256
6. Kingdom of the Netherlands	3 164 557	6.94%	5%	59 012 685
7. Ireland	1 095 290	2.40%	17%	5 529 868
8. France	1 090 513	2.39%	4%	27 470 054
9. Belgium	1 054 384	2.31%	4%	23 739 503
10. Switzerland	1 000 000	2.19%	4%	25 654 691
11. Republic of Korea	1 000 000	2.19%	4%	26 896 378
12. Other organizations	963 000	2.11%	100%	
13. Spain	760 710	1.67%	8%	9 171 344
14. Qatar	200 000	0.44%	37%	345 000
15. Portugal	53 937	0.12%	3%	1 546 450
16. Austria	39 600	0.09%	1%	4 224 238
17. Cyprus	32 839	0.07%	1%	2 315 715
18. Philippines (the)	30 000	0.07%	38%	50 000
Total	45 583 890			1 727 764 339

The above table represent only the portion of income related to IOM Donors who contributed in 2023 with unearmarked funding.

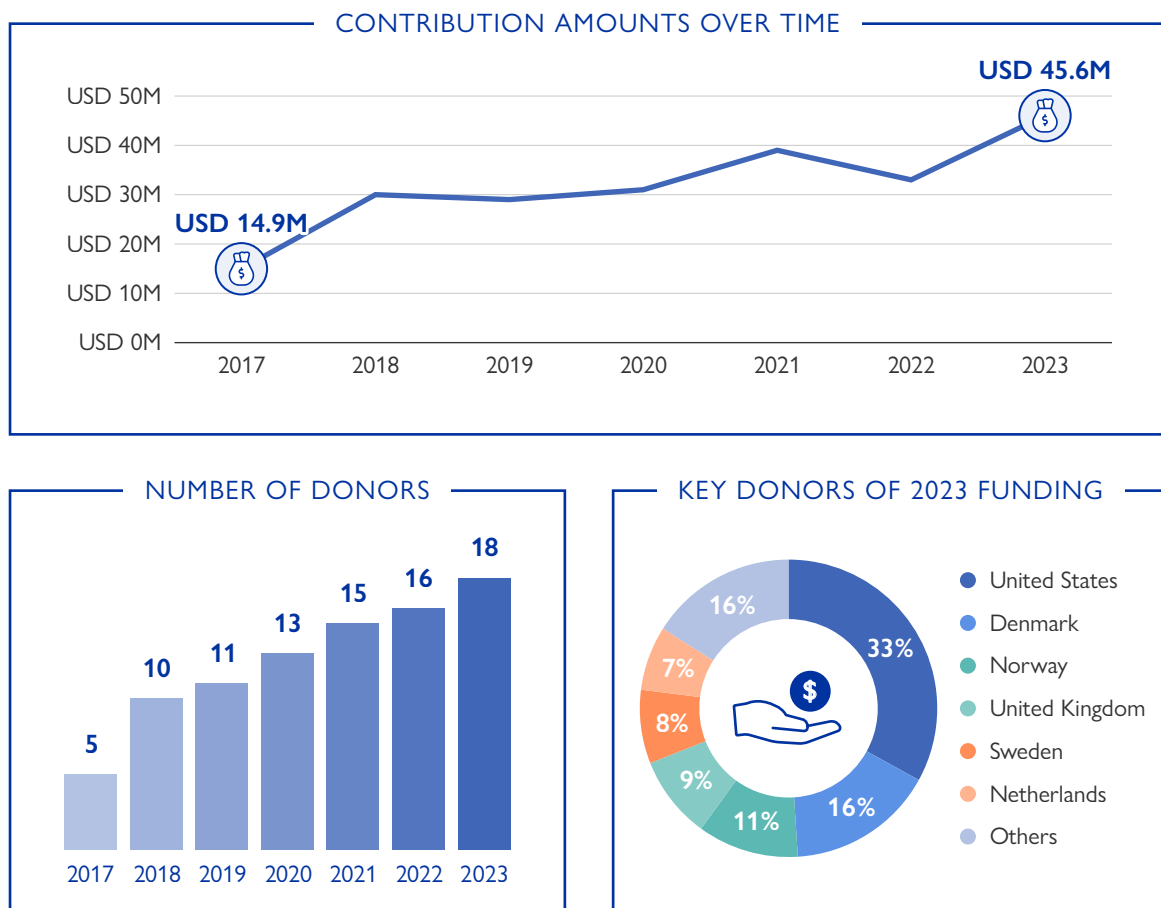
MAIN TRENDS

In 2023, IOM received the highest volume of unearmarked voluntary contributions to date from 18 donors. These generous donors provided a record USD 45.6 million and, in line with the recommendations of the MOPAN assessment, IOM continued to diversify the number of donors that contributed such funding. Notably, for the first time in our organization’s history, we received unearmarked funding from a private organization. This landmark contribution underscores IOM’s dedication to forging and deepening partnerships with the private sector, marking a new chapter in our collaborative efforts to address global migration challenges.

Nevertheless, in line with last year’s trends, the bulk of unearmarked contributions still came from a handful of contributors: the United States of America, Denmark, Norway, the United Kingdom and Sweden gave 77 per cent of IOM’s total unearmarked revenue.

In 2023, multi-year agreements were signed or ongoing with Belgium, Denmark, Kingdom of the Netherlands, the Republic of Korea and the United Kingdom. Such arrangements are particularly valuable, as they give IOM the needed visibility to program funds over multiple years for longer-term investments and reforms. The most impactful transformations often take years to yield results and knowing that donors are committed to supporting IOM over multiple years is essential to launch and complete key reforms.

Figure 2. Overview of voluntary unearmarked contributions to IOM



Seven-month-pregnant Diana crossed the Darien jungle with her child and husband from Bolivarian Republic of Venezuela. Many of the arrivals are women and children, as well as families with elderly people or persons with disabilities, who are more vulnerable to violence and abuse and have higher protection needs. More than a fifth of arrivals are children, half of whom are under age 5. © IOM 2023/Gema Cortes



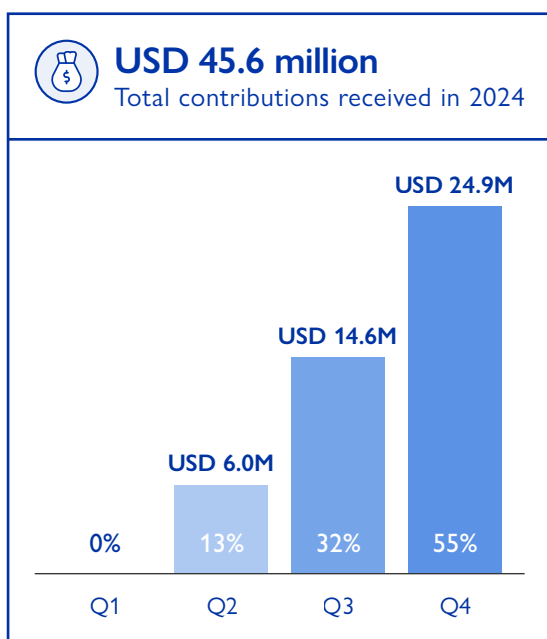
ALLOCATIONS OF UNEARMARKED FUNDING IN 2023

In 2023, IOM received USD 45.6 million in voluntary unearmarked contributions from 18 donors. The bulk of this funding (over 80%) was received during the second half of 2023, with 32 per cent of the funding received during Q3 and 55 per cent received during Q4. Over the same year, IOM made allocation decisions totalling USD 13 million.

Due to the late receipt of funds, the transition to a new administration and the imminent release of the 2024–2028 Strategic Plan, IOM carried over USD 36.6 million of the funding it received in 2023 to the following year. This decision was taken by the senior leadership to align allocations of unearmarked funding with IOM's 2024–2028 strategic goals.

Additionally, with the transition to a new administration in late 2023, IOM initiated a review of the internal mechanisms to allocate unearmarked funding, effectively phasing out the Migration Resource Allocation Committee (MiRAC). As of 2024, the allocation process is embedded in the institutional budget process for the 2025 budget onwards, on the basis of confirmed and anticipated unearmarked contributions.

Figure 3. The timing of contributions



In 2023, IOM allocated USD 12,967,933 to institutional and operational functions that require both recurring and ad hoc resourcing through unearmarked voluntary contributions. The below table outlines the main areas in which IOM invested in 2023.

For continuity with future reporting, the allocations have been categorized according to the 2024–2028 Strategic Plan.

Table 2. Categories of allocations according to the 2023–2028 Strategic Plan

Operational support income (OSI)	5 000 000
Saving lives and protecting people on the move	3 020 000
Partnerships	2 210 000
Workforce	1 000 000
Data and evidence	425 000
Driving solutions to displacement	285 000
Integrity, transparency and accountability	250 000
Protection-centred	214 396
Environmental sustainability	210 000
Facilitating pathways for regular migration	100 000
Internal systems	150 000
IOM Development Fund	103 537
Total	12 967 933 USD

The IOM Medical Doctor Dr. Youssef Moussa and driver check the level of water in water tanks in the Djibouti desert during Mobile Patrol Unit in the Desert near Obock. These tanks are installed by IOM throughout the desert to support migrants in need of sustenance and relief on their long journeys. © IOM 2023/Eva Sibanda



KEY RESULTS REACHED IN 2023



IOM STRATEGIC OBJECTIVE 1

Saving lives and protecting people on the move

In an era of unprecedented global displacement, IOM works to reach and sustain access to communities in need of life-saving humanitarian and protection assistance.

Over the past two decades, protracted conflict, the outbreak of disease, heightened geopolitical tensions and a changing climate have created and exacerbated humanitarian needs across vulnerable populations, particularly those displaced by conflict, violence and other disasters. In 2023, the number of people in need of humanitarian assistance reached 363.3 million, with IOM having declared eight corporate L3-level emergencies around the globe. IOM's work on the mobility dimensions of crisis in 2023 had an operational reach of over 31.6 million people and

its work as one of the largest agencies responding to crises around the globe spanned 168 countries.

In 2023, IOM sustained its efforts to provide life-saving assistance and protection, which have been paramount in responding to identified needs. This includes a wide range of interventions in the area of camp coordination and camp management (CCCM); shelter; health; mental health and psychosocial support (MHPSS); protection; water, sanitation and hygiene (WASH) and other areas of humanitarian assistance.



