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# **COUNCIL**

## **106th Session**

### **DIRECTOR GENERAL'S REPORT TO THE 106TH SESSION OF THE COUNCIL**

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## **DIRECTOR GENERAL'S REPORT TO THE 106TH SESSION OF THE COUNCIL**

1. My report to the Council is presented in three parts, namely Part I: The state of migration; Part II: The state of the International Organization for Migration; and Part III: The future state of migration.

### **I. THE STATE OF MIGRATION**

#### **The “year of the migrant”**

2. So far, the year 2015 has been, in every sense of the word, the “year of the migrant”. Migration has dominated media headlines and major meetings, including the United Nations General Assembly (see Annex I: Report on references to migration during high level meetings at the United Nations). This year, the record numbers of refugees and migrants entering Europe made migration a defining issue.

3. Human mobility is a large-scale phenomenon that goes far beyond the Mediterranean. Indeed, it is a global phenomenon. From the Mediterranean to the Red Sea to the Indian Ocean to the Bay of Bengal and Andaman Sea and the Caribbean – not to mention the Sahel Desert and other land routes – human mobility is occurring on a scale seldom witnessed before and the global community is divided about how to respond to it.

4. Unfortunately, much of the human mobility is not voluntary. Unprecedented simultaneous and complex humanitarian emergencies driven by a myriad of forces – including conflicts in regions ranging from West Africa to the Himalayas; natural and man-made disasters; abject poverty, lack of opportunity, violence and persistent human rights abuses; and climate change.

5. We are experiencing a period unlike any other, with unprecedented numbers of people on the move; unprecedented forced migration; unprecedented armed conflicts with little prospect of resolving any of these in the short to medium term; unprecedented political malaise with a vacuum where political leadership and courage should be; a serious erosion of international moral authority and violation of international human rights and humanitarian law on all sides; shifting power relationships; and increasing anti-migrant sentiment and policies.

6. **The “quartet”**. In view of the current Mediterranean migration crisis, which requires concerted leadership, an informal quartet of senior leaders has been developing joint messaging and approaches focusing on several multilateral partners, including the European Union (EU), to assist them in their deliberations on responses to the large inflows of refugees and migrants, and to help them formulate coherent policy responses. Although the composition varies, the quartet is generally composed of the United Nations High Commissioners for Refugees and Human Rights, the Special Representative of the Secretary-General for Migration and Development, and the IOM Director General. On other occasions, IOM has partnered with “The Elders” and others, seeking to canvass relevant issues at the highest political level. Related to this, IOM developed the IOM Response Plan for the Mediterranean and Beyond, last updated in October 2015, to provide a clear view of IOM’s policy perspectives and operational priorities in addressing the large flows of migrants and

refugees in this region. A separate IOM response plan has been developed for the Western Balkans. IOM staff members in both regions and beyond have been providing front-line support to migrants and governments to save lives, protect dignity, and foster more comprehensive and balanced policies, cooperation and programming for countries of origin, transit and destination.

7. **Level 3 emergencies.** At one point in 2015, IOM was responding to six Level 3 emergencies: the ongoing system-wide Level 3 status in the Syrian Arab Republic, Iraq and South Sudan; the declaration of a Level 3 emergency in Yemen; the Level 3 emergency in the Central African Republic (deactivated in June); and the internal Level 3 response to the Ebola crisis (deactivated in November). In addition, IOM despatched rapid response staff and provided assistance for Level 2 emergencies, such as the ongoing instability in Nigeria and Ukraine and the natural disasters that took place in Vanuatu (Tropical Cyclone Pam) and Nepal (earthquake).

8. With my senior management team, we continue to be active in all forums and venues at which migration is under discussion. Owing largely to the growing public interest in migration and the activity of IOM staff, the Organization is gaining greater visibility, recognition and media coverage than at any other time.

9. The current migration debate is largely one-sided, with emphasis on the short term and a strong security focus, driven by mounting fears and negative stereotypes, including as a result of the recent terrorist attacks in different parts of the world. As such, the positive historical and current contributions of migrants are being lost, leading to an unbalanced and harmful public discourse.

10. Due diligence is required to make the link between the historic concern for refugees and migrants, on the one hand, and the critical role they will play in the ageing, industrialized global North, on the other hand.

11. In this regard, the *Global Monitoring Report 2015/2016: Development Goals in an Era of Demographic Change*, released in Lima last month at the Annual Meetings of the World Bank and the IMF, projects that large-scale migration from poor countries to richer regions of the world will be a permanent feature of the global economy for decades to come. The Report explains that these regional population shifts in the world will reshape economic development, and, while posing challenges, they offer a path to ending poverty and promoting shared prosperity.

12. World Bank Group President Jim Yong Kim has said that: “With the right set of policies, this era of demographic change can be turned into an engine of economic growth”; and that: “If countries with ageing populations can create a path for refugees and migrants to participate in the economy, everyone benefits. Most of the evidence suggests that migrants will work hard and contribute more in taxes than they consume in social services.”

### **Migration in all forums**

13. The trends that marked the past year brought migration to the fore in international discussions and negotiations. For example, the 2030 Agenda for Sustainable Development, adopted by the United Nations General Assembly in September, refers to migration or migrants in four of the targets contained in the 17 Sustainable Development Goals (SDGs).

This breakthrough rectifies the large gap left by the Millennium Development Goals, which were silent on migration and population displacement (see Annex II: Migration's relevance for realizing Sustainable Development Goals). Among other things, the 2030 Agenda recognizes the development contribution of migration, the importance of facilitating safe, legal and orderly migration, including through planned and well-managed migration policies, and the importance of ensuring full respect for human rights and the humane treatment of migrants regardless of their migration status, of refugees and of displaced persons.

14. Migrants and disaster-induced human mobility also feature in the Sendai Framework for Disaster Risk Reduction 2015–2030, agreed in Sendai, Japan, in March this year, and the topic is expected to play a role at the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21), to be held in Paris this December.

15. For its part, IOM held the Conference on Migrants and Cities in October – and also made migrants and cities the theme of the 2015 World Migration Report – to underscore the increasingly urban nature of international and domestic migration. The Conference brought together local authorities, central governments and relevant national and international actors to discuss the link between migration and cities and the key role of local authorities, particularly mayors, in migration policymaking. Approximately 600 people from various regions and backgrounds participated in the Conference, which set a new framework for global dialogue on migration involving all levels of migration governance.

