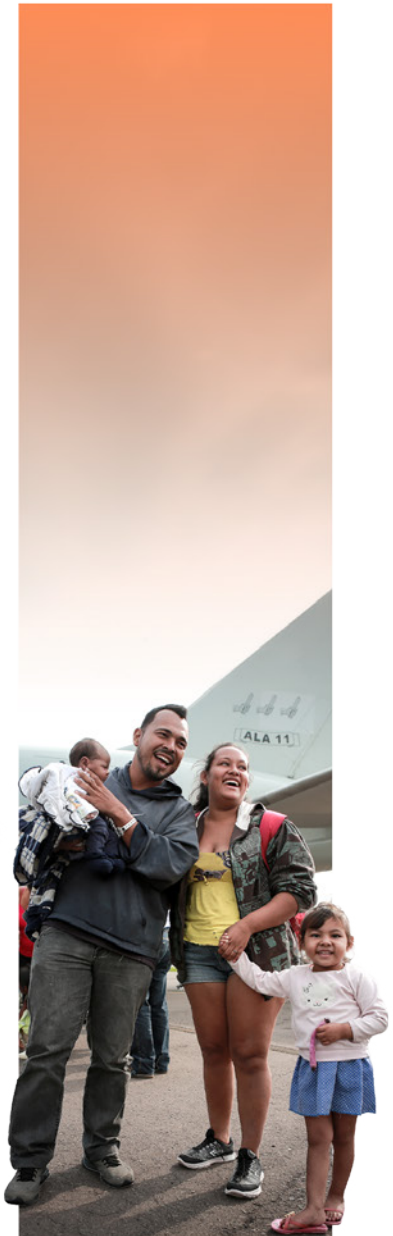
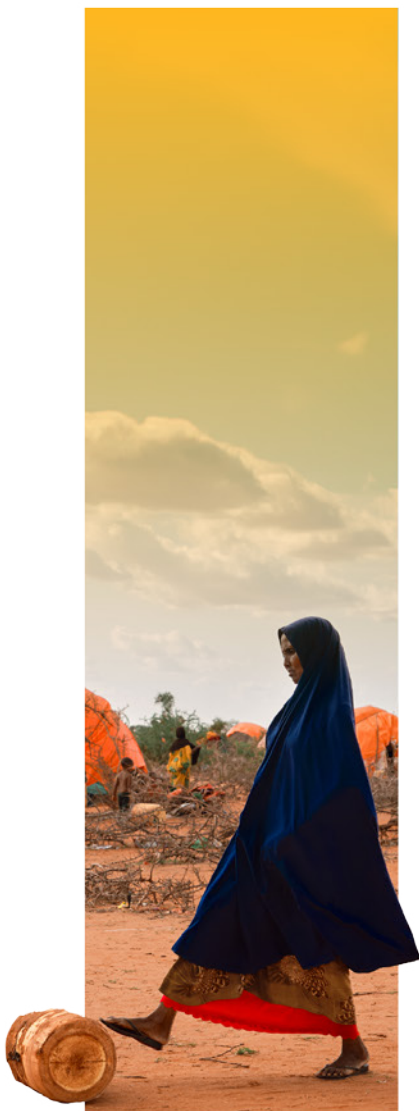


# GLOBAL APPEAL

2024



IOM is committed to the principle that humane and orderly migration benefits migrants and society. As an intergovernmental organization, IOM acts with its partners in the international community to: assist in meeting the operational challenges of migration; advance understanding of migration issues; encourage social and economic development through migration; and uphold the human dignity and well-being of migrants.

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Cover photo: From left to right: As climate change strains Somalia's path to peace, communities hold the key. © IOM 2022/Claudia Rosel. Three generations of villagers pose for a picture along the shoreline on one of the Carteret Islands. Due to coastal erosion, the islands have progressively become uninhabitable as their homes slowly become consumed by the sea over several decades. © IOM 2016/Muse Mohammed. Venezuelan refugees and migrants relocate to Curitiba, Brazil through Operation Welcome in 2018. © IOM 2018

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# GLOBAL APPEAL

2024

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A photograph of a woman wearing a blue headscarf and a blue and red patterned dress, walking on a dirt path. In the background, there are orange tents and some people.

**Objective 2**  
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A photograph of a family walking on an airport tarmac. A man in a grey shirt and dark pants is on the left, holding a baby. A woman in a yellow shirt and dark pants is in the center. A young girl in a white shirt and blue skirt is on the right. They are all smiling and looking towards the camera. In the background, there is a large white aircraft with the text "ALA 11" visible.

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# OVERVIEW

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The world needs a comprehensive effort to realize the full promise of migration. The consequences of underfunded or partial, piecemeal assistance are too high to bear. We can and must do better.

*Amy Pope, IOM Director General*



## FOREWORD

We are at a critical moment, not just for IOM, but for the prosperity of the Global South, for the development of the Global North, for all our Member States, and most importantly, for the migrants themselves: those who have moved or who will be on the move in the future.



This defining moment calls for a coordinated effort that helps realize the full promise of migration. The first part of this effort is the recently launched [IOM Strategic Plan 2024–2028](#), a comprehensive approach to the multifaceted migration landscape that addresses the adverse drivers of migration, supports countries hosting migrants in transit, contributes to their integration in host countries, and enables their safe return and reintegration.

This Appeal is structured in line with the Plan, showing not just the need for funding, but how IOM will deliver on the Plan's three strategic objectives: 1. Saving and protecting people on the move; 2. Driving solutions to displacement; and 3. Facilitating pathways for regular migration.

We see daily the need to deliver on these objectives. Globalization, inequality, climate change and political instability are driving unprecedented levels of migration. Even as IOM's budget has grown, the need for IOM support has grown even faster.

The consequences of underfunded or partial, piecemeal assistance are too high to bear: more protracted displacement, greater tension and conflict, increased irregular migration, higher risks for people on the move.

We can and must do better.

A full response to this USD 7.9 billion Appeal for 2024 would allow IOM to prepare in advance, to anticipate instead of merely reacting, to engage on a systematic and multi-year basis when needed. This means a more efficient and effective IOM that remains fully accountable to our Member States.

Recent events remind us of the true value of our multilateral community. The world needs international organizations that step up when no one else does, that respond when conflict or disaster strikes, that protect the

most vulnerable and save lives when no one else is around to save them.

These organizations also have the greatest potential to bring together people with different viewpoints. That is what this Appeal can do, to help give everyone the chance to flourish peacefully and safely.

Thank you for supporting IOM and participating in all that we do together to make the world a better place.

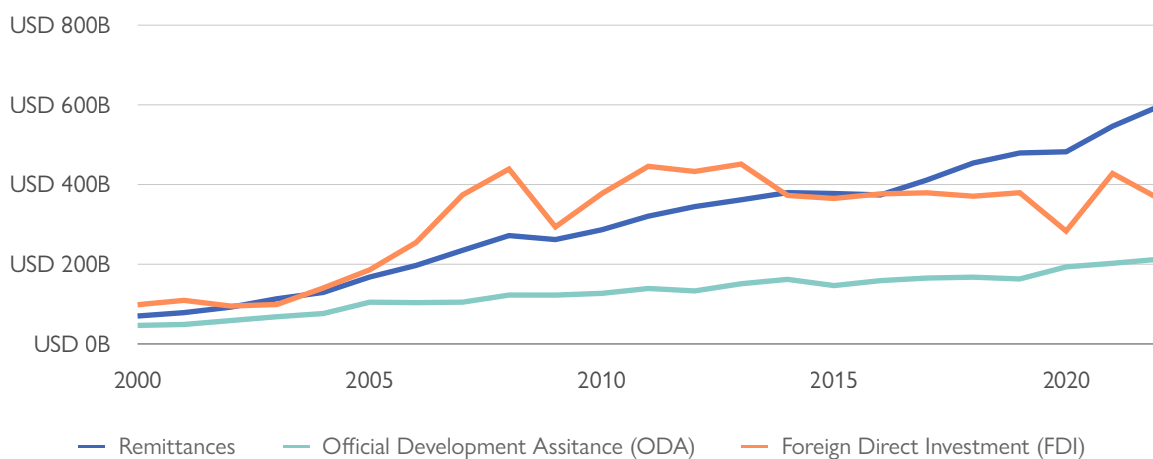
# STATE OF THE WORLD: MIGRATION AND DISPLACEMENT IN 2024 AND BEYOND

Migration is – and has been for centuries – a cornerstone of development, prosperity and progress for many people. The present estimated 281 million international migrants globally represent around 3.6 per cent of the world's population, but are estimated to generate 9.4 per cent of global GDP.

Migrants are already adapting to shifting labour markets and new ways of working and are ameliorating divergent demographic trends within and across regions. More than 6 million new permanent migrants settled in Organisation for Co-operation and Development (OECD) countries in 2022, with an increase of 36 per cent in permanent labour migration compared with 2021. Once migrants reach their destinations and enter the labour market, they not only contribute to the societies and economies of their destination countries, but also support those who stayed behind. Remittances are often the most direct and well-known link between migration and development, having been about three times the volume of official development assistance (ODA) for more than a decade ([Ratha et al., 2022, 2023](#)).

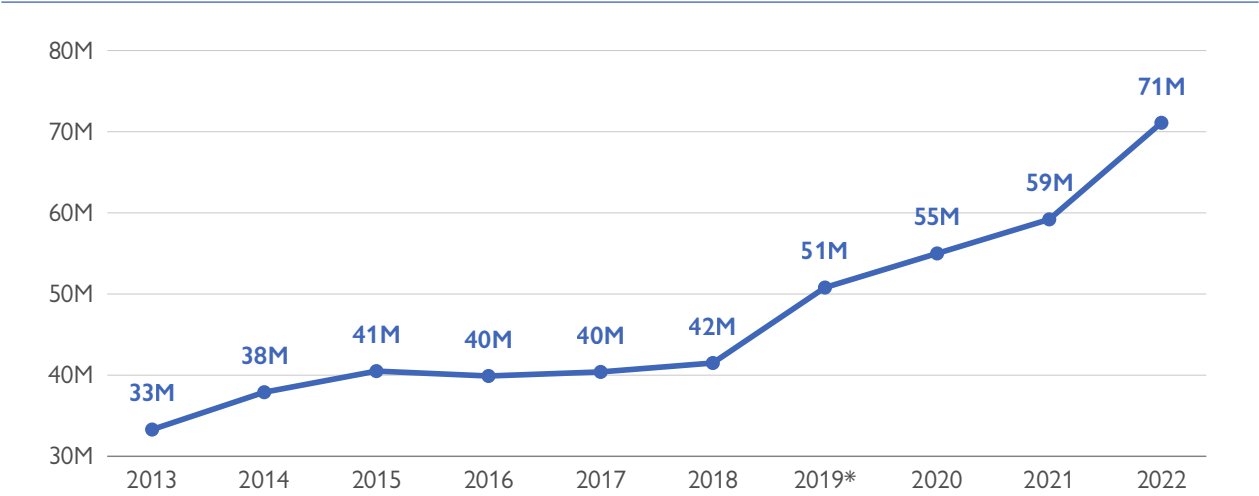
Migration patterns are increasingly complex – driven and impacted by the changes we see in the world today. Conflict, climate change, environmental degradation and uneven development are increasingly driving displacement and irregular migration. In 2024, nearly 300 million people around the world will need humanitarian assistance and protection due to conflicts, climate emergencies and other drivers ([OCHA, 2024](#)). Internal displacement reached a record level at the end of 2022, with 71.1 million internally displaced persons (IDPs) around the globe. This is the highest number ever recorded – and this trend is anticipated to continue in the future ([IDMC, 2023](#)).

