COUNCIL

111th Session

ANNUAL REPORT FOR 2019

NOTE

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ANNEXES

ACRONYMS

AAP	Accountability to affected populations
CCCM	Camp coordination and camp management
CSO	Civil society organization
DTM	Displacement Tracking Matrix
ECOWAS	Economic Community of West African States
GFMD	Global Forum on Migration and Development
IASC	Inter-Agency Standing Committee
IATI	International Aid Transparency Initiative
ICT	Information and communications technology
IDM	International Dialogue on Migration
IDPs	Internally displaced persons
iGATOR	Integrated Global Airlines Ticket Order Record
ILO	International Labour Organization
IRIS	International Recruitment Integrity System
MiGOF	Migration Governance Framework
MiMOSA	Migration Management and Operational Systems Application
NFI	Non-food item
NGO	Non-governmental organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OECD	Organisation for Economic Co-operation and Development
PRIMA	Project Information and Management Application
PRISM	Processes and Resources Integrated Systems Management
PSEA	Protection from sexual exploitation and abuse
SCAAN	IOM Security Communications and Analysis Network
SDGs	Sustainable Development Goals
UNCCD	United Nations Convention to Combat Desertification
UNCT	United Nations country team
UNDIS	United Nations Disability Inclusion Strategy
UNDSS	United Nations Department of Safety and Security
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSMS	United Nations security management system
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
WASH	Water, sanitation and hygiene

FOREWORD

The activities encapsulated within the Annual Report for 2019 are reflective of the efforts made throughout the year to strengthen IOM as a critical policy partner for States, while reinforcing our core operations on the ground.

In 2019 IOM continued to grow. The Organization's combined total revenue, comprising assessed contributions, voluntary contributions and other income, increased by 17 per cent compared with 2018 and reached USD 2.13 billion. At the same time, the number of staff grew by 17 per cent to 14,811 by the end of the year.

A number of major institutional developments took place in 2019 stemming from the elaboration of the IOM Strategic Vision, the strengthened Internal Governance Framework, and our growing role in the United Nations system. The creation of the Policy Hub, the establishment of the United Nations Network on Migration Secretariat and the Fund Management Unit of the Start-up Fund for Safe, Orderly and Regular Migration, and work to develop a new strategic results framework, all reflect an organization reaching a new maturity. Under the aegis of the Internal Governance Framework, we have begun to deliver on critical areas of operational effectiveness, not least through strengthening our internal justice system, but also by strengthening the capacities of our nine regional offices.

Following the adoption of the Global Compact for Safe, Orderly and Regular Migration in late 2018, IOM has committed itself to providing assistance to those States that request support to implement the Global Compact. Since the adoption of the Global Compact, over 120 IOM offices reported that they had provided assistance in this regard with nearly 50 country or regional migration coordination mechanisms, including local extensions of the United Nations Network on Migration. Meanwhile, IOM launched its Institutional Strategy on Migration and Sustainable Development, to support IOM offices across the world in realizing the ambitions of the 2030 Agenda for Sustainable Development.

On the ground, our crisis-related programming reached over 28 million people in more than 75 countries in need of assistance, including Bangladesh, Nigeria, the Syrian Arab Republic and Yemen, which all remained Level 3 emergencies. The Organization remained deeply involved in inter-agency coordination of humanitarian assistance, leading on particular aspects of response in countries such as Colombia, South Sudan and Turkey.

As we continue along the journey to realize our Strategic Vision, I hope that you can see ample evidence in this Report of the commitment, purpose and innovation that each and every staff member brings to IOM on a daily basis. I applaud their work and thank you for your support.

António Vitorino
Director General

INTRODUCTION

1.   The Annual Report for 2019 presents the results achieved by the Organization during the 1 January to 31 December reporting period. The information provided is based on the reports given in the institutional questionnaire, which was completed by IOM regional and country offices.

2.   The institutional questionnaire enjoyed a 100 per cent response rate for this reporting period, with all nine regional offices participating in the data collection exercise. Regional and country offices provided details of their major achievements, a summary of which is given in the present report under the relevant MiGOF principle or objective. The second part of the report, on organizational effectiveness, focuses on IOM's achievements relating to internal performance, thus demonstrating a clearer link between achievements and impact in the field, and efficiency and effectiveness within the Organization itself.

2019 HIGHLIGHTS

3.   During the first full year under the leadership of Director General António Vitorino, the Organization undertook a number of institutional processes designed to ensure that IOM is fit for purpose for the coming decade.

4.   The IOM Strategic Vision, which spans the period 2019–2023, is the Director General's articulation of how IOM as an organization needs to develop in order to meet new and emerging responsibilities. The Strategic Vision offers a common narrative about what is important about IOM's work, sets out issues in which the Organization expects to engage further and identifies areas requiring institutional-strengthening. Following an internal consultation during the first part of 2019, the Strategic Vision was circulated to Member States for their input and reflection. The final document was presented at the IOM Council in November, along with a series of proposed next steps.

5.   In parallel, the Deputy Director General embarked on the development of the Internal Governance Framework, designed to strengthen and modernize internal processes to meet the needs of a rapidly growing organization. During the year, the Organization embarked on the first phase of reform, including investments in ICT upgrades, a strategy for improved financial controls, and planning for business transformation and the next generation enterprise resource planning system. In addition, IOM further strengthened internal justice through the appointment of two new legal positions, expansion of the investigations budget and a new case management system.

6.   A driver for this work was increased focus on migration within the United Nations system and the Global Compact for Safe, Orderly and Regular Migration, adopted in December 2018. IOM has committed to supporting States in their implementation of the Global Compact, with over 120 offices reporting that they had provided assistance in this regard in 2019.

7.   In January, the Secretariat of the United Nations Network on Migration was established at IOM Headquarters. The Network was created by the United Nations Secretary-General to ensure effective, timely and coordinated system-wide support to States in their implementation, follow-up and review of the Global Compact and includes 38 United Nations system entities. IOM serves as the Network Coordinator and Secretariat.

8.   Key activities of the Network included the inaugural Principals meeting in May, chaired by the Director General, and the first annual meeting of the Network in December. 2019 also saw the launch of the Start-up Fund for Safe, Orderly and Regular Migration and the establishment of the Fund

Management Unit. The Fund had a target of USD 25 million for its first year of operations and is governed by a Steering Committee comprising States, United Nations system entities and a broad range of partners.

9.   During the year, the Network Secretariat developed a full workplan, established working groups for priority areas, and began to establish the Network at regional and country level. IOM also took the lead in delivering on several core priorities, including the establishment of a global knowledge platform and connection hub and the development of guidance for UNCTs on helping States implement the Global Compact.

10.   Another major institutional development was the creation of the Policy Hub. This unit was established within the Office of the Director General in response to growing calls from Member States for IOM to build its capacity for policy development and coordination across the Organization. In essence, this involves two distinct yet interrelated pillars of work: knowledge management and facilitating collaborative cross-organizational work.

11.   At the request of the Director General, the Policy Hub also embarked on the development of a comprehensive IOM migration data strategy in line with the IOM Strategic Vision. This involved the establishment of several data task forces to enhance quality and consistency throughout the IOM migration data life cycle and whose work will feed into the migration data strategy.

12.   With respect to knowledge management, the Policy Hub made considerable progress in developing the IOM Migration Policy Repository, a sharing and learning resource for IOM staff. The Repository was rolled out to all regions and at Headquarters during the second half of 2019. By the end of the year, more than 150 policies and policy support works had been registered from 55 offices, regional offices and Headquarters divisions. The Policy Hub also created a staff exchange programme for specialist field staff come to the unit to share their knowledge and further develop IOM's policy approaches on substantive migration issues. The first such exchange focused on IOM engagement with the private sector on labour supply chain integrity and migrant worker protection.

13.   Institutional development does not come at the expense of IOM's operational effectiveness, but is intended to further support it. In 2019, crisis-related programming reached over 28 million people in more than 75 countries in need of assistance, including Bangladesh, Nigeria, the Syrian Arab Republic and Yemen, which all remained Level 3 emergencies. The Organization remained deeply involved in inter-agency coordination of humanitarian assistance, leading on particular aspects of response in countries such as Colombia, South Sudan and Turkey. In addition, IOM supported the resettlement, humanitarian admission and relocation of over 100,000 refugees and other vulnerable populations, assisted over 400,000 beneficiaries with temporary and long-term visa applications, and assisted over 100,000 with family reunification processes. IOM provided or assisted in the provision of over 400,000 migration health assessments for refugees and migrants across almost 100 countries, and also gave health assistance to returnees and beneficiaries of counter-trafficking programming.

PRINCIPLE 1: ADHERENCE TO INTERNATIONAL STANDARDS AND FULFILMENT OF MIGRANTS' RIGHTS

Supporting States' adherence to international standards

14.   Good migration governance requires compliance with international law, including human rights, which is reflected in MiGOF Principle 1: Adherence to international standards and fulfilment of migrants' rights. With the adoption of the Global Compact for Safe, Orderly and Regular Migration in

December 2018 by the United Nations General Assembly, States reiterated their commitment to protecting the human rights of migrants. With the inception of the Global Compact implementation phase in 2019, IOM continued to support those States that accepted the Global Compact to ensure that its implementation outputs were aligned with international standards.

15.   During the reporting period, assistance to Member States to ensure adherence to migration-related international standards was provided by IOM offices in all regions. One hundred and twenty-two offices reported having supported Member States in meeting their commitments towards adherence to international standards and good governance, with national governments explicitly requesting 101 of these offices for support.

16.   In promoting adherence to international standards and fulfilment of migrants' rights, IOM engaged with government officials, CSOs and the private sector through workshops and training, which focused on topics such as human rights at international borders, international standards relating to trafficking and smuggling, rights of migrant workers, protection of migrant children and their families, access to justice for migrants and alternatives to detention.

17.   Furthermore, 61 offices submitted information to the international or regional human rights monitoring bodies or supported a national human rights commission to advance the protection of migrants' rights.

18.   IOM also provided assistance and technical advice to governments to develop and review laws and policies to strengthen adherence to international law. The wide range of support offered included compliance assessments, technical cooperation, secondment of IOM staff to government institutions to support alignment with and effective implementation of international law, and consultations with relevant stakeholders on the implementation of international standards.

19.   In Armenia, for instance, IOM support led to an improvement in market regulations through the implementation of work permit issuance systems for foreign workers in the country. The government decree regulating the issuance of work permits was amended and business procedures were drafted in line with international standards. In Mauritania, IOM's support to the Ministry of Justice in revising legal frameworks on smuggling and trafficking resulted in a draft bill containing rights for victims of trafficking and reinforced protections for smuggled migrants. In the Niger, IOM provided legal advice to the Government on the national disarmament, demobilization and reintegration framework, which led to the adoption of an amended Criminal Code and supported the development and adoption of a national programme addressing former Boko Haram combatants.

20.   In a joint initiative, IOM and the European Union organized technical and high-level intergovernmental consultations with the Governments of Ethiopia, Kenya and the United Republic of Tanzania and training on international migration law for government officials. The outcome of these initiatives was the adoption of a set of agreed recommendations, developed to lay the groundwork for future policy work in alignment with international standards. In Costa Rica, IOM collaborated on the development of the Regional Framework Law on Migration, with an emphasis on human rights, approved by the Forum of Presidents of Legislative Branches in Central America and the Caribbean (FOPREL) in August.

A principled approach in the Organization

21.   Throughout the reporting period, IOM worked to improve the recognition and protection of the rights of migrants, irrespective of their nationality or migration status, as migrants are often vulnerable to rights violations if living in precarious situations in receiving States.

Principled humanitarian action

22.   IOM is committed to principled humanitarian action. The Organization's humanitarian policy (C/106/CRP/20) and the accompanying operational guidance frame its emergency response, which is guided by humanitarian principles, norms and professional standards. Adherence to the four core humanitarian principles of humanity, impartiality, neutrality and independence make it easier to access those in need of humanitarian assistance, to manage uncertainty and risk in volatile environments, to navigate humanitarian challenges and to enhance protective programming. Humanitarian principles continued to inform IOM's operational and strategic decision-making, for example, in Afghanistan, Iraq, Nigeria and South Sudan.

23.   The Organization continued to invest in meeting its humanitarian commitments and delivering safe, accountable and effective responses. Within the multi-annual capacity-strengthening initiative in collaboration with the International Association of Professionals in Humanitarian Assistance and Protection, 126 IOM staff achieved one or more professional humanitarian certifications with sector-wide recognition through the Association's practice-based Credentialing Program, which promotes the highest of professional standards. Humanitarian principles were mainstreamed in the Organization's institutional training programmes, for instance the Chiefs of Mission Training, the Senior Emergency Leadership and Coordination Training, the Emergency Response Induction Training and the Counter-Trafficking in Crisis Training. At least 1,100 staff were trained on mainstreaming protection across all IOM programming, ensuring that IOM leads by example in its principled humanitarian action.

24.   Demonstrating its commitment to strengthening institutional learning in humanitarian action, in 2019, IOM became a member of ALNAP, a global network of NGOs, United Nations agencies, members of the International Red Cross and Red Crescent Movement, donors, academics, networks and consultants dedicated to learning how to improve response to humanitarian crises. Additionally, the 2019 Regional IOM–NGO Humanitarian Consultation, co-organized with the International Council of Voluntary Agencies, was held in October in Istanbul and focused on humanitarian access in emergencies and protracted crises in the Middle East and North Africa. These consultations are held annually to promote dialogue with current and prospective NGO partners in crisis response, with the aim of strengthening cooperation and ultimately better serving crisis-affected populations.

Gender equality and gender mainstreaming

25.   The Organization stepped up its efforts to promote gender equality and gender mainstreaming at the global level and continued to provide technical support in this area to its regional and country offices.

26.   In the field, 140 IOM offices reported that gender equality considerations had been mainstreamed in their projects during 2019. Focusing on the long term, the main gender-related engagement for most offices was to mainstream gender in migration or other policies, as reported by 102 offices, followed by economic and skills empowerment of a disadvantaged or under-represented gender, as reported by 84 offices. Seventy-nine offices also reported working to address violence, exploitation or abuse relating to migrants of a specific gender.

27.   With regard to programming outcomes, 55 offices reported that IOM efforts had increased employment or income among disadvantaged gender groups; 38 offices reported that their activities had improved health outcomes for a disadvantaged gender; and 56 reported that IOM initiatives had either increased access to justice for survivors of gender-based violence and/or contributed to decreased prevalence of gender-based violence.

28.   In terms of combating gender-based violence, the IOM Offices in Belgium, Malta and the Netherlands reported on the European Union-funded PROTECT project, implemented by IOM in 12 European Union countries, which has raised awareness about gender-based violence among migrant communities and built the capacities of first-line workers and other professionals working with migrant survivors of gender-based violence. In Bosnia and Herzegovina, IOM efforts contributed to increased access to justice for survivors of conflict-related sexual violence, of all genders, through the outreach and awareness-raising efforts of the recently adopted Government of Republika Srpska Law on the Protection of Victims of Torture. In Croatia and France, gender equality and gender-based violence were included in orientation programmes for resettled migrants.

29.   In South Sudan, IOM worked with a local NGO to pilot behaviour change approaches to transform harmful gender norms, through engaging men in accountable practices to end gender-based violence, with evidence of positive changes in behaviour. In Turkey, IOM continued to work on a joint United Nations project to prevent child, early and forced marriage, providing training for governmental and non-governmental actors as well as outreach activities with mobile teams.

30.   In terms of health promotion activities, IOM made efforts to improve menstrual health for women and girls by conducting research on the topic in the Marshall Islands, including during natural disasters.

31.   Achievements were also made in the area of empowering women and girls. In Myanmar, for example, as part of a community stabilization project, grants were provided to women's committees – enabling them to make decisions and influence implementation of initiatives. In South Sudan, IOM promoted women's participation in camp governance structures, increasing women's empowerment as measured by the Women's Empowerment Index.

Protection from sexual exploitation and abuse

32.   The Organization continued to lead global efforts to advance inter-agency PSEA initiatives and to help institutionalize and strengthen inter-agency PSEA leadership and coordination. It remained an active member of the IASC Results Group on Accountability and Inclusion and continued to be the IASC official liaison with the United Nations Working Group on Sexual Exploitation and Abuse, advocating for the harmonization of United Nations and IASC protocols and guidance on PSEA responsibilities.

33.   At Headquarters, IOM continued to exercise its unique mandate in providing technical assistance on request to in-country PSEA networks and humanitarian country teams/UNCTs on collective PSEA activities. The Organization provided such tailored technical assistance to 26 in-country and regional teams aiming at establishing and implementing collective PSEA structures, such as inter-agency referral mechanisms.

34.   From Headquarters, IOM developed and carried out global training for full-time in-country PSEA Coordinators, engaging them under contract with various agencies and reporting to Resident/Humanitarian Coordinators in 10 responses.[1] Forty IOM country offices reported that a PSEA Coordinator was supporting inter-agency PSEA work in country, with 14 being full-time posts. IOM holds the full-time PSEA Coordinator contract in three responses: Bangladesh, Somalia and the Turkey–north-west Syrian Arab Republic hub.

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[1]   Bangladesh, the Democratic Republic of the Congo, Iraq, Mali, Mozambique, Nigeria, Somalia, South Sudan, the Turkey–north-west Syrian Arab Republic hub, and the Whole-of-Syria response.

35.   Sixty IOM offices were part of an in-country PSEA network or task force, compared with forty-eight in 2018. Of these, IOM co-chairs the network in two countries (Greece and Somalia). IOM country offices also continued to participate actively in inter-agency networks on PSEA. UNCTs and humanitarian country teams make up the highest proportion of senior-level bodies dedicated to overseeing the implementation of the in-country PSEA network's action plan.

36.   Thirty-seven IOM offices (25%) reported having an inter-agency referral mechanism for handling complaints, and 19 offices (13%) reported that such a mechanism was under development. Of the offices that reported having an inter-agency referral mechanism, 29 (78%) reported that this system includes referral pathways to provide sexual exploitation and abuse survivors with appropriate assistance services.

37.   IOM Chiefs of Mission have the responsibility to ensure that training sessions on PSEA are regularly organized in their offices. In 2019, 6,409 IOM personnel worldwide (56% male and 44% female) received face-to-face training on PSEA, compared with 4,827 in 2018.

Number of staff who received face-to-face PSEA training

Accountability to affected populations

38.   To further its commitment to implementing the standards for an inclusive people-centred approach, and for establishing appropriate processes and procedures for handling complaints, 39 IOM offices integrated AAP into their country strategies and in humanitarian programming, including five out of the six crisis responses with Level 3 designation, namely Bangladesh, Mozambique, Nigeria, the Syrian Arab Republic and Yemen.

39.   The Organization widely shares information about its work using multiple communication channels. For example, in Kenya, refugees in camps in Kakuma were able to contact IOM's resettlement and movement operations personnel via email to enquire about the status of their cases. In Malta, IOM had a dedicated phone line for enquiries regarding assisted voluntary return and reintegration. In the Syrian Arab Republic, information regarding the AAP hotline was widely circulated among beneficiaries by printing them on NFI kits and e-vouchers that were distributed.

40.   The Organization maintained a high level of engagement with beneficiaries throughout the project cycle and particularly during project implementation. It widely used community feedback to monitor and evaluate projects. Communities were also consulted during the design and planning phases of projects. Feedback was also considered in making adjustments to programmatic activities, and to project targets and timelines. As an example, during the response to Typhoon Mangkhut in the Philippines, affected populations guided the selection process for transitional shelter sites and alternative modalities for shelter solutions when safe sites were no longer available for shelter construction. The demographic characteristics of communities, such as gender, age, language, literacy rate, disabilities and other diversities, are taken into consideration by IOM when engaging with the people it seeks to assist. This is consistent with the Organization's commitment to an inclusive people-centred approach in its operations.

41.   This engagement substantially influenced IOM programmes, such as in Bosnia and Herzegovina, where direct feedback and suggestions from beneficiaries resulted in IOM seeking funding for and then providing services and implementing activities in migrant centres. A women's corner organizing social activities was set up in two centres supported first by the United Kingdom and later by the United States Agency for International Development. In Cameroon, the involvement of beneficiaries in the implementation of reintegration projects enabled a more objective and realistic identification of needs and helped to design more effective and suitable reintegration plans.

42.   In order to improve safe spaces for reporting complaints regarding IOM assistance and services and staff conduct, 59 offices had written standard operating procedures for handling feedback and complaints from stakeholders, while 61 offices had established mechanisms to monitor and analyse feedback and complaint trends systematically, via online feedback tools, face-to-face consultations, telephone hotlines, suggestion boxes, complaint desks and software apps.

43.   IOM also remained committed to establishing collective accountability wherever possible, to improve the quality of service for its beneficiaries and to adapt more quickly to the needs of affected populations. To this end, 23 offices had an AAP focal point to participate in inter-agency AAP activities. The focal points participated in a range of forums, including community engagement working groups and inter-cluster coordination groups on reporting trends in community feedback and complaints. They also contributed to the collective efforts of the humanitarian country teams in ensuring community views are taken into account in humanitarian response plans.

PRINCIPLE 2: EVIDENCE AND WHOLE-OF-GOVERNMENT APPROACH

Strengthening production and analysis of migration data and evidence

44.   One of IOM's commitments is to serve Member States and the international community as the lead reference for data and evidence on migration. To this effect, IOM endeavours to strengthen the production and analysis of national, regional and global migration data, for both external and internal use, while respecting the IOM Data Protection Principles for protection of personal data. Several initiatives were launched within the IOM Data Steering Group in this regard, including the development of an IOM migration data strategy and efforts to further enhance quality and consistency throughout the IOM migration data life cycle. In addition, IOM is committed to conducting and supporting research that informs migration policy and practice, while contributing to the broader understanding of migration patterns and processes.

45.   To this end, IOM produced 194 publications in 2019, bringing the total of those uploaded on the IOM Online Bookstore to 295. During the year, the number of downloads of publications on the bookstore totalled just under 2.7 million. These high download rates were in part linked to the

World Migration Report 2018, which became the most downloaded IOM publication ever with over 500,000 downloads by the end of 2019. The latest edition, *World Migration Report 2020*, was launched by the Director General at the IOM Council on 27 November 2019.

46.   One hundred and fifteen IOM offices published or completed studies covering a wide range of subject areas, including displacement tracking, labour mobility and migration, trafficking in persons, forced labour, child labour, and migrants' vulnerability to violence, exploitation and abuse.

47.   In 2019, IOM released a number of global-level tools and materials designed to improve the migration data capacities of Member States, in collaboration with other United Nations agencies and partners. Examples of such tools included a report outlining good practices in migration data capacity development and IOM's work to support data capacity-building initiatives in Africa and beyond, and a regional guide for migration data harmonization in ECOWAS countries.

