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REPORT OF THE DIRECTOR GENERAL ON THE WORK OF THE ORGANIZATION FOR THE YEAR 2014

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ACRONYMS

AVRR	Assisted voluntary return and reintegration
CCCM	Camp coordination and camp management
CELAC	Community of Latin American and Caribbean States
DTM	Displacement Tracking Matrix
EU	European Union
GFMD	Global Forum on Migration and Development
GMG	Global Migration Group
IASC	Inter-Agency Standing Committee
ICT	Information and communications technology
IOM	International Organization for Migration
IPSAS	International Public Sector Accounting Standards
IRIS	International Recruitment Integrity System
IT	Information technology
MiMOSA	Migrant Management and Operational Systems Application
NFIs	Non-food items
OCHA	Office for the Coordination of Humanitarian Affairs (United Nations)
PRIMA	Project Information and Management Application
PRISM	Processes and Resources Integrated Systems Management
PSEA	Prevention of sexual exploitation and abuse
RCPs	Regional Consultative Processes on Migration
SCPF	Standing Committee on Programmes and Finance
SGBV	Sexual and gender-based violence
UN-Habitat	United Nations Human Settlements Programme
UNSMS	United Nations security management system
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women

INTRODUCTION

1. The Report of the Director General on the work of the Organization for the year 2014 provides a summary of activities in narrative form and is complemented by a comprehensive statistical annex illustrating organizational trends (Annex I). An additional annex containing the 12 points of the IOM Strategy is also provided (Annex II).

2. In 2014, the Director General continued to pursue the themes of his second mandate – continuity, coherence and change – in order to strengthen the Organization further during a proliferation of crises that have continued to displace people.

3. Continuity has been reinforced through gains in areas that have stood the Organization in good stead: Member State ownership; partnerships; and staff professionalism.

4. Reinforcing Member State ownership, the Administration began the implementation of the budget reforms contained in Resolution No. 1265 of 26 November 2013, providing more adequate coverage of the core structure. Furthermore, the Working Group on IOM–UN Relations and the IOM Strategy, established at the Thirteenth Session of the Standing Committee on Programmes and Finance, began its discussions, facilitated by documentation provided by the Administration.

5. During the year, the Administration continued to strengthen partnerships with regional economic communities, civil society organizations and private-sector entities.

6. Professionalism was further strengthened through training on the Migration Crisis Operational Framework, conferences on crucial IOM work and the continued implementation of the Staff Evaluation System and staff rotation.

7. Coherence in seeking mutually beneficial outcomes in migration management with partners at regional and global level aims to create greater understanding and cooperation on migration matters. Examples in 2014 were:

- (a) IOM follow-up on the outcomes of the United Nations second High-level Dialogue on International Migration and Development;
- (b) Continued support for Regional Consultative Processes on Migration and for the Global Forum on Migration and Development;
- (c) Work on the post-2015 development agenda as a member of the United Nations System Task Team on the Post-2015 United Nations Development Agenda;
- (d) Ongoing continued championing of the Inter-Agency Standing Committee efforts on the prevention of sexual exploitation and abuse;
- (e) Further work on ways to address the challenges of environmental degradation and climate change.

8. Changes are under way where most needed, including new policy initiatives on:

- (a) A migration governance framework;
- (b) A humanitarian policy framework;
- (c) Migration advocacy guidelines;
- (d) Migrant protection policy and an operational framework.

9. Other initiatives started during the year included:

- (a) Preparations for the 2015 Conference on Migrants and Cities;
- (b) Preparations for a 2016 conference on counter-smuggling and saving lives;
- (c) Continued work to create a more balanced migration dialogue;
- (d) Initiatives to reduce remittance and recruitment costs for migrants.

10. During 2014, the Organization provided direct assistance to more than 20.6 million beneficiaries, this, in addition to the far more numerous beneficiaries of projects to build governments' migration governance capacity.

11. In 2014, the Organization addressed an increased number of new and ongoing crises and applied its holistic Migration Crisis Operational Framework approach. IOM prepared for, responded to and assisted recovery following crises and displacement, including the continuing conflict in the Syrian Arab Republic and situation of refugees in neighbouring States; a resurgence of conflict in Iraq; continued conflict in South Sudan and the Central African Republic; and the Ebola outbreak in West Africa. The Migration Emergency Funding Mechanism received funding from several countries, allowing IOM to respond quickly to crises and assist migrants.

12. IOM continued to expand its portfolio and consolidate existing areas of work on migration governance, including migration health partnerships, immigration and visa support solutions, ethical international recruitment and border management capacity-building.

13. In 2014, the Organization admitted the former Yugoslav Republic of Macedonia and Samoa, bringing the total membership to 157. In addition, 14 entities were admitted as observers: African Foundation for Development, Danish Refugee Council, Internal Displacement Monitoring Centre, INTERSOS, "La Caixa" Foundation, Migrant Help, Parliamentary Assembly of the Union for the Mediterranean, Save the Children, The Hague Institute for Global Justice, United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), United Nations Environmental Programme, United Nations Human Settlements Programme (UN-Habitat), World Intellectual Property Organization and World Meteorological Organization. This brought the total number of observer States and organizations to 127.

14. Total expenditures in 2014 (administrative and operational programmes) stood at USD 1,465 million, compared with USD 1,234 million in 2013. Expenditures under the Administrative Part of the Budget for 2014 were USD 44 million. Expenditures under the Operational Part of the Budget were USD 1,421 million, compared with USD 1,192 million in 2013. The total number of active projects was 2,400, of which 898 started in 2014. The majority of these projects were carried out in Europe (30%), Africa (22%) and Asia and Oceania (20%).

15. The largest service classification areas of operational expenditures in 2014 were movement, emergency and post-crisis migration management (55%), regulating migration (20%) and migration health (9%). The region in 2014 with the highest expenditure was Latin America and the Caribbean, followed by Africa, then Asia and Oceania.

16. Lastly, the total number of staff stood at 9,063 at the end of 2014, of which 8,127 were General Service staff and National Officers and 936 were Professional staff. More than 97 per cent of IOM staff members were posted in the Field, with the number of Field locations totalling more than 400 in 2014.

I. OFFICE OF THE DIRECTOR GENERAL

17. The Office of the Director General manages the Organization and has overall responsibility for the formulation of coherent policies and oversight of activities to ensure compliance with strategic priorities set by the Director General.

A. Office of the Chief of Staff

18. The Office of the Chief of Staff clears all correspondence received by and sent from the Office of the Director General, coordinates and endorses staffing, financial and other operational recommendations for Director General decision and supports the efficient functioning of governing body meetings, including through the coordination of the Council Bureau meetings.

19. In 2014, the Office organized one Senior Management Retreat, two Policy Formulation Coordinating Committee meetings and one Management Coordinating Committee meeting. The Office continued to facilitate the work of the Knowledge Management Working Group established to enhance IOM's capacity to capture and share the Organization's knowledge. As a further development of this process, a staff member was seconded from the UK Department for International Development to work on results-based management. In 2014, the Office also organized the fourth Global Chiefs of Mission Meeting and coordinated the compilation of the *Chiefs of Mission Handbook* and the establishment of the Migration Advisory Board.

20. The Office also liaised regularly with the Staff Association Committee and prepared two town hall meetings with IOM staff in Geneva, with the rotating participation of Field Offices via video teleconferencing. In consultation with the Senior Regional Advisers and IOM officials in the Field, the Office also oversaw the preparation of remarks, presentations, talking points and background materials for Geneva-based meetings and official visits undertaken by the Director General and the Deputy Director General.

B. Office of the Inspector General

21. The Office of the Inspector General contributes to the oversight of the Organization through its functions of internal audit, evaluation and investigation. The Office determines whether IOM's objectives are pursued efficiently and effectively, in compliance with the Organization's rules, regulations, expected results and ethical standards. It also provides the Administration with consulting services on management and organizational issues, policies, guidelines and external reviews.

22. In 2014, in keeping with the budget reform process, priority was given to restructuring the Office of the Inspector General by transferring two positions to the Manila Administrative Centre, and to the recruitment of one investigator and one internal auditor. Four vacancies were also published in 2014 covering investigation, evaluation and internal audit.

23. The Internal Audit Unit conducts assurance and consulting engagements according to its risk-based annual audit plan, approved by the Director General and reviewed by the IOM Audit and Oversight Advisory Committee. During the year, the Internal Audit Unit conducted

nine assurance audits of IOM Offices (two in Africa and the Middle East, four in Asia and Oceania, two in Europe and one in the Americas) and one audit of the IOM Staff Development and Learning Unit. In coordination with the Gender Coordination Unit, it started a phased approach to carrying out participatory gender audits throughout the Organization and carried out its first gender audit of the Regional Office for Asia and the Pacific.

24. Additionally, the Internal Audit Unit led a major consulting engagement, which resulted in the design of an IOM risk management framework, aligned with the international standard for risk management (ISO 31000). Using the initial draft of the framework, the Internal Audit Unit also conducted five training workshops in risk management. This provided an opportunity to further field test the framework and to assess of the relevance of the initial risks identified at various organizational levels.

25. The Office of the Inspector General conducted five investigations and provided technical guidance for the completion of investigations conducted by IOM Field Offices. Training on anti-fraud measures was conducted in six IOM offices.

26. The Evaluation Officer continued to work on reinforcing an evaluation culture in IOM by offering expert advice to IOM Field Offices and Headquarters on monitoring and evaluation matters. The Officer acted as the focal point on evaluation for Member States, donors and the United Nations Evaluation Group. The Evaluation Officer is responsible for recording IOM internal and external evaluations on the IOM website. In 2014, four internal evaluations and nine external evaluations were listed.

27. A review of gender in IOM evaluations was conducted in line with the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women reporting process. The Evaluation Officer provided technical guidance to the consultant conducting the review of IOM's organizational structure, carried out a performance review of the Master of Advanced Studies in Humanitarian Operations and Supply Chain Management, developed by IOM and the Università della Svizzera italiana, and started organization-wide consultations for a revision of the Instruction on Monitoring (IN/31).

28. Following the revision of the terms of reference of the previous Committee, the Audit and Oversight Advisory Committee became functional in 2014. The Committee provides expert advice to the Director General and to IOM Member States on IOM oversight activities, financial management, internal control, risk management processes and other audit-related matters.

29. The Committee had its first meeting in April, its second meeting in June – during the Fourteenth Session of the Standing Committee on Programmes and Finance (SCPF), where it also introduced its members and plans to Member States – and its third meeting in November. The minutes of the Committee meetings include recommendations that are addressed by the Director General. Follow-up and progress on the implementation of the recommendations are regularly discussed at the meetings. The Committee's terms of reference also facilitate cooperation between the Committee and the External Auditor. A first meeting between the Committee and the External Auditor's team was held in June.

C. Office of Legal Affairs

30. The regular responsibilities of the Office of Legal Affairs are: (a) to provide advice on legal and constitutional matters to IOM's governing bodies, the Administration and all IOM offices; (b) to provide information on and keep a record of the amendments to the Constitution and ratifications; (c) to prepare, negotiate and oversee agreements on IOM privileges and immunities; (d) to provide advice on requirements for membership and observership; (e) to coordinate all documents and draft resolutions submitted to the governing body sessions; (f) to conduct research and produce papers on the legal and policy aspects of IOM objectives and functions; (g) to prepare, negotiate and coordinate agreements, contracts and memorandums of understanding; (h) to prepare the Administration's submissions in staff appeal cases lodged with the Joint Administrative Review Board and with the International Labour Organization Administrative Tribunal; (i) to analyse and provide advice on legal aspects of human resource management; (j) to analyse and provide advice on legal aspects of financial and management issues; and (k) to lead on IOM data protection issues.

31. In 2014, the Office completed a delocalization process. In April, the Manila Section was set up at the Manila Administrative Centre and, in October, the Panama Unit, which reports to the Manila Section, was opened at the Panama Administrative Centre. Vacancy notices were issued for 10 positions (three Professional staff, six National Officers and one General Service staff). Six national legal officers were hired and trained. Two of the Professional positions were filled. One senior Professional staff member was transferred from Headquarters to lead the Manila Section.

32. In 2014, 8,325 contracts and agreements were concluded by IOM, which is a 32 per cent increase compared with 6,309 concluded in 2013. Among the contracts and agreements concluded, 828 agreements (or 10%) were donor agreements, an increase of approximately 10 per cent compared with 2013. The Office also fast-tracked contracts and agreements for Level 3 emergency situations. In particular, the Office provided dedicated focal points available at all times for the Ebola projects and contributed legal expertise to a large number of project activities that created complicated and sensitive liability relations between IOM and implementing partners. In 2014, the Office reviewed and endorsed global cooperation agreements with a wide range of entities.

33. In cooperation with the Donor Relations Division, the Office started an initiative to streamline and standardize donor agreements with governments. Discussions were held with seven major donor countries. This will lead to a reduction in transactional costs for both IOM and the donor and will speed up the start of projects.

34. Following the adoption of Resolution No. 1266 of 26 November 2013 on improving the privileges and immunities granted to the Organization by States, the Office intensified efforts in that area and contributed to the negotiation and finalization of status agreements with the Central African Republic, Madagascar and Togo, as well as an amendment with Senegal.

35. The Office contributed to the ongoing process of drafting the Unified Staff Rules – in coordination with the Human Resources Management Division – which came into effect for staff members in the Professional category on 1 December 2014 and will be progressively implemented for General Service staff and National Officers. The Office also provided legal advice on a number of occasions on the interpretation and application of the Staff Regulations

and Rules and IOM Instructions and on other staff-related matters. The Office further supported the investigation of approximately 100 cases of suspected misconduct by staff members.

36. During 2014, the Office reviewed the legality of administrative decisions and disciplinary matters in 19 formal requests for review by staff members. In addition, the Office represented the Administration in nine staff appeals to the Joint Administrative Review Board and 15 ongoing cases before the International Labour Organization Administrative Tribunal. This compared with 2013 statistics of 15 formal requests for review, 12 appeals to the Board and 15 ongoing cases with the Tribunal.

37. In 2014, the Office coordinated a number of IOM policy documents and continued work on the revision of the Policy for a Respectful Working Environment and the revision of the draft IOM policy on preventing and responding to sexual exploitation and abuse. Furthermore, the Office continued to promote the implementation of the IOM Data Protection Principles.

D. Senior Regional Advisers

- **Europe and Central Asia**

38. In 2014, the Senior Regional Adviser for Europe and Central Asia contributed to reinforcing migration policy dialogues and cooperative mechanisms, and participated in or coordinated inputs for meetings, workshops and conferences, including support for a series of bilateral consultations between IOM and Member State governments and regional institutions.

39. In 2014, work focused on supporting the Italian Presidency of the Council of the European Union (EU) for the establishment of the EU–Horn of Africa Migration Route Initiative, the so-called Khartoum Process, aimed at better managing mixed migration flows in the central Mediterranean region. Another area of focus in 2014 was the institutionalization of the strategic cooperation between the EU and IOM, which culminated in the second senior officials meeting held in Brussels in October. Key topics discussed at the meeting included the EU strategic guidelines for justice and home affairs; addressing the root causes of irregular and forced migration; return and reintegration; dealing with multiple complex crises; and climate change, environmental degradation and migration.

40. Throughout the year, the Senior Regional Adviser focused on continued liaison with representatives from Member States. IOM co-organized, with the Office of the United Nations High Commissioner for Refugees, the International Conference on Migration and Statelessness, which took place in June in Ashgabat, Turkmenistan. Participants at the meeting discussed regional challenges in addressing these two topics and in proposing a way forward.

- **Asia**

41. The Asia–Pacific region presents complex and multifaceted migration challenges, with disaster response and preparedness being an area of growing priority. In 2014, the Senior Regional Adviser for Asia continued to assist IOM offices in better responding to growing, diversified and interconnected migration challenges in the region.

42. Mixed migration flows, including irregular migration by sea, continued to pose major migration policy and operational challenges, which required concerted regional response from IOM in close partnership with all stakeholders. The Senior Regional Adviser continued to support the regional planning and response to such multifaceted issues, for example, through the Global Chiefs of Mission Meeting and the Regional Policy Formulation Coordinating Committee meeting.

43. In 2014, the Senior Regional Adviser for Asia also contributed to the efforts of the Country Offices to build partnerships with key stakeholders through coordinating inputs for workshops and seminars and through liaison on improved institutional arrangements, major programme and policy issues, or resource mobilization. Many Country Offices deal with increasingly diversified donors for a broader range of migration-related activities, including cost-sharing with host countries or engagement with the private sector.

- **Sub-Saharan Africa**

44. In 2014, the Senior Regional Adviser for Sub-Saharan Africa continued to support the Organization's strategic priority of supporting Member States in the implementation of their development agendas and in addressing national migration challenges. The Adviser facilitated the Director General's official visits to the Central African Republic, Ethiopia and South Sudan, and his bilateral meetings, including with delegations from Benin, Burkina Faso, the Central African Republic, Chad, Equatorial Guinea, Ghana, Madagascar, Malawi, Mali, Niger, Sao Tome and Principe and Zimbabwe. This sustained engagement resulted in the signing of cooperation agreements with the Governments of Madagascar and Togo and the opening of new offices in Bangui, the Central African Republic, and Antananarivo, Madagascar.

45. The Senior Regional Adviser also accompanied the Director General when he attended the twenty-second Ordinary Session of the African Union Summit on the theme of "Agriculture and food security", held in Addis Ababa, Ethiopia. The Adviser also supported the Director General when he co-hosted, with the Ambassador of Ethiopia, a panel discussion on the role of diaspora in development and when he jointly hosted a briefing with the Universal Postal Union on a migration and development initiative to reduce the cost of remittances which has a pilot project in Burundi. Furthermore, the Senior Regional Adviser facilitated the Director General's participation in the African Forum for Dialogue on the theme of "Industrialization and inclusive development in Africa".

46. The Senior Regional Adviser also supported the Director General when he co-hosted, in collaboration with the head of the African Union delegation and the Government of Switzerland, an expert preparatory meeting on facilitating intraregional migration and mobility within Africa to reduce the number of people using irregular and dangerous migration channels, and to unlock opportunities to deepen regional integration and economic cooperation for sustainable development. The Director General also held several strategic meetings with the Principals of the Economic Community of West African States and the Economic Community of Central African States and with various African Union Commissioners to discuss emerging migration issues of relevance to Africa. Consequently, IOM Development Fund funding was approved to support the African Institute for Remittances to enhance the capacities of African government institutions, remittance senders and recipients and other stakeholders to put in place the required regulatory frameworks to leverage remittances for development.

- **North Africa, the Middle East and the Gulf States**

47. In 2014, the Director General made several visits to the Middle East and North Africa to continue to build on cooperation between IOM and the countries of the region. Those visits also promoted multilateral cooperation with the League of Arab States and the Arab Labour Organization. In addition, the Director General continued to meet regularly with ministers and senior officials from the region when they visited Geneva. Such discussions facilitate the implementation of the wide range of activities that the Regional Office in Cairo and the various Country Offices jointly develop and implement with the host countries.

48. The Regional Director and the Senior Regional Adviser represented the Director General in various events in the region and undertook several field visits to support the Country Offices and implement the IOM regional strategy. Issues such as addressing complex migration flows along the central Mediterranean route and the Horn of Africa remained a priority in 2014.

49. The Senior Regional Adviser continued to act on the vision of the Director General in fostering stronger relations with all countries of the region and encouraging non-Member States to become members of the Organization.

50. The outreach efforts of the Director General made a positive contribution to securing funding from Saudi Arabia for IOM humanitarian activities in Iraq (USD 49 million) and Somalia (USD 1 million). Similarly, Kuwait funded IOM humanitarian activities in the Syrian Arab Republic (USD 5 million) for the second year, and humanitarian activities in Iraq (USD 1 million).

- **Americas**

51. In 2014, the Senior Regional Adviser for the Americas continued to strengthen cooperation with relevant regional institutions. The Adviser also contributed to reinforcing migration policy dialogues and cooperative mechanisms, and participated in or coordinated inputs for meetings, workshops and conferences, including support for a series of bilateral consultations between IOM and Member State governments and regional institutions.

52. The Adviser liaised with counterparts on a regular basis to enhance existing relationships and build new ones, as well as to continue to provide assistance upon their request. To enhance institutional coherence and coordination, the Adviser liaised regularly with Headquarters departments and IOM offices to promote coherent strategic and operational synergies, including the annual Regional Policy Formulation Coordinating Committee meeting.

53. Support was also provided for the participation of IOM in various important conferences, including the two annual meetings of the Regional Consultative Processes on Migration (RCPs) of the region (held in Nicaragua in June, and in Peru in December), the second Summit of the Community of Latin American and Caribbean States (CELAC), held in Cuba in January, the Cartagena +30 ministerial meeting, held in Brazil in December, and the twenty-fourth Ibero-American Summit, held in Mexico in December.

54. The Senior Regional Adviser participated in the ninth High Level Meeting of the EU-CELAC Structured and Comprehensive Dialogue on Migration, which gathered EU and

CELAC representatives, to present a statement on the relevance of the EU-CELAC Dialogue for IOM and to hold bilateral meetings with Member States from Latin America and the Caribbean.

E. Spokesperson

55. The Spokesperson advises the Director General and senior management on media and public information matters and oversees public communications in the Organization. Positioning IOM at the centre of the broader debate surrounding migration is a key objective of the Spokesperson. The Director General's powerful advocacy for saving migrants' lives, reporting from the Field and regular statistical updates given to the media all combined in 2104 to create unprecedented visibility for the Organization. Among the highlights were live television interviews given by the Director General on CNN, Al Jazeera and the BBC. The Spokesperson supported the Director General in drawing global media attention to the alarming number of migrants who die at sea or crossing deserts and mountains – over 5,000 people in 2014.

