

COUNCIL

114th Session

DIRECTOR GENERAL'S REPORT TO THE

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Introduction

1. As we near the end of 2023, and in anticipation of a more detailed annual report to be discussed by the Standing Committee on Programmes and Finance in June 2024, this report provides a preliminary update on efforts that IOM is taking to deliver on the promise of migration, while supporting the world's most vulnerable.

2. 2023 has seen a leadership transition at IOM. After overseeing five years of organizational growth, the term of Director General António Vitorino came to an end. Ms Amy E. Pope was elected as the eleventh Director General in July by IOM's Member States, taking office on 1 October. During the transition period, an extensive consultation process was held with internal and external stakeholders to identify organizational priorities for the next strategic planning cycle, covering the period 2024–2028.

3. These global consultations brought to the fore several programmatic priority areas, including saving lives and protecting people on the move; driving solutions to displacement, with a particular focus on climate migration responses; and facilitating regular migration pathways. The new Administration is already reviewing the internal structures and processes of the Organization to ensure that it has the necessary capacity to support its Member States in their efforts to tackle these and other migration-related challenges.

4. IOM expects to spend over USD 3 billion this year, and the number of staff is projected to reach 20,500 by the end of the year. With the inclusion of contractors, the total number of IOM personnel will be more than 30,000. However, budgetary and strategic processes have not kept pace with IOM's current size and scale of operations. Continued implementation of the approved budget reforms outlined in Standing Committee on Programmes and Finance Resolution No. 31 of 28 June 2022 and a more strategic approach to the development of the Organization are key to IOM achieving its objectives. Work that has already commenced on implementation of those budget reforms in 2023 will be further expanded in 2024.

5. Recent external assessments, such as those by the Multilateral Organization Performance Assessment Network (MOPAN), Australia and the United Kingdom, highlight that an overdependence on project funding is hampering the Organization's strategic development. An increase in unearmarked or softly earmarked funding contributions would allow IOM to respond to some of these challenges without requiring a change to the overall budget model, and would further support the well-proven benefits of the agile, flexible and projectized model that IOM's Member States so highly appreciate.

6. The Administration sincerely thanks those States that already offer unearmarked or softly earmarked funding and invites others consider this type of contribution. This year's contributors of valuable unearmarked funding are Austria, Belgium, Denmark, France, Ireland, the Kingdom of the Netherlands, Norway, the Philippines, Qatar, the Republic of Korea, Spain, Sweden, Switzerland, the United Kingdom, and the United States of America.

Saving lives and protecting people on the move

7. In 2023, IOM has again been at the front line of responses to crises across the world. As the war in Ukraine continues, IOM has reached 5.4 million people, providing life-saving humanitarian assistance, as well as protection and movement assistance within Ukraine and across Europe. Most

recently, the Organization has mobilized 18 trucks with essential supplies and has prepositioned over 189,000 additional items to support affected populations within Gaza.

8. IOM has been responding to new challenges, with crises in the Democratic Republic of the Congo, the Niger and the Sudan having devastating impacts on local populations. It also remains engaged in numerous other protracted crises, such as in Afghanistan and the Syrian Arab Republic, where millions of people remain in desperate need of protection and humanitarian assistance. In Haiti, IOM is ensuring better protection and shelter conditions for tens of thousands of people newly displaced by gang violence.

9. Many IOM operations where communities are affected by protracted and repeated internal displacement remain significantly underfunded. For example, IOM is intensifying its efforts to address the persistent crisis in the Democratic Republic of the Congo, yet even as the number of internally displaced people reaches record levels, less than half of the funds requested has been received.

10. 2023 has seen millions forced out of their homes by sudden disasters. IOM's strong operational presence means that it is able to quickly and directly respond to rapid-onset disasters, as well as support wider humanitarian responses.

11. According to the Internal Displacement Monitoring Centre, internal displacement from floods, storms, wildfires and other weather-related disasters is now exceeding the number caused by conflict and violence. As the impact of climate change leads to more frequent disasters, IOM is ensuring that it is developing and scaling systems that are able to efficiently meet the additional humanitarian needs.