## II. THE STATE OF THE INTERNATIONAL ORGANIZATION FOR MIGRATION

### The “three Cs”

16. Under the banner of “Continuity, coherence and change”, IOM worked single-mindedly to address the foregoing global migration trends.

#### *Continuity*

17. **Policies.** A range of internal policies were either revised and updated or created in order to maintain our position as the global migration agency. These included policies on humanitarian action, gender and protection.

18. IOM finalized its humanitarian policy, namely the **Principles for Humanitarian Action**, which aim to strengthen the Organization's global humanitarian role. The Principles were presented to Member States during the Seventeenth Session of the Standing Committee on Programmes and Finance (SCPF) and were welcomed by the membership. The Principles were the successful outcome of a two-year consultative, multi-stakeholder process that also involved field testing the draft principles in six active crisis settings (El Salvador, Iraq, Libya, Nepal, South Sudan and Ukraine). Furthermore, IOM developed the new **Gender Equality Policy**, which serves as an update to the 1995 policy. The focus of the Policy is on gender equality, rather than focusing only on one gender. The Policy includes accountability mechanisms, particularly annual reporting on implementation and ongoing review at senior management meetings. It has three key components: gender mainstreaming; gender equality results; and gender balance in staffing and a gender-sensitive organizational culture. The new

**Policy on Protection** replaced the 1997 version. It focuses on the Administration's internal processes to ensure and implement its supportive protection mandate and to ensure a rights-based approach in all its activities.

19. **Budget-strengthening plan.** The financial year 2016 will be the last to be covered by the three-year budget-strengthening plan approved by Member States at the Council meeting in 2013. I am pleased to note that, benefiting from the combined 12 per cent increase in assessed contributions and the increase in the project overhead rate from 5 to 7 per cent, we have made great progress in strengthening key functions; this will result in improved management, oversight and implementation of our mandate.

20. By the end of the three-year process, we expect to have strengthened the core staffing by approximately 39 per cent, with a number of previously overstretched functions significantly building their internal capacity. The budget-strengthening plan has been carried out with a commitment to cost-efficiency, including: (a) delocalization through the placement of staff in low-cost locations; (b) economy air travel for all staff; and (c) recruitment of local staff rather than more expensive international staff. In line with the plan's emphasis on alternative funding sources, we are pleased to report that, as of September 2015, Member State secondments of staff to IOM had increased to 20.

21. To ensure full transparency and to keep the membership fully informed, the Administration has been providing regular updates on the budget reform process, and hosted a meeting with Member States on 30 March 2015 where IOM managers explained in detail the measures they had taken through the implementation of the budget-strengthening plan. Another such meeting is planned for 2016 and will give key managers the opportunity to brief Member States on concrete achievements.

22. **Internal controls.** Thanks to the Member States' generosity in approving the three-year budget-strengthening plan, internal controls have been strengthened. With the additional funds for the core structure, we have been able to augment staffing and capacity significantly in the Office of Legal Affairs, the Office of the Inspector General and the Human Resources Management Division. A Risk Management Officer has been identified and assigned. IOM is presently working on introducing a comprehensive risk management framework, including the recruitment of a Chief Risk Officer, to bring a more systematic approach to the identification of risk within the Organization. Furthermore, during 2015, a number of initiatives to strengthen controls were introduced, including improvements in the areas of currency management and information technology, with several key systems enhancements under way. Also, in the area of cash management, a new and more efficient bank management system is being introduced which will reduce bank charges, maximize return-on-investment and streamline cash management and movement of funds.

23. Although IOM is not part of the United Nations, the Organization continues to play a key role in system-wide initiatives for the **prevention of sexual exploitation and abuse (PSEA)** and in combating **sexual and gender-based violence (SGBV)**. For four years now, I have been the United Nations system's "Champion" on PSEA and SGBV. I am also among the International Geneva Gender Champions, an initiative of the United Nations Office in Geneva and the Permanent Mission of the United States of America and its partners. These issues receive high priority, especially in emergency settings. For example, IOM continued to work towards operationalizing its commitments to better prevent and address sexual abuse and exploitation by humanitarian workers. This included coordinating a three-year pilot

project (which will end in December 2015) on behalf of the Inter-Agency Standing Committee (IASC) and supported by the IASC Principals, to establish inter-agency community-based complaint mechanisms (CBCMs) in the Democratic Republic of the Congo and Ethiopia. The lessons learned from this pilot project are being compiled into a CBCM Best Practice Guide, which will be widely disseminated in order to help replicate the mechanisms in other humanitarian settings.

24. Furthermore, IOM is leading a team of experts from the United Nations, non-governmental organizations and international organizations to develop standard operating procedures for handling joint complaints and for case referrals. In addressing **gender-based violence**, IOM continues to actively participate in the Call to Action on Protection from Gender-based Violence in Emergencies, a global initiative currently led by the Government of the United States of America. In 2015, IOM was active among the partners developing a road map for collaborative action to ensure that gender-based violence is comprehensively addressed and prioritized at the earliest stages of an emergency.

25. **Migrants in Countries in Crisis.** The government-led Migrants in Countries in Crisis (MICIC) Initiative, co-chaired by the Philippines and the United States, and for which IOM serves as the Secretariat, is well under way. IOM established its MICIC Secretariat with funding from the United States and the backing of the MICIC Working Group. Broad consultation with governments, civil society organizations, the private sector and partner international organizations have picked up pace with a view to developing by mid-2016 principles, guidelines and effective practices for all stakeholders on the pre-crisis, emergency and post-crisis phases. In 2015, dedicated two-day consultations have been held with the participating States of the Intergovernmental Consultations on Migration, Asylum and Refugees, in Manila for South, East and South-East Asia, and in Brussels for Eastern Europe and Central Asia. MICIC side events were held at the World Conference on Disaster Risk Reduction, held in Sendai, Japan, in March, and at the Global Forum on Migration and Development, recently held in Istanbul, and a briefing was held at the ambassadorial level for Permanent Missions in Geneva. MICIC was also discussed in several forums, including the Intergovernmental Authority on Development, the Migration Dialogue for Southern Africa, the Puebla Process and the Nansen Initiative.

26. Furthermore, MICIC outreach was undertaken through webinars, quarterly newsletters, a video and issue briefs prepared by IOM. Core themes are emerging: the importance of protecting migrants' rights in normal times to build migrants' resilience during times of crisis; the need to ensure that migrants have the same access to protection and assistance as nationals in crisis situations and the need for dedicated measures to help overcome specific barriers migrants face in accessing assistance during crises; and the need to adopt a longer-term development perspective during crisis recovery. MICIC is increasingly proving to be a solid example of how inclusive multi-stakeholder dialogue can lead to the development of practical guidance for States and other actors to address migration matters.