## International Remittance Flows to Low- and Middle-Income Countries (1990–2020)



Source: World Bank, n.d., (accessed June 2021).  
Note: All numbers are in current (nominal) USD billion.

Total Number of IDPs at the End of Each Year



\* First year disaster data is available.  
Source: IDMC (<https://internal-displacement.org/global-report/grid2023>).

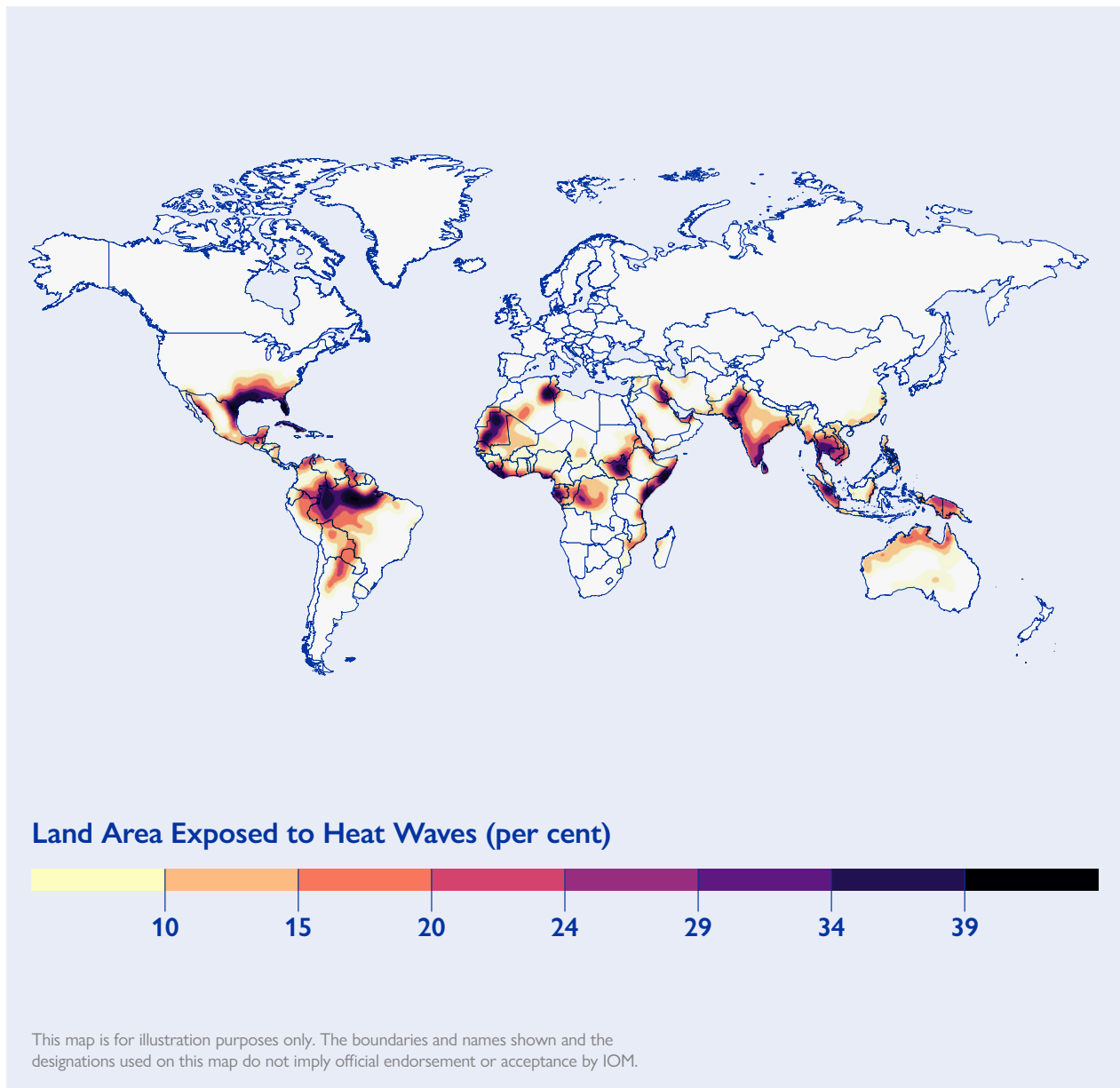


As climate change strains Somalia's path to peace, communities hold the key. © IOM 2022/Ismail Salad Osman

Over the past decade, weather-related events – including floods, storms and wildfires – have caused over 200 million new displacements worldwide. In 2022 alone, weather-related disasters caused 32.6 million new displacements, amounting to 53 per cent of new internal displacements recorded around the world. According to projections developed by IOM, this number will only increase over the coming decades, as more and more communities will be impacted by the adverse effects of climate change. For example, people exposed to extreme heat will double, while those exposed to river floods

will more than triple, from around 8 million to 28 million. People exposed to crop failure will triple, while rising average global temperatures will see a tenfold increase in the number of people exposed to droughts by 2090, from around 5 to 57 million. Current data and analyses by IOM show that IDPs are 20 times more likely to attempt returning to a conflict-affected area than to an area of origin affected by drought. Understanding how, when and where communities will be affected by climate change is crucial for the humanitarian community to deliver effective anticipatory action and solutions.

### Projected Land Area Exposed to Heat Waves by 2090





## IOM IN ACTION



Children walk next to the Dawa river in Dolow, Somalia, which is almost totally dried out due to the drought. © IOM 2022/Taxta

### Foresight for Anticipating Climate Mobility Solutions of the Future

The year 2023 was the hottest on record. Millions of people were displaced by disasters worldwide. Responding to current crises is simply not enough – we collectively need to anticipate and prepare for the future. Anticipatory action is faster and more cost-efficient than response and will help the most vulnerable adapt to a changing climate.

To support anticipatory action, IOM is investing in innovation, data, predictive analytics, and early warning and forecasting mechanisms. When the right information reaches decision makers and communities, they can start thinking beyond when displacement ends and focus on where solutions begin.

The [Climate Mobility Impacts](#) dashboard produced by IOM's Global Data Institute (GDI) visualizes where hazard exposure, high population density and economic vulnerability are projected to coincide in future. For instance, up to 2.8 billion people could be exposed to heatwaves by 2090. This includes up to 1.3 billion people in Southern Asia, a region where 59.7 million people have been displaced by climate impacts in the last decade. IOM can help identify climate-sensitive hotspots and support the development of effective anticipatory action that directly targets at-risk communities worldwide.

Inadequate regular migration pathways and protections leave people vulnerable to violence, exploitation and abuse. In many parts of the world, migrant smuggling, human trafficking and modern slavery have become highly lucrative illicit businesses that lead to immense suffering. Globally, more than 156,000 victims of human trafficking from 187 nationalities and in 189 countries of exploitation have been identified and assisted by IOM since 2012. The share of girls and women among these stands at 68 per cent. Our data show that irregular migration is a fraction of regular migration and often happens through the activities of smugglers who move people through dangerous routes.

Irregular migrants face extreme risks and dangers while on the move. IOM's Missing Migrants Project has recorded at least 60,000 deaths and disappearances in the last nine years – a third of

these in the Mediterranean alone. These numbers probably do not reflect the full scale of migrant deaths and disappearances.

In Latin America and the Caribbean, an estimated half a million irregular migrants have crossed the Darién area, one of the most frequented and most dangerous south-to-north routes on the continent. Migrants on this route face treacherous terrain, exposure to disease, and criminal violence that exacerbates vulnerabilities (CFR, 2022).

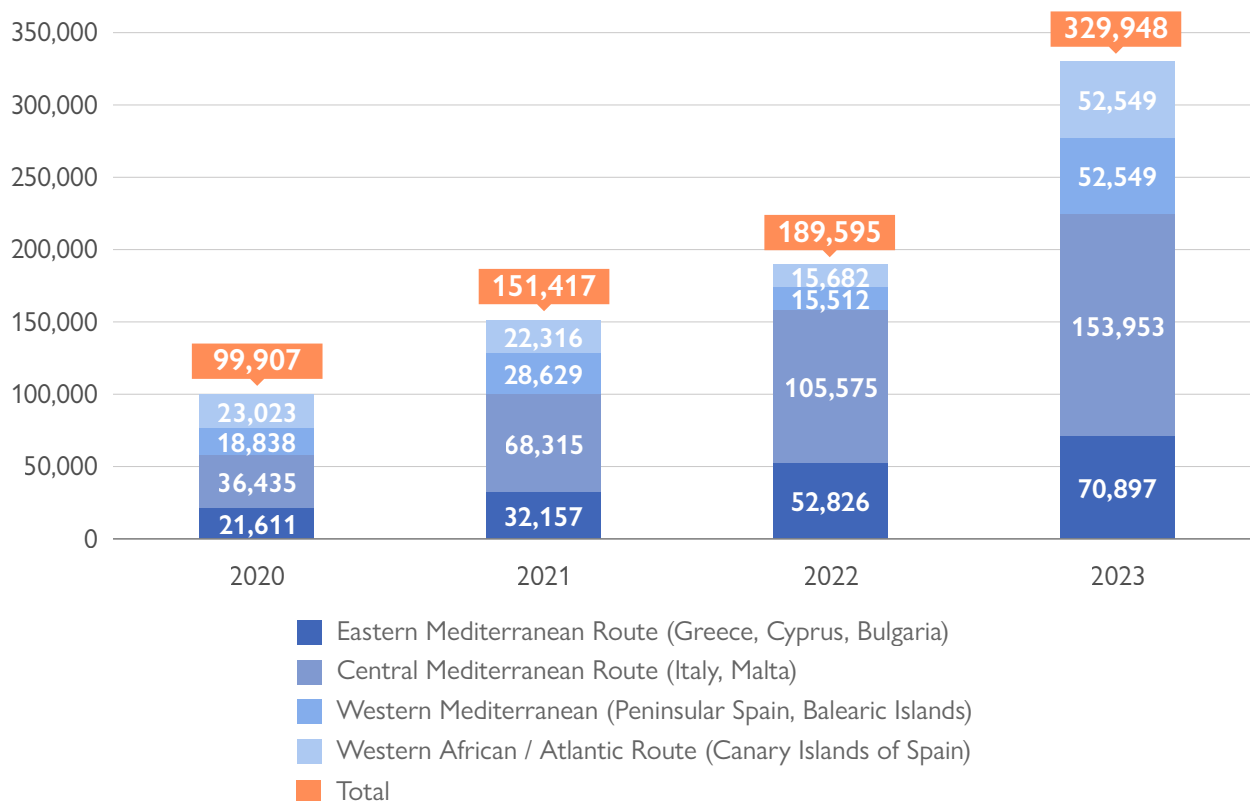
Building regular pathways allows delivery on the promise of migration and brings benefits to the countries of destinations, countries of origin and to the migrants themselves. As we face the impact of major global transformations – from climate change, demographic transition and urbanization, to digitalization – migration must be part of the solution.