12. IOM was among the first humanitarian actors to deliver aid to earthquake victims in North-west Syrian Arab Republic, utilizing its existing supply chain and logistics capacity in Türkiye to facilitate cross-border delivery of life-saving assistance. In Libya, IOM supported the collective response to flooding, deploying Displacement Tracking Matrix tools to assess the location, number and conditions of displaced people.

13. To manage record high numbers of internally displaced people in Somalia, IOM rolled out its biometrics registration and verification system and is using it for the registration of all beneficiaries of IOM's assistance in the country. The system is used in selected countries for IOM's biometric registration activities and beneficiary data management and aims to prevent duplication of aid and ensure accountability.

14. IOM's experience in implementing humanitarian border management activities at the Syrian and Ukrainian borders includes an integrated approach to border management and fostering effective coordination and cooperation among border authorities, immigration services and related stakeholders. These activities have enabled effective cross-border activities related to protection, and delivery of humanitarian assistance and safe and orderly movement assistance.

Box 1. Smart energy logger system – Syrian Arab Republic and Türkiye

In humanitarian settings, lack of data can hinder efforts to optimize energy consumption. IOM's [Smart energy logger system](#) bridges the gap between sustainable energy, data and humanitarian impact, providing a low-cost, user-friendly compact device that logs energy data.

Designed at IOM's Resilience Innovation Facility in Gaziantep, Türkiye, it allows agencies to increase the efficiency and sustainability of energy consumption in humanitarian settings. During the response to the earthquake in the Syrian Arab Republic and Türkiye, the system was used to efficiently provide clean water through the 24-hour operation of water purification systems.

15. IOM continued to engage extensively in Inter-Agency Standing Committee cluster coordination activities at the global and country levels to ensure interventions responded to the needs of migrants and displaced people in emergencies. As the co-lead of the Global Camp Coordination and Camp Management Cluster, IOM works with Cluster members to continually develop guidance and tools to respond to the increased number of people living in camp and camp-like settings.

16. The Camp Coordination and Camp Management Unit expanded the functionality of the [Zite Manager](#) feedback system, which now processes over 20,000 pieces of community feedback per month across nine humanitarian operations, making it the largest humanitarian community feedback system globally. The platform tracks feedback from the moment it is received to when a reply is provided. The data are used to identify emerging trends and needs within displacement sites through real-time sectoral and area-based analysis, thereby increasing accountability to affected populations.

17. IOM has worked with an increasing number of local partners across the world; they are critical to IOM's effective delivery of humanitarian assistance, including in hard-to-reach areas. The Organization continued to strengthen efforts on localization, as part of its commitment under the Grand Bargain humanitarian aid reform agreement, to ensure consistent approaches which empower communities and facilitate access to funding for local actors.

18. As part of efforts to empower national and local actors to lead displacement responses, in 2023, IOM has supported four pilot projects on localization of camp coordination and camp management, in Bangladesh, Costa Rica, Ethiopia and Indonesia.

19. IOM's new Implementing Partnerships Management Handbook recognizes that IOM works in diverse contexts and that partners range from governments and the largest international civil society organizations to small, local organizations. It not only covers IOM's humanitarian partnerships, but will also be central to efforts to strengthen and diversify partnerships across all aspects of the Organization's work.

20. IOM has ensured that protection and humanitarian principles are mainstreamed across all interventions to ensure safety and dignity, avoid causing harm, and guarantee meaningful access to assistance for all people in need, without discrimination, even in the most challenging circumstances. IOM and its humanitarian partners have played a crucial role in reducing the protection risks to which crisis-affected individuals and communities – especially mobile and displaced populations – are exposed.

Box 2. Look Again campaign – Ukraine

IOM continues to provide humanitarian support throughout Ukraine and in neighbouring countries. Recently, IOM has utilized traditional and social media to support these efforts, including through an awareness campaign called [Look Again](#).