27. **Regional Consultative Processes on Migration (RCPs).** Eighteen RCPs, with IOM being the Secretariat for almost all of them, now cover almost the entire world. We are honoured and pleased to have been able to work with the League of Arab States to help it set up its own RCP. The newly established Arab Regional Consultative Process immediately offered to host this year's fifth Global Meeting of the Chairs and Secretariats of Regional Consultative Processes on Migration, which met in Cairo in October. (At present, only the Caribbean States do not have their own RCP.) RCPs continue to play an important role in

bringing together on a regular basis countries of origin, transit and destination for discussion and deliberation on migration matters.

28. **Response to emergencies.** Over this past year, IOM remained steadfast in responding to every major conflict and crisis in the world. Emergencies now constitute the single largest part of our operational budget and the greatest single reason for the expansion of our worldwide staff. We are currently evacuating migrant workers and others from Yemen by sea and by air; providing assistance through staff inside the Syrian Arab Republic; re-building our programmes in the backdrop of the conflict in the Central African Republic after our offices were burned down; playing a major role in protecting tens of thousands of persons fleeing violence in South Sudan; and providing life-saving support in Iraq and other conflict-ridden countries. We are also engaged by governments in responding to natural disasters, most recently the earthquake in Nepal, and in responding to and mitigating the effects of slow-onset natural calamities, such as desertification in the Sahel.

29. Overall, IOM has undertaken emergency and preparedness activities in 50 different countries, including in the areas of camp coordination and camp management (CCCM), displacement tracking, the provision of emergency shelter and non-food items (NFIs), protection, and water, sanitation and hygiene. IOM's largest humanitarian operation continues to be in South Sudan, where we lead the emergency shelter/NFI and CCCM clusters. In the Syrian Arab Republic, where over 6.5 million individuals are internally displaced, IOM reached more than 3.5 million beneficiaries through its team of 224 staff members in Damascus, Jordan and Turkey. In Iraq, where over 3.2 million individuals are internally displaced, IOM continued to regularly track displacement patterns to identify the number of internally displaced persons, analyse the circumstances of their displacement and identify the nature of their humanitarian needs. IOM also expanded its shelter and core relief item distribution in the country, despite rising levels of insecurity and hampered access to those in need of humanitarian assistance.

30. **Capacity-building in emergency response.** IOM continues to strengthen the Organization's capacity to prepare for and respond to crisis. Over 10,000 individuals have benefited from training in the areas CCCM, displacement tracking and the prevention of gender-based violence. IOM has also carried out emergency response induction training and has trained over 80 individuals in Bangladesh, Nepal and the Philippines under the framework of *The MEND Guide: Comprehensive Guide for Planning Mass Evacuations in Natural Disasters*.

31. **Transition and recovery.** IOM's transition and recovery activities remain focused on moving beyond humanitarian assistance to addressing drivers of vulnerability and forced displacement. Over the course of 2015, IOM's transition and recovery programming covered 32 countries and included ongoing initiatives in Afghanistan, Chad, the Central African Republic, Niger, Somalia and Yemen; and stabilization initiatives in Haiti, Iraq and Peru. Notably, IOM initiated 79 new transition and recovery initiatives, of which 73 cover community stabilization, 3 focus on the reintegration of former combatants in Guinea and Somalia, and 3 are election support projects in Guinea and Haiti. On the policy side, in 2015 IOM launched the draft Framework on the Progressive Resolution of Displacement Situations, which moves IOM beyond the traditional focus on refugees and internally displaced persons to include migrants and other mobile populations and communities affected by displacement.



32. **Resettlement and movement management.** IOM's movement operations continue to grow in complexity and scope. In 2015, IOM has completed or is undertaking resettlement, return or evacuation operations from several locations with high security risks. For example, since the beginning of the Yemen crisis, IOM has assisted 2,060 migrants with air evacuations and provided 12,140 individuals with onward transportation assistance from Djibouti and Somalia to their areas of origin. IOM also supports some 30 States in carrying out resettlement, humanitarian admissions and relocation initiatives, with significant operations under way in Africa, Asia, Europe, Latin America and the Middle East. IOM expects to have moved around 120,000 persons under these schemes by the end of 2015.

33. **Displacement Tracking Matrix (DTM).** IOM continues to deploy the DTM in medium- to large-scale humanitarian response operations. The DTM is active in 22 countries, tracking and monitoring over 15 million internally displaced persons. The DTM Global Support Team provides continual remote and on-site support for DTM field implementation, while working on integrating innovative technologies for data collection, processing and analysis, including a portal on migration flows to Europe. In 2015, gender-based violence and other risk indicators were integrated into global standard DTM databases and rolled out in DTM operations in nine countries.

34. **Immigration and border management.** IOM is increasingly called upon by States to assist in addressing complex immigration and border management challenges. In 2015, strengthened focus has been put on programming in the areas of countering migrant smuggling and border security.

35. **Facilitated migration services.** As of November 2015, IOM has 64 active projects in support of well-administered visa and entry schemes. Services include the establishment of administrative visa-processing centres, identity checks and biometrics enrolment, document verification services, visa application tracking and travel assistance. At the request of Member States, IOM also manages the verification of civil status and educational documents to counter fraud and support regular, legal migration channels. From January through October 2015, IOM provided voluntary travel assistance to over 14,000 migrants travelling primarily under family reunification visa schemes, including to Australia, Canada and the United States.

36. **Labour mobility and human development.** IOM has continued to work on the promotion of ethical recruitment practices and transparency in labour supply chains. IOM received initial funding from the Swiss Agency for Development and Cooperation for the development of the International Recruitment Integrity System (IRIS) for a period of three years. This first phase of IRIS will focus on the development of the certification system for international recruitment intermediaries, the pilot testing of IRIS in selected migration corridors and the development of an independent governance structure. Additional funding for the development of IRIS was received in 2015 from the Governments of Canada and Sweden. Furthermore, IOM has continued collaboration with private sector partners, through the implementation of projects on labour supply chain mapping and compliance with ethical practice assessments, training for corporate social audit teams, and the development of corporate policies to improve the protection of migrant workers' rights. Finally, IRIS stakeholder engagement efforts have been reinforced through the signature of a memorandum of understanding between IOM and a trade union representing workers in the United States and Canada.