48.   To further strengthen the availability of high-quality data, research and analysis on migration, 90 offices built the capacities of external partners, including government counterparts, NGOs, CSOs, other United Nations agencies and academia in areas such as migration data reporting, analysis, sharing and collection and understanding and monitoring the SDGs.

49.   IOM also continued its coordinated work in West and North Africa to map and improve countries' capacity to collect, analyse and use migration data for policy development. In close collaboration with regional and country offices, the Global Migration Data Analysis Centre prepared national data assessment reports for four countries in West Africa, namely Burkina Faso, Côte d'Ivoire, Guinea and the Niger. It also facilitated national consultations among representatives from various government entities and partners in these countries intending to design an action plan for improving coordination on migration statistics.

50.   The Organization supported the Government of Myanmar in establishing a database system for data on return, reintegration and rehabilitation of victims of trafficking. It conducted a study with the Department of Rehabilitation on the effectiveness of reintegration services and trained 15 of the Department's staff members on interviewing skills for data collection. In the Central African Republic, IOM's local partners were trained on data collection, analysis and reporting methodologies.

51.   IOM also partnered closely with research institutions through consultations, training, seminars, courses and curricula design, as well as conducting joint research. For example, it partnered with the African Union's African Institute of Remittances to strengthen research on remittances.

52.   The Organization conducted a comprehensive assessment of its central case management system (MiMOSA), with a view to delivering a technologically advanced version that incorporates a scalable design aligned with current and evolving business requirements. It continued to collect high-quality policy- and programme-relevant data on the beneficiaries of IOM protection and assistance, using MiMOSA. In 2019, the database increased its scope to include information on over 50,000 victims of trafficking, over 20,000 vulnerable migrants, over 500,000 assisted voluntary return cases (with over 100,000 reintegration activities) and over 21,000 surveys of longitudinal data on reintegration outcomes. IOM is engaging in a range of initiatives for these data to be used in the global evidence base to support stakeholders in ensuring that human rights are upheld in the context of well-managed migration. This includes understanding key factors contributing to return and reintegration experiences, outcomes, opportunities and challenges and using the IOM determinants of migrant vulnerability model to understand the risk and protective factors that make migrants vulnerable to trafficking, exploitation and abuse at different stages of their journey.

53.   The Organization also continued to work with its partners to develop the evidence base on human trafficking through the Counter-Trafficking Data Collaborative, which, by the end of the year, had nearly 6,000 unique users per month. Fifteen per cent of visitors were returning users. The data were used in a number of reports in 2019, including a joint report with the ILO, OECD and UNICEF, *Ending Child Labour, Forced Labour and Human Trafficking in Global Supply Chains*, which provides the first-ever estimates of child labour and human trafficking in global supply chains. The report was produced in response to a call by the Group of Twenty for an assessment of violations of core labour rights in global supply chains.

54.   The Missing Migrants Project continued to collect data on migrant deaths and disappearances. Project outputs, including a fourth volume in the Fatal Journeys series, were cited in more than 2,000 online media articles, 117 academic reports and reports by several European Union and United Nations bodies, and several workshops were held to improve data collection in various regions of the world.

55.   The Migration Data Portal had more than 1.2 million views in 2019 and reached an average of 68,000 monthly active users by November. The Portal is the source for much of the information on the United Nations migration web page and is also sourced as a reference in international media. Key sections of the Portal were launched in German and Spanish. Additionally, two regional migration data overview pages were created, on Europe and Eastern Africa, with the former being produced in collaboration with the Joint Research Centre of the European Commission. During the year, IOM also developed future migration scenarios through several projects related to the European Union.

56.   Under the umbrella of the Big Data for Migration Alliance, IOM worked towards the development of a data innovation directory – a repository of data innovation projects and applications in the field of migration and human mobility – to be featured on the Migration Data Portal.

57.   IOM has a wealth of migrant-related data to inform decision-making at all levels of the Organization. In 2019, it laid the groundwork for several data initiatives for the progressive implementation of robust data tools and analytics to facilitate the expansion of cloud-based technologies (e.g. business intelligence, artificial intelligence and machine learning). This will drive business transformation and equip the Organization with secure data and information platforms.

Displacement Tracking Matrix

58.   Between January and December, the DTM collected, analysed and disseminated data on population mobility in 78 countries, tracking the movements of over 24.9 million IDPs, 16.5 million IDP returnees and 4.6 million returnees from abroad. The Organization also played an integral part in the development of the International Recommendations on IDP Statistics, produced by the Expert Group on Refugee and Internally Displaced Persons Statistics, and is fully committed to supporting their implementation going forward.

59.   During the year, the DTM continued to improve analysis of displacement and flow data within and across regions, resulting in the publication of 1,620 reports and mapping products, which received over 620,000 downloads.

60.   DTM staff also continued to support IOM commitments to the Grand Bargain principles and to contribute to workstream 5 on improving needs assessments. They reviewed, enhanced and disseminated the workstream's outputs, which included the Grand Bargain Principles for Coordinated Needs Assessment Ethos and related tools, and launched the DTM and Partners Toolkit. The Toolkit is incorporated in the DTM global training module and influences IOM operations in the field.

61.   The Organization continued its collaboration with the Humanitarian Data Exchange, managed by OCHA, to increase interoperability and availability of DTM data. DTM mobility tracking data from 21 out of 25 countries are available on the Humanitarian Data Exchange portal to inform cluster/sector partners. By the end of the year, IOM was among the top three data providers among the United Nations organizations on the Humanitarian Data Exchange.

62.   DTM operations worldwide continued to expand, ensuring provision of data and analysis to support humanitarian, development and migration programming. In Afghanistan, Bangladesh, Iraq and Pakistan, as part of a regional programme, DTM staff worked closely with government and humanitarian and development partners to improve understanding of displacement and migration dynamics, drivers, modalities and vulnerabilities to strengthen the formulation and implementation of humanitarian and development policy and programming. In the Pacific, IOM, in partnership with the Internal Displacement Monitoring Centre and the Platform on Disaster Displacement, initiated a subregional initiative to strengthen policies, programming and capacity to manage and respond to disaster displacement risks. As part of Ebola preparedness activities, the DTM team in South Sudan operated flow monitoring points at borders with the Central African Republic, the Democratic Republic of the Congo and Uganda.

63.   IOM responded in a number of ways to the challenge of collecting and analysing data on disability inclusion in humanitarian settings. For example, the DTM collected data and provided analysis on disability inclusion in humanitarian operations in Nigeria and South Sudan.

Whole-of-government approach to migration

64.   The role played by IOM in the international architecture has increased in recent years as a result of increased migration volumes and greater international attention to migration. With IOM's new role as Coordinator of the United Nations Network on Migration and in supporting the implementation of the Global Compact for Safe, Orderly and Regular Migration, demands for IOM policy advice on migration issues, including through coordinated efforts within the United Nations system, continued to grow. The Organization's capacity to provide such support to governments at local and national level is, therefore, of increasing importance, and its ability to translate its vast field experience into tangible policy recommendations is an essential part of its mission.

2030 Agenda for Sustainable Development

65.   The IOM whole-of-government approach to migration includes efforts by governments to achieve the migration-related aspects of the 2030 Agenda for Sustainable Development, by integrating migration into development planning. During the reporting period, 126 offices supported governments with the implementation of the 2030 Agenda and the SDGs. IOM made progress in three main directions, in line with the IOM Strategic Vision: formulation of an internal road map to foster internal cohesiveness; acceleration of partnerships with sister United Nations agencies; and enhancing field capacity to engage UNCTs for mainstreaming migration in development planning, while supporting achievement of the objectives of the Global Compact for Safe, Orderly and Regular Migration.

66.   In 2019, IOM launched the Institutional Strategy on Migration and Sustainable Development, which defines IOM's vision and priority areas for intervention to leverage migration for sustainable development outcomes. Based on extensive internal and external consultations, the Strategy operationalizes some of the institutional shifts outlined in the IOM Strategic Vision – including more effective cross-departmental collaboration, greater coherence and development impact of IOM operations and stronger focus on partnerships within the United Nations development system. This will enable IOM to operate successfully within the enhanced coordination and pooled funding mechanisms that have been put in place through the Secretary-General's reform of the United Nations

development system. Furthermore, the IOM publication *Migration and the 2030 Agenda: A Guide for Practitioners* was disseminated worldwide, enabling the Organization to align its work with the SDGs and to support governments to integrate migration into their SDG implementation efforts.

67.   To bolster IOM engagement in the United Nations system and support for the 2030 Agenda, Headquarters and regional offices developed guidance and held workshops, webinars and regular coordination meetings to strengthen the application of financial, administrative and policy-related measures, enhanced the clarity and impact of messaging on IOM engagement in United Nations reforms, and trained IOM staff across the world on how to represent the Organization and its programmes in UNCTs and other forums based on MiGOF, the Global Compact for Safe, Orderly and Regular Migration or other policy frameworks.

68.   Institutional capacities to support Member States to implement and report on the 2030 Agenda were also strengthened through the development of an internal training package, training workshops held for IOM staff and direct assistance provided to offices working with governments to support SDG implementation. To support this, two groups were established to guide and promote SDG-related processes and activities: the SDG Working Group and a network of IOM SDG Champions. Utilizing a virtual platform and building on the work overseen by the SDG Working Group, the SDG Champions network strengthens organizational understanding and reach on SDG-related activities.

69.   The Organization also provides ad hoc support to countries that are embarking on Global Compact planning and implementation. For instance, in Chad, IOM supported the Ministry of Foreign Affairs in conducting a national consultation on the Global Compact which resulted in a 2019–2021 workplan of key priorities and strategies for its implementation. Similarly, in Ghana, IOM built the capacity of 30 CSOs on SDG implementation.

Integrating migration into development and other sectoral policies

70.   Ninety offices supported Member States to mainstream migration into development or sectoral policy revision, planning and implementation. Collaboration took place with key ministries and sectors, such as development, employment, health and social protection. Other sectors included diaspora engagement in Albania and Austria and rural development in Belgium and Madagascar. Through engagement with both national and local levels of governance, IOM support ranged from capacity-building and supporting inter-agency cooperation to secondment of experts to government institutions.

71.   In Brazil, IOM assisted the Office of the Attorney General to launch a network for building migration-related capacities at local level, for both government and non-government organizations. In Eswatini, IOM support led to the finalization of a new labour migration policy. In West Africa, with the help of technical assistance provided by IOM in 2019, ECOWAS developed a new regional migration policy fully aligned with the SDGs.

Enhancing governments' capacity to formulate sound migration policies

72.   During the reporting period, 11 new countries participated in the Migration Governance Indicators process to assess the comprehensiveness of their migration governance frameworks and engage in a conversation on what well-managed migration policies mean in practice. In Albania, for instance, the assessment served as a baseline for the National Strategy on Migration 2019–2022 and its Action Plan. Additionally, the pilot phase of the Local MGI continued to take stock of local migration strategies and initiatives; identify good practices and areas that could be further developed; and foster the dialogue on migration between national governments and local authorities.

73.   IOM also worked with its fellow co-custodian for SDG indicator 10.7.2, the United Nations Department for Economic and Social Affairs, and OECD to help ensure a high response rate to the United Nations Twelfth Inquiry among Governments on Population and Development, which is the source of data for this indicator. The data for indicator 10.7.2, which seeks to measure migration governance, collected from 111 countries were analysed for a number of joint IOM–United Nations–OECD publications in 2019.

PRINCIPLE 3: PARTNERSHIPS

Global partnerships

74.   Eighty-one offices reported that they were actively engaged in global partnerships in 2019. Most engagements related to the 2030 Agenda for Sustainable Development, followed by initiatives to assist migrants in crisis contexts and Alliance 8.7, and mostly involved participation in meetings, capacity-building, facilitation of meetings and provision of technical advice.

International Dialogue on Migration

75.   The IDM, IOM's principal multi-stakeholder forum for migration policy dialogue and analysis of migration governance, dedicated its two regular sessions to engaging and empowering young people as key partners in migration governance. This theme was chosen for IDM 2019 following calls made by participants at previous IDM sessions for greater engagement with youth in migration governance efforts. It also aligned with the United Nations Youth Strategy, especially priority 1: engagement, participation and advocacy. IDM 2019 contributed to collective efforts to enhance migration governance and policy frameworks and foster greater cooperation and partnerships for future action.

76.   The first IDM session was held in February at the United Nations Headquarters in New York under the title Youth and migration: engaging youth as key partners in migration governance. The event brought together over 300 participants and was part of "migration week", which included events organized by the President of the United Nations General Assembly and the United Nations Department of Economic and Social Affairs.

77.   The second IDM session, entitled Unlocking the potential of youth to respond to the new challenges and opportunities of migration, was held in Geneva in October. Some 400 participants representing youth, governments, NGOs, academia, the private sector and international and regional organizations, such as the United Nations, the European Union and the African Union, joined the discussions and provided a wide range of perspectives.

78.   IDM 2019 contributed to ongoing global processes relevant to youth and migration and supported the United Nations overall efforts to amplify youth voices and promote their involvement in global migration debates. As such, it was also part of the IOM action plan in response to the United Nations Youth Strategy. An analysis of the multi-stakeholder discussions and best practices and recommendations gathered during IDM 2019 were published in IDM No. 29: *Youth and Migration*.

Global Forum on Migration and Development

79.   IOM supported the Government of Ecuador, the 2019 Chair of the GFMD, by providing technical, financial and logistical support for preparations for the Twelfth GFMD Summit, held in

Quito.[2] As co-steerer of the Mayors Mechanism, IOM co-organized the Sixth Mayoral Forum on Human Mobility, Migration and Development, which brought together over 80 mayors and officials from 56 cities and regions to participate for the first time as formal stakeholders in the GFMD. The Organization also provided technical support for the second edition of the Youth Forum in Quito, an official event preceding the GFMD Summit.

80.   During the reporting period, 27 offices engaged in the GFMD, through attending meetings and events, contributions to documents, presentations at events, capacity-building and technical advice. Offices reported that engagement with the GFMD resulted in enhanced partnerships with key stakeholders, such as host governments, cities and local governments, intergovernmental organizations, civil society and the private sector, improved the profile of IOM and led to better programming opportunities. For instance, involvement in the GFMD enabled IOM to strengthen its partnership with the National Bureau of Statistics in South Sudan.

Global Compact for Safe, Orderly and Regular Migration

81.   The Global Compact for Safe, Orderly and Regular Migration was the first United Nations global cooperation framework covering all dimensions of international migration in a comprehensive manner. The entire Organization was involved in supporting the Global Compact process.

82.   In addition, the United Nations Secretary-General created the United Nations Network on Migration to ensure effective, timely and coordinated system-wide support to States in their implementation, follow-up and review of the Global Compact. The Network includes 38 United Nations system entities. Its Executive Committee, comprising eight entities (including IOM), provides overall guidance on the work of the Network. IOM serves as the Network Coordinator and Secretariat.

83.   During the reporting period, IOM provided technical and policy support to 91 national governments and 16 local governments for the operationalization of the Global Compact. This support mostly related to capacity-building for Global Compact implementation, assistance for Global Compact-related events and studies on preparations for Global Compact implementation. For instance, in Ecuador, IOM participated in the monthly national round table on human mobility, presenting information on the Global Compact and its relevance to the country. Forty-four offices engaged with non-State actors in the Global Compact context, including CSOs, academia and think tanks. The type of engagement varied, from conducting briefings to organizing joint events. Eighty-two offices also engaged in similar activities with the United Nations and other intergovernmental bodies in the context of Global Compact implementation. These engagements were primarily with UNCTs (in 67 countries), as well as bilaterally with other United Nations agencies, regional consultative processes on migration or interregional forums on migration.

84.   Since the adoption of the Global Compact and the establishment of the United Nations Network on Migration, nearly 50 country or regional networks or similar migration coordination mechanisms have been created to provide support for Global Compact implementation. For example, in the Republic of Moldova, IOM established a national-level task force to support Global Compact implementation. In Jordan, IOM co-chairs with the ILO the migration working group to facilitate implementation and reporting on the Global Compact.

85.   At regional level, the Regional United Nations Migration Network for West and Central Africa was established in Dakar, and the Regional Network on Migration for Asia and the Pacific in Bangkok.

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[2]   Originally planned for November 2019, the Twelfth GFMD Summit was rescheduled and took place in January 2020.

86.   At country level, the United Nations Network on Migration was established in 14 countries (Bangladesh, Chad, Ethiopia, Gambia, Georgia, Ghana, Guinea-Bissau, Haiti, Kenya, Mauritania, Republic of Moldova, Nigeria, Senegal, Thailand).

87.   The Network established working groups for some of the core and thematic workstreams it had identified. IOM leads Core Working Group 1.2 on establishing a global knowledge platform and connection hub, and also co-leads Core Working Group 2.1 on bolstering the capacity of the Network at global, regional and country levels to support Member States to implement the Global Compact, and Core Working Group 2.2 on empowering Member States to develop and implement Global Compact national implementation plans.

Regional and interregional partnerships

88.   Regional and interregional bodies and forums are important entities for pursuing international migration governance. The regional and interregional consultative processes and forums on migration are State-led mechanisms. They have been instrumental in providing a platform for governments and other relevant stakeholders, including intergovernmental organizations, NGOs and civil society, to come together to discuss policy matters and areas for collaboration to address migration issues.

Regional consultative processes on migration

89.   Seventy-two IOM offices reported having worked with a number of regional consultative processes on migration. Twelve country offices engaged with the Migration Dialogue for Southern Africa, eight were involved in the Almaty Process on refugee protection and international migration, and five participated in the Migration Dialogue for West Africa. Several offices in South America also engaged in the Quito Process to facilitate regional intergovernmental coordination of the response for refugees and migrants from the Bolivarian Republic of Venezuela.

90.   In May, IOM facilitated a consultation held in Bangkok among Colombo Process Member States to discuss engagement in the implementation, progress review and follow-up of global frameworks on migration. The consultation, attended by Member State representatives, civil society, the private sector and development partners, provided a platform for participants to share experiences and perspectives at national level on implementation and key achievements of the Colombo Process thematic area working groups. Participants discussed how the Colombo Process could contribute to the implementation of global frameworks at national level.

Interregional forums on migration

91.   Twenty-nine country offices reported engaging with interregional forums on migration; among these, eight offices worked on the Bali Process on People Smuggling, Trafficking in Persons and Related Transnational Crime, and five supported ministerial consultations of the Abu Dhabi Dialogue.

Cooperation with the United Nations and other intergovernmental organizations

92.   The Organization continued to forge strong bilateral partnerships with various international actors. During the reporting period, 68 offices engaged with intergovernmental organizations; this had a considerable impact on programming and IOM's profile at regional level and enhanced cooperation on project implementation, access to funding, cooperation among working groups on policy, legislation and strategy development, and access to different areas and communities.

93.   IOM continued to report on United Nations commitments, including the funding compact and the quadrennial comprehensive policy review. It also contributed to Secretary-General reports on a wide range of topics, for example on sustainable development of small island developing States, and women, peace and security.

94.   In total, 18 country offices reported that they had signed a new United Nations cooperation framework. For 13 of these, migration, mobility or displacement was included in both the narrative and the results matrix of the cooperation framework. Sixty-one offices also reported being actively involved in the drafting of the common country analysis in their countries.

95.   IOM continued to maintain a prominent presence in United Nations coordination structures. In 2019, 129 IOM offices were part of UNCTs, while 91 were part of the operations management team, and 66 were part of the humanitarian country team. Eighty offices participated in UNCT and Resident Coordinator performance reviews.

96.   Since its entry into the United Nations system, IOM has been proactively involved in a number of inter-agency networks, including the inter-agency working groups on migration. Fifty-three offices reported having an inter-agency working group on migration. In 57 countries, IOM chaired or co-chaired an outcome group or another inter-agency coordination mechanism.

97.   Other examples of cooperation with United Nations organizations included the development, in coordination with UNHCR, of the 2020 Refugee and Migrant Response Plan for refugees and migrants from the Bolivarian Republic of Venezuela, which was launched in November 2019. In April, the United Nations Emergency Relief Coordinator, the IOM Director General and the United Nations High Commissioner for Refugees undertook a joint visit to Bangladesh. Together, they launched a joint appeal for funding to meet the needs of Rohingya refugees and reiterated their commitment to find safe and sustainable solutions for Rohingya refugees in Bangladesh, and to create conducive conditions for safe and dignified return to Myanmar.

98.   Furthermore, 40 offices signed the business operations strategy of the United Nations Sustainable Development Group to accelerate harmonization efforts of business operations, in particular for reducing the duplication of functions and administrative and transaction costs within the United Nations system. Additionally, 71 offices were using United Nations common services, such as office supplies and furniture, telecommunication services and mail or courier services.

National and local governments

99.   Migration presents opportunities and challenges that are addressed by a wide range of government ministries and other public entities. IOM partners with national and local authorities to build their capacities and improve overall migration governance, using a whole-of-government approach as described in the above "Principle 2" section. At national level, IOM worked with a large number of institutions and authorities on areas such as immigration/migration, foreign, international and consular affairs, interior and home affairs, border management, labour and livelihoods.

100.   In 2019, 56 partnerships were established to assist States with their migration management policies and systems to implement well-administered visa and entry schemes. Another 15 partnerships were established to assist governments in support of legal pathways for migration, and 12 agreements were signed to facilitate the verification of visa-related documentation.

101.   Engagement with local and regional authorities is a growing area of IOM's work, building on their first-hand experience in addressing migration opportunities and challenges. In 2019, 127 offices partnered with local authorities or departmental entities. In Malawi, IOM partnerships with various

government ministries led to the development of the national migration policy, the establishment of an interministerial steering committee on migration management and the inclusion of migrants in the national strategy on sexual and reproductive health rights and HIV for the period 2019–2023.

102.   The Organization also continued to play an active part in highlighting the role of local authorities in migration governance, and in supporting policy dialogue among cities and promoting their contribution to international forums. For example, IOM experience and good practices on urban migration were showcased at various global multilateral forums, the World Urban Forum and the GFMD Summit, which, for the first time, included the Mayoral Forum on Human Mobility, Migration and Development, with the support of the Mayors Mechanism, co-steered by IOM.

103.   IOM is also ensuring that local authorities are represented by including networks of them in Core Working Groups 2.1 and 2.2 established under the United Nations Network on Migration and in the Network's Thematic Working Group 6 on developing an improved common understanding of safe and inclusive access to services for migrants.

Civil society partners and actors

104.   IOM works with civil society actors on a broad range of migration issues at national, regional and global level, and the number of its offices engaging with civil society has increased steadily. In 2019, 93 per cent of offices confirmed such engagement, mostly with NGOs, but also with local societies of the International Red Cross and Red Crescent Movement, researchers and research institutions, philanthropic foundations and funds, trade unions and professional associations, and non-profit media organizations.

105.   Not only has the number of civil society interlocutors increased, the nature of the engagement has also diversified. In 2019, implementing partnerships, capacity-building and policy dialogue were among the three most frequent types of engagement, including within the context of the IASC. The Organization also engaged with civil society on research.