Mobilizing Flexible Resources to Save Lives: Rapid Humanitarian Response Through Strategic Global Stock Pre-Positioning



Emergencies are rarely predictable and providing needed supplies during a humanitarian crisis is often challenging, slow and costly, due to the location of the emergency and the conditions created by the emergency itself. The pre-positioning of critical materials in strategic locations reduces the time it takes to respond to emergency-induced needs. Since 2018, IOM has used unearmarked funding to strengthen the strategic management and pre-positioning of emergency relief items. Over this period, IOM has worked to increase the efficiency and effectiveness of Global Stock Pre-positioning and, in 2022, launched a Strategy for Global Pre-positioning for 2022–2026, which set out IOM's ambitions in this regard, particularly in relation to timeliness, the quality of goods and the cost of supply.

In 2023, IOM continued to allocate unearmarked funds towards Global Stock pre-positioning and distribution, as well as towards the surge deployment of critical expertise to L3-designated and other emergencies. In 2023, Global Stocks working capital increased to USD 21.2 million, a fivefold increase from 2022, marking a significant step towards expanding IOM's capacity to support emergency-affected households within a short time frame (72 hours).

Furthermore, a new Global Stock Hub location was established in the United Arab Emirates (Dubai), creating new capacity to support the Middle East and North African regions with rapid stock deliveries, with initial steps taken to establish additional Hubs in the coming year.

In addition to expanding Global Stocks Hubs, IOM expanded its emergency procurement options for Global Stocks overall. Vendor-managed inventories (VMIs), whereby suppliers store stocks for IOM that can then be dispatched, were expanded from one location (Kenya) to include five additional locations (China, India, Pakistan, the United Arab Emirates and the United Kingdom). Long-term agreements (LTAs) with global suppliers also increased from 18 in 2022 to 24 in 2023. IOM also fortified its quality control (QC) mechanisms, planning for new QC centres in Somalia and Sudan. Expanded VMIs, increased LTAs and enhanced quality control all increase IOM's capacity to pre-position emergency supplies that meet appropriate quality standards and to provide these items quickly and cost-effectively, contributing to a more timely and effective response in emergency scenarios. Having this increased capacity, IOM was able to deliver quickly and efficiently 4,905 m³ of

non-food items from its Global Stocks to 13 IOM field missions involved in crisis response from Global Stock Hubs in Dubai, Gaziantep, Manila, Nairobi

and Panama City. Critical items distributed included approximately 90,000 blankets, 65,000 sleeping mats, 45,000 mosquito nets and 33,000 kitchen sets.



Global Stock Pre-positioning in Action: Delivering Critical Items in Crisis Situations – Türkiye

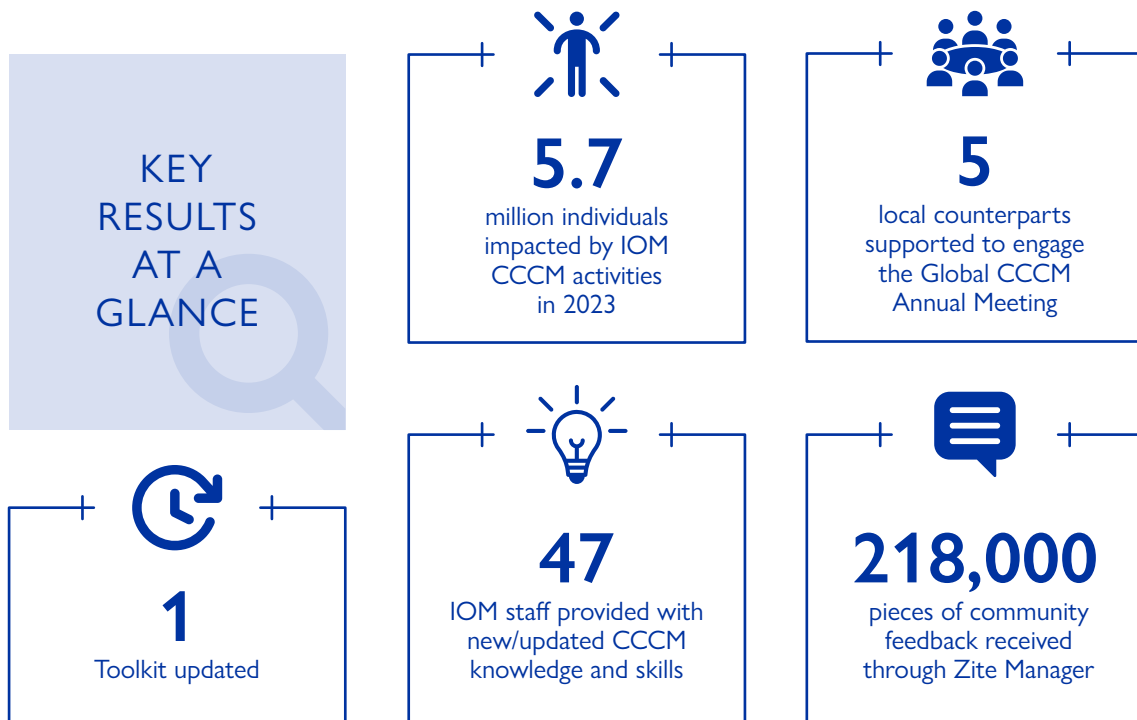
In the early hours of 6 February 2023, a devastating earthquake struck Türkiye and north-west Syrian Arab Republic, leaving a path of destruction in its wake. In addition to the significant loss of life, the earthquake added 108,000 individuals to the figure of already internally displaced people in north-west Syrian Arab Republic, raising the total to close to 2.9 million people. In Türkiye, approximately three million people were forced to flee their homes.

With its long-standing humanitarian presence in south-east Türkiye and a robust cross-border programme in north-west Syrian Arab Republic, IOM was among the first to respond to the urgent needs of the displaced. Despite initial challenges of a large-scale crisis event in a difficult context, IOM was able to mobilize quickly to bring assistance to those affected by the disaster.

From Global Stock warehouses in Gaziantep, Manila and Nairobi, IOM was able to dispatch urgently needed relief items quickly and on an unprecedented scale. The pre-positioning of Global Stocks items at

IOM's Gaziantep Hub allowed for the immediate dispatch of needed plastic sheeting in February of 2023. In addition, the movement of items from Nairobi to Gaziantep following the earthquake was the largest single movement in the history of IOM's Global Stocks delivery, totalling 850 cubic metres. In total, the Global Stocks operation delivered 1,127 cubic metres of supplies, with 33,765 plastic sheets, 34,300 blankets, 40,038 sleeping mats and multiple multi-purpose tents swiftly delivered to the impacted areas through a combination of road transport and in-kind flights from Turkish Airlines. The provision of relief items is essential to preserving the health, dignity and safety of affected populations and contributes to the physical and emotional recovery process following a traumatic event such as the 2023 earthquake. One year out from the earthquake, IOM has dispatched relief items to approximately 800,000 people in Türkiye, with additional support provided to over 560,000 internally displaced people in the Syrian Arab Republic, where ongoing hostilities continue to hamper recovery efforts.

Empowering Local Communities through Stronger Institutional Capacity on Camp Coordination and Camp Management (CCCM)



IOM Camp Coordination and Camp Management (CCCM) teams manage and coordinate the assistance, services and protection activities at sites for displaced individuals. These sites include formal planned camps, such as Bentiu (South Sudan), and camp-like settings, such as spontaneous sites like in Cox's Bazar (Bangladesh), as well as collective and transit centres, as seen in Ukraine. IOM co-leads the Global CCCM Cluster, alongside the United Nations High Commissioner for Refugees (UNHCR), for which it plays a coordination function in 29 countries. Overall, in 2023, IOM's efforts in camp management extended across 46 countries, impacting over 5.7 million people through the coordination of services, community engagement and site improvements for displaced populations, as well as enabling and facilitating solutions. Over this past year, IOM invested unearmarked funding to further strengthen

the organization's global institutional capacities for CCCM, ensuring that the organization keeps pace with the global demand for its expertise and services.

Among the capacity-building initiatives supported in 2023, IOM, in collaboration with UNHCR, undertook a revision of the [CCCM Cluster Coordination Toolkit](#) to guide members of a CCCM cluster, or cluster-like coordination team, to deliver on their core functions. Enhancing staff capacity to coordinate effective responses to both natural disasters and complex emergencies ultimately better serves displaced populations. Additionally, IOM placed increased emphasis on advancing localization within the work of the cluster, including by incorporating local knowledge and experiences into the cluster approach and involving local organizations in a range of global initiatives and meetings.



“ One of the most valuable aspects of the retreat was the opportunity to engage in meaningful discussions and knowledge-sharing sessions. The diverse range of topics covered during the retreat, including best practices in CCCM, innovative approaches to camp management, and the latest trends and challenges facing humanitarian operations, provided me with valuable insights that I have been able to apply in my work with NoFYL in Somalia.

– Mustafa Abdi

Representative of the [Northern Frontier Youth League](#) (NoFYL), a civil society organization and CCCM partner in Somalia, was one of the local CCCM actors supported through unearmarked funds to attend the Global CCCM Annual Meeting in Geneva

IOM's [Zite Manager Platform](#) is another critical global CCCM initiative supported by unearmarked funding. It aims to strengthen [Accountability to Affected Populations](#) by standardizing and rolling out multi-sector collective complaints and feedback mechanisms and accountability systems, empowering affected populations to provide meaningful community feedback on IOM's CCCM services.

To date, the Zite Manager Platform is operational in 10 countries worldwide, including Bangladesh, the Democratic Republic of the Congo, Ethiopia, Mozambique, Slovakia, Somalia, Qatar, South Sudan, Ukraine and Yemen. Through the platform, IOM has received over 218,000 pieces of community feedback from individuals, making it the largest community feedback mechanism in operation globally.



Information and Feedback Centre, Cox's Bazaar. © IOM 2023

CCCM in Action: Providing Feedback to CCCM Activities in Bangladesh

Since the roll-out of the Zite Manager in Cox's Bazaar in Bangladesh, IOM staff have observed a significant difference in their day-to-day operations when it comes to effectively collecting feedback on the delivery of CCCM to the affected Rohingya population. Staff noted an improvement in their capacity to protect the personal information of people who have provided feedback, as well as the efficiency and effectiveness of their work. They observed that this has contributed to an improvement in their relationships with the affected community and strengthened trust.