An elderly man poses on one of the atolls of the Carteret islands. IOM conducted an assessment of the communities in the islands to know how people's lives are being affected by climate change and how well they are adapting to the changing landscape. © IOM 2016/Muse Mohammed

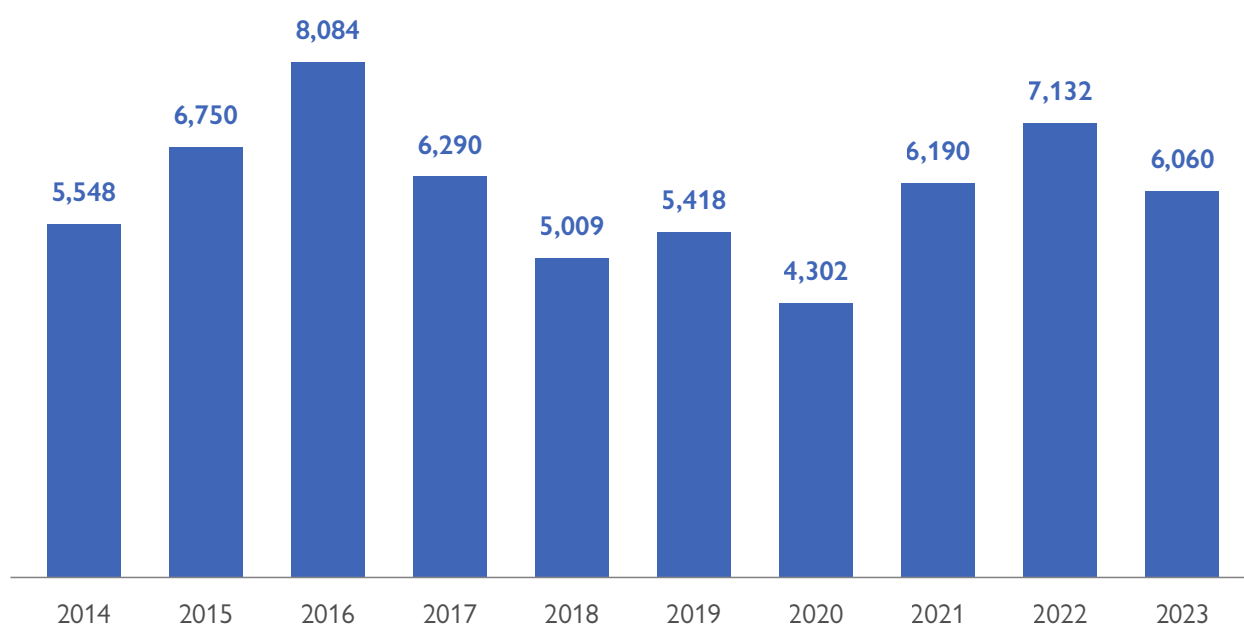


### Arrivals to Europe by Land and Sea by Route, 2020–2023



Source: IOM DTM (<https://dtm.iom.int/europe/arrivals?type=arrivals>).

### Migrant Deaths and Disappearances Globally



Source: IOM Missing Migrant Project (<https://missingmigrants.iom.int/data>).

## WORKING WITH PARTNERS TO FACE THE FUTURE

IOM relies entirely on voluntary contributions to carry out its global activities. The demand for IOM support has increased exponentially in areas such as providing life-saving assistance to displaced populations, essential services to migrants and cooperation programmes with governments. Despite a steady increase in recent years in allocated resources, they fall short of meeting the vast global needs.

Humanitarian aid from IOM remains critically underfunded, particularly in regions like the Sahel subregion, where internally displaced individuals, vulnerable migrants and host populations face severe risks. Failure to address these concerns could intensify forced migration pressures, leading to more migrants attempting perilous journeys along dangerous routes.

Globally, IOM reaches over 30 million crisis-affected persons annually, with 5 million benefiting from IOM shelter support. However, this is insufficient compared with the over 67.3 million crisis-affected individuals the organization aims to assist in 2024, as reflected in the Global Crisis Response Platform. To empower displaced populations and identify lasting solutions, there is a need for greater predictability and flexibility in funding. As the quintessential proximity organization, with unmatched field presence and reach, IOM is well placed to gauge the negative

impacts of the world's biggest challenges: protracted displacement, intercommunity tensions, increased incentives to migrate irregularly, and the resulting challenges faced by transit and destination countries.

With increased funding, IOM can fulfil its critical humanitarian mandate by providing greater access to essential services, investing in sustainable actions and focusing on preparedness measures. Along the world's major migration routes, governments often face tough circumstances, forcing them to adopt short-term, emergency measures to respond to the humanitarian or security consequences of situations that have not been properly anticipated. IOM is prepared to work with governments both to meet the needs of those on the move and to invest towards new approaches.

Irregular migration is the realm of smugglers, human traffickers and criminal networks. IOM's strategic



### Tuvalu – H.E. Mr Kausea Natano, the Prime Minister

*Our world today is at a critical juncture, where the cascading effects of climate change are not a distant threat, but an acute reality, especially for the small, low-lying Pacific Island nations, such as Tuvalu. In this context, I would like to acknowledge and commend the leadership of the IOM and the broader United Nations framework for their relentless efforts to tackle the unprecedented global issue. With programmes that emphasize climate adaptation, disaster risk reduction, and the nexus between environmental degradation and human movement, their endeavours have laid the foundation for a proactive and compassionate response to the needs of populations at the frontlines of climate change.*

focus is therefore on working with stakeholders to promote regular migration pathways, provide solutions closer to home, and ensure adequate protection and dignity for all migrants.

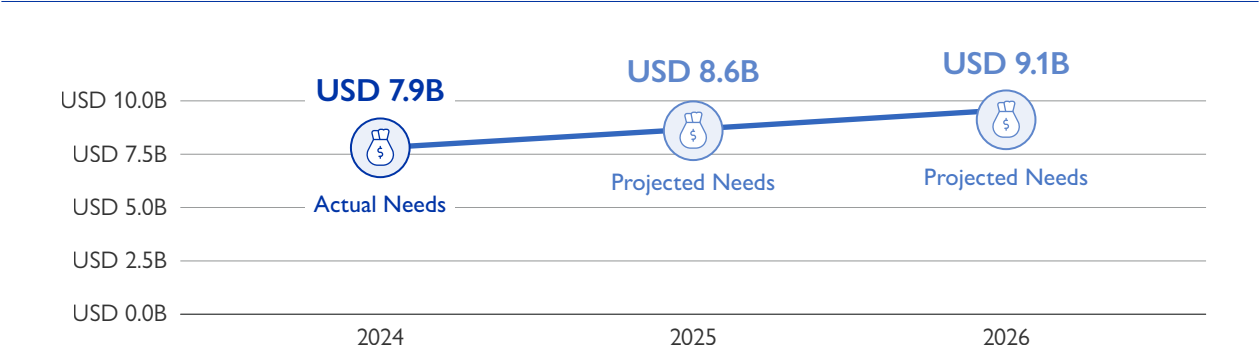
As IOM embarks on meeting the needs of the migrants it serves in 2024, the organization must contend with the fact that the humanitarian needs alone and the financial resources needed to meet them have once again reached a record high in 2023.

Indeed, IOM’s combined crisis response funding needs grew from USD 3.8 billion in 2022 to assist 53.3 million people to USD 4.4 billion in 2024 to assist 67.3 million people – similar to global trends as reflected by the increase in resources requested in the [Global Humanitarian Overview](#). Moreover, global estimates of the average duration of contemporary displacement range from 10 to 26 years, with people in some 50 countries experiencing internal displacement for 10 years or more

Faced with this stark reality, IOM calls for greater and more consistent quality funding that is flexible, predictable and multi-year. Quality funding allows for investment in preparedness or anticipatory action, which in turn reduces the cost of crisis response down the line and allows for a swifter response to urgent needs, investment in preparedness and engagement on a multi-year basis, reflecting the protracted nature of most crises. It supports efficiency gains, reduces administrative costs and addresses underfunded crises.

To enhance accountability and transparency, IOM commits to initiating a dialogue on “quality earmarking” with donors, explaining transparently how it processes and allocates quality funding, showcasing gains in efficiency and better articulating the impact of quality funding through integrated targets and indicators aligned with its 2024–28 Strategic Plan. IOM also pledges to increase the visibility of donor contributions and results achieved with quality funding, and to diversify sources, including the private sector.

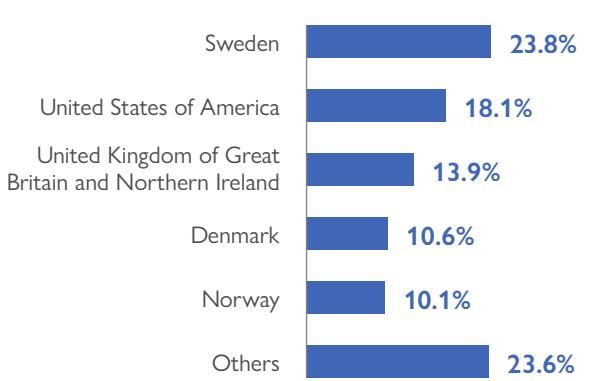
Projected Multi-Year Funding Needs



Unearmarked Contributions

Unearmarked funding consists of voluntary contributions that are fully flexible. This means that when IOM receives an unearmarked contribution, the organization can allocate the funds to the areas that most require investment. Unearmarked contributions enable the organization to respond to strategic needs and to finance important core functions and functional areas, including the provision of technical expertise and policy advice that benefit multiple programmes and projects.

Top Unearmarked Contributors (2022)