56. IOM now produces regular global estimates of migrant deaths through its Missing Migrants Project, which supports the Organization's rights-based advocacy to highlight the dangers migrants face as they travel along treacherous routes, escaping conflict, persecution and extreme poverty. This focus on some of the most vulnerable migrants led to a dramatic increase in references to IOM in the media in 2014, underlining its status as the leading global organization for migration issues. Along with the increased number of news media outlets turning to IOM as a primary source of information on important global stories, there was a corresponding jump in the reach of IOM's social media channels, which helped take IOM to new and important global audiences.

57. IOM launched its first global social media campaign in 2014 entitled #MigrationMeans. This campaign focused attention on the way IOM projects support some of the most vulnerable people. The campaign was simple and effective and encouraged IOM staff to take a photograph of migrants associated with a project, along with a handwritten sign on which the migrants would indicate what migration meant to them. The campaign enjoyed wide support among IOM staff worldwide and was followed and supported by numerous migrant advocacy organizations and members of the public.

F. Staff security

58. The Staff Security Unit continued to provide staff security risk management and, in doing so, to expand the safe and secure global implementation of IOM programmes and the protection of assets. With support offices at Headquarters and at the Manila Administrative Centre and regional support offices in Panama City, Dakar and Nairobi, the Staff Security Unit provides assistance to more than 480 IOM Field Offices worldwide. In 2014, the number of IOM-specific safety and security incidents increased by 52.6 per cent compared with the previous year. The Unit recorded 119 IOM-specific safety and security incidents, with crime and vehicular accidents making up the bulk of documented events.

59. With the growing number of requests received from donor countries for IOM's operational expertise and assistance, the Organization is increasingly called upon to operate in emergencies and high-risk areas. Owing to this situation – and the escalation in global

security challenges – staff security is no longer just an organizational requirement; it is now an operational necessity.

60. Responding to the enhanced corporate understanding that staff security had become an operational necessity, in 2014 the Staff Security Unit produced its 2014–2018 Strategic Plan. The Plan laid the groundwork to increase IOM’s security risk management capabilities and to further strengthen the capabilities of the Unit’s staff to provide specialized and UN-certified security training to staff members working in high-risk areas. To better support IOM’s emergency response operations, the Unit also deployed five Regional Security Field Officers, thus enhancing IOM’s ability to quickly respond to safety and security issues in the Field.

61. In 2014, IOM became the sixth largest contributor to the United Nations security management system (UNSMS) global fund, with a total contribution of USD 6.65 million – an increase of USD 930,000 from its 2013 contribution. In the same year, IOM became a member of the UNSMS Steering Group and a member of the Gender Considerations in Security Management Working Group, and also chairs a sub-working group for safety and security policy on gender.

62. To ensure that IOM offices operate within the United Nations safety and security standards, the Staff Security Unit provided direct financial support to 72 Field Offices amounting to USD 2.01 million. This is in line with the provisions of the staff security mechanism and Member State support for enhanced staff and office security.

G. Ombudsperson

63. The IOM Ombudsperson assists in the informal resolution of conflicts and provides confidential, neutral and independent advice on work-related issues, whether on conditions of employment or relations with supervisors and colleagues. The Ombudsperson engages in informal interventions or mediation on behalf of staff members and provides information on formal channels to address grievances.

64. During 2014, the Ombudsperson held 127 consultations with staff (19 Headquarters staff and 108 Field staff). The majority of these related to the Policy for a Respectful Working Environment, while other areas of concern were contractual and employment issues, including relationships with supervisors and staff evaluation. The Ombudsperson statistics are disaggregated by sex and thematic issues so that grievance trends can be analysed and tracked from a gender perspective. The Ombudsperson provided training to 141 staff, and met with 174 staff in town hall meetings.

H. Gender coordination

65. In 2014, the Gender Coordination Unit focused on the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women and continued to lead IOM’s participation to provide stronger accountability for promoting gender equality. IOM submitted its remedial plan, described by UN-Women as being “exemplary among UN entities”. Working with a leading expert on the System-wide Action Plan, an initiative was launched to revise IOM’s gender policy in 2015. The Unit worked with the Office of the Inspector General on a groundbreaking gender audit of the Regional Office for Asia and the

Pacific. It also regularly evaluated IOM Development Fund project proposals to ensure that they included gender mainstreaming. In December, the Unit led a two-day workshop on mainstreaming gender into project development for staff in the Vienna and Brussels Regional Offices.

66. With regard to the prevention of sexual exploitation and abuse (PSEA), the Director General continued his role as Inter-Agency Standing Committee Principals (IASC) focal point on PSEA. He sent progress reports on PSEA activities to the United Nations Secretary-General in May and in December briefed the Principals on revitalizing PSEA. In September, the Director General called on Chiefs of Mission to renew mandatory awareness-raising efforts. The Unit led training sessions on PSEA that were specifically designed for Chiefs of Mission and Heads of Office. The Unit also piloted PSEA risk assessment workshops with resettlement programme managers.

67. The Unit regularly disseminated news from IOM Field Offices through a wide range of traditional and social media channels. Furthermore, on International Women's Day 2014, the theme of which was "Equality for women is progress for all", the Unit published an array of materials. Throughout the year, the Unit continued to actively promote gender balance within IOM.

68. The Unit supported several initiatives to raise awareness of gender-based violence held throughout the year in which IOM participated, including the International Day for the Elimination of Violence against Women and the Global Summit to End Sexual Violence in Conflict. In December, the Unit joined a high-profile consortium of organizations, led by Vital Voices, to provide emergency assistance to victims of severe forms of gender-based violence and harmful traditional practices.

69. In 2014, the Unit also continued to participate in a wide range of international events and inter-agency activities and contributed to the fifty-ninth session of the Committee on the Elimination of Discrimination against Women by providing the Committee with country reports on the situation of migrant women and girls.

I. Occupational health

70. The Occupational Health Unit and the Health and Insurance Medical Units in Manila and Panama provide staff with travel advice, facilitate their admission to hospitals worldwide, ensure a healthy working environment by promoting health in the workplace, and are the health insurance and medical advisers of the Organization.

Medical follow-up and support

71. In 2014, the assistance provided to staff and their family members included the following:

- The Occupational Health Unit and the Health and Insurance Medical Units assessed and monitored the fitness to work of 5,991 staff. A total of 2,035 medical clearances were processed for staff transferring or travelling on duty, including the provision of guidance to ensure staff health awareness and safety. Staff benefited from 575 free walk-in consultations.

- The Occupational Health Unit worked to reduce staff absences (i.e. by providing 80 staff at Headquarters with a seasonal flu vaccination) and to increase the fluidity of work by encouraging early return to work after sick leave and part-time home-based work; nonetheless, absences caused by service-incurred incidents increased.
- The Occupational Health Unit doctors oversaw 62 medical evacuations from the Field to medical referral centres, with the assistance of a private air evacuation company being requested only three times.

72. Assistance to Field Offices was provided through various means, as follows:

- The Occupational Health Unit provided regular guidance to senior management and Chiefs of Mission on global health hazards and public health issues that could threaten the welfare of staff and their dependants worldwide.
- As IOM participated in the response to the Ebola crisis and opened three Ebola Treatment Units in Liberia, the Occupational Health Unit ensured all preventive measures were taken to protect staff. An occupational health physician and a counsellor were hired and deployed to Liberia to support the team on-site. Furthermore, special agreements for staff evacuation were negotiated with the EU and the World Health Organization. The Unit also provided pre-deployment preparedness, including through Ebola-specific pre-deployment training for 55 staff. The measures taken in 2014 proved effective, with no cases of Ebola being recorded during the year among IOM staff or subcontracted staff.
- Some offices received medical kits for staff in remote locations, conflict zones or areas where access to the usual health-care structures had collapsed. A total of 288 medical kits were sent, with another 55 smaller kits being distributed to staff travelling to risk areas on short assignments.

73. Efforts made by the Occupational Health Unit to improve staff well-being included the following:

- The Unit initiated information campaigns, in particular during the regional outbreak of Ebola. The Unit also produced the *IOM Ebola Outbreak Response: Handbook for Health and Safety in the Field* for IOM staff.
- The Unit facilitated access to counselling services, in particular at duty stations where staff had been the victims of terrorist attacks or individual assaults. By working in close coordination with United Nations Department of Safety and Security counsellors and participating in their annual working group meeting, the Unit maintains a network of counsellors providing support to IOM staff.
- The Unit continued to participate in the United Nations Medical Emergency Response Team, enabling IOM staff to benefit from urgent medical assessment and evacuation in cases of mass casualties.

Medical insurance aspects

74. The admission of new participants in the various health insurance plans increased by 5 per cent in 2014, with plans now covering a total of 11,224 staff and dependants worldwide. The Health and Insurance Medical Units reviewed 20,499 medical claims in 2014 (6% more than in 2013).

75. In 2014, 52 staff were exposed to malicious acts, which represented an increase of 120 per cent in a year, mainly due to terrorist attacks. The need to support staff following critical incidents increased in 2014 and will be a priority in 2015.

76. There were no cases of work-related deaths among IOM staff in 2014.

J. Ethics and Conduct Office

77. In keeping with the Director General's commitment to transparency, accountability and professionalism, the Ethics and Conduct Office was established in 2014. The Director General informed all IOM staff of their obligation to report all cases of fraud and misconduct and any breach of IOM Instructions or regulations to the Ethics and Conduct Office, which is an integral part of the Office of the Director General. The Ethics and Conduct Officer reports to the Director General.

78. The Ethics and Conduct Office receives, manages and tracks referrals concerning allegations of misconduct and unethical behaviour in compliance with the IOM Standards of Conduct and related policies on fraud, harassment, abuse of authority, discrimination and conflicts of interest.

79. In 2014, over 180 cases were reported to the Office. The majority of these were managed by the relevant offices under the overall guidance of the Ethics and Conduct Office. Five cases underwent formal investigation in close coordination with and under the general auspices of the Office of the Inspector General. Additionally, the Ethics and Conduct Office received 110 requests for clearance regarding potential conflicts of interest and engagement in outside activities.

II. INTERNATIONAL COOPERATION AND PARTNERSHIPS

80. The Department of International Cooperation and Partnerships is responsible for supporting and coordinating the Organization's relations with other international organizations, civil society, research institutions, the media and governmental, multilateral and private-sector donors. The Department leads and coordinates IOM's forum activities, IOM support for global and regional consultative processes on migration, preparations for IOM's governing body meetings and the Organization's communications and public information functions.

81. In 2014, the Department focused on multilateral consultative processes relevant to migration policy development and engaged in various global processes, including: supporting the implementation of the recommendations of the second United Nations High-level Dialogue on International Migration and Development; the United Nations post-2015 development agenda process as a member of the inter-agency technical support team; the United Nations system's exploration of reforms necessary to become "fit for purpose" in

order to implement the post-2015 agenda; and the summit meeting of the Global Forum on Migration and Development (GFMD) held in Stockholm where the Director General made one of the keynote speeches.

82. During the year, the Department issued guidance to Country Offices on mainstreaming migration into national United Nations Development Assistance Frameworks and strengthened the Organization's capacity to participate in multilateral processes by initiating a community of practice that will be supported by an online platform on multilateral processes in 2015.

83. Outcomes in 2014 included several references to migration being inserted in the outcome document of the Open Working Group on Sustainable Development Goals, especially targets on facilitating regular migration and lowering the cost of remittances within the proposed goal on decreasing inequalities. Similarly, the preliminary outcomes of the preparatory work for the climate and disaster risk reduction conferences to be held in 2015 point towards the inclusion of references to migration in the outcome documents of both conferences. Furthermore, IOM supported the GFMD in producing recommendations for the United Nations Secretary-General's synthesis report in preparation for the formal United Nations Member State negotiations on the post-2015 development agenda.

A. Governing bodies

84. In 2014, two SCPF sessions were held (June and October) and the Council met in two sessions (June and November). At these meetings, the Council elected a Deputy Director General, accepted the membership applications of the former Yugoslav Republic of Macedonia and Samoa, and granted observer status to 14 organizations. The newly elected Bureau comprised the Chairperson, Mr Sammie Eddico (Ghana); First Vice-Chairperson, Mr Bertrand de Crombrughe (Belgium); Second Vice-Chairperson, Mr John Paton Quinn (Australia); and Rapporteur, Ms Marta Maurás (Chile).

85. The Working Group on IOM–UN Relations and the IOM Strategy met four times. Member States established the Working Group's terms of reference and workplan and discussed the documents they had requested from IOM. The Council decided to continue the work of the Working Group in 2015 and endorsed the Director General's proposal to begin informal, non-binding discussions with senior United Nations officials on the matter of IOM–UN relations.

International Dialogue on Migration

86. Under the theme of "Human mobility and development: Emerging trends and new opportunities for partnerships" two workshops were held in 2014. The first, on "South–South migration: Partnering strategically for development", looked at emerging global trends of human mobility, focusing specifically on cross-border and interregional migration. The workshop also launched IOM's Public–Private Alliance for Fair and Ethical Recruitment. The second workshop focused on "Migration and families" and looked at the impact of migration on families' well-being. Two analytical summaries of discussions at the workshops were among the concrete outputs of the 2014 International Dialogue on Migration.

Translation Service

87. The Translation Service, composed of the French and the Spanish Translation Units, handles the translation and revision of all official documents and publications into English, French and Spanish, as well as other required languages. Furthermore, it is the institutional terminology hub within IOM and for other international organizations. In 2014, the amount of translation work handled internally increased by over 28 per cent. Migration, environment and climate change and the Ebola crisis were an important focus of work during the year.

B. International partnerships

88. Upon the request of the IOM membership, the Fifteenth Session of the SCPF discussed RCPs and reviewed their impact on global migration governance. During 2014, IOM provided substantive and operational support towards the organization of and participated in RCP meetings, including:

- Budapest Process: Kick-off Conference for the Silk Routes Partnership Project, which outlined a three-year project to address migration-related issues in the region (Budapest, Hungary).
- Nineteenth Regional Conference on Migration (Puebla Process), which adopted the Managua Declaration to address the increased migration of unaccompanied minors (Managua, Nicaragua).
- Third Migration Dialogue for Southern Africa ministerial-level meeting, which resulted in a draft regional action plan to address irregular and mixed migration (Lilongwe, Malawi).
- Bali Process: Eighth Meeting of the Ad Hoc Group Senior Officials, which endorsed a strategy aimed to reduce irregular migration in the region, and policy guidelines on criminalizing people smuggling and trafficking in persons (Canberra, Australia).
- Fourteenth South American Conference on Migration (Lima Process), which adopted the Lima Declaration on Migration and Inclusion (Lima, Peru).
- Intergovernmental Consultations on Migration, Asylum and Refugees: Full round of consultations, which focused on various immigration issues (Copenhagen, Denmark).
- Almaty Process: First Senior Officials Meeting, on mixed migration movements from Afghanistan to Central Asia and the broader region (Almaty, Kazakhstan).
- Sixteenth Ordinary Session of the Economic Community of Central African States Council of Ministers, which endorsed the Migration Dialogue for Central African States, the structure of the Secretariat and the operating modalities (N'Djamena, Chad).
- Third Ministerial Consultation on Overseas Employment and Contractual Labour for Countries of Origin and Destination in Asia (Abu Dhabi Dialogue), which resulted in the adoption of the Kuwait Declaration (Kuwait).

89. Furthermore, IOM continued to strengthen existing partnerships and to build new ones with civil society organizations at the global, regional and national levels. The annual consultations between IOM and civil society organizations continued to be an important platform for dialogue and partnerships, with the 2014 meeting taking place in Geneva under the broad theme of “Follow-up to the 2013 HLD”.

C. Media and communications

90. In 2014, the Media and Communications Division continued to strengthen the Organization’s online presence and visibility in major international print, broadcast and electronic media to highlight IOM’s central role in migration. Of particular note were two op-ed pieces by the Director General which featured in the *New York Times* and *Le Monde* for International Migrants Day. The Director General was also interviewed live on CNN on the topic of migrants who die while being smuggled across the Mediterranean. During the year, IOM media activities focused on the importance of saving the lives of migrants who make hazardous journeys across sea and land borders.

91. Meltwater News, a global online media monitoring system, recorded a 46 per cent increase in articles citing IOM’s activities across all regions. Extensive coverage was given to the report *Fatal Journeys: Tracking Lives Lost during Migration*.

92. A total of 531 press notes and human interest stories were produced and disseminated (273 from Africa and the Middle East; 91 from the Americas; 89 from Asia; 78 from Europe).

93. During the reporting period, the Organization’s digital footprint was also significantly expanded via thematic websites and digital newsletters, as well as through increased engagement in social media. In 2014, the number of IOM website visitors totalled 1,352,478, accounting for 4,546,982 page views. That represents a 33 per cent increase in visitors and a 13 per cent increase in page views from 2013. Additionally, Twitter account followers nearly doubled in 2014, to 24,283, as did Facebook “Likes”, to 45,098. Visits to the IOM weblog, also launched in 2013, more than doubled from 17,084 in 2013 to 45,714 in 2014.

94. IOM launched its first global social media campaign, #MigrationMeans, and engaged IOM offices, staff and the public, garnering over 800 photo submissions from across the globe. On World Humanitarian Day, IOM hosted a successful Thunderclap campaign, which leveraged the social media accounts of many users and reached 520,846 people. This established @IOM_News as an official verified account, making it a trusted Twitter source of content.

95. The Media and Communications Division continued to expand the scope of the awareness campaign on the contribution of migrants, and the original materials in the three official languages have since been translated into various other languages.

96. The Division also continued to play a leading role in communications with communities, providing technical support on information campaigns and feedback mechanisms in El Salvador, Iraq, Niger, the Philippines and Sri Lanka.

97. The Division conducted communications training modules for Chiefs of Mission in Geneva and Bangkok which included a special workshop on gender and communications.

D. Donor relations

98. In 2014, the Donor Relations Division further strengthened coordination and resource capacities to deliver timely and context-specific humanitarian assistance to populations in need. IOM contributed to 31 regional and national inter-agency strategic response plans, receiving some USD 400 million from various donors, including significant funding from the Central Emergency Response Fund. An online platform of the Humanitarian Compendium, to provide donors with real-time information on IOM's needs and gaps in humanitarian response, was launched. IOM's total funding request for 2014 amounted to USD 756 million, which reflected an increased participation of IOM in joint inter-agency appeals.

99. The Division also increased engagement with donors, Member States and other partners by improving awareness of IOM's work in the Field through: (a) the publication of *Migration Initiatives 2015*; (b) the organization of a donor visit to the Philippines; (c) regular external updates on responses to migration crises; and (d) stronger engagement between donors and field colleagues through the organization of some 16 donor/Member State briefings on humanitarian operations.

100. Internally, the Donor Relations Division contributed to better reporting and more informed fundraising and outreach by developing and updating profiles of donors, including regional banks and private-sector companies and foundations. To complement the donor profiles, the first of a series of donor photobooks was published, focusing on the partnership between IOM and Germany over the last three years. In addition, the Division delivered a tool to monitor the submission of donor reports and to have an overview of overdue donor reports. With regard to the private sector, the Division continued to guide and support IOM in outreach to prospective private-sector partners and to support the Office of the Director General in strengthening relations with the World Economic Forum.

E. Migration research

101. In 2014, three Migration Profiles were completed and four new issues were published under the Migration Research Series. Under the IOM–Springer book series entitled *Global Migration Issues*, the third and fourth volumes were published.

102. Six issues of the journal *International Migration* were published and one new report was added to the *International Dialogue on Migration* series, IDM No. 23.

103. Five new issues of the bimonthly journal *Migration Policy Practice* were published jointly with Eurasyllum, presenting articles for and by policymakers working in the field of migration, on a broad range of migration-related topics.

104. IOM also continued to participate in and provide assistance to the GFMD and the Global Migration Group (GMG), and to the ongoing discussions concerning the integration of migration into the post-2015 development agenda. Together with the GMG, IOM helped to organize two retreats in New York focusing on how to develop post-2015 migration indicators. The Migration Research Division acts as the co-Chair of the GMG Working Group on Data and Research, which developed a proposal for the World Bank's Global Knowledge Partnership on Migration and Development; this will lead to the publication of a guide.

105. *Fatal Journeys: Tracking Lives Lost during Migration* was published in October to commemorate the Lampedusa tragedy of 2013, and received extensive media coverage. The Missing Migrants Project presented the first global estimate of migrant deaths and became a standard reference for major news media. Work began with Gallup on a global study of public opinions on migration, which will be published in 2015.

106. Preparatory work was started for the 2015 World Migration Report, which will focus on migrants and cities. A World Migration Report workshop was organized in June where researchers from Maastricht University presented the findings of a study focusing on eight cities around the world. A first meeting of the World Migration Report Advisory Board was held in September.

107. In 2014, the Division continued to work on the research topic of migration and environment by implementing the three-year global project entitled Migration, Environment and Climate Change: Evidence for Policy (MECLEP), in collaboration with the IOM migration, environment and climate change focal point. Key outputs of 2014 included: technical working groups established in pilot countries; six national assessments carried out on existing knowledge in this field; the publication of the MECLEP glossary; and the launch of the Environmental Migration Portal.

108. IOM supported the work of the ACP Observatory on Migration, which closed in June 2014.

109. The Online Bookstore has over 5,000 registered users, and, at the end of 2014, the IOM publications catalogue listed over 1,200 titles. In 2014, 102 publications were produced, which represents a 21 per cent increase over the previous year.

110. In 2014, 230 items were added to the library collection, 455 records to the library catalogue and six publications to the E-Library. A first package of 50 electronic articles was purchased from a leading academic publisher. Feedback from the Field indicated the usefulness of this type of resource. The articles most downloaded focused on environmental migration and climate change.

F. International migration law

111. In order to strengthen and promote respect for the rights of migrants in accordance with international law and build national capacities, the International Migration Law Unit provides governments and other partners with advice and training on migration governance within the rule of law. It carries out legal research to inform decision-making and the development of best practices. In 2014, the Unit worked extensively on capacity-building in relation to the drafting and revision of legislation for numerous countries, thus contributing directly to support better implementation of international standards at national level. In addition, people from over 40 countries were trained, with participants ranging from government officials, diplomats, staff from international organizations and civil society, to journalists and members of academia. In 2014, nine more States sent at least one participant to the training course on international migration law, held in San Remo, Italy. Members of the Unit also participated in a number of high-level conferences around the world to further disseminate information on international law and migration matters.

