

COUNCIL

115th Session

DIRECTOR GENERAL'S REPORT TO THE

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Introduction

1. A year after my first report, my admiration for our work remains high. During my visits to IOM field operations, I have met with our dedicated staff and engaged with Member States, migrants and partners, who commend our efforts. Despite challenging conditions, our global team remains committed to supporting vulnerable populations and fulfilling the promise of migration.

2. As 2024 concludes, this report highlights IOM's key achievements and identifies areas needing more attention. It precedes the full Annual Report for 2024, which will be presented to the Standing Committee on Programmes and Finance in 2025.

3. IOM's work spans the humanitarian-development-peace nexus; its activities address urgent humanitarian needs, engage in long-term development initiatives and support peacebuilding efforts. This comprehensive approach ensures holistic support to governments, migrants and communities, fostering resilience and sustainable development.

4. During 2024, IOM and the broader humanitarian system have faced significant challenges. The world faces unprecedented emergencies, cross-border conflicts, prolonged displacement and disease outbreaks. Climate change has exacerbated these crises by impacting food, economic and water security, restricting access to essential services and housing, and placing strain on the capacities of authorities to provide support. The ongoing spread of mpox is particularly alarming for migrants in situations of vulnerability, highly mobile populations and displaced communities, who are often overlooked in such circumstances.

5. IOM continued its work on human mobility in the context of climate change through policy and programmatic actions at international, regional, national and local levels. The Organization also collaborated with Member States to enhance adaptive capacities, reduce irregular migration risks and increase the degree of choice under which migration decisions are made. Following the Twenty-ninth Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP29), IOM looks forward to the implementation of regional frameworks on climate mobility.

6. Well-governed migration is crucial for fostering sustainable development and the well-being of migrants and host communities. IOM efforts to increase regular pathways combine strategies to strengthen border management and counter trafficking in persons and migrant smuggling with collaboration with Member States to create new pathways that respond to labour-market needs. Key initiatives include activities related to the promotion of legal identity, integrated border management, admissions, migrant protection and regional cooperation.

7. IOM's total expenditure is projected to reach USD 3.8 billion by the end of 2024. We are grateful for these contributions, particularly as Member States confront financial challenges. Flexible funding – both unearmarked and softly earmarked – has helped IOM quickly meet new needs and urgent priorities of its Member States. More flexible funds are needed to enhance IOM's ability to address the increasingly complex demands across the migration landscape.

8. The Organization has diversified its funding sources through an innovative strategy, including harnessing the support of its Goodwill Ambassadors, forming new partnerships and expanding digital fundraising and communication efforts. As a result, private sector contributions had reached USD 30.77 million by September 2024.

9. IOM has undertaken extensive policy and institutional reforms to ensure it remains adequately prepared to meet its increasing responsibilities and respond to requests for assistance. At the policy level, the IOM Strategic Plan 2024–2028 reflects IOM’s ambition to facilitate the orderly and humane management of migration, while supporting the world’s most vulnerable populations. To further tailor responses to the populations IOM serves, regional and country strategies based on the Strategic Plan are currently under development.

10. Institutional investments in 2023 and 2024 to enhance IOM’s strategic engagement in migration issues and improve operational efficiency, including through implementation of the budget reforms outlined in Standing Committee on Programmes and Finance Resolution No. 31 of 28 June 2022 on investing in the core structure of IOM, are reaping benefits. After finalizing the structural review at Headquarters, a highly consultative functional review of the regional offices was undertaken, resulting in the consolidation of the regional offices in six locations; the creation of two subregional offices; the establishment of two global offices; and the expansion of the number of country offices for partnerships and advocacy to seven.

11. During 2024, IOM has boosted its data-driven communications strategy to drive a balanced narrative on migration and better amplify migrants’ voices. Publications such as the *World Migration Report 2024* helped to enhance IOM’s impact, build awareness and offer the world a more complete picture of the benefits of migration.

12. In line with the IOM Strategic Plan 2024–2028, transparency and accountability have been increased through stronger risk management processes, independent evaluations, a new case management system and capacity development on ethics. It is anticipated that in 2025, IOM will further improve its risk management maturity level under the Reference Maturity Model for Risk Management of the United Nations Chief Executives Board for Coordination High-level Committee on Management.