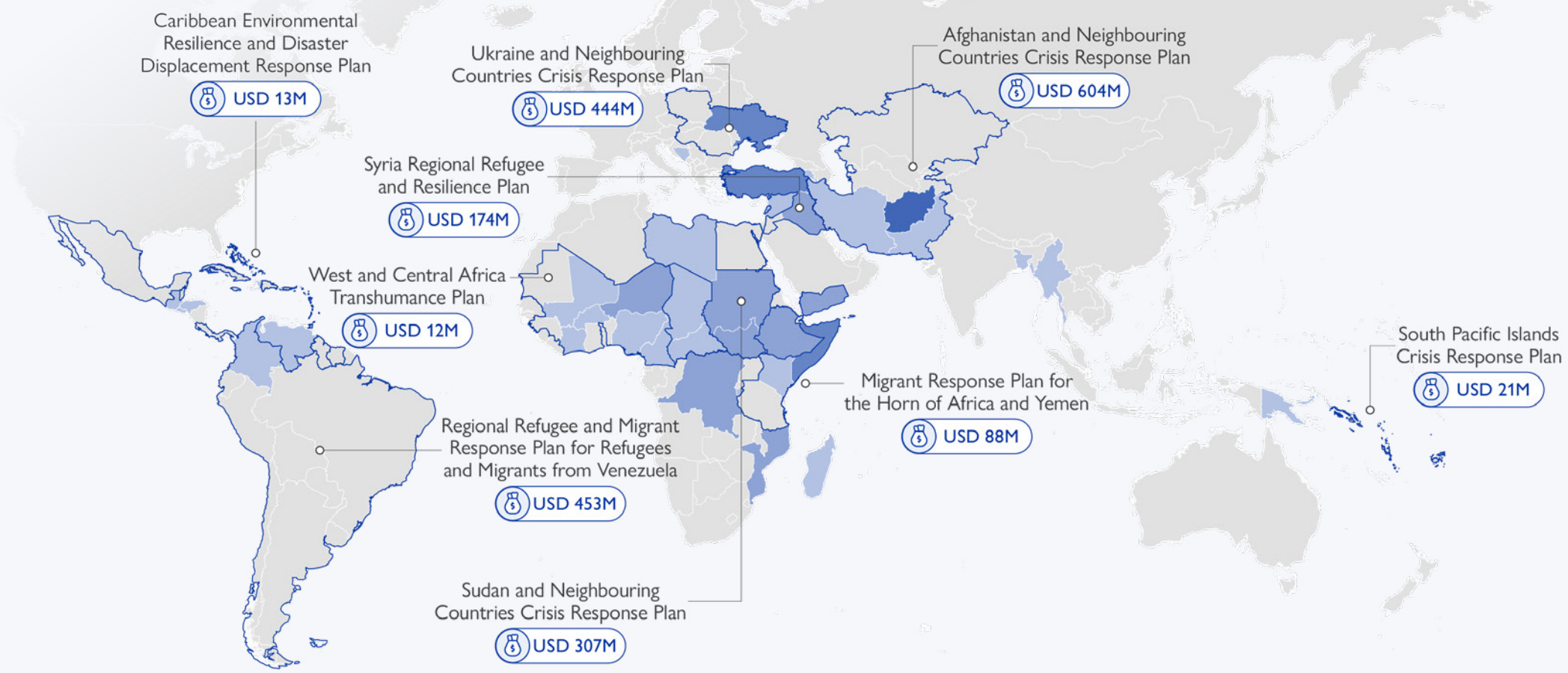
# TOTAL CRISIS RESPONSE FUNDING REQUIRED IN 2024

## PER CRP IN USD

- Regional Plans
- More than 375M
- 250M - 375M
- 125M - 250M
- Less than 125M

## CRP KEY FIGURES

- USD 4.4 billion**  
Total funding required in 2024
- 67.3 million**  
Total people targeted
- 98**  
Total countries covered
- 47**  
Total number of regional and country-specific Crisis Response Plans



This map is for illustration purposes only. The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by IOM.

### IOM in At-Risk, Fragile and Crisis Contexts

Framed by the [Migration Crisis Operational Framework \(MCOF\)](#), IOM's [Global Crisis Response Platform \(GCRP\)](#) provides donors and partners with country-level details of IOM's plans and associated funding requirements in at-risk, fragile and crisis contexts.

Country and crisis-focused plans concentrate on IOM's efforts to save lives and protect those on the move, while addressing the drivers of crises, investing in solutions to displacement and supporting regular pathways.

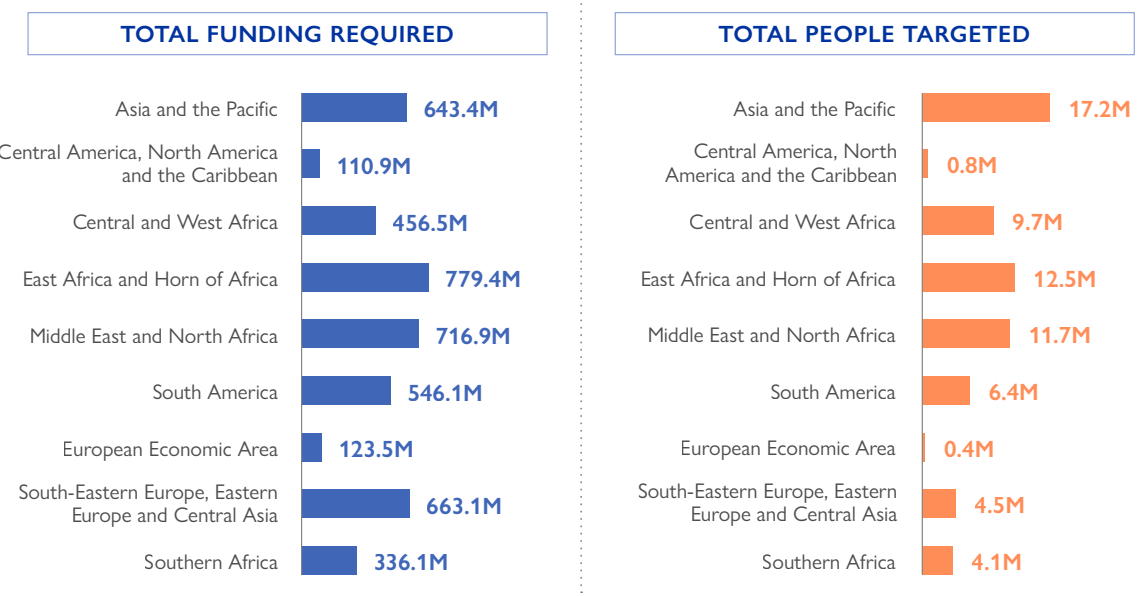
The GCRP includes the major crises to which IOM responds that require donor support. In 2024, IOM's Crisis Response Plans include:

- 100 per cent of the countries in the [Secretary-General's Action Agenda on Internal Displacement](#);

- 100 per cent of the most severely crisis-impacted countries, according to the [INFORM Severity Index](#);
- Two-thirds of the cohort countries in the [Secretary General's Early Warnings for All initiative](#).

These plans outline responses to the multisectoral needs of those displaced internally and across borders, migrants in countries in crisis, stranded or otherwise in distress, as well as impacted communities. As in previous years, humanitarian funding requirements will remain significant, with protection and saving lives an institutional priority. Applying a humanitarian-development-peace nexus approach, IOM's plans also highlight investments in reducing future risks and collaboration with key stakeholders to co-create sustainable solutions for more resilient and peaceful societies.

### Crisis Response Funding Requirements and People Targeted by Region



# FINANCIAL ASK 2024

The need for IOM’s work has never been greater. While migrants are often among the furthest left behind, they simultaneously push forward development, well-being and growth for people and the planet.

Well-managed migration that is safe, orderly and regular can be both a development strategy and a development outcome. We must maximize the potential for migration to achieve sustainable development outcomes for migrants and society alike. However, these benefits are not guaranteed and the potential to harness the power of migration for sustainable development remains largely untapped.

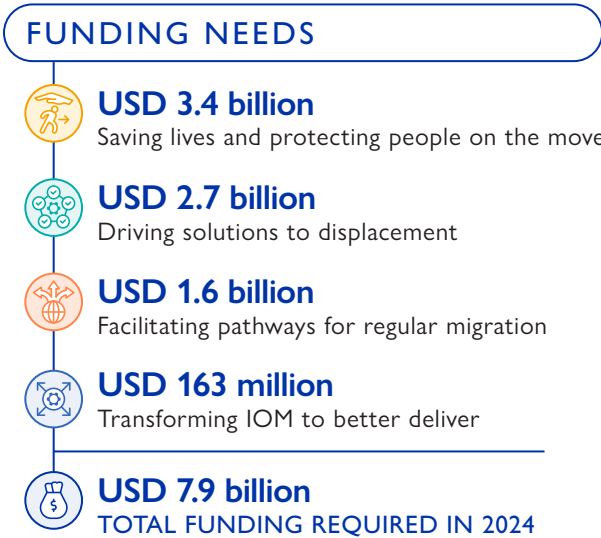
Humanitarian needs remain widespread and urgent. The world continues to grapple with the aftermath of disasters, conflicts and the ongoing repercussions of the COVID-19 pandemic. Displaced populations lack access to basic necessities. The climate crisis exacerbates these issues, further displacing vulnerable communities. We are confronted with the task of addressing these multifaceted challenges, requiring coordinated efforts, innovative solutions and sustained support from the international community to alleviate suffering and foster resilience in the face of adversity.

Comprehensive solutions to the world’s biggest challenges – from poverty and inequality to climate change and conflict – are all inextricably linked to migration. Migration must be part of the solution. To seize the opportunities and face the challenges of migration in an increasingly interdependent and complex world, while supporting the world’s most

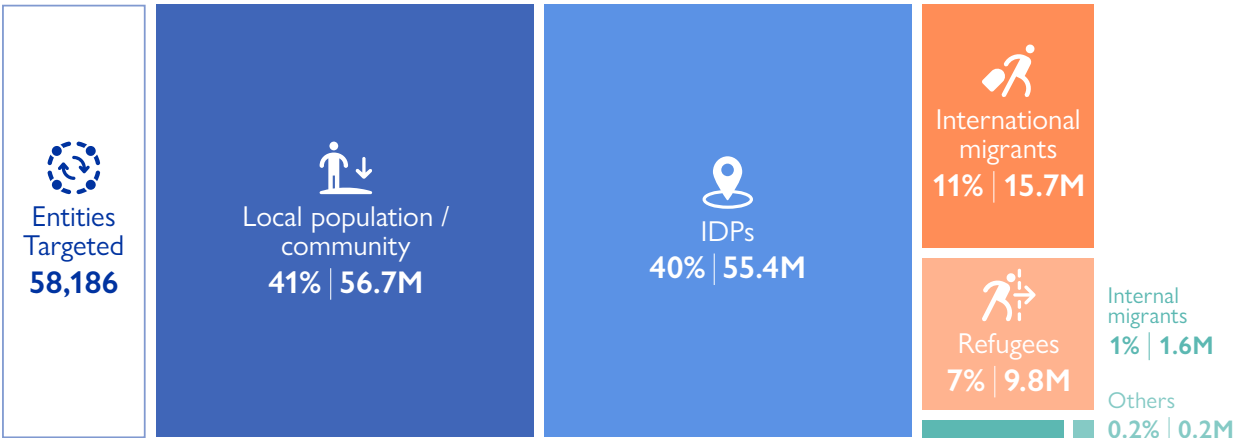
vulnerable populations, we must in partnership with others take on the challenges that face us.

This Appeal describes how IOM intends to rise to the challenge. We will focus on saving lives and protecting people on the move, driving solutions to displacement and facilitating pathways for regular migration. We will also focus on transforming our organization to deliver better on these objectives.

We count on your support to help us do our part to deliver on the promises of migration to alleviate human suffering and move into a better future.