112. IOM provided substantial advice and inputs during negotiations of resolutions at the Human Rights Council and contributed to mainstreaming the discussion of migrants' rights and protection of individual migrants regardless of their status at international, regional and national level. Participants in capacity-building activities expressed their appreciation of this support, which had a direct impact on the capacity of States to implement their international obligations at the legislative level. Capacity-building enables the effective implementation of such legislation on the ground. This is also directly linked to IOM programmes which aim directly or indirectly at promoting the respect and protection of the individuals concerned, with full respect for the rule of law and international standards.

113. The Unit represents IOM on the International Steering Committee on the campaign for the ratification of the Migrant Workers Convention and in the Inter-Agency Group on Minorities. The Unit cooperates with the special procedures of the Human Rights Council and with human rights treaty bodies, such as the Committee on Migrant Workers and the Human Rights Committee, to provide specific inputs and facilitate international and regional cooperation on migration matters.

114. In 2014, the Unit continued to have a major role in the Organization's support and advocacy for migrants' rights with the United Nations, governments and civil society. The Unit supported IOM Field Offices in developing programmes that uphold migrants' rights, promote the image of migration as a process to be managed rather than a problem to be solved, and encourage migrant participation and empowerment. The Unit continued to support the Organization's rights-based approach in all of its activities, policies and programmes.

G. Migration, environment and climate change

115. Given the relevance of human mobility matters in the context of environmental and climate change, in 2014 the Organization decided to establish the Migration, Environment and Climate Change Division. During the year, ongoing work relating to migration, environment and climate change resulted in the following outcomes:

- Human mobility matters were integrated into policy processes, with IOM substantively contributing to the United Nations Climate Summit, the 20th Conference of the Parties to the United Nations Framework Convention on Climate Change, the third International Conference on Small Islands Developing States, initiatives led by the European Union, as well as to the "One United Nations" initiative to prepare for the climate and disaster risk reduction conferences to take place in 2015.
- Policy coherence was strengthened through new partnerships with the Climate Vulnerable Forum, the CVF Trust Fund, the United Nations Convention to Combat Desertification, the Intergovernmental Panel on Climate Change, the Green Climate Fund and the World Meteorological Organization, and joint action consolidated via the Advisory Group on Climate Change and Human Mobility and the Nansen Initiative.
- Policymakers and practitioners were given training to address the complex migration, environment and climate matters through regional and national capacity-building workshops on migration, environment and climate change held in Chile and the United Republic of Tanzania.

- Knowledge and information on migration, environment and climate change was increased through the publications *IOM Outlook on Migration, Environment and Climate Change* and *The State of Environmental Migration 2014*, through new evidence from the MECLEP project, as well as through numerous other communication tools.

III. MIGRATION MANAGEMENT

116. The Department of Migration Management is responsible for providing policy guidance to the Field in migration management. This entails formulating global strategies, monitoring the quality of capacity-building activities and the technical supervision of the 28 Regional Thematic Specialists. In 2014, programmes under the Department's oversight and coordination provided direct assistance to some 605,300 migrants, and many more benefited indirectly through the Department's capacity-building and policy guidance projects.

A. Migration health

117. Responding to the health challenges related to migration and displacement remains an essential part of IOM's work. Total expenditure of the Migration Health Division in 2014 amounted to USD 133 million, an increase of 38.4 per cent over 2013.

118. The contribution of IOM in addressing cross-border issues and the health needs of migrants is increasingly valued by governments and other partners. As a result of IOM's advocacy, migrants are included in the global strategy and targets for tuberculosis prevention, care and control after 2015, which was adopted as a resolution by the World Health Assembly in May 2014 (WHA67.1). During the Assembly, IOM co-hosted an informal dialogue entitled "Migration and Tuberculosis in the Post-2015 Global TB Strategy: Challenges and Opportunities" with the Global TB Programme of the World Health Organization, the Stop TB Partnership and the Global Fund to Fight AIDS, Tuberculosis and Malaria, which enabled governments to present their experiences tackling tuberculosis, and international organizations to communicate their strategies to reduce tuberculosis in migration and displacement contexts.

119. In 2014, IOM continued its efforts to increase the quality and efficiency of the Migration Health Assessment Programme, which performed more than 280,000 health assessments in 70 countries worldwide, with a majority conducted in Asia (56%).

120. With the aim of managing the potential public health impact of human mobility, IOM screened migrants for active tuberculosis prior to resettlement. In 2014, IOM implemented the UK Pre-departure Tuberculosis Detection Programme in 40 countries, up from the initial eight pilot countries, and over 80,000 visa applicants were screened. IOM also expanded its US vaccination programme to a sixth country in 2014; over 40,000 refugees were vaccinated, with implementation planned for more countries in Africa and the Middle East in 2015.

121. Health promotion and assistance for migrants expenditures increased by 71.7 per cent compared with 2013. IOM provides technical assistance to governmental and non-governmental partners to strengthen migrant-sensitive health policies and services. For example, in 2014 IOM and the Ministry of Health and Medical Industry of Turkmenistan

co-hosted a high-level round table in order to brief Turkmen officials on good practices on migration and health, including on international standards.

122. On World Tuberculosis Day in March 2014, IOM Nepal received an award for having introduced the tuberculosis diagnostic tool GeneXpert in Nepal. The award is granted each year by the National Tuberculosis Center for outstanding work in the field of tuberculosis. IOM installed GeneXpert instruments in nine strategically located screening centres in Nepal to increase tuberculosis detection among refugees, migrants and Nepalese host populations. The project has tested over 20,000 suspected cases of tuberculosis with GeneXpert technology, detecting nearly 4,000 cases, of which around 300 were cases of drug-resistant tuberculosis.

123. IOM's health responses for conflict-affected populations accounted for 16 per cent of migration health expenditures in 2014, a 74 per cent increase compared with 2013. Addressing the physical, mental health and psychosocial needs of migrants and displaced persons in emergency situations is part of IOM's Migration Crisis Operational Framework.

124. In 2014, IOM intensified health programmes in South Sudan, providing lifesaving primary health care, including comprehensive reproductive health-care services, vaccinations, health education and basic health services. In Iraq, IOM assisted the national tuberculosis programme with health needs assessments, strengthening of health centres and referral systems, provision of training for medical staff, support for mobile health teams and the set-up of five mobile clinics providing primary health care and tuberculosis services.

125. 2014 saw a growing recognition of the value of mental health and psychosocial support programmes. There was a significant increase in IOM's work in this area, particularly in emergency and post-emergency situations. Psychosocial emergency programmes were developed and expanded in Bosnia and Herzegovina, the Central African Republic, Chad, Colombia, Libya, the Philippines, Serbia, South Sudan, Ukraine and Nigeria – for girls kidnapped by Boko Haram – as well as for Syrians in and outside the Syrian Arab Republic, and Christians and Yazidi minorities in northern Iraq. Post-emergency and stabilization programmes have been developed or expanded in Colombia, Nepal and Libya.

IOM Strategy points: 1, 2, 3, 5, 6 and 10

B. Immigration and border management

Capacity-building in migration and border management

126. Assistance for government capacity-building ranges from strengthening policy coherence at the national and regional levels, to training and infrastructure development. In 2014, the Immigration and Border Management Division worked to ensure that the Organization's humanitarian border management concept was fully embedded into IOM's work. Several projects supported the development of humanitarian border management, including significant EU-funded capacity-building interventions on the Syrian/Jordanian border, an assessment project in three Silk Route countries funded by the Government of Turkey and interventions in the Ebola-affected region of West Africa at airports and land borders to assist screening and diagnostic processes.

127. Throughout 2014, capacity-building activities in immigration and border management increased by 7 per cent compared with the previous year, with an overall budget of USD 209 million. The leading donors were the Government of Australia and the EU as well as Japan and the United States of America.

African Capacity Building Centre

128. Located in Moshi, the United Republic of Tanzania, and hosted by the Tanzania Regional Immigration Training Academy, the African Capacity Building Centre celebrated its fifth anniversary in 2014. Since its establishment, the Centre has trained over 3,500 persons in the course of over 150 training events, a significant contribution to building migration management and governance capacity in Africa. In 2014, the Centre assisted with major immigration and border management projects in Angola, Somalia, South Sudan and Uganda, as well as hosting delegations from Interpol headquarters in Lyons. While the Centre's main thematic focus remains on immigration and border management issues, it has broadened its scope to include counter-trafficking, labour migration and migrant health projects. The Centre has also supported a further 21 IOM offices on the African continent with their project work.

Facilitated migration: Immigration and visa support solutions

129. In this area, IOM continued to provide international migration services to individuals at the request of the States concerned. The 2014 portfolio comprised over 60 active projects. IOM continued to provide secure, reliable and cost-effective services with a focus on the operation and expansion of Visa Application Centre services through public-private partnerships in order to facilitate safe, legal and orderly migration, and the expansion of the provision of verification services for States to combat visa application-related fraud.

130. With regard to Visa Application Centres, the year ended with IOM operating 55 centres in 52 countries. Over 100,000 visa applications were processed (administrative assistance only) and biometrics were enrolled for over 20,000 visa applicants. The information services component of the Centres included IOM staff responding to over 200,000 telephone calls and over 50,000 e-mails from visa applicants and sponsors.

131. In 2014, IOM provided a wide range of travel assistance services to 19,340 migrants, primarily those resettling in Australia, Canada and the United States.

C. Migrant assistance

132. In 2014, IOM continued to work with States and other stakeholders to ensure that migrants received both case-specific and sustainable assistance. Beneficiaries included asylum-seekers, stranded migrants, migrants with health concerns, victims of trafficking, exploitation or other forms of abuse, and those considered highly vulnerable to such abuse, such as unaccompanied migrant children. Assistance included safe accommodation, return counselling, return travel and reintegration assistance, family tracing and assessment, legal assistance, medical and psychosocial support, education and skills development, and microfinance.

133. IOM oversaw the global delivery of return migration programmes, particularly assisted voluntary return and reintegration (AVRR) and post-arrival and reintegration

assistance. Approximately 42,000 migrants were assisted under AVRR programmes alone. The number of total returns surpassed 1,000 in the following 13 countries or regions of origin (in descending order): Russian Federation, Serbia, Pakistan, the former Yugoslav Republic of Macedonia, Georgia, UNSC resolution 1244-administered Kosovo, Bosnia and Herzegovina, Ethiopia, Bangladesh, Afghanistan, Iraq, Albania, Islamic Republic of Iran. AVRR – especially in countries of transit – helped migrants in an often desperate situation, when they were without access to any other forms of assistance.

134. In 2014, great focus was placed on building internal capacity in the field of return migration and reintegration. Support was given to dialogues on return and reintegration in several parts of the world, including China, the Bali Process countries and East Africa. In addition, a reintegration functionality was developed for the Migrant Management and Operational Systems Application (MiMOSA), enabling offices in countries of destination, transit and origin to jointly plan and monitor the reintegration assistance provided to returnees.

135. To contribute to sustainable reintegration through better evidence, IOM embarked on a comparative research project on AVRR in partnership with the Government of Australia and Maastricht University. The project developed a model for defining and measuring sustainable reintegration. This model will be further refined, enabling IOM to introduce it as a monitoring and evaluation tool for reintegration projects.

136. In 2014, IOM provided protection through its direct assistance activities to over 6,290 trafficked persons, identified in over 90 countries. Beneficiaries included 3,000 women and more than 1,000 children. Forced labour and services (70%) and sexual exploitation (17%) constituted the main types of exploitation suffered by victims. The IOM Global Assistance Fund, mainly funded by the US Bureau of Population, Refugees and Migration, continued to be a valuable tool that enabled IOM to provide emergency humanitarian assistance to over 100 victims of trafficking who would not otherwise have been eligible for assistance under IOM programmes. In 2014, the Fund registered an increased number of demands for groups of victims, exploited for both labour and sexual purposes.

137. Following the signing of a memorandum of understanding with Interpol at the beginning of 2014, the first joint Interpol–IOM pilot project to fight trafficking in West Africa was developed and its implementation will start in 2015.

138. In 2014, IOM chaired the United Nations Inter-Agency Coordination Group against Trafficking in Persons. In October, the Group issued a policy paper entitled Preventing Trafficking in Persons by Addressing Demand, which provides guidance to organizations and practitioners on labour exploitation. Two additional papers were planned for 2015.

139. IOM continued to provide support to unaccompanied migrant children through services that included family tracing and assessment, assisted voluntary return and capacity-building for State authorities. In August 2014, IOM and Save the Children signed a cooperation agreement, aiming at fostering an even closer collaboration between the two institutions at the policy and field level.

140. IOM continued to provide comprehensive assistance and AVRR to stranded, irregular and trafficked migrants, including those rescued at sea; as well as support to

governments and non-government actors through technical assistance, capacity-building and facilitation of interregional dialogue.

141. Complex and protracted humanitarian and migration crises increase vulnerabilities and in some cases have led to an increase in human trafficking. The extent to which trafficking is occurring remains largely overlooked. For example, the Syria crisis raised concerns about women and children being trafficked for sexual exploitation and forced marriage. In response, in 2014 IOM undertook an assessment in Lebanon on the impact of the Syria crisis on trafficking patterns, identifying a number of trafficking cases and gaps within the current response. IOM also commenced a regional assessment to enhance understanding of and response to trafficking and exploitation with a focus on Iraq and Libya.

142. In 2014, some USD 205 million was received for migrant assistance activities. The main donors for the large-scale AVR activities were host-country governments and the EU, while the main donors for assistance to vulnerable migrants were Denmark, Japan, Norway, Switzerland and the United States.

IOM Strategy points: 1, 2, 3, 5, 10 and 11

D. Labour migration and human development

143. IOM supports governments in their efforts to mobilize resources generated through human mobility within three thematic areas: labour migration; migrant training and integration; and migration and development. In 2014, the Organization focused on the link between migration and human development in global multilateral forums such as the GFMD and the post-2015 development agenda discussions. During 2014, the Labour Migration and Human Development Division presided over 200 active projects and dozens more in collaboration with other IOM divisions and departments.

144. The importance of promoting ethical recruitment practices and transparency in labour supply chains in order to lower the costs of migration and increase its development benefits received much focus during 2014. IOM continued to work with the private sector, particularly in relation to the promotion of ethical labour recruitment. In its efforts to promote fair and transparent recruitment practices, IOM launched the Public–Private Alliance for Fair and Ethical Recruitment, creating a multi-stakeholder consultative platform on creative tools to advance ethical recruitment, including the International Recruitment Integrity System (IRIS). Additionally, IOM developed and delivered curricula for training for social auditors on the identification of labour exploitation and human trafficking for forced labour in companies' supply chains.

145. The Division continued to support the Organization's work with regional processes, worked closely with Sri Lanka, the Chair of the Colombo Process, and provided expertise on the thematic issues of ethical recruitment, pre-departure orientation and remittances to the Chair of the Colombo Process and at two senior officials meetings of this process.

146. In the context of lowering remittance transfer costs, a new partnership between IOM and the Universal Postal Union was established in 2014, resulting in the development of a joint project in Burundi also in partnership with the Burundi national post administration. The objective of the project is to reduce remittance transfer costs through the enhancement of

remittance services provided by national post offices. It is a multi-donor USD 4 million project, for which partial funding was received from Belgium and Turkey. Activities are anticipated to commence in February 2015.

147. IOM's International Migration and Development Training Modules were successfully launched in 2014 and have helped establish IOM as a source of global expertise in this field. The modules help policymakers and practitioners develop a better understanding of the complexities of international migration and development. Regional and national training events in the Middle East and Africa took place in 2014, with further events planned in Central Asia and Europe. The training modules are available in Arabic, English, French and Russian.

148. 2014 saw the commencement of the global joint programme between IOM and the United Nations Development Programme, Mainstreaming Migration into National Development Strategies, funded by the Swiss Agency for Development and Cooperation and implemented in eight countries. The programme supports partner countries in the formulation and implementation of comprehensive and coherent migration and development policies that are based on durable coordination mechanisms and sound evidence; and in identifying national priorities in this field.

149. In 2014, IOM and the European University Institute were appointed to advise the European Commission and strengthen the capacities of its Directorate General for Development and Cooperation and European Commission delegations on migration and development policy. This initiative also supports the Directorate General in reflecting on future orientations for the EU migration and development policy framework.

150. Under the Joint Migration and Development Initiative, IOM continued to develop training tools for local authorities and organizations that have a stake in local development and migration issues, in partnership with the International Training Centre of the International Labour Organization.

151. Recognizing that integration plays a critical role in addressing the vulnerability and needs of marginalized groups, IOM implemented over 60 projects in 2014 that facilitated the socioeconomic integration of migrants, and provided a platform for regional dialogue on migrant integration.

152. Migrant training activities were conducted in 53 countries on five continents, with significant activity in Asia (Malaysia, Nepal, Pakistan, Philippines, Thailand), the Middle East (Egypt, Iraq, Lebanon, Jordan, Sudan) as well as in Kenya and Turkey. A total of 38,413 migrants attended either a pre-departure or post-arrival orientation course. Of these migrants, 26,606 (69%) were refugees or asylum-seekers; 9,418 (24%) were labour migrants; the remaining 7 per cent comprised migrants, family reunification cases, unaccompanied minors, students and stateless persons. Migrant training beneficiaries represented 78 nationalities; 44 per cent of all training participants were women.

153. In response to the EU's growing interest in resettling Syrians, IOM has supported the development of pre-departure orientation components for emerging resettlement countries, including Austria, Belgium, France and Switzerland. IOM is developing tools to help municipalities and communities better understand the needs of new arrivals through cultural profiles, needs assessments and information seminars.

154. IOM also implemented various regional initiatives in the EU in 2014 aimed both at improving pre-departure integration services for migrants and their subsequent political, social and economic integration in destination countries. An example is the HEADSTART project, which helps to improve understanding of good practices on pre-departure integration services, including job-matching and recognition of qualifications. Two further initiatives were also developed focusing on political participation and active citizenship through volunteering and empowering migrant youth to take part in local decision-making.

155. In order to improve workplace integration of migrant workers, their retention in the workforce and skills development, 2014 saw the development of a number of initiatives such as WORK-INT led by IOM and FIERI, an Italian think tank, to enhance knowledge on workplace integration patterns of foreign health-care professionals in Europe.

IOM Strategy points: 1, 2, 3, 4, 8 and 12

E. IOM Development Fund

156. In 2014, a total of USD 7,713,289¹ (including administrative costs) was allocated to 48 different initiatives in 53 IOM Member States, with ongoing monitoring of 119 previously approved projects. As in previous years, the distribution of allocations to each region was closely aligned with the representation of eligible Member States in those regions. In Africa, the IOM Development Fund supported 19 initiatives with over USD 2,900,000, benefiting 19 eligible Member States. In Latin America and the Caribbean, USD 1,580,000 was allocated to 11 initiatives, benefiting 12 eligible Member States. In Asia, 11 initiatives, benefiting 12 Member States, were funded for a total of USD 1,728,806. In Europe, USD 839,481 was allocated to six projects, benefiting nine Member States. In the Middle East, one project was approved for Yemen for USD 150,000.

157. Throughout 2014 various initiatives were undertaken by staff across the IOM network to enhance the administration and operation of the Fund and its projects, including: advancing the development of PRIMA (Project Information and Management Application) – an IT system to support the management of the Fund and its projects; mainstreaming gender considerations; and a review of diaspora-related projects, migration profile projects and projects that supported increased capacity in migration management. The reviewed projects were found overall to be effective. Recommendations were made for future project planning and design.

IOM Strategy points: 2, 3, 4, 5, 6, 8, 10, 11 and 12

IV. OPERATIONS AND EMERGENCIES

158. The Department of Operations and Emergencies oversees and coordinates IOM's activities in the areas of preparedness and response; transition and recovery; land, property and reparations; and resettlement and movement. These activities comprehensively respond to, and assist populations affected by – or facing the risk of – crises. In addition, nine

¹ The Governments of Austria, Belgium and the United States of America provided unearmarked contributions which were part of the Operational Support Income that funded the IOM Development Fund in 2014. The Government of Chile contributed USD 30,000, and USD 186 was received in online donations.

emergency specialists based in the Regional Offices provide technical support, ensure coordination and promote thematic and geographical coherence. The Department's activities cover IOM Strategy points 1, 2, 3, 5, 8, 9, 10 and 11.

159. In 2014, some 20 million people directly benefited from over 300 projects under the Department's oversight, in addition to its specialized programmes, representing an increase of almost 6 million beneficiaries from 2013. About 32 per cent of these beneficiaries were in Asia, largely attributable to the transition and recovery activities that bridged relief efforts in the aftermath of Hurricane Haiyan in the Philippines. About 27 per cent and 18 per cent of the beneficiaries were in the Middle East and North Africa region and East Africa, respectively. While the Department's projects are gender-responsive, about 40 per cent explicitly included gender project components or gender mainstreaming.

160. At the multilateral level, the Department continued to lead the Organization's contribution to the forthcoming World Humanitarian Summit (2016), participating in the three regional consultations and advancing such critical issues as migrants in crisis, diaspora engagement and innovation. It also contributed to the two preparatory sessions for the third World Conference on Disaster Risk Reduction, to be held in Sendai, Japan (2015), and participated in preparations for the United Nations post-2015 sustainable development process. Strengthening bilateral partnerships, the senior management of IOM and the Office for the Coordination of Humanitarian Affairs (OCHA) held their first meeting of this kind in New York in December 2014, which clearly defined next steps to strengthen collaboration.

161. With funding from the Governments of Sweden, Switzerland and the United States of America, IOM undertook a rigorous consultative process to develop its humanitarian policy, which will enable IOM to apply coherent principled humanitarian action. A Humanitarian Policy Working Group, comprising 50 staff members from Country Offices, Regional Offices and Headquarters, was established and met twice, resulting in a draft policy ready for field testing.