Somida Begum, a member of the Rohingya community and camp resident, shared how she was able to go to the information desk at the IOM Site Management Office in Camp 11 to share a complaint related to landslide and shelter materials. After making her complaint, she said, “then some people from IOM came to my house to see the damage and I was happy that I did not have to go back to the desk or the IOM office to find out about my complaint because they already had all the information, I gave them on their mobile.”

Enhancing Coordination and Leadership to Respond to the Humanitarian Needs of Migrants, Save Migrant Lives and Address Missing Migrants

Since 2014, over 63,000 migrants have died while migrating. IOM recognizes the moral and humanitarian imperative, emphasized in the Global Compact for Safe, Orderly and Regular Migration, to save migrant lives and prevent harm during migration. In 2023, using unearmarked funding, IOM significantly improved global coordination and response to the humanitarian needs of migrants in crises and worked towards building a consensus on leadership and coordination roles in mixed movements crisis situations. Notably, IOM successfully advocated for including migrant

needs in the 2024 Global Humanitarian Overview, a United Nations report assessing annual global humanitarian needs. In addition, IOM worked as part of the United Nations Network on Migration, and in partnership with the International Committee of the Red Cross, the International Federation of Red Cross and Red Crescent Societies, and UNHCR, to develop actionable recommendations on missing migrants and the provision of humanitarian assistance to migrants in distress to prevent loss of life in transit.





Portrait of Simon during a profiling exercise under IOM Displacement Tracking Matrix activities after floods in Burundi. © IOM 2023/Alexander Bee



IOM STRATEGIC OBJECTIVE 2

Driving solutions to displacement

For the past decade, the number of people displaced by conflict, violence, disaster, and climate change has steadily increased. At the end of 2023, 75.9 million people were forced to move inside their own countries, the highest number in history.

Effectively preventing and sustainably resolving all forms of displacement requires fundamental changes in policy and practice. In 2023, unearmarked funds helped strengthen IOM's posture to address the needs of people who have been living in displacement for longer periods, in addition to the needs of those newly displaced by emergent crises. This included funds used to strengthen global efforts to address internal displacement and to improve knowledge

and capacity to support individuals' access to housing, land and property rights, as well as to engage governments on addressing climate-induced migration challenges. These strategic interventions demonstrate a commitment to comprehensive, collaborative solutions that address the challenges of internal displacement, while building resilience and sustainable frameworks to support the needs of vulnerable and displaced populations globally.



Advancing the action agenda on internal displacement

The United Nations Secretary-General's [Action Agenda on Internal Displacement](#), launched in June 2022, focuses on three interlinked goals of better prevention, response and solutions to internal displacement. IOM actively supports the implementation of the Action Agenda through its engagement in the global Steering Group, secondments to Resident Coordinator Offices, strengthening government leadership and focusing on collaborative action in the 15 countries selected as pilots for revised approaches to solutions to internal displacement.

In 2023, unearmarked funding was instrumental to strengthening IOM's expertise and capacity to offer comprehensive solutions at the country and regional level. The results of these efforts can be seen in Cameroun, where IOM made substantial gains in advancing government engagement on solutions to internal displacement at the country level, following an internal capacity-building initiative. Thanks to close engagement, the Government committed to establish a task force for developing a national strategy on durable solutions. The development of this national strategy, led by the Prime Minister's office, represents a critical step towards promoting durable solutions in a whole-of-government approach and therefore marks a significant milestone in Cameroun's efforts to address internal displacement and promote long-term stability and development.

Through its Migration Governance Indicators (MGI), IOM is also supporting the Government of Chad to take stock of its migration management frameworks at national (2022–2023) and local (2023–2024) levels to inform policymaking and programming, particularly with regard to internal displacement. Thanks to unearmarked funds, an MGI assessment has been rolled out in the Lac Province, which is vulnerable to natural hazards in a region where internal displacement remains the highest in the continent. The results of the MGI process in the Lac Province will provide more insight to harmonized policies and coordination mechanisms between Chad's national and local authorities. These efforts, at the local level, build on the work of the national Government of Chad, which used the MGI process to feed into its new national internally displaced persons (IDP) proclamation.

Building Global Capacity to Increase the Resilience and Self-reliance of Affected Populations: Strengthening Access to Housing, Land and Property (HLP) Rights

KEY RESULTS AT A GLANCE



1st

Global HLP in Crisis Conference



2,000

IOM staff, partners, and community members with strengthened HLP capacity through the online training course on HLP and displacement.



Interactive dashboard of IOM HLP activities launched

Housing, land and property issues are among the most pressing challenges faced by humanitarian actors in displacement contexts. Addressing HLP issues is critical, not only to prevent future forced migration, but also to allow for durable solutions in situations of ongoing displacement. In 2023, IOM leveraged unearmarked funding to continue, and expand upon, its key achievements in boosting global institutional capacities in the field of HLP. Among the work supported, in a sector where institutional capacity and global partnerships are crucial, IOM co-organized the 1st Global HLP in Crisis Conference at Howard University in Washington, D.C., where more than 80 participants from academia, United Nations agencies and NGOs came together to share best practices on HLP issues faced by displaced and at-risk individuals and communities worldwide.

Equally significant, unearmarked funding supported the development of an interactive online training course on HLP and displacement, targeting Shelter and Camp Coordination and Management practitioners working in the field. To-date, the e-course has reached over 2,000 individuals, including IOM staff, non-IOM cluster partners, and community members, who have increased their awareness and knowledge of HLP to address HLP-related challenges in emergency contexts and beyond. The innovative interactive approach to training has had a noted impact on the ground, having equipped, among its participants, active IOM field teams and communities in displacement settings to better navigate HLP issues. A concrete example of this is in South Sudan, where IOM uses the e-course materials in workshops with local land authorities, which has improved their understanding of community needs with regards to land tenure, as well as improving their understanding of the HLP rights held by women.

IOM IN ACTION



Zawadi in front of her house, showing off her land certificate. © IOM 2023/Laetitia Romain

Building Institutional HLP Capacity in Action

Since 2020, the Housing, Land and Property programme in Burundi has been instrumental in assisting local land administration with due diligence processes and the issuance of property certificates. These efforts have significantly empowered women by securing their land tenure and property rights.

In the past year, the HLP and Displacement e-course has served as a crucial learning tool for the implementing staff and partners, enhancing their capacity to support individuals like Zawadi in obtaining legal recognition of their land.

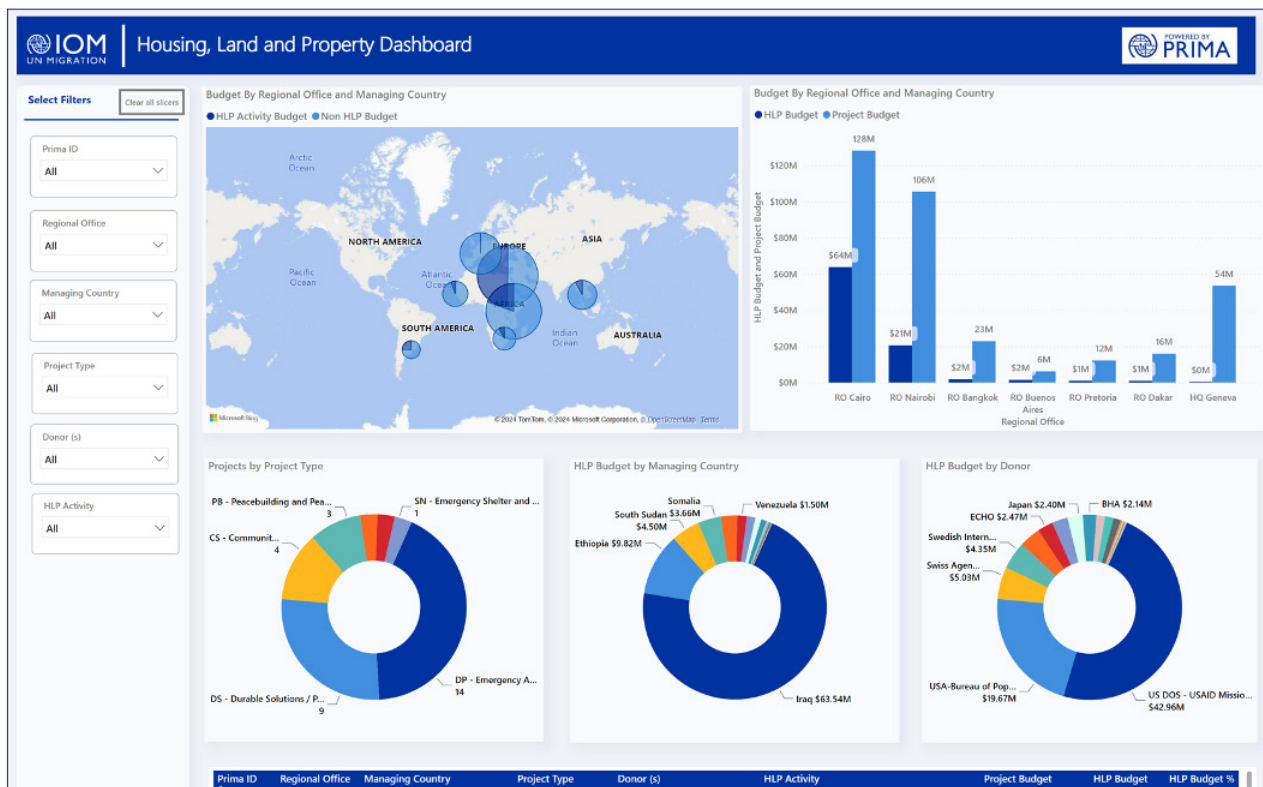
“ There has been a general sense for many years that we, as humanitarians, needed to generate 1) more visibility on the critical importance of HLP for the success of humanitarian responses, 2) stronger partnerships and coordination on HLP across the nexus divide, and 3) the ability to build relationships between humanitarian actors who are open to innovation on HLP and the private sector partners who are building those solutions. Because of IOM’s and interaction’s joint leadership, they converted a vague ‘we should’ into a concrete ‘we shall/we are’ by pulling together an impressive coalition of people and organizations that have contributed whatever technical, financial and/or physical resources they had available to organize the first of what is now emerging to be a series of ground-breaking events for the sector. Verent solutions is proud to be a co-organizer of this event series and we are excited to see its transformative potential realized.