## Beneficiaries Targeted







In the picture, members of the Vida “Juan Martin Moye” Tilicuchu self sufficient community horticulture gardens – a project aimed at supporting the creation of proximity gardens in a poor non-urbanized suburb area of Quito. Its goal is to contribute to mitigate poverty, train the local population, offering the opportunity to produce fruit and vegetables for themselves and grow small livestock for local communities. The project calls for support to be able to sell surplus in the city of Quito, as a way of generating new income. The project builds on the Ecuadorian tradition of Minga (trabajo comunitario), according to which a group of people (friends, relatives, neighbours), often belonging to the same community (to a “pueblo”), gathers together in order to accomplish specific works in favour of the community. Organized by the IOM Coordinating Office for the Mediterranean in the field of Migration and Development, with the support of the Italian Cooperation, the A.MI.CO. Training Course has equipped more than 100 diaspora associations across Italy with the key notions to design co-development initiatives, strenghtening their theoretical and practical skills in the field of project development and implementation. The Course also represents an important opportunity to share knowledge, at all levels: with local institutions and partners, with the facilitators and – above all – between the diaspora associations and their members. © IOM 2019/Natalie Oren

#### FROM OUR PARTNERS



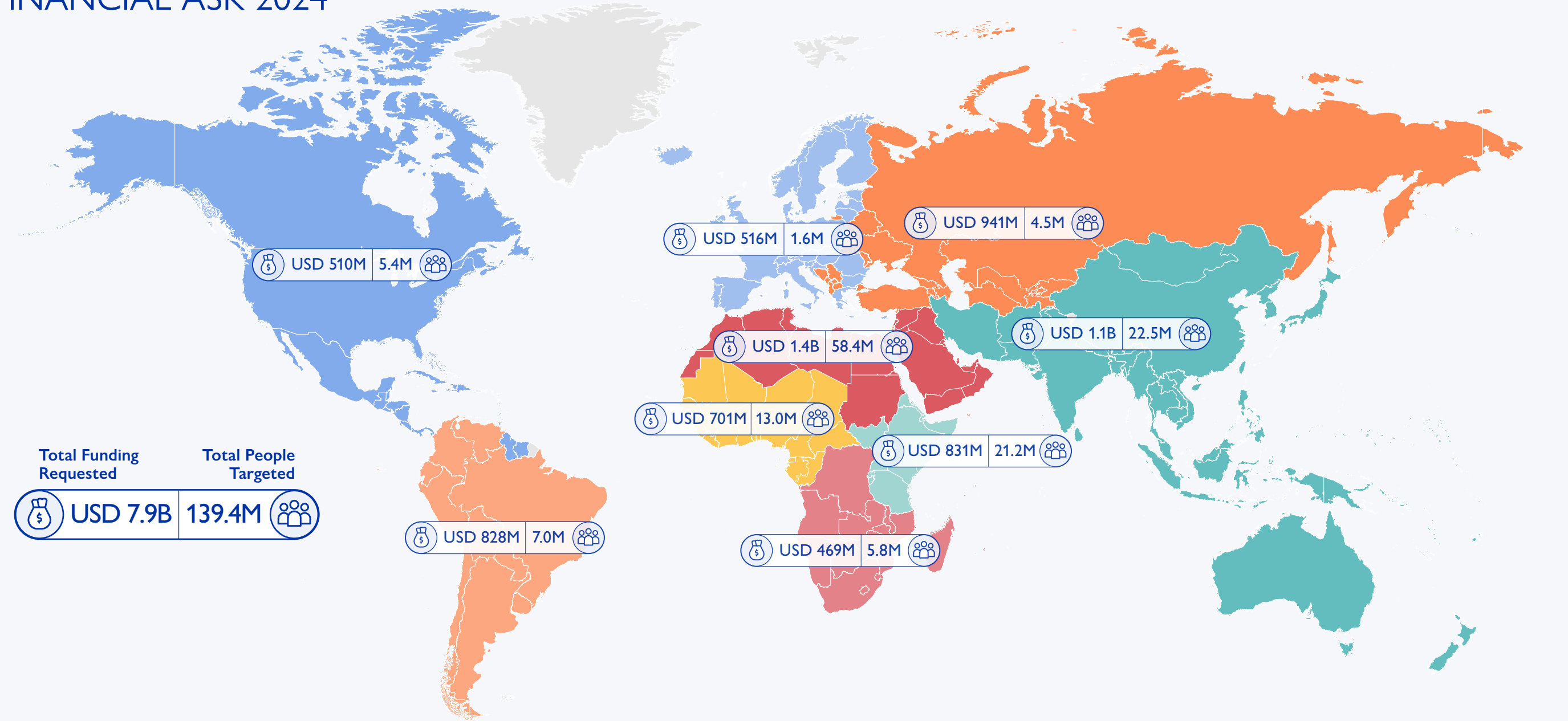
#### Sweden – H.E. Maria Malmer Stenergard, Minister for Migration

*The Swedish Government appreciates IOM's important work towards safe, orderly and regular migration. IOM has grown into a truly global actor with a key role in supporting States and affected populations even under the most difficult circumstances in conflicts and in war.*

*Unearmarked funding has been key to ensure the development of IOM as a United Nations organization and make it fit for purpose. Sweden has been the largest contributor of core contributions to IOM. It is important that more Member States contribute to support a stable core structure, ready to respond to current and future challenges.*



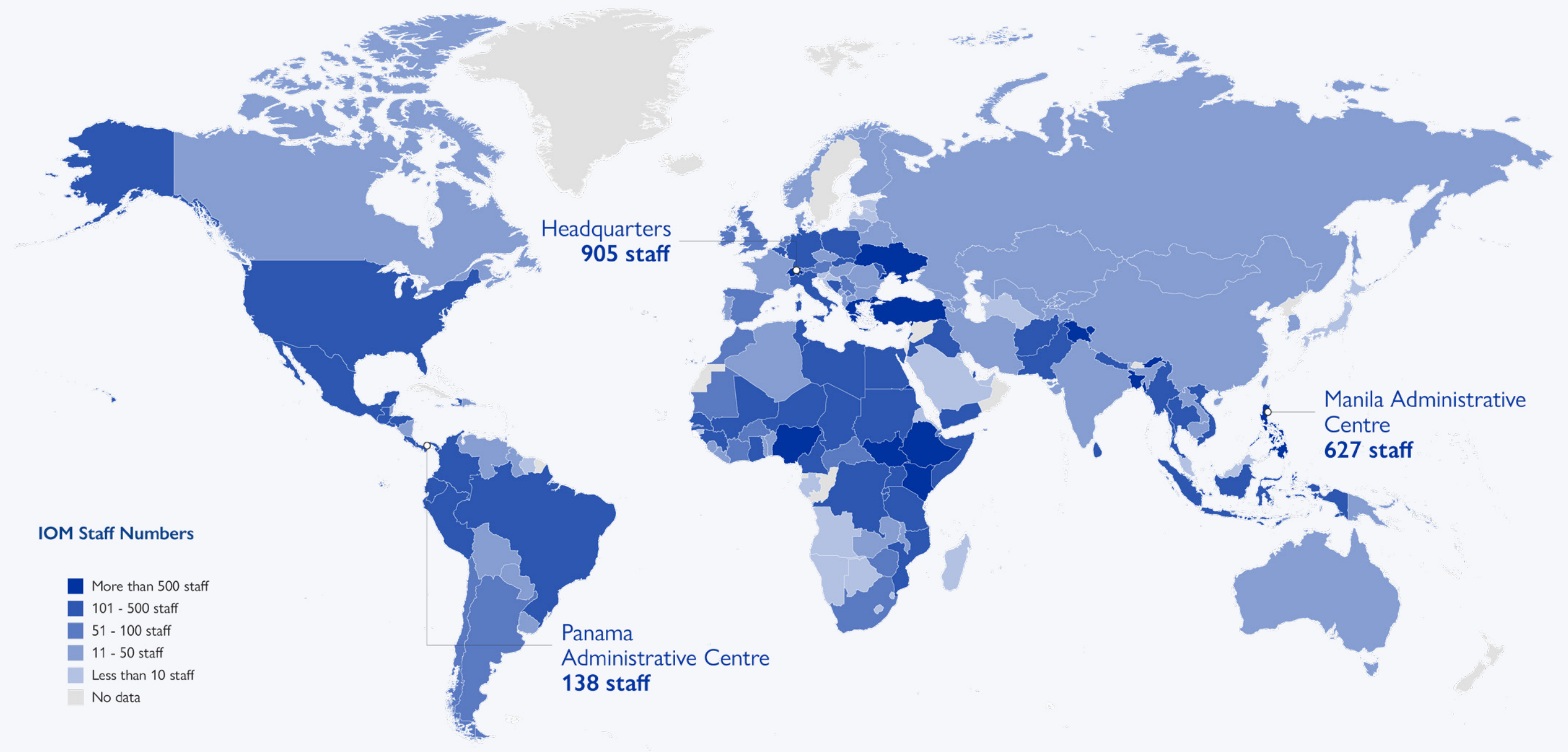
# FINANCIAL ASK 2024



	CENTRAL AND NORTH AMERICA AND CARIBBEAN	SOUTH AMERICA	MIDDLE EAST AND NORTH AFRICA	WEST AND CENTRAL AFRICA	EAST AND THE HORN OF AFRICA	SOUTHERN AFRICA	EUROPEAN ECONOMIC AREA	SOUTH-EASTERN EUROPE, EASTERN EUROPE AND CENTRAL ASIA	ASIA AND THE PACIFIC
Objective 1 Saving lives and protecting people on the move	USD 194M 3.3M	USD 437M 4.6M	USD 711M 24.1M	USD 273M 9.0M	USD 441M 12.0M	USD 224M 2.9M	USD 146M 0.5M	USD 272M 2.5M	USD 641M 15.3M
Objective 2 Driving solutions to displacement	USD 131M 0.9M	USD 250M 1.8M	USD 529M 19.1M	USD 298M 3.2M	USD 237M 6.7M	USD 152M 1.7M	USD 191M 0.2M	USD 460M 1.2M	USD 377M 5.7M
Objective 3 Facilitating pathways for regular migration	USD 185M 1.2M	USD 140M 0.7M	USD 193M 15.2M	USD 130M 0.8M	USD 153M 2.5M	USD 93M 1.1M	USD 179M 1.0M	USD 210M 0.8M	USD 122M 1.5M

This map is for illustration purposes only. The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by IOM.

# GLOBAL FOOTPRINT



Professional	General Service	National Officers	Non-Staff	Total Staff and Non-Staff
2,992	15,090	1,585	6,789	26,456

This map is for illustration purposes only. The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by IOM.

**Note:** Staff figures for Professional, General Service and National Officers in Geneva are valid as of 31 December 2023. General Service figures outside of Geneva are valid as of 30 June, whilst Non-Staff figures are valid as of 5 December 2023.



## IOM IN ACTION



The Jon Knes village is known as the 'floating village' as all of their residents are seasonal nomads who live on small houses built on floating platforms allowing their homes to rise and fall with the water levels over the year. Originally from another location down the river, the residents float along with the current until they settle on a new home location. They rely largely on fishing as their main source of income which has been getting more difficult over the past several years and it's becoming harder to catch quality fish due to climate change. Having been living this lifestyle for generations, many residents have never owned land and would not know what to do should they ever decide to move on land one day. For residents who live in nearby incomplete buildings, they are much more vulnerable to changes in water levels over the seasons. © IOM 2016/Muse Mohammed

### The Global Compact for Safe, Orderly and Regular Migration in 2024

The year 2024 promises to be busy in implementing the Global Compact for Safe, Orderly and Regular Migration. In support, the [United Nations Network on Migration](#) will continue to provide a platform for all to engage in identifying solutions to migration's most pressing challenges, advocating for those most in need of protection, and pushing for a fact-based discourse, rejecting prejudice and highlighting the unquestionable benefits that migration delivers to our communities.

#### The Global Compact for Migration regional reviews

The second round of regional reviews presents an opportunity to discuss good practices and challenges, focusing on regional collaboration in implementing the Global Compact for Migration. The reviews will

help inform the 2026 International Migration Review Forum. The Network will support in providing relevant data, analysis and innovative approaches, and by ensuring inclusive spaces for dialogue.