13. IOM’s collaboration with partners such as the United Nations, including as Secretariat and Coordinator of the United Nations Network on Migration, and other stakeholders has significantly enhanced the Organization’s capacity to act. There has been increased engagement with the Migration Network Hub, which now contains 347 peer-reviewed practices, providing timely and relevant information and data to migration practitioners around the world.

14. Total staff numbers are expected to reach 22,500 by the end of 2024. Through the new People Strategy 2024–2028, there has been greater investment in staffing, with a focus on achieving gender parity and enhancing geographical diversity. In addition, the new IOM Leadership Programme has been launched to strengthen leadership across the Organization and ensure that IOM is prepared for the future.

Saving lives and protecting people on the move.

15. Throughout 2024, IOM has collaborated with partners to reduce human suffering and uphold the dignity and rights of crisis-affected individuals through activities across the humanitarian-development-peace nexus.

16. The Sudan is currently experiencing the world’s most severe internal displacement crisis, with over 10.8 million individuals, half of them children, displaced internally by conflict. Another 2.3 million have fled to neighbouring countries. In addition, flooding displaced 180,000 people between June and October, 44 per cent of whom were already displaced by conflict. IOM has provided life-saving services in the Sudan and neighbouring countries, aiding 2.7 million people since the conflict began, including 1.2 million people to date in 2024.

17. The protracted conflict in the eastern Democratic Republic of the Congo has displaced 7 million people, many more than once. In 2024, IOM provided camp coordination and camp management services to over 422,000 internally displaced persons across 81 sites, addressing urgent humanitarian and protection needs and paving the way for durable solutions.

18. In Ukraine and neighbouring countries, IOM has continued to uphold the dignity, safety and protection of people affected by the conflict. Recent support within Ukraine includes initiatives focused on essential services, winterization support and long-term recovery. The Organization has collaborated with humanitarian partners to ensure the safety and protection of internally displaced persons and those leaving the country, including third-country nationals.

19. The crisis in the Occupied Palestinian Territory has affected over 1.9 million people. IOM rapidly revamped its emergency response to mitigate threats to and vulnerabilities of affected populations. As the humanitarian crisis in Lebanon worsened, IOM launched a flash appeal in October 2024 to raise USD 32.46 million to assist 400,000 people over three months.

20. IOM's commitment to protecting people on the move includes facilitating safe and dignified movement assistance for crisis-affected populations. As of mid-September 2024, IOM had supported the voluntary humanitarian return of more than 10,000 people from Libya, 3,400 from Yemen, 600 from the Sudan and 600 from Ukraine.

21. In Latin America, IOM and the Office of the United Nations High Commissioner for Refugees (UNHCR) co-lead the regional Inter-agency Coordination Platform (R4V) on support for refugees and migrants from the Bolivarian Republic of Venezuela and convened over 200 stakeholders to develop the Regional Refugee and Migrant Response Plan 2025–2026. The Plan will be launched in December 2024.

22. The IOM Displacement Tracking Matrix (DTM) played a crucial role in informing tailored responses by IOM and partners. DTM data were particularly important in places with worsening security situations, such as the Democratic Republic of the Congo, Lebanon and the Sudan, as well as in regions hit by major climatic events, such as the droughts in Malawi, Zambia and Zimbabwe and Hurricane Beryl in Grenada and Saint Vincent and the Grenadines.

23. The DTM was formally acknowledged as a lead provider of country-level data on internal displacement in the [Inter-Agency Standing Committee Management Response to the Independent Review of the Humanitarian Responses to Internal Displacement](#), which was endorsed in September 2024. This recognition has been complemented by institutional investments in resources for conflict analysis and conflict sensitivity to support the scale up of responses in the Sudan, Ukraine and the Occupied Palestinian Territory, as well as for the response in Lebanon.

24. IOM continued to boost operational systems to effectively respond to humanitarian crises, support vulnerable populations and improve the quality of inter-agency coordination. Although delayed due to several changes in scope, the development of the updated [Migrant Management Operational System](#) (MiMOSA NextGen) is progressing, with the vision to build a scalable, flexible and secure system for IOM's migrant services.

Driving solutions to displacement

25. IOM focuses on prevention, resilience and sustainable solutions to address the root causes of displacement and support displaced communities in moving towards a better future. This commitment aligns with the United Nations Secretary-General's Action Agenda on Internal Displacement.