37. **Migrant assistance.** In 2014–2015, IOM provided direct assistance to 11,790 victims of human trafficking and associated forms of exploitation and abuse. The Organization assisted 340 migrants in need through its Global Assistance Fund, an emergency support mechanism that provides case-specific assistance to men, women and children who have been trafficked across international borders. The Fund recently helped to assist men from foreign fishing boats in Indonesian waters. Some had not been on dry land for years; one had been separated from his family, without any contact, for 22 years.

38. In June 2015, IOM launched the crowdfunding platform 6Degree.org, which provides the public with a direct way to help individual survivors of trafficking. In the first month, 68 potential donors registered on the portal. In 2015, IOM also continued to provide various forms of voluntary return and reintegration assistance to migrants, which facilitated dignified and humane returns and reintegration in countries of origin. The assistance provided included micro-business set-up, education, training and housing.

39. **Migration, the environment and climate change.** On 1 January 2015, the Migration, Environment and Climate Change Division was established. The establishment of the Division not only strengthened IOM's external positioning on this important and cross-cutting topic, it also enhanced the Organization's in-house capacities and clarified internal responsibilities. Another important policy process in 2015 was the substantial contribution that IOM made to the Nansen Initiative as a Standing Invitee of the Steering Group, a member of the Consultative Committee and a member of the Group of Friends. IOM also co-organized the Nansen Initiative South Asia Regional Consultation held in Khulna, Bangladesh. Under the EU-funded Migration, Environment and Climate Change: Evidence for Policy (MECLEP) project, IOM has trained 59 local researchers to conduct household surveys in four pilot countries. A training manual on migration, the environment and climate change was pilot tested in four policymaker training workshops and 79 government officials were trained. The training manual will be published in 2016.

40. **Migration health.** Health aspects of migration and human mobility have emerged as a growing concern for States and humanitarian and development actors. Modern migration conditions are more than ever critical determinants of health outcomes, for both migrants and communities. The Organization has consistently expanded and diversified its health and migration services to respond to these new challenges. The number of IOM personnel involved in the implementation of health programmes for 2015 includes some 1,200 staff members from various disciplines, 800 of whom are health professionals working in more than 60 countries. Some 300,000 migrants, including 100,000 refugees, have benefited from IOM's Health Assessment Programme. In 2015, much of the Organization's health-related work was dedicated to the continued response to the Ebola outbreak. Guided by the Migration Crisis Operational Framework, IOM's response efforts in 2015 included the operation of three Ebola Treatment Units in Liberia and the deployment of foreign medical teams; support to 28 prefectural emergency operation centres in Guinea; and the training of 8,244 front-line responders in infection prevention and control in Sierra Leone. During the past two years, IOM has provided mental health and psychosocial support to 720,000 migrants and displaced and conflict-affected individuals and given specialized psychosocial training to 4,500 professionals in 32 countries worldwide.

41. **IOM Development Fund.** The Fund continued to support joint Member State–IOM projects to enhance government capacities to manage migration in the specific areas identified by Member States. The total budget available for 2015 is USD 8.5 million. Fifty-three

projects will have been approved by the end of the year, with budgets ranging from USD 42,596 to USD 300,000. The Fund had over 113 active projects covering various migration management thematic areas during the year. As the number of IOM Member States increases, so do the number of requests made by eligible Member States. The financial support provided by the Governments of Australia, Austria, Belgium and the United States of America is very welcome. However, in view of the increase in finding requests, IOM is seeking additional support from donors. In 2015, the Project Information and Management Application (PRIMA) was also further developed and rolled out.

### *Coherence*

42. **Partnerships.** This year IOM has established dedicated outreach with two particular groups of partners: parliamentarians and local authorities. Parliamentarians have a key role in policymaking, and in influencing public opinion, including in countering xenophobic and anti-migrant sentiment. Local authorities, as demonstrated in our flagship publication, the *World Migration Report 2015 – Migrants and Cities: New Partnerships to Manage Mobility*, and at the Conference on Migrants and Cities, are the most closely attuned to the needs of migrants and often have the will and ability to formulate policies and implement practices more regularly than is possible at the national level.

43. Realizing the benefits and full potential of migration requires planned, well-managed and well-governed approaches to migration and human mobility. That said, migration is a complex and broad field of work, and there is no single convention or framework presenting a coherent, comprehensive and balanced approach to migration governance which is also practical, concrete and concise.

44. The Migration Governance Framework (C/106/40) is therefore a timely and useful contribution to managing migration and mobility. In the Framework, IOM brought together issues from diverse policy areas, including economic and social development, rights and institutional frameworks, and issues relevant in both the development and humanitarian spheres. IOM will seek to broaden and deepen the dialogue on the Framework to tease out in more detail how States and others can put into practice the Framework's principles and objectives. Piecemeal responses do little to respond to longer-term, protracted challenges associated with governing mobility. IOM therefore also intends to use the Framework to provide IOM Country Offices, regional bodies, RCPs and the global community with comprehensive, coherent advice.

45. Furthermore, IOM remains very active in IASC humanitarian response, the Global Migration Group, the Global Forum on Migration and Development, the United Nations Alliance of Civilizations and other relevant forums.

46. Heretofore, IOM has been invited to participate in the United Nations country teams in the 160 countries in which IOM has offices, and we have been participants in almost all of the United Nations multi-donor trust funds. Country team participation helps ensure that IOM is able to bring migration and human mobility expertise to the United Nations country level planning and programming, and that IOM is aware of relevant developments. Unfortunately, the issuance of an official United Nations Development Operations Coordination Office (DOCO) document earlier this year relating to IOM's non-UN status may limit our ability to take part in the country teams and the trust funds in the future.

### *Change*

47. **Initiatives.** IOM has launched a wide range of initiatives (see Annex III: Emerging and on-going initiatives). A number of these emanate from the outcome document of the United Nations High-level Dialogue on International Migration and Development, held in October 2013. These include an initiative on lowering the cost of remittance transfers; the IRIS project; the Migration Policy Advisory Board; the Migration Governance Framework; and the government-led MICIC Initiative, for which IOM acts as the Secretariat.

48. **IOM–UN relations.** The Member State Working Group on IOM–UN Relations and the IOM Strategy met throughout the year under the able chairmanship of the First Vice-Chairperson of the Council. In addition, I have held five separate informal meetings with the United Nations Deputy Secretary-General. The outcome of the Working Group’s deliberations thus far is a draft resolution for consideration at this session of the Council. If approved, the resolution would request me to formally approach the United Nations to discuss how the relationship between the two organizations could be improved based on the “essential elements” identified by the Member States.