The campaign urges people in Ukraine to be careful when they encounter attractive job or housing offers that could lead to exploitation and provides examples of common schemes used by recruiters to lure people into labour and sexual exploitation and forced begging. A total of 296 survivors of human trafficking have been supported by IOM in Ukraine so far this year, with nearly 20,000 survivors supported since 2000.

Driving solutions to displacement

21. Migration is not only a route out of crisis situations, it is also a means to build resilience and promote development in communities affected by climate change, underdevelopment, conflict and instability. IOM is working closely with Member States, civil society organizations and communities to

build solutions that improve resilience and enable communities to adapt to a rapidly changing and unstable world.

22. IOM is involved in the pilot initiative under the Secretary General’s Action Agenda on Internal Displacement to develop State-led and costed durable solution strategies and funding frameworks in 15 countries. IOM is supporting United Nations country team leadership, including with secondments, to coordinate durable solutions efforts at national and regional levels. The Organization is also currently discussing institutional partnership agreements and frameworks with the Food and Agriculture Organization of the United Nations, the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Development Programme, UN-Habitat, the World Food Programme, and others, focusing on intensifying collaboration around the Action Agenda.

23. To keep pace with rapidly changing contexts and the need to continually develop novel solutions, IOM is scaling up evidence and data generation and transforming data systems, enhancing the capacity of the Organization and its partners to address the challenges of migration in the twenty-first century. IOM’s ability to bring together the foremost migration experts and practitioners is central to these efforts.

Box 3. PROGRESS Report – New annual flagship publication

IOM is scaling up engagement with academia to expand actionable analysis. IOM and Georgetown University’s Institute for the Study of International Migration have launched the first Periodic Global Report on the State of Solutions to Internal Displacement (PROGRESS). The report offers people-centered and operationally relevant evidence and analysis that enables displaced people to move toward durable solutions. The report advocates a shift from focusing on “when displacement ends” to “when solutions start” and illuminates some of the key factors influencing the solutions process, such as the length of displacement, housing, and climate change impact. The report is a unique combination of quantitative and qualitative data and includes input from focus group discussions with over 570 displaced people, returnees and host community representatives in 10 countries, and from consultations with Member States.

24. To contribute to the 2023 SDG Summit, the International Dialogue on Migration, IOM’s main migration policy dialogue, convened its first 2023 session focusing on the topic Leveraging human mobility in support of the Sustainable Development Goals (SDGs). A side event on the same topic was subsequently held during the 2023 meeting of the high-level political forum on sustainable development.

25. These events paved the way for the launch of the flagship report *Leveraging Human Mobility to Rescue the 2030 Agenda*, timed to coincide with the 2023 SDG Summit. The report – written in collaboration with renowned research entities – showcases how migration supports sustainable development and how, with the right actions, these contributions can be leveraged to achieve the international community’s shared objectives for 2030 and beyond.

26. IOM has also launched a new multi-stakeholder initiative – the Gender and Migration Research Policy Action Lab (GenMig) – to facilitate evidence-based policy and action to address gender inequalities in migration. GenMig partners consist of experts on gender, migration and mobility drawn from governments, intergovernmental organizations, United Nations agencies, non-governmental organizations, foundations, private sector companies, research institutions and think tanks.

27. IOM hosted a virtual side-event at the 2023 SDG Summit on the topic Gender, migration and the SDGs: GenMig insights from developing countries, which brought together key GenMig partners to

discuss their work on gender equality in migration, including the Governments of Canada and Eswatini, UN-Women, the African Migration and Development Policy Centre, Meta and migration researchers.

28. In the context of climate change, IOM is contributing to scientific evidence to support appropriate and inclusive policy interventions. Recent publications include the report by the IOM Global Data Institute on *Climate Change and Human Mobility: Quantitative evidence on global historical trends and future projections*, which explores the relationship between climate change, socio-economic mediators and migration responses.

29. Based on this and other evidence, IOM is working with governments, including through regional mechanisms and across all continents, to put in place practical policy solutions to manage the impact of climate change.