162. A number of initiatives have also been launched to mainstream protection in the IOM Migration Crisis Operational Framework, including the development of operational protection mainstreaming tools. IOM published three working papers on the migration dimensions of crises (Afghanistan, Central African Republic and Somalia) which were subsequently used in national planning processes. Implementation of the Framework continued in 2014; for instance, the Regional Office in Cairo conducted three training events (Iraq, Kuwait and Libya) covering contingency planning, crisis management, risk reduction, coordination and information management, and vulnerability assessment. Moreover, States, international organizations and civil society groups have increasingly praised the Framework's approach, which is a testament to IOM's increased recognition and role before, during and after a crisis.

163. The Governments of the Philippines and the United States of America officially launched the Migrants in Countries in Crisis Initiative at the GFMD in May 2014. The Initiative's overarching goal is to improve the ability and capacity of States and other relevant stakeholders to better prepare for, respond to and address the longer-term impacts for migrants in countries in crisis, their families and host and home communities. Jointly led by the Governments of the Philippines and the United States of America, and with the latter's financial support, IOM set up the Secretariat to support the State-led Initiative. The Secretariat will support the development, through a series of inclusive regional and

stakeholder consultations, non-binding guidelines and a compilation of effective practices to better protect and assist migrants caught in countries in crisis.

164. Established in 2011, the Migration Emergency Funding Mechanism bridges the gap between the start-up of emergency operations and the subsequent receipt of donor funding for international migrants caught in crises. Since its establishment, the Mechanism has enabled IOM to respond quickly in nine countries, most notably in the Central African Republic, Ethiopia and the Syrian Arab Republic. While not yet achieving the targeted balance of USD 30 million, the Mechanism's current funding level is USD 10 million, an increase of 3.3 million compared with 2013.

165. Sexual and gender-based violence (SGBV) is an international public health and human rights issue. Recognizing that many factors can exacerbate SGBV-related risks in complex emergencies, IOM has undertaken a wide range of activities that adopt an inclusive approach for all survivors during each phase of an emergency. Progress on IOM's commitments to address SGBV in emergencies was reported at the 2014 United Nations General Assembly high-level event "Call to Action on Protection from Gender-Based Violence in Emergencies". While SGBV encompasses a broad range of abuses, sexual exploitation and abuse committed by humanitarian workers is particularly egregious. To address this, IOM has been coordinating a two-year inter-agency pilot programme to establish complaints mechanisms in emergency settings. Activities commenced in Ethiopia with the Office of the United Nations High Commissioner for Refugees (November 2013) and with Save the Children in the Democratic Republic of the Congo (October 2014).

Major crisis response operations

166. The year witnessed several severe, concurrent crises, the majority of which broke out or escalated due to conflict and violence. The humanitarian response to these crises presented a major challenge to IOM and other humanitarian organizations. IOM carried out vast relief operations to respond to the following crises, all of which the Organization declared as Level 3 emergencies.

- **South Sudan**

167. In 2014, South Sudan was IOM's largest humanitarian operation. Throughout the year, IOM significantly scaled up its presence and operations, with over 100 international staff. It effectively rolled out the Displacement Tracking Matrix (DTM) and provided the humanitarian community with up-to-date information on the conditions at internally displaced person sites and improved its registration methodology by launching a biometric registration system. As IOM leads the emergency shelter/non-food items (NFIs) cluster and co-leads the camp coordination and camp management (CCCM) cluster, it manages the cluster's core pipeline, procuring and transporting shelter items and NFIs for the overall humanitarian response. In August, IOM commissioned an external, independent, real-time evaluation of its institutional performance in Level 3 emergencies and as a cluster lead. The recommendations were incorporated in 2015 planning and programming.

- **Syrian Arab Republic**

168. Almost four years into the Syria crisis, there were an estimated 7.6 million internally displaced persons and 12.2 million persons in need of humanitarian assistance in the

Syrian Arab Republic as well as 3.7 million refugees. By 31 December 2014, IOM, with nearly 600 staff members present throughout the Syrian Arab Republic and in neighbouring countries, assisted over 2 million individuals directly affected by the crisis.

169. IOM developed its presence throughout the country, including expanding the volume of relief operations by 40 per cent across the front lines. Owing to the dedicated and courageous efforts of IOM staff in the Field and implementing partners, nearly 1.8 million people received essential core relief items; 130,000 people received health kits and consultations; 35,000 Syrians received psychosocial assistance; 60,000 people benefited from repairs and upgrades to shelters (including water, sanitation and hygiene units) and shelter kits; 1,000 households received livelihood assets and/or cash for work; 2,700 non-Syrian refugees were resettled; 700 migrants stranded in the Syrian Arab Republic were evacuated to their home countries; and 1,200 humanitarian staff, professionals and social workers were trained in counter-trafficking.

170. As part of the 2014 Syria Regional Response Plan, IOM conducted activities in Iraq, Jordan, Lebanon and Turkey. In **Egypt**, IOM enhanced access to health-care services, assisted detained refugees and raised awareness of the risks related to irregular migration. In **Iraq**, 150,000 individuals benefited from essential NFIs, movement assistance, livelihood training and support for developing small businesses. In **Jordan**, IOM continued to lead in transportation assistance, and over 150,000 refugees received essential humanitarian medical assistance. The IOM office in Jordan undertook humanitarian border management activities, and counter-trafficking assistance was provided to over 1,000 individuals. In **Lebanon**, IOM assisted over 108,000 Syrian refugees, Lebanese returnees and vulnerable Lebanese in the areas of resettlement, primary health care, NFIs and shelter, psychosocial support and cash-for-work and in-kind support. In **Turkey**, over 75,000 urban refugees and 20,000 in-camp refugees received NFIs, while over 33,000 in-camp refugees received transportation assistance. Another 88,000 refugees across the country benefited from other forms of assistance in the areas of education access, food and hygiene vouchers, and emergency food baskets. Furthermore, 4,000 vulnerable Syrians were given daily access to food kitchens.

- **Central African Republic**

171. In 2014, IOM's office in Bangui opened with 12 international and 50 national staff. Over 100,000 stranded and vulnerable migrants were evacuated or returned to their home country, and nearly 10,000 received direct international transport assistance. IOM expanded its DTM in support of the CCCM cluster, gathering data on multisector needs and gaps and sharing results with humanitarian partners. IOM has also been tracking and registering displaced populations within the Central African Republic and migrants who fled the country. In coordination with relevant governments, 5,600 persons received repatriation assistance.

- **Iraq**

172. The humanitarian crisis in Iraq steadily worsened during 2014. IOM leads a technical working group on migration data collection. By December, the DTM tool identified and confirmed the location of approximately 2.1 million internally displaced persons, almost half within the Kurdistan region. As co-lead of the NFI/shelter cluster, IOM distributed NFI kits to over 62,000 families and distributed kerosene barrels and fuel vouchers in winterized NFI kits. By year end, 25,000 displaced individuals in the Kurdistan region benefited from 5,000 kerosene barrels and fuel vouchers.

- **Ebola crisis**

173. IOM swiftly responded to the Ebola crisis in West Africa. Working with the governments of Ebola-affected countries and international partners, IOM carried out various activities. In Liberia, IOM opened and managed three specialized Ebola Treatment Units. In Sierra Leone, the Organization expanded and managed health worker training and developed curricula at the main in-country training facility that certifies over 800 persons weekly and managed the distribution of emergency care kits. In Guinea, IOM upgraded the infrastructure of 18 prefecture-level emergency operation centres. In Mali, IOM maintained health surveillance and suspected case referrals at over 20 principal land border-crossing areas. Additionally, the Organization enhanced health surveillance at airports in Liberia, Mali, Senegal and Sierra Leone.

A. Preparedness and response

174. IOM reviewed, provided technical assistance for and endorsed over 200 emergency response projects. In 2014, IOM's global humanitarian assistance activities represented again the sixth largest such portfolio among similar organizations.² Preparedness and response activities included emergency life-saving services and preparedness and disaster risk management. Assistance included transportation, emergency shelter and NFIs, water, sanitation and hygiene, logistics and CCCM activities.

Support for humanitarian reform and engagement in the cluster system

175. Through its active membership in the IASC, IOM is a key player in humanitarian coordination and reform. The Director General regularly participates in IASC Principals meetings and, in December 2014, hosted an IASC Principals meeting at IOM Headquarters. The Department of Operations and Emergencies represents IOM within the IASC Emergency Directors Group, which it joined for assessment missions to Sudan and South Sudan (March 2014) and Yemen and Somalia (June–July 2014). IOM also regularly participates in the IASC Working Group, the Task Team on Accountability to Affected Populations, including Protection from Sexual Exploitation and Abuse, the Global Protection Cluster's Task Team to Implement IASC Protection Priority Tasks, and the Global Protection Cluster areas of responsibility for child protection; gender-based violence; and housing, land and property.

176. IOM serves as the lead agency for the Global CCCM Cluster for displacement induced by natural disasters. In 2014, IOM undertook CCCM activities in 33 countries worldwide and reached more than 16,000 humanitarian partners, community members, national authorities and IOM staff in CCCM preparedness and capacity-building activities.

177. IOM continued to be an active partner in the Global Shelter Cluster, co-leading its Accountability Working Group. It also led or co-led the shelter cluster or equivalent inter-agency coordination structure in a number of emergencies, including in South Sudan and Iraq, while undertaking shelter activities in 34 countries worldwide.

178. Through its DTM, IOM supported better-informed strategic decisions and humanitarian coordination in 13 countries, identifying the volumes and location of displaced populations, as well as their related humanitarian needs. Protection indicators are now being

² Source: OCHA Financial Tracking Service.

streamlined within the DTM to enhance the monitoring and analysis of gender-based violence risks at displacement sites. This initiative is being piloted in Iraq, the Philippines and South Sudan. IOM is also working to leverage DTM data by establishing a global central data repository.

B. Transition and recovery

179. Transition and recovery activities provided regional and country-level policy support and technical guidance in transitional and post-crisis situations. They complemented IOM's relief work in both natural disaster and conflict contexts by focusing on root causes and longer-term consequences of crisis-induced migration. In 2014, technical assistance and endorsements were provided for 155 proposals, of which 95 projects in 37 Field Offices received funding. These projects benefited about 5 million individuals in 40 countries in addition to global and regional projects. Inclusive participatory approaches were prioritized in the various programming areas, empowering men and women from different groups to take part in the design, implementation and monitoring of most transition and recovery projects.

180. In 2014, IOM initiated 15 new peacebuilding projects covering, among others, socioeconomic initiatives; reconciliation through rehabilitation of symbolic infrastructure; and conflict reduction activities. Furthermore, IOM continued to pioneer second generation disarmament, demobilization and reintegration activities in the areas of economic reintegration, victim support and prevention of recruitment of at-risk youth. Security sector reform work aimed at professionalizing and building the capacity of police forces in Peru and the Democratic Republic of the Congo and at building the capacity of the Ministry of Defense of Bosnia and Herzegovina to re-balance State security institutions.

181. In 2014, 45 new community stabilization projects reduced and prevented the impacts of negative migration pressures and assisted the recovery from longer-term consequences of crisis, with the largest programmes implemented in the Central African Republic, Colombia, the Democratic Republic of the Congo, Iraq, Somalia, South Sudan and the Sahel. Also, there were 15 new durable solutions projects, including support for communities displaced by new crises such as the flooding in Bosnia and Herzegovina and Serbia and the ongoing conflict in Ukraine, as well as resolving displacement in Angola, Burundi, the Philippines, Rwanda, Sudan, Zimbabwe and UNSC resolution 1244-administered Kosovo. Other initiatives focused on sustainable solutions for Colombians in Ecuador, Somalis in Djibouti and Syrians in Turkey. Women particularly benefited from tailored livelihood interventions, for example in Azerbaijan, Chad, Djibouti, Iraq, Somalia and Yemen.

182. In order to promote resilience and reduce risks faced by communities vulnerable to disasters, IOM implemented nine new disaster risk reduction and resilience-building projects in Indonesia, the Lao People's Democratic Republic, Myanmar (two projects), Nepal, Palau, the Philippines, Timor-Leste and Viet Nam. Operational work has further supported IOM policy dialogue on the linkages between human mobility, risk reduction and resilience and influenced the preparations for the third World Conference on Disaster Risk Reduction to be held in Sendai, Japan, in 2015.

183. In 2014, IOM also steadily strengthened its partnerships with the United Nations Peacebuilding Fund and the EU Instrument contributing to Stability and Peace and remained an active member of the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration. It also became a member of the Global Cluster on Early Recovery's Strategic

Advisory Group and continued to participate in training for Early Recovery Advisers and Early Recovery Cluster Coordinators. IOM's efforts to promote early recovery included contributions to the IASC Guidance Note on Inter-Cluster Early Recovery.

Election support activities

184. In 2014, election support programming included out-of-country voting (Libya), assistance for governments to promote inclusive electoral participation for displaced and marginalized communities and electoral transparency (Sudan and Colombia) and the provision of logistical support to EU election observation missions (Colombia, Malawi, Maldives, Sudan, Tunisia and UNSC resolution 1244-administered Kosovo). IOM implemented 11 new election support projects, covering six electoral processes with a total funding value of USD 11.8 million.

C. Land, property and reparations

185. Land, property and reparations activities provided support and guidance to national authorities and other international actors on crisis-related land, property and reparations issues and transitional justice policies.

186. In 2014, the President of the International Criminal Tribunal for Rwanda requested IOM to provide technical assistance for developing reparation options for survivors of the 1994 genocide. Following the conclusion of a memorandum of understanding with the Minister of Justice, IOM consulted over a hundred stakeholders to identify expectations regarding a possible reparations programme, and a draft options paper was submitted to the Government of Rwanda and is pending input from the forum on reparations, created by the Ministry of Justice.

187. In the Philippines, IOM experts provided technical support on the Human Rights Victims' Claims Board responsible for the implementation of the Human Rights Victims Reparation and Recognition Act of 2013, culminating in an initial workplan as well as an extensive strategy for the Board to review and resolve the current 35,000 claims received.

188. In Colombia, IOM continued to support the implementation of the Victims' Law and the resolution of transitional justice and land issues within ongoing peacebuilding efforts. With IOM support, the Victims' Unit registered more than 7 million victims (almost 15% of the Colombian population) and approved close to 485,000 individual reparations requests. In Nepal, IOM started an initiative aimed at ensuring that conflict-affected persons have access to the country's victims assistance programmes.

189. In Yemen, IOM provided technical support, expertise and training to the Land Commission mandated to address the land dispossession grievances of more than 120,000 claimants. In Iraq, IOM initiated focus group discussions among the recently displaced population to assess the nature and level of the land and property losses caused by the ongoing crisis. In Bosnia and Herzegovina, Serbia and the former Yugoslav Republic of Macedonia, IOM continued to provide humanitarian and social support to more than 8,000 Roma Holocaust survivors. In Bosnia and Herzegovina, in collaboration with the United Nations Development Programme, UN-Women and the United Nations Population Fund, IOM led an exercise to assess the quantity, quality and distribution of data on victims of sexual violence in conflict.

190. IOM experts contributed to international conferences, workshops and training dedicated to transitional justice and crisis-related land and natural resources issues, including a presentation on land issues in the context of relocation and climate change at the European Commission. A joint course by IOM, the United States Institute of Peace, the World Bank and the United States Agency for International Development to train relevant professionals in land, property and conflict issues continued in 2014. More than 174 alumni of this biannual course work in over 20 institutions and organizations. In partnership with UN-Habitat and the Norwegian Refugee Council, IOM initiated a land and peacemaking course for 30 representatives of Permanent Missions to the United Nations and United Nations staff.

D. Resettlement and movement management

191. Arranging for the safe, orderly and organized transfer of refugees and migrants across international borders constitutes a fundamental purpose of the Organization and is its largest continuing activity. Over 200,000 persons travelled under IOM auspices in 2014 through various resettlement, repatriation, return and other schemes, with some 120,000 particularly vulnerable persons travelling for refugee or humanitarian protection.

192. IOM's international movement operations continued to grow in scope and complexity, with persons of over 60 nationalities travelling for refugee admissions, often from remote locations with significant logistical and security challenges. During 2014, large-scale resettlement operations took place out of Afghanistan, Ethiopia, Iraq, Jordan, Kenya, Lebanon, Malaysia, Nepal, Thailand and Turkey, with smaller operations from over 40 other countries.

193. Responding effectively in increasingly diverse and challenging contexts requires the Organization to constantly review, strengthen and adapt its operational readiness. In addition to managing IOM's preferential agreements with airlines, the Resettlement and Movement Management Division is responsible for supporting a global cadre of movement and resettlement experts with tools, training and guidance to ensure that IOM's responses to forced migration are effective, timely and meet international standards for humanitarian assistance. During the year, IOM launched an improved platform for online collaboration, continued to refine its proprietary tools for movement management (e.g. MiMOSA and iGATOR) and convened a global meeting of its senior movement operations experts to take stock of current practice and capacity within the Organization to meet future resettlement and movement management challenges.

Humanitarian Assistance for Stranded Migrants

194. The Humanitarian Assistance for Stranded Migrants mechanism offers ad hoc return assistance to vulnerable migrants for whom no other assistance is available through existing programmes or external resources. It enables IOM to quickly help individual stranded migrants, often in extreme or threatening circumstances, to return home voluntarily, safely and with dignity. In 2014, the mechanism assisted 283 individuals (114 female and 169 male migrants).

V. RESOURCES MANAGEMENT

195. The Department of Resources Management is responsible for establishing and implementing policies to ensure sound financial, personnel and IT management and planning; coordinating financial, IT and human resources proposals and policies and their dissemination to internal and external stakeholders; and assisting the Director General in making overall management decisions. In 2014, regular consultations and coordination with Member States and donors were carried out on a number of financial and administrative matters.

196. In 2014, the Accounting Division continued to ensure full compliance with the International Public Sector Accounting Standards (IPSAS) in the preparation of the annual financial reports by maintaining adherence to the already implemented standards, while refining the existing disclosures for the standards on financial instruments that came into effect on 1 January 2013.

197. Projects that required co-funding, most of which are funded by the European Commission, continued to be a challenge in 2014. The Co-funding Review Group met regularly to manage the Organization's co-funding exposures.

198. The Accounting Division continued to provide support to Field Offices and Headquarters units by providing financial policy guidance and training on financial management and assisted in finalizing project audit responses.

199. The Budget Division supported the Organization's engagement in governing body meetings, budget discussions, preparation of the Programme and Budget for 2015, enhancements to budget features in PRISM, and the allocation of funds to address funding gaps and one-time needs within the Organization. A number of documents were prepared to facilitate discussions on budgetary matters at governing body meetings.

200. The Programme and Budget for 2015, approved by the Council, was prepared in 2014 on the basis of Council Resolution No. 1265 of 26 November 2013 on funding the core structure. The Resolution provides for, among others, a 4 per cent increase every year (not compounded) in assessed contributions of Member States from 2014 to 2016 and an increase in the overhead rate from 5 to 7 per cent.

201. The Budget Division provided support in monitoring the implementation of the approved annual budget, ensuring that the established limits were adhered to. Furthermore, it gave continued support in addressing unanticipated funding needs that emerged over the course of the year.

202. The Treasury Division continued to exercise responsibility over the cash management and investment of the Organization's funds. It oversaw and executed the receipt and disbursement of funds and managed the Organization's foreign exchange exposures. Operations were shared between Manila Treasury Support and Headquarters using web-based banking platforms. The Division also focused on increased support for Field Offices in terms of technical developments and purchased local currency at best value.

203. In 2014, the Treasury Division worked on implementing recommendations by a consultant and by the External Auditor. A request for proposals was issued for common

banking services in IOM in Europe with a view to streamlining cash management services and lowering costs. Treasury management software and a platform for live competitive offer pricing of foreign exchange purchases were also selected. These initiatives will lead to major system implementation programmes in 2015. Furthermore, the Treasury Risk Committee continued to meet on a quarterly basis.

204. During the reporting period, the Common Services Unit continued to provide administrative and other support services, including the maintenance and renovation of the Headquarters building, office space coordination and the procurement and removal of equipment, and assessed and made recommendations on the effectiveness of existing services. Among other things, the Unit also coordinated Headquarters security and access control – in coordination with the Staff Security Unit – liaised with vendors, provided internal printing services and processed internal and external mail.

205. The Staff Travel Coordination Unit continued to plan, coordinate and exercise control over expenditures for all official travel. The Unit also provided support and guidance to offices worldwide in resolving travel-related issues. Over 3,000 staff travel arrangements were handled during 2014, of which almost 2,500 were tickets, and 370 visas were issued for multiple destinations. The Unit also provided cost-effective accommodation assistance for hotels and service residences.

A. Information technology and communications

206. The Information Technology and Communications Division continued its work in developing and enhancing information management systems to meet the needs of IOM's evolving operations.

207. Following the global implementation of PRISM Financials in 145-odd IOM offices, the focus in 2014 continued to be on the delivery of enhancements, fixes and configurations that improved the functionality of PRISM transactions and processes, facilitation of better control, and enhanced reporting and analysis. A financial risk disclosure report summarizing transactions in different currencies for monetary assets and liabilities accounts was developed to produce reports that meet the IPSAS requirement to disclose IOM's financial risk. Online banking interfaces were also developed to facilitate automated transmission of payments from PRISM. In addition, the capability was developed to generate financial statements in a standardized format and in different versions, such as in IPSAS, IOM and donor views.

208. PRISM HR was further rolled out to 22 offices, bringing 195 more staff into PRISM organizational management and payroll process. The end-user training for the 27 offices that would go live in February and March 2015 was also delivered.

209. IOM worked with a large IT company on developing an innovative office IT solution called "Branch Office in a Box" to provide speedy IT and server set-up deployment in emergency settings, while significantly reducing the IT support required.

