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**DIRECTOR GENERAL'S REPORT TO THE
113TH SESSION OF THE COUNCIL**

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Introduction

1. Excellencies, friends, colleagues. We are coming to the end of another turbulent year. As we recover, gratefully, from the worst effects of the pandemic, we need to take stock of the cumulative effects of COVID-19 on our societies and economies, of the direct and indirect effects of war in Europe, of growing food insecurity and of the impacts of climate change for people on the move, whether internally displaced or seeking new lives and livelihoods abroad.

2. This morning I would like to outline a few of our most significant achievements in 2022 and offer some considerations for the future.

Resilience

3. As you are all aware, IOM has been on the front lines of responses to some of the most high-profile and distressing humanitarian situations around the world.

4. Our ability to maintain focus on these situations remains challenging. As the shock of regime change in Afghanistan fades must we remain alert – not only to the ongoing challenges, but also in terms of finding more durable forms of recovery.

5. We must find ways to help the millions of Afghans currently in need of humanitarian assistance, in every province of the country, to inch towards greater community stability and restoration of the local economy, in a manner that respects the rights of all members of Afghan society, including women and girls. IOM's own work to provide shelter, health services is integral to the broader humanitarian assistance provided to more than 24 million people in Afghanistan in 2022.

6. In Ukraine, ongoing fighting across much of the east of the country has left deep wounds within the population and on the infrastructure of the country. IOM's most recent figures – drawn from our extensive Displacement Tracking Matrix surveys – show that over 6.5 million people are still internally displaced across Ukraine, in addition to the millions displaced across Europe. Many are struggling to obtain cash, clothing, medicines and food, and are contending with frequent disruptions to running water, electricity, gas and telecommunications.

7. In both Afghanistan and Ukraine, we are looking with trepidation as winter takes hold, a situation exacerbated by the destruction of energy plants across Ukraine and the rocketing costs of fuel.

Box 1. Mental health and psychosocial services as part of IOM's Ukraine response

IOM – as an active participant in related activities of the Inter-Agency Standing Committee (IASC) – has been providing mental health and psychosocial support services to conflict-affected populations, including third-country nationals, in Ukraine and in the neighbouring countries of Belarus, Hungary, the Republic of Moldova, Romania and Slovakia. These services are available in several languages, including Bengali, English, Russian and Ukrainian.

More than 660 persons have also received related training in the region, and the IOM *Manual on Community-based Mental Health and Psychosocial Support in Emergencies and Displacement* has been translated into Hungarian, Polish, Slovakian and Ukrainian.

In Ukraine, the work of the mental health and psychosocial support hotline is complemented by having psychologists as part of mobile emergency health teams, and the deployment of dedicated mobile psychosocial support teams in the east of the country. IOM also contributes to the initiative of the First Lady of Ukraine to create a national mental health and psychosocial support programme, and chairs the IASC working group on the topic for the east of Ukraine.

8. Much of IOM's crisis response has been to extreme weather events across the world, including drought and floods in multiple countries. In August, floods in Pakistan damaged or destroyed over 2 million houses, and left millions displaced. Since receiving an official request for support from the Government of Pakistan, IOM has established itself as a main responder to the humanitarian emergency, working with local organizations and the Pakistani authorities to distribute shelters and non-food items to nearly 20,000 households.

9. IOM works with thousands of local partners across the world; they are critical to our effective delivery of humanitarian assistance, particularly in more remote regions. We will continue to strengthen our efforts on localization, as part of our commitment to the Grand Bargain, to ensure consistent approaches which empower communities.

10. There is a poignant familiarity to much of our crisis response, as communities find themselves, time and again, amid disaster, much of it exacerbated by our changing climate. But in 2022, we are seeing worrying signs of a further deterioration of conditions and deepening crisis situations, leaving already exhausted communities with little respite.

11. During 2022, record numbers of cholera cases have been recorded, including in locations where no cases had been recorded in recent years, stemming from a combination of droughts, floods and violence. This growing health crisis is exacerbated by a lack of food, poor hygiene conditions and inadequate access to vaccination.

Box 2. IOM's response to cholera in Lebanon

In October 2022, Lebanon declared its first case of cholera in 30 years. By 11 November 2022, approximately 3,253 cases and 18 deaths had been recorded. Since the outbreak, IOM has been part of a national task force headed by the Ministry of Public Health, supporting the national response and providing training on infection prevention and control to approximately 250 health-care workers.