26. In 2024, IOM provided advice to and supported initiatives of the Office of the Special Adviser to the United Nations Secretary-General on Solutions to Internal Displacement. This included offering technical assistance for the Internal Displacement Solutions Fund, which IOM will chair in 2025. Currently, IOM is implementing integrated durable solutions programming in 21 countries, including joint programmes funded by the Internal Displacement Solutions Fund in 10 of those countries.

27. As of September 2024, IOM had provided safe and dignified international movement assistance to over 136,790 individuals from 146 countries of departure to 30 countries of destination. The top three countries of origin of beneficiaries were Afghanistan, the Syrian Arab Republic, and the Democratic Republic of the Congo. The top five resettlement countries were the United States of America, Canada, Australia, Germany, and the United Kingdom.

28. In 2024, IOM expanded its community-based planning programming, an integrated participatory approach for strengthening resilience and developing locally led solutions. Thirty-one country offices supported the development of community action plans, through which communities took control of decisions, resources and project implementation to improve public services. These plans were integrated into local government schemes, enabling communities to secure financial and technical support from governments, NGOs, the private sector and others, strengthening trust, accountability, peace and self-reliance.

29. IOM co-chaired four thematic working groups of the Inter-Agency Standing Committee's Reference Group on Mental Health and Psychosocial Support in Emergency Settings, including the ones related to mental health and psychosocial support for men and boys, livelihood support integration and peacebuilding. In this capacity, IOM coordinated the publication of the Committee's guidance on [Integrating mental health and psychosocial support and peacebuilding: a mapping and recommendations for practitioners](#).

30. IOM collaborated with United Nations partners and Member States to develop system-wide strategies and costed action plans for safe, voluntary and dignified returns for displaced people. In 2024, IOM supported nine countries on the development of government-endorsed national and or regional strategies.

31. Guided by its approach linking population mobility and public health, by the end of October 2024, IOM had provided support on mpox preparedness and response measures, including surveillance and capacity-building, at 91 points of entry across 15 African States. Since June, over 1,030,000 health screenings have been performed in the Democratic Republic of the Congo, generating 17 alerts and 2 confirmed cases. IOM also provided training to more than 970 border health officials in Kenya.

32. Throughout the year, IOM has worked to reduce the adverse effects of climate change, environmental degradation and conflict, particularly for vulnerable populations. Between January and September 2024, IOM launched Climate Mobility Innovation Labs for Africa and Asia to empower communities in climate hotspots to build resilient and sustainable solutions through innovation, co-design, new financing opportunities, capacity-strengthening and knowledge-sharing.

33. IOM continued to support Member States to integrate human mobility into climate action policies. Alongside the United Nations Framework Convention on Climate Change Secretariat, IOM developed the [Technical guide on integrating human mobility and climate change linkages into relevant national climate change planning processes](#). This guide is used as part of the ClimateMobility4NAP Initiative, which IOM is implementing in 24 countries.

34. The Director General participated in the Fourth International Conference on Small Island Developing States (SIDS4) in May 2024 and hosted a high-level, in-person side event to underscore IOM's commitment to supporting those States in which recommendations were made on how to leverage migration for sustainable and resilient development in line with the Antigua and Barbuda Agenda for Small Island Developing States, and which will guide IOM's future programming in this area.

Facilitating pathways for regular migration

35. IOM is committed to comprehensively supporting governments and stakeholders in creating and improving regular, sustainable and flexible migration pathways while strengthening border management to enhance global development and uphold human dignity.

36. In collaboration with the World Bank, IOM is assessing the prospects for skills mobility partnerships in Colombia, the Dominican Republic, Ecuador, Ethiopia, Ghana, Italy, Morocco, Rwanda, Sierra Leone, Spain and Tunisia.

37. In East and Southern Africa, IOM supported the Government of Ethiopia to host the fifth Regional Ministerial Forum on Migration in February 2024, focusing on youth employment, skills development and the green economy. In Asia and the Pacific, IOM facilitated the second Mekong Dialogue on Labour Mobility in April 2024, which developed recommendations to enhance labour migration pathways among Mekong countries. The high-level technical meeting on regular pathways for human mobility, organized by IOM in July 2024 in Morocco, gathered the 11 African Member States who participate in the Africa–Europe Flagship Initiative.