210. Enhancements to MiMOSA addressed requirements to: streamline procedures to enter data on the number of refugee arrivals in certain US ports of entry, resulting in a reduced turnaround time; and facilitate the sharing of case information on AVRR and counter-trafficking activities between IOM offices, resulting in better data security and optimized data entry. In 2014, 31,442 migrant assistance cases were registered,

171,499 health assessments processed, 52,855 pre-departure medical screenings conducted, 102,552 movement services provided, and over 250 individuals were trained.

211. With the increasing number of offices and users utilizing the UKTB application, performance enhancements to the system were rolled out and positive user feedback was received. The application is now operational in 41 countries (10 of which deployed the application in 2014) and has 375 active users who issue tuberculosis certificates to migrants applying for visitor visas to the United Kingdom. A total of 105,564 certificates were issued in 2014.

212. The PRIMA system (currently designed only for the IOM Development Fund) was developed in 2014 with the aim of piloting the system at two Regional Offices, the Manila Administrative Centre and Headquarters in the first quarter of 2015.

213. In addition, a number of case-tracking and registration applications were developed to respond to IOM departmental needs. Other activities included the provision of support for MIDAS (Migration Information and Data Analysis System) and for improving data collection from camp management sites, populating a central data warehouse, and participating in the implementation of a geolocation-enabled DTM.

214. IT security was strengthened in several areas. A new e-mail anti-spam security system was successfully implemented. In addition, new anti-virus systems for servers and desktops for 7,000 users worldwide were successfully deployed. The wide area network was significantly improved by interconnecting IOM hubs, namely Geneva, Manila and Panama, using a high-performance private network. To improve the reliability of data storage and to follow IOM's data retention policy, work started on the implementation of a new generation back-up system based on virtual technology and deduplication appliances. A significant milestone was also achieved in IT disaster recovery capacity, with the Panama-hosted disaster recovery site becoming fully operational for PRISM and Geneva-hosted e-mails. With the assistance of six IOM offices, a PRISM disaster recovery simulation exercise was successfully conducted to validate the established mechanism.

B. Financial highlights

215. Combined total expenditure for the administrative and operational programmes reached USD 1.465 billion in 2014, representing an increase of USD 0.231 billion (or 18.71%) compared with the restated 2013 result of USD 1.234 billion.

Expenditure	USD million	
	2014	2013 Restated
Administrative programme	44.0	41.8
Operational programmes	1 420.9	1 192.2
Total expenditure for the year (excluding exchange rate differences)	1 464.9	1 234.0

216. Two new Member States joined IOM in 2014, bringing the total membership to 157 (up from 155 in 2013). The number of financially active projects decreased to 2,400 during

the course of the year (2013: 2,600). At 31 December 2014, 1,990 projects remained active (2013: 1,440). Some 9,060 staff and long-term consultants were employed, primarily in 404 Field locations throughout the world (2013: approximately 8,460 staff in 486 Field locations).

Administrative programme

217. The administrative programme remained a very small part of total expenditure, accounting for only 3 per cent of consolidated expenditure in 2014.

218. At 31 December 2014, total outstanding assessed contributions amounted to CHF 5,547,047 (2013: CHF 7,536,952), a decrease of CHF 1,989,905. Eight Member States had concluded payment plans, accounting for CHF 718,059 of the total amount outstanding.

219. Outstanding assessed contributions being less than the previous year, and following the write-back in the amount of CHF 3,950,185 pertaining to one Member State, the provision for doubtful receivables was decreased in 2014 by CHF 4,067,998 (2013: decrease of CHF 71,074). The total outstanding assessed contributions requiring a provision decreased to CHF 1,971,313 (2013: CHF 6,039,311).

220. Assessed contributions for the 2014 administrative programme totalled CHF 41,007,909 (2013: CHF 39,404,908). Programme expenditures during the course of the year of CHF 41,095,390 resulted in an over-expenditure of CHF 87,481. After factoring in the above-mentioned decrease in the provision for doubtful receivables of CHF 117,813, the administrative programme ended with a surplus of CHF 30,332 (equivalent to USD 30,731).

Operational programmes

221. Total expenditure increased by USD 228.7 million from USD 1,192.2 million in 2013 to USD 1,420.9 million in 2014, an 18.53 per cent increase overall. In the table below, increased Movement, Emergency and Post-crisis Migration Management programmes in the Middle East and Africa were slightly offset by reduced activities in Latin America and the Caribbean. Latin America and the Caribbean also experienced decreases in Regulating Migration, being offset by increases in Migration and Development, and Migration Health. North America experienced decreases across most service classifications. Europe also experienced increases across most service classifications, notably Regulating Migration, offset by a modest decrease in Migration Policy and Research.

Operational programmes expenditure by service classification	USD million		
	2014	2013 Restated	Increase/ (decrease)
Movement, Emergency and Post-crisis Migration Management	778.7	665.9	112.8
Migration Health	131.8	96.5	35.3
Migration and Development	126.1	40.2	85.9
Regulating Migration	284.1	291.4	(7.2)
Facilitating Migration	58.4	56.2	2.2
Migration Policy and Research	4.4	6.4	(2.0)
Reparation Programmes	33.2	19.3	13.9
General Programme Support	4.2	16.3	(12.1)
Total	1 420.9	1 192.2	228.7

222. The regions with the highest expenditure were Latin America and the Caribbean, then Africa, followed by Asia and Oceania. Further details, including the figures for 2013, are shown in the table below.

Operational programmes expenditure by region	USD million		
	2014	2013 Restated	Increase/ (decrease)
Asia and Oceania	279.8	272.9	6.9
Africa	308.0	248.3	59.7
Europe	193.0	174.9	18.1
Latin America and the Caribbean	342.4	280.7	61.7
Middle East	198.6	119.1	79.5
North America	27.3	31.9	(4.6)
Global support/Services	71.8	64.4	7.4
Total	1 420.9	1 192.2	228.7

223. The Field locations with the highest levels of expenditure were (in descending order): Colombia, Peru, South Sudan, Iraq, Philippines, Jordan, Afghanistan and Indonesia.

224. The operational programmes ended in 2014, on a modified accruals (budgetary basis), as follows:

- (a) A carry-forward relating to the staff security mechanism of USD 2,831,348 (2013: USD 2,808,905). The mechanism carry-forward increased by USD 22,443.
- (b) An increase to the Operational Support Income reserve of USD 8,795,643 (USD 2013: decrease of USD 303,799), bringing the total of the reserve to USD 22,305,616.

225. Operational Support Income is composed of project-related overhead and miscellaneous income (unearmarked contributions from governments and net interest and other income). It is used to cover core structures and other priority needs of the Organization which are not covered by the Administrative Part of the Budget.

226. Using the formula adopted by the Member States to estimate the level of Operational Support Income on the basis of a three-year average, the budget for Operational Support Income was set for the year at USD 58.7 million. Operational Support Income fluctuates from year to year, depending on the activities carried out. Thus, funds may need to be drawn from the Operational Support Income reserve should the amount of Operational Support Income available at the end of a financial year be less than the budgeted amount.

227. Actual Operational Support Income, excluding staff security, amounted to USD 56.6 million (2013: USD 47.3 million), while staff security-related overhead amounted to USD 10.8 million (2013: USD 9.9 million), bringing the total Operational Support Income during 2014 to USD 67.4 million (2013: USD 57.2 million). The actual Operational Support Income of USD 67.4 million exceeded the budgeted total of USD 58.7 million by USD 8.7 million. This excess was due to higher than budgeted project- and security-related overhead income and unearmarked contributions from governments.

C. Human resources management

228. As at 31 December 2014, IOM staff numbers and trends were as follows:

- Staffing totalled 9,063, a 7 per cent increase from 2013 (8,464 staff).
- The Professional staff–General Service staff ratio remained consistent (1:9 ratio). There were 936 Professional staff and 8,127 General Service staff.
- While the overall breakdown of staff by gender was 54 per cent men and 46 per cent women, at the senior management level (P5, D1 and D2), the percentage of women decreased from 26 per cent in 2013 to 25 per cent in 2014.
- 91 staff members were eligible for rotation during the 2013–2014 cycle, with almost 70 staff members being transferred in 2014.

229. In 2014, the Human Resources Management Division accomplished a number of outcomes and took initiatives towards achieving the milestones outlined in the Human Resources Strategy 2012–2015, including the following highlights:

- Finalization of the new Unified Staff Rules.
- The establishment of the Ethics and Conduct Office, which is under the Office of the Director General.
- Extensive human resources support provided to six Level 3 emergencies (Central African Republic, Iraq, Philippines, South Sudan and Syrian Arab Republic and for the Ebola crisis).
- Establishment of the Talent Management Unit, as well as the re-establishment of the Training Advisory Committee.

230. The Unified Staff Rules, which complement the Unified Staff Regulations, were finalized and implemented for staff members in the Professional category across the Organization in December 2014. Phased implementation of the Unified Staff Rules in all offices for staff members in the General Service category will take place throughout 2015 and 2016.

231. Significant progress was also made in the automation of payroll through the PRISM HR module. The system roll-out and accompanying training activities for all IOM offices, which started in 2007, would be completed in early 2015.

232. During the period under review, Human Resources Management Division staff met with IOM's insurance provider and agreed on the terms and conditions of the insurance contracts for the next period, with slight adjustments to the premium percentages for 2015 and 2016, owing to the rising costs of medical care.

233. In 2014, efforts were continued to ensure that all staff members were provided with adequate insurance coverage. The Medical Service Plan was implemented in eight more Country Offices, resulting in 140 Country Offices participating in the Plan and a 5 per cent increase in the number of insured participants. The Health Claims Processing Units in Manila

and Panama continued to improve processes for managing the increased number of claims, which in 2014 had also risen by 5 per cent: 20,499 claims compared with 19,505 in 2013.

234. Extensive support was given by the Human Resources Management Division to downsizing and upscaling activities, including those related to emergencies.

235. Staffing activities comprised the following:

- Professional recruitments: 72 vacancy notices and 73 short-term vacancy notices were published and 179 direct recruitments filled (total positions filled: 224).
- 5 new Junior Professional Officers joined the Organization, bringing the total to 18.
- 45 active secondments and loans were supported (39 emergency secondments in the Field), as well as 267 interns and SYNI professionals.

236. Following the formal allocation of funds to upgrade the e-recruitment solution, the Human Resources Management and the Information Technology and Communications Divisions identified a suitable service provider. The upgrade of the e-recruitment solution will strengthen IOM's outreach to prospective candidates, improve its ability to attract talent, reduce time to hire and leverage synergies between recruitment and other talent management processes described in the Human Resources Strategy.

237. During the reporting period, 1,760 IOM staff members worldwide were provided with 125 training or learning opportunities. In 2014, a new initiative was introduced and focused on a pilot staff exchange programme providing on-the-job training to strengthen skills within the area of resource management. Twelve Country Offices (14 persons) participated in the staff exchange, representing eight Regional Offices and one Administrative Centre. The lessons learned under the pilot phase will form the basis for a strengthened staff exchange programme in 2015.

238. The Training Advisory Committee, which comprises high-level representatives from within the Organization, met six times in 2014. The Committee provided guidance, monitoring and support for the implementation of the 2014 staff development and learning plans. In addition, the Committee provided support for the selection procedures for two important internal processes conducted in 2014: the selection of a candidate to be nominated for the Resident Coordinator process; and the selection of six staff members to attend the UNCT Leadership Skills Course, given by the United Nations System Staff College.

239. In the area of performance management, the Staff Evaluation System was implemented for the third full year. To reflect and reinforce the continued importance of sound and transparent organizational stewardship, and to meet IOM's commitments under the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women, the Human Resources Management Division introduced into the Staff Evaluation System key performance indicators on gender, knowledge management and resource administration for all supervisors graded P3 and above, and for all Chiefs of Mission and Heads of Office, regardless of grade.

VI. ADMINISTRATIVE CENTRES

A. Manila Administrative Centre

240. The Manila Administrative Centre is IOM's global administrative centre based in Manila and provides a range of administrative services, mainly covering human resources, finance, procurement, online communication, document management and PRISM and IT services, to IOM Headquarters and Field Offices.

241. In 2014, the Global Procurement and Supply Unit (formerly known as the Field Procurement Unit) continued to provide technical and operational procurement assistance to all IOM offices, ensured adherence and updates to IOM procurement policies and provided procurement training and dissemination of best practices. The Unit issued purchase orders valued at USD 15.8 million (double the 2013 figure) for emergency and non-emergency operational project commodities such as NFIs, construction materials, IT equipment, telecommunications equipment and vehicles. Direct procurement operational assistance was provided to more than 70 IOM offices. The Unit also reviewed office procurement orders with a purchase value of USD 862 million, of which 40 per cent were for goods, 22 per cent for construction works and 38 per cent for services. The Unit also provided additional procurement training to 15 offices and some 50 IOM staff, and additional procurement training materials were developed and rolled out. In 2014, the Unit also actively participated in the pilot project for procurement and pre-positioning of NFIs for global use, drafted the new warehouse manual and completed the bidding processes for a number of long-term agreements for staff security equipment and NFIs.

242. Manila Financial Services provides IOM offices worldwide with overall financial management support services relating to accounting, budget, treasury, management of PRISM authorization and master data, and supports the Accounting Division at Headquarters on all central accounting processes. During 2014, a new financial health scorecard – to assess office account compliance to IOM policies and procedures – was partially realized and will be cascaded to the Field upon completion. A few processes were automated through an Access database. In the same year, Manila Financial Services, in coordination with the Accounting Division, also initiated a project to automate the periodic financial checklist with the aim of increasing productivity and quality of output.

243. Manila Human Resources Operations continued to provide and strengthen global human resources administration support to all Professional staff and Headquarters General Service staff, including recruitment, personnel administration and payroll processing and services related to learning and development and staff insurances, and to perform medical claims processing. In 2014, the Unit processed 2,903 personnel actions for Professional staff and Headquarters General Service staff, published 145 vacancy notices and 131 short-term vacancy notices and processed 180 direct recruitments. During the reporting period, 16,612 applications were received and processed for Professional category positions and 313 applications for General Service category positions. In addition, over USD 140 million was paid in salaries to over 1,000 Professional staff and Headquarters General Service staff. The Payroll Support Unit processes approximately 4,300 salary allocations every month to various projects in line with the principle of projectization.

244. The Information Technology and Communications Service Centre provides global IT and communications support to the Organization by executing approved annual workplans,

programmes and projects. In 2014, the Centre provided helpdesk support to users worldwide, with a total of 16,214 tickets closed during the year. The Centre undertook major activities for the infrastructure implementation and setting up of the disaster recovery site in Panama, in collaboration with ITC teams in Geneva and Panama. The software development team delivered nine office websites in Drupal, as well as a web-based system for the Government of Nigeria's Federal Ministry of Labour and Productivity to match employment-seekers and employers in the country. The roll-out of PRISM HR to all Field Offices was initiated and should be finalized in early 2015. New functionalities were being introduced to cover new business requirements in terms of financial compliance, controls, risk management and reporting. Various improvements were made to improve control of transaction usage and for enhanced reporting and analysis. PRISM Financials and Logistics training was given to over 340 staff through teleconferences and over 25 new and updated user guides were published. Continued enhancements were made to MiMOSA through additional functionality and improvements, including the automation of slot management, freeing up time and resources. MiMOSA training was given to over 300 users both in classrooms and through teleconferencing. The Centre also worked with a number of external partners to improve and automate shared interfaces, thus facilitating programme implementation.

245. During 2014, the Staff Security Unit office at the Manila Administrative Centre was restructured after a comprehensive review had been undertaken of the effectiveness, efficiency and responsiveness of the office's operations. In order to address some of the identified shortfalls, the Staff Security Unit 2014–2018 Strategic Plan was developed and in March 2014 approved. By implementing the Strategic Plan, the Staff Security Unit office in Manila was able to regain its global focus and become more responsive. Furthermore, the office has strengthened its ability to fulfil its mandated role of providing back-office support for the Staff Security Unit at Headquarters as the latter continues to oversee and support the global operations of the Organization.

246. The IOM Pension Administration is responsible for all matters relating to the United Nations Joint Staff Pension Fund for IOM. The Unit is also the IOM Staff Pension Committee's secretariat. In 2014, the IOM Pension Administration reported fund contributions and managed data and information for 5,752 staff members (2013: 5,305; 8.43% increase) in 76 offices worldwide, averaging a monthly transaction volume of USD 3.3 million (2013: USD 3.14 million; 4.97% increase).

247. In 2014, the Publications Unit assisted in providing editing, design, layout and printing services in the production of 102 new publications. The Unit also distributed more than 17,000 IOM blue folders and over 20,500 IOM holiday cards worldwide. Twenty e-mail alerts were sent out to more than 11,000 external recipients, while 230 previously published and new publications were added to the Online Bookstore, which had over 1,200 active publications at the end of the year.

248. The Online Communications Unit continued to expand IOM's worldwide digital communications through improving the Organization's global, office, project and event websites. In 2014, new sites were launched for IOM offices in the Central African Republic, Ireland, Jordan, South Africa, Switzerland and the United Kingdom. New project and event sites included sites for the Environmental Migration Portal, the Missing Migrants Project and International Migrants Day. The Online Communications Unit also supported the expansion of IOM's digital footprint through active social media, digital newsletters and blogs.

249. The Global Migration Health Support Unit provides global health informatics, reporting, teleradiology and financial support services to IOM offices and partners. The Unit develops and supports global software for IOM health-related activities and is responsible for the health assessment programme data repository. In 2014, it supported six global migration health systems, provided global support to over 50 offices, developed and maintained over 40 online web reports and data quality control tools and led seven formal training events for IOM offices. The Unit also designs and generates global health reporting and knowledge management approaches from migrant health data. In 2014, it strengthened IOM public health partnerships with several governments, the United Nations, non-governmental organizations and academia. In addition, the Unit standardizes and optimizes the quality of IOM chest X-ray images and readings. It provides primary reading support and quality control, radiology-related training and guidelines, technical support and research. It completed more than 34,000 primary X-ray readings in 2014, with services provided to IOM in Afghanistan, Indonesia, Kenya, Nepal, Pakistan and the Philippines. In 2014, it also released the first IOM guidelines on chest X-ray interpretation and radiographic techniques, providing confirmatory chest X-ray readings and radiological technical support to IOM field operations. Furthermore, the Unit develops and maintains health programme monitoring and performance evaluation. In 2014, the Unit monitored 23 global and regional health assessment projects (government-funded and self-payer projects) with a total budget of USD 67 million.

250. The Movement Systems Support Unit provides support to operations staff worldwide. The Unit is responsible for expediting the settlement of airline invoices on behalf of offices for air tickets purchased under IOM's global agreements, monitoring refunds and identifying discrepancies related to unused airline tickets. It also facilitates processes related to airline invoice settlements and performs data analysis and streamlining between movement and financial systems to ensure that IOM movement information is properly captured and correctly reflected in programme statistics and financial reports. In 2014, the Unit processed 47,113 airline invoices worth over USD 124.6 million and provided support in response to over 2,100 requests from operations staff worldwide.

251. The Resource Management Unit is responsible for the day-to-day management of the resources of the Manila Administrative Centre and provides administrative support to 637 staff (40 international and 597 local staff). It is also responsible for staff travel, which includes facilitating procedures to obtain entry visas and travel documents for staff on official travel. Its Project Monitoring Unit provides support to six large global programmes in areas including budget coordination and financial analysis, donor reporting, management reporting, travel loans invoicing, facilitation of payments to partners and reimbursement of expenses from donors, monitoring of cash flows, statistics reporting and database administration.

252. The Manila Section of the Office of Legal Affairs was set up at the Manila Administrative Centre in April 2014, as the first delocalized section of the Office of Legal Affairs. The Manila Section is the global focal point for reviewing a wide range of legal documents, including contracts, agreements and memorandums of understanding. It also provides legal advice on disputes related to contractual relationships with external entities and on terminating contractual relationships. The Manila Section also oversees the functions of the Panama Unit of the Office of Legal Affairs which was set up at the Panama Administrative Centre in October 2014.

B. Panama Administrative Centre

253. The Panama Administrative Centre provides administrative support to Country Offices in various regions and has 33 staff, two interns and one consultant. In addition to providing support to other offices, the Administrative Centre holds country office representation status in Panama and has maintained its presence with the implementation of projects in the country which had six staff positions and four consultants in 2014. In terms of gender distribution, 37 per cent of the Centre's staff are male, and 63 per cent female.

254. During 2014, Panama Accounting Services provided technical support to Country Offices in the Americas in accounting and financial control services. The regional accountants focus on monitoring the complete accounting process and also provide training. The Unit also reviewed and monitored office accounting books and provided assistance during monthly and yearly closures in close coordination with Headquarters, the Manila Administrative Centre and IOM offices. Another important function of the Unit is to review and endorse donor financial reports for offices in the Americas.

255. The Field Personnel Support Unit continued to provide global assistance and guidance for the human resources management of locally recruited staff, for example guidance on and interpretation of human resources policies, regulations and rules. During 2014, the Unit served over 10,000 locally recruited staff, distributed in 149 countries around the world. The Unit also continued to coordinate the reclassification process for Professional category positions worldwide and General Service positions based in Switzerland. In addition, the Unit actively supported the implementation of new policies and continued to provide specific on-site support and training to a number of Country Offices in an effort to improve local human resources management and the overall conditions of service of locally recruited staff.

256. The Information Technology and Communications Unit at the Panama Administrative Centre provides IT helpdesk support services to offices in the Americas region, taking advantage of the time zone and language to offer real-time support. In 2014, the Unit implemented the disaster recovery centre, in close coordination with the Information Technology and Communications Division in Geneva and the Information Technology and Communications Service Centre in Manila. The Unit in Panama also provided support and advice to Country Offices for the recruitment of IT staff. During 2014, the helpdesk attended to 1,649 issues (an 86% increase over 2013). In coordination with Manila and Geneva and with the assistance of various IOM offices, a PRISM disaster recovery simulation exercise was conducted and the results were successful. A new post to support PRISM implementation in Panama was established. During the reporting period, core components of ITC services were modernized and upgraded (e.g. network printers, servers), and the Panama Administrative Centre now has a competitive ITC infrastructure that will allow it to better serve the Organization.