– Alexandre Corriveau-Bourque, Co-Founder Verent Solutions

In 2023, using unearmarked funds, IOM also established an internal HLP dashboard to serve as an interactive platform showcasing IOM’s engagement on HLP activities, thus strengthening both institutional transparency and capacity for strategic planning on the topic.

The dashboard features a geographic map offering a comprehensive view of IOM’s HLP activities across multiple countries and is a crucial resource for the alignment and coordination of efforts for a more effective response to the HLP needs of vulnerable populations globally.

Figure 4. Housing and property dashboard



Addressing Challenges and Opportunities of Human Mobility in the Context of Climate Change: The Kampala Ministerial Declaration on Migration, Environment and Climate Change (KDMECC)

KEY RESULTS AT A GLANCE



15 → 33

Expansion in the number of signatory countries to the KDMECC-Africa in 2023



KDMECC implementation commenced in the East and Horn of Africa Region: Member States' governance structures established



1

Regional KDMECC Plan of Action finalized

The year 2023 proved to be a landmark for IOM in advocating for the political recognition of climate-induced migration and displacement. Leveraging unearmarked funding, IOM advanced its commitment to addressing the interplay between migration, environment and climate change (MECC). In 2022, unearmarked funds led to a critical milestone: the signing of the Kampala Ministerial Declaration on Migration Environment and Climate Change by 15 countries (11 countries in the East and Horn

of Africa region and 4 cooperating countries). The Declaration outlined 12 initial commitments by signatory countries on the nexus of climate change and human mobility in the region and created unprecedented momentum for Member States to address these challenges, while also leveraging migration for sustainable development.

Building on this key achievement, in 2023 unearmarked funding helped IOM establish the governance structures necessary for the effective implementation of the KDMECC. The creation of a technical Expert Working Group (EWG) that includes climate change and migration experts representing the signatory countries in the East and Horn of Africa, as well as Regional Economic Communities and youth representatives, was a pivotal step in this process. Currently chaired by the Government of Uganda and co-chaired on a rotational basis by one of the signatory States, IOM and the United Nations Framework Convention on Climate Change Regional Collaboration Centre for East and Southern Africa serve as the Secretariat. The EWG has been instrumental in steering the KDMECC's direction, including agreeing on a regional Plan of Action summarizing the priority results areas and actions under the 12 KDMECC commitments and providing guidance on how to translate them in their national contexts.

Climate change and human mobility are intrinsically linked on the African continent. Historically, people have moved to take advantage of optimal climates. Now they move mostly to avoid disasters and improve livelihood opportunities. We have an imperative to work together to facilitate their safe stay and their movement – it has become a matter of survival. We must support the implementation of the Kampala Ministerial Declaration on Migration, Environment and Climate Change.

– Hon. Beatrice Anywar Atim
Minister of State for Environment,
Republic of Uganda

This work created momentum for the recognition of human mobility as a critical aspect of climate change at national, continental and global levels. At the global level, the topic of human mobility was incorporated into several key reports at the COP28 in Dubai in 2023, where it had previously been unaddressed. On a continental level, intensive engagement led to the expansion of the KDMECC to the continent-wide KDMECC–AFRICA. The KDMECC–AFRICA, with 33 signatories in 2023, elaborates on the original

KDMECC text and outlines an additional 25 commitments for signatory countries to address the effects of climate change on human mobility in Africa. Finally, IOM strengthened its collaboration with national-level ministries responsible for migration, environment and climate change, resulting for example in a new and innovative Memorandum of Understanding on climate financing with the Ethiopian Ministry of Finance.

Website for more information:

[Kampala Ministerial Declaration on Migration, Environment and Climate Change](#)

"You can't feel the sweet taste of the water, unless you suffer from the big disaster we are facing now. There is no greater joy than knowing my family will have enough water to drink today. I can't wait for the bag to be full," says Alas Abdi, 67. His family was among those benefiting from IOM's emergency water activities in the remote valley of Qaloocan. © IOM 2022/Ismail Salad Osman





Hawa from Koundara, Guinea has seen how much her town has changed over the course of her life due to climate change. The small border town does not have much in the way of economic opportunities, so most of its residents go into agriculture to try and make a living. "There has been a lot of changes to the environment because of climate change and environmental degradation. It's hotter these days and there are less trees to provide cover for the sun due to many people cutting them down for building materials," she says. © IOM 2022/Muse Mohammed



IOM STRATEGIC OBJECTIVE 3 Facilitating pathways for regular migration

Migration has the potential to contribute to global development outcomes worldwide, help communities adjust to shifts brought about by climate change, and foster a safer, more peaceful, sustainable, prosperous and equitable future.

Migrants are already supporting societies to adapt to shifting labour markets globally and new ways of working, while ameliorating challenging demographic trends within and across regions. In 2022, more than 6 million new permanent migrants settled in Organisation for Economic Co-operation and Development (OECD) countries. Migrants and refugees not only contribute to their new societies and economies, but also to their home communities by sending remittances to those who have remained behind. To deliver on the promise of migration, while supporting, respecting and fulfilling the rights of those most vulnerable, IOM uses unearmarked funding to support States to increase their capacity to establish, expand and enhance opportunities and pathways for regular migration, while also reducing irregular migration.

Expanding labour mobility as a complementary pathway for displaced populations

Labour migration and other skills-based mobility pathways offer an opportunity to harness the skills and talent of displaced people as a complementary pathway to resettlement. This approach benefits employers and economies in destination countries, while offering potentially long-term solutions for people in need of international protection. This is a dynamic area of work that aligns with IOM's strategic objective to facilitate regular pathways for migration, while also contributing to its strategic objective of promoting solutions for displacement.



Creating, expanding and improving regular pathways significantly increases the availability and diversity of safe solutions for refugees and other displaced populations, offering additional opportunities for resettlement without replacing existing options. IOM, in collaboration with other stakeholders, is actively working to scale up collective action, so that more people can access these new pathways.

In 2023, IOM used unearmarked funds to significantly advance its global engagement with Member States and partners on the topic of complementary labour migration pathways, as well as to enhance its internal capacity to conduct outreach to engage with and provide technical support to stakeholders. As a core member of the [Global Taskforce for Refugee Labour Mobility](#), flexible funding was used to support IOM's contribution to critical Task Force outputs, such as the Global Task Force Guiding Principles, the organization of

side events at the Global Refugee Forum and technical support to the multi-stakeholder Global Refugee Labour Mobility Summit. Increased engagement on the topic also resulted in stronger partnerships with UNHCR and Talent Beyond Boundaries.

In October 2023, IOM released a [framing paper](#) that was presented to IOM Member States through the Standing Committee on Programmes and Finance. To operationalize policies and institutional approaches internally, IOM also invested in internal systems and training to introduce its institutional approach and operational direction to labour mobility, resettlement and movement to its staff and other specialists. Ultimately, these initiatives reinforced the Organization's abilities and commitment to supporting global efforts to expand the number of countries that open up labour mobility pathways for displaced people, as well as enhancing existing pathways.

IOM IN ACTION



Hasan Kurdi and Yassine Saadi arrive in the United Kingdom from the Syrian Arab Republic and the Occupied Palestinian Territory respectively to continue their passion to help others and save lives through nursing. Their path was made possible by the European Union-funded DT4E programme, which was supported with technical expertise through unearmarked funding. Find out more about Hasan and Yassine in the video [Displaced Talent for Europe \(DT4E\) United Kingdom arrivals July 2023](#). © IOM 2023

Policy in Action: Unlocking Potential for Labour Mobility Complementary Pathways

Unearmarked funding has been instrumental in advancing IOM's policy work on labour mobility complementary pathways, and this investment has helped unlock country and regional programming funded by bilateral donors. This donor-funded programming is helping to expand the number of people accessing complementary labour migration pathways, including by working on solutions to overcome barriers to programming and capitalize on existing IOM expertise on movement and operations.

In 2023, for instance, IOM was able to advance programming in the Western hemisphere (Canada, Central and South America), the Middle East and North Africa (European Union, Lebanon, Egypt, etc.) and through an Asia-Pacific regional initiative.

Unearmarked funding fuelled cross-fertilization and technical guidance that has helped strengthen the design and implementation of pilot complementary labour migration pathway programmes that directly support Member States. This includes projects in the European Union, primarily the European Union-funded project "Displaced Talent for Europe" (DT4E), as well as the United Kingdom's existing pathway pilot and the creation of pilots in three other countries, namely Portugal, Ireland and Belgium. IOM's pre-departure orientation, counselling, travel, case management support and post-arrival integration support for displaced people arriving in Australia and Canada also benefited from guidance and expertise supported thanks to unearmarked funds.

Unleashing development through innovation: Exploring the potential of the migration and trade nexus

Migration, human mobility and trade are intrinsically linked: while trade contributes to migration, it also benefits from it. As people move across borders, they bring with them not only goods and services, but also skills and financial resources. Understanding how migration and trade interact is vital for facilitating safe and reliable migration pathways, as well as in seeing how migration can help countries achieve their development goals. Leveraging IOM's technical expertise in migration governance – particularly in enhancing the free movement of people, establishing labour and skills mobility partnerships, and implementing integrated border management – means the organization holds a unique advantage in leading the discourse on the intersection of migration and trade.

In 2023, IOM used unearmarked funding to enhance its engagement in the Migration and Trade space, in line with the IOM Strategic Plan and the [Institutional Strategy on Migration and Sustainable Development](#), as well as relevant continental and regional frameworks in Africa. Thanks to a comprehensive stocktaking of IOM's work on Migration and Trade, IOM developed a guidance to help IOM country offices enhance their work in this area, particularly to support continental integration and sustainable development outcomes for people on the move, such as small-scale cross-border traders, on the African continent. Tools were developed to guide project development and partnership-building with other relevant actors who contribute to the Migration and Trade nexus.