38. IOM Member States received support to provide migrants with legal identity solutions and necessary services needed for visa procedures, admission, long-term stay and regularization. IOM promoted collaboration among African Union Member States on digital legal identity and mobility and launched the third edition of the Passport Examination Procedure Manual, highlighting the role of secure documentation in safe migration and improving document examination skills in various countries.

39. IOM's visa and admissions programming supports migrants' access to safe and regular pathways to Canada (in partnership with VFS Global), Germany and the Republic of Korea. Up to the end of September, approximately 543,000 migrants and refugees had received information or documentation and visa support as part of this programming during the year.

40. Governments received support from IOM to address irregular migration and counter trafficking in persons, smuggling of migrants and related transnational organized crime in line with the Palermo Protocol. At the second Global Conference on the Regulation of International Recruitment, more than 100 policymakers from 62 Member States convened to enhance collaboration on safeguarding migrant workers during cross-border recruitment.

41. As of June 2024, IOM had conducted health assessments for 463,778 migrants and refugees as part of its efforts to promote migrants' well-being. The Organization facilitated regional cooperation on cross-border health surveillance in the Middle East and North Africa region to support universal health coverage and achievement of the Sustainable Development Goals.

42. IOM provided thematic guidance and dialogue to strengthen migrant protection and partnered with UNICEF to publish the [Technical note on the inclusion of children in the context of migration into national child protection systems](#). The note outlines how these systems can be improved to encompass children affected by migration.

43. IOM championed evidence-based, rights-based and whole-of-government approaches on migration policy and legal frameworks in 85 countries. With support from the IOM Development Fund, in 2024, IOM piloted the Essentials of Migration Policymaking initiative to build migration policy capacity in Fiji, the Marshall Islands, the Federated States of Micronesia and Palau.

44. With technical support from IOM, the East African Community Partner States adopted a regional labour migration policy and implementation plan in June 2024 and the Government of Malawi developed and validated the Employment (Labour Migration) Regulations in May 2024.

45. IOM Member States gained valuable evidence-based insights on policy tools to advance migration governance through IOM's Migration Governance Indicators. In 2024, Azerbaijan and Costa Rica enhanced their migration policies using the Indicators, while Ethiopia, El Salvador, Indonesia and Iraq are using the Indicators to develop policy implementation plans and monitor their global commitments.

46. During the year, IOM released a report entitled [Migration Governance Insights on Regular Pathways: Delivering on the Promise of Migration](#). Analysing Migration Governance Indicator data from 100 national and 69 local-level assessments performed between 2016 and 2023, the report assessed existing pathways for regular migration and provided recommendations for their enhancement.

Enablers

Workforce

47. In 2024, key reforms have been made to policies and frameworks related to IOM personnel. IOM introduced the five-year People Strategy (2024–2028) focusing on caring for staff, nurturing talent and enhancing leadership skills. Information on the Strategy has been shared with over 1,600 staff members through webinars.

48. IOM revamped its competitive recruitment, training and leadership processes while progressively increasing geographical diversity and gender equality in staffing at all levels. As a result gender parity has been reached at the P-1 and D-1 levels and maintained at the P-2, P-3 and P-4 levels. More efforts are still needed at the P-5 and D-2 levels to increase the percentage of female staff.

49. In 2024, as part of its commitment to staff well-being, IOM improved staff welfare by adding 12 staff counsellors and two United Nations Volunteer counsellors to its workforce. From January to June, they conducted 757 group sessions and made 61 field visits, engaging with 2,133 employees in 22 languages.

Partnerships

50. In a substantial increase from 2023, IOM's private sector engagement had generated USD 30.77 million in revenue by September 2024. This amount includes USD 26.3 million in cash contributions and USD 4.4 million in in-kind support. Furthermore, IOM added seven new private sector partners in 2024, elevating the total number of partners to 65.

51. The Goodwill Ambassadors have boosted IOM's visibility and fundraising by highlighting issues such as human trafficking, climate change and women's rights on social media. In April 2024, [Mo Farah](#), IOM's first Global Goodwill Ambassador, visited Kenya to promote sports for social inclusion and economic opportunities for young migrants. America Ferrera, serving as Global Goodwill Ambassador since May 2024, has addressed migrant rights, climate change, and misinformation at events including

the [79th Session of the United Nations General Assembly](#). Since mid-2023, IOM has appointed 11 Goodwill Ambassadors at the global, regional and national levels.