Box 4. Regional climate change action

Ministers from governments across Africa have signed the expanded Kampala Ministerial Declaration on Migration, Environment and Climate Change. Supported by IOM and the United Nations Framework Convention on Climate Change, the Declaration is a government-led, comprehensive and action-oriented framework that practically and effectively addresses climate-induced mobility and the needs, gaps and opportunities of human mobility.

The ministerial signing took place in September at the Africa Climate Summit 2023. During the Summit, IOM hosted a side event in partnership with the United States Bureau of Population, Refugees, and Migration to invite development partners and practitioners to support the implementation of programmes that address the challenges of climate-induced mobility.

The Pacific Regional Framework on Climate Mobility was agreed by 18 Pacific countries and territories at the 52nd Pacific Islands Forum Leaders' Meeting, held from 7–9 November 2023. IOM supported the process as the lead agency of the Pacific Climate Change Migration and Human Security programme, which provided the technical and financial resources to facilitate the development of the framework. IOM and its partners also provided secretarial support to the inter-governmental working group, co-chaired by Fiji and Tuvalu, that oversaw the drafting of the Framework.

The Framework is a first in terms of comprehensively addressing the issues of migration, displacement and planned relocation. It is also an important flagship initiative to implement the goals outlined in the 2050 Strategy for the Blue Pacific Continent, the region's long-term strategic policy document, framing the region's collective direction for the next three decades.

30. IOM has stepped up efforts to provide innovative, sustainable livelihoods options for people at risk of becoming displaced or undertaking unsafe migration, as well as for those who are already displaced and their hosts. This ranges from developing plastic recycling businesses in Somalia and supporting Venezuelan migrants and refugees to become entrepreneurs in Guyana, to promoting environmentally sustainable businesses in Iraq.

31. IOM has continued to strengthen its work on the youth dimensions of migration and amplify the voices of young migrants. For this reason, IOM has invited young leaders from different regions around the world to apply to become IOM Youth Ambassadors, advocating for youth and their inclusion in decision-making on migration issues.

32. IOM, in partnership with the Office of the African Union (AU) Chairperson's Youth Envoy and the African Union Commission's Women, Gender and Youth Directorate, hosted the Continental Migration and Youth Consultation in August 2023. Three days of discussions, reflections and critical analysis of Africa's most pressing migration issues by youth stakeholders and advocates resulted in the

development of the [Joint AU-IOM Youth Declaration and Call to Action on Migration and Youth on the African Continent](#).

33. IOM is also innovating to support collaboration with diaspora groups to achieve development outcomes. In 2023, officials from 23 countries underwent training on engaging with their diasporas and measuring their contributions using the IOM Diaspora Mapping Toolkit. An online training module presenting this unique methodology is now accessible in English, French and Spanish. Using big data and machine learning, IOM has piloted a tool in Georgia and Kazakhstan that offers near real-time identification of diasporas. This initiative informed the first comprehensive institutional policy mapping report in Kazakhstan on diaspora and helped enhance expert capacity and strengthen public discourse on the cultural and economic potential of diasporas.

34. Key drivers of human trafficking and irregular migration, namely poverty and financial crisis, have intensified in many parts of the world, prompting an increased risk of exploitation, particularly for those already marginalized. IOM and the United Nations Office on Drugs and Crime have published the first global technical guidance for administrative data on trafficking in persons to address the acute lack of quality evidence and research available for policy and programme development. Government counterparts are already being trained on this standardized approach.

35. In March 2023, after consultations and engagement with over 6,700 staff, IOM's Approach to Protection and the accompanying road map were released. To date, nearly 3,000 staff have participated in webinars and workshops on IOM's role, work and vision with regard to protection. Implementation of the road map will support IOM's ambition to put protection at the centre of all of the Organization's work.

36. IOM continues to implement transition and recovery projects, reaching people with activities in the following thematic areas: community stabilization; durable solutions; peacebuilding and peace preservation; disaster risk reduction; disarmament, demobilization and reintegration; preventing violent extremism; restoring housing, land and property rights; reparations and humanitarian support to victims of human rights violations; and elections support.