106.   Most IOM offices reported relying on civil society to expand access to beneficiaries and communities, to enable more informed and effective programming, to raise local/grass-roots awareness, and for advocacy and capacity-building. For instance, in Colombia, IOM worked closely with civil society to assist migrants and returnees from the Bolivarian Republic of Venezuela; in South Sudan, it coordinated with various national and international NGOs on Ebola preparedness; and in Belarus, it established a platform for CSOs and government counterparts to discuss necessary legislative changes aimed at countering human trafficking.

107.   Three information-sharing sessions were held with civil society interlocutors at IOM Headquarters. Participants attended the sessions in-person or virtually and exchanged information and their initiatives on the United Nations Network on Migration; migration challenges and the situation of Venezuelan nationals; and the 2030 Agenda for Sustainable Development.

Private sector

108.   The Organization continued to enhance its private sector engagement, with 65 offices actively engaging with the private sector in over 50 countries. Over 145 engagements with the private sector were maintained, including partnerships and collaboration for knowledge and information exchange, expertise provision, policy dialogues, joint collaboration for innovation, advocacy and grant-based donations for IOM programmatic priorities. Moreover, 64 offices included the private sector in their regional or country strategies.

109.   In Bahrain, for example, IOM engaged with a multinational soft drinks company on the development of a safer recruitment toolkit that uses blockchain-based technology, which aims to promote ethical recruitment practices. In Peru and Colombia, IOM partnered with Citi Foundation to provide vocational training and certifications to more than 400 young Venezuelans to enhance their employability and entrepreneurial skills. The partnership also created an incubator for mixed entrepreneurial ventures comprising Venezuelans, Colombian returnees and host community members. In Romania, IOM partnered with a global home rental platform to provide housing to refugees being resettled in Romania, as part of the Organization's refugee resettlement programme.

110.   In 2019, IOM launched three pilot fundraising campaigns for online donors to tap into new donor markets and leverage emerging trends. During Ramadan, a call for action to donate to IOM was promoted through a video campaign in the Middle East and North Africa and selected Gulf Cooperation Council countries, reaching nearly 24 million users on social media. As part of initiatives to engage external audiences and attract potential donors, IOM's first-ever "mobile-first campaign" on climate migration was developed ahead of the United Nations 2019 Climate Action Summit, reaching nearly 11.7 million social media and web users. Towards the end of the year, a photoessay-based online campaign on winterization was launched in six languages in Europe and North America, reaching 15 million social media users. In addition to external-facing campaigns, IOM also invested in revising internal processes and mechanisms to mainstream the collection, allocation and disbursement of funds collected from online donors. This included changing the legal terms and conditions for the collection of online donations, setting up new internal financial allocation processes, streamlining donor management and outreach, and providing support to IOM staff to better engage in diaspora, country-based or peer-to-peer fundraising.

Partnerships with diaspora and transnational communities

111.   Diaspora and transnational communities have been recognized as important contributors to the development of both their countries of origin and the countries in which they reside. IOM supports a comprehensive approach centred on "3Es for action" – engage, enable and empower – to maximize the transnational exchange of diaspora resources.

112.   To capitalize on new communication and information-sharing opportunities, IOM continued to develop its digital initiative for engaging with transnational communities residing across the globe and willing to support development in their countries or communities of origin. The virtual collaboration platform, iDiaspora, welcomed new members in 2019 and continued to collate materials related to effective practices for engaging with diasporas. Between January and December, there were approximately 285,000 page views on the platform by approximately 188,000 visitors or users.

113.   The extent and nature of IOM's diaspora-related support remained substantial and wide-ranging. In 2019, 86 offices worked on diaspora engagement, which included conducting diaspora mapping, supporting governments to develop policies and action plans for a more comprehensive and consistent approach to partnering with their diaspora communities, and providing support to integrate diaspora-related issues into existing policies and laws.

114.   In Ethiopia, for example, IOM facilitated entrepreneurship training and mentorship programmes for diaspora communities to enhance their contributions to the development of the private sector in their country of origin and in Ethiopia. In Zambia, IOM supported the establishment of a diaspora coordination structure under the Ministry of Foreign Affairs to strengthen coordination and regular engagement with the Zambian diaspora. In Azerbaijan, Côte d'Ivoire, Guinea-Bissau and Lesotho, the Organization supported the Governments in enhancing communication with their diasporas by organizing forums and other face-to-face meetings.

115.   In addition to supporting governments, IOM offices collaborated with diaspora communities and organizations in activities not only related to development, but also humanitarian settings. During the reporting period, 48 offices partnered directly with diaspora or transnational communities, including professional networks, issue-based organizations and hometown associations. For example, IOM partnered with diaspora associations in Italy to promote investment and job creation in Tunisia, and initiated four partnership agreements with diaspora associations in Spain and Italy to implement community-based projects in Guinea.

116.   Fifteen offices reported that they had engaged with diaspora or transnational communities in relation to humanitarian issues. For example, in Argentina, IOM participated in meetings with representatives of organizations of the Venezuelan community to assess humanitarian and integration needs and discuss areas of cooperation. In the Bahamas, the Organization engaged with diaspora groups to provide financial and advocacy support for Haitian migrants in situations of vulnerability. In Ireland, it worked with a wide range of diaspora groups to ensure widespread understanding and dissemination of materials on assisted voluntary return and reintegration among community members. In Sierra Leone, it mapped skilled members of the Sierra Leonean diaspora who were willing to support disaster response activities during emergencies.

OBJECTIVE 1: SOCIOECONOMIC WELL-BEING OF MIGRANTS AND SOCIETY

Safe and beneficial labour migration

117.   IOM provides policy assistance in labour mobility facilitation, with a focus on supporting governments in the development and improvement of labour migration frameworks and practices. It builds capacity and supports evidence-based policy development and a whole-of-government and whole-of-society approach in labour and human mobility management. The Organization works with governments, the private sector, United Nations agencies and other stakeholders to enhance labour mobility management capacities. This includes the promotion of professional, transparent and efficient recruitment, based on high ethical standards and the "employer pays principle", and of employment systems based on reliable data.

118.   In 2019, 94 offices collaborated with governments to develop or improve labour migration frameworks and practices. For instance, in Kenya, IOM worked with the National Employment Authority to provide assistance in developing a pre-departure orientation handbook for Kenyan nationals seeking employment abroad, launched in April. In Trinidad and Tobago, IOM provided technical assistance and capacity-building support to the Government which resulted in the development of a draft policy on labour migration. In Australia, it worked with the Ministry of Foreign Affairs to develop a reintegration strategy for labour migrants returning from Australia to their country of origin.

119.   The Organization provides policy expertise on ethical recruitment and labour supply chain mapping to a range of stakeholders. Sixty-three offices reported that they had worked with governments, the private sector, CSOs and regional consultative processes on migration to raise awareness, support the development of standards and practices that respect migrant workers' rights, and conduct assessments of labour supply chains. For instance, in the Philippines, IOM developed a responsible recruitment due diligence toolkit for suppliers and recruitment agencies. In order to gain a comprehensive understanding of recruitment practices in West Africa, the Organization also conducted an exploratory study in Côte d'Ivoire, the Gambia, Ghana, Nigeria and Senegal.

120.   In 2019, IOM engaged in advocacy and awareness-raising in 43 countries to promote IRIS, its ethical recruitment tool for governments, businesses and workers. This advocacy included global and

regional events with policymakers and regulators to promote effective regulation of international recruitment. Two conferences were held that resulted in regional and global commitments: one in Uganda, which led to the publishing and regional distribution of joint recommendations on priority actions to strengthen the regulation of international recruitment and protection of migrant workers; and one in Canada, which enabled exchanges on challenges, opportunities and good practices on cross-border labour recruitment and led to the development of global policy recommendations.

121.   In cooperation with the ILO, the Organization also developed a preliminary stocktaking study on the development and implementation of bilateral labour migration agreements by African Union Member States. The study included an overview of the situation and recommendations for governments, employers, trade unions, United Nations organizations and other actors. It was complemented by an assessment tool pilot, which was tested in the African region for the development, implementation, monitoring and evaluation of the agreements. IOM also became co-lead, with the ILO, of a new thematic working group on bilateral labour migration agreements in the context of the United Nations Network on Migration.

122.   In addition to supporting governments with technical advice and assistance, 53 offices provided direct assistance to labour migrants or migrant jobseekers during the reporting period, which included pre-departure orientation, broader counselling and referrals.

123.   Thirty-five offices also reported that they had seen significant improvements in effective labour migration frameworks and schemes contributing to gender equality. One example is PROMISE, a multi-country initiative to promote better employment opportunities and working conditions in Thailand for migrants, especially women, from Cambodia, the Lao People's Democratic Republic and Myanmar; it also supports migrants who decide to return to their country of origin.

Promoting social, economic and cultural inclusion of migrants

124.   IOM is committed to promoting the social, economic and cultural inclusion of migrants by reinforcing a two-way integration process, which is essential for fostering diverse and cohesive societies.

125.   Training provides migrants with critical information about destination countries and identifies the skills they will need to succeed, whether in the workplace or their new communities. In 2019, IOM implemented more than 37 migrant training projects that benefited migrants from more than 90 countries.

126.   The Organization continued to develop the Joint Global Initiative on Diversity, Inclusion and Social Cohesion, a platform for IOM offices to learn, share and develop innovative strategies and initiatives to support Members States in promoting migrant inclusion and social cohesion. During the year, a series of workshops were held that brought together IOM experts to identify elements of a common approach to migrant inclusion and social cohesion and share good practices. In close collaboration with the UK Home Office and local councils across the United Kingdom, a handbook on developing evidence-based strategies and interventions to promote migrant integration was developed for global replication.

127.   In total, 130 offices promoted integration and the social, economic and cultural inclusion of migrants in host countries, with national governments, CSOs, regional and local authorities and NGOs. For instance, in Bosnia and Herzegovina, IOM promoted integration and exchanges between migrants and host populations by engaging them in various educational, sporting and cultural activities. In Cabo Verde, it supported the Government to improve and modernize the residence permit process, facilitating the documentation process for migrants in the country. In Uruguay, it worked with the

Government and NGOs to help migrant beneficiaries join the Uruguayan labour market. In the United Kingdom, the Organization worked with host communities and volunteers to support refugees to better prepare for early labour market integration by providing them with skill profiles.

128.   Furthermore, 99 offices provided various types of direct support to migrant beneficiaries. For example, in Armenia, Bangladesh, Cameroon and Panama, IOM provided grants and support to migrants for setting up micro-businesses. In Ethiopia and Kazakhstan, it provided legal aid services to migrants through consortium partners. In Greece, in order to promote social, economic and cultural inclusion, IOM provided migrants with rental subsidies for housing, legal counselling and support for the issuance of administrative documents, support for job searching and access to cultural activities near and within camps ensuring participation of local communities, among other things. In the Niger, IOM provided training on business management and agricultural practices for migrants staying in the transit centre in Agadez while they awaited their voluntary return.

129.   Gender dimensions were also considered while promoting the inclusion of migrants. For example, in Bahrain, IOM implemented the Comprehensive Information and Orientation Programme, which helped female migrant workers to integrate into their workplace and host community. In Argentina, IOM conducted a participatory assessment to identify gender-related barriers to empowerment and self-sufficiency for girl and women migrants from the Syrian Arab Republic. The assessment findings informed the design and implementation of workshops on women's rights, sexual and reproductive health, gender-based violence and access to assistance for victims of gender-based violence.

130.   The Organization also bolstered its efforts towards improving the public perception of migrants, with 60 offices extensively using social media and 48 offices providing direct support to community events. Other initiatives included support for the Fernando Pacheco Jordão Young Journalist Award in Brazil, podcasts on migration in Egypt, an art exhibition to promote the positive perception of migrants in Germany, the photo exhibition *Pour Tout l'Or du Monde* (For All the Gold in the World) in Senegal documenting the plight of artisanal gold miners in West Africa, co-organizing with the Ministry of Foreign Affairs of Japan the International Forum on Acceptance of Foreign Nationals and Their Integration into Japan, and organizing concerts showcasing the diversity of communities in the United Kingdom. In Austria, an IOM initiative supported Chechen youth to produce videos on their experiences as migrants and the challenges they faced.

131.   The IOM Global Migration Film Festival, in its fourth year in 2019, provides an opportunity to humanize the conversation on migration, to debunk myths and address misconceptions. In the three weeks leading up to International Migrants Day 2019, more than 700 screenings were organized by IOM regional and country offices in 108 countries, attracting a combined audience of around 60,000 people. Many of the screenings included panel discussions on social cohesion, where migrants, community leaders, government representatives and IOM partners discussed successful efforts to build bridges between migrants and host communities.

132.   The Organization continued to support the establishment and management of various migrant resource centres. During the year, 49 new centres were set up by IOM, 42 were managed by IOM and 26 were institutionalized and operated without IOM's financial support.

Improving financial and economic well-being of migrants and members of their families

133.   Another important policy area for IOM is migrant socioeconomic empowerment, in particular through financial literacy, which contributes to the economic, health and educational well-being of migrants and their families, thereby catalysing development in their home countries. In 52 countries, IOM focused on enhancing financial literacy among migrant populations by informing them about the

importance of financial well-being, improving their knowledge of the financial gains from migration and raising awareness about how to access additional finances. This was supplemented through working directly with financial providers and stakeholders on increased availability of gender-sensitive services and products to migrant households.

Activities to improve financial and economic well-being of migrants and their families
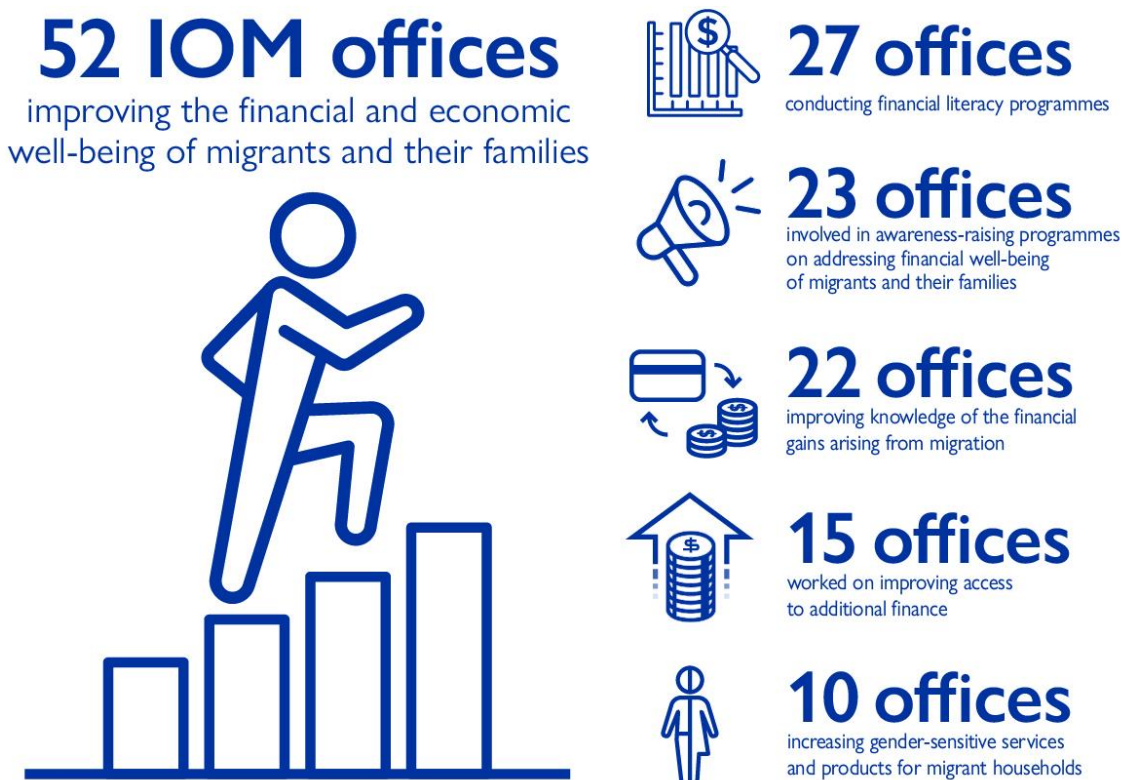
134.   IOM contributed to improving the financial and economic well-being of migrants and members of their families by engaging with government and other stakeholders through advocacy efforts on reducing remittance costs, and by collecting evidence on the impact of human mobility and migration on migrants, members of their families and related communities. Efforts were made to help reduce remittance costs to below 3 per cent, as per the related SDG indicator. This included providing technical assistance through reviewing and contributing to the improvement of legislation and regulatory frameworks, supporting practical and innovative schemes, and improving market transparency by sharing information on and identifying the best money transfer options. In addition, the remittance cost comparison feature in the MigApp mobile application continued to provide real-time information on the cheapest options for sending money within a specific corridor.

135.   In the area of entrepreneurship, IOM, in partnership with UNHCR and the United Nations Conference on Trade and Development, worked on several initiatives to build on the joint publication *Policy Guide on Entrepreneurship for Migrants and Refugees*. The Policy Guide was made more accessible through the development of an e-learning course entitled Entrepreneurship for Migrants and Refugees, for which the three entities also received assistance from the United Nations Institute for Training and Research. In addition, several national awareness-raising workshops were held, primarily in South America and West Asia.

Countering trafficking in persons, migrant exploitation and abuse

136.   IOM has been addressing human trafficking and migrant exploitation and abuse for decades. In 2019, 149 offices worked in this area. In partnership with governments, the United Nations, international and non-governmental organizations, the private sector and development partners, IOM's anti-trafficking responses encompass all aspects of the United Nations Global Plan of Action to Combat Trafficking in Persons. The issue of migrant children and the appropriate response to their care and protection needs continued to gain prominence. Hence, among the IOM offices working in this thematic area, 77 targeted migrant children as beneficiaries of anti-trafficking interventions.

137.   The nature of interventions ranged from technical assistance, capacity-building and data collection to outreach and household programming. Other forms of engagement included the facilitation of study visits to exchange good practices for countering trafficking in persons for government authorities in Burundi and Kenya, supporting the Government of the Niger to open the first shelter for victims of trafficking in Zinder, and working with embassies to organize awareness-raising events in Timor-Leste.

138.   Seventy offices developed materials on prevention and the protection of victims of trafficking and other migrants in situations of vulnerability, while 41,209 officials were trained on protection and anti-trafficking measures, the majority of whom were service providers, law enforcement officials or community leaders.

139.   In many countries, IOM training and technical assistance helped to strengthen the identification, referral and protection of trafficked persons, or to improve anti-trafficking legislation and its implementation. For example, in Cyprus, IOM liaised with the social welfare services to provide support and capacity-building and improve the national referral mechanism. In Bahrain, IOM supported the development of a national strategy and action plan to combat trafficking in persons.

140.   In Bangladesh, IOM provided protection and assistance in 3,568 protection cases. It also engaged over 111,000 women and girls in psychosocial support activities and conducted sessions on the risk of gender-based violence which reached 46,620 people. In Belarus, IOM worked with UNICEF to launch a new campaign, Teach Children to See Lies, aimed at preventing trafficking of children and child sexual exploitation and sexual abuse. In Slovakia, a mobile application called Safe Work and Travel Abroad was used to reach young people who could be at risk of trafficking.

141.   IOM has broad expertise in providing trafficked persons and other migrants vulnerable to violence, exploitation and abuse with direct assistance, such as safe accommodation, legal aid, and assisted voluntary return and reintegration. In 2019, it provided protection and assistance to 7,900 victims of trafficking and over 136,000 migrants vulnerable to violence, exploitation and abuse. Examples of the services provided include relocation (pre-travel support, travel and transportation) under the programme of the Government of Brazil for vulnerable migrants and refugees from the Bolivarian Republic of Venezuela in the country, medical and psychosocial support in Mali, the Republic of Moldova and Thailand, in-kind support for micro-business in Myanmar, and language courses, cultural mediation and orientation sessions in Romania and Slovakia.

142.   Furthermore, the Organization has taken a global lead role in the expanding area of counter-trafficking in humanitarian settings and general emergency contexts, through training, developing learning materials, testing innovative means of data collection, and providing direct support to field offices and inter-agency counter-trafficking forums. It deployed counter-trafficking experts to emergency locations to provide technical assistance and case management support in the Central African Republic and Chad, and in multiple border areas around the Bolivarian Republic of Venezuela and Ecuador. Through its DTM operations, IOM integrated trafficking-related and protection indicators

into routine displacement surveys in Bangladesh (Cox's Bazar), the Central African Republic, the Niger and in countries neighbouring the Bolivarian Republic of Venezuela, thereby establishing trends and providing an evidence base on trafficking in specific emergency contexts. The Organization also established training materials on counter-trafficking for CCCM actors, validating the content through two field test workshops with participants in north-eastern Nigeria and in Cox's Bazar.

143.   IOM continued to play a lead role in the Anti-Trafficking in Humanitarian Action Task Team under the Global Protection Cluster, both as a co-lead agency and in hosting the Secretariat. Through the Task Team, operational guidance tools were developed and field tested through workshops in north-eastern Nigeria, the Niger and South Sudan. IOM also conducted training with the two other co-leads for external humanitarian protection actors in Ukraine and in two locations in Myanmar.

144.   With respect to counter-trafficking efforts, in Guinea-Bissau and the Lao People's Democratic Republic, the Organization advocated for increased government recognition and assistance for male victims of trafficking.

Migration and health

145.   The IOM vision of "healthy migrants in healthy communities" is centred on four key approaches: promoting migrants' right to health; maintaining good public health outcomes for individuals and communities; contributing to the positive health and development outcomes of migration in countries of origin, transit and destination; and reducing health inequities.

146.   To this end, 117 IOM offices around the world were engaged in promoting the health of migrants. Of these, 109 offices stated that the government made efforts to ensure access to migrant-sensitive health services for all migrants without discrimination. Moreover, 61 offices reported that the host government included data on migrant health in national surveys and statistics, and 29 host governments shared these data with IOM. Furthermore, over 50 offices indicated that the government had a migration health focal point to coordinate migration health issues among various arms of the government.

147.   During the reporting period, 94 offices built the capacity of the host government and partners on migration health. For example, in multiple countries, IOM built the capacities of health service providers and border officials on migration health and health surveillance at borders. In Ethiopia, it strengthened capacity on cross-border communicable disease control, while in Guinea-Bissau, the Organization focused on cross-border health surveillance and the International Health Regulations (2005) at points of entry. In Madagascar, it established epidemic-control health screening points.