49. If requested to formally approach the United Nations, I shall keep Member States closely informed on these discussions by reporting back regularly to the Working Group. This would provide IOM Member States with the opportunity to decide on the next steps they wish to take, while keeping all options on the table.

50. In 2015, the discussions took on an unexpected degree of urgency, with the issuance of the DOCO document mentioned above, and with the lack of clarity on how IOM might participate in the review and implementation process of the SDGs, and in particular play a leadership role in assisting States with the implementation of the migration-related targets.

51. **Results-based management, planning and reporting, and the *IOM Project Handbook*.** IOM is continually seeking ways to improve how it plans and reports on its programmes to ensure that they have a positive impact on beneficiaries and deliver value for money for Member States and donors. We continue to work on improvements to planning and reporting, in particular to ensure that both are targeted on results. As part of this endeavour, the Administration will use the Migration Governance Framework to help focus IOM’s work. We have made changes to the *IOM Project Handbook* to strengthen results-based approaches, to encourage use of the Framework in developing projects and programming, and to strengthen project implementation and monitoring. Finally, we continue to work on improving our monitoring and evaluation capacity in the Regional Offices.

52. **Private Sector Partnership Strategy.** In pursuing one of my principal institutional priorities – partnerships – I asked the Deputy Director General to lead the development of the IOM Private Sector Partnership Strategy to ensure that IOM has a solid basis and a clear vision to effectively engage with businesses, foundations, high-net-worth individuals and the general public. The Strategy was presented to Member States at the Seventeenth Session of the SCPF. It was well received and I am grateful to the Member States that expressed their strong support for it. Based on principles such as integrity, accountability and transparency, the Strategy consolidates the Organization’s engagement with the private sector into four principal objectives:

(a) Amplify key migration messages through advocacy and awareness-raising;

- (b) Develop solutions, approaches and new technologies to enhance IOM's operational and strategic capacity and better assist migrants and societies;
- (c) Mobilize financial and in-kind resources to support IOM activities and those it assists;
- (d) Promote joint efforts to address migration-related opportunities and challenges that require engaging with the private sector.

53. I am truly grateful to the Deputy Director General and the dedicated team of colleagues from Headquarters and many Field Offices for having developed a solid and comprehensive Private Sector Partnership Strategy. While this marks a significant achievement, it is only the first step. A critical element for successful implementation of the Strategy is the financial support of IOM Member States. Compared to other agencies, IOM's funding requirements for private sector engagement are modest. Nevertheless, these requirements are absolutely crucial for IOM to succeed. I trust that I can count on your strong support for this initiative.

54. **Data.** It had been recognized for some time that for IOM to retain its status as the global leader and key reference point on migration, the Organization must devote greater attention and resources to migration data. I am pleased to report that, on 1 July, I officially opened the IOM Global Migration Data Analysis Centre in Berlin. I wish to thank the Government of Germany for having offered to host the Centre. Germany's support is greatly appreciated and will be key to the Centre's success. The Centre is already producing data that are being used by major media outlets and IOM officials worldwide, in their work to support governments and migrants. The Centre has also produced [IOM Key Statistics 2011–2014](#), which is an extract from the forthcoming IOM Statistical Report 2011–2014.

55. **Media.** In 2015, IOM also sought to revitalize its media infrastructure with the creation of its television and radio studio, which is equipped for live broadcasting. The studio enables IOM to link to tens of millions of people via live interviews with major news broadcasters. IOM has also ramped-up its efforts to train staff members in responding to media queries, interview techniques and media fluency. The IOM media team also succeeded in bringing attention to important migration issues, most notably the migration and refugee situation in and around the Middle East and North Africa. Through its Missing Migrants Project, IOM has become the primary source of data on the death toll of migrants.

### III. THE FUTURE STATE OF MIGRATION

#### A defining moment or the “new normal”?

56. No immediate ebbing of the migrant flows in Europe and in other parts of the world is foreseen – at least not in the absence of measures to address the root causes with purpose. While winter may bring a brief respite in the numbers, this will be temporary at best, as the drivers of forced population movements will remain. At present, there are limited active negotiations and no viable political processes likely to end the plethora of conflicts stretching from West Africa almost unbroken into Asia.

57. An equally importantly challenge is that of developing robust safe, legal and orderly channels for planned and needed temporary and permanent migration, at all skill levels, for family reunification, student and humanitarian entry and more. Dedicated integration programmes, and active efforts to combat xenophobia, racism and discrimination, must go

hand in hand. Our goal is and will remain to facilitate safe and orderly migration for the benefit of all, enhance the development outcomes of migration for migrants, their families and host and home communities, and make migration a meaningful choice and not a desperate necessity.

### **2030 Agenda for Sustainable Development**

58. IOM will work assiduously to ensure that, in the interest of Member States and migrants, it has a key role in the review and implementation of the SDGs over the next 15-year period. There are no provisions in the agreement to define who will undertake these important roles. It is critical that IOM be included in a leadership role in this process. For this, Member States are urged to insist on IOM having a role in the implementation of the migration-related targets. As mentioned earlier, Member State discussions on IOM-UN relations have taken on a special urgency in this regard.

### **Events on the horizon**

59. **The 65th anniversary of IOM.** The Organization was founded in December 1951, in the aftermath of the Second World War, with the purpose of bringing European refugees to safe havens and providing them with a new life in countries outside Europe. We then became a regional organization with the outbreak of various regional conflicts in Asia, Africa and Central America. In the early 1990s, IOM became a truly global organization. We hope that you will help us mark this important milestone in an appropriate manner, primarily by undertaking activities that will benefit migrants, Member States and the Organization itself. A theme for the entire year of our 65th anniversary will be announced shortly to give focus and greater meaning to the occasion. Member State suggestions in this regard are most welcome.

60. **Twenty-first session of the Conference of the Parties (COP21).** IOM believes that approaches to human mobility can help craft better climate change policies, and that migration policies cannot ignore environmental and climate factors. Therefore, IOM has pursued its action to inform and support the international community in integrating human mobility into the climate change agreement to be negotiated in Paris this December at COP21. The Organization provided technical advice to States and the United Nations Framework Convention on Climate Change and collaborated with other agencies in the Advisory Group on Climate Change and Human Mobility and within the United Nations system Working Group on Climate Change. IOM has also prepared various materials for COP21, such as the Atlas of Environmental Migration.