Furthermore, IOM community health volunteers have been conducting extensive outreach in migrant and vulnerable communities across Lebanon, reaching approximately 20,000 people with key messages on cholera prevention and how to access health support.

12. At the same time, several countries – already deeply entrenched in crisis – are seeing increases in gang-related violence. In Haiti, 85 per cent (96,000) of internally displaced persons in the country have fled insecurity in the capital due to inter-gang violence and social unrest, which has tripled over the past five months. Many miles away, in the Democratic Republic of the Congo, at least 262,000 people are estimated to have been displaced since violence from armed groups broke out in March 2022.

13. We must remain alert to such signals of social unrest and increased vulnerability to disease, as they signal tougher times to come. More than this, we must work to prevent, rather than merely respond to humanitarian crises, at a time when so many are already struggling.

14. IOM is investing in early warning and preparedness in order to anticipate crises and build solutions in advance. IOM's presence and activities across so many countries and regions allow us to take a route-based approach to data collection and analysis, which can provide valuable early warnings. For example, in the Horn of Africa, our Displacement Tracking Matrix – which is also used across many other routes around the world – is deployed in Djibouti, Ethiopia, Kenya and Somalia and is highlighting changing, drought-induced mobility dynamics, both within countries and regionally.
15. The Anticipatory Action Framework for Somalia established by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) has enabled IOM to rehabilitate and upgrade boreholes, improving household finances and supporting livestock health. This has, in turn, reduced water disputes and mitigated displacement. Nevertheless, the challenges in Somalia remain immense. Close to 7 million people in the country currently face acute food insecurity, and 1.3 million have been displaced over the past two years.
16. In West and Central Africa, our Transhumance Tracking Tool provides early warning of potential conflicts and new movements; since 2020, more than 6,000 alerts have been sent through the early warning tool across 10 countries in the region.
17. Early warning – including regarding outbreaks of infectious disease – allows us to allocate rapid response funds more effectively. We have disbursed funds to our mission in Uganda to support the response to the outbreak of Ebola virus disease, in partnership with the World Health Organization and the Global Outbreak Alert and Response Network. IOM's unique capability to map population mobility is helping to shape the response at the epicentre of the outbreak and in other affected districts, and we are also scaling up active surveillance support at high-risk points of entry along Uganda's borders.
18. Flexible funding is needed more than ever. The international community will be called upon to respond to increasing needs, with less financial support, as long-standing and protracted crises are joined by new situations of acute humanitarian concern, and proliferating food insecurity. At a time when the costs are rising, funding is being squeezed in all directions.
19. I am particularly concerned by our continued dependence, within the humanitarian sector, on a small number of donors for a disproportionate share of our emergency response operations. We must continue to strive for more adequate burden-sharing within the international community.
20. This is leaving certain regions behind. The Sahel region is facing one of the fastest growing displacement crises in the world – and yet it is one of the most forgotten. As of 30 September 2022, more than 2.7 million people in the region had been displaced and, during 2022, more than 30 million people have been in need of humanitarian assistance across the region. The number of people exposed to food insecurity in the Sahel this year is 10 times higher than in 2019. While we focus our attention, legitimately, on the security concerns in the region, this should not distract from the dire and immediate humanitarian situation faced by so many.
21. In this regard, I commend the German Federal Foreign Office for their innovative initiatives, namely the Global Humanitarian Programme for Africa and the Global Emergency Response Programme, which have enabled us to provide life-saving assistance in 10 countries across Africa, including our responses to Ebola virus disease in the Democratic Republic of the Congo, flooding in the Niger, and the cholera outbreak in Nigeria. This has allowed us to match our own efforts to anticipate needs with quick, consistent and predictable humanitarian assistance. I hope that these approaches – allowing IOM to determine where we are needed most, based on our operational footprint – can be expanded further, and with more donors.

22. Excellencies, volatility across the world is increasing, marked by changes in climate. The risk not only of extreme humanitarian situations – including famine caused by the combined impacts of drought and rising food prices – but also of broader political and social unrest, mean that international responses must address all vectors of vulnerability simultaneously.

23. And in a world characterized by increasingly complex mobility patterns, we will need to constantly adapt our responses.

24. This means – first – viewing and supporting the full range of IOM’s work as a continuum of interventions spanning the humanitarian, development and peace nexus. We can no longer afford to divide our work into parcels of action, devised according to different logics. We – and you – must bring them together to ensure we can generate a positive multiplier effect from the combined weight of our programming.