37. IOM has supported resettlement, humanitarian admission and relocation activities. Providing essential support to States in resettling refugees and other humanitarian entrants is among the Organization's largest ongoing activities. IOM plays a crucial role in the resettlement process, including coordinating resettlement flights, assisting with the application process, and providing pre-departure health assessments and orientation sessions.

Box 5. Cooperation on Migration and Partnerships to Achieve Sustainable Solutions initiative

A new phase of the Cooperation on Migration and Partnerships to Achieve Sustainable Solutions initiative (COMPASS) has been confirmed by the Ministry of Foreign Affairs of the Kingdom of the Netherlands for the period 2024–2027. To date, COMPASS has played a significant role in providing protection services to over 83,000 migrants across 14 partner countries, including safe and dignified return and sustainable reintegration. Over 2,800 State and non-State actors have benefited from continuous capacity development in migration management, protection and specialized protection assistance.

By focusing on one comprehensive programme, better quality of interventions and a more flexible approach to funding and implementation, COMPASS represents not only a new way of working together to realize protection and sustainable solutions, but also a model for other donors aiming to consolidate investments and achieve strategic priorities.

38. IOM is assisting Chadian returnees from the Sudan through contextualized transitional shelter and water, sanitation and hygiene infrastructure, as well as health and protection services, to help returnees reintegrate into communities. However, in Chad, as in other contexts, more must be done to invest in durable solutions that integrate health, education, livelihoods, and community-based protection mechanisms for returnees, as well as support for host villages.

Facilitating pathways for regular migration

39. IOM plays a key role worldwide to enable resettlement and complementary pathways, family reunification, and the admission of holders of special immigrant visas. The safe and dignified resettlement of refugees and other humanitarian entrants requires a humane and protection-oriented approach which includes movement, health and integration support. IOM works closely with governments, UNHCR, the European Union Agency for Asylum, non-governmental organizations and the private sector to facilitate third-country solutions for persons in need of international protection. Given the limited solutions available, IOM engages with a wide variety of stakeholders to reduce barriers to accessing regular pathways, and to establish and strengthen related programmes.

40. Between January and September 2023, IOM facilitated the international movements of 125,923 refugees and other persons in situations of vulnerability from 136 departure countries to 30 destination countries. Among departure countries, the largest operations took place out of Türkiye, Pakistan, Jordan, Qatar and Lebanon, while the top five destination countries were the United States of America, Canada, Australia, Germany and France. Of the above-mentioned total, 2,928 beneficiaries in need of international protection were relocated from Cyprus, Greece, Italy, Malta and Spain to 10 destination countries in the European Economic Area.

41. As part of its long-standing partnership with UNHCR, between January and September, IOM facilitated the resettlement of 106,761 refugees as part of the refugee resettlement programmes of Australia, Canada, France, Germany and the United States of America, supporting their movement to 25 other destination countries around the world. IOM also provided movement assistance to 34,538 Afghans for resettlement, humanitarian admission, European Union relocation and special immigrant visas, as well as the resettlement of 962 Ukrainians.

42. By November 2023, IOM had provided health assessments to over 160,000 refugees, primarily bound for the United States of America (60%) and Canada (20%), using clinics in 105 countries worldwide. In addition to providing health assessments, IOM resettlement-related activities included stabilization and ensuring continuity of care for refugees with significant medical conditions; providing pre-departure assistance, medication supply and fitness-to-travel examinations to about 134,000 refugees; and coordinating travel assistance and medical escorts for over 6,000 beneficiaries.

43. Since 2001, IOM has provided orientation training to over 1 million people on the move, including more than 700,000 refugees during the resettlement process. For 2023, data collected from the three biggest training programmes suggest that we are on track to either match or exceed last year's total of 61,000 migrants and refugees trained. Noteworthy is the ongoing rebound in movements, signalling a positive shift from the challenges posed by the COVID-19 pandemic.