148.   In Malta, IOM built capacities of law enforcement officers and social workers, focusing on areas such as intercultural competencies, health needs, challenges and risks among migrants and refugees, mental health and psychosocial support. It also strengthened capacity on mental health and psychosocial support for migrants and psychological first aid in various countries, for example in Argentina, Colombia, Côte d'Ivoire, the Marshall Islands, Nicaragua and Thailand. In Timor-Leste, IOM worked with community health volunteers and other stakeholders to implement systematic screening for tuberculosis among high-risk groups. In Sri Lanka, it supported the National Tuberculosis Reference Laboratory for capacity-building in quality assurance management through a study visit to Bangkok.

149.   The Organization also advocated for migrant-sensitive health services with governments and partners. In 2019, 91 offices were involved in such efforts. Seventy-four offices also engaged directly with migrants and local communities to raise awareness about migration and health-related issues, including available services, migrants' right to health, mental health, sexual and reproductive health and rights, outbreak response and disease prevention.

150.   Furthermore, IOM engaged in regional and country-level policy engagements on migration and health. For example, in Ethiopia, it led advocacy and consultations with the Government and other stakeholders on mainstreaming migrant health service delivery in local and national programmes, especially for vulnerable migrants. In Southern Africa, it organized a preliminary session on migration health on the margins of the Ministerial Conference of the Southern African Development Community, held in Windhoek. The main outcomes of the session were key recommendations for action by member countries in the next five years. IOM also took part in the annual Migration Dialogue for Southern Africa event, also held in Windhoek, which had three recommendations on migration health governance, endorsed by attending ministers.

151.   IOM organized various events to promote migration health within relevant United Nations forums and to bring together a multisectoral coalition of government, United Nations and civil society partners and academia. For instance, it co-organized and led a discussion on policy coherence in migration health on the margins of the Fifty-second Session of the Commission on Population and Development, held in New York. The event enabled the sharing of experiences, challenges and evidence from good practices to contribute to an evidence-informed discourse on migration health at key United Nations discussions, including the high-level political forum on sustainable development, held in July, and the high-level meeting on universal health coverage, held in September. The Political declaration of the high-level meeting on universal health coverage refers to migrants and issues such as complex emergencies and climate change as elements to be taken into account in efforts towards achieving universal health coverage (and other health-related SDGs).

152.   In 2019, 86 IOM offices provided direct health services to migrants and local communities. Through a regional project in Southern Africa, by the end of the year, over 320,000 migrants, adolescents, young people and sex workers in migration-affected communities were provided with sexual and reproductive health/HIV services and information.

Migration, the environment and climate change

153.   IOM seeks to promote stronger coherence between policies and practices related to migration, the environment and climate change through the integration of migration considerations in climate change, environmental, sustainable development and disaster risk reduction policies and strategies; and the inclusion of environmental and climate change concerns in migration policies.

154.   By 2019, 77 offices addressed the migration, environment and climate change nexus by organizing and/or participating in national policy dialogues and events and awareness-raising initiatives, building evidence through research and data collection and supporting States by building capacities, influencing key policy processes related to environmental migration and assisting in the development of policies on environmental migration.

155.   Also in relation to the migration, environment and climate change nexus and/or environmentally sustainable practices, the Organization built the capacity of 5,262 individuals, including national and local government officials, community leaders, CSO and NGO staff and private sector officials.

156.   In addition to capacity-building, IOM influenced key global and regional policy processes related to environmental migration and assisted Member States in developing policies in this area. At global level, the Organization provided technical support to the UNFCCC Task Force on Displacement, notably by organizing the official workshop dedicated to the development of the Task Force's two-year action plan. At country level, in Zimbabwe, for instance, IOM advocated for the inclusion of the migration and climate change nexus into the national migration policy.

157.   At regional level, IOM worked with partners, including other United Nations agencies, to launch a multi-country project on enhancing protection and empowerment of migrants and communities affected by climate change and disasters in the Pacific region. In South America, the Organization published research on the integration of human mobility in climate strategies in the region. Similarly, in Asia and the Pacific, IOM provided technical support to countries to take into account human mobility considerations when developing climate change policies, including national adaptation plans, displacement policy frameworks and relocation guidelines.

158.   IOM also organized a number of high-level events in both Geneva and New York throughout the reporting period. For example, it co-organized, with the Permanent Missions of Portugal and Fiji to the United Nations in New York, a high-level ministerial breakfast meeting on migration and climate change, with a focus on small island developing States, in the margins of the United Nations General Assembly and the 2019 Climate Action Summit. It also organized the side event entitled Moving Forward Together: Averting, Minimizing and Addressing Displacement – The Second Phase of the Task Force on Displacement, at the Twenty-fifth session of the Conference of the Parties to the UNFCCC.

159.   The Organization continued to actively engage with Member States, the United Nations and civil society partners in this area of its work. In March, IOM briefed Member and observer States on its priorities on migration, the environment and climate change. It also worked closely with the State-led Platform on Disaster Displacement, with which it co-organized several global events, to support implementation of the Nansen Initiative Protection Agenda.

160.   To advance knowledge and evidence on the migration, environment and climate change nexus, IOM released key publications and internal documents, including *Climate Change and Migration in Vulnerable Countries*, published jointly with the United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, and *Addressing the Land Degradation–Migration Nexus: The Role of the United Nations Convention to Combat Desertification*, published with UNCCD. IOM also launched several communication–fundraising campaigns, such as the #FindAWay and #DoTheRightThing campaigns focused on migration, the environment and climate change.

Reintegration

161.   Providing reintegration assistance to migrants returning to their country of origin is an essential component of the Organization's approach to return migration, both for assisted voluntary return operated by IOM and for returns operated by other stakeholders. Through its integrated approach to reintegration, IOM promotes sustainable reintegration that considers economic, social and psychosocial elements across the individual, community and structural levels.

162.   In 2019, 112 offices were involved in reintegration activities either prior to return in the host country or upon arrival in the country of origin. In total, 126,442 reintegration-related services were provided to returnees either before departure (8%) or after arrival (92%). Services, such as counselling or economic, social and psychosocial assistance, were provided at the individual (88%), collective (9%) and community (3%) levels. Ninety-eight per cent of services were provided by IOM and the other 2 per cent through referrals. Reintegration services were delivered to migrants whose return was organized by IOM or by other actors, such as governments or NGOs. Of the returns organized by other actors, 32 per cent were forced returns and 2 per cent were returns considered as voluntary by other stakeholders.[3]

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[3]   IOM strongly believes that voluntary return is preferable to forced return, as it gives migrants a choice and enables them to prepare for return, thus positively impacting their reintegration process. However, IOM also assists forcibly returned migrants, for whom reintegration assistance is equally necessary to rebuild a life once back in their country of origin.

163.   IOM further operationalized its integrated approach to reintegration through the launch of the *Reintegration Handbook* and the development of a related training curriculum. These tools provide practical guidance on the design, implementation and monitoring of reintegration assistance for IOM staff, policymakers and other reintegration practitioners globally.

164.   In December, the Organization also launched the Return and Reintegration Platform, a global tool for disseminating knowledge and good practices in the field of migrant return and reintegration. It was developed by the knowledge management hub, established by IOM in 2017, and funded by the European Union under its project entitled Pilot Action on Voluntary Return and Sustainable, Community-based Reintegration.

165.   The capacity of local actors in countries of origin were also strengthened to support reintegration. Seventy-eight offices facilitated dialogue and/or capacity-building on reintegration management at local, regional and international level, with a wide range of stakeholders, including governments, NGOs, other United Nations agencies, the media, academia and the private sector. For instance, in El Salvador, IOM provided technical support to municipal governments to set up offices focused on providing reintegration support and referrals. In Finland, it conducted reintegration sustainability monitoring aimed at providing evidence-based information on the sustainability of reintegration of beneficiaries from Finland, which can be used by relevant stakeholders in the country when making policy and programmatic decisions in this area.

OBJECTIVE 2: MOBILITY DIMENSION OF CRISES

Crisis preparedness

166.   The Organization continued to strengthen its capacity to anticipate and respond promptly to crises. At global level, the internal Emergency Preparedness Monitoring Report was issued biannually, in line with the IASC Early Warning, Early Action and Readiness Report. This internal report enables IOM to contribute more effectively to inter-agency risk monitoring and preparedness efforts.

167.   In 2019, IOM launched an upgraded roster of experts, a repository of vetted experts who possess the skill sets needed for the Organization's various sectors of emergency response. By the end of the year, the roster contained 315 active experts.

168.   At field level, 62 country offices reported having contributed to inter-agency emergency preparedness activities. For example, in Cox's Bazar, IOM worked with the Inter-Sector Coordination Group and developed a cyclone preparedness and response plan.

169.   The first IOM Global Pre-positioning Strategy was disseminated to improve efficiency, timeliness and the quality and costs of supplies. Looking towards 2021, the Strategy builds on existing strategic partnerships and is closely integrated and harmonized with country-level supply chain processes.

170.   To meet beneficiary needs, global stocks were released 18 times from the warehouses in Manila, Nairobi and Panama to 11 country offices (Bahamas, Burkina Faso, Burundi, Democratic Republic of the Congo, Ethiopia, Mozambique, Papua New Guinea, Philippines, Somalia, Yemen Zimbabwe). Offices greatly benefited from the quicker procurement process made possible by pre-positioned stocks. Fifteen long-term agreements were in place for the replenishment of global stocks.

171.   To strengthen humanitarian operations in the East and Horn of Africa, the fourth IOM quality control centre was established in Nairobi, following those in Manila, Gaziantep and Juba. Quality

management procedures were introduced at the IOM Offices in Kenya, the Philippines, Turkey and South Sudan, and best practices were collected during a workshop in Manila and training at the Regional Office in Nairobi.

172.   The development of guidance tools and training continued to be critical in fortifying the Organization's knowledge management and capacity-building efforts, as well as in improving institutional structures and processes. Capacity-building events on CCCM were held at the national and subnational levels in 24 countries, benefiting camp managers, community governance structures, partners and local authorities. A total of 281 training sessions were conducted across the world, attended by 7,271 people. The CCCM training programmes continued to integrate actions to address gender-based violence.

173.   The Emergency Response Induction Training, IOM's institutional programme on principled and accountable crisis response for staff and standby partners working in crisis settings, was held in Nairobi in June, with 32 participants from 27 country offices. This training builds the Organization's capacity to effectively scale up and respond to crises by expanding the pool of qualified staff who can be deployed to support emergency operations. Training on resources management in emergencies was also organized in Turkey in November for 15 Resources Management Officers from various regions. The overarching goal of this training was to strengthen the managerial and technical capacity of mid-level Officers and prepare them to assume a higher level of responsibility, particularly in emergency response settings.

174.   With a 260 per cent increase in CCCM operations incorporating the use of cash-based interventions in 2019, IOM began developing a guide for camp managers on cash-based interventions, which will also mainstream prevention and mitigation of associated protection and gender-based violence risks. As co-lead of the Global CCCM Cluster, IOM also pursued efforts to foster actions to address gender-based violence in displacement settings. IOM was appointed co-lead of the Global CCCM Cluster Working Group on Participation in Displacement, together with the Norwegian Refugee Council.

Crisis response

175.   Crisis response remained one of the largest areas of intervention for the Organization. Crisis-related programming remained stable, reaching over 28 million people in more than 75 countries. During the year, IOM had a corporate Level 3 mechanism for four protracted emergencies, namely in Bangladesh, Nigeria, the Syrian Arab Republic and Yemen. This mechanism was also activated to scale up response to Cyclones Idai and Kenneth in Mozambique and to the Ebola crisis in the Democratic Republic of the Congo. The Level 3 emergencies for Bangladesh and Nigeria were deactivated in July, while the corporate emergency response to the cyclones in Mozambique was terminated at the end of the year.

176.   The Organization continued its role in inter-agency coordination of humanitarian assistance and was engaged in 74 clusters, sectoral coordination and/or working groups in 39 countries. In several operational contexts (e.g. Bangladesh, Colombia, South Sudan, Sudan, Turkey, Yemen), IOM had a stronger role, leading multiple sectoral coordination mechanisms. It led or co-led 17 CCCM coordination platforms; 23 shelter and NFI coordination mechanisms, of which 3 were merged into CCCM and shelter platforms (in Chad, Zimbabwe and Nigeria); 13 inter-agency migrant and refugee response platforms; and 21 other types of coordination platforms across different sectors, including cash-based interventions, health, protection and information management. When the Organization coordinated CCCM sectors, it had dedicated staff for coordination (80% cases), for information management (100% of cases) and both areas (80% of cases). Globally, the Organization contributed to 17 of the 21 inter-agency humanitarian response appeals.

177. Additionally, IOM data continued to be frequently shared with humanitarian actors to inform their responses. The DTM was used in 81 per cent of the humanitarian needs overviews and humanitarian response plans as one of the main sources of data and analysis for internal displacement.

178. The Migration Emergency Funding Mechanism was activated eight times in 2019, with a total disbursement of USD 2.2 million. It was used to quickly respond to humanitarian needs related to the Ebola outbreak, particularly in the Democratic Republic of the Congo and Burundi, as well as to Cyclones Idai and Kenneth in Malawi, Mozambique and Zimbabwe and Hurricane Dorian in the Bahamas. An allocation from the Mechanism was also granted to support voluntary returns from South Africa to Mozambique following xenophobic attacks. The disbursement of advanced internal funding in anticipation of donor contributions enabled IOM to respond in a timely and flexible manner to complex humanitarian crises, while resources were mobilized.

179. In 2019, IOM finalized its protection in humanitarian action road map outlining major operational pillars and core commitments of protection programming. The Organization's protection intervention in humanitarian settings reached 32 countries.

180. DTM operations continued to pursue the integration of protection and gender-based violence indicators. As standard procedure, the DTM generates data disaggregated by sex and age. As of June, 85 per cent of active DTM operations had protection (gender-based violence and/or child protection) indicators integrated into data collection activities, encouraging joint analyses with protection experts and further development of data-sharing mechanisms with protection partners.

181. The Organization advanced its efforts to mainstream gender-based violence prevention and risk mitigation into its emergency response. It continued to roll out and operationalize the Institutional Framework for Addressing Gender-based Violence in Crises and developed a toolkit to guide staff on integrating measures to address gender-based violence. Gender-based violence and health teams were also engaged to work together and explore how to better support gender-based violence survivors, leading to the development of guidance and tools.

182. A WASH monitoring, evaluation and learning framework was developed aimed at strengthening WASH knowledge management. The package included multiple tools, such as the WASH project design and monitoring tool, which have been shared with country offices for piloting purposes.

183. The Organization consistently endeavours to place persons with disabilities at the centre of humanitarian responses. For instance, the Women's Participation Project included women with disabilities in mechanisms to increase their representation in decision-making in camp and camp-like settings; in Cox's Bazar, IOM teamed up with the Centre for Disability in Development, a disability rights organization, to deliver home-based rehabilitation for refugees with disabilities; and the disability inclusion strategy of the IOM Office in Iraq aims to ensure that persons with disabilities are equitably included in and consulted on the Office's activities.

Camp coordination and camp management

184. The Organization's CCCM activities took place across 33 countries, with IOM holding coordination roles in 17 crisis responses. By the end of the year, the Organization's CCCM operations had reached almost 2.4 million people in more than 1,295 camps and camp-like settings in 28 countries.

185. In line with the Grand Bargain, IOM, in its role as the Global CCCM Cluster co-lead, worked with the Global Education Cluster, the Child Protection Area of Responsibility and the Gender-based

Violence Area of Responsibility to facilitate the work of the Task Team on Localization, in coordination with the Global Cluster Coordination Group, and was key in drafting a guidance note for cluster coordinators. IOM also worked to strengthen its efforts in localization by working through and building capacity of local partners and initiated a pilot project to localize the CCCM framework and standards in Indonesia, the first of three target countries. In 2019, 50 per cent of IOM CCCM operations were carried out through national implementing partners.

186.   The Women's Participation Project continued to be implemented, for example in Bangladesh, Nigeria and South Sudan. IOM also collaborated with the Women's Refugee Commission in South Sudan to adapt, pilot and improve the "I'm here" operational approach to adolescent engagement in the Wau Protection of Civilian Adjacent Area IDP Camp. This was the first time that a CCCM actor tested the implementation of such a tool and IOM is looking at its replicability in other contexts.

Shelter and non-food items

187.   IOM set up new shelter and NFI operations in response to displacements in Ethiopia, Cyclones Idai and Kenneth in Malawi, Mozambique and Zimbabwe and Hurricane Dorian in the Bahamas. It also significantly scaled up operations in Ethiopia, Nigeria and the Syrian Arab Republic. Over 70 per cent of IOM's shelter and NFI support targeted populations affected by the crises in Bangladesh, Ethiopia, Mozambique, Nigeria, South Sudan and the Syrian Arab Republic.

188.   The Organization continued to play an important role in the Strategic Advisory Group of the Global Shelter Cluster. It maintained its lead role in the Shelter Projects Working Group, co-led the Inclusion of Persons with Disabilities in Shelter Programming Working Group and delivered key activities for the Promoting Safer Building Working Group. Furthermore, IOM provided critical global capacity on land tenure issues by hosting the Housing, Land and Property Adviser to the Global Shelter Cluster, who completed 10 missions in support of shelter cluster partners in the Democratic Republic of the Congo, Ethiopia, Indonesia, Mozambique and Nigeria.

189.   With various partners, IOM co-organized the first inter-agency settlement planning training to strengthen the technical skills of site planning experts on gender, gender-based violence and environmental concerns, and to contribute to building the global evidence base on how these issues can be addressed from a settlement-planning perspective. This was followed by field training of trainers in Beira, Mozambique.

Gender-based violence mainstreaming in humanitarian operations

190.   Throughout 2019, IOM continued to participate in the Gender-based Violence Area of Responsibility and to strengthen its coordination, information management and operational capacities, hosting its Global Information Manager and supporting the deployment of two Regional Emergency Gender-based Violence Advisers. Furthermore, IOM continued to host a training specialist on behalf of the Reference Group supporting implementation of the IASC Guidelines for Integrating Gender-based Violence Interventions in Humanitarian Action.

191.   IOM, UNICEF and the Gender-based Violence Area of Responsibility organized a stocktaking workshop on gender-based violence risk mitigation for global and national CCCM/WASH/shelter and gender-based violence clusters/sector coordinators from Bangladesh, Iraq, Nigeria, Somalia and South Sudan.

Water, sanitation and hygiene

192.   IOM WASH programming reached a record number of beneficiaries in 2019, assisting 6.7 million people in 27 countries. As a result of these interventions, 2.8 million people received clean water, 937,000 people gained access to safe latrines, 1.5 million people benefited from other sanitation-related activities, and safe hygiene was promoted for 2.3 million people.

193.   IOM also joined the Global WASH Cluster's Faecal Sludge Management Working Group. As a member of UN-Water, the Organization contributed to the development of the UN-Water 2030 Strategy (for release in 2020) and provided inputs for the World Water Development Report 2019, *Leaving No One Behind*, published in March.

Cash-based interventions

194.   Cash-based interventions were carried out in 28 countries and reached over 900,000 beneficiaries, a 26 per cent increase from 2018. The largest cash-based intervention programmes were in Afghanistan, Bangladesh, the Central African Republic, Chad, Ethiopia, Iraq, Serbia, South Sudan, Turkey and Yemen.

195.   In accordance with the Grand Bargain commitments and the IOM Strategy for Humanitarian Cash-based Interventions (2019–2021), IOM established a team at Headquarters to build institutional capacity to use cash-based interventions as a modality for the delivery of humanitarian assistance. Several new tools were developed, including a cash-based interventions risk management matrix, guidance on cash-for-work activities and guidance on the design of post-distribution monitoring exercises. Simultaneously, significant steps were taken towards reviewing internal financial and administrative systems against the requirements for cash-based interventions to produce a standardized method to monitor and report on cash and voucher-related expenses across the Organization.

196.   To enhance the quality of its cash-based interventions at country level, IOM produced literature reviews addressing a variety of cross-cutting themes, such as gender, disability inclusion, gender-based violence and cash-based interventions in armed conflict. Knowledge management was enhanced by establishing an online institutional repository of validated tools, guidance and document samples used by various offices and lessons learned on cash-based interventions.

Health in emergencies

197.   Through its health response in humanitarian settings and its response to public health emergencies, the Organization aims to save lives, reduce morbidity and alleviate suffering, while upholding humanitarian principles and protecting human dignity. In 2019, 43 offices conducted emergency health planning, including health education/promotion, referrals, disease outbreak surveillance and response, direct health service provision and vaccinations. Some examples of IOM support in this area included ambulance services in Cox's Bazar, voluntary counselling and HIV testing in Jordan, tuberculosis awareness-raising and screening in Lebanon, and direct health services and assessments, especially for victims of trafficking, in Trinidad and Tobago. During the Ebola outbreak in the Democratic Republic of the Congo, IOM supported cross-border coordination and preparedness and response in the country and neighbouring countries in East Africa.

198.   Furthermore, the number of migration health projects that included sexual and reproductive health activities increased by over 20 per cent, with 19 new projects in 2019.

Surge support

199.   In 2019, 53 staff were involved in 250 deployments to 61 country operations for a total of 2,558 staff days, averaging 10 days per deployment and 48 days of deployment on average per staff member. Compared to 2018, there was a slight decrease in the number of experts in the pool of staff deployed by IOM to support country operations. This increased the average number of deployment days per staff by nearly 30 per cent. From a thematic standpoint, 37 per cent of the deployments were related to both internal and inter-agency coordination processes, while technical surge support represented 34 per cent of deployments. Additionally, IOM organized 42 surge deployments to 16 country operations where support was provided to address gender-based violence in crisis response. Rapid response officers were deployed within days for 93 per cent of the 14 new crises to which IOM responded in support of the first phase of response.

200.   During the reporting period, the Organization received 125 requests for deployments from its roster of experts, 85 of which it was able to facilitate, representing a fill rate of 65 per cent. Deployments were made to 17 IOM country offices around the world.

201.   IOM's standby partners continued to be a key component of its surge response and provided 90 deployments, the equivalent of 8,821 staff days, to 21 country offices. These deployments were made most frequently in the areas of information management (17%), data analysis (10%), shelter (10%) and CCCM (10%).

Migrants in countries in crisis

202.   Based on its commitment to implement the recommendations in the Guidelines to Protect Migrants in Countries Experiencing Conflict or Natural Disaster (MICIC Guidelines), IOM continued to support governments and other local partners with preparedness activities aimed to reduce migrants' specific vulnerability in crisis contexts. IOM offices in all regions implemented training programmes to include migrants in emergency management in their host countries and to strengthen consular crisis assistance for nationals abroad. IOM engagement also included dedicated programming to integrate migrant-inclusive approaches into response operations following Hurricane Dorian in the Bahamas.

203.   Further support was given to operations through the development of guidance materials, translating the 15 thematic areas of the MICIC Guidelines into actionable recommendations for practitioners and policymakers, as well as training packages, including e-learning courses, and research papers.

Transition and recovery

204.   The Organization's transition and recovery programming supports governments, communities, displaced persons and other affected populations in overcoming acute crisis and fragile contexts and in laying the foundations for longer-term recovery and development. It also provides important contributions to the humanitarian, development and peace nexus.