25. Second, we must fully incorporate the mobility dimensions of crisis, including the internal dimension, into all aspects of humanitarian response. The United Nations Secretary General’s Action Agenda on Internal Displacement will be critical to further the approach in this regard, and IOM is fully committed to ensuring practical, concrete outcomes for internally displaced persons.

26. We must mobilize more agilely to respond to large-scale crises and provide protection at all stages of the migration journey, understanding the speed with which a national crisis can turn into a regional one. IOM’s approach to protection – ensuring that individuals are not placed further at risk or vulnerability as a result of their movement – is intended to ensure that migrants’ rights are respected in all aspects of our programming, even in the most difficult of circumstances.

27. As such, IOM has further developed its concept of humanitarian border management. This approach is intended to support States to address cross-border migration crises and ensure well-managed flows that reduce instability and risk of harm, while maintaining national security and upholding the rights of those who find themselves at the border.

28. We must also be pragmatic, and recognize that our field interventions will not, in themselves, resolve all the challenges ahead. We have a responsibility to enhance societal, community and individual resilience to current and future shocks. We must empower beneficiaries, in addition to protecting them.

Mobility

29. Over the past year, we have seen cross-border travel rebound in many parts of the world. Global air traffic has reached nearly three quarters of the level of three years ago, before the COVID-19 pandemic hit.

30. While we do not yet have comprehensive global data sets, migration flows are also rebounding, as many countries address visa backlogs and attempt a return to normal. We have seen a concomitant increase in health assessments in 2022 – 770,000 and counting – across Africa, Asia, Europe and Central Asia and the Middle East, for both refugees and migrants, demonstrating not only the resilience of migrants, but how key migration remains to our societies and economies.

31. Regional mobility is beginning to bolster economies, though across Africa and much of Asia, medical measures such as testing and vaccination are still requirements for entry.

32. This is relevant given the persistent inequities in access to vaccination: one third of the world’s population is still to receive a COVID-19 vaccination, predominantly in low- and middle-income

countries. Vaccination rates in low-income countries stand at around 20 per cent, compared with almost 75 per cent in high-income countries. IOM is working with the Gavi Alliance to facilitate access to COVID-19 and other vaccines for migrants and vulnerable populations, at points of entry and across the migration continuum.

Box 3. Ensuring vaccination access for migrants and hard-to-reach populations

In April 2022, the Gavi Alliance and IOM finalized a funding agreement template that will enable IOM, as a compliant and trusted partner, to receive direct funding allocations, including through the new Equity Accelerator Funding. This strengthens the capacity of IOM offices to support Member States in the implementation of vaccination campaigns at borders/points of entry and along the mobility continuum.

IOM is now engaged with national stakeholders and other partners, including the World Bank and the Gates Foundation, in vaccination programme discussions in several regions, with ongoing implementation in Chad, the Democratic Republic of the Congo and South Sudan, and ongoing proposal developments in Afghanistan, Cameroon, the Central African Republic, Ghana, Pakistan and Somalia.

33. Many of the challenges stemming from the pandemic persist: migrants are still confronted by backlogs in visa applications, have to contend with increased costs of migration and, consequently, find themselves more vulnerable to unscrupulous recruitment practices. Still more are struggling to find work in fragile economic circumstances. We still see asymmetries of movement across the world, and an increase in those attempting to undertake dangerous journeys.

34. A joint report on forced labour and forced marriage by IOM and the International Labour Organization, published in September, showed that the number of people in forced labour increased by 2.7 million in between 2016 and 2021, with migrants at a higher risk of forced labour than other workers. The pandemic has heightened the risk of modern slavery and placed more women and children in situations of vulnerability.

35. Key drivers of human trafficking – poverty and financial crisis – have intensified in many parts of the world, prompting an increased risk of exploitation, particularly for those already marginalized. Over the past 20 years, IOM and its partners have identified more than 150,000 victims of trafficking, three quarters of whom were women and girls, and the majority of whom were trafficked for sexual exploitation.

36. New populations are undertaking dangerous journeys, due in part to worsening conditions at home, leading to the emergence of new routes. Increasing numbers of Egyptian and Lebanese nationals are joining those seeking to cross the Mediterranean, too often with fatal consequences.

37. In Central America, the number of people putting their lives at risk crossing the Darién Gap continue to increase. In this context, I welcome the outcomes of the Ninth Summit of the Americas, and the opportunity to take a regional approach to tackling the complex drivers pushing people to move, while protecting individuals before, during and after their journey.