61. **World Humanitarian Summit.** Since preparations began, IOM has been among the most active and enthusiastic supporters of this Summit, which will take place in May 2016. Although the regional consultations have perhaps not lived up to expectations, the issues remain and need to be addressed in this global forum – for example, issues of humanitarian space; broadening the donor support base for humanitarian aid; arriving at new international understandings on the protection of humanitarian workers; and ensuring that migrants and migration are duly factored into humanitarian response frameworks and action.

62. **Habitat III.** UN-Habitat is an IOM observer organization and a close standby partner in emergency and humanitarian operations. With the majority of people now living in urban areas, we view this Conference, to take place in October 2016, as a further opportunity to

strengthen our relations with others, including in the field of shelter, and to strengthen our CCCM role in the United Nations system.

63. **International Dialogue on Migration 2016.** Since migrants and migration are important elements in the SDGs, we are all going to need to look at how the migration-related targets can most effectively be met. In view of this, I propose that the International Dialogue on Migration in 2016 be devoted to examining in detail the implications and practicalities of the SDGs' implementation as they relate to the mandate of IOM.

64. **Fifth Global Chiefs of Mission Meeting.** One 65th anniversary activity will be the fifth Global Chiefs of Mission Meeting, to be held in Geneva in September 2016. These meetings are an excellent opportunity for IOM Chiefs of Mission and Heads of Office from around the world to share their experiences and reflect on the state of migration. They also provide an opportunity for IOM staff to foster the esprit de corps that strengthens the Organization from within.

#### IV. CONCLUSION

65. There is an irony in the present state of the world – a world that has made technological advances referred to collectively by some as the “fourth industrial revolution”. Despite these advances, authorities seem unable to manage human mobility in a fair, orderly and humane manner. Perhaps the events of the past year will lead to a longer-term vision and deeper reflections on whether present rigid migration policies are serving national and global interests. The demographic deficit that many developed countries face will not be conquered with a “compassion deficit”. Doing the right thing may prove to be the mark of leadership in this period.

66. Nevertheless, we all face two serious challenges in the current situation. The first is to change the presently toxic migration narrative – the public discourse about migrants – to a more balanced one in which the overwhelmingly positive contributions of migrants are acknowledged in our policies and discourse. The second is to learn to manage diversity – multicultural, multi-ethnic, multireligious diversity – in view of an ageing global North in need of workers at all skill levels, and a youthful global South with people desperately seeking jobs. To address these challenges, it will be necessary to combine the seemingly paradoxical notions of: (a) national sovereignty and individual aspiration; and (b) national security and human security.





Annex I



IOM International Organization for Migration  
OIM Organisation Internationale pour les Migrations  
OIM Organización Internacional para las Migraciones

**REPORT ON REFERENCES TO MIGRATION  
DURING HIGH LEVEL MEETINGS AT THE UNITED NATIONS**

1. This document summarizes references and outcomes relevant to IOM from the United Nations Sustainable Development Summit 25 to 27 September 2015; the United Nations' General Assembly 70<sup>th</sup> Session Annual General Debate 28 September to 3 October 2015; and, a high-level meeting convened 30 September 2015 by the United Nations' Secretary-General on "Strengthening cooperation on migration and refugee movements in the perspective of the new development agenda".

**UN Sustainable Development Summit**

2. The United Nations' General Assembly adopted the 2030 Agenda for Sustainable Development and confirmed it as the UN's roadmap to achieve sustainable development by the year 2030. Statements during the debate and interactive sessions highlighted among others:

- The current **refugee crisis**, cited as a global transnational challenge, which demonstrates increasing interlinkages and interdependence, and which requires collective action, noting that responding to the current crises particularly in Syria will require greater investments in humanitarian assistance, resilience and human development.
- The importance of tackling the **root causes** of the mass movements of migrants and refugees fleeing their places of origin. The discussion noted that peace, security, development and humanitarian crises are linked, and identified root causes of displacement including conflict, underdevelopment, poverty, extremism and climate change. There were references to the need for good governance, rule of law and fighting corruption to reinforce stability, including through investing in resilience in fragile countries.
- The need to review the restrictions imposed on **remittances** and high transfer costs in line with the Agenda for Sustainable Development.
- The importance of **managing migration** with the aim of making it more safe and orderly, including decriminalizing human mobility, addressing movements of unaccompanied minors and putting an end to human trafficking, sexual exploitation, slave labor and international organized crime.
- The need to mend societies and **integrate** newcomers, to recognize and protect **migrants' rights**, and recognize the **positive contributions** of migrants in countries of origin and destination.
- That **climate change** should be regarded as a significant driver of migration, highlighting that mass migration flow and displacement are key potential consequences of climate change.

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3. IOM delivered interventions in two separate sessions of the Summit, calling for governments to address the causes and consequences of migration in a way that promotes dignified, orderly, and safe migration for the benefit of all”, and noted IOM’s commitment to assist governments in meeting the ambitious agenda.

4. The General Assembly sought to turn its attention to the implementation of the Agenda, emphasizing several key determinants for successful implementation, including a strong monitoring and evaluation framework to measure progress. Sweden announced the launch of an initiative with 9 world leaders (Brazil, Colombia, Germany, South Africa, Sweden, Liberia, Tanzania, Timor-Leste, Tunisia) to bolster momentum and ensure implementation of the Agenda.

#### **70<sup>th</sup> Session of the UN General Assembly: Annual General Debate**

5. The General Assembly debate echoed many of the themes that were prominent during the Summit, including many references to the **mass movements** of refugees, migrants and internally displaced persons. There were calls for comprehensive responses to the **protracted humanitarian crises** around the globe, and a renewed effort to find peaceful solutions to conflict, as well as calls for the pressure on the humanitarian system to be discussed and addressed at the World Humanitarian Summit in 2016.

6. As during the Summit, there were calls for measures to address **root causes** of mass migration, identified variously as conflict, security, underdevelopment, climate change, terrorism, and lack of human rights in host countries. Concerns were raised over rising anti-immigrant sentiment and racism, including that the eradication of xenophobia is important to stop the spread of the violent and extremist ideologies that can lead to displacement. There were references to the 2030 Sustainable Development Agenda as a framework for tackling poverty, inequality, environmental protection, respect for human rights and prevention of conflict and humanitarian crises.

7. The President of the General Assembly announced that he would hold a meeting dedicated to the “global refugee crisis” in mid to late November, 2015.