Building on strengthened knowledge, capacity and engagement with key partners such as the International Trade Centre, the ECOWAS Commission, the African Development Bank, the Common Market for Eastern and Southern Africa (COMESA) and select Member States in the piloting of our approach, IOM was able to contribute to the discussion on mobility and trade facilitation in the context of the African Continental Free Trade Agreement (AfCFTA). A key outcome of IOM's work was the development of an implementation matrix shared with the AfCFTA Secretariat and the African

Union Commission to help inform the drafting of a Memorandum of Understanding between the parties and for IOM to be recognized as a technical partner of the AfCFTA Secretariat and Member States on the implementation of their national trade strategies. These efforts will help expand IOM's engagement under this emerging area of work.

Focusing on small-scale cross-border trade (SSCBT), where women represent between 60 to 70 per cent of those engaged in the sector¹ unearmarked funds also supported work with governments in the West Africa region to improve border governance and to explore innovative border management solutions that facilitate cross-border movements of people and goods, together with approaches on financial inclusion, trade and overall regional integration and free movement of people. Funds were also used to further build evidence on the topic, such as [a study on SSCBT along the Mauritania-Senegal border](#) using IOM's Displacement Tracking Matrix (DTM) methodologies. This was then presented to governments as a model that could be emulated in different border areas.

“ IOM has exerted efforts with Egyptian stakeholders to emphasize the synergies and interlinkages between different areas of work with trade and migration, which is key for successful collaboration between stakeholders. IOM also highlighted the importance of free movement of people and facilitating migration procedures for stronger economies and increasing exports, which are main goals for sustainable development in Egypt.

– Ms Noha Shetayya
Minister Plenipotentiary Commercial,
Ministry Of Trade And Industry

1 See UN Trade and Development (2020), [What future for women small-scale and informal cross-border traders when borders close?](#)

“ *Small-scale cross-border trade is an essential source of livelihood for many west Africans. It provides a means of survival for many low-income households, including women and youth, who engage in activities such as buying and selling of goods, transport services and currency exchange.*

– Mr Kofi Addo

Chief Commercial Officer of the Ministry of Trade and Industry in Ghana,
at the Regional Consultation on Migration, Mobility and Trade



© IOM 2023

Exploring the Trade and Migration Nexus in Action

The improved understanding of the role small-scale cross-border trade plays in many African countries, resulting from the research and engagement supported by unearmarked funds, has inspired other similar undertakings now being pioneered by IOM missions in different countries. This includes the project “Empowering Women in Small-Scale Cross-Border Trade Between Benin, Ghana and Togo”, funded through the IOM Development Fund.

The initiative focuses along the Abidjan–Lagos corridor – a key trade route that affects the lives of approximately 70 million people in Benin, Ghana and Togo – SSCBT supports numerous livelihoods,

predominantly those of women and their families, while also fostering poverty reduction, job creation and food security. It seeks to address gaps in focused policy research and support, particularly regarding the unique challenges faced by female traders. The project supports community development, with an eye towards creating supportive environments that enable women engaged in SSCBT to thrive, and fosters cooperation among local and border authorities, civil society and the traders themselves. Ultimately, the initiative not only aims to empower the women, but also to establish a model for sustainable and inclusive economic growth in cross-border communities and the region at large.



An IOM enumerator conducts a survey with a Myanmar migrant worker at a bus stop near the Thai-Myanmar Friendship Bridge. © IOM 2018/Visarut Sankham

ENABLERS

To achieve its strategic objectives, IOM must invest in and enhance internal capabilities, systems and practices. Strengthening the organization's key functions is essential to fully realize IOM's goals and ambitions; considering IOM's limited core budget, unearmarked funding is essential to do this.

In 2017–2018, IOM underwent its first [Multilateral Organisation Performance Assessment Network \(MOPAN\)](#) assessment. MOPAN is a critical platform for evaluating the performance of multilateral organizations and strengthening the accountability of actors involved in development and humanitarian efforts. The findings and recommendations of the 2017–2018 MOPAN were instrumental in shaping ensuing reforms such as the Internal Governance Framework. These reforms aimed to clarify goals, strengthen organizational governance, enhance risk management and reduce the dependency on earmarked funding. In 2023, a [new MOPAN](#)

[assessment](#) found that the investments and reforms had led to improved coherence across the organization, a stronger leadership role within the United Nations system and a more sustainable financial model, reflecting IOM's commitment to accountability, transparency and effectiveness in addressing global migration challenges. IOM acknowledges the central importance of unearmarked funding in driving these extensive reforms since 2018. Strong systems, resources and practices enable IOM to execute its work and fulfil the goals of the IOM Strategic Plan efficiently and effectively.





WORKFORCE

IOM's workforce is its most valuable asset and the organization is committed to creating a culture of inclusivity, respect and teamwork in every place where IOM works. Attracting a talented and diverse staff is a cornerstone of IOM's focus on its workforce. In 2023, IOM used unearmarked funding to strengthen talent acquisition strategies and contribute to improving gender and nationality balance at all levels, along with increasing the representation of non-represented and under-represented nationalities in the Professional staff category. Significant progress has already been made in this area, particularly in achieving gender parity in the organization's higher echelons. Most notably, IOM increased the representation of women at the

D-1 grade and continued to prioritize gender parity at the P-5 and D-2 levels, while maintaining gender parity at the P-4, P-3 and P-2 grades and achieving parity at the UG level. Similarly, unearmarked funding has been instrumental in building a culture where performance and delivering results is recognized and under-performance issues are dealt with swiftly and effectively, including through measures aimed at strengthening staff performance. A new online performance management system was rolled out, in full alignment with the Business Transformation plans. Rollout of dashboards containing automated self-service workforce reports and analytics were also developed, further enabling data-driven decisions and drastically reducing turnaround time, while empowering stakeholders.





DATA AND EVIDENCE

In 2023, IOM continued to leverage unearmarked funding to implement its [Migration Data Strategy](#), which strives to increase the availability and use of data to feed into evidence-based migration policies. This funding continued to be essential to maintain operations across seven regional data hubs in Bangkok, Cairo, Dakar, Nairobi, Pretoria, San Jose and Vienna. These regional data hubs produce a wealth of information covering the world's busiest migration corridors, which is used by policymakers, humanitarian actors and the United Nations system.

At the global level, IOM leveraged unearmarked funding to enhance strategic foresight capabilities, with a view towards providing more forward-looking data and qualitative insights. Recognizing the complex and ever-changing nature of migration patterns, IOM has been working to better [anticipate future migration challenges and opportunities](#), rather than react to current trends and events. To accomplish this, IOM invested unearmarked funds to bolster

capacities on forecasting and scenario building by convening the international migration policy community, academic experts, and data scientists to focus on forward-looking approaches to migration policy. These efforts included the piloting of “horizon scanning” in the Americas and East Africa, to better identify emerging drivers of migration. Through increased collaboration with leading research institutions, including the European Union Joint Research Centre and GovLab, a New York University lab, unearmarked funds helped establish a catalogue of anticipatory methods for migration analysis to equip policymakers and practitioners with a robust set of tools to forecast future migration patterns. Efforts supported by unearmarked funds also included strategic data collection along key Mediterranean migration routes. This grassroots approach provides crucial insights into migration patterns, improving forecasting accuracy and supporting the development of informed migration policies and strategic planning. The results of this work is available on the [European Mixed Migration Dashboard](#).

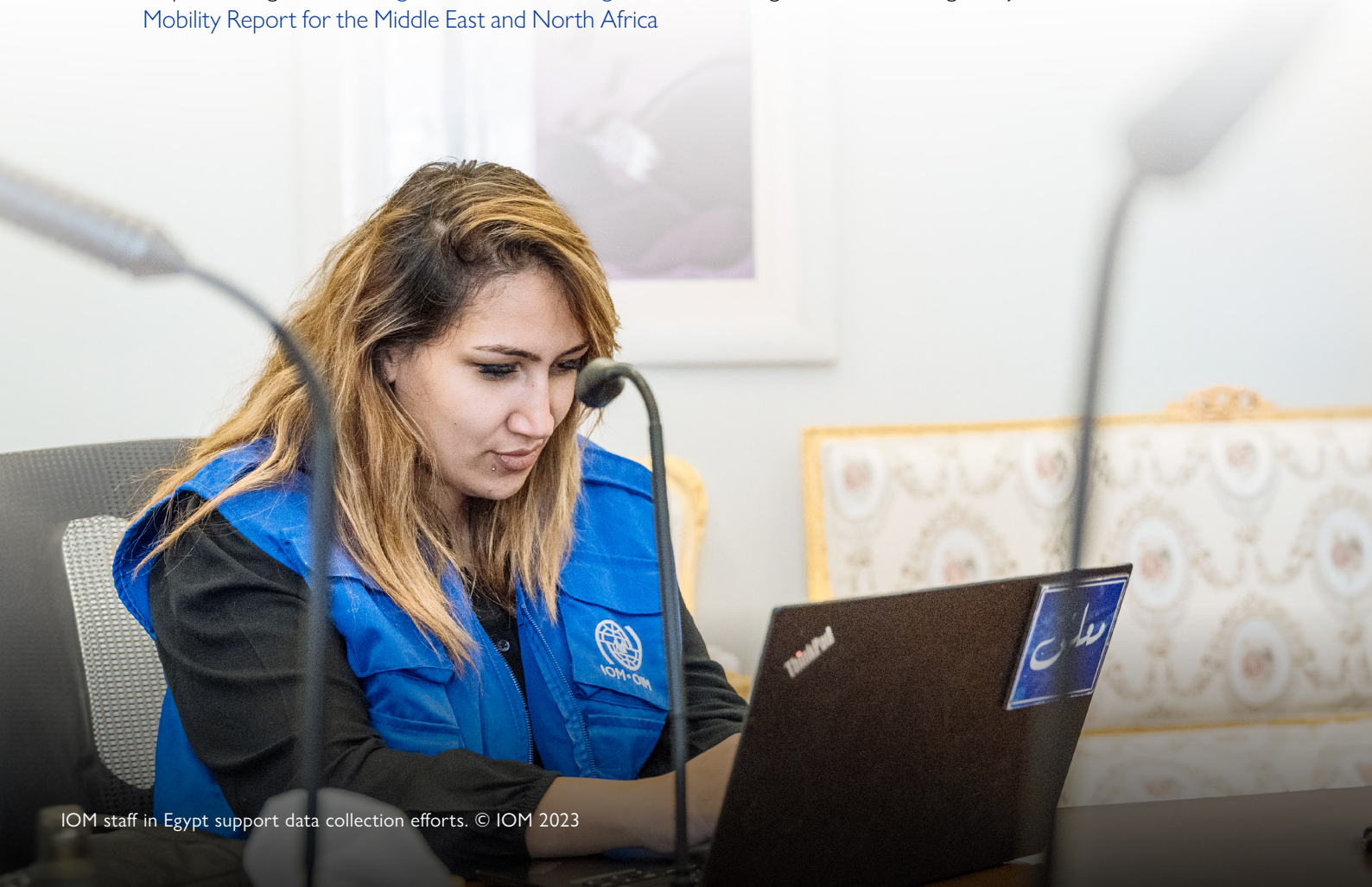
Enhancing migration data and humanitarian response in the Middle East and North Africa