44. The Organization works to enhance the flexibility and accessibility of regular migration pathways to protect people on the move and to promote development, prosperity and progress. It also continues to support the development and implementation of inter-State cooperation agreements to promote regular migration.

45. IOM has been working with partners on strengthening cooperative border governance and security in areas strategically relevant for regional stability. In this context, the establishment of the

Integrated Border Stability Mechanism in West Africa will contribute to strengthening cooperation between actors involved in governance and border security in the region. The initiative will facilitate the implementation and development of regional and national strategies to improve governance and integrated border management in order to ensure better border stability.

46. In October 2023, IOM brought together government representatives from Europe, Africa, Middle East and Central America for the Legal Identity and Rights-Based Return Management Conference. Representatives from Cabo Verde, El Salvador, Iraq, Lebanon, Mozambique and Somalia agreed on the need for cooperation between countries of origin and destination to promote the digitalization of their legal identity systems and national archives and to facilitate a rights-based approach to return management.

47. On 25–26 October 2023, IOM supported the 16th Association of Southeastern Nations (ASEAN) Forum on Migrant Labour, under the theme Enhancing the effectiveness of legal pathways for labour migration in ASEAN. This is the first time that regular pathways have been addressed as a key priority for ASEAN. Discussions focused on the need to promote inclusive, gender-responsive, safe, affordable, accessible and efficient legal pathways for labour migration and alignment of legal pathways with labour market demands. The Recommendations of the Forum, which were adopted by all ASEAN Member States, propose tangible actions on promoting legal pathways for labour migration.

48. Regional mobility protocols and bilateral migration agreements, including those for migrant labour, offer solutions to the narrowing regular pathways for people from developing countries. IOM has been expanding its work with governments and the private sector on the nexus between skills, education, training and labour mobility.

Box 6. Displaced Talent for Europe initiative

The Displaced Talent for Europe initiative has facilitated the identification of skilled displaced talents in Jordan and Lebanon and enables their recruitment by employers in Belgium, Ireland, Portugal and the United Kingdom. The initiative provides employers with access to an untapped international talent pool of more than 65,000 profiles.

This type of skilled mobility pathway is driven by employers' needs and is therefore relevant to all sectors that are short on labour. It not only brings skills to the table, but also unique perspectives, diverse experiences and highly motivated workers.

49. Evidence has shown that irregular pathways are often faster and cheaper than regular ones. This incentivizes unsafe migration and migrant smuggling. To counter this, IOM is developing digital solutions to give prospective migrants access to more efficient and economical channels. For example, the Pathways Assistance Tracking Hub (PATH) platform, which was developed and tailor-made by IOM for the operationalization of US Safe Mobility Offices initiative, is an informatic solution to register, process and refer eligible beneficiaries to existing regular pathways to the United States of America, and potentially to regular pathways to Canada and Spain.

50. The platform responds to the need to meet stringent timelines; ensure fluidity of requirements and processes; enable multiple implementing locations with diverse flows, agents, and procedures; and protect highly sensitive data. The platform can be customized to meet any government's regular pathway access and processing requirements, as well as to allow connectivity with non-governmental actors, such as implementing partners and employment and recruitment agencies.

51. Supporting good migration governance is central to IOM's mission. IOM's role in the United Nations system, including as the Coordinator of the United Nations Network on Migration, enables the Organization to make significant contributions in this regard, including in the context of advancing

the 2030 Agenda for Sustainable Development and providing support to governments in the implementation of the Global Compact for Safe, Orderly and Regular Migration and other relevant global and regional frameworks.

52. The Migration Governance Indicators programme is IOM's flagship initiative to enable governments to carry out assessments of their existing policies, laws and frameworks on migration in order to inform change. It empowers governments to have a common ground to discuss migration opportunities and challenges, and to connect to global processes, such as the Global Compact and the Sustainable Development Goals.