The reviews will further allow for an assessment in delivering on pledges made to date, as well as undertaking new commitments. As of today, 266 pledges have been made by Member States, United Nations partners, or stakeholders, covering all 23 Global Compact objectives.

#### Saving lives; developing indicators

In 2022, the first global review of the Global Compact for Migration resulted in a consensus progress declaration, which included calling on the

Secretary-General, supported by the Network, to develop:

- Actionable recommendations on strengthening cooperation on missing migrants and providing humanitarian assistance to migrants in distress;
- A limited set of indicators to review progress related to Global Compact for Migration implementation.

The Secretary-General will present both of these to the General Assembly in his report on Global Compact implementation, in the course of 2024.

#### Bringing people together

The Global Compact creates an inclusive space, bringing together actors from all sectors and supported by the Network, including through:

- Facilitating the work of the Global Compact for Migration Champions, numbering 34, drawn from every region, now chaired by El Salvador and Morocco;
- Ensuring that the voices of non-governmental partners are heard. Currently over 70 stakeholders participate in the Network;
- Enabling dialogues to identify solutions to key challenges, whether alternatives to detention, the promotion of rights-based labour migration agreements, or ensuring principled returns and sustainable reintegration;
- Working with Member States to reflect migrant concerns in United Nations deliberations, as was the case in last year's General Assembly summits on the Sustainable Development Goals and universal health coverage. This will also be the goal for the Summit of the Future in 2024.

#### Strengthening capacity

The Network houses the Global Compact for Migration's capacity-building mechanism.

Through the creation of inter-agency and stakeholder teams, the Network is now supporting nearly 40

United Nations country teams to integrate the Compact into their programming.

Champion countries like Bangladesh, El Salvador, Ghana and Kenya are accessing system-wide support to translate their Compact commitments into on-the-ground action. Other Member States and regional bodies – for example the Caribbean Community (CARICOM) – are being assisted to help align their migration policies with Compact commitments.

In 2024 we aim to expand this support to Member States, regional bodies and United Nations partners.

Furthermore, thematic guidance and support is available on the Global Compact for Migration knowledge platform, the [Migration Network Hub](#). Issues addressed include anti-discrimination, gender-responsiveness and the impacts on migration presented by climate change.

#### Financing

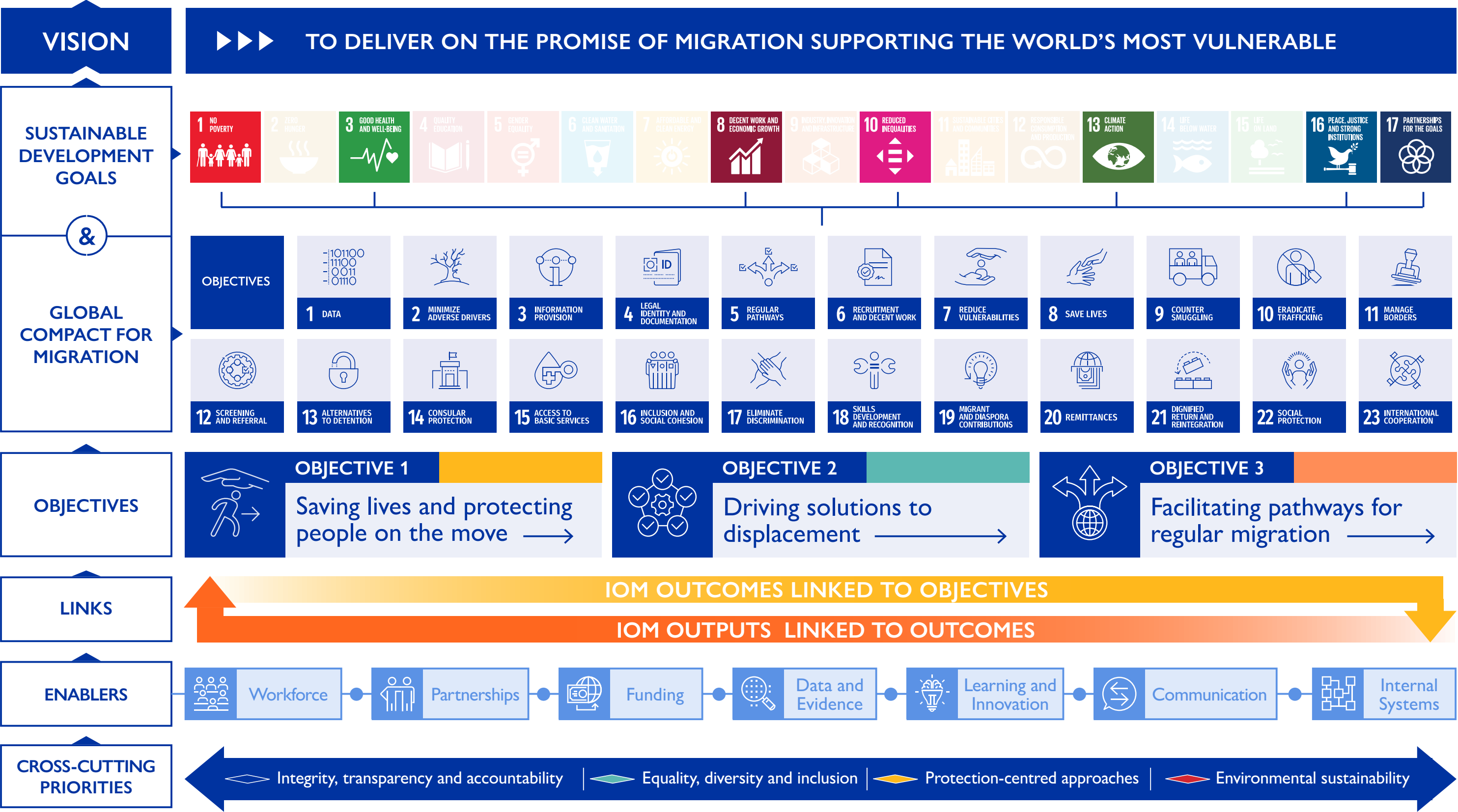
The capacity-building mechanism also created the first-ever pooled fund looking at migration in all its dimensions. In its first three years, the Migration Multi-Partner Trust Fund has taken off:

- Financing 21 joint programmes, involving 15 United Nations partners and operating in nearly every region;
- Benefitting from a donor base of 21 Member States, the second-broadest of any United Nations pooled fund;
- Demonstrating a commitment to innovation, as the first fund to develop human rights and child-sensitivity markers.

With 31 joint programmes in the pipeline, and a funding target in 2024 of USD 25 million, the Fund has the potential to do more, in particular in areas identified as priorities by its steering committee, such as addressing the impact of climate change on migration and contributing to Global Compact objective 8 on saving lives.

# STRATEGIC PLAN RESULTS ARCHITECTURE

The IOM Strategic Plan results architecture sets out how we will achieve our vision and contribute to the achievement of the Sustainable Development Goals. The three objectives set the broad parameters of our work and the seven enablers articulate the capabilities, capacities and resources that IOM will put in place to support this work. Four cross-cutting priorities articulate our ways of working across all our endeavours. The Strategic Plan is complemented by the Strategic Results Framework, which outlines the theory of change underpinning the Plan.







Overview

# OBJECTIVES

Regional Requirements

Enablers

Cross-Cutting





## OBJECTIVE 1

# Saving lives and protecting people on the move

Over the past two decades, protracted conflicts, humanitarian needs, increasing frequency of disease outbreaks and heightened geopolitical tensions have continued to proliferate. Emerging crises – compounded by climate change and global financial pressures – add to the complexity of humanitarian needs.



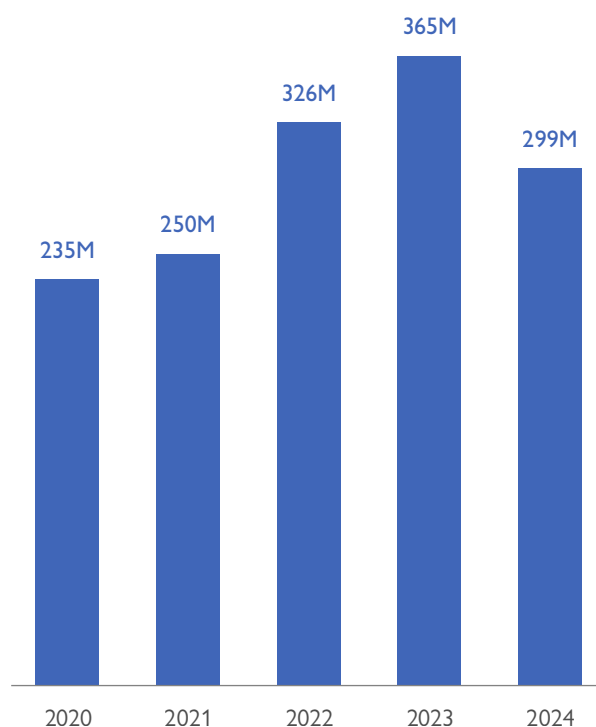
**USD 3,409,768,050**

TOTAL FUNDING REQUIRED IN 2024

Vulnerable populations on the move are disproportionately affected, including those displaced by conflict, violence and disasters. This highlights the need for data and evidence to drive forward-looking emergency preparedness and response capacities that effectively address life-saving needs and heightened protection risks, including gender-based violence, and work towards long-term solutions.




















According to the Global Humanitarian Overview, the number of people in need around the world has continued to grow since 2015 and reached over 360 million in 2023. [Projections for 2024](#) anticipate a drop in this number as a result of a conscious effort to focus on those most in need, while keeping the reduction of protection risks at the centre of action, along with a call for greater investments in development in fragile settings and for marginalized communities.