52. IOM has enhanced its collaboration with other United Nations agencies, including UNICEF, the United Nations Development Programme, the World Food Programme, UNHCR, UN-Women, the United Nations Population Fund and the International Trade Centre. IOM worked closely with UNHCR to develop a more structured approach to route-based responses for migration governance. In July 2024, IOM signed a statement of partnership with the United Nations Office on Drugs and Crime to improve cooperation on counter-trafficking, migrant protection and border governance, and in October, IOM renewed its cooperation framework with UN-Women to promote gender equality and empower women and girls.

53. In October 2024, IOM signed a cooperation agreement with the Executive Bureau of the Gulf Cooperation Council. This first formal collaboration focuses on promoting regular migration pathways, labour migration and counter-trafficking, as well as consulting on mutual strategies and plans.

54. As the Coordinator of the United Nations Network on Migration, IOM and the other agencies of the United Nations system engaged with governments and stakeholders to organize regional reviews of implementation of the Global Compact for Safe, Orderly and Regular Migration in Africa, Arab and United Nations Economic Commission for Europe regions. Through the Network's capacity-building mechanism, tailored support was delivered to eight governments and regional bodies, three new joint programmes funded by the Migration Multi-Partner Trust Fund were launched and training was provided to 33 United Nations country teams.

55. IOM hosted the first session of the International Dialogue on Migration on the topic [Facilitating regular pathways to a better future: harnessing the power of migration](#). The event discussed migration challenges in our interconnected world. The key outcomes of the session have been presented by the Director General at various United Nations events, including meetings of the Economic and Social Council and during the high-level political forum on sustainable development in July 2024.

56. The IOM Strategic Plan 2024–2028 highlights the importance of meeting the commitment enshrined in the Grand Bargain to increasing localization. By empowering local actors, IOM enhances crisis responses and long-term resilience. In 2024, IOM trained over 600 staff on the [Localization Framework and Guidance Note for IOM's Humanitarian Response](#).

57. In collaboration with the Government of Cabo Verde, the Organization reached a key milestone in efforts to tap into the transformative potential of diaspora communities by launching the Global Diaspora Policy Alliance in September 2024.

58. This year, IOM concluded three new agreements, with the Democratic Republic of Congo, Ecuador and Greece, respectively, granting IOM privileges and immunities similar to those granted to United Nations specialized agencies under the 1947 Convention on the Privileges and Immunities of the Specialized Agencies. These agreements are crucial for IOM's effective and independent operations.

Funding

59. IOM launched its first [Global Appeal](#) in 2024 to inform donors and partners about its annual plans and the USD 7.9 billion needed for 2024 operations. Aligned with the IOM Strategic Plan 2024–2028, the Global Appeal provides Member States, donors and the global community with an overview of IOM's expert migration solutions.

60. IOM has strengthened its engagement with Member States who provide flexible funding in the form of unearmarked and softly earmarked contributions. Flexible contributions received by IOM are channelled through a reinigorated funds allocation process. To facilitate and drive structured and regular dialogue with key stakeholders, the Donor Advisory Group was established in 2024 and includes top donors that provide a significant amount of flexible funding to the Organization.

61. As of September 2024, USD 33.90 million in unearmarked funding and other flexible funding has been used to support the core structure. This amount includes both received and expected contributions under signed agreements with Belgium, Denmark, France, Ireland, the Kingdom of the Netherlands, the Philippines, the Republic of Korea, Switzerland, the United Kingdom and the United States of America.

62. IOM's total expenditure in 2024 is expected to reach USD 3.8 billion, an increase of more than USD 380 million compared with 2023. In 2025, expenditures are projected to rise to USD 4 billion.

63. Through the implementation of the budget reforms outlined in Standing Committee on Programmes and Finance Resolution No. 31 of 28 June 2022 on investing in the core structure of IOM, at least 50 per cent of Chiefs of Missions and Resource Management Officer positions are now covered by core funding, substantially strengthening the organizational structure.

Data and evidence

64. As a key provider of global migration and displacement data, IOM provides crucial information to save lives, insights on regular migration routes and tools for preparedness. On average, each month, 80,000 users visited IOM's [Migration Data Portal](#) to access the latest migration data insights.