257. The Health and Insurance Medical Unit at the Panama Administrative Centre continued to provide occupational health advice and services to Country Offices located in the Americas and Africa. In 2014, 5,797 medical actions were processed, involving medical clearances, medical examinations follow-up and advice on and approval of insurance enrolment procedures for IOM staff. In 2014, there was an 82 per cent compliance rate for staff enrolment in the Medical Service Plan, 64 per cent compliance with mandatory medical

examinations and a 15 per cent response rate to the Unit's follow-up and advice letters. The Health Claims Processing Unit continued to provide services to IOM staff in the Americas and Africa.

258. The Staff Development and Learning Unit at the Panama Administrative Centre offers guidance and support to staff members worldwide to meet their training needs and those of the Organization. It is also responsible for coordinating all local training activities and meetings held at the Administrative Centre. During 2014, the Unit organized seminars, meetings and training events in various areas of expertise (e.g. PRISM HR roll-out, security and procurement).

259. The Panama Unit of the Office of Legal Affairs officially opened in October 2014 as a result of the delocalization of the contract review branch of the Office. The Unit was established to give timely legal support by reviewing and endorsing contracts and agreements in the three official languages of the Organization.

Annex I

STATISTICS ON IOM ACTIVITIES FOR THE YEAR 2014

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IOM STAFFING AND OCCUPATIONAL HEALTH

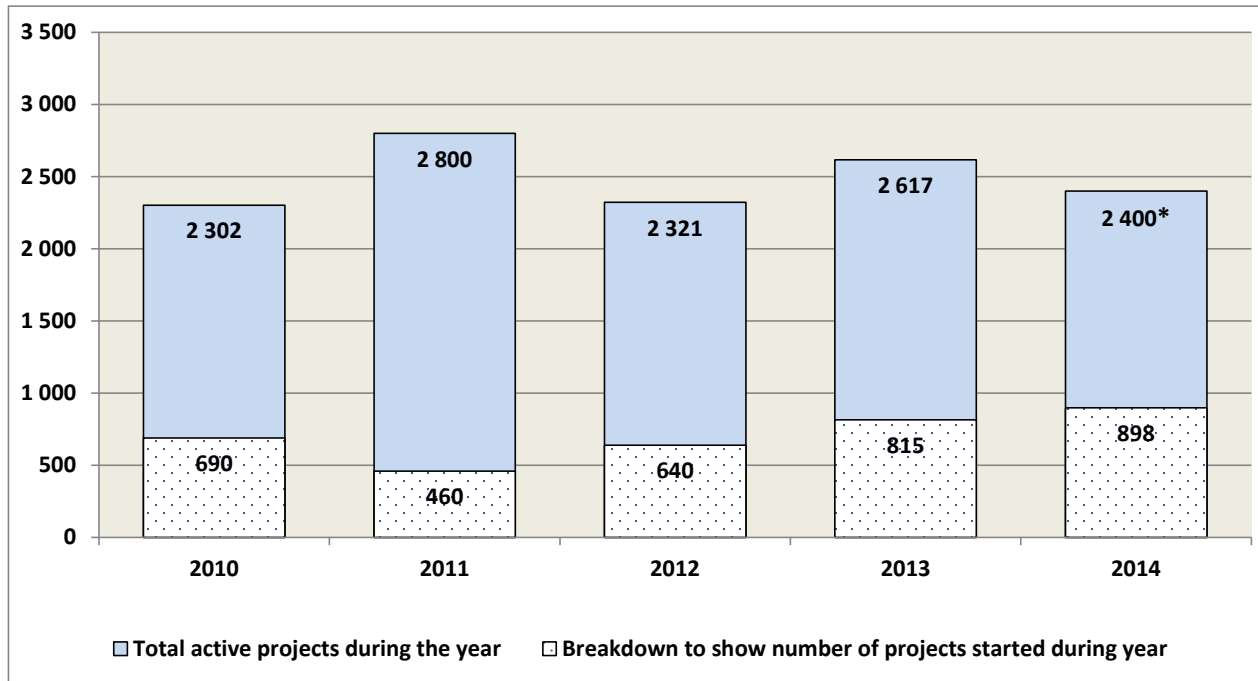
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STATISTICS ON IOM ACTIVITIES FOR THE YEAR 2014

PROJECTS

1. Active projects, 2010–2014

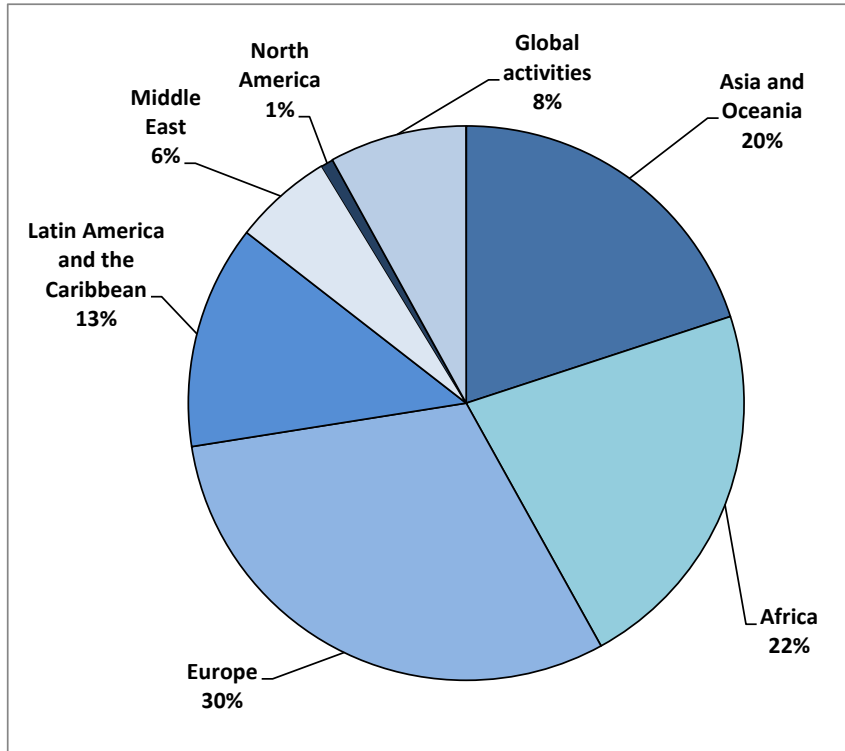


* Comprising 44 administrative projects and 2,356 operational projects.

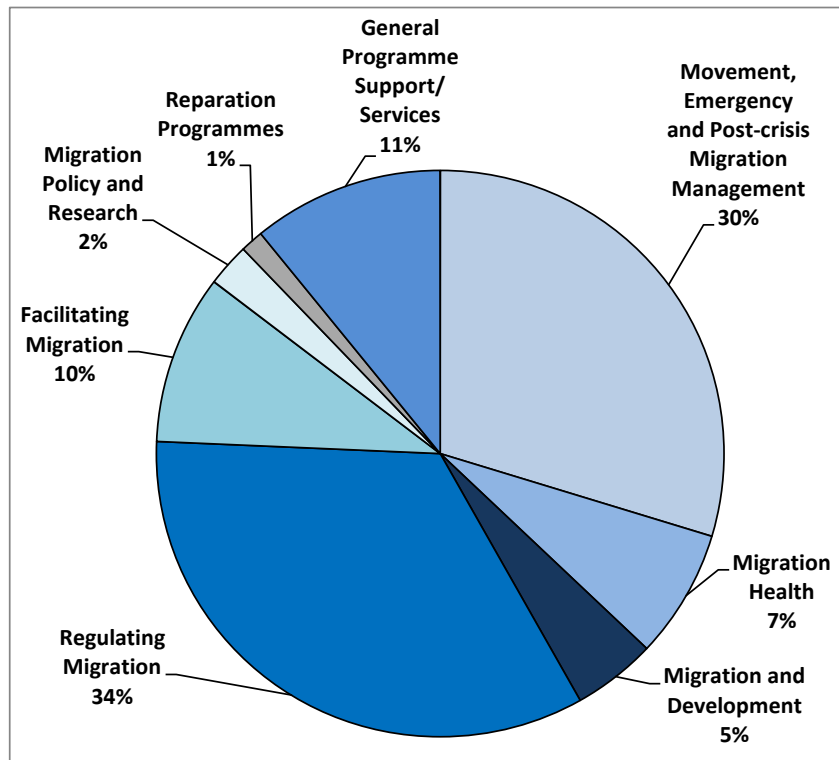
2. Number of active operational projects in 2014 (by service and regional classification)

	Asia and Oceania	Africa	Europe	Latin America and the Caribbean	Middle East	North America	Global activities	Total
Movement, Emergency and Post-crisis Migration Management	110	265	139	90	63	4	29	700
Migration Health	51	47	24	14	17		20	173
Migration and Development	9	24	32	36	6		5	112
Regulating Migration	144	108	377	84	32	7	46	798
Facilitating Migration	46	29	94	33	5	4	17	228
Migration Policy and Research	10	8	15	6	4		15	58
Reparation Programmes	3	2	2	21			3	31
General Programme Support/Services	97	35	37	23	9	2	53	256
Total	470	518	720	307	136	17	188	2 356

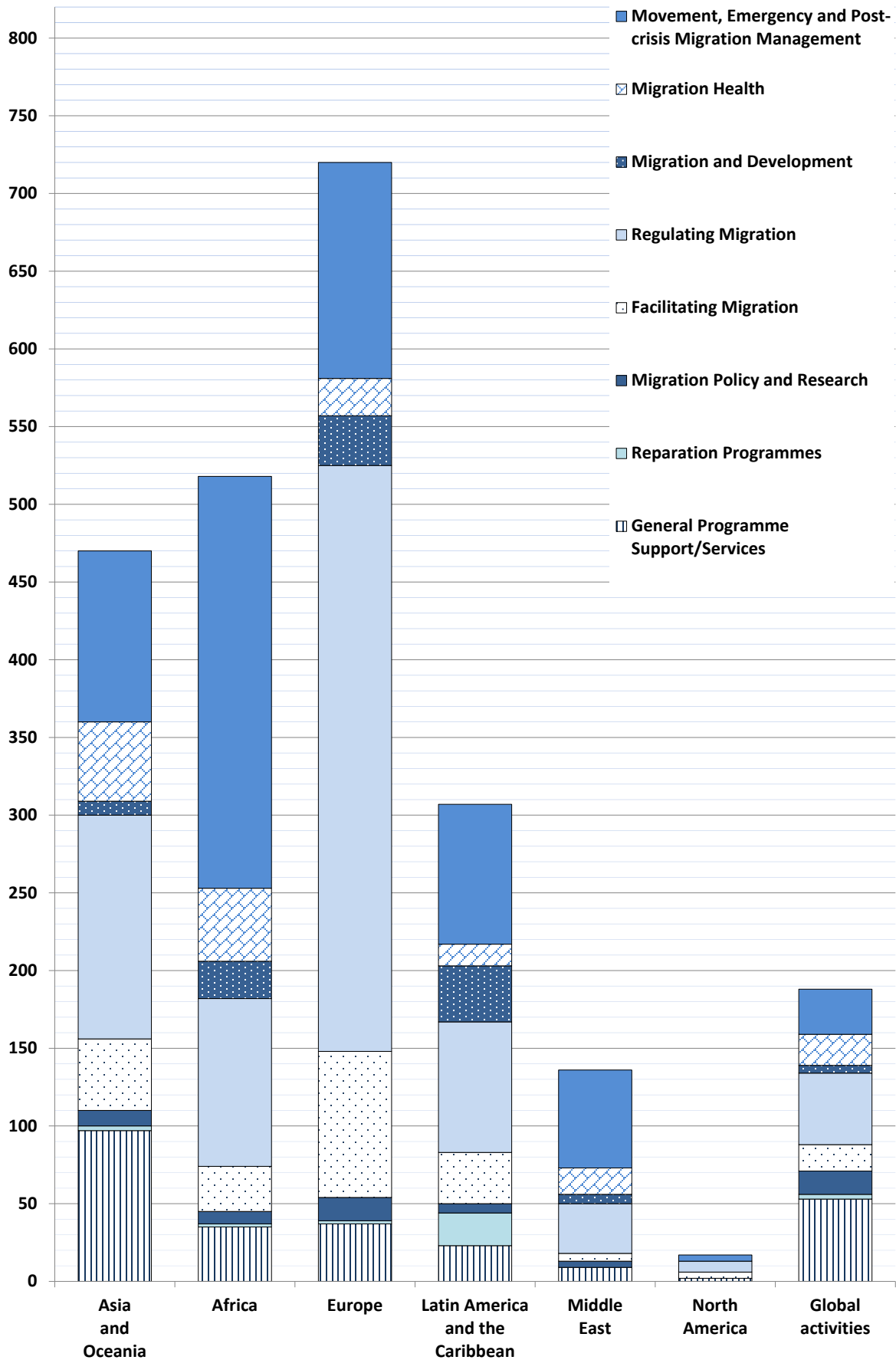
3. Breakdown of active operational projects in 2014 by region



4. Breakdown of active operational projects in 2014 by service classification



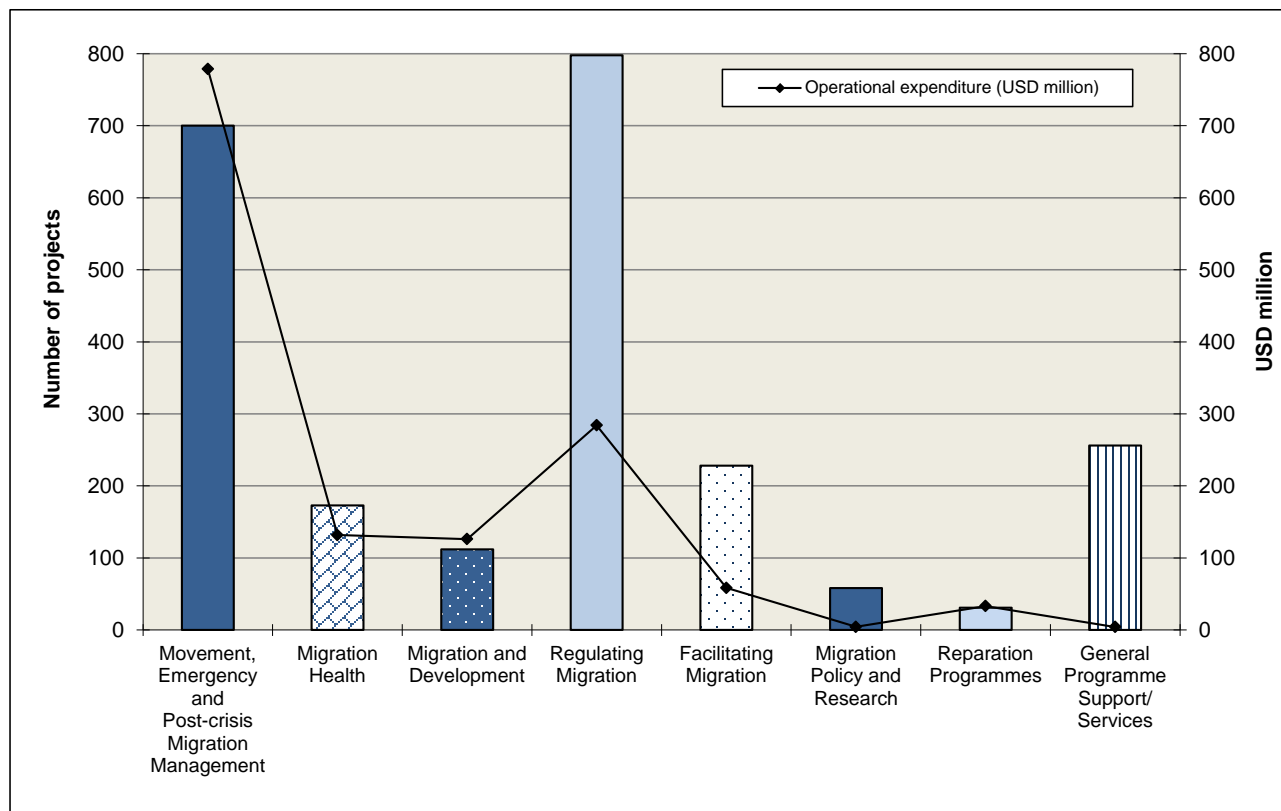
5. Number of active operational projects in 2014 (by service and regional classification)



6. Breakdown of active projects by service classification and operational expenditure, 2014

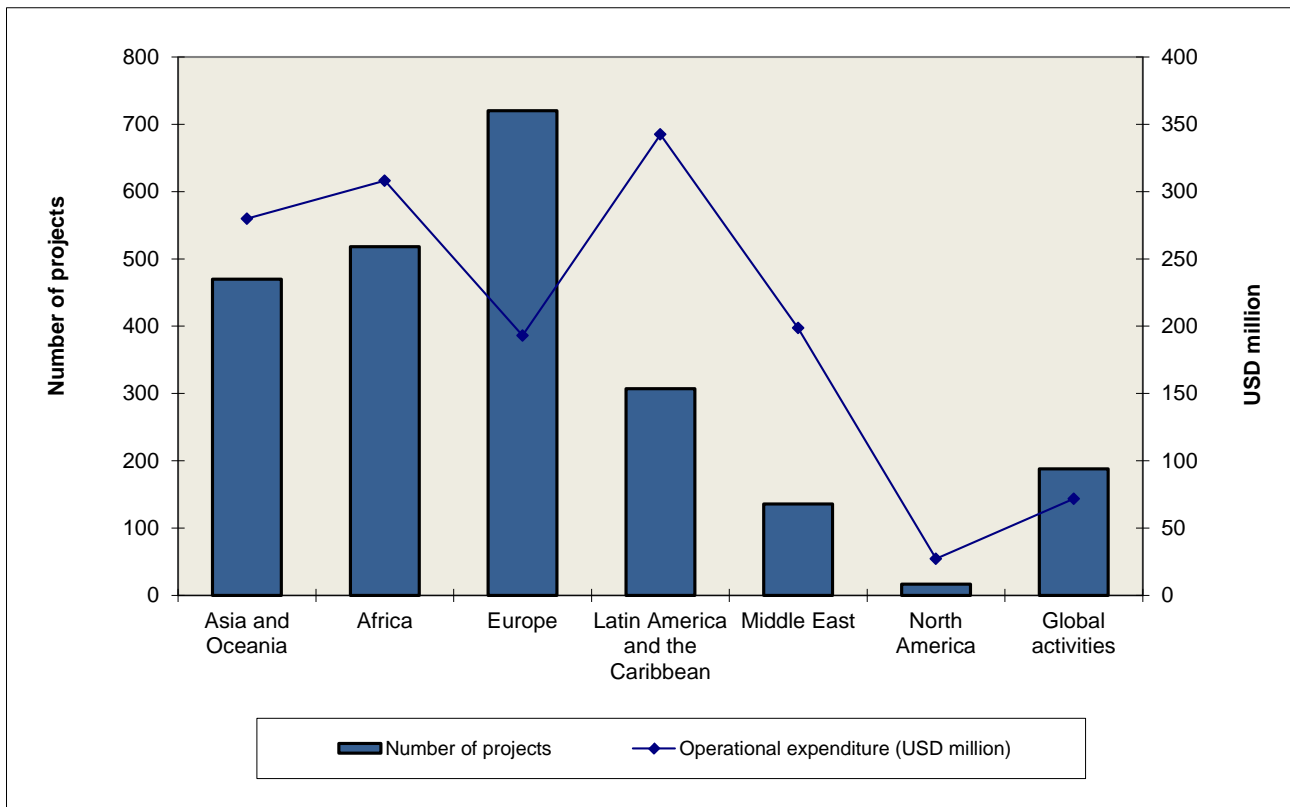
	Number of projects	Operational expenditure (USD million)*
Movement, Emergency and Post-crisis Migration Management	700	778.7
Migration Health	173	131.8
Migration and Development	112	126.1
Regulating Migration	798	284.1
Facilitating Migration	228	58.4
Migration Policy and Research	58	4.4
Reparation Programmes	31	33.2
General Programme Support/Services	256	4.2
Total	2 356	1 420.9

* Presented on a full accruals (IPSAS) basis.