In Cairo, IOM operates its Regional Data Hub for the Middle East and North Africa (RDH MENA), which supports evidence-based policy and programming across the region, in close collaboration with offices in countries ranging from Algeria to Yemen. Across the globe, IOM's [Displacement Tracking Matrix](#) is an essential component to any humanitarian response. In 2023, for example, the data produced by IOM fed into 81 per cent of the OCHA-led Humanitarian Needs Overviews (HNOs) and Humanitarian Response Overviews (HROs). Notably, when the conflict broke out in the Sudan in April 2023, triggering the displacement of over 9 million individuals by the end of the year, IOM's RDH MENA provided guidance and technical support for the deployment of IOM's DTM across the country to inform and guide the humanitarian system's response.

Tracking the movements of displaced populations, as well as their profiles and needs, is key to providing tailored and adequate assistance vulnerable women, men, boys and girls. IOM's regional data hubs also produce an extensive number of migration data products on broader migratory dynamics in their respective regions. The [Region on the Move: Regional Mobility Report for the Middle East and North Africa](#)

[2021–2022](#), which explores migration trends through a post-pandemic vulnerability and climate risks lens, is demonstrative of the wide-ranging analysis produced by IOM Data Hubs for policymakers, academia and other stakeholders involved in migration governance.

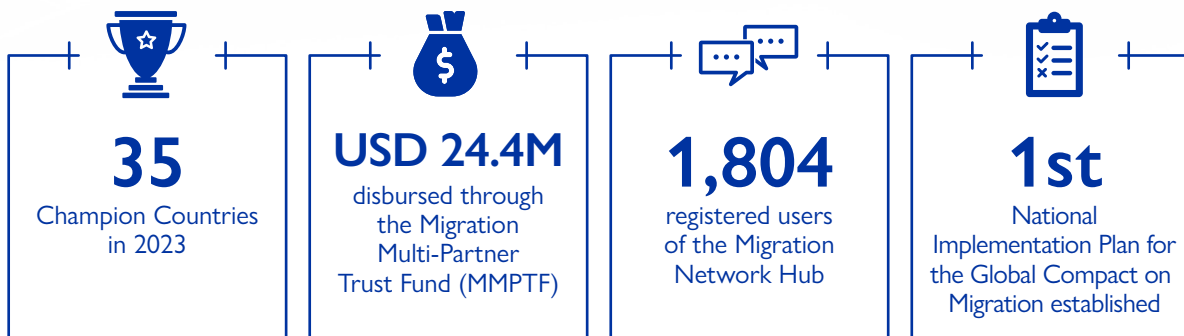
IOM's Regional Data Hubs regularly collaborate with key government institutions to enhance data on migration in the region and explore opportunities for joint action. For instance, IOM's MENA data hub collaborates closely with various national stakeholders, such as the Tunisian National Observatory on Migration, National Institute of Statistics and National Council of Statistics, the Moroccan Higher Planning Commission and the Egyptian Central Agency for Public Mobilization and Statistics. IOM also partners with academic institutions like Naif Arab University for Security Sciences to provide guidance to students on migration data, ensuring they are well equipped to excel in the professional field of migration data. Moreover, the RDH MENA actively supports the capacity-building of African Union Member States, thanks to a novel cooperation with the African Observatory for Migration, located in Morocco, through tailored training and joint activities.





PARTNERSHIPS

KEY RESULTS AT A GLANCE



Advancing the Implementation of the Global Compact for Migration through Partnerships (United Nations Network on Migration Secretariat)

Adopted in 2018, the Global Compact for Safe, Orderly and Regular Migration, the first intergovernmentally negotiated agreement covering all dimensions of international migration, continued to drive international cooperation on migration in 2023. Throughout the year, IOM invested unearmarked funds towards the measurable implementation of the Global Compact, its 23 objectives and 10 guiding principles, and supported its follow-up and review processes. Unearmarked funding remains pivotal in supporting the organization to fulfil its responsibilities as the Secretariat for the United Nations Network on Migration (the Network), which, as mandated by the Secretary-General and endorsed by the General Assembly, plays a critical

role in facilitating a collaborative global effort to advance the implementation, follow-up and review of the Global Compact for Migration. The Network brings different United Nations system agencies and other stakeholders and actors together on a range of urgent and emerging topics, such as [supporting Member States in integrating the Global Compact into their national planning](#), supporting the development of [actionable recommendations on missing migrants and providing humanitarian assistance to migrants in distress](#); and leading discussions on the [development of a limited set of indicators to review progress related to Global Compact implementation](#), as mandated by the Progress Declaration of the Global Compact for Migration's International Migration Review Forum.

IOM IN ACTION



Partnership to advance the Global Compact for Migration in Action: Kenya's National Implementation Plan

In 2023, Kenya became the first country to translate the Global Compact on Migration into an accountable national strategy with the launch of its National Implementation Plan for the Global Compact for Safe, Orderly and Regular Migration in Kenya 2023–2027. This significant step was accomplished through broad-based multi-stakeholder consultations and using the [Six-step Guidance on Implementing the Global Compact for Safe, Orderly and Regular Migration](#) developed by the United Nations Migration Network.

The Implementation Plan sets out a clear way forward for Kenya to strengthen its migration governance and operational implementation of the Global Compact, through five main thematic areas: enhancing data-driven policies, tackling migration drivers, creating regular migration pathways, addressing irregular migration and improving social inclusion for migrants. It is not only a theoretical framework, but a reflection of Kenya's commitment to implement practical measures that improve migration governance in the country. The Plan includes a monitoring and evaluation framework to measure progress and promote transparency and accountability.

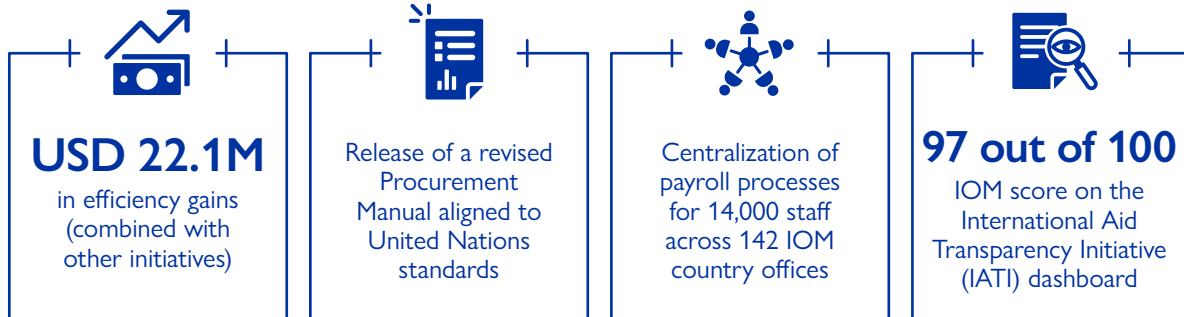
Ongoing Secretariat work that continued to receive support in 2023 included support to the Global Compact's mandated capacity-building mechanism, including the real-time exchange of successful practices in different areas of Compact implementation through the [Migration Network Hub](#), a virtual "meeting space" established in 2021 through which governments, stakeholders and experts can access and share migration-related information and services. The Secretariat also continued to manage the [Migration Multi-Partner Trust Fund \(MMPTF\)](#), which is the first-ever financial instrument dedicated to supporting Member States' implementation of the Global Compact for Migration through joint United Nations programming and collaboration between United Nations Network on Migration members, stakeholders and national partners. The [MMPTF allocated USD 18.2 million](#) to nine additional joint programmes, as approved by its steering committee. Contributions and

commitments to the MMPTF were made by 13 donors in 2023 (USD 20 million), meeting the 2023 target set up in the [Investment Plan 2023–2026](#).

Recent achievements of the Network have reinforced its central role in supporting Member States to strengthen migration governance. Among these achievements, the increase in the number of Global Compact for Migration Champion countries from 33 in 2022 to 35 in 2023, and their growing advocacy of the Global Compact in other intergovernmental forums, such as the SDG Summit, highlights a strengthening consensus on the importance of collaboration to strengthen migration governance. The Secretariat's pivotal role in supporting the development and launch of national implementation plans, such as that of Kenya, is a concrete example of how its work can catalyse the operationalization of the Global Compact for Migration at the national level.

INTERNAL SYSTEMS

KEY RESULTS AT A GLANCE



In 2023, thanks to unearmarked funding, IOM continued to advance the implementation of important reforms under the Internal Governance Framework (IGF) Work Plan. During the year, IOM achieved over USD 22 million in overall efficiency gains through cost reductions, cost avoidances, time savings and quality enhancements, in large part thanks to reforms carried out under the auspices of the IGF, as well as other management reforms. These gains are the cumulative result of IOM-specific initiatives (USD 19.4 million) and new automated systems for procurement, treasury and legal affairs, as well as the result of bilateral initiatives (USD 2.7 million) with other United Nations entities, such as joint warehousing and procurement, co-sharing of office spaces and joint trainings with sister agencies. During the period, IOM concluded 67 out of 74 work items in the IGF Work Plan across various workstreams, focusing on foundational components, strengthening existing business processes, business transformation and internal justice.