## People in Need



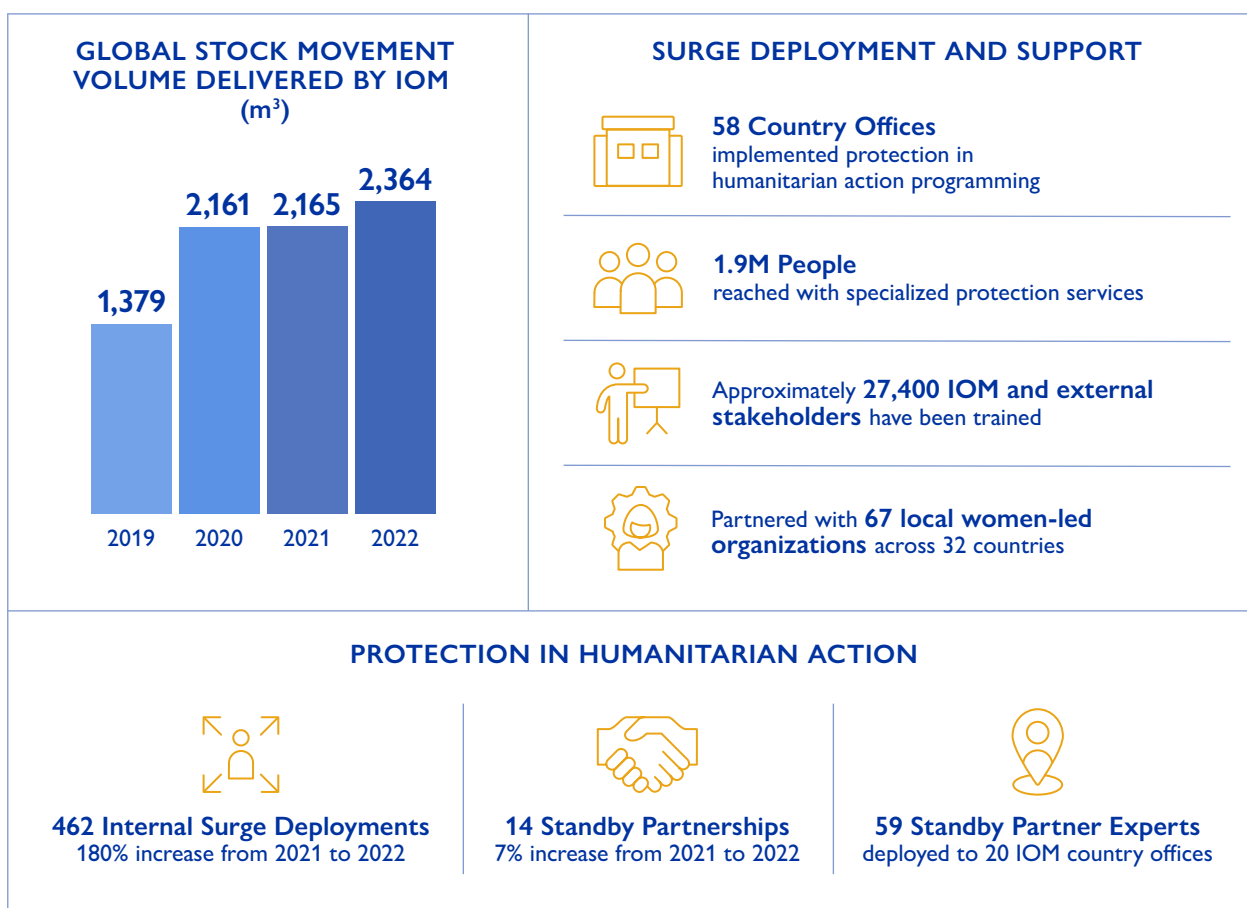
Source: OCHA, <https://unocha.org>.

### Funding and Beneficiary Breakdown by Region

	FUNDING REQUIRED	BENEFICIARIES
Middle East and North Africa	 USD 710.95M	 24.75M
Asia and the Pacific	 USD 640.56M	 15.30M
East and the Horn of Africa	 USD 440.77M	 11.97M
South America	 USD 437.43M	 4.56M
West and Central Africa	 USD 272.55M	 9.00M
South-Eastern Europe, Eastern Europe and Central Asia	 USD 271.84M	 2.53M
Southern Africa	 USD 224.21M	 2.94M
Central and North America and Caribbean	 USD 194.02M	 3.33M
European Economic Area	 USD 145.79M	 0.46M
Global programmes*	 USD 71.65M	

\* Beneficiary numbers are included in the regional breakdowns.

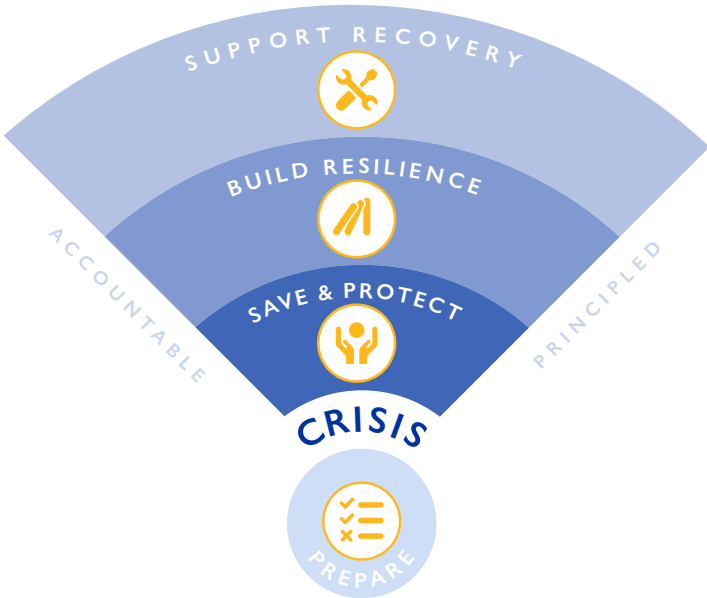
### Objective 1 Key Achievements 2022



Objective 1 Overview



Objective 1 Process



Guided by humanitarian principles and commitment to the centrality of protection, IOM will harness its operational, multisectoral expertise – in camp coordination and camp management (CCCM); the Displacement Tracking Matrix (DTM); water, sanitation and hygiene (WASH); shelter; non-food items (NFI); health; mental health and psychosocial support (MHPSS) programmes; protection; livelihoods; infrastructure and services; emergency preparedness; humanitarian border management and movement assistance – and its presence, access and proximity to communities to engage with authorities and local stakeholders to deliver timely, comprehensive and people-centred responses that address needs at individual, community and systemic levels.

By leveraging gender- and risk-sensitive data and analysis, IOM will enhance its ability to anticipate and prepare for emerging crises with a view to reducing

future humanitarian needs and protection risks. As crises unfold, IOM will reinforce proven operational approaches and modalities, understanding that one size does not fit all. This will include enabling the participation and empowerment of affected populations, ensuring safety and dignity, facilitating meaningful access to assistance and services, applying do-no-harm and conflict sensitivity across all programmes and systems, facilitating joined-up programming, collaborating with key stakeholders based on comparative advantages, enhancing the capacity of States and other stakeholders to manage migration in line with international law, strengthening local capacities to enable localization, and prioritizing cash-based interventions wherever possible. In all of its actions, IOM will remain accountable to affected populations and adhere to protection from sexual exploitation and abuse (PSEA) policy and mechanisms.



### Positioning Innovative Data Solutions at the Core of Effective Humanitarian Response in South Sudan

Finding sustainable solutions to manage migration better is critical, especially in times of crisis. In South Sudan, IOM is using technology to facilitate the registration process of migrants arriving from Sudan. The responsible use of biometrics, with full respect for privacy and personal data protection, has emerged as an effective way not only to register those internally displaced, but also to improve the reliability of verification and support inter-agency coordination

and distribution of urgent relief needs, including food and shelter. IDP households are issued with plastic cards to replace the paper tokens required to receive food rations.

*“This card you see here is not just a card, it is my right hand. If I am not there today, I know my children will have something to eat because of this card,”* says Tereza, a displaced mother of two.





The Kasprzaka Collective Shelter in Warsaw, Poland hosts over 200 long-term residents who fled the war in Ukraine. © IOM 2023/Alexey Shvyrin

**Coordination**

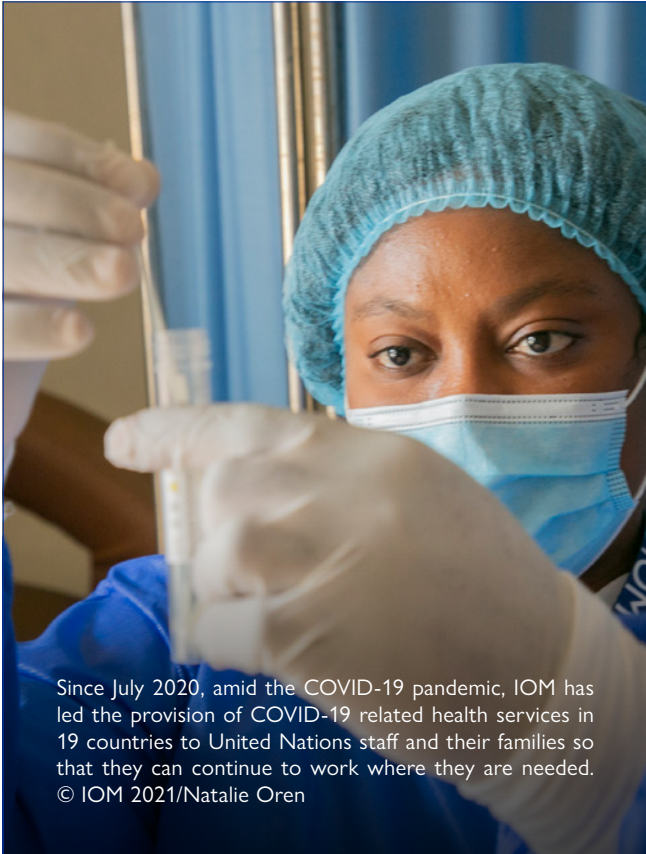
IOM plays a significant coordination role in humanitarian response efforts and promotes co-leadership with civil society organizations and government entities at local, regional, and global levels. IOM particularly values and prioritizes its engagement with the Inter-Agency Standing Committee (IASC). In 2024, IOM will continue to capitalize on evidence and its operational experience to promote evidence-based decision-making on humanitarian issues affecting migrants, displaced people and other impacted populations. IOM will support the humanitarian sector's capacity to respond effectively to complex crises and lay the foundations for recovery, while continuing to invest in strengthening national and local capacities, applying whole-of-government and whole-of-society approaches wherever possible.



In 2015, the Highlands in Papua New Guinea experienced drought induced by an El Niño weather pattern. IOM installed water pumps in the worst-affected areas. © IOM 2016/Muse Mohammed

**Scale-ups**

Last year saw an unprecedented eight active system-wide scale-ups. IOM's internal declaration of eight Level 3 emergencies stretched the organization's capacity to respond to sudden-onset crises, while continuing to address humanitarian and protection needs in protracted crisis settings. This was echoed in the dramatic increase in surge deployments between 2021 (165 deployments) and 2022 (462 deployments), with the [Ukraine regional response](#) accounting for the majority of this support. Stand-by partnerships provided expertise in information management, shelter, camp coordination and camp management, DTM, protection, health, energy, WASH, cash-based interventions and accountability to affected populations. In 2024, IOM will continue to invest in staff capacity and stand-by partnerships to ensure capacity for principled humanitarian response that meets urgent needs as they arise and paves the way for longer-term recovery.



Since July 2020, amid the COVID-19 pandemic, IOM has led the provision of COVID-19 related health services in 19 countries to United Nations staff and their families so that they can continue to work where they are needed. © IOM 2021/Natalie Oren

**Emergency preparedness**

With its growing emphasis on emergency preparedness grounded in conflict-sensitive risk analysis and monitoring, IOM seeks to increase its capability and readiness to respond to crises. Global priorities include developing guidance; improving information and knowledge management; building staff capacity and providing field support; and inter-agency engagement and partnerships, all with the aim of reinforcing predictability and consistency in readiness planning. In 2024, IOM will continue strategically positioning stockpiles of essential items in global stock hubs and will sign regional long-term agreements with financial service providers. This will enable faster and more efficient provision of cash and in-kind assistance and will make a meaningful difference in the lives of those affected by crisis.



A mother holds her child in the classroom where they are sheltering. © IOM 2018/Olivia Headon

**Protection**

IOM places protection at the core of its humanitarian action and will continue scaling up its work to provide immediate personalized protection assistance and reduce protection risks. IOM will bolster protection mainstreaming, increase its integrated interventions and deliver specialized protection, including countering trafficking in persons, addressing gender-based violence, addressing the needs of persons with disabilities and promoting housing, land and property rights. In 2024, IOM is committed to maximizing the sustainability of its life-saving protection work by strengthening partnerships that reinforce protection outcomes and by expanding its protection information management, coordination, capacity-building and advocacy.