38. This desperation contrasts with continuing labour shortages in many high- and middle-income countries, where the pandemic has exacerbated pre-existing, structural limitations. In this regard, I welcome the efforts by a number of countries, including Australia, Czechia, Germany and Portugal, to invest in immigration reforms designed to simplify systems and make them more flexible to better attract migrant workers in the long term.

39. The pressure to find workers has spurred innovations in immigration policy, such as multilateral labour agreements, which bring together several countries of destination with a single country of origin; skills mobility and talent partnerships, which seek to build skills capacity, rather than drain communities of origin of potential; visa liberalization and multi-entry visas; and allowing foreign students increased opportunities to find work after study.

40. All of this has been accelerated by new technologies, whether digital applications, or e-governance systems. These increase the transparency and effectiveness of migrants' access to visas, also reducing the costs associated with intermediaries and recruiters, who may not always act ethically.

41. But these contrasting pictures reveal how stark the inequalities of mobility have become. The pandemic has brought home both the need for, and how unequal access is to, migration.

42. As the global population reaches 8 billion, we must avoid focusing solely on the scale of migration, but also consider its quality. Ensuring that those who move are doing so safely should define our ambition. As should ensuring that migrants are equipped and empowered to contribute to all aspects of life both in their host country, and in their country of origin.

43. This is core to IOM's mandate, in addition to our commitment to you, as Member States, to support your implementation of the Global Compact for Safe, Orderly and Regular Migration.

44. We are consolidating our efforts to support capacity-building across the world, developing comprehensive responses to migration dynamics that are becoming ever more complex, and building stronger links between the two stories of migration I have described to you.

45. IOM has developed a corporate approach to capacity development for migration management – known as CD4MM – which brings together the sum of our decades of knowledge and experience in this area. This is complemented by our flagship training programme – the Essentials of Migration Management, version 2.0 – which offers e-learning modules to help government officials better understand the interlinkages between different aspects of their work.

Box 4. Cooperation on Migration Partnerships to Achieve Sustainable Solutions (COMPASS)

Together with the Ministry of Foreign Affairs of the Netherlands, IOM has launched the multi-year COMPASS initiative across 14 countries, largely in the Middle East and the North, West and Horn of Africa. The initiative provides governments, public institutions and policy processes with tailored technical support on demand, including in relation to the identification, referral, protection and assistance of migrants in situations of vulnerability. It also supports the prevention and detection of human trafficking and migrant smuggling, and the prosecution of perpetrators.

COMPASS aims to support the sustainable reintegration of returnees through an integrated, needs-based approach at both the individual and community levels. It prioritizes local ownership and long-term sustainability, and focuses on active participation by informing potential migrants and their families of the risks of irregular migration, and giving them examples of alternative options.

The initiative also facilitates access to data and research for government officials, programme staff and policymakers to enable evidence-based decision-making, and provides them with advice and support to enhance data collection and data governance frameworks and facilitate data-sharing, in collaboration with the African Union Institute for Statistics, among others.

46. We are building our outreach and networks to address ethical recruitment and reduce the risks of labour exploitation. In addition to the Global Policy Network on Recruitment, IOM is continuing its Corporate Responsibility in Eliminating Slavery and Trafficking (CREST) initiative, which so far has had a positive impact for 200,000 migrant workers employed across supply chains in Asia.

47. IOM is also developing greater consistency across its operations, whether through policy guidance, such as the operationalization of IOM's Policy on the Full Spectrum of Return, Readmission and Reintegration, or through common technical solutions such as its Electronic Readmission Case Management System, funded by the European Union and Denmark.

Box 5. IOM's electronic Readmission Case Management System (eRCMS)

The eRCMS is a digital platform that enhances rights-based readmission cooperation by allowing two or more governments to securely exchange returnee data on a reciprocal basis, thereby supporting the identity verification or travel document issuance processes required for State-led returns and readmissions. As it uses a standardized, IOM-owned IT architecture and deployment model, the system has the potential to connect governments across regions and continents, while ensuring that each hosting Member State retains full ownership of its own eRCMS.

The eRCMS draws on a decade of IOM experience in supporting the development of such systems at the national level, including in Bangladesh, Georgia, Pakistan and Sri Lanka. It comes with the unique added value of the Organization's thorough knowledge of returns, in addition to its nearly global membership and deep commitment to serving migrants.