Enhancements were made to IOM's internal policy on monetary engagements with implementing partners, which was a substantial step towards improving transparency and accountability in financial dealings. IOM successfully initiated the centralization of payroll processes for around 14,000 local staff across 142 IOM

country offices, which significantly streamlined operations and reinforced internal controls. IOM's continued commitment to transparency paid off in 2023, with IOM scoring 97 out of 100 on the platform (up from 34.7 in 2018), placing the organization fourth of all 28 United Nations publishers to IATI. In 2023, IOM also took a significant step forward in advancing results-based management by releasing a new management and strategic results framework to monitor and report on results in a more systematic and standardized manner. This will greatly increase accountability and transparency towards Member States and other stakeholders.

Throughout 2023, IOM worked on the upcoming deployment of a new enterprise resource planning system (ERP) under the business transformation. This digital shift aims to reduce manual labour and enhance responsiveness by structuring business transaction data for improved analysis and action based on insights. The project's first application, a human resources performance management component, was launched in February 2023. As part of the new performance management policy, this component has already seen significant engagement, with over 14,000 staff accessing the Oracle platform utilizing the Performance@IOM system for 2023 performance reviews.

CROSS-CUTTING PRIORITIES

In addition to supporting work that contributes to IOM's three Strategic Objectives and to critical organizational enablers that facilitate its work, unearmarked funds also contributed to elevate key cross-cutting priorities.

INTEGRITY, TRANSPARENCY AND ACCOUNTABILITY

Fostering informal conflict resolution channels for greater efficiency and staff well-being

With a global workforce encompassing over 140 nationalities and numbering close to 20,000 staff, IOM's capacity to promote a respectful workplace culture and to manage conflict effectively is essential for the organization to conduct its work successfully. In 2023, unearmarked funds continued to be provided to the Office of the Ombudsperson and Mediation Services (OOM) to strengthen organizational capacity to prevent, manage and resolve workplace conflicts. This sustained investment has resulted in a gradual threefold increase in the caseload managed by OOM, indicating staff awareness of, and willingness to engage with, informal conflict resolution channels. In 2023, IOM delocalized its ombudsperson services

to three locations (Bangkok, Bogota and Nairobi) to serve staff more efficiently in field duty stations, leading to a 75 per cent resolution rate of cases through informal channels in 2023, as well as a 12 per cent increase in individuals approaching OOM from field duty stations. While formal conflict resolution channels bear a high financial cost, addressing conflict through informal channels fosters a more respectful workplace, mitigates organizational risk and ultimately results in time and cost savings, which were estimated to reach USD 7.3 million in 2023. Over 4,000 IOM personnel were reached through trainings and awareness-raising campaigns.

Enhancing oversight and accountability at IOM through a stronger Internal Justice System

To complement informal resolution channels, reports and allegations of prohibited conduct must be referred to formal channels. In 2023, the Office of Internal Oversight (OIO), formerly the Office of the Inspector General, continued to reinforce a stronger culture of accountability, integrity and transparency within IOM. Unearmarked funds were invested in human resources to support OIO's efforts, as misconduct allegations have more than doubled between 2021 and 2023. This signifies that IOM staff feel more empowered to report allegations and indicates increased awareness of reporting channels and improved trust in the system. Of the 2,289 allegations received in 2023, 940 were initially assessed as void, leaving 1,653 allegations for further analysis, of which 102 cases were predicated for further investigation, 258 were referred directly to the Legal Office, IOM Missions and other relevant offices, and 71 were referred to implementing partners and other external parties. This left 634 allegations to carry forward for assessment into 2024. Furthermore, 124 investigation cases were carried over to 2023 from the previous year, and an additional 102 cases were sent for investigation during the year. Of these, 50 cases (substantiated) were

referred to the Legal Office for possible disciplinary measures, 3 cases were referred to other concerned IOM offices, and 53 cases (unsubstantiated) were closed, leaving 120 cases to carry forward to 2024.

Additionally, OIO collaborated with other United Nations investigative and audit offices and donors, revised the IOM legal framework for investigations and disciplinary processes, contributed to guidelines on sexual exploitation and abuse, and expanded its standard operating procedures. Towards the end of the year, OIO began restructuring to decentralize the delivery of audit and investigation services to where these are most needed in order to address case backlogs and broaden audit coverage, with the process running from mid-2024 to 2026, funded by the Programme and Budget for 2023 and the Internal Governance Framework. Despite increased efficiency, the IOM internal justice system still lacks adequate resources and staffing, requiring further investments not only in the investigations functions, but in the development and implementation of a comprehensive accountability framework. This framework should strengthen the three lines of internal control and enhance informal channels that promote prevention and detection of misconduct, ensuring a robust and functioning integrity system.

EQUALITY, DIVERSITY, AND INCLUSION

In 2023, unearmarked funding contributed significantly to IOM's efforts to address unequal opportunities and outcomes experienced by migrants and our staff based on sex, gender, age, race, ethnicity or disability. This includes the development, finalization and implementation of the [IOM Gender Equality Policy \(2024\)](#) and the IOM Race Equity and Equality Strategy. The two documents set an institutional course for IOM's work on gender equality and race equity and equality.

To support systematically dismantling the attitudinal, environmental and institutional barriers that prevent us from achieving our targets, unearmarked funds also contributed to supporting valuable research and development of technical tools. IOM previously conducted a study to understand the knowledge, attitudes and practices of IOM personnel on gender equality; sexual orientation, gender identity, gender expression and sex characteristics (SOGIESC);

disability inclusion; race equity; and other forms of diversity, and undertook a review of how the organization assesses the extent to which project proposals address and incorporate gender equality. The findings from these, outlined in reports prepared in 2023, feed into an update of the Gender Marker for IOM projects and other capacity-building initiatives. Furthermore, in support of quality gender analysis for project and programme development, an intersectional gender analysis package was developed and will be accompanied by an interactive learning course to sensitize all IOM personnel on the importance of such analysis in programme design and implementation. Finally, unearmarked funds also supported a range of awareness-raising and capacity-building initiatives, including region-specific and language-diverse events that enhanced the understanding and capacity of IOM employees globally on gender equality, disability inclusion, race equity and SOGIESC-related topics.



PROTECTION-CENTRED APPROACHES

Defining an institutional approach to protection

IOM is committed to placing the human rights and well-being of all migrants, regardless of their status, at the centre of its operations and decision-making. The expanded geographic scope, thematic diversity, and complexity of IOM interventions over the last two decades, as well as the evolution of internationally accepted protection-related norms, have demonstrated a need for greater coherence in IOM efforts to ensure the safety, dignity, and rights of migrants. Responding to this need, unearmarked funding contributed to the finalization of [IOM's Approach to Protection](#) in 2023. Developed through a highly consultative process over a period of two years involving over 7,000 IOM staff in over 100 countries, this institutional approach embodies IOM's vision, role and efforts in advancing the protection of migrants across the different areas of its programming. It also serves as a reference for the

development of protection-related internal policies, guidelines, programming, and training materials and supports a consistent, coherent, and accountable role for IOM on protection.

Since its release in March 2023, IOM's Approach to Protection is actively mainstreamed into flagship IOM programming, including the Cooperation on Migration and Partnerships to Achieve Sustainable Solutions (COMPASS), a global initiative funded by the Netherlands Ministry of Foreign Affairs. Together with COMPASS funding, unearmarked funds were used in 2023 to strengthen IOM staff awareness of and capacity to implement this consolidated approach and its accompanying [Protection Roadmap](#). Thanks to these ongoing efforts, protection emerges clearly as a cross-cutting theme, integral to all IOM operations and initiatives.



Upholding IOM's commitment to tackle Sexual Exploitation, Abuse and Harassment

KEY RESULTS AT A GLANCE



In 2023, IOM welcomed its first-ever external evaluation on Protection from Sexual Exploitation, Abuse and Harassment (PSEAH) findings and recommendations



Increase in dedicated PSEA Officers from 11 in 2021 to 73 in 2023 across almost 50 countries



146

PSEA focal points in IOM country and regional offices



A total of 16,148 IOM personnel and partner staff completed at least one IOM PSEA training in 2023, bringing the yearly compliance rate to 82.6%

In 2023, unearmarked funding was crucial to ensure progress on the Protection from Sexual Exploitation and Abuse and Sexual Harassment (PSEAH). With 73 new dedicated PSEA Officers, across almost 50 countries and 146 Focal Points globally, IOM focused on strengthening effective communication on PSEA with affected populations (using the 'communicating with communities' methodology), how to respond to disclosures. Additionally, providing victims with tailored assistance, mainstreaming PSEA in the IOM Project Cycle, and SEA risk management and mitigation were important elements of IOM's PSEAH approach. Throughout the year, 16,148 personnel and partner staff completed at least one of IOM's PSEA trainings, resulting in an IOM PSEA training compliance rate of 82.6 per cent.

Unearmarked funds also supported the development of critical PSEAH guidance and resources. Technical guidance was developed and delivered to IOM technical staff, with a focus on how to respond to SEA disclosures involving both adults and children. IOM also developed guidance on supporting an SEA victim throughout their journey, from the point of disclosure, to accessing specialized assistance, reporting, investigation, case closure and outcomes, and receiving longer-term assistance. Resources were allocated to provide direct in-country and remote PSEAH-related support to the designated L2 and L3 emergencies in Afghanistan, the Democratic Republic of the Congo, Haiti, Somalia, the Sudan, Türkiye and in the Ukraine response. IOM also continued to support collective PSEA action within both humanitarian and development settings. Namely, IOM worked with the United Nations Office of the Special Coordinator on Improving the Prevention of Sexual Exploitation and Abuse to develop a UNCT-dedicated PSEA training, which was piloted in Mauritius. Strong collaboration and joint programming with United Nations World Food Programme (WFP) were also realized. Lastly, IOM increased its attention to Sexual Harassment and created a communication campaign to not only understand the level of knowledge around sexual harassment, but to also change behaviour around it. This communication campaign is set to launch in 2024.

Raising Awareness about Sexual Exploitation and Abuse in Action

IOM Ukraine



An information campaign dedicated to SEA that targeted adolescents was particularly successful due to the active participation of youth influencers from Tik-Tok and Instagram. The video, which addressed the culture of victim blaming and silence, reached over 1 million social media users, with many comments stating that the topic is relevant and important, while the overall campaign reached over 4.3 million accounts.