#### **Strengthening cooperation on migration and refugee movements in the perspective of the new development agenda**

8. The Syrian conflict and resulting **migrant and refugee flows** served as the conversation’s main driver. Throughout the event, **migration as an enabler of development**, and development as a long-term manager of increased migration flows, were both emphasized. There was agreement that a global response is urgently needed to face current migration challenges; countries cannot act unilaterally.

9. The discussion stressed the need to respect the right to seek asylum and the principle of non-refoulement, and there were calls on political leaders to advocate a **positive image of migration**, thereby combatting xenophobia, discrimination and anti-migrant sentiments. Maritime rescues were raised by several as an imperative human rights obligation.

10. The meeting took note of others where migration and displacement will be addressed, including at the Global Forum on Migration and Development; the upcoming G20 Leaders' Summit in November 2015; the World Humanitarian Summit in 2016; the proposed Norwegian-German pledging conference; a meeting on inequality and, relatedly, migration at the Commission of Population and Development; and a General Assembly meeting on ways to empower the UN system to develop a comprehensive approach to migration and related operational implications (see paragraph 7).

11. There was a discussion of institutional arrangements and the President of the General Assembly urged member states to provide the UN and its agencies with the financial and operational support necessary to carry out its mandate.

12. The importance of the work carried out by IOM was highlighted by several participants, including the President of the General Assembly's remarks that IOM must be brought into the discussion on strategies to expand and intensify **global cooperation on migration**. The Deputy Secretary General **also** underscored IOM's critical work in the current migration challenges, referring to IOM as a "cousin" of the UN family. IOM called for reconciliation between state security and human security, joined by a number of participants suggesting re-evaluation of border security policies to ensure rights to freedom of movement and asylum are not contradicted.



## Annex II

### Migration's relevance for realizing Sustainable Development Goals

Migration and refugee flows are constantly part of the public discourse, mainly characterised as unplanned and chaotic and caused by crisis or lack of opportunity. Meanwhile, far beyond this often tumultuous and divisive discourse, there has emerged a consensus among industrialised countries, emerging economies and developing countries alike:

*Migration is needed to realize sustainable development in the future.<sup>i</sup>*

This unanimity was reached after over two years of discussions and negotiations at the United Nations where an accord was struck on priority actions for development in all societies over the next 15 years. These are the new **Sustainable Development Goals** (SDGs), formally adopted by the UN General Assembly in September 2015. The SDGs aim to eradicate poverty, set clear targets on access to health and education, biodiversity and urban planning, above all halt the dizzying inequalities within and between countries and to leave no group of humanity behind.<sup>ii</sup>

*Evolution of migration since the Millennium Development Goals (2000 -2015)<sup>iii</sup>*

- 
- *Number international migrants have increased by approximately 32% to 242 million*
  - *Migrant remittances have increased fivefold to an expected USD billion 454 in 2015*
  - *Number of persons internally displaced because of crisis rose to 56 million in 2014*
  - *Average time for persons remaining in displacement has reached 9 years*
- 

What the world's countries are clear about is that safe and orderly migration is absolutely essential for the SDG agenda. The SDGs thus boldly believe in societies' ability to embrace change and the energy of migrants. In essence, supporting orderly and safe migration will:

- (i) lead to reduction of inequalities,
- (ii) combat the worst forms of violence against women, and
- (iii) be part of management of urban spaces.

*[infographic here on SDG 10 "decreasing inequalities"]<sup>iv</sup>*

#### **Migration reduces inequalities**

Migration lessens inequalities for a number of reasons. For hundreds of millions of international migrants, migrating to a richer country immediately increases expendable incomes. Furthermore, it affects poverty levels of the additional hundreds of millions of family members of migrants who remain in the country of origin. Remittances to developing countries have over the last decade and a half increased five-fold to almost USD 500 billion.<sup>v</sup> These are significant funds for many developing countries' economies. In 2014, there were 9 countries for which remittances are between 10% and 45% of their total GDP<sup>vi</sup>.

Remittances typically go to a poor family member, which means they have more room for investing in their children's human capital through health services and education. Remittances also act as an "insurance" against unforeseen illness, price increases or other shocks. In addition, opportunities to find work abroad eases unemployment at home, and when migrants return to their country of origin (as they often do), they come back with professional skills that are in short supply. Also, migrants create networks between countries of origin and reception which spurs trade and foreign direct investment.

Unfortunately, far too much of migrants' hard earned income is currently squandered by high remittance costs and exorbitant recruitment fees. The SDGs, therefore, focus on improving good migration policies that can safe-guard the well-being and productivity of migrants. <sup>vii</sup>

IOM recognizes both the good remittances can do and the difficulties restrictions on them can cause, and is, therefore, invested in increasing the positive and decreasing the negative aspects around diaspora donations. The organization has completed dozens of operations globally, including: [Enhancing Development Impact of Migrants Remittances in Tajikistan \(MRRC\)](#), [Bankarization and Remittances - Access to Financial Services and Small Businesses, Nicaragua \(BAR\)](#), and [Maximizing the Benefits of Remittances for Cambodian Migrant Workers in Thailand \(MBRCMW\)](#) .

*[infographic here on SDG 5 on "gender equality"]*

### **Tackling human trafficking addresses the worst crimes against women**

The nature of trafficking makes global figures hard to come by, however, the essential elements are becoming clear. Trafficking is the fastest growing global criminal enterprise<sup>viii</sup>. At any given moment, there are up to 10 million trafficked persons around the world; around 600.000 to 800.000 persons are trafficked across international borders each year<sup>ix</sup>. Some 80% of trafficked persons are women and girls<sup>x</sup>. The vast majority are trafficked the purpose of sexual exploitation, where they are faced with brutality for years or even decades as they are forced to work in sweatshops, as domestic servants or as sex workers<sup>xi</sup>.

The SDGs sets a zero target for trafficking in women and children by 2030 and calls for immediate and effective measures to end modern slavery and human trafficking. These targets are set in multiple SDGs, such as goal 5 on gender equality, goal 8 on decent work and goal 16 on peaceful societies. It is clear that the fight against human trafficking remains one of the key issues in the fight for the human rights and well-being of women and girls.<sup>xii</sup>

*[infographic here on SDG 11 on sustainable cities]*

IOM does significant work to combat human trafficking and other issues that most direly effect women and girls. Some trafficking projects include: [USAID: Ensuring a comprehensive approach to address smuggling and trafficking in Egypt, including Egypt's Sinai Peninsula](#), [Programme against Human Trafficking in Eastern Europe](#), and [Preventing and Addressing Violence and Trafficking on Women and Girls in Albania](#). Other women-focused initiatives are: [Empowering Women Victims of Domestic Violence \(DV\) with Improved Socio-Economic Capacity and Gender Awareness, Azerbaijan](#), [Promoting Gender Equality and Women Empowerment, Vietnam](#), and [Consolidation of Institutional Mechanisms for the Attention, Prevention, Protection and Reintegration of Women, Paraguay](#).