205.   In 2019, IOM continued to assist displaced persons and affected communities in mitigating the detrimental impacts of displacement and moving towards durable solutions in line with its Progressive Resolution of Displacement Situations Framework. Among other activities, the Organization supported around 420,000 displaced persons to locally integrate, 273,000 persons to reintegrate into their places of origin, and nearly 70,000 to relocate/resettle elsewhere. Overall, activities in this regard reached over 1,100 communities.

206.   Access to sustainable employment and livelihoods is also a central component of IOM's transition and recovery work, which seeks to integrate individual support with community- and local-level initiatives to build capacity and address barriers. In 2019, the Organization supported nearly 628,000 beneficiaries with a wide range of livelihood assistance and economic revitalization programming. For example, it provided financial support to vulnerable IDPs in the Democratic Republic of the Congo, cooking stoves, livestock and livelihood materials to 373 households in Myanmar, and self-employment, microenterprise and scale-up grants for economic revitalization in Ukraine. In Mozambique, IOM combined the provision of agricultural kits, livestock and training in food processing to Mozambican returnees from Malawi to improve living conditions for vulnerable households.

207.   The Organization's community stabilization work continued to play a key role in addressing the drivers of displacement and creating conditions conducive to durable solutions. It also promoted community–government engagement and fostered socioeconomic stability. In Egypt, for example, IOM provided social assistance to displaced persons and host communities to improve their living conditions, increase social cohesion and resilience, and ultimately prevent irregular and unsafe migration, in line with the Regional Refugee and Resilience Plan (3RP).

208.   IOM's peacebuilding portfolio is designed to prevent and resolve conflict, a principal driver of displacement, and to support sustainable peace and reintegration. In Iraq, for instance, IOM supported the creation of the flexible education model as part of the national policy on the social and economic reintegration of ex-combatants of non-State armed groups. In the Democratic Republic of the Congo, 577 police officers were trained in community policing in Lubumbashi, thereby improving the local population's perception of the police and increasing trust in State structures.

209.   In line with its global commitment to prevent, mitigate and respond to root causes and drivers of displacement, the Organization continued its efforts to help prevent violent extremism. In Kenya, for instance, it partnered with the National Counter Terrorism Centre, the Ministry of Interior and county governments to assist returnees and youth at risk of radicalization.

210.   The Organization continued to implement and monitor progress on its Strategic Work Plan on Disaster Risk Reduction and Resilience 2017–2020. In Myanmar, for example, IOM, in coordination with the Ministry of Social Welfare, Relief and Resettlement, introduced township-level multi-hazard risk maps, which were used to plan evacuations and future infrastructure development.

211.   Resolving housing, land and property issues is important to sustain reconciliation and peace and to create durable solutions. In Colombia, for instance, IOM provided training for government officials in the management of land tenure, use and appropriation rights and in the normative and operational instruments required for the relevant administrative and judicial processes. In Iraq, IOM established centres at six locations to provide legal advice on housing, land and property issues, such as support for reclaiming property left behind during occupation by Islamic State in Iraq and the Levant.

212.   Reparations play a key role in advancing transitional justice and supporting broader peacebuilding efforts. For instance, in Bosnia and Herzegovina, IOM conducted outreach activities to raise the awareness of NGOs, CSOs and service providers on the rights of victims and the procedure to apply for victim status, and also provided training for relevant government bodies on application, assessment and decision procedures. In Colombia, under the framework of the Victims Institutional Strengthening Programme, IOM provided technical assistance to local authorities for the implementation of the public policy for victims of the armed conflict.

Resettlement and movement management

213.   Arranging the safe and dignified movement of refugees and migrants is a core function of the Organization. The principal areas of programming in 2019 were resettlement, repatriation and voluntary humanitarian return.

214.   The Organization supported over 30 States in conducting resettlement, humanitarian admissions and relocation for 107,347 refugees and other vulnerable persons, with significant operations out of Afghanistan, Egypt, Ethiopia, Iraq, Jordan, Kenya, Lebanon, Turkey, Uganda, Ukraine and the United Republic of Tanzania. The top three resettlement countries were the United States of America, Canada and Australia. Of the above-mentioned total, more than 1,000 persons in need of international protection were relocated in European countries, with the majority departing from Malta or Italy and smaller operations out of Greece and France. Moreover, 57 charter flights were arranged for 8,576 of the above-mentioned total for refugees and other humanitarian entrants to final destinations in Canada, France, Germany, Ireland, Italy, Spain, Sweden and the United Kingdom.

215.   IOM facilitated the repatriation of 21,854 refugees to their country of origin, with Burundi and Myanmar being the top two destinations. Of those individuals, 98 per cent travelled by land from the United Republic of Tanzania and Thailand, while 2 per cent travelled by air from South Africa, Angola and the United Republic of Tanzania.

216.   The Organization assisted 13,186 persons in situations of vulnerability via international air travel (79% men, 21% women). Humanitarian charters were arranged primarily for migrants in Libya voluntarily returning to their country of origin (e.g. Nigeria, Niger, Mali, Sudan) as well as for migrants in Yemen voluntarily returning to Ethiopia. Additionally, IOM moved 199 migrants in Brazil for domestic relocation by charter and assisted the voluntary return of 636 migrants to Cameroon, China, Mali, the Niger and the Sudan. Moreover, 317 stranded migrants in dire need of help received humanitarian assistance and travelled to safety under IOM auspices.

217.   Thirty-one offices helped their host governments to establish or expand resettlement and movement management programmes. In Luxemburg, for instance, IOM concluded an agreement with the Government to facilitate the resettlement of 50 refugees from the Niger. In Cameroon, IOM worked closely with the Government to unite stranded diasporas and migrants with their families back home.

218.   During the reporting period, 13 governments improved resettlement programmes following IOM-led training or policy guidance. In Brazil, as a result of the support provided by the Emerging Resettlement Countries Joint Support Mechanism, the Government developed a public tender to engage civil society organizations in community-led resettlement.

OBJECTIVE 3: SAFE, ORDERLY AND DIGNIFIED MIGRATION

Facilitating safe and regular migration and mobility

219.   IOM aims to enhance regular migration and cross-border mobility by supporting immigration and visa processing tasks and providing public, international non-profit alternatives to outsourcing migration management tasks to for-profit entities. In 2019, 77 offices promoted and facilitated such regular migration channels. Support was given to 432,077 beneficiaries with temporary and long-term

migration visa applications and for 102,353 cases of visa processing assistance for family reunification. Support for humanitarian visa applications was provided to 23,428 beneficiaries. Other forms of assistance for interested Member States included verifying documents across a network of offices for visa and immigration-related applications.

Number of beneficiaries receiving visa-related support[4]

432,077
beneficiaries supported
for temporary and long-term
migration visa applications

102,353
beneficiaries supported
for family reunification
visa processes

23,428
beneficiaries supported
for humanitarian
visa applications
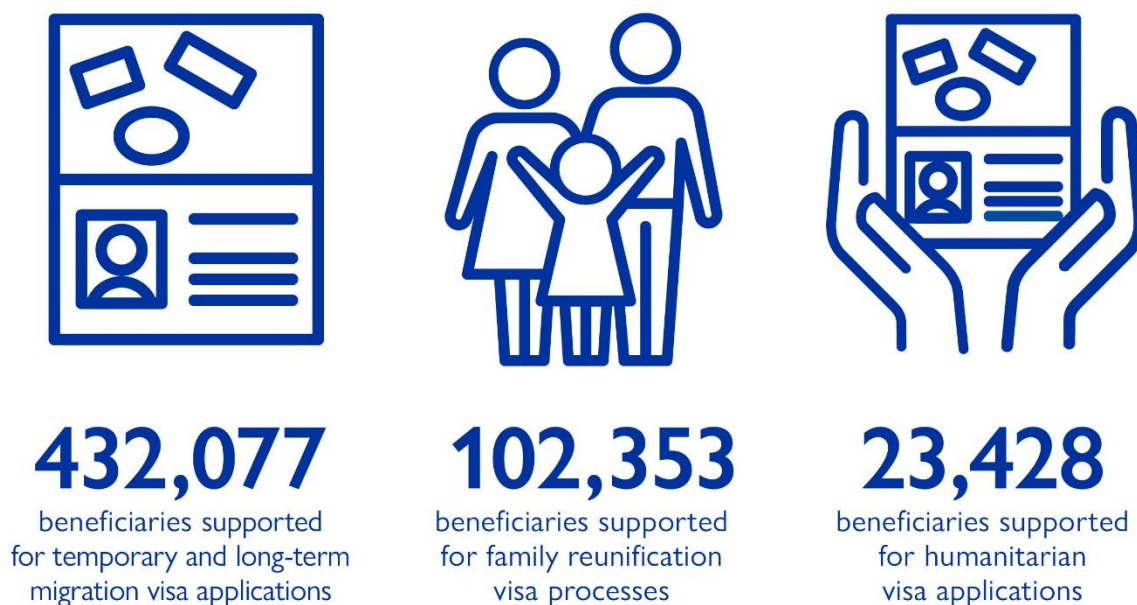
220.   IOM's work in facilitating safe and regular migration and visa processing also contributed to various governments further strengthening their approaches to safe, orderly and regular migration management. In South America, IOM advocated for facilitated and accessible visa-based solutions and supported the design and implementation of registration and provisional work permits for Venezuelan migrants. The Organization provided advice for registration and regularization and a technical solution to support biometric registration. It also designed a complementary training programme for large-scale registration. The solution was first implemented in Trinidad and Tobago and then rolled out in Ecuador to assist with the registration of up to 200,000 Venezuelan migrants.

221.   Offices around the world reported that their engagements in facilitating safe and regular migration made a difference for migrants by contributing to more durable solutions. Gender considerations are also regularly incorporated into IOM's immigration and visa-related programming, with 28 offices having reported specific activities. For example, the IOM Family Assistance Programme provided tailored, gender-sensitive assistance and integration support for migrants – mainly women and children in vulnerable situations – seeking to reunite with their families in Germany.

222.   In relation to addressing the specific vulnerabilities of migrants, in 2019 all locations where IOM supported visa application procedures were equipped to accommodate beneficiaries with reduced mobility. In the case of the Family Assistance Programme, centres are fully accessible for beneficiaries with physical disabilities; day-care support in child-friendly facilities is also provided while parents work on their applications.

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4   The number of beneficiaries refers to the number of times individuals were assisted through specific means and not the number of individuals assisted. For example, if someone receives assistance online, over the phone and at an IOM facility, that person is counted three times.

223.   Thirty-four offices reported additional activities that helped to address specific vulnerabilities of applicants. For example, in South America, one of the key challenges for Venezuelan migrants was identity management of minors owing to the lack of accepted photo identity documents for children. IOM assisted the governments in the region to address such issues by sharing recommendations and good practices aimed at ensuring effective registration and regularization.

Border and identity management

224.   Efficient and rights-based border and immigration management policies and structures, supported by professional and well-trained personnel, facilitate and foster enhanced movement management, development and trade at borders. They also contribute to preventing exploitative and irregular migration, dismantling organized criminal networks and effectively protecting the rights of migrants.

225.   In 2019, 100 IOM offices worked on border management, with engagements ranging from enhancing border security and training on travel document inspection to cross-border and inter-agency cooperation and information-sharing. Examples included building capacities of border agencies in Armenia in line with international standards; supporting the Republic of Moldova with the conceptualization and implementation of an advance passenger information system; awareness-raising on social cohesion among border communities in Côte d'Ivoire; support for the establishment of a document examination laboratory at Jomo Kenyatta International Airport in Nairobi; support in Afghanistan to streamline identity verification; and the organization of a film festival in Baghdad presenting 15 short films on the positive impact of community policing.

226.   Seventy-four offices included training for border and other relevant immigration officials and partners in their activities. Worldwide training for over 18,000 border and other immigration officials was provided directly or facilitated by IOM. This included 3,527 counterparts trained on border management in crises, 2,373 on border security and 1,985 on travel document inspection, including fraud detection. For instance, the African Capacity Building Centre delivered training of trainer sessions on humanitarian border management to strengthen the protection of migrants between the Horn of Africa and Yemen. Further examples included training on MIDAS (Migration Information and Data Analysis System) – notably user and installation training in Djibouti, Haiti, Madagascar, the Marshall Islands and other States. In Nigeria, IOM supported the authorities to successfully implement MIDAS at the airports in Abuja, Kano and Lagos. Training of trainer sessions were also delivered in Bhutan for the Department of Immigration, with a focus on passport examination.

227.   IOM initiatives on border and identity management resulted in positive long-term impacts regarding the facilitation of safe, orderly and regular migration. In Azerbaijan, for instance, they led to improvements in border security. In Burkina Faso and the Niger, they contributed to improving the capacities of border agencies and strengthened collaboration and cooperation between border communities and the relevant State authorities. Furthermore, in Egypt, IOM's efforts led to government and border authorities being better informed on strategic concepts and technical solutions to tackle transnational crime effectively and to better address vulnerabilities of migrants during search and rescue operations at sea and in the desert.

228.   Fifty-six offices addressed specific vulnerabilities of migrants through their border management engagements, and fifty-four offices reported that gender considerations were part of their border and identity management support activities. In the Lao People's Democratic Republic, for instance, IOM assisted border control officials to develop and adopt a gender-sensitive approach to border management.

Health assessments and travel health assistance

229.   Through its pre-migration health activities, IOM ensures that individuals travelling under its auspices are fit to travel and receive necessary travel health assistance. Migration health assessments have many benefits, including the early detection and treatment of conditions of individual and public health concern, safer travel and continuity of care. As part of the Organization's pre-migration health activities, nearly 100 offices provided or assisted the provision of 426,988 migration health assessments for refugees and migrants. Over 140,000 individuals were vaccinated against more than 15 vaccine-preventable diseases as part of their migration health assessment; in total, over 440,000 doses of vaccine were provided. Individuals travelling under the auspices of the Organization also received a pre-embarkation check by IOM clinicians. Moreover, 1,520 individuals requiring assistance during travel owing to a medical condition travelled with a medical escort.

Pre-migration health activities for migrants and refugees

426,988
migration health assessments
provided or facilitated
by nearly **100 offices**

1,520
individuals travelled
under the care
of a medical escort

140,000
individuals vaccinated
against more than **15**
vaccine-preventable diseases

230.   In addition to the activities undertaken within IOM's global health assessment programmes, 71 offices provided pre-embarkation checks for 144,811 beneficiaries of other IOM programme areas, such as assisted voluntary return and reintegration and counter-trafficking. Furthermore, 24,000 migrants who required assistance during travel owing to a medical condition returned to their country of origin with a medical escort.

231.   The Organization also provides post-arrival health assistance to migrants and refuges. In 2019, such assistance was provided to over 51,000 returnees in 53 countries.

Assisted voluntary return

232.   Assisted voluntary return remained a high priority for programmatic activities, with 63,634 migrants (25% female and 75% male, of which 17% were children) being assisted to return from 136 host countries (of destination or transit) to 163 countries of origin. The majority were assisted to return from the Niger (21%), Germany (17%) and Djibouti (5%) to Ethiopia (8%), Mali (7%) and

Guinea (6%). For the first time, the majority of voluntary returns carried out by IOM did not originate from the European Economic Area and Switzerland combined (36% in 2019 compared with 53% in 2018). West and Central Africa remained the main region of origin. Migrants in situations of vulnerability continued to represent a significant portion of the total caseload of migrants assisted to return in 2019.

233.   To promote safe and dignified return for assisted migrants, 39 offices engaged in pre-departure activities through the provision of support in areas such as childcare, medical and psychosocial assistance, financial services, housing and job placement.

234.   Guided by the principle of partnership in assisted voluntary return and reintegration programming, 59 offices facilitated dialogue and capacity-building on return management at local, regional and international level towards the establishment of referral mechanisms, the adoption of guidelines, or for the establishment of interministerial committees and legislative reviews. For example, in Germany, IOM implemented a series of events at regional level to inform migrants about the country's assisted voluntary return and reintegration programmes and initiatives.

ORGANIZATIONAL EFFECTIVENESS: 2019 KEY HIGHLIGHTS

235.   Around the world, IOM continued to have a profound impact on the beneficiaries it assists, and on wider societies, whose resilience it seeks to strengthen. To continuously improve itself, the Organization needs to demonstrate high levels of internal performance and gains in internal efficiencies that will be sustained for years to come. For this purpose, an organizational effectiveness results framework was developed with key targets on internal performance and efficiencies. The core elements of the results framework are based on IOM's ambition to be principled, purposeful and prepared. This section reports on the key organizational highlights of the year.

IOM is principled

Gender Equality Policy 2015–2019

236.   The Organization made progress in terms of gender equality. It continued to implement the IOM Gender Equality Policy 2015–2019, which will continue to be in effect until the adoption of a new policy. By the end of the year, more than two thirds of current milestones in the Gender Equality Policy 2015–2019 implementation plan had been met. Notable achievements in 2019 included the completion of face-to-face training on the IOM gender marker, with training courses having now been delivered in all nine IOM regional offices and at Headquarters since 2017; and IOM meeting or exceeding 8 of the 17 performance indicators of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women.

237.   IOM saw further progress on its gender marker since it was adopted in late 2018. By the end of the year, the total number of project proposals that had the objective of addressing a gender issue rose to 50, which is 6 per cent of all applicable projects. Moreover, the total budget of all projects that either directly targeted a gender issue or incorporated gender considerations in needs, outputs and activities was an estimated USD 312,347,199, representing 53 per cent of the budget for all applicable projects activated in 2019.

238.   During the year, a total of 962 staff members or other personnel completed the I Know Gender training course, thus making a total of 11,363 since 2014. Two awareness-raising packages on PSEA were also developed, one for IOM personnel and one for implementing partners. These were sent to all regional and country offices.

239.   By the end of 2019, gender focal points had been named in all nine regional offices (eight women, one man) and in 81 per cent of country offices, a slight decrease from 85 per cent in 2018. Of these, 82 per cent were women and 18 per cent were men. An online networking platform was created to stimulate further the promotion of gender equality in all external activities and internal processes. Twelve gender focal points and other relevant personnel also participated in a week-long training course on gender issues delivered by the International Training Centre of the ILO and UN-Women.

240.   At the end of 2019, women represented 47 per cent of all international Professional staff (a slight decrease from 48% in 2018) and 47 per cent of all national staff (unchanged from 2018). Women's representation at the P-5 and above levels stood at 38 per cent, a slight increase compared with 2018, with women holding 41 per cent of positions at the P-5 level, 36 per cent at the D-1 level, and 31 per cent at the D-2 level. Women's representation at the P-4 and above levels remained at 40 per cent, still short of the target of 45 per cent by 2023, as set out in the Diversity and Inclusion Workplan. IOM will continue to closely monitor, analyse and report these statistics, moving towards the goal of gender parity at all levels of the Organization (see Annex I for further details).

Snapshot of gender balance within the Organization

Women represented
47%
of the total IOM workforce

P-5 and above levels

+1% female representation from previous year

62% men

38% women
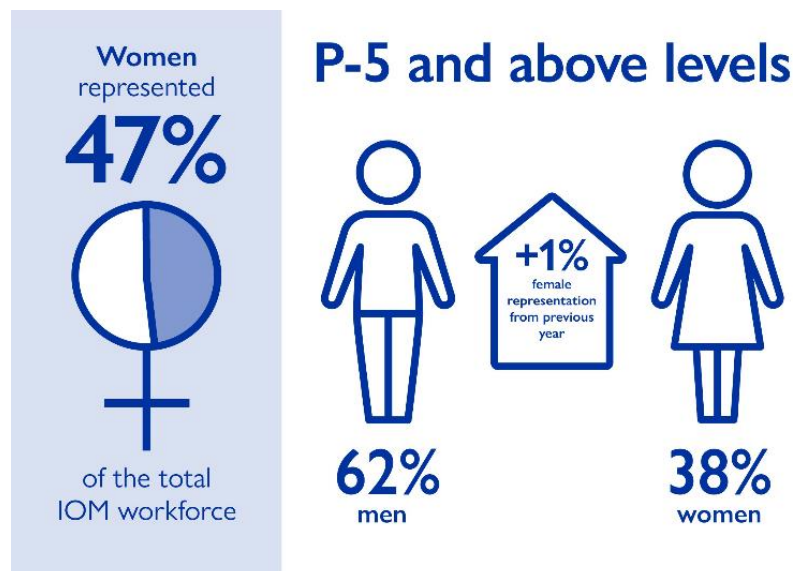
Disability inclusion

241.   With the launch of UNDIS in 2019, disability inclusion has become a priority for the United Nations. IOM supported the drafting and launch of UNDIS and will comply with the mandatory reporting requirement on disability inclusion at the operational and programmatic level, starting in 2020.

242.   In 2019, IOM launched a campaign to showcase the experiences of IOM staff with disabilities through storytelling and video testimonials. This resulted in a collection of 18 videos, including two testimonials that are currently being used in training courses and awareness-raising activities. The call for staff with disabilities to share testimonials resulted in several staff from different regions coming forward with questions related to disabilities or reasonable accommodation, which they had not disclosed in the past. It should be noted that the 2019 global survey on staff engagement included questions on disability, and that 1 per cent of respondents (63) mentioned having a disability, while 1.6 per cent of respondents chose the response "Prefer not to say". This was the first time that the Organization collected quantifiable data on the number of staff with disabilities and the data are currently being analysed.

243.   On the occasion of the International Day of People with Disabilities, the Director General and the Deputy Chief of Staff highlighted the need to step up IOM's commitment on the inclusion of persons with disabilities, both internally and within communities on the move. The campaign, which included videos, stories and testimonials of persons with disabilities in 10 IOM offices, reached over 240,000 social media accounts. In addition, the Office of the Director General organized three forums on the inclusion of persons with disabilities.

244.   Furthermore, IOM has embarked on its own journey to ensure that there is greater awareness and engagement on this issue, both at Headquarters and in the field. In 2019, the Introduction to Disability Inclusion training course, which focuses on humanitarian settings, was delivered in-person and via webinar to 249 persons across 25 IOM offices. Additionally, the Working with People with Disabilities training course was delivered to 300 persons working on resettlement and movement operations projects across 23 offices. Lastly, 30 regional pre-departure orientation staff were provided with basic training on disability inclusion.

245.   Given that in situations of forced displacement and humanitarian crisis, the percentage of the population with a disability is generally higher than the estimated global average, IOM has an important role to play in ensuring that its humanitarian responses are more inclusive of persons with disabilities. IOM was involved as a key contributor in the drafting of the IASC *Guidelines on Inclusion of Persons with Disabilities in Humanitarian Action*, which were launched in November 2019. The Organization has publicly committed to implementing the Guidelines within its operations and is an active member of the IASC Reference Group on Inclusion of Persons with Disabilities in Humanitarian Action, the entity in charge of implementing the guidance. Ten humanitarian operations also received technical advice on strengthening disability inclusion in their operations.