Throughout 2022, countries in the European Union, the South Caucasus, the Western Balkans, the Middle East, Central and South Asia, and Africa have engaged with IOM on awareness-raising and targeted preparations for tailored eRCMS deployment in future. The first places to receive their respective eRCMS segments will be Azerbaijan and the European Union, whose Member States will benefit from this connection to Azerbaijan in 2023.

48. Migrants are not just economic units, but members of society. Rather than viewing education and skills development as a labour market necessity, we must treat it as a global public good, capable of contributing to the realization of the Sustainable Development Goals.

49. We can also use migration to address broader global challenges.

50. At IOM, we see the potential of migration – not only as a route out of deteriorating situations, but also as a means to build resilience in communities affected by climate change, by diversifying incomes and bolstering opportunities, both to stay and to move. We see migration as an opportunity to contribute to better development outcomes. This includes building skills and alternative livelihoods, promoting regular pathways, and supporting social cohesion.

51. In this regard, we are committed to expanding complementary pathways, and I commend the initiative of the Governments of Australia and Canada – together with Talent Beyond Boundaries, the Office of the United Nations High Commissioner for Refugees (UNHCR), IOM and several other partners – to establish the Global Taskforce on Refugee Labour Mobility.

52. And as we look ahead, we must look more closely at the way in which people are living across borders. The pandemic revealed, and accelerated, new models of transnational living. We must understand them.

53. Digital nomadism was a niche concept before the pandemic. But, as of June 2022, more than 25 countries and territories had created remote work or digital nomad visas, including Brazil, Georgia, Italy and the United Arab Emirates.

54. This is still a nascent innovation, but it offers us all a glimpse at a new way of viewing mobility, in which skills and expertise move, while the person remains in one place. At IOM, we have revised our own flexible working policy, understanding that – increasingly – people work across borders and live lives across several countries at once.

55. But to do this effectively will take more than a dream and a visa category.

56. We must look holistically at how visa and immigration systems can be further adjusted to facilitate transnational living, understanding that to live in more than one country does not dilute participation in either, but can enrich both.

57. What would a system of transnational mobility look like? In some ways an extension of what we already have. Today, we think of remittances as money sent home. But during the pandemic we witnessed reverse flows of money, to support those abroad. And increasingly, remittances reflect cross-border money management and investment choices, as much as financial support.

58. The success of M-Pesa, a mobile phone-based money transfer service launched in Kenya in 2010, reflects this evolution. In just 12 years, it has reached over 52.4 million customers (with accelerated growth during the pandemic). Traditional banking sectors have been slow to catch up. Our social security payments are hard to transfer from country to country, and our pensions are too often fixed by location and contribution. By not creating more flexible social protection options, we are tying people to a place, and limiting the potential of migration.

59. What are the financial instruments that can be used to facilitate transnational livelihoods for sustainable development? More importantly, how can diaspora groups be brought into this discussion, as key entrepreneurs and drivers of innovation? Some of these questions will need to be answered – perhaps first regionally – in partnership with financial institutions. But we cannot ignore the future of work, or of mobility.

60. Similarly, links between migration and trade will become increasingly important. During the pandemic, IOM supported communities to cross borders so that they could continue to offer essential work and services. But, more generally, effective border and identity management are critical to cross-border trade, which can bolster sustainable development and support border communities.

Box 6. Facilitating small-scale cross-border trade: the development potential of migration and trade

Cross-border trade works on a small scale and is frequently semi-informal. Too often, people engaged in local cross-border trade are subject to harassment, gender-based violence and the solicitation of bribes. In the Common Market for Eastern and Southern Africa (COMESA) region, small-scale cross-border trade is worth billions of US dollars, with potential for further growth, which presents opportunities to improve regional food security and alleviate poverty.

Since 2019, IOM has partnered with COMESA and the International Trade Centre on a small-scale cross-border trade initiative, supported by the European Union. The initiative aims to increase small-scale cross-border trade flows in the Tripartite Free Trade Area covered by the agreement between COMESA, the East African Community and the Southern African Development Community. It focuses on targeted border crossings and includes measures such as policy and government reforms, institutional capacity-building, border infrastructure development and improvements in data collection and monitoring.

61. Much of IOM's work is underpinned by advances in digital legal identity and border management infrastructure, reducing times spent at the border and verifying identities quickly and safely. At the risk of sounding like a stuck record, legal identity is foundational for so many aspects of migration, from facilitating cross-border movement for all migrants to accelerating access to assistance, including cash-based assistance, for those displaced and in need, as well as for those returning, to facilitate their reintegration. We must create a level playing field.