## COMMUNITY STABILIZATION AND COMMUNITY POLICING

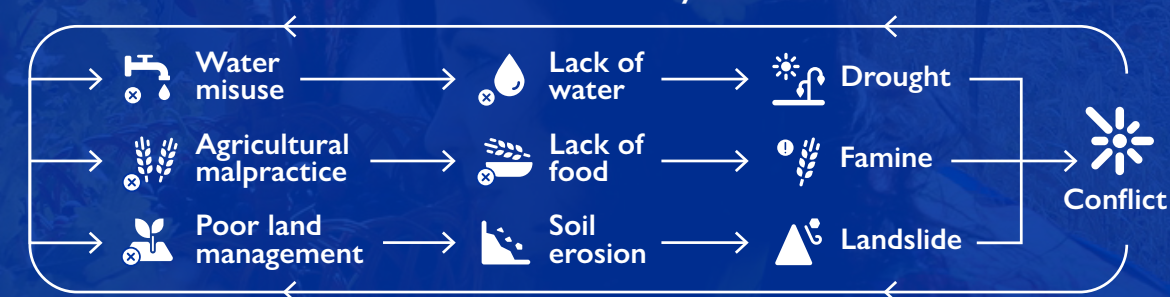
Looking ahead to 2024, the global geopolitical landscape is characterized by uncertainty, with a high risk of new and re-emergent conflicts, violence and displacement in various parts of the world. The escalating impacts of climate change and the collapse of vital ecosystems are further contributing to and complicating this crisis.

IOM's Community Stabilization programming is designed to address the drivers of instability in fragile and crisis-affected settings, aiming to prevent and mitigate conflict and displacement. This involves in-depth conflict and context analysis, utilizing IOM's Displacement Tracking Matrix (DTM) to monitor instability drivers through tools such as the Solutions and Mobility Index and the Transhumance Tracking Tool. Community stabilization programming employs various modalities, including small and in-kind grants, to deliver fast and flexible assistance across different sectors. Interventions commonly involve the rehabilitation of critical infrastructure, livelihood support, and the facilitation of local dialogue and peace processes. IOM also supports Community Engagement and Policing (CEP) to strengthen trust and relations between communities and law enforcement.

IOM's community stabilization priorities for 2024 include:

- **Expanding climate-conscious approaches:** IOM aims to prevent and address conflict and displacement through climate-conscious approaches. IOM is scaling up its efforts to forge sustainable ties between communities through integrated natural resource management, with specific emphasis on engaging women and youth.
- **Tailoring to urbanization challenges:** Recognizing challenges associated with rapid urbanization and growing rural–urban divides, IOM is adapting its community-based planning approach to urban settings. This adaptation aims to promote inclusive and participatory growth.
- **Adapting the CEP approach:** IOM seeks to further adapt its Community Engagement and Policing approach to development, crisis, conflict and post-conflict situations. The goal is to enhance social cohesion and integration, and promote safety and security, particularly in communities hosting migrants and IDPs.
- **Expanding partnerships with grassroots groups:** IOM will further expand partnerships with remote grassroots groups deeply embedded in target contexts and communities. These partnerships are crucial in ensuring that IOM's interventions foster the leadership of local actors and respond to local priorities.

### Climate Conflict Cycle







IOM teams drive a humanitarian trailer daily along the roads in Quito, the Ecuadorian capital, providing Venezuelan migrants in transit with food packages, water, hygiene kits, cold weather gear, and information on the road ahead. © IOM 2022/Gema Cortes



IOM staff carry out cash-based intervention activities to Ukrainian refugees in Chisinau, Moldova. IOM staff distribute cash vouchers which are valid at local supermarkets in order to purchase essentials for refugees. © IOM 2022/Muse Mohammed

## Saving lives and protecting people on the move



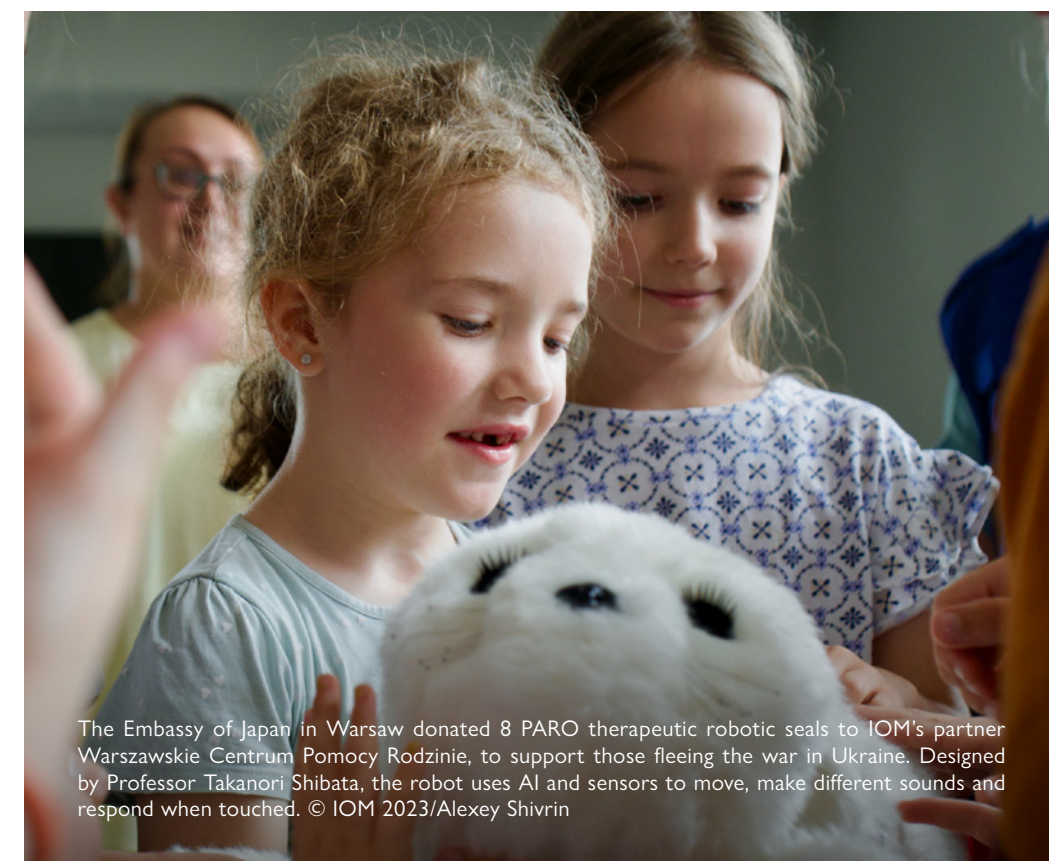
The Multi-Sectoral Needs Assessment (MSNA) is led by UNHCR in close collaboration with IOM. It is a country-wide data collection activity aiming to capture information on the situation, needs, vulnerabilities, and integration of refugees from Ukraine in Poland. So far over 3,500 surveys were completed across 68 municipalities. © IOM 2023/Alexey Shvirin



Venezuelan indigenous Warao live in small communities bordering Venezuela, in the far north of Guyana's Amazon forest. The "boat people" live in thatched roof huts called Palafitos, with no walls, and sleep in hammocks. The huts are built on stilts due to the river's water levels rising between one to two metres daily. © IOM 2023/Gema Cortes



In March 2015, IOM Somalia's Monitoring and Evaluation Unit (M&E) and Public Information Unit (PIU) visited several IOM-run projects in Somaliland, including this monitoring trip to projects that are run by the Mixed Migration (MM) Unit. © IOM 2015/Mary-Sanyu Osire



The Embassy of Japan in Warsaw donated 8 PARO therapeutic robotic seals to IOM's partner Warszawskie Centrum Pomocy Rodzinie, to support those fleeing the war in Ukraine. Designed by Professor Takanori Shibata, the robot uses AI and sensors to move, make different sounds and respond when touched. © IOM 2023/Alexey Shvirin





## OBJECTIVE 2

# Driving solutions to displacement

IOM is committed to tackling complex challenges using people-centred and evidence-based solutions. Solving and preventing displacements will harness the tremendous potential and resilience of communities for prosperity, progress and achievement of the Sustainable Development Goals.



**USD 2,655,281,845**

TOTAL FUNDING REQUIRED IN 2024

For the past decade, the number of people displaced by conflict, violence, disaster and climate change has steadily increased. At the end of 2022, 117 million people were forced to move worldwide; of these, 71 million were forced to move inside their own countries. The number of internally displaced persons in the world today is at record levels. Millions of families are stuck in situations of protracted displacement and unable to access solutions. The adverse effects of climate change could triple the number of internal displacements by 2050.




















Effectively preventing and sustainably resolving all forms of displacement requires fundamental changes in policy and practice. Development-oriented approaches that are State-led and adequately financed are required to integrate solutions earlier in a response, solve displacement at scale whenever it occurs, and prevent future displacements from occurring.

In 2024, IOM will continue to deliver integrated programming across the humanitarian–development–peace nexus to prevent and solve displacement. Protection and rights-based approaches will be at the forefront of action to ensure that IOM's work offers safe, voluntary and dignified pathways out of displacement. To achieve a collective and whole-of-society approach, IOM will work in partnership with United Nations agencies, donors, international financial institutions, the private sector, civil society, diaspora organizations and other key stakeholders.

Where disasters and climate change are driving displacement and mobility, IOM will provide solutions for people who need to move, for people who are already on the move, and for people who want to stay. Preparedness, risk reduction, early warning systems and anticipatory action will be used to enhance the resilience of affected communities. This will include scaled-up action on climate mobility, and supporting States and communities to make successful use of the new Loss and Damage Fund, including for displacement in the context of climate change.













### Funding and Beneficiary Breakdown by Region

FUNDING REQUIRED		BENEFICIARIES
Middle East and North Africa	 USD 528.70M	 19.56M
South-Eastern Europe, Eastern Europe and Central Asia	 USD 459.72M	 1.21M
Asia and the Pacific	 USD 376.67M	 5.70M
West and Central Africa	 USD 298.37M	 3.21M
South America	 USD 250.40M	 1.78M
East and the Horn of Africa	 USD 237.24M	 6.72M
European Economic Area	 USD 191.22M	 0.17M
Southern Africa	 USD 152.03M	 1.70M
Central and North America and Caribbean	 USD 130.97M	 0.87M
Global programmes*	 USD 29.98M	

\* Beneficiary numbers are included in the regional breakdowns.

### Objective 2 Key Achievements 2022

 <p><b>Dedicated support to the S.G. Action Agenda</b> as member of the global Steering Group</p>	 <p>Contributed to the inclusion of displacement and solutions into the decision of the new <b>Fund for Loss and Damage</b> taken at COP28</p>
 <p>Integrated displacement in <b>Common Country Analysis and UN Sustainable Development Cooperation Frameworks</b> in S.G. Action Agenda pilot countries</p>	 <p><b>12,000 jobs created and USD 25M in private capital mobilized</b> for recovery through the Enterprise Development Fund</p>
 <p><b>15 Pilot Countries supported</b> with strategies, coordination