65. In response to the Progress Declaration issued at the first International Migration Review Forum, IOM and the United Nations Department of Economic and Social Affairs, under the United Nations Network on Migration and in consultation with Member States, developed indicators to review progress towards Global Compact implementation. These indicators will be published in November 2024 by the United Nations Secretary-General. In addition, using Migration Governance Indicator data, IOM compiled data insights on the implementation of the Global Compact in Africa, Asia and the Pacific, and Latin America and the Caribbean.

66. IOM is dedicated to demystifying the complexity of human mobility and upholding migrants' rights. The 2024 edition of the World Migration Report series, a key part of this effort, was released in May 2024.

67. DTM data are now used to inform over 90 per cent of United Nations humanitarian needs assessments. Partnering with Microsoft, the DTM data management systems have been upgraded to improve quality and enable public access to non-sensitive country- and subnational-level internal displacement data.

Learning and innovation

68. The institutional Knowledge Management Strategy 2024–2028 was released to promote effective knowledge exchange and align with recommendations issued in 2023 by the Multilateral Organisation Performance Assessment Network. The [Peer Exchange and Learning on Migration \(POEM\)](#) platform now has 8,000 users and contains over 500 good practices and innovations.

69. In 2024, IOM introduced the [Knowledge Fair and Impact Awards at IOM](#) to recognize impactful initiatives globally between IOM, Member States, communities and partners. Nearly 50 offices

submitted initiatives for consideration, showcasing IOM's efforts to accelerate delivery of its strategic objectives.

Communication

70. Communications is a priority area, with increased resources being allocated to enable the Organization to shape a balanced narrative on migration and advocate for migrants' rights. This includes the development of new roles and tools and an emphasis on internal communications.

71. Traffic on the IOM global website grew by 20 per cent during the first half of the year, with views increasing from 5 million between January and June 2023 to 6 million in the same period in 2024. This is attributed to better search engine optimization, improved content and enhanced user experience and user interface designs.

72. The Director General has given numerous interviews and press conferences, especially during country visits, to increase the visibility of IOM's work. Media engagement at Headquarters has increased due to renewed participation in biweekly media briefings held at the United Nations Office at Geneva.

Internal systems

73. IOM aims to enhance efficiency within the United Nations system to contribute to achievement of the 2030 Agenda for Sustainable Development. By March 2024, 27 per cent of IOM premises were shared with other United Nations agencies. The signature of bilateral and global service agreements has increased collaboration, saving USD 2.7 million. In 2024, IOM created the United Nations Efficiency Unit to improve effectiveness and facilitate access to joint funding.

74. The Occupational Health and Safety Unit aims to reduce staff harm and improve safety and health for IOM employees. The Unit develops health programmes and has implemented an IT solution, MyCority, to facilitate processing of staff health-related procedures. As of September 2024, over 19,000 service requests had been processed, reducing processing time from one to two weeks to just one to two days.

75. IOM has upgraded its workspace and moved technology to the cloud, improving agility, speed and security. Following an investment of over USD 4 million in cybersecurity, IOM's rating rose from 2.1 to 2.8 (on a 5-point scale). In collaboration with Microsoft, IOM created a data protection framework to safeguard information.

76. IOM has improved its security structure and processes to enhance accountability. The Organization developed a training programme for security decision makers aligned with Inter-Agency Security Management Network guidelines and piloted an online training course to enhance skills in processing, analysing and reporting security threats.

77. IOM operates in conflict, transition and emergency contexts, which exposes the Organization to higher operational and financial risks than those faced in less challenging environments. This, combined with the continued expansion of IOM activities worldwide and the escalation of multiple parallel conflicts, necessitates a continued robust response. To address these challenges, IOM has strengthened its corporate crisis response structure and governance, particularly in high-risk operations, to reinforce its investigative and accountability capacities.

78. IOM remains proactive in enhancing its strategic oversight and compliance, including measures to identify and mitigate potential protocol-related irregularities and gaps. In addition, in 2024, IOM

scaled up its rapid response capacity to mobilize management review teams to be deployed to country offices when needed. IOM will continue to maintain regular communication with Member States to keep them informed of progress in such cases.

79. IOM is upgrading the Project Information and Management Application (PRIMA) to integrate with the new enterprise resource planning system (WAVE), support the transition to results-based budgeting, accelerate project activation and improve forecasting. The update includes the Strategic Results Framework and new dashboards for better data usage and performance, promoting results-based project management and reporting.