Governance

62. Why is IOM investing in tools and concepts in this way?

63. Because IOM is investing in its support for Member States, local partners and migrants to create more effective migration governance, and crisis response. Because we recognize that we must work together in order to address the daunting challenges already with us, and those that lie ahead.

64. The International Migration Review Forum in May showed us how.

65. As many of you witnessed, 153 Member State delegations and over 300 stakeholders participated in the Forum, including over 50 Ministers and Deputy Ministers. Since 2018, we have seen that – far from being a threat to autonomous sovereign decision-making – the Global Compact has become a valuable tool to bring governments together at the global and regional level, and a means for Member States themselves to assess potential priorities for future decision-making.

66. Furthermore, the Progress Declaration, adopted by consensus, sets out some key areas of common work, which IOM will support over the coming years. Notably, the Declaration requests the Secretary-General to:

- (a) Propose a limited set of indicators to help review progress on implementation of the Global Compact;
- (b) Make actionable recommendations on strengthening cooperation on missing migrants and providing humanitarian assistance to migrants in distress.

67. The United Nations Network on Migration has gone from just an idea on paper in 2018, to a fully functioning means to bring the United Nations together with one voice. IOM is – I am – proud to coordinate it.

68. I am also proud to inform you that the Migration Multi-Partner Trust Fund (Migration MPTF) continues to grow, with a total commitment of USD 36 million. In 2022, five new donors have joined the fund. I thank Azerbaijan, Bangladesh, Kenya, Luxembourg and the United States of America for their commitment, and look forward to further commitments in the future. Of all the multi-partner funds, the Migration MPTF is second only to the Peacebuilding Fund in terms of the number of donors.

69. Notable also is the diversity of funding: 8 of the 20 Member States contributing to the Fund are non-traditional donors, a proportion greater than any other fund, which reflects both the universality of the migration issue and the dedication of the Network Secretariat.

70. Indeed, IOM is increasingly called upon to make contributions within the United Nations system, whether to offer our data and experience, ensure that migrants' needs are incorporated into planning, or lead new areas of work. We look forward to engaging in *Our Common Agenda* and will be integrally involved in eight workstreams reflecting our own priority areas, from responding to the risks of large-scale food insecurity, to revisiting social protection and identifying measures to strengthen legal identity.

71. Over the next year, we will focus our institutional attention on the upcoming SDG Summit, contributing our views on how migration can support achievement of the 2030 Agenda for Sustainable Development. We will also be looking towards the Summit of the Future in 2024.

72. While we continue to align our work with that of the broader United Nations system – including by strengthening partnerships on the ground, within country teams – we are also concerned with several cross-cutting issues, and the need to embed them further into our own activities.

73. We have taken steps to mainstream gender into all our work at IOM through the use of the IOM Gender Marker. We will review the use of this tool in 2023, to better ensure that gender considerations are hardwired into project development across the Organization.

Box 7. Women and young people on the move in a changing climate

Women and young people are often disadvantaged in terms of land ownership, having a sustainable income and being able to access opportunities that could increase their resilience to climate change. However, they are also powerful agents of change when it comes to promoting climate action, disaster risk reduction and resilience-building.

In Yemen, the participation and local leadership of women has facilitated the development of solutions to a decades-long conflict over water access through gender-inclusive, peaceful dialogue and mediation. In Tajikistan, women are key to climate adaptation strategies in communities of origin, as they manage household assets while their partners are working abroad. IOM and the Government of Tajikistan are providing training on climate change adaptation and financial literacy and management to support women who remain behind to channel their remittances into adaptation measures, resilience-building and sustainable development.

For more information, see IOM's 2022 report entitled [*People on the Move in a Changing Climate: Linking Policy, Evidence and Action*](#).

74. Similarly, we are considering how to consolidate IOM's work on the youth dimensions of migration and amplify the voices of young migrants. This is particularly important for key issues such as climate change, where young people will have to face the full consequences of our actions today.

75. Across the Organization, we invest in youth, whether by building vocational training centres in the Middle East and North Africa, or by bringing young people into global discussions, such as the International Dialogue on Migration and the Global Forum on Migration and Development.

76. And I have just returned from Fez, in Morocco, where, on the margins of the Global Forum of the United Nations Alliance of Civilizations, I had the pleasure of opening the PLURAL+ Youth Video Festival on Migration, Diversity and Social Inclusion.