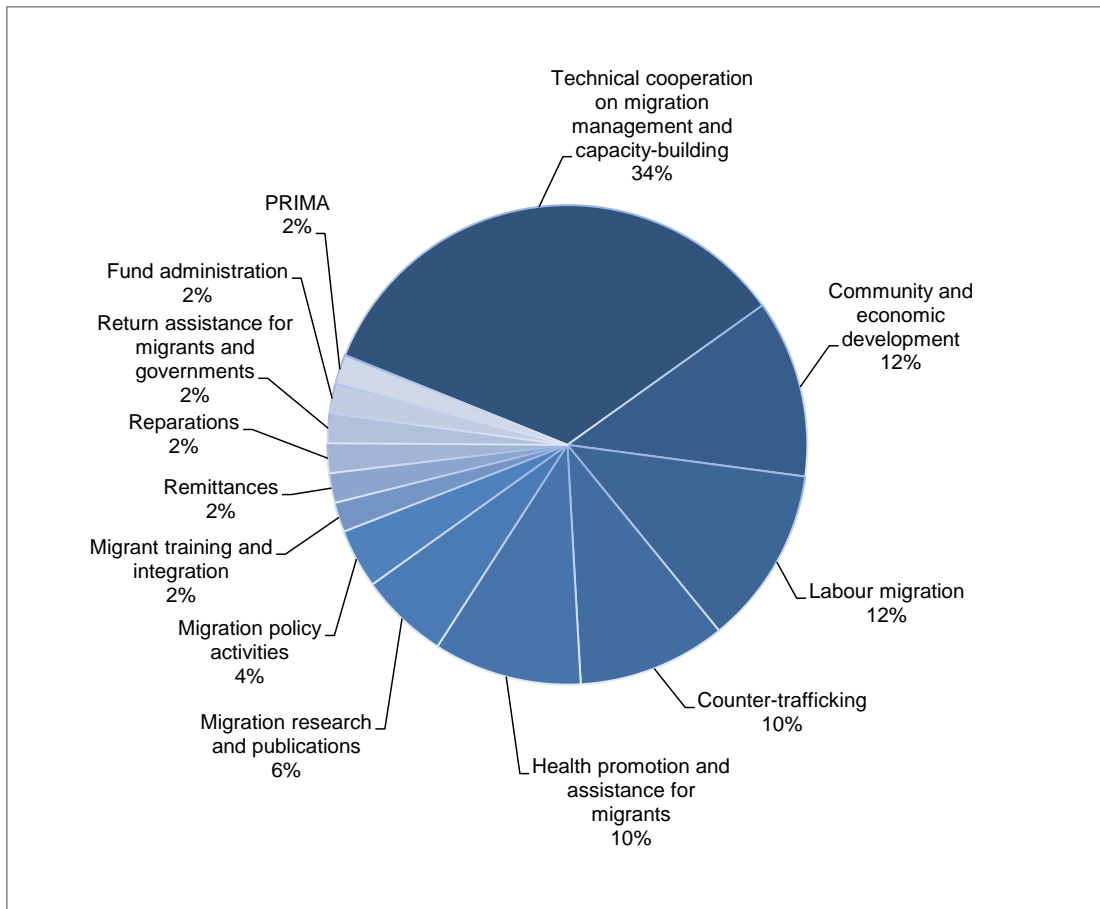


7. Breakdown of active projects by region and operational expenditure, 2014

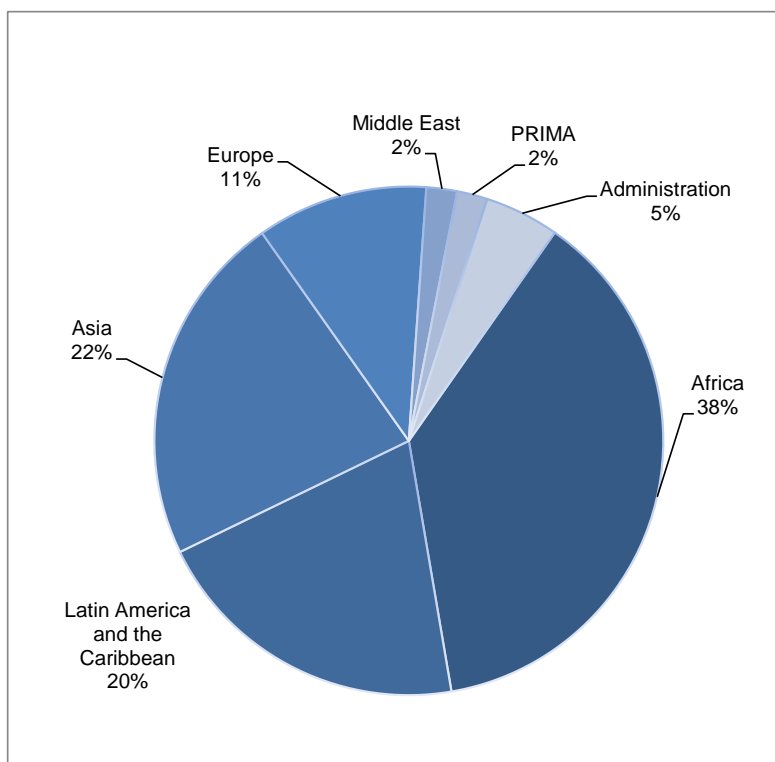
	Number of projects	Operational expenditure (USD million)
Asia and Oceania	470	279.8
Africa	518	308.0
Europe	720	193.0
Latin America and the Caribbean	307	342.4
Middle East	136	198.6
North America	17	27.3
Global activities	188	71.8
Total	2 356	1 420.9



8. Percentage distribution of IOM Development Fund allocations per project category in 2014



9. IOM Development Fund allocation percentages per region in 2014



MOVEMENT ACTIVITY

10. Movements by region of departure and destination

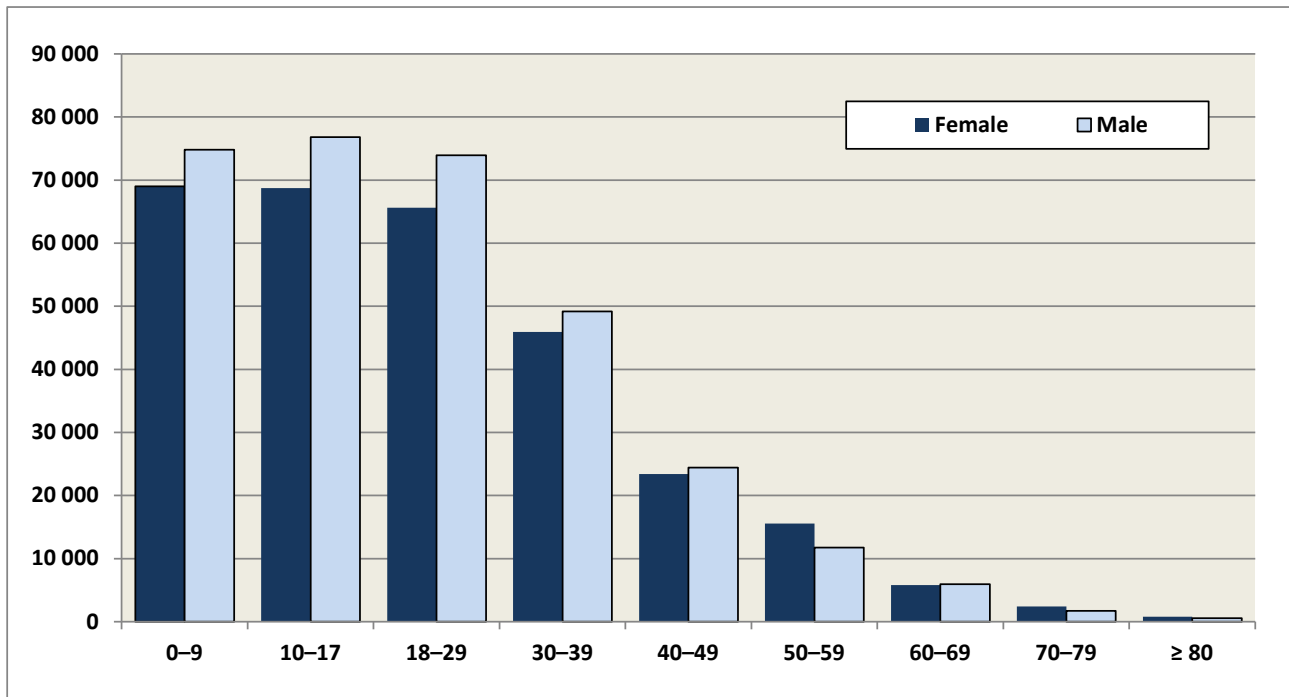
Region of departure	Area of departure	Total migrants	Region/Area of destination																						
			Africa			Middle East and North Africa		Americas			Asia and Oceania				Europe										
			Central and West Africa	East and Horn of Africa	Southern Africa	Africa Total	Middle East	North Africa	Middle East and North Africa total	Central America and the Caribbean	North America	South America	Americas total	Australia, New Zealand and Oceania	South Asia	South-East and Eastern Asia	South-Western Asia	Western and Central Asia	Asia and Oceania total	Central Europe	Eastern Europe	Northern Europe	South-Eastern Europe	Western and Southern Europe	Europe total
Africa	Central and West Africa	34 417	28 661	320	3	28 984				4	4 377	9	4 390	271	35	11	2		319	2	228			494	724
	East and Horn of Africa	232 981	314	207 431	8	207 753				2	17 300		17 302	1 350	2	7			1 359	186	3 993			2 388	6 567
	Southern Africa	5 373	253	80	1 437	1 770				6	2 552	1	2 553	830	1				831		187			32	219
	Africa total	272 771	29 228	207 831	1 448	238 507							24 245	2 451	38	18	2		2 509	188	4 408			2 914	7 510
Middle East and North Africa	Middle East	219 150	32	958		990	186 254	151	186 405		20 864	64	20 928	1 688	44	434	1		2 167	734	43	2 620	5	5 258	8 660
	North Africa	4 656	1 759	443	2 202	2 202	49	12	61		1 422		1 422	228	43	1	13		285	4	547			135	686
	Middle East and North Africa total	223 806	1 791	1 401		3 192	186 303	163	186 466		22 286	64	22 350	1 916	87	435	14		2 452	738	43	3 167	5	5 393	9 346
Americas	Central America and the Caribbean	4 571	1		1	4 415	1	1	4 415	225	4 147	43	4 415	12	1	1			14	3	9			128	140
	North America	1 766	4	13	19	36	20	2	22	106	2	615	723	21	26	47	18	11	123	765	18	6	46	27	862
	South America	6 250	2	6	9	17	5	11	16	108	1 858	284	2 250	1 630	13	58			1 701	15	18	161	8	2 064	2 266
	Americas total	12 587	7	19	28	54	26	13	39	439	6 007	942	7 388	1 663	40	105	19	11	1 838	783	36	176	54	2 219	3 268
Asia and Oceania	Australia and New Zealand	1 214	12	7	42	61	52	6	58	1	16	405	422	35	160	88	264	4	551	10	3	19	7	83	122
	Oceania	329	3	3	4	3	67	2	69	1			1	3	17		234		254					2	2
	South Asia	10 457	4		4	4				9 286			9 286	905	67				972			84		111	195
	South-East and Eastern Asia	26 981	14	33	1	48	4 817	2	4 819	8	18 245	20	18 273	2 805	311	132	230		3 478	6	2	70	285	363	
	South-Western Asia	12 056								7 651	7	7 658	2 556					2 558	65	1 608			167	1 840	
	Western and Central Asia	640	23			23	4	2	6		563		563	1	4	5	5		15	10	5	17	1	33	
	Asia and Oceania total	51 677	49	47	43	139	4 940	12	4 952	10	35 761	432	36 203	6 304	556	224	733	11	7 828	91	10	1 798	7	649	2 555
Europe	Central Europe	7 524	73	13	6	92	61	53	114	15	2 741	23	2 779	42	120	247	142	289	840	199	1 920	18	1 344	218	3 699
	Eastern Europe	2 205	15	2		17	1		1	1 809	26	1 835	81	9	48	3	95		236		60	26	30		116
	Northern Europe	2 352	109	148	15	272	319	40	359	13	38	26	77	4	238	47	430	390	1 109	4	364	1	126	40	535
	South-Eastern Europe	11 248	42	21	1	64	106	102	208	8	7 887	2	7 897	240	15	2	521	15	793	51	16	799	1	1 419	2 286
	Western and Southern Europe	32 312	1 126	211	138	1 475	955	969	1 924	271	703	3 474	4 448	169	1 572	754	4 539	2 907	9 941	742	3 527	56	9 019	1 180	14 524
	Europe total	55 641	1 365	395	160	1 920	1 442	1 164	2 606	307	13 178	3 551	17 036	536	1 954	1 088	5 635	3 696	12 919	996	5 887	900	10 490	2 887	21 160
	Grand total	616 482	32 440	209 693	1 679	243 812	192 711	1 352	194 063	762	101 461	4 999	107 222	12 870	2 675	1 880	6 403	3 718	27 546	2 796	5 976	10 449	10 556	14 062	43 839

12. Movements by budgetary region and service classification

Region	Service area classification	Total migrants
Africa	Emergency and Post-emergency Operations Assistance	235 247
	Resettlement Assistance	16 783
	Migrant Processing and Integration	4 199
	Repatriation Assistance	2 211
	Return Assistance for Migrants and Governments	1 236
	Counter-trafficking	603
	Labour Migration	74
Africa total		260 353
Asia and Oceania	Resettlement Assistance	36 807
	Migrant Processing and Integration	5 026
	Labour Migration	4 792
	Return Assistance for Migrants and Governments	1 817
	Humanitarian Assistance for Stranded Migrants	283
	Counter-trafficking	102
Asia and Oceania total		48 827
Europe	Return Assistance for Migrants and Governments	35 778
	Resettlement Assistance	14 733
	Migrant Processing and Integration	2 670
	Immigration and Border Management	1 071
	Counter-trafficking	135
	Repatriation Assistance	6
	Labour Migration	2
Europe total		54 395
Latin America and the Caribbean	Migrant Processing and Integration	6 912
	Repatriation Assistance	252
	Labour Migration	108
	Return Assistance for Migrants and Governments	55
	Counter-trafficking	52
Latin America and the Caribbean total		7 379
Middle East and North Africa	Emergency and Post-emergency Operations Assistance	186 696
	Resettlement Assistance	29 972
	Return Assistance for Migrants and Governments	934
	Migrant Processing and Integration	357
	Immigration and Border Management	313
	Counter-trafficking	250
Repatriation Assistance	112	
Middle East and North Africa total		218 634
North America	Resettlement Assistance	12 540
	Return Assistance for Migrants and Governments	1 244
	Migrant Processing and Integration	594
	Counter-trafficking	246
North America total		14 624
Global Support/Services	Resettlement Assistance	10 949
	Return Assistance for Migrants and Governments	1 194
	Counter-trafficking	83
	Repatriation Assistance	43
	Migrant Processing and Integration	1
Global Support/Services total		12 270
Grand total		616 482

13. Movement statistics by gender and age group

Age group	Gender		Total
	Female	Male	
0-9	69 019	74 823	143 842
10-17	68 747	76 835	145 582
18-29	65 637	73 934	139 571
30-39	45 944	49 177	95 121
40-49	23 418	24 424	47 842
50-59	15 556	11 730	27 286
60-69	5 824	5 963	11 787
70-79	2 397	1 723	4 120
≥ 80	784	547	1 331
Total	297 326	319 156	616 482



EXPENDITURES

14. IOM total expenditures, 2010–2014 (USD million)

	2010	2011	2012	2013	2014
Administrative programme	37	44	43	42	44
Operational programmes	1 322	1 265	1 187	1 192	1 421
Total expenditure for the year	1 359	1 309	1 230	1 234	1 465

Presented on a full accruals (IPSAS) basis (2011 and 2010 presented on a modified accruals basis).

15. Operational expenditures, 2010–2014 (by service classification) (USD million)

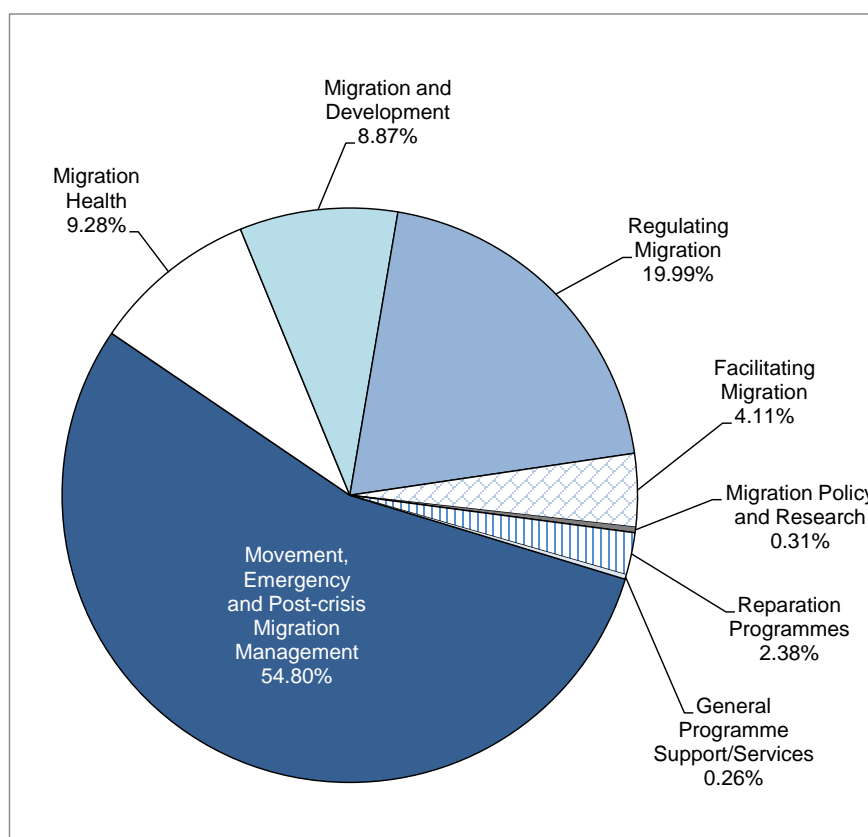
	2010	2011	2012	2013	2014
Movement, Emergency and Post-crisis Migration Management	676.5	774.1	688.3	665.9	778.7
Migration Health	64.1	73.3	88.4	96.5	131.8
Migration and Development	257.5	106.3	55.8	40.2	126.1
Regulating Migration	265.6	246.1	270.8	291.4	284.1
Facilitating Migration	49.1	52.2	52.3	56.2	58.4
Migration Policy and Research	3.9	4.9	6.8	6.4	4.4
Reparation Programmes	1.4	3.7	8.8	19.3	33.2
General Programme Support/Services	4.0	4.8	16.2	16.3	4.2
Total	1 322.1	1 265.4	1 187.4	1 192.2	1 420.9

Presented on a full accruals (IPSAS) basis (2011 and 2010 presented on a modified accruals basis).

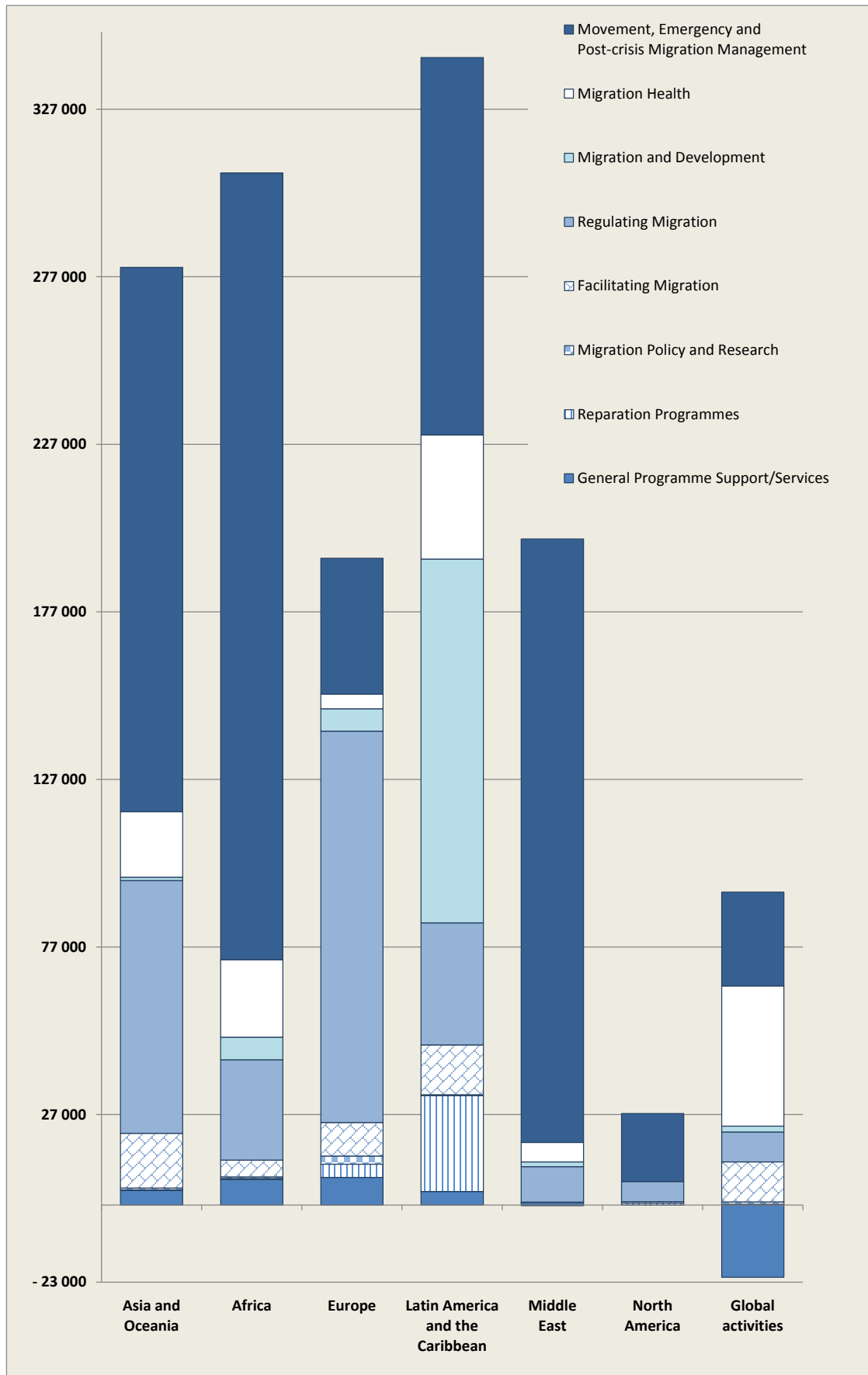
**16. Operational expenditure in 2014 (by service and regional classification)
(USD thousand)**

Service classification	Asia and Oceania	Africa	Europe	Latin America and the Caribbean	Middle East	North America	Global activities	Total
Movement, Emergency and Post-crisis Migration Management	162 412	234 765	40 509	112 601	180 077	20 318	27 980	778 662
Migration Health	19 544	23 131	4 404	37 030	5 830	0	41 853	131 792
Migration and Development	995	6 712	6 689	108 530	1 383	0	1 743	126 052
Regulating Migration	75 402	29 972	116 770	36 449	10 578	5 974	8 906	284 051
Facilitating Migration	16 363	4 997	9 996	14 861	-200	462	11 946	58 425
Migration Policy and Research	495	493	2 420	230	98	0	706	4 442
Reparation Programmes	154	260	3 947	28 632	0	0	240	33 233
General Programme Support/Services	4 405	7 645	8 262	4 057	803	572	-21 543	4 201
Total	279 770	307 975	192 997	342 390	198 569	27 326	71 831	1 420 858