Cross-cutting priorities

Integrity, transparency and accountability

80. After the launch of the IOM Strategic Plan 2024–2028, IOM introduced the updated Strategic Results Framework to enable more transparent and accountable reporting of results and provided extensive staff training on the use of the Framework, resulting in enhanced strategic planning, alignment and coherence. To implement the Strategic Plan, six regional strategies, as well as a continental strategy for Africa, are being developed and will be launched in 2025. In addition, as part of efforts to enhance transparency and accountability, IOM has continued to consistently publish data to the International Aid Transparency Initiative registry on a monthly basis.

81. IOM has enhanced the independence and quality of its evaluation function. Under the [Biennial Evaluation Plan 2023-2024](#), six global evaluations have been undertaken and are available in the [IOM evaluation repository](#). They cover topics including IOM's contribution to the Migration Dialogue for Southern Africa and mental health and psychosocial support. In addition, strategic guidance was provided for 44 decentralized evaluations in regional and country offices.

82. IOM prioritizes informal conflict management to empower its workforce, promote integrity and foster respect. Between January and June 2024, the Office of the Ombudsperson and Mediation Services received 220 visitors who presented 1,479 issues, a 13 per cent increase from 2023. The Office provided in-person training to over 750 individuals and worked with over 100 country offices through various programmes. In addition, more than 900 personnel accessed its online platforms.

83. This year, over 5,000 personnel attended in-person training sessions on ethics and the IOM Standards of Conduct and 139 staff attended training of trainers sessions to facilitate ethics training in country offices. The Office of Ethics and Prevention of Sexual Exploitation and Abuse and Sexual Harassment handled over 2,000 individual ethics-related queries – a 38 per cent increase from the previous year – indicating growing awareness and trust in the Office. The Office addressed 57 cases related to retaliation, providing protection for whistleblowers.

84. During 2024, IOM led an Inter-Agency Standing Committee workstream on accountability to affected populations and launched a pilot inter-agency training package on the topic. Over 90 in-country heads of office from approximately 30 organizations contributed to the development of the training package.

85. In the May and October meetings of the Working Group on IOM Partnerships, Governance and Organizational Priorities, IOM shared information on the financial, legal and technical implications of joining the Joint Inspection Unit (JIU). There was consensus among Member States that IOM should join the JIU and further discussions on the timeline for joining will take place in early 2025.

Equality, diversity and inclusion

86. IOM promotes gender equality through high-level, outcome-focused interventions in both internal processes and policy support.

87. The IOM Gender and Migration Research Policy Action Lab (GenMig) now includes over 500 individuals from over 300 organizations, including private sector entities, United Nations agencies, Member States, research institutions and non-governmental organizations. In 2024, GenMig held 14 events and launched a new microsite containing various tools and resources from its partners.

Protection-centred approaches

88. IOM has significantly expanded its prevention of sexual exploitation and abuse and sexual harassment (PSEAH) capacity. The number of full-time, dedicated PSEA Officers rose from 11 in 2021 to 90 in 2024. In addition, 245 PSEA focal points across 139 regional and country offices now dedicate 10 per cent of their time to PSEA-related activities.

89. As of September 2024, 6,453 IOM staff and related personnel had completed facilitator-led PSEAH training sessions, and 14,050 had completed IOM's online self-paced PSEA micromodules, maintaining an 83 per cent training compliance rate.

90. By mid-2024, 134 IOM projects included PSEAH as an integral component. The integration of PSEAH in PRIMA as a cross-cutting issue and the ongoing revision of the internal PSEA policy are on schedule.

91. IOM intensified efforts to foster a protection-focused environment for data and policies, releasing a [position paper on protecting migrants' rights in the context of disasters, climate change, and environmental degradation](#) in August 2024.

Environmental sustainability

92. IOM is dedicated to environmental sustainability and is working to reduce its carbon footprint and support a healthier planet, in line with the IOM Strategic Plan 2024–2028 and United Nations system-wide commitments.

93. In 2024, IOM offset all unavoidable emissions from its facilities and operations in 2023 by purchasing certified emission reduction (CER) credits from the United Nations Framework Convention on Climate Change equivalent to 60,037 tons of carbon dioxide.