77. IOM is strong in terms of advocacy and capacity development among young people, but we have yet to institutionalize this work and report on it in a meaningful way. In 2023, we will explore the development of a youth marker in our PRIMA project management system, and further disaggregate our data by age so that we can provide evidence on the situation of young people.

78. We have built our capacity to contribute meaningfully to key global debates, and to host them too. Our discussion yesterday and this morning under the high-level segment reflected how the Council can – and should – become a venue for political exchange and commitment. And I hope you continue to view it this way.

79. But in order to lead global debates, we must also bring data to the discussion. Our flagship Global Data Institute is now up and running in Berlin, and will fully develop its programme of work in 2023 to fulfil the objectives of the IOM Migration Data Strategy.

80. Our World Migration Report continues to receive praise. Just last week, the interactive platform of the *World Migration Report 2022* won the non-profit category of the iNOVA Awards for Excellence in Corporate Websites.

81. In April, IOM hosted the Global Diaspora Summit in partnership with the Government of Ireland. The outcome document from the Summit – which has been supported by the African Union and dozens of Member States from all regions of the world – sets an agenda for diaspora engagement in pursuit of Objective 19 of the Global Compact.

82. There is much we can achieve by working together with diaspora groups, particularly at this point in time. IOM will – across all its programming – seek opportunities for practical partnership and exchange, including on financing for key initiatives, with major international financial institutions such as the African Development Bank.

83. As we have already discussed at length this year, we are in the final stages of developing our private sector engagement strategy, utilizing a three-pillar approach developed by the World Food Programme. We will join the broader United Nations community of learning on private sector engagement as we expand our capacity in this respect, and hopefully our revenue too.

84. That said, we have already engaged strongly with the private sector in 2022, in terms of both financial and material support, and worked with the private sector to address key concerns, including in relation to ethical recruitment and human smuggling.

Box 8. Examples of private sector engagement in 2022

During the early months of the war in Ukraine, IOM received many offers of support and collaboration from the private sector. For example, IOM partnered with Airbnb.org to connect people fleeing Ukraine with free short-term housing in Hungary, Poland, the Republic of Moldova, Romania and Slovakia. To date, IOM and Airbnb have provided over 100,000 “safe nights”.

In terms of financial contributions, IOM has received donations from a series of private foundations in support of its humanitarian responses in Ukraine and Pakistan, as well as for its flagship publication, the World Migration Report. As an example, the Japanese pharmaceutical company Takeda donated USD 2 million to help scale up IOM’s electronic personal health record tool in six countries (Colombia, Ecuador, Ethiopia, Kenya, Uganda and Yemen).

Throughout 2021 and 2022, IOM worked with Meta to help the company better understand how human smuggling is facilitated through its platforms. Since then, IOM has supported Meta to provide information and resources on the dangers of human smuggling for users of Facebook. In another example of collaboration with the private sector, IOM is launching a due diligence toolkit on ethical and fair recruitment in collaboration with Apple.

Institutional developments

85. We have spoken a great deal recently about our efforts to further internal reforms, including through the Internal Governance Framework (IGF), which will be bolstered by our implementation of the much-needed budget reform over the next five years. I am gratified by the positive assessments

we have received over the past year from the membership, including key donors, as they review our progress.

86. I do not want to dwell too long on the modalities and initiatives of these institutional developments, but focus on a couple of key areas of work in 2022 and going forward.

87. As our staffing levels grow – and we expect to have over 20,000 staff in 2023 – we must endeavour to meet their needs, and ensure that harassment, fraud and other types of misconduct are identified and dealt with as soon as possible.

88. We have consistently emphasized the need to strengthen internal justice, and this will continue through additional core support to the Office of the Inspector General, and unearmarked funding to enhance the capacities of our Department of Legal Affairs and Department of Human Resources Management.

89. It is crucial to us that we take swift and appropriate actions on allegations of misconduct, ensuring organizational and individual accountability and protecting the Organization from liabilities, but also enforcing disciplinary measures. We believe that a well-functioning internal justice system is necessary for the Organization to effectively fulfil its mandate. Such an internal justice system will be fair, clear, transparent and effective, and will respond quickly to the complex and diverse nature of allegations and staff misconduct.

90. We are also investing in our staff. In line with our views on how the future of work is changing across the world, we have adopted a new policy of flexible working, as well as policies on a respectful workplace and protection against retaliation, and we will roll out a new system of performance management in 2023 as part of our Business Transformation initiative, offering staff a clear path to personal development. In addition, we will continue our efforts to diversify IOM's leadership and to ensure greater gender balance and representation across our missions, and within senior management.