### **Addressing migration is essential for today's urban challenges**

Urbanization is a key feature of this century with 2008 being the year when as many were living in cities as in the rural areas. The main driver of this is the billions of persons migrating from rural to peri-urban, to urban areas, that later create the mega-cities. Also, cities predominantly receive the international migrants and refugees.<sup>xiii</sup>

Migrants are typically forced to reside in the urban districts most vulnerable to climate change. Two thirds of the world's cities with populations over 5 million inhabitants lie at least partially in coastal

zones and there areas.<sup>xiv</sup> South-East Asia holds some of the largest populations at risk in this regard. South America is one of the world's most urbanized regions and population is concentrated in areas of vulnerability to multiple environmental and climate hazards such as droughts, earthquakes and floods.

Therefore, SDG 11 has recognized that addressing migrants' challenges and opportunities in urban areas is a key element of urban planning in the future. Furthermore, it notes that the ability to migrate will in some cases be essential, for example, for those in Small Island Developing States. Migration will also be a life-line for urban communities under threat of the slow-onset of climate change. And with the growing number of crises created by extreme weather patterns, contributions by diaspora to family members back home build their resilience to remain in home communities and rebuild their lives.<sup>xv</sup>

IOM is working hard to make migration a key priority for governments, especially in terms of integrating good migration policy into development plans. Last year, IOM had great success with Mainstreaming Migration into Local Development Plans: the Naga City Experience, which, in the Filipino city of Naga, launched programs to develop tourism, rehabilitate the local river and surrounding area, better operationalize city funding, and strengthen citywide institutions in a project that has been widely hailed as a success. Coming up, IOM is hosting the 2015 IOM Global Conference on Migrants and Cities, which will gather regional and national governments, academia, civil society, and innovative private sector organizations to discuss the dynamics of mobility to and within cities and maximizing development opportunities at the local level, among other topics.

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## Endnotes

<sup>i</sup> 2012 United Nations Task Team on the Post-2015 UN Development Agenda, "*Realizing the future we want for all*", Report to the Secretary General New York.

<sup>ii</sup> United Nations Department of Economic and Social Affairs, Division for Sustainable Development, knowledge platform, <https://sustainabledevelopment.un.org/topics>

<sup>iii</sup> Dossier, 2030 Agenda for Sustainable Development, IOM

<sup>iv</sup> United Nations Department of Economic and Social Affairs, Division for Sustainable Development, knowledge platform, <https://sustainabledevelopment.un.org/topics>

<sup>v</sup> Dossier, 2030 Agenda for Sustainable Development, IOM

<sup>vi</sup> Personal remittances received, (% of GDP), World Bank, Available from [http://data.worldbank.org/indicator/BX.TRF.PWKR.DT.GD.ZS?order=wbapi\\_data\\_value\\_2014+wbapi\\_data\\_value+wbapi\\_data\\_value-last&sort=desc](http://data.worldbank.org/indicator/BX.TRF.PWKR.DT.GD.ZS?order=wbapi_data_value_2014+wbapi_data_value+wbapi_data_value-last&sort=desc)

<sup>vii</sup> United Nations Department of Economic and Social Affairs, Division for Sustainable Development, knowledge platform, <https://sustainabledevelopment.un.org/topics>

<sup>viii</sup> Stop the Traffick, Available from <https://www.stophetraffik.org/the-scale-of-human-trafficking>

<sup>ix</sup> US Department of State Trafficking in Persons Report 2007, Available from <http://www.state.gov/j/tip/rls/tiprpt/2007/>

<sup>x</sup> Ibid.

<sup>xi</sup> UNODC report on human trafficking exposes modern form of slavery, UNODC, Available from <https://www.unodc.org/unodc/en/human-trafficking/global-report-on-trafficking-in-persons.html>

<sup>xii</sup> United Nations Department of Economic and Social Affairs, Division for Sustainable Development, knowledge platform, <https://sustainabledevelopment.un.org/topics>

<sup>xiii</sup> 2015 United Nations Task Team on Habitat III "*Habitat III issues papers 2 – Migration and refugees in Urban Areas*". New York.

<sup>xiv</sup> 2007 International Institute for Environment and Development "*Climate change: study maps those at greatest risk from cyclones and rising seas*" <http://www.iied.org/climate-change-study-maps-those-greatest-risk-cyclones-rising-seas>

<sup>xv</sup> United Nations Department of Economic and Social Affairs, Division for Sustainable Development, knowledge platform, <https://sustainabledevelopment.un.org/topics>





Annex III

**EMERGING AND ON-GOING INITIATIVES**

**A. International standards and human rights**

1. Protection Policy
2. Humanitarian Policy (including Protection Mainstreaming and Durable Solutions)

**B. Evidence-based, comprehensive policy**

1. Migratory Route Deaths
2. Missing Migrants Project
3. World Migration Report
4. Global Migration Data Analysis Centre (Berlin)
5. Migration Governance Framework

**C. Partnerships**

1. New Observer Organizations and Collaborations
2. CSO and Academic Partnership Expansion
3. Creative Alliances (parliaments, city councils, mayors)
4. World Humanitarian Summit (WHS)
5. Private sector partnerships
6. Annual CSO Consultations
7. IOM NGO Humanitarian Consultations
8. Global RCPs Meeting

**D. Socio-economic well-being of migrants**

1. International Recruitment Integrity System (IRIS) / Ethical Recruitment
2. Remittances Task Force
3. Migration in the 2030 Sustainable Development Agenda

**E. Mobility dimensions of crisis**

1. Humanitarian Border Management (HBM)
2. Displacement Tracking Matrix (DTM)
3. NFI Prepositioning
4. Gender-Based Violence Risk Prevention and Mitigation
5. Migration Crisis Operational Framework
6. Migration Emergency Funding Mechanism (MEFM)
7. Migrants in Countries in Crisis (MICIC)

**F. Safe, orderly, dignified migration**

1. IOM Response Plan on the Mediterranean and Beyond
2. Visa Application Centres
3. Mixed Flows
4. Migration Application (MigApp)

**G. Organizational effectiveness & administration**

1. Results-based Management
2. Budget Reform Process
3. Migration Advisory Board