Standards of conduct

246.   All persons employed by or working for IOM must adhere to the IOM Standards of Conduct and all instructions issued by the Organization. The Policy for a Respectful Working Environment stipulates that all staff members have the right to a workplace free of harassment, which IOM has a duty to provide. IOM also has a policy of zero tolerance for sexual exploitation and abuse.

247.   By the end of the year, approximately 13,500 IOM staff had completed the mandatory e-learning course on ethics and conduct. The course, launched in 2017, includes topics such as protection from and response to sexual exploitation and abuse, fraud and corruption. In addition, 2,193 staff in the field and 64 staff at Headquarters took the face-to-face training course entitled Let's Talk Ethics, and a new anti-harassment training course – Building a Respectful Workplace: A Manager's Toolkit for Identifying, Preventing and Informally Addressing Harassment – was finalized and rolled out. The latter was taken by 225 Chiefs of Mission, Resource Management Officers and Project Managers to ensure that IOM's senior staff lead by example in terms of standards of conduct.

248.   IOM continued to demonstrate its commitment to the highest standards of ethics and conduct. Over the reporting period, 433 staff declared outside activities, 79 declared cases of potential conflict of interest, and 68 reported cases of gifts or honours, thereby ensuring that the Organization was better prepared to address potential conflicts of interest in a timely manner. In addition, acknowledgment was sent and screening was initiated within 48 hours of a report being submitted for 86 per cent of allegations of retaliation.

249.   The new online reporting platform, entitled We Are All In, was also launched in 2019 to streamline the reporting process, enabling users – be they IOM staff members, partners or beneficiaries – to report all types of misconduct in two clicks. The platform also provides useful

information, tools and resources on the different types of misconduct, including sexual exploitation and abuse, and details the post-reporting steps.

Transparency and accountability

250.   As a member of IATI since March 2017, IOM began publishing its organizational and activity data in the IATI registry in February 2018, meeting its obligations as an IATI member. IOM continues to publish the data quarterly, and, as of the fourth quarter of 2019, the number of projects published rose to 1,173. At the end of the year, IOM's score was 55 for both the IATI Dashboard and the Humanitarian Dashboard. This represents a 60 per cent improvement from the first publication round in 2018. The Organization also continued to roll out the internal IATI Transparency Portal at Headquarters, the administrative centres and the regional offices in 2019, with the full roll-out to all country offices planned for 2020.

251.   Efforts were ongoing to create synergies between reporting activities for internal and external platforms and funds which have common reporting requirements (such as IATI, the 1 per cent coordination levy and the Global Crisis Response Platform) to ensure that the collection and reporting of master data are fit-for-purpose and uniform across all platforms. These system and data structure adjustments will also facilitate greater alignment and integration with United Nations system-wide financial reporting requirements and reforms.

Environmental sustainability

252.   In 2019, IOM continued to advance its work related to environmental sustainability both at the institutional and country office levels with the objective of strengthening internal environmental management capacity. The Organization's first environmental policy – which seeks to align IOM's activities with global environmental standards – has been finalized and was being reviewed by the Office of the Director General at the end of the reporting period.

253.   Environmental sustainability was also incorporated into key management frameworks, such as the Internal Governance Framework. Along with other members of the United Nations system, IOM was part of the task force that developed the Strategy for Sustainability Management in the United Nations System 2020–2030 – Phase I: Environmental Sustainability in the Area of Management, which was endorsed in May by the United Nations System Chief Executives Board for Coordination. IOM continues to be part of the task force mandated to develop Phase II of the Strategy.

254.   IOM undertook its first-ever global environmental inventories in line with United Nations standards, measuring the levels of greenhouse gas emissions, water usage and waste production for individual IOM facilities and operations, with a response rate from offices of close to 80 per cent. These annual environmental inventories will enable the Organization to establish its environmental management system, track its environmental performance and identify and prioritize high impact areas, including energy transition for facilities and operations. IOM's global inventory results were included in the United Nations system-wide Greening the Blue Report 2019, which was launched at the 2019 Climate Action Summit.

255.   The Organization continued its active engagement with Member States, experts and United Nations colleagues on topics related to environmental sustainability, including through the Issue Management Group on Environmental Sustainability Management and the United Nations Greening the Blue initiative under the United Nations Environment Management Group, the Global Plan of Action for Sustainable Energy Solutions in Situations of Displacement and the Coordination of Assessments for Environment in Humanitarian Action – an initiative based in the Joint UNEP/OCHA Environment Unit.

Data protection

256.   Data protection continued to be a key priority in 2019, ensuring that the Organization is equipped to act in an increasingly information-led programmatic environment, in line with the IOM Data Protection Principles. To this end, 333 staff received face-to-face training on data protection and, on the occasion of Data Protection Day, 260 staff members attended a series of one-hour data protection webinars, information was distributed on the protection of personal data and quizzes on relevant issues were conducted. In March, IOM, together with UNICEF and other partners, co-organized an expert workshop in Morocco entitled Children on the Move: Building Migration Data Capacities, at which IOM made a presentation on the topic of data for governance. IOM also spoke at two other important meetings on the topic of data protection: the Spring Conference of European Data Protection Authorities 2019 (Tbilisi, Georgia, 9 and 10 May 2019) and a workshop on the governance of data and artificial intelligence, co-hosted by United Nations Global Pulse and the Office of the United Nations High Commissioner for Human Rights (Geneva, 13–15 November 2019).

IOM is purposeful

Results-based management

257.   During the year, IOM continued to streamline results-based management at the institutional level, with the aim of presenting its achievements at the country, regional and global levels using an institution-wide reporting methodology, with the online institutional questionnaire serving as the central reporting system. The participation rate for this tool reached 100 per cent in 2019 and the data were used for the preparation of the present report. Further improvements are nevertheless needed to improve the quality of reporting and to embed the systematic use of results and evidence in decision-making processes, thereby ensuring a full transition to results-based management.

258.   Work on the development of new country and regional strategies significantly accelerated, with the development of strategy development guidelines and online support for colleagues in the creation of results-oriented strategies. Ninety-three offices revised existing or created new strategies.

259.   Communication and training remained a key priority. To increase staff understanding of results-based management and help them to recognize its applicability in their daily work, a global training course on strategic thinking and management was developed in collaboration with Harvard Business Publishing. The course is intended to help participants deepen their understanding of how to develop strategies that will achieve agreed visions and help them to become strategic leaders. The results have been positive, and the Organization will continue rolling out the course globally to reach as many mangers as possible.

External communications

- Campaigns, branding and visibility

260.   Throughout the reporting period, IOM maintained high visibility to ensure that it speaks to and represents all migrants around the world. The Organization continued to align its message with the 2020 communications priorities of the United Nations, focusing on social cohesion, the plight of IDPs, the migration and climate change nexus and the migration-related SDGs. Efforts were made throughout the year to present appropriate, IOM-generated data and policy initiatives in public-facing content.

261.   The Global Migration Film Festival had another successful year in 2019, helping to promote a positive discourse on migration. The Festival is part of an IOM project – Through the Migration Lens

– Refocusing the Conversation – that works in the cultural and media space to facilitate better reporting and representations of migration and migrants in the media.

262.   The Organization also organized and delivered several high-visibility and far-reaching events, influencing opinion and creating awareness of IOM's message and its mandate. The virtual reality exhibit – Holding On – was presented eight times in five countries, including at the 2019 World Economic Forum in Davos, Switzerland, at the Design for Humanity Summit, held in New York, and during Refugee Week, in London.

263.   IOM also continued to update and fine-tune its branding by ensuring materials produced at Headquarters and in the field comply with the IOM Brand Guidelines and the IOM House Style Manual and incorporate the relevant Decade of Action/SDG brandings. These efforts were further expanded in 2019 to include global social media accounts and other public-facing materials.

- Community engagement

264.   In 2019, IOM harnessed the power of storytelling to share messages, including through its year-long peer-to-peer campaign known as Migrants as Messengers. Through this campaign, individuals were invited to tell their own stories and experiences about attempting to migrate. Thirty per cent of the migrants trained to shoot videos were women, and a total of 560 videos were filmed by migrants interviewing returning migrants in Guinea, Nigeria and Senegal about their migration journeys. The resulting video clips were viewed on the campaign Facebook page – which has approximately 41,000 followers – more than 1.6 million times. A rigorous impact evaluation concluded that potential migrants exposed to the campaign were 19 per cent better informed about the risks and opportunities associated with migration, 25 per cent more aware of the multiple risks associated with irregular migration, and 20 per cent less likely to report intentions to migrate irregularly within the next two years.

265.   During the reporting period, 142 offices monitored and analysed local media (newspapers, radio, television, online media), and 54 offices provided training to local media. In Colombia, in partnership with the *Semana* local magazine, IOM carried out workshops with journalists on preventing the spread of xenophobic messaging, covering topics such as the provision of information on the migration situation using official sources of data, key concepts for covering migration, and covering migration issues on social media and media outlets.

266.   More than 600 journalists benefited from media training workshops in West Africa alone. In El Salvador, IOM held workshops for journalists and students on issues including migration and gender; the use of language, with a focus on human rights; data journalism; and return and reintegration in migration contexts. In Eswatini, the training courses focused on how to cover the SDGs in the context of migration. In Ethiopia, journalists and staff from the Ministry of Labour and Social Affairs were trained on issues related to migration, social affairs and employment. Additionally, a documentary was broadcast on television on the prevention of irregular migration and the reintegration of returnees.

- Media engagement

267.   The Organization's designated spokespersons at Headquarters conducted in over 150 direct media engagements with Geneva-based international correspondents and IOM provided direct briefings to correspondents on 60 occasions at the twice-weekly media briefings for United Nations organizations in Geneva.

268.   During the reporting period, learning and guidance tools were disseminated to more than 200 media focal points monthly, and media risk management was improved through the coordination

of lines to take across the Organization when dealing with the media. This included the creation of a storage depository, from which colleagues can access and update information on key issues, including Level 3 emergencies.

269. A number of staff also received training on media and communications to increase the Organization's professional capacity in that area, including more than two dozen new Chiefs of Mission. Information sessions on proactive communications were also held for staff members located across South America and East Africa. IOM also delivered around 20 storytelling webinars to its media focal points around the world and disseminated individual guidance on reporting, writing and the presenting of IOM press notes, all to help the Organization to better articulate the work it does on behalf of migrants.

- Social media

270. Greater engagement with the wider public has been an important part of IOM's communications strategy. During the reporting period, approximately 107 million people viewed the Organization's social media content, 2.6 million of whom actively engaged with online content (in the form of commenting, sharing, or watching a video). By the end of the year, the IOM NewsDesk, an email bulletin issued five times a week containing a blend of migration-related world news and IOM-generated feature stories and press releases of international interest, had a subscription base of more than 23,000 individuals. In addition, 55 special editions of the IOM NewsDesk were published, 21 of which were linked to the United Nations calendar of international days and 34 of which were related to migration-related thematic issues, funding appeals and breaking news stories.

Monitoring and evaluation

271. A strong monitoring and evaluation culture within the Organization also requires commitment to capacity-building in that area, to maintain accountability and to streamline reporting to donors. In the second year of the Organization's strategy to manage its evaluation and monitoring functions, the IOM Evaluation Repository was launched in order to make all evaluations accessible to staff.

272. IOM continued to successfully roll out the monitoring and evaluation e-learning course, which comprises six comprehensive modules covering both foundational concepts and hands-on guidance for field staff on monitoring and evaluation functions. By the end of the year, 184 staff from 83 separate IOM offices had taken the e-learning course. A post-training evaluation – usually conducted 3 to 6 months after the end of the training course – was undertaken, with 107 out of 184 participants having responded (58% response rate). Of the 107 respondents, 23 per cent reported a "very strong degree" of application of the learning objectives in their work, 47 per cent reported a "strong degree of application" and only 6 per cent reported "little to no application".

273. Besides the efforts focused on building the capacity of staff, the Office of the Inspector General, together with Regional Monitoring and Evaluation Officers, develops essential institutional and corporate guidance to support offices worldwide in monitoring and evaluation and provides technical guidance, as required. Its central monitoring and evaluation function responded to over 92 requests for monitoring and evaluation support during the reporting period.

274. Of the 93 offices that developed a country or regional strategy or were in the process of developing one, 36 included mechanisms for monitoring or evaluating the success of the strategy. Examples of good practices include the IOM Office in Colombia, which prepares progress reports annually for the IOM Colombia Indicative Work Plan 2015–2019; and the IOM Office in Guinea, which has developed a dashboard to periodically monitor planned activities.

275.   During the reporting period, 35 decentralized evaluations (20 internal and 15 external evaluations) and 5 centralized evaluations were carried out. The findings were used to shape the work of the Organization. In Afghanistan, for instance, the IOM Office shares the lessons learned both internally with staff and externally with stakeholders. Additionally, the IOM Office in Bosnia and Herzegovina was able to integrate more sustainable structures within the government municipalities based on the evaluation findings.

276.   Monitoring information is also used by a large number of country offices to improve programming or expand opportunities. The IOM Office in Viet Nam uses the information to develop projects that better target vulnerable populations. For example, while monitoring a project that provides shelter assistance to communities affected by Typhoon Damrey, staff realized that mobile populations in those areas were particularly vulnerable to climate change and environmental degradation. As a result, IOM worked with the Viet Nam Red Cross Society to develop a project to build the resilience of such populations in those provinces.

277.   The IOM Development Fund embarked on a mixture of internal and external ex-post evaluations of projects using a meta-evaluation approach and consolidating the findings to ensure that best practices and lesson learned are shared throughout the Organization. In order to assess the sustainability of the projects, the Fund reviewed a large sample of them to discover what happened to Fund projects after completion. The results are being used to inform the approach to sustainability and future project design.

278.   In 2019, the Fund also reviewed 21 completed projects related to migration, the environment and climate change that were funded between 2013 and 2018 to identify best practices, challenges and trends. The results of this review are available on the IOM Development Fund website.

IOM is prepared

279.   IOM takes proactive measures to ensure that it can fulfil its purpose and deliver on its intended results, as reconfirmed in the IOM Strategic Vision and the reforms of the Internal Governance Framework. These measures include sound financial and human resources management policies and practices; appropriate risk management strategies; knowledge management and a commitment to apply lessons learned to enhance organizational effectiveness; commitment to expanding its financial resources, including through flexible funding arrangements; and expanding its membership and partnerships.

280.   Over the last two decades, IOM has grown significantly in terms of budget, staffing and scope of activity. Alongside other internal and external developments, this has resulted in a strain on the Organization's internal governance system, including the core structure which plays a critical role within it. An internal governance system is required which enables the Organization to fulfil its mandate and objectives, facilitates its ability to continue to be a reliable and effective partner to Member States, donors and other United Nations agencies and to ensure that it can continue to provide high-quality assistance to beneficiaries. To address this, the Organization developed the Internal Governance Framework, which outlines the essential requirements for a modern and fit-for-purpose internal governance system. During 2019, work was undertaken to apply the Framework to several priority areas, and updates on the status of its application were presented to Member States at the sessions of the Standing Committee on Programmes and Finance.

281.   The reform process aims to improve the quality of the Organization's overall functioning. It centres on the functional needs of the Organization, differentiating controls according to risk levels and identifying where controls interrelate with and impact upon one another; and streamlining processes to allow for more agile management. The application of the Framework will, therefore, allow

IOM to measure and achieve enhanced efficiency, effectiveness, agility, consistency, accountability and transparency across the Organization.

Regional support towards optimal delivery of services

282.   2019 was an important year for the regional offices. Beyond their consolidated role in overseeing, planning and coordinating IOM functions and supporting country offices during the full project cycle within their respective regions, it was also the first year that regional offices supported their country offices to set up national networks under the United Nations Network on Migration and in their engagement with UNCTs. The aim of these mechanisms is to facilitate effective, timely and coordinated United Nations system-wide support to Member States on migration policy, including on the implementation of the Global Compact for Safe, Orderly and Regular Migration.

283.   A crucial function of the regional offices is the provision of policy guidance and strategic direction. Throughout the reporting period, the regional offices continued to provide support to the country offices to facilitate meaningful contributions to United Nations frameworks and processes, including the achievement of the SDGs, thereby enhancing IOM's role in those processes and its ability to bring migration issues into debates. For example, the Regional Office in Buenos Aires contributed to the formulation of the 2020 Refugee and Migrant Response Plan for refugees and migrants from the Bolivarian Republic of Venezuela by providing guidance on inter-agency coordination and humanitarian planning, which enabled IOM focal points at the country level to bring relevant issues to the attention of other agencies more concisely and consistently.

284.   Meaningful and targeted interactions between governments and donors and country offices are key for successful dialogue and negotiations. The regional offices regularly provided support to country offices in this regard. The Regional Office in Dakar established the International Thematic Group on Migration in West Africa to foster a better understanding of current and emerging issues on migration and to enhance coordination and collaboration, including with representatives of the donor community. The Regional Office in Brussels supported IOM offices worldwide on internal tracking of and increasing the visibility of European Union-funded projects; analysis of European Union funding trends; and European Union financial and contract compliance aspects and contract negotiations. The Regional Office in Buenos Aires successfully led resource mobilization for regional projects under the 2019 Refugee and Migrant Response Plan for refugees and migrants from the Bolivarian Republic of Venezuela, which allowed the expansion of operations across the region. Additionally, the Office worked with and provided technical support on request to Member States in the region which are part of the Quito Process.

285.   The regional offices collected and distilled information on migration flows and trends to enhance the ability of IOM offices to liaise with national counterparts, United Nations agencies, donors and the media on relevant matters. The Regional Office in Vienna contributed to inter-agency efforts in this area through the joint release (by IOM, UNICEF and UNHCR) of factsheets on the movement of refugee and migrant children to Europe and access to education for refugee and migrant children in Europe. The Regional Office in Dakar regularly updated the Mobility Mapping in West and Central Africa report and the Regional Office in Bangkok provided offices with support on key figures and information on the migration and climate change nexus and offered guidance on partnership-building with other agencies in the region.

286.   The regional offices provided support to country offices on project performance reviews and evaluations, quality control of terms of reference, the selection of evaluators, the review of reports, and the training of internal evaluators to strengthen monitoring and evaluation capacities in their respective regions. The Regional Office in Buenos Aires also set up and moderated a regional community of practice on monitoring and evaluation that provides updated resources and a

permanent channel for technical assistance and dissemination of guidance and tools. The Regional Office in Cairo produced and disseminated documents and measurement tools related to monitoring and evaluation and also provided offices with support on evaluation planning and implementation. To strengthen the quality, validity and reliability of monitoring and evaluation data for decision-making, the Regional Office in Pretoria conducted a pilot data verification and validation exercise for the largest migration health programme in the region and produced a handbook on the application of ICT solutions to improve the quality and timeliness of monitoring and evaluation data capture, synthesis and dissemination.

287.   In terms of communications and awareness-raising, the regional offices provided tailored support to offices on the management of communications with the media and the public, information-sharing on subregional and national developments to maintain coherence across messaging, the development of shared media lines and general communications, and the coordination of these lines with Headquarters. For example, the Regional Office in Dakar maintained its own investigative journalism platform for the region, providing regional journalists with the means to cover sensitive topics.

288.   Training remained a key activity for all regional offices. The Regional Office in San José provided training and guidance to countries on communication for development in Central America, which led to the successful implementation of four pilot campaigns in the region. The Regional Office in Nairobi trained 63 IOM staff and consultants in the region on PSEA and provided support to offices on ensuring adherence to PSEA policies. Training and technical assistance activities by the Regional Office in Buenos Aires resulted in increased knowledge and skills in monitoring and evaluation and improved project development in the context of the implementation of PRIMA. Similarly, the Regional Office in Cairo held training courses at country and regional level on topics such as project development and implementation, PSEA, migration management in crises, transition and recovery and the Mobile Asset Inventory Application, and the Regional Office in Dakar provided training for all Chiefs of Mission from the region on the IOM Institutional Strategy on Migration and Sustainable Development.

289.   The Regional Office in Bangkok trained staff from IOM offices in Myanmar and Papua New Guinea on project development, monitoring and evaluation and reporting, while the Regional Office in Vienna supported IOM offices in Albania, Uzbekistan and Kosovo[5] on integrating migration-related questions into statistical office censuses and also built the capacity of IOM offices in Armenia, Azerbaijan and Georgia on using big data for diaspora mapping. The Regional Offices in Vienna and Bangkok also carried out cross-regional training for staff on protection, and the Regional Office in Pretoria conducted training on monitoring and evaluation in the context of assisted voluntary return and reintegration for relevant government and civil society partners in Malawi.

Knowledge management

290.   As part of efforts to improve knowledge management, the Policy Hub was created in April 2019 to spearhead internal efforts to improve knowledge management practices related to migration policy development. IOM captured and shared best practices and lessons learned through research guidance notes, which were published on the IOM intranet and the Migration Data Portal and shared via regular IOM newsletters. In addition, nine Migration Research @Lunchtime seminars with presentations by external researchers were organized throughout the year at Headquarters – for which the recordings are available on the intranet and the Internet – helping to create more space for knowledge-sharing and collaboration in the area of migration. A lessons learned exercise was also conducted following the production of the *World Migration Report 2020*.

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5   References to Kosovo shall be understood to be in the context of United Nations Security Council resolution 1244 (1999).

291.   IOM regularly updated its Migration Health Research Portal with the latest reports, studies and peer-reviewed articles to which IOM had contributed. The Organization issued 21 peer-reviewed publications on migration and health in 2019, the majority of which were original empirical research studies that contributed to advancing scientific knowledge and evidence to inform policy and practice. To further ensure innovative means of knowledge dissemination, IOM launched an audio podcast on migration and health, enabling leading figures in the scientific community to discuss their findings and the policy and practice implications. In partnership with the largest global network of migration health research scholars and practitioners, IOM also launched a global mapping project in the second quarter of 2019 to map all research, technical training, and capacity-building programmes on migration health globally. IOM is also supporting the development of a toolkit to map migration health-related policies and data sources at the national and subregional levels in the Middle East and North Africa.

292.   IOM further supports evidence-informed policy and practice at global, regional and country level by providing technical input and advice on the design and implementation of migration health studies. In 2019, IOM supported research projects in countries in the Middle East and North Africa (Egypt, Libya, Morocco, Tunisia, Turkey, Yemen); the Asia-Pacific region (Bangladesh, Cambodia, Fiji, Malaysia, Nepal, Papua New Guinea, Solomon Islands, Timor-Leste, Vanuatu, Viet Nam); Africa (Democratic Republic of the Congo, Ghana, Nigeria, Mozambique, South Africa, South Sudan, Uganda); Europe and Central Asia (Belarus, Georgia, Netherlands, Tajikistan); and all countries in North America and Latin America and the Caribbean.