91. As the new structure at Headquarters becomes established, I am seeing positive changes in terms of inter-departmental collaboration on key areas of work. The institutional strategies that have been developed over the past three years, in line with the IOM Strategic Vision 2019–2023, are now being translated into action.

92. In 2023, we will seek to strengthen the capabilities of our regional offices, particularly in relation to data and climate, while supporting Chiefs of Mission and Resource Management Officers with their ever-growing responsibilities. Regional offices will also engage in a mid-term review of their own strategies and development to better understand what will be needed next.

93. And as we continue on the path of reform, I have asked colleagues to look to the future. In early 2023, we will embark on a broad consultation process in advance of the next cycle of strategic planning, and we look forward to engaging with all of you – through existing forums – on the key issues that IOM will need to consider more deeply, and where we may be called upon to act further. The findings of the assessment by the Multilateral Organisation Performance Assessment Network (MOPAN) in mid-2023 will be critical to guide our thinking, and will help us to prepare for the next cycle of internal reform, IGF 2.0.

94. Finally, I would be remiss not to take this opportunity to remind you of the ongoing funding gap that IOM faces, despite the stabilizing effect of the budget reform from 2023 onwards. While it has been recognized that the core structure requires an additional USD 75 million annually, we still face a USD 63 million gap in funding in 2023, and I will continue to call on you, our Member States, to

contribute to filling this gap, which includes a USD 15 million shortfall in the fifth and final year of the staggered budget increase.

Final thoughts

95. As we come to the end of 2022, I have reflected on the changes – both internal and global – that IOM has grappled with over the past four years. Our Organization prides itself on its agility, and its ability to pivot to new crises and respond to the changes we see on the ground each day. It is perhaps less well known for its resilience, but I am no less proud of that resilience, particularly the resilience of its people.

96. In 2018, IOM was at an inflection point, with growing recognition among Member States and within the United Nations system that migration is an integral issue in need of strong leadership and a robust response. The Organization was poised to build further on its exceptional operational footprint and expertise, and raise the voices of those relying on IOM to help them be heard.

97. Since 2018, we have led a series of transformations across IOM to build out its capabilities to meet the challenges of the twenty-first century, setting a direction of travel for the Organization through the IOM Strategic Vision; allocating USD 34 million to strengthening our internal governance capacity, ensuring accountability and consistency for your own investments. and founding the United Nations Network on Migration, successfully leading the United Nations system into the first International Migration Review Forum in New York.

98. This has been no small feat at a time of great turbulence. The COVID-19 pandemic profoundly challenged governments and communities around the world, calling for a unique and expanded response from IOM, while managing new modalities of work. It is a testament to both the passionate dedication and ingenuity of IOM staff, and the leadership of the Organization, that IOM was able to continue investing in institutional change while meeting the increased needs on the ground, providing a beacon of stability amid turmoil.

99. Our growing budget and staff are often taken as a bellwether of the growing challenges in the world today. This is of course true: our increased programming in key areas, strengthening migration governance, speaks to needs that must be – and continue to be – met.

100. But I believe it is also a validation of IOM itself. The reality that, at times of crisis, IOM is the first to respond – and respond well – is a characteristic that fills all of us with immense pride and drives us forward. We are not always on the front page, but we are always on the front lines. My words today aim to convey the breadth of achievement of an organization whose work is not always recognized.

101. IOM is witness to moments of great need. Whether responding to displacement caused by flooding or outbreaks of infectious disease, or protecting people who find themselves in situations of risk or vulnerability while on the move, IOM is working every day to support those in distress.

102. IOM is also witness to the strength of communities under pressure. The fact that, with support, communities can build their own resilience to the shocks of the world reminds us that we should be - at our best -- a catalyst for development.

103. IOM is witness to the paradox of migrants becoming scapegoats for economic concerns, and targets of racism and xenophobia, while at the same time proving essential to the functioning of labour markets and societies more broadly.

104. IOM is witness to the humanity of migration: migrants are first and foremost people – they are loved ones, neighbours and leaders. For all our systems and processes, concepts and agendas, our work is about people, and for people. Too many – far too many – vilify those who seek a new life, rather than celebrate their courage. IOM is not only a refuge for those in desperate need, but also a refuge from cynicism.

105. We believe in the capacity of safe, orderly and regular migration to transform societies, and the need to support those who migrate. I look forward to our discussions over the coming days about how we can work together to realize the full benefits of migration for all of us.