53. Many nations are now acting on the findings of their assessments. For example, responding to a gap identified in the Migration Governance Indicators assessment, IOM and the Government of Mauritius have been working together to strengthen gender-sensitive migration management with a specific focus on internal migration. In the Marshall Islands, the assessment has contributed to the mainstreaming of climate mobility into the National Adaptation Plan and other key policy frameworks.

Institutional developments

54. Maintaining IOM's agility and responsiveness depends on the ability of the Organization's administrative and support functions to work increasingly efficiently and effectively. IOM remains steadfast in its commitment to embed risk management practices and processes throughout the Organization while transforming many of its business practices.

55. Organization-wide independent external reviews completed in 2023, including the MOPAN assessment and United Kingdom Foreign, Commonwealth and Development Office central assurance assessment, have recognized significant strides made in strengthening IOM's organizational systems and processes, noting that the Internal Governance Framework has been instrumental in this.

56. Three years after the release of the *Application of the Internal Governance Framework Work Plan*, the Framework has delivered outputs in all five objectives: (a) enhanced accountability; (b) increased operational efficiency and responsiveness; (c) improved transparency; (d) more impactful project outcomes; and (e) strengthened consistency and harmonization.

57. In 2023, IOM has continued to benefit from the efficiencies introduced by business process automation under the Internal Governance Framework. Replacing time-consuming, paper-based, manual workflows with automated online systems has generated clear time savings, while minimizing the risk of human error or maladministration.

58. The optimization of supply chain management within the Organization has given it greater agility, as demonstrated by the improved mobilization of global resources in response to the crises in Türkiye and Ukraine. Under demanding conditions, IOM has further reduced global lead times by approximately 7 per cent, from an average of 3.8 days in 2021 to 3.54 days in 2022.

59. IOM is pushing forward in its quest to take a more strategic approach to its work, while also increasing its ability to demonstrate results. Encompassing all programmatic areas, cross-cutting priorities and management focus areas, the Strategic Results Framework has reached a significant milestone in its operationalization, with the launch of a pilot covering 13 country offices.

60. IOM's commitment to improved transparency is evidenced by its score on the International Aid Transparency Initiative dashboard, which has increased from 62 in 2020 to 96 in 2023. This achievement highlights the Organization's dedication to the global initiative that aims to enhance transparency in development and humanitarian efforts to address poverty and crises.

61. The budget reforms approved through adoption of Standing Committee on Programmes and Finance Resolution No. 31 of 28 June 2022 have made an important contribution to finding a solution to the limitations of the core-funded structure. In 2023, this has allowed IOM to take to first steps to invest in and implement a private sector strategy and to create a Goodwill Ambassadors programme.

62. The Private Sector Engagement Strategy 2023–2027 was released in early 2023. It sets out a five-year plan to build partnerships with the private sector to foster change in corporate values and practices; enhance protection of migrants' rights; generate innovative technical partnerships; and grow flexible funding that can support programme implementation.

63. In 2023, private sector partnerships have been developed and enhanced with partners including Microsoft and Amazon. The objectives of these partnerships are diverse, ranging from enhancing regular pathways through technology and innovation to improving the Organization's response through in-kind donations in emergency situations.

64. This year, IOM anticipates that it will receive over USD 44 million in unearmarked funding from Austria, Belgium, Denmark, France, Ireland, the Kingdom of the Netherlands, Norway, the Philippines, Qatar, the Republic of Korea, Spain, Sweden, Switzerland, the United Kingdom and the United States of America. This marks the highest amount of unearmarked funding received in the history of the Organization. The funding has been strategically invested, for example to support the Organization's work on climate change and human mobility, to strengthen the investigation function, to implement the Internal Governance Framework, to fund the Secretariat of the United Nations Network on Migration, and to bolster the Organization's emergency preparedness and response capacities.

65. The Office of the Inspector General is facing a backlog of cases at the intake stage of the investigation function. As a result of increased demand for its services, funding for additional positions for the investigation function was provided in the Programme and Budget for 2023 and from Internal Governance Framework funds. The function is now composed of 21 staff positions.