Watch the video [here](#).²

IOM Bangladesh

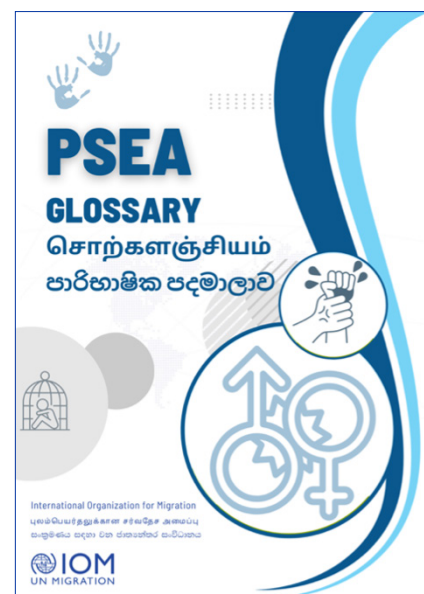


In November, IOM launched the joint WFP and IOM-developed *Together We Say No* communication campaign in Bangladesh, with PSEA Focal Points from 48 international and national non-governmental organizations (I/NGO) and United Nations agencies based in Cox's Bazar. The focus of the campaign was on empowering frontline workers who provide assistance and services to Rohingya refugees with easy-to-understand PSEA messages.

IOM Mozambique

IOM, in coordination with the inter-agency PSEA Network, supported the revision of the Code of Conduct of the National Institute for Disaster Risk Management in Mozambique, which now includes provisions on misconduct, such as abuse of power and SEA perpetrated by government officials and community leaders. IOM also contributed with the printing of 20,000 copies of the Code of Conduct to be distributed among the Community Committees as part of the National Contingency Plan, ahead of the rainy season.

IOM Sri Lanka

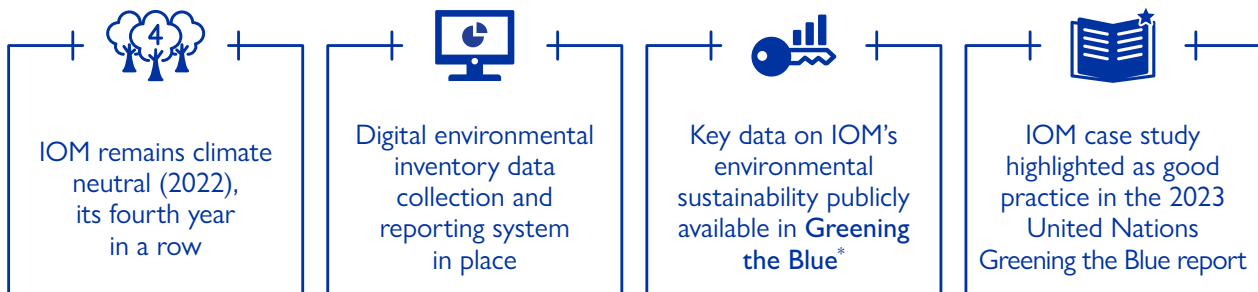


IOM rolled out a PSEA Glossary in Tamil and Sinhalese in Sri Lanka. Using correct PSEA terminology in local languages is a frequent challenge in Sri Lanka amongst humanitarian organizations. The PSEA glossary was widely shared across humanitarian organizations, including United Nations agencies.

² <https://youtube.com/watch?v=A7dUZuSEeY>.

ENVIRONMENTAL SUSTAINABILITY

KEY RESULTS AT A GLANCE



* <https://greeningtheblue.org/entities/ioms>.

Recognizing the profound connection between environmental health and the safety, security and well-being of migrants and their communities, IOM is committed to mainstreaming environmental sustainability throughout its projects and programmes, facilities management and operations. IOM engages in United Nations efforts towards greater environmental sustainability, such as active participation in the [Greening the Blue](#) initiative adherence to system-wide United Nations commitments. Efforts to strengthen environmental sustainability at IOM are made in line with its commitments to the [Strategy for Sustainability Management in the United Nations System 2020–2023](#). As a result of these efforts, fuelled partly by unearmarked funding, IOM was able to remain climate neutral for four consecutive years, including in 2022.

In 2023, IOM continued operationalizing a risk-based approach to environmental management, using unearmarked funds. To strengthen the organization's institutional environmental governance system, the funds were used to put key systems in place, which included the launch of a [digital environmental](#)

[inventory data collection and reporting system](#), a mechanism that facilitates the collection of data from all IOM facilities and operations on greenhouse gas emissions, water consumption, waste management, and related good practices and projects. The resulting database allows IOM to analyse and annually report data transparently from its facilities worldwide, recognizing that this annual environmental inventory strengthens IOM's capacity for effective environmental management, including addressing environmental risks and resource efficiency.

In parallel, IOM used unearmarked funds to support the development and testing of a comprehensive environmental risk assessment tool, designed to systematically assess and manage the environmental risks associated with its programmes. This tool will ultimately be incorporated into IOM-wide project development and reporting systems, with initial piloting anticipated in 2024. IOM's efforts to reduce the environmental impact of its operations were showcased in the United Nations [Greening the Blue Report 2023](#), which highlighted the phasing-out of plastic bags in IOM's movement operations.

LOOKING FORWARD

The world is changing rapidly in many ways – from climate change, demographic shifts, urbanization, to digitalization – requiring innovative and comprehensive solutions. Migration is, and has been, a cornerstone of development, prosperity and progress, and comprehensive solutions to the world's most pressing challenges are all indisputably linked to migration. Human mobility also remains a defining issue of our time, with the world at a critical moment in elaborating the global approach to migration.

At present, there are an estimated 281 million international migrants globally, who represent 3.6 per cent of the world's population, but are estimated to generate 9.4 per cent of global GDP. As the leading intergovernmental organization in the field of migration, IOM is engaged along the mobility continuum, helping its Member States effectively manage migration and harness its potential to achieve positive development outcomes, leaving no one behind. As a result, there is an increasing demand for IOM engagement in addressing key migration-related issues, particularly in the face of unprecedented crisis and emergency scenarios.

With the launch of the [IOM Strategic Plan 2024–2028](#), the organization has laid out a concrete approach to respond to unprecedented humanitarian needs worldwide and for harnessing the power of migration to achieve sustainable development outcomes. In line with this Strategic Plan, the organization has also presented the [IOM Global Appeal 2024](#), outlining the resources that it would take to achieve its objectives.

This includes not only flexible funding that would better enable the organization to respond to strategic needs and finance important core functions, but also in quality funding that is predictable and multi-year, allowing IOM to invest in preparedness and anticipatory action, especially for crisis scenarios, in turn allowing for swifter and more effective responses to crises down the line. This ask accompanies a commitment by IOM to continue, and enhance, the visibility of contributions and results achieved with quality funding, as well as to diversify the sources from which the funding originates.



Donor Visibility Snapshot

IOM Donor Relations
@IOM_DRD

Happy #SwissNationalDay! Alles Gute zum Schweizer Nationalfeiertag!
Bonne fête nationale suisse! Buona festa nazionale svizzera! Thank you
@SEMIGRATION for your flexible support to @UNMigration! 🇨🇭



SWITZERLAND
Christine Schraner Burgener,
State Secretary for Migration, 

In a world where global insecurity is increasing and the challenges of migration are becoming more complex and diverse, Switzerland remains committed to supporting the IOM. The Organization's invaluable work across the world requires continued support beyond assessed contributions and project funding. This is particularly important to safeguard the Organization's greatest asset: its human resources. Only with the support of the entire workforce, we realize the Organization's full potential and build sustainable structures for its continued growth and adaptation. In this respect, Switzerland is proud to have consistently contributed to IOM's institutional reforms with additional voluntary funding.

IOM Donor Relations
@IOM_DRD

With needs outpacing resources for emergency operations across the globe @QatarFund continues to be one of @UNMigration's most reliable donors providing flexible funding to leave no one behind 🇶🇦

Shukran!



IOM Qatar and 3 others

IOM Donor Relations
@IOM_DRD

Bonne Fête Nationale à notre partenaire, la France. Grace au soutien précieux de @francediplo @FranceONUGeneve, l'IOM peut répondre aux besoins humanitaires notamment au Soudan du Sud, en Ukraine, au Yémen et au Venezuela. Merci à la France!

Translate post



France Diplomacy and France ONU Genève

IOM Donor Relations
@IOM_DRD


Happy 4th of July to the United States! The United States has consistently been the biggest donor to @UNMigration, as well as a strong and consistent donor of #flexiblefunding.



U.S. Mission to the UN and 2 others

IOM Donor Relations
@IOM_DRD

Happy National Day to Sweden, one of @UNMigration most reliable partner and steadfast #flexiblefunding champion! Tack Sweden! 🇸🇪



Swedish Ministry for Foreign Affairs and 3 others

IOM Donor Relations
@IOM_DRD

Bonne fête nationale belge!
Gelukkige Belgische nationale feestdag!
Happy Belgian National Day! Thank you for remaining a strong and consistent donor of #flexiblefunding to @UnMigration, allowing us to provide valuable assistance to migrants across the globe. 🇧🇪



BELGIUM
H.E. Caroline Gennez,
Minister of Development Cooperation and of Major Cities 

For Belgium, supporting its multilateral partners with funding stability and to realize sustainable progress on development goals. We want to enable our partners to better carry out their core mandates and to deliver results in the most efficient way. Our multi-annual agreement with IOM for 2021-2024 is a good example of this policy. It is essential that IOM has stable and predictable resources, so the Organization can assume its role as key player within the international migration architecture and is fit for purpose. We highly encourage other Member States to contribute to the order and by doing so, to facilitate regular and humane international migration that benefits both migrants and society.

Belgium MFA and Belgium UN Geneva

IOM Donor Relations
@IOM_DRD

Flexible funding allows @unmigration to reach communities faster with long-term solutions, while ensuring we consider:

- #Sustainability 🌱
- #biodiversitypreservation 🌿
- #climatechange 🌍

Happy #WorldEnvironmentDay from @IOM_DRD

DONOR ACKNOWLEDGEMENTS

IOM thanks the donors below for the invaluable support given in 2023:





In Galmudug, families received 90 litres of water daily for four weeks between January and February 2022, thanks to water trucking activities organized by IOM. © IOM 2022/Ismail Salad Osman

 www.iom.int
 hq@iom.int

17 Route des Morillons
P.O. Box 17, 1211 Geneva 19
Switzerland