Risk management

293.   Sound risk management is critical to the preparedness of the Organization to tackle and respond to crises. The internal policy entitled Management of Risk in IOM aims to effectively identify, assess and manage the uncertainties that the Organization faces in achieving its objectives. In 2019, the Organization continued to roll out its risk management process and to integrate the process into key decision-making and business processes. To ensure that IOM will be fit for the future, risk management must be fully mainstreamed across all functions, operations, activities, procedures and processes so that it can overcome any external or internal shocks while delivering its mandate, thus ensuring business resilience and continuity.

294.   During the reporting period, 44 IOM offices conducted country-level risk assessments, with 31 of these having a risk focal point who followed up on the treatment of priority risks. A critical focus was on the integration of risk management into the project development process. Significantly, 152 offices reporting on risk management analysed and recorded projected risks at the project development stage, with 131 of these continuing to monitor risks during implementation. Sixty-four offices integrated risk management into their daily activities. IOM also completed a high-level risk categorization of all country offices, the results of which are being used to prioritize risk management activity in 2020.

295.   An enhanced risk management information system is under development to strengthen the risk management process by streamlining the input and analysis of risk information so that the information can be used effectively and in a timely manner.

296.   In Indonesia, IOM participated in the United Nations inter-agency risk assessment. The data are used as a baseline for UNDSS to develop the security risk management document, country evacuation plan and other mandatory security documents. In Sierra Leone, IOM, along with other United Nations agencies, participated in the national youth assessment exercise. The findings will guide implementation of the United Nations Youth Strategy. In Sri Lanka, a security risk assessment was conducted in response to changes in the security environment resulting from terrorist attacks in April and to contribute to the United Nations country-specific security risk management process. The

Organization also participated in a system-wide security assessment, providing input resulting from an internal review. In Uganda, standard operating procedures to guide responses to Ebola outbreaks were developed in partnership with the Ministry of Health.

Financial highlights

297.   The combined total revenue of the Organization, comprising assessed contributions, voluntary contributions and other income, increased by 17.4 per cent compared with 2018 and reached USD 2.13 billion in 2019. The assessed contributions from Member States continued to represent a small proportion of IOM's funding structure, accounting for less than 3 per cent of consolidated revenue for 2019.

298.   The annual financial results for 2019 showed a 16.9 per cent increase in the combined total expenditure compared with 2018, with the total expenses reaching USD 2.1 billion, meeting the Organization's annual budget target.

299.   The Organization managed a total of 3,523 financially active projects during the year, of which 2,863 remained active at 31 December 2019.

300.   IOM continued to encourage donors to make predictable multi-year unearmarked contributions, which allow IOM to invest in strategic and institutional initiatives. During 2019, 11 donors (Austria, Belgium, Denmark, Ireland, Netherlands, Norway, Portugal, Sweden, Switzerland, United Kingdom, United States) provided a combined total of USD 28.5 million in unearmarked flexible funding to IOM. This funding was instrumental in implementing important reforms under the Internal Governance Framework and initiatives outlined in the Strategic Vision.

301.   During the reporting period, IOM met its target on the implementation of the road map of the new Data Standards for United Nations System-Wide Reporting of Financial Data and operationalized the 1 per cent coordination levy. With reference to United Nations General Assembly resolution 72/279 of 31 May 2018 and subsequent implementation guidelines for the 1 per cent coordination levy, IOM collected more than USD 0.8 million in 2019. The funds were transferred by IOM to the United Nations Special Purpose Trust Fund on behalf of the contributing donors.

302.   In line with its commitments under the Grand Bargain, IOM implemented a new approach enabling the tracking of funding channelled to national partners and actors separately from funding channelled to international partners. The audited data for 2019 showed that more than USD 101 million was channelled through implementing partners for humanitarian activities, up from USD 46.4 million in 2018. This represents 9.3 per cent of total spending on humanitarian activities in 2019, up from 5.6 per cent in 2018. In addition, 35 per cent of the funding channelled through implementing partners was awarded to local and national responders (i.e. national/local CSOs and governmental entities). This represents 3.3 per cent of the total spending on humanitarian activities, up from 2.6 per cent in 2018. All other humanitarian activities were directly implemented by IOM through its field offices.

303.   Expenditure through implementing partners across all IOM activities increased to USD 159.2 million in 2019 (2018: USD 97.2 million), which is 7.6 per cent of total combined expenditure for 2019. The total expenditure awarded to local and national responders increased to USD 77.3 million, an increase of 36 per cent compared with 2018 (USD 56.8 million).

304.   IOM continued to implement new technological solutions to modernize its financial controlling and compliance tools and systems in tandem with other ongoing initiatives and reforms. The Organization implemented the first pilot of the innovative online Financial Coordination Platform,

which enhances, synergizes and automates coordination, escalation, case management and knowledge-sharing on financial matters between all IOM offices worldwide. Using the new platform, more than 12,000 requests were sent to central financial units during 2019. In addition, IOM began using a continued compliance monitoring tool that is directly integrated into PRISM, which is moving the Organization from reactive and largely manual financial controlling solutions to system-integrated, preventive and more efficient monitoring practices.

Resource mobilization

305.   To be better prepared for the future, 42 IOM offices have developed resource mobilization strategies. Various resource mobilization tools – such as donor profiles, the Devex funding tracking platform and the SharePoint site – are in use.

306.   In November, IOM organized a donor visit to Nigeria, with 25 participants from 12 different donor entities from Geneva and capitals. The purpose of this visit was to showcase IOM's operational capacity in the field, the breadth of its humanitarian, transitional and development programming, how the Organization collaborates with the Government, United Nations agencies and other partners on the ground, and to highlight the significant needs and challenges in Nigeria and other countries. It was also an opportunity to exchange information and develop a better understanding of donor priorities and expectations. Three donor alerts were also issued to further adapt to changing donor environments.

307.   The Organization received USD 3.9 million in private sector contributions in 2019 (2018: USD 5.7 million). Substantial milestones were achieved through the Private Sector Partnership Strategy 2016–2020, particularly in terms of increases in other income related to IOM's ongoing cooperation with private sector partners. Twenty-eight offices reported receiving innovative types of funding in 2019, including in the form of Junior Professional Officers, secondments and United Nations volunteers.

Procurement and supply chain effectiveness

308.   Strengthening the Organization's procurement and supply chain is a key institutional priority and is embedded in the Internal Governance Framework reform process. To this end, many new initiatives were started in 2019 to make procurement more streamlined and operational, boosting both efficiency and value for money, while maintaining high levels of accountability.

309.   For example, IOM engaged the Fritz Institute to conduct an independent review of the existing procurement and supply chain practices to identify potential areas for new smart controls for improved transparency and accountability. By the end of 2019, the Fritz Institute had completed the first of five planned field trips, together with an initial series of stakeholder interviews at Headquarters and a benchmarking exercise with the World Food Programme, UNICEF and UNHCR.

310.   Procurement and supply chain digitization and automation solutions were also fully integrated into planning for new IT solutions to enable the transformation of key business processes under the auspices of the Internal Governance Framework. In preparation for the transition to redesigned processes and systems, an online purchase requisition form and a digital workflow were developed to further simplify and streamline procurement processes, with implementation of the online purchase requisition form planned for mid-2020.

311.   IOM also started the institutional review of its vendor management system, with the aim of introducing defined vendor categories to allow for a more consistent application of management guidelines and procedures, including the clean-up of the vendor master database. This intervention is

critical to both inform the development of the third-party accountability framework and to operationalize that framework at a later stage. IOM also began the process of reviewing all third-party accountability and grievance and misconduct management policy guidelines to evaluate the extent to which the policy infrastructure in place is harmonized with the United Nations Supplier Code of Conduct and the application of the Model Policy Framework on Vendor Sanctions for the United Nations System.

312.   In the ongoing effort to improve supply chain effectiveness and efficiency, IOM has undertaken efforts to improve warehouse management. A warehouse database has been introduced with more than 140 warehouses registered by 42 country offices, representing a combined warehouse space of 146,370 m^2.

313.   Long-term agreements remained a key intervention to ensure efficient and compliant procurement, contributing to value for money. Seventy-seven global long-term agreements were in place by the end of the year, an increase of 13 per cent from the previous year (2018: 68).

Privileges and immunities

314.   Privileges and immunities ensure that the Organization and its staff have operational independence. In 2019, IOM benefited from full privileges and immunities in 98 countries and partial privileges and immunities in 59 countries. IOM had no privileges and immunities in 30 countries. Efforts were continued to negotiate better privileges and immunities for the Organization worldwide in accordance with Council Resolution No. 1266 of 26 November 2013 on improving the privileges and immunities granted to the Organization by States.

Member States and observers

315.   In 2019, Uzbekistan joined the Organization, bringing total membership to 173 Member States. In addition, by the end of 2019, there were a total of 163 IOM observers: eight observer States, 33 organs and organizations of the United Nations, 45 intergovernmental organizations and 77 other organizations.

IOM Headquarters building

316.   At its 109th Session, the Council adopted Resolution No. 1373 of 27 November 2018 on a plan for the Headquarters building. As envisaged, the Director General – as project owner – established the Headquarters Building Steering Committee. The Steering Committee is the first oversight level for project planning and review and is supported by functional experts within IOM.

317.   The Administration met with officials from the United Nations Office at Geneva and four other organizations that were undertaking similar construction projects in 2019 to benefit from their experience and lessons learned.

318.   The Administration engaged a consultancy firm as a project consultant (*assistant maître d'ouvrage*) tasked with compiling the necessary documents to support the loan application for the first phase of the project (architectural studies and the international architectural design competition). In addition, broad consultations with staff are taking place to determine their needs and translate them into project requirements by developing different occupancy models.

Human resources

- Human resources management

319.   At the end of 2019, the total number of staff was 14,811, representing an increase of 17 per cent compared with the end of 2018. Of this total, 945 women and 1,061 men belonged to the international Professional category, and 5,993 women and 6,812 men belonged to the General Services category (see the annexes for further details). In the international Professional category, 577 staff operated in hardship locations (i.e. categories D and E), representing 29 per cent of the total international Professional staff.

- Staff capacity, skills and training

320.   IOM continued to promote an environment that enables the development of staff skills and capacities and ensures sound performance management in line with the Organization's strategic priorities. Seventy-one per cent of respondents to the 2019 global staff survey agreed that IOM provides a workplace free of discrimination, an increase of 13 per cent compared with 2016 figures. In addition, 52 per cent of respondents felt that IOM provides good opportunities for career progression for its staff.

321.   A total of 8,437 staff (approximately 57%) undertook at least one training course in 2019, of which 52 per cent were women and 48 per cent were men. With regard to their location, 97 per cent of staff trained were based in the field, with the remaining 3 per cent at Headquarters, which closely matches the geographical distribution of staff members worldwide.

322.   In total, 341 thematic and cross-cutting training sessions (including online sessions) were recorded in I-Learn, IOM's learning management system, 309 of which were delivered in person. A further 164 webinars were conducted in 2019, reaching 2,168 attendees. IOM also organized three interactive sessions for Headquarters and the two administrative centres to inform staff about the range of opportunities available for ongoing learning and professional development.

323.   In 2019, 352 staff members received training on project development and 148 received project management training. Two training courses for Chiefs of Mission and Heads of Office were also held at Headquarters in February and November, which were attended by 36 staff in total. The course focused on building leadership capabilities and enhancing negotiation and influencing skills.

324.   In a cross-divisional initiative, a combined workshop on MIGOF, the SDGs and the Global Compact for Safe, Orderly and Regular Migration was held, bringing together staff from all nine regions. The workshop provided participants with the knowledge and skills to understand and articulate the linkages between MiGOF, the SDGs and the Global Compact, to frame IOM's work in the context of these global frameworks, and to use the frameworks flexibly in their daily work. It enabled colleagues in the field to better respond to IOM's new responsibilities following the adoption of the Global Compact, the establishment of the United Nations Network on Migration and the reform of the United Nations development system.

325.   Various initiatives were undertaken to ensure that IOM maintains high standards in terms of resource management. Training courses were conducted throughout the year for over 100 resource management staff on the newly introduced 1 per cent coordination levy. A series of nine online certification training modules on financial management rules and procedures were developed. The first module – on cash and bank management – was successfully launched in 2019, for which 330 staff members were successfully certified. Eighty-five staff members also received training on IATI, either in person or online.

326.   In December, the Senior Emergency Leadership and Coordination Training was launched, with the aim of expanding the pool of qualified deployable senior emergency managers and improving the Organization's capacity in the areas of crisis preparedness and response. Eighteen qualified staff members undertook 10 technical modules, 5 modules on soft skills and 6 simulated exercises which reproduced an emergency manager's response to an emerging humanitarian crisis. Aside from the operational focus, institutional accountabilities such as AAP, gender-based violence and PSEA were also included in the course to ensure that future emergency managers provide a principled and effective response for affected populations.

327.   Other training courses included a workshop on immigration and visa trends and solutions, 23 courses in the field on counter-trafficking and assistance for vulnerable migrants, and online and in-person courses on migration data taken by 259 staff members. To increase legal capacity within the Organization, 195 staff received training on contract reviewing, and 75 staff were trained on legal status, contracts and privileges and immunities.

- Performance management

328.   Sound staff performance management is critical to overall IOM performance. When carried out effectively, performance management sustains staff commitment and motivation. The Staff Evaluation System had a 54 per cent compliance rate in the 2019 performance cycle. Compliance rates in the regional offices were as follows: Vienna, 79 per cent; Buenos Aires, 67 per cent; Pretoria, 57 per cent; Nairobi, 63 per cent; Bangkok, 48 per cent; Brussels, 38 per cent; Cairo, 55 per cent; Dakar, 51 per cent; and San José, 42 per cent. The Manila and Panama Administrative Centres had compliance rates of 52 and 32 per cent, respectively, while the compliance rate at Headquarters was 26 per cent. A new and enhanced performance management system is under development, as part of the Internal Governance Framework reform process.

- Staff welfare

329.   The 2019 global staff survey had a response rate of over 50 per cent across the Organization (compared with the 18% global response rate in 2016). The survey found that staff were committed to the Organization's values and work but also recorded high levels of stress-related factors faced by staff, including stress in the workplace, lack of work–life balance, lack of flexible working arrangements, and leadership not addressing non-performance. In order to support staff members' mental health and well-being, IOM continued to implement measures in line with the IOM Mental Health Strategy. Four hundred and fifty-six staff received counselling, 47 training sessions were delivered, and 19 visits to offices were made. Additionally, educational material was made available to staff on the IOM intranet and an initiative to enhance well-being was piloted in seven offices.

- Consistent conditions for staff

330.   Conditions of service should be consistent for all staff, with them receiving fair and equal treatment, regardless of their location. IOM has been rolling out the Unified Staff Rules in all countries of operation for staff in the General Service category, which includes National Officers. By the end of 2019, 76 per cent of General Service staff and National Officers were covered by the Unified Staff Rules.

331.   During 2019, the Global Staff Association Committee reached a number of milestones in supporting staff. From 1 March onwards, legal assistance and insurance were made available to all of the nearly 11,000 Global Staff Association members worldwide, including staff in the General Service category for the first time. The Committee also provided individual support to 176 staff members and

collective assistance to 74 staff members during the reporting period. Furthermore, 14 National Staff Association Committees were established, bring the number of such committees worldwide to 51. Training was provided to 36 Chairs and Vice-Chairs of National Staff Association Committees to increase their capacity to provide the necessary support to National Staff Association members in their respective offices.

332.   The Committee also drafted two background papers and concrete recommendations to support IOM's policy development process on performance management and unified parental leave and established the Compassion Fund, to support spouses or partners of IOM employees, interns, consultants and third-party contractors in exceptional financial circumstances in the event of the employee's death.

- Diversity and inclusion and staff representation

333.   A workplace that promotes diversity and inclusion enables all staff to contribute to the Organization and to serve beneficiaries and Member States effectively. IOM is committed to this principle and has made several efforts to promote it across the Organization.

334.   The global staff survey demonstrated several positive trends in this regard. For example, the proportion of engaged respondents – those who would recommend IOM as a good place to work – is similar to the benchmark results of other organizations, as were the results regarding views on leadership, a key factor affecting staff engagement, with 70 per cent of responses being positive. Significant improvements were seen in the areas of diversity and respect at work, in comparison with the 2016 staff survey. For example, 80 per cent of respondents felt that IOM has a work environment that supports diversity, which is 18 per cent higher than the 2016 results, and 71 per cent of respondents felt that the Organization provides a work environment free of discrimination, an improvement of 13 per cent compared with 2016.

335.   During the reporting period, 166 nationalities were represented in the Organization's global workforce. This figure includes 136 nationalities represented at the international Professional level and 89 nationalities at the senior level (P-4 level and above). Progress continued to be made in geographical diversity at the international level. IOM staff from countries in the global South (countries that are not members of the OECD Development Assistance Committee) represented 79 per cent of the total IOM workforce, an increase of 1 per cent compared with 2018. Furthermore, 74 per cent of Member States were represented among international Professional staff, a slight increase from the previous year (2018: 73%). The Organization constantly liaises with the permanent missions and governments of non-represented Member States to ensure that their qualified professionals have the possibility to apply to and be hired by IOM.

336.   One effort to promote diversity is the Diversity and Inclusion Internship Programme, through which 18 individuals (14 female) from the global South were awarded internships in several offices around the world. By the end of 2019, seven participants in this programme had been retained by the Organization.

- Workplace conflict prevention and resolution

337.   The Office of the Ombudsperson is responsible for addressing work-related issues in an informal, independent, neutral and impartial, and confidential manner. The Organization understands that only by developing a culture of addressing conflict in a timely manner can staff reach their full and future potential. In 2019, the Office of the Ombudsperson continued to implement the integrated conflict management system through its three-pronged approach: prevention, management and resolution.

338.   In terms of prevention, the Office of the Ombudsperson strengthened its educational programmes by providing over 30 online didactic materials and by organizing approximately 40 webinars and in-person training sessions. Over 5,700 individuals benefited from the Respectful Workplace Classroom. Concerning conflict management, the Office expanded its network of respectful workplace focal points to approximately 100 participants, expanding the network's reach to two thirds of IOM offices, enabling the provision of timely, in situ conflict prevention support. In addition, a mediation training programme was piloted to allow 10 respectful workplace focal points and staff from the Office of the Ombudsperson to provide prompt and local dispute resolution support. In 2019, the Office received 384 staff seeking assistance (nearly 150% more than the number of visitors received in 2018). Using a methodology obtained from a governmental counterpart, the Office can conservatively estimate that its caseload represents USD 4.6 million in costs saved. Regarding conflict resolution, the Office published one annual report and four periodic reports – identifying 28 systemic issues and making recommendations to increase organizational effectiveness.

- Staff security

339.   Staff security is of paramount importance, not only to foster a safe work environment, but also to enable the Organization to effectively deliver its mandate around the world. During the reporting period, implementation began of the Staff Security Strategic Plan: 2019 to 2021, commencing with a realignment of IOM's security functions in June 2019.

340.   As part of the Organization's strategic and technical security risk management measures and duty-of-care responsibilities, in 2019, IOM and UNDSS signed a framework of collaboration for the integration of UNDSS Electronic Travel Advisory and SCAAN. SCAAN is a staff security system comprising a digital platform for security professionals and a mobile application designed for all IOM personnel, which enables users to notify IOM security personnel if they are in danger, to be notified of potential threats and to submit security clearance requests. This IOM-pioneered technical innovation is a first in UNSMS. The World Health Organization, the International Telecommunications Union and the International Criminal Court have also piloted SCAAN and are in the process of acquiring full access to the digital platform.

341.   Furthermore, the Organization continued to have a large worldwide presence to ensure the best possible care and security for its staff, with a network of seven Regional Field Security Officers, 34 International Field Security Officers, and 88 National Security Officers and Local Security Assistants. An additional Regional Field Security Officer post was added in 2019 in Pretoria to cover the Southern African region.

342.   In 2019, IOM delivered 136 security training sessions globally, 122 of which were certified United Nations security courses and 14 of which were IOM-developed specialized security training courses. A total of 2,839 UNSMS and IOM personnel were trained, of whom 59 per cent were men, and 41 per cent women. In addition, IOM deployed United Nations-certified IOM security trainers to support UNDSS, the United Nations Staff Systems College and other agencies in delivering 23 security training courses globally, with 508 UNSMS participants.

Information technology

343.   IOM leverages technology to deliver value for the Organization. In 2019, IOM focused the delivery of its technology-driven initiatives under key activity pillars in order to bring about progressive organizational improvements and to support the IOM Strategic Vision.

344.   The Organization works to ensure a secure ICT architecture where it operates. In 2019, previous efforts in information security were expanded by enhancing monitoring capabilities through the implementation of a new tool, Security Information and Event Management, that proactively monitors, tracks down and helps to prevent security threats from turning into actual cyberattacks against the Organization's IT assets. In addition, recognizing that staff user accounts are the first line of defence against cyberthreats, IOM also deployed a tool to enable staff to easily reset or recover their passwords without having to rely on user support to assist them, thereby increasing the availability of self-service solutions to users.

345.   IOM delivers flexible and scalable solution ecosystems that address the needs of migrants and beneficiaries, as well as the internal administrative needs of the Organization. In 2019, IOM worked to analyse and implement key enhancements to MiMOSA, to pave the way for a modernized next generation version that will be able to respond to the evolving requirements of the operations it supports. Work also continued to address operational needs in both emergency and non-emergency settings through the development of mobile applications. To this end, a registration app was launched, allowing beneficiaries to safely register for IOM services using mobile devices. Enhancements to iGATOR, a tool that facilitates the movement of migrants, were also delivered in 2019.

346.   With the aim of modernizing key corporate applications, it was determined that, 10 years since its original launch, PRISM was also due for a significant upgrade. In 2019, IOM undertook internal consultations and assessments to gather feedback on needed enhancements and to produce a business case for platform and technology upgrades for a next generation PRISM.

347.   The reporting period also saw the full and completed roll-out of PRIMA, which was piloted in February and further deployed in subsequent phases, resulting in utilization across every IOM region by November. Four hundred and seventy projects were active in PRIMA by the end of December, representing 14.5 per cent of all IOM projects. In 2019, all IOM Development Fund projects were also active in PRIMA. To maximize uptake and ensure a smooth transition that would lead to the realization of early benefits, the Organization complemented the PRIMA global roll-out with training for staff on its use. Onsite training was conducted in all nine regional offices and at Headquarters, reaching over 1,000 staff members. At the project level, PRIMA covers the full project life cycle and supports a results-based approach to programming. It also incorporates features that facilitate the monitoring of a project's results, risks and activities, which then feed into donor reports generated from PRIMA.

348.   The Organization is committed to continuing the improvement and expanding seamless and efficient delivery of core ICT services that harness innovation while enhancing user experience. In 2019, IOM launched a cloud-based global support and services portal to cover the full spectrum of IT support, from incident reports to requests for IT services. The new portal and its mobile application version facilitate the process of logging a service request by staff, and enable them to consult the portal's knowledge base and monitor the status of open tickets and requests they have raised.