66. The largest outstanding item in the Internal Governance Framework is the Business Transformation initiative, which includes the introduction of a new enterprise resource planning system. The roll-out of the new system is scheduled to take place in the middle of 2024 to enable Oracle Consulting to complete its work in line with the scheduling and quality requirements of the Organization.

67. As we look ahead, the next phase of the Internal Governance Framework reform agenda will seek to consolidate our efforts, meeting the remaining needs of the Organization and continue improving the way we work. This will involve capitalizing upon all the achievements and lessons learned from the last three years to better empower IOM to respond to the needs of stakeholders.

68. While IOM is heartened by the progress achieved under the Internal Governance Framework and other initiatives, the assessments by MOPAN, the United Kingdom and IOM's new Administration highlighted areas for further improvement. These included the need to develop to a more mature strategic plan and reporting framework, improve resourcing for the core structure and increase unearmarked and flexible funds.

69. The process to develop the strategic plan for the period 2024–2028 began in July 2023. The plan is being developed based on extensive consultations with Member States, civil society, private sector actors, academia, and IOM staff at all levels of the Organization. A more strategic approach will allow IOM and its partners to move beyond responding to crises to anticipating them, from accepting narratives to shaping them, and from meeting immediate needs to prioritizing long-term solutions.

70. IOM has partnered with the UN Advisory Alliance to conduct a comprehensive structural review of IOM's Headquarters and regional offices. The review was triggered by feedback received from IOM staff – especially in the field – who were concerned that the current structure is not providing optimal strategic guidance and support, as well as by findings from the external assessments related to accountability, addressing overlaps and gaps, and the need for greater efficiency and innovation.

71. As part of the analysis, consultations are being conducted with Member States, peer international organizations and a wide swathe of staff. The UN Advisory Alliance is expected to make recommendations on a revised Headquarters structure before the end of 2023, with recommendations on regional offices expected late in the first quarter of 2024.

72. Ahead of the finalization of IOM's people strategy, a number of workplace reforms have been implemented. These include the redesign of the Pathways Pool initiative to improve workforce diversity, succession planning and leadership capability by assessing qualified candidates who are available and ready to step into IOM's next generation of leadership, with a particular emphasis on identifying candidates from under- and unrepresented Member States.

73. An institutional proposal for contractual reform within IOM has been approved to simplify and streamline the numerous staff and personnel contract types that currently exist. IOM will move from 18 contractual types to 9, including four staff and 5 affiliate personnel contract types. This will ensure that we are able to attract and retain talent.

74. The tenure of the Auditor General of Ghana as the External Auditor of the Organization will end with the closure of the 2024 accounts. The Administration extends its thanks to the Government of Ghana and invites interested Member States to respond to the call for candidates when it is launched in the coming months.

Future direction

75. Under its new Administration, IOM has been aligning financial and technical resources with three interrelated priority programmatic areas: saving lives and protecting people on the move; driving solutions to displacement; and facilitating pathways for regular migration. While IOM will remain one of the foremost crisis response agencies, it will increasingly work with the international community to anticipate and mitigate drivers of displacement and irregular migration.

76. Evidence shows that in the long term, the most durable solutions are ones that enable the creation of regular pathways for migration. Many countries are currently facing – or will face – debilitating labour gaps and need to attract migrant workers. Regular pathways, including free movement within regions, family reunification and circular migration, enable migration to become a vital aspect of long-term sustainable economic development and protection.

77. As we face the challenge of climate-induced migration, IOM is committed to working in close collaboration with Member States, the private sector, academia, affected communities and other partners to find solutions. IOM is allocating more resources to data analysis, so that the Organization and its partners can plan and develop forward-thinking solutions that deal with this challenge before millions more people are displaced.

78. The 2024 budget allocates additional funding to strengthen some key components of our institutional structure, namely the finance, legal and human resources functions, and our regional offices. These additional resources will be instrumental in developing an organizational infrastructure that will allow IOM to achieve its vision to deliver on the promise of migration, while supporting the world's most vulnerable.