17. Operational expenditure in 2014 (by service)

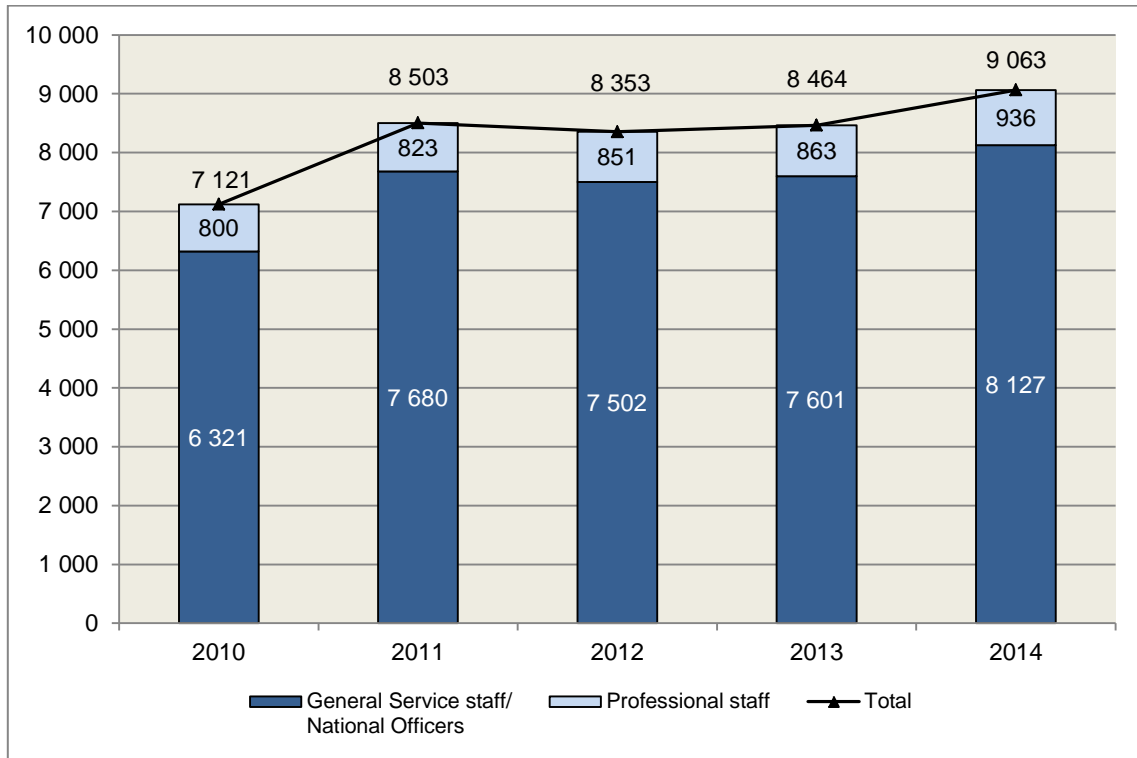


18. Operational expenditure in 2014 (by service and regional classification) (USD thousand)



IOM STAFFING¹ AND OCCUPATIONAL HEALTH

19. IOM staff worldwide (breakdown by category), 2010–2014



20. IOM staff worldwide (breakdown by category and gender), 2014

Gender	General Service staff/ National Officers	Professional staff	Total	Total %
Male	4 366	526	4 892	54
Female	3 761	410	4 171	46
Total	8 127	936	9 063	100

¹ All staffing statistics relate to figures as at 31 December of the relevant year.

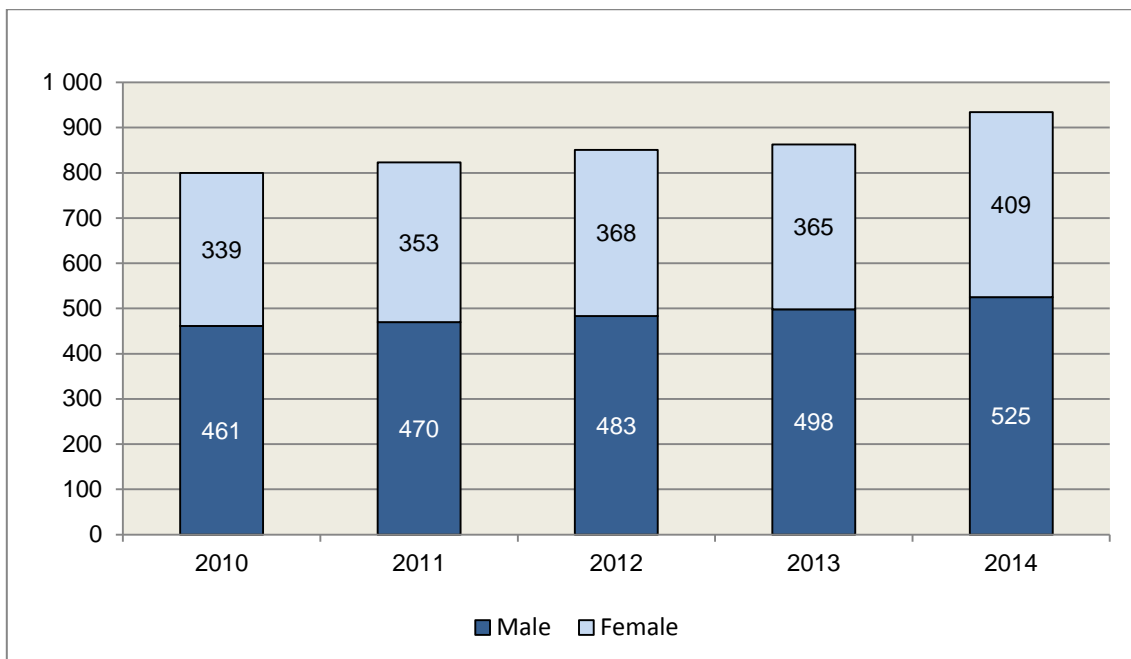
21. Professional staff by category, grade, location and gender, 2014

Category/Grade	Headquarters		Field		Total IOM Professional staff		
	F	M	F	M	F	M	Total
E-1 (Director General)	0	1	0	0	0	1	1
E-2 (Deputy Director General)	1	0	0	0	1	0	1
D-2	0	1	0	0	0	1	1
D-1	5	8	3	17	8	25	33
P-5	10	17	8	34	18	51	69
P-4	15	15	50	94	65	109	174
P-3	19	6	95	122	114	128	242
P-2	8	8	69	88	77	96	173
P-1	1	0	12	14	13	14	27
Ungraded	20	14	80	83	100	97	197
Junior Professional Officers	7	2	7	2	14	4	18
TOTAL	86	72	324	454	410	526	936

Excluding:

- Short-term consultants and staff on special leave without pay.
- Seconded/loaned officials.

22. Gender distribution of Professional staff, 2014



Excluding: Director General and Deputy Director General.

Nationals of IOM Member States	Category/Grade											Total
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	JPO	
Swaziland												0
Sweden					2	1	3			1	1	8
Switzerland				1	7	4	1	2	2	4		21
Tajikistan						1	1	1				3
Thailand						1	4	6				11
The former Yugoslav Republic of Macedonia					1	4	3	4		1		13
Timor-Leste												0
Togo												0
Trinidad and Tobago												0
Tunisia							1			1		2
Turkey							1			2		3
Turkmenistan						1	1					2
Uganda						1		3		13		17
Ukraine						1	1	1				3
United Kingdom				2	3	9	12	5	1	11		43
United Republic of Tanzania												0
United States of America	1			3	7	33	20	16	3	31		114
Uruguay				3	1		1			1		6
Vanuatu												0
Venezuela (Bolivarian Republic of)												0
Viet Nam												0
Yemen												0
Zambia								1				1
Zimbabwe							2	4	1	1		8
Nationals of Observer and non-Member States	Category/Grade											Total
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	JPO	
Bahrain												0
Bhutan												0
China						1						1
Cuba												0
Eritrea										1		1
Indonesia							7	5		1		13
Iraq							2	1				3
Lebanon						1	1	2	1	1		6
Malaysia						1	1	1				3
Qatar												0
Russian Federation					1	2	5	2				10
San Marino												0
Sao Tome and Principe												0
Saudi Arabia												0
Syrian Arab Republic							1			1		2
TOTAL	1	1	1	33	69	174	242	173	27	197	18	936

UG: Ungraded; JPO: Junior Professional Officer.

25. Breakdown of Headquarters and Field General Service category staff by nationality and gender, 2014

Nationals of IOM Member States	Headquarters		Field				Total
	General Service		General Service		National Officers		
	F	M	F	M	F	M	
Afghanistan			31	153		15	199
Albania		1	9	3	2		15
Algeria				4			4
Angola			1	6	1	1	9
Antigua and Barbuda							0
Argentina			21	8	1	1	31
Armenia			11	10	2	1	24
Australia	1		15	10		1	27
Austria			13	7		2	22
Azerbaijan			8	5			13
Bahamas							0
Bangladesh			26	41	3	8	78
Belarus			13	11	1		25
Belgium			20	16		1	37
Belize				1			1
Benin				2			2
Bolivia (Plurinational State of)			5	8			13
Bosnia and Herzegovina	1		14	11			26
Botswana			2				2
Brazil			3	2		1	6
Bulgaria	1		3	5	1	1	11
Burkina Faso			4	2			6
Burundi			3	9			12
Cabo Verde			2				2
Cambodia			15	11		2	28
Cameroon			2	3	1		6
Canada	1		7	4	2	1	15
Central African Republic			2	16			18
Chad			9	50			59
Chile			8	4			12
Colombia			256	179	28	35	498
Comoros							0
Congo		1	2	3		2	8
Costa Rica			18	11	1	3	33
Côte d'Ivoire			9	9		1	19
Croatia				1	1		2
Cyprus			1				1
Czech Republic			5	6	1		12
Democratic Republic of the Congo			22	73	1		96
Denmark			1				1
Djibouti			1	7	1	1	10
Dominican Republic			4	2			6
Ecuador			17	8			25
Egypt			25	40	3	2	70
El Salvador			16	14	1		31
Estonia			2	1	1		4
Ethiopia		1	80	170	8	9	268
Fiji							0
Finland			13	7		1	21
France	17	5	18	6			46
Gabon			1				1

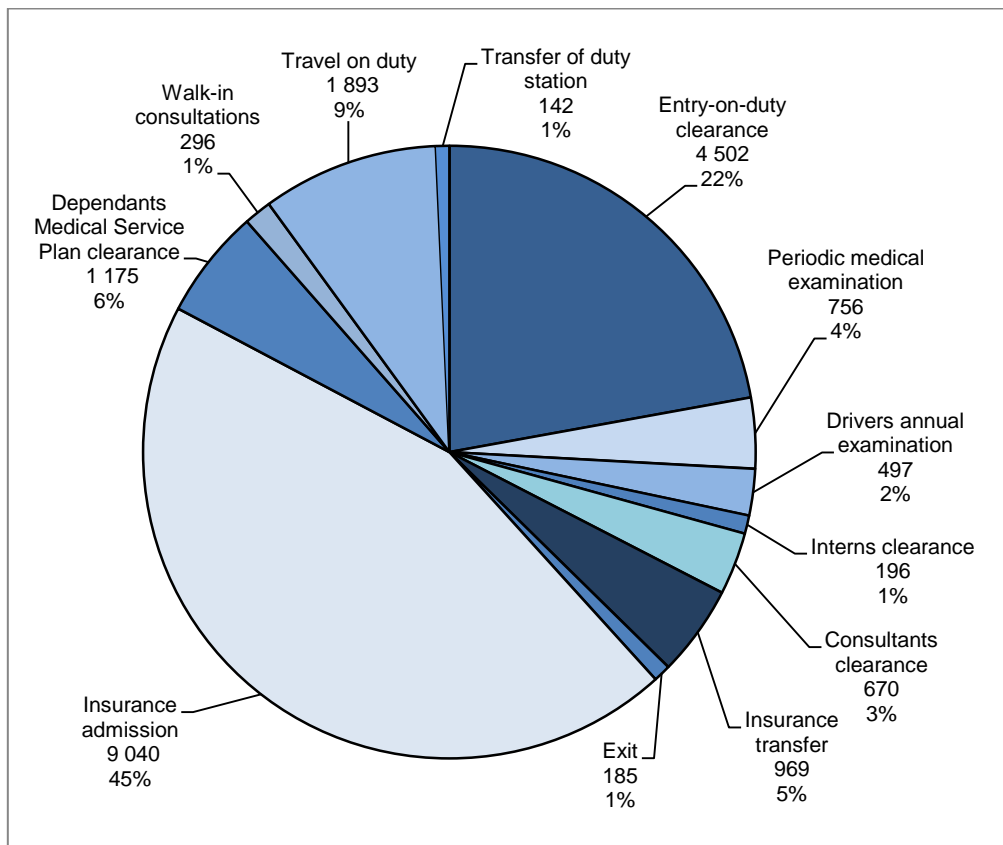
Nationals of IOM Member States	Headquarters		Field				Total
	General Service		General Service		National Officers		
	F	M	F	M	F	M	
Gambia				1			1
Georgia			22	8	3		33
Germany			32	9		1	42
Ghana	1		18	30	3	1	53
Greece			42	18		1	61
Guatemala			2	6			8
Guinea			8	14		1	23
Guinea-Bissau				1		1	2
Guyana			10	13	1		24
Haiti			106	303	4	3	416
Holy See							0
Honduras			16	10			26
Hungary			6	5			11
Iceland							0
India			3	8	1		12
Iran (Islamic Republic of)			5	11		1	17
Ireland			5		1		6
Israel							0
Italy	4	2	38	12	6	1	63
Jamaica			12		1		13
Japan			8	2	1		11
Jordan			143	140	10	3	296
Kazakhstan			11	4	5		20
Kenya			146	160	11	8	325
Kyrgyzstan			6	6	3		15
Latvia			2			1	3
Lesotho			1				1
Liberia			12	38			50
Libya			10	12			22
Lithuania			11	4	2		17
Luxembourg							0
Madagascar			1				1
Malawi			3	1			4
Maldives			2				2
Mali			14	38		1	53
Malta			1	1			2
Marshall Islands			1	2			3
Mauritania				4		2	6
Mauritius			2	2	1		5
Mexico	1		43	34			78
Micronesia (Federated States of)			6	4			10
Mongolia			1		1		2
Montenegro			4				4
Morocco			15	21			36
Mozambique			4	10	1		15
Myanmar			127	116	8	3	254
Namibia			3				3
Nauru							0
Nepal			133	205	5	11	354
Netherlands	1		28	26	5	6	66
New Zealand			1		1		2
Nicaragua			7	3	1	1	12
Niger			2	18		1	21
Nigeria			28	26	4	4	62

Nationals of IOM Member States	Headquarters		Field				Total
	General Service		General Service		National Officers		
	F	M	F	M	F	M	
Norway			12	7			19
Pakistan			46	123	10	10	189
Panama			17	7	2	4	30
Papua New Guinea			8	22			30
Paraguay			5			1	6
Peru		1	15	18		3	37
Philippines	1		306	210	28	28	573
Poland			33	8	2		43
Portugal			4	2			6
Republic of Korea			4	1	1		6
Republic of Moldova			56	27	3	4	90
Romania		1	15	8	1	3	28
Rwanda			7	13		1	21
Saint Vincent and the Grenadines							0
Samoa							0
Senegal			15	12	1		28
Serbia			23	38		1	62
Seychelles							0
Sierra Leone			13	37		1	51
Slovakia			37	16	1		54
Slovenia			1				1
Somalia			6	26	1	2	35
South Africa			21	11	6	2	40
South Sudan			43	290			333
Spain	2		18	5	1	1	27
Sri Lanka		1	36	73	1	3	114
Sudan			35	108		4	147
Suriname							0
Swaziland							0
Sweden			2		1		3
Switzerland	15	6	9	6			36
Tajikistan			9	15	1	2	27
Thailand			122	70	1	2	195
The former Yugoslav Republic of Macedonia	1	2	10				13
Timor-Leste			4	11	1	2	18
Togo				2			2
Trinidad and Tobago			1				1
Tunisia			25	17	2		44
Turkey			19	19	1	2	41
Turkmenistan			2	2	1		5
Uganda			35	25	1	2	63
Ukraine			73	34	8	6	121
United Kingdom	3	1	13	9			26
United Republic of Tanzania	2		15	15	1	3	36
United States of America	2		40	22	1	2	67
Uruguay	2		4				6
Vanuatu							0
Venezuela (Bolivarian Republic of)			5	2			7
Viet Nam			40	15	4	4	63
Yemen			23	46	2		71
Zambia			7	12			19
Zimbabwe			22	25	2	3	52

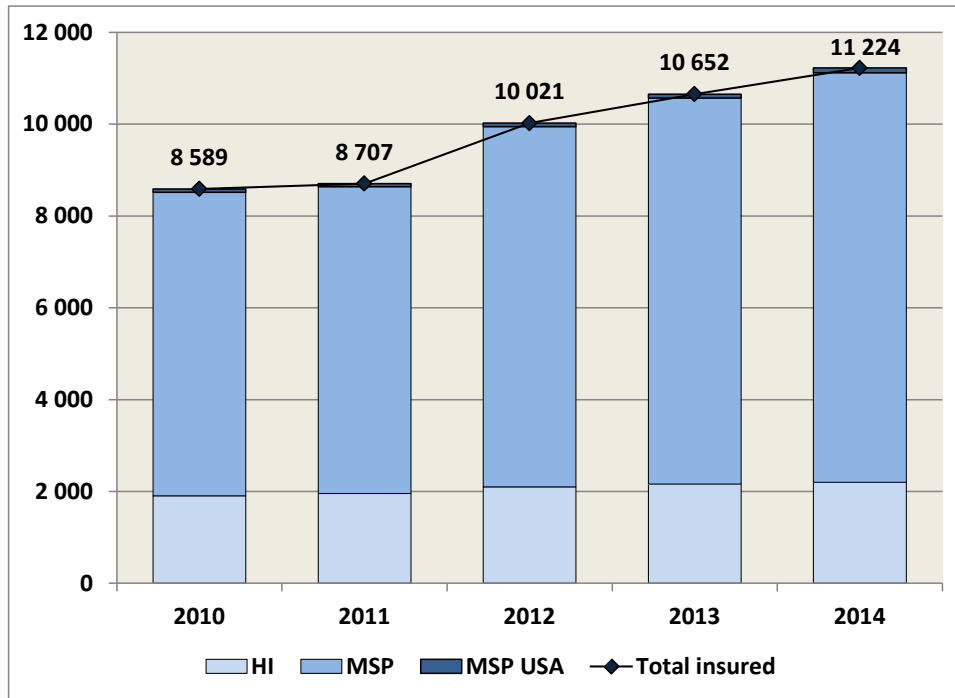
Nationals of Observer and non-Member States and other	Headquarters		Field				Total
	General Service		General Service		National Officers		
	F	M	F	M	F	M	
Bahrain							0
Barbados		1					1
Bhutan							0
China			9	3		1	13
Cuba			2				2
Eritrea			4	3			7
Indonesia	1		116	114	8	6	245
Iraq			38	125	1	9	173
Kuwait			2				2
Lao People's Democratic Republic			4			1	5
Lebanon			41	32			73
Malaysia				1			1
Qatar							0
Russian Federation			57	15	6	2	80
San Marino							0
Sao Tome and Principe							0
Saudi Arabia							0
Syrian Arab Republic			90	112	6	4	212
Uzbekistan				1			1
Other			1	4			5
Total	57	23	3 459	4 084	245	259	8 127

Note: More statistics on IOM staff members are available in the yearly human resources management reports.

26. Occupational Health Unit medical examinations



27. Total number of insured staff and dependants



HI: Health insurance; MSP: Medical Service Plan

Annex II

IOM STRATEGY POINTS

The IOM Strategy, as approved through Council Resolution No. 1150 of 7 June 2007, outlined 12 points that would assist the Organization in achieving its primary goal of facilitating the orderly and humane management of international migration. The IOM Strategy is reviewed every three years and its 12 points are as below:

1. To provide secure, reliable, flexible and cost-effective services for persons who require international migration assistance.
2. To enhance the humane and orderly management of migration and the effective respect for the human rights of migrants in accordance with international law.
3. To offer expert advice, research, technical cooperation and operational assistance to States, intergovernmental and non-governmental organizations and other stakeholders, in order to build national capacities and facilitate international, regional and bilateral cooperation on migration matters.
4. To contribute to the economic and social development of States through research, dialogue, design and implementation of migration-related programmes aimed at maximizing migration's benefits.
5. To support States, migrants and communities in addressing the challenges of irregular migration, including through research and analysis into root causes, sharing information and spreading best practices, as well as facilitating development-focused solutions.
6. To be a primary reference point for migration information, research, best practices, data collection, compatibility and sharing.
7. To promote, facilitate and support regional and global debate and dialogue on migration, including through the International Dialogue on Migration, so as to advance understanding of the opportunities and challenges it presents, the identification and development of effective policies for addressing those challenges and to identify comprehensive approaches and measures for advancing international cooperation.
8. To assist States to facilitate the integration of migrants in their new environment and to engage diasporas, including as development partners.

9. To participate in coordinated humanitarian responses in the context of inter-agency arrangements in this field and to provide migration services in other emergency or post-crisis situations as appropriate and as relates to the needs of individuals, thereby contributing to their protection.¹
10. To undertake programmes which facilitate the voluntary return and reintegration of refugees, displaced persons, migrants and other individuals in need of international migration services, in cooperation with other relevant international organizations as appropriate, and taking into account the needs and concerns of local communities.
11. To assist States in the development and delivery of programmes, studies and technical expertise on combating migrant smuggling and trafficking in persons, in particular women and children, in a manner consistent with international law.
12. To support the efforts of States in the area of labour migration, in particular short-term movements, and other types of circular migration.

¹ Although IOM has no legal protection mandate, the fact remains that its activities contribute to protecting human rights, having the effect, or consequence, of protecting persons involved in migration.