Annex I
Statistics relating to IOM staff

Table 1. Number of men and women at the international Professional level (2015–2019)

	2015	2016	2017	2018	2019
Men	606	662	788	928	1 061
Women	456	531	679	841	945
Total	**1 062**	**1 193**	**1 467**	**1 769**	**2 006**
Percentage of women	43%	45%	46%	48%	47%

Table 2. Increase/decrease in the number of women at the international Professional level between 2017 and 2019, by grade

2019	Ungraded	P-1	P-2	P-3	P-4	P-5	D-1–D-2
Men	222	20	261	274	186	58	40
Women	238	9	266	242	129	40	21
Total in 2019	**460**	**29**	**527**	**516**	**315**	**98**	**61**
Percentage of women in 2017	52%	31%	52%	46%	41%	36%	32%
Percentage of women in 2018	54%	35%	50%	48%	41%	40%	31%
Percentage of women in 2019	52%	31%	50%	47%	41%	41%	34%
Change in percentage of women between 2017 and 2019	**0%**	**0%**	**-2%**	**+1%**	**0%**	**+5%**	**+2%**

Table 3. Number of men and women in the P-5 and higher category (2015–2019)

	2015	2016	2017	2018	2019
Men	82	87	88	91	98
Women	32	39	47	54	61
Total	**114**	**126**	**135**	**145**	**159**
Percentage of women	28%	31%	35%	37%	38%
Change in percentage of women	**+2%**	**+3%**	**+4%**	**+2%**	**+1%**

Table 4. Increase/decrease in the number of international and national staff in 2019 and previous years

Category	1995	2005	2015	2016	2017	2018	2019
International Professional	222	667	1 062	1 193	1 467	1 769	2 006
General Service and National Officers	1 434	4 730	8 220	8 991	9 511	10 904	12 805
Total	**1 656**	**5 397**	**9 282**	**10 184**	**10 978**	**12 673**	**14 811**
Percentage of international Professional	13%	14%	11%	12%	13%	14%	14%

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

Country of nationality: Member States	Category/Grade															Total	Sex	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	NO-A	NO-B	NO-C	NO-D	UG		F	M
Afghanistan					11	49	22	14	3		8	3			77	187	35	152
Albania	2				2	9	3	1	3						13	33	20	13
Algeria				1	1	2	7	2			2		1		7	23	9	14
Angola						1	1								13	15	7	8
Antigua and Barbuda																0		
Argentina						8	9	8	3		2	4	2		5	41	29	12
Armenia					1	6	2	2				1			3	15	7	8
Australia					1	5	16	7	2		1				1	33	20	13
Austria					6	10		12	1						2	31	20	11
Azerbaijan				2	2	5	11	3	1		1				3	28	13	15
Bahamas																0		
Bangladesh	1			22	76	76	60	50	4		40	11	1		178	519	133	386
Belarus					1	2	9	4	3		5	1	1		3	29	19	10
Belgium					5	13	10	2	3		2	5			3	43	27	16
Belize																0		
Benin								2							1	3	1	2
Bolivia (Plurinational State of)									1						12	13	6	7
Bosnia and Herzegovina						6	8	6	3		1	3			235	262	118	144
Botswana					1			1			1				1	4	3	1
Brazil						2	2						1		65	70	47	23
Bulgaria					1		7	1	2	1		2		1	17	32	19	13
Burkina Faso					7	2	17	7	6		5				3	47	14	33
Burundi					16	14	38	34	6	2	6				18	134	52	82
Cabo Verde							1	1								2	2	0
Cambodia					1	4	6	5	4	2	2	3			2	29	19	10
Cameroon					7	4	29	12	4	3	5	1			2	67	30	37
Canada						5	1	3	2			3	1		1	16	13	3
Central African Republic															16	16	3	13
Chad	2				3		10	2	9		2				19	47	16	31
Chile	1				1	1	6	1	2	1					6	19	9	10
China					1	5	1	3						1	3	14	10	4
Colombia	19			48	34	95	41	49	60		43	18	10	3	97	517	316	201
Comoros							3								2	5	1	4
Congo																0		
Cook Islands																0		
Costa Rica					5	3	14	11	4	4	10	3			23	77	49	28
Côte d'Ivoire					5	6	19	2	5			1			28	66	29	37
Croatia						2	4	4	1	1					6	18	9	9
Cuba						2	1									3	1	2
Cyprus					2	2		2					1		2	9	6	3
Czechia						1	5	1							2	9	4	5

Country of nationality: Member States	Category/Grade															Total	Sex	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	NO-A	NO-B	NO-C	NO-D	UG		F	M
Democratic Republic of the Congo	1			14	5	19	16	9	1		5				74	**144**	29	115
Denmark							1								1	**2**	2	0
Djibouti	2			1	1	4	7	4			3	1			24	**47**	19	28
Dominica																**0**		
Dominican Republic				2	2	5	2	2	2						5	**20**	15	5
Ecuador				1	3	13	9	2	5		1				11	**45**	28	17
Egypt	14			4	14	28	35	13	6		20	2			29	**165**	78	87
El Salvador	2			2		22	27	8	3		4	4			20	**92**	51	41
Eritrea	2				1	4									14	**21**	13	8
Estonia					1	1	2				1					**5**	4	1
Eswatini						2	1									**3**	2	1
Ethiopia	17			35	49	89	102	39	12		35	4	1		56	**439**	146	293
Fiji							1								1	**2**	2	0
Finland						4	9	6	2						1	**22**	18	4
France				1	1	8	11	12	3						11	**47**	36	11
Gabon																**0**		
Gambia	1			3	3	16	21	4	2		3				6	**59**	18	41
Georgia				2		8	3	1	2		1	3			15	**35**	26	9
Germany					23	23	22	15	1		2	1			7	**94**	64	30
Ghana	2			5	5	13	23	8	1		1	2			7	**67**	27	40
Greece						5	5	4	2		2	1			1 191	**1 210**	682	528
Grenada															1	**1**	1	0
Guatemala						8	4	3			3	1			11	**30**	12	18
Guinea	2			5	4	4	21	13	1		14	1			39	**104**	29	75
Guinea-Bissau				2		5	2	1							2	**12**	3	9
Guyana						4		1	1		1	2			3	**12**	9	3
Haiti	12			31	15	31	10	11	1		5	1			8	**125**	40	85
Holy See																**0**		
Honduras	1			4		13	8	5			2				3	**36**	19	17
Hungary					1	2	3	2			1	1				**10**	5	5
Iceland																**0**		
India					1			3	1						5	**10**	1	9
Iran (Islamic Republic of)					1	5	2		1		1	1			29	**40**	7	33
Ireland						3	3	4				1			11	**11**	8	3
Israel															1	**1**	1	0
Italy				2	10	28	8	10	3	1	3	6			75	**146**	101	45
Jamaica						8		3	1		1				2	**15**	13	2
Japan						1	2	1			1		1			**6**	6	0
Jordan	19			11	11	105	66	28	11		9	5			39	**304**	161	143
Kazakhstan				1	1	4	4	5	1		4	1			2	**23**	16	7
Kenya	5			19	16	51	101	25	8		21	9	4		37	**296**	152	144
Kiribati																**0**		
Kyrgyzstan				2	2	5	1	1	2					1	2	**16**	10	6

Country of nationality: Member States	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	NO-A	NO-B	NO-C	NO-D	UG	Total	F	M
Lao People's Democratic Republic								1	1			1			3	6	4	2
Latvia									1				1			2	1	1
Lesotho						1	1	1							1	4	2	2
Liberia				2		3	1		1							7	2	5
Libya	1			2		6	10	2	2						20	43	13	30
Lithuania						3	3				2	1	1		4	14	12	2
Luxembourg																0		
Madagascar						3	1				1				1	6	3	3
Malawi				2	1	2	5	2			6					18	8	10
Maldives															1	1	0	1
Mali	4			8	11	16	9	7	1		2				16	74	20	54
Malta																0		
Marshall Islands							2	2			1				4	9	6	3
Mauritania	1			7	2	12	5	10				1			5	43	14	29
Mauritius					1	4	3								2	10	5	5
Mexico				2	2	8	12	6	1		6				46	83	55	28
Micronesia (Federated States of)					1	1	2	2	1		1				4	12	5	7
Mongolia						1	1				2					4	4	0
Montenegro											2				3	5	4	1
Morocco	2			1	1	19	18	4	2		3	6			27	83	41	42
Mozambique	1			2	1	4	2	2	1		5				146	164	68	96
Myanmar				6	10	46	19	3	9		15	5	1		117	231	135	96
Namibia							2									2	1	1
Nauru																0		
Nepal	22			8	10	32	26	7	7		8	4	2		2	128	59	69
Netherlands				1	3	3	41	5	1		3	5			8	70	41	29
New Zealand						1										1	1	0
Nicaragua	1					4	2	2					1		5	15	11	4
Niger				14	8	64	27	16	3		8				127	267	84	183
Nigeria	18			14	20	128	63	27	5		11	4	1		56	347	141	206
North Macedonia	1				12	4		1	3			2			13	36	24	12
Norway						4		3	1			1				9	3	6
Pakistan	18			10	31	25	21	9			6	2	3		55	180	46	134
Palau																0		
Panama				1	1	12	13	11			5	7			17	67	36	31
Papua New Guinea				6	2	3	10	3			2	1			15	42	18	24
Paraguay															9	9	8	1
Peru	1			2	7	7	7	4				1			19	48	24	24
Philippines	2			5	21	88	128	66	35		45	26	6		104	526	321	205
Poland					1	6	1	3							3	14	12	2
Portugal				8	1	2	4				1				3	19	15	4
Republic of Korea									1		2			1	3	7	6	1
Republic of Moldova					4	3	6	5	3		5		1		10	37	20	17

Country of nationality: Member States	Category/Grade															Total	Sex	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	NO-A	NO-B	NO-C	NO-D	UG		F	M
Romania				2	3	5	6	5			3	1	2		4	31	18	13
Rwanda	1			5	4	13	19	5	1		3	2				53	19	34
Saint Kitts and Nevis																0		
Saint Lucia																0		
Saint Vincent and the Grenadines																0		
Samoa																0		
Sao Tome and Principe																0		
Senegal				10	8	21	18	16	1		4	1			16	95	38	57
Serbia	1			2	1	6	6	3	2		1	1			33	56	29	27
Seychelles																0		
Sierra Leone	3			3	1		8	5	1		3			1	1	26	4	22
Slovakia					4	15	1	4	1			1			1	27	18	9
Slovenia						2					1				1	4	4	0
Solomon Islands															2	2	2	0
Somalia				11	2	11	28	13	2		8	4	1		22	102	20	82
South Africa	1			4	3	6	10	7	3		3	2	1		2	42	29	13
South Sudan	17			68	121	107	81	18	3		8				73	496	106	390
Spain					2	2	4	5	2			2	1		10	28	19	9
Sri Lanka	7			9	30	31	16	11	1		13	4		1	12	135	82	53
Sudan	62			20	16	25	34	18	3		14			1	3	196	51	145
Suriname																0		
Sweden								2					1		2	5	5	0
Switzerland					1	9	16	10	3						3	42	30	12
Tajikistan				1	2	4	3	3	2		3				12	30	13	17
Thailand		9	7	15	48	38	27	6	4		4	4			27	189	122	67
Timor-Leste	1					4		1	1		1	2			9	19	7	12
Togo						2		2			1				1	6	3	3
Tonga															1	1	0	1
Trinidad and Tobago						1					1				4	6	4	2
Tunisia				7	2	17	19	9			10	4			24	92	54	38
Turkey	14			29	13	71	103	50	17		14	13	2		58	384	175	209
Turkmenistan				2			2				1				2	7	6	1
Tuvalu																0		
Uganda	2			15	7	55	15	6	3		11	2			20	136	64	72
Ukraine	1			11	12	61	50	28	9		23	3	1		32	231	134	97
United Kingdom					3	4	8	12	4		5		1		8	45	25	20
United Republic of Tanzania	1			12	7	47	24	2			7	3			20	123	48	75
United States of America					3	29	30	15	9		11		3	1	6	107	64	43
Uruguay					2	2	2								2	8	7	1
Uzbekistan					1						1				3	5	1	4
Vanuatu							1								4	5	3	2
Venezuela (Bolivarian Republic of)				2	2	2	1	1	1		1				29	39	21	18

Country of nationality: Member States	Category/Grade															Total	Sex	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	NO-A	NO-B	NO-C	NO-D	UG		F	M
Viet Nam	2			2	17	60	8	7	4		7	2	1		5	**115**	84	31
Yemen	3			14	8	36	24	28	2		10	3			11	**139**	41	98
Zambia				3	1	10	1		1		1	1			4	**22**	11	11
Zimbabwe	2				2	4	8	5			4	1			9	**35**	16	19
Country of nationality: observer States, non-member States and other	Category/Grade															Total	Sex	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	NO-A	NO-B	NO-C	NO-D	UG		F	M
Bahrain															3	**3**	2	1
Barbados								1								**1**	0	1
Bhutan																**0**		
Indonesia	2			4	24	64	95	30	8		14	5	2		9	**257**	142	115
Iraq				25	6	65	63	37	13		25	5	2		58	**299**	82	217
Kuwait															1	**1**	1	0
Lebanon	2			3	21	45	28	8	1		8	4			14	**134**	72	62
Qatar																**0**		
Russian Federation				2	3	8	12	4	3		5				2	**39**	28	11
San Marino																**0**		
Saudi Arabia																**0**		
Syrian Arab Republic	2	3		2	2	16	23	8	5		2	1	1		43	**108**	33	75
Other		1			4	16	4	5	2		1				10	**43**	13	30
Total	**301**	**13**	**7**	**642**	**897**	**2 427**	**2 058**	**1 060**	**369**	**1**	**650**	**245**	**58**	**11**	**4 066**	**12 805**	**5 993**	**6 812**

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

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

Country of nationality: Member States	Category/Grade											Sex	
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Total	F	M
Afghanistan						2	1	4		2	9	1	8
Albania					1	1		1			3	3	0
Algeria								1		2	3	2	1
Angola											0		
Antigua and Barbuda											0		
Argentina						1	1	1		3	6	4	2
Armenia								1	1		2	2	0
Australia				4	5	8	10	7		10	44	17	27
Austria				1	1	4	5	1		1	13	5	8
Azerbaijan						1					1	0	1
Bahamas											0		
Bangladesh						4	6	5		4	19	3	16
Belarus						1	1		1	1	4	2	2
Belgium				1	3	3	10	8		8	33	18	15
Belize											0		
Benin								1		2	3	0	3
Bolivia (Plurinational State of)					2						2	1	1
Bosnia and Herzegovina					1	2	3	1		1	8	3	5
Botswana							1				1	0	1
Brazil						1	5			4	10	5	5
Bulgaria							1	1		3	5	3	2
Burkina Faso							3	2		1	6	0	6
Burundi								5	1	3	9	4	5
Cabo Verde											0		
Cambodia								1			1	0	1
Cameroon						1		2		4	7	2	5
Canada				1	1	16	14	12		18	62	32	30
Central African Republic							1				1	0	1
Chad							1	3			4	2	2
Chile			1					1			2	0	2
China				1		1		2		4	8	6	2
Colombia						1	10	6		8	25	12	13
Comoros											0		
Congo											0		
Cook Islands											0		
Costa Rica		1		1	1	4	2	1		2	12	5	7
Côte d'Ivoire					1	2	4	3		3	13	2	11
Croatia					1	4		1		1	7	7	0
Cuba											0		
Cyprus							1	1			2	1	1
Czechia							1			1	2	1	1

Country of nationality: Member States	Category/Grade											Sex	
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Total	F	M
Democratic Republic of the Congo							3	6		3	**12**	2	10
Denmark						1		1		1	**3**	2	1
Djibouti											**0**		
Dominica											**0**		
Dominican Republic							1			2	**3**	2	1
Ecuador					1		3	3		3	**10**	5	5
Egypt				1		7	10	9	2	7	**36**	11	25
El Salvador											**0**		
Eritrea							1				**1**	0	1
Estonia							1				**1**	1	0
Eswatini											**0**		
Ethiopia						7	9	14	2	7	**39**	9	30
Fiji											**0**		
Finland						1	2	2			**5**	2	3
France				3	8	21	23	24	1	31	**111**	57	54
Gabon											**0**		
Gambia								1			**1**	1	0
Georgia				2		1	2			2	**7**	1	6
Germany			1	1	6	9	15	14	1	8	**55**	34	21
Ghana			2			1	6	7		1	**17**	6	11
Greece					2	1	1	1		1	**6**	6	0
Grenada											**0**		
Guatemala								1			**1**	0	1
Guinea							1	1		2	**4**	1	3
Guinea-Bissau											**0**		
Guyana											**0**		
Haiti							2	7		3	**12**	4	8
Holy See											**0**		
Honduras						1				1	**2**	1	1
Hungary			1	1			2	1			**5**	5	0
Iceland											**0**		
India				2	2	2	10	7		7	**30**	16	14
Iran (Islamic Republic of)						1				1	**2**	1	1
Ireland				1		2	3	1		6	**13**	4	9
Israel										1	**1**	1	0
Italy			2	7	8	28	35	26		30	**136**	82	54
Jamaica							1				**1**	1	0
Japan				1	1	8	12	16		9	**47**	36	11
Jordan				1	2	3	7	11	2	4	**30**	4	26
Kazakhstan						1		1			**2**	1	1
Kenya			1	1	2	7	23	41	2	19	**96**	41	55
Kiribati											**0**		

Country of nationality: Member States	Category/Grade											Sex	
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Total	F	M
Kyrgyzstan						1					1	0	1
Lao People's Democratic Republic											0		
Latvia											0		
Lesotho							2				2	2	0
Liberia						1				2	3	0	3
Libya											0		
Lithuania							2				2	0	2
Luxembourg								1			1	1	0
Madagascar							1				1	0	1
Malawi						1		1		1	3	1	2
Maldives								1		1	2	2	0
Mali							1	1		2	4	0	4
Malta							1	1		1	3	2	1
Marshall Islands											0		
Mauritania				1							1	1	0
Mauritius						2	4			1	7	7	0
Mexico						1	4	4		1	10	4	6
Micronesia (Federated States of)											0		
Mongolia							1				1	1	0
Montenegro											0		
Morocco					2		1	2		2	7	5	2
Mozambique					1	1		1		3	6	2	4
Myanmar							2	1		3	6	2	4
Namibia											0		
Nauru											0		
Nepal							11	20		3	34	11	23
Netherlands					1	3	6	14		7	31	16	15
New Zealand				1		2	2	2		3	10	5	5
Nicaragua					1	2		2		1	6	3	3
Niger						1	1	3	1	1	7	2	5
Nigeria							4	10		5	19	6	13
North Macedonia					1	7	5	2		1	16	3	13
Norway						1	2	1		2	6	4	2
Pakistan						2	12	11	2	9	36	7	29
Palau											0		
Panama						1	2				3	3	0
Papua New Guinea											0		
Paraguay							1			1	2	0	2
Peru					1		2				3	1	2
Philippines			1		2	10	24	31	2	18	88	47	41
Poland						1	1				2	1	1
Portugal	1				3	6	3			4	17	10	7

Country of nationality: Member States	Category/Grade										Sex	
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Total	F	M
Republic of Korea					1	1	2	5	1	4	**14**	11	3
Republic of Moldova						1	1			1	**3**	2	1
Romania						3	2	3		7	**15**	9	6
Rwanda							1	6		1	**8**	3	5
Saint Kitts and Nevis											**0**		
Saint Lucia											**0**		
Saint Vincent and the Grenadines											**0**		
Samoa											**0**		
Sao Tome and Principe											**0**		
Senegal						2	4	6		4	**16**	7	9
Serbia					3	5	6			1	**15**	6	9
Seychelles											**0**		
Sierra Leone						1		2			**3**	1	2
Slovakia						1	1				**2**	1	1
Slovenia								1		2	**3**	3	0
Solomon Islands											**0**		
Somalia										1	**1**	1	0
South Africa			1			5	2	1		2	**11**	4	7
South Sudan							1	1		1	**3**	0	3
Spain					2	5	8	5		8	**28**	17	11
Sri Lanka						1	7	2		6	**16**	4	12
Sudan			1			1	3	4		1	**10**	2	8
Suriname											**0**		
Sweden			1	2	2	1	2	4	1	5	**18**	9	9
Switzerland				1	3	5	4	7		9	**29**	15	14
Tajikistan						2					**2**	0	2
Thailand					1	3	3	5	1		**13**	7	6
Timor-Leste											**0**		
Togo								1		1	**2**	0	2
Tonga											**0**		
Trinidad and Tobago											**0**		
Tunisia							1	3		1	**5**	3	2
Turkey						2	1	2		5	**10**	1	9
Turkmenistan						1	2				**3**	3	0
Tuvalu											**0**		
Uganda				1	1	1	4	4	1	6	**18**	9	9
Ukraine					1		1	4		2	**8**	7	1
United Kingdom			2	3	3	18	25	12	2	19	**84**	39	45
United Republic of Tanzania								3			**3**	1	2
United States of America			1	3	16	39	45	25	1	45	**175**	98	77
Uruguay			1	2			3				**6**	3	3
Uzbekistan								1			**1**	0	1

Country of nationality: Member States	Category/Grade											Sex	
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Total	F	M
Vanuatu											**0**		
Venezuela (Bolivarian Republic of)							1				**1**	1	0
Viet Nam											**0**		
Yemen							1	3			**4**	1	3
Zambia							3			1	**4**	2	2
Zimbabwe						1	12	13	1	10	**37**	9	28
Country of nationality: observer States, non-member States and other	Category/Grade											Sex	
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Total	F	M
Bahrain											**0**		
Bhutan											**0**		
Indonesia					1	3	7	8	2		**21**	13	8
Iraq						3	4	5		1	**13**	3	10
Kuwait											**0**		
Lebanon				1		2	3	6	2	5	**19**	9	10
Malaysia						2				2	**4**	2	2
Qatar											**0**		
Russian Federation					3	3	3	2		1	**12**	7	5
San Marino											**0**		
Saudi Arabia											**0**		
Syrian Arab Republic							4	5		1	**10**	3	7
Other						1	1				**2**	1	1
Total	**1**	**1**	**16**	**45**	**98**	**315**	**516**	**527**	**29**	**460**	**2 008**	**946**	**1 062**

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

Annex IV

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

	2015	2016	2017	2018	2019
Number of Member State nationalities	114	117	124	125	128
Number of non-member State nationalities	9	10	7	9	8
Total nationalities represented	**123**	**127**	**131**	**134**	**136**
Number of Member States	162	166	169	172	173
Percentage of Member States represented	**70%**	**70%**	**73%**	**73%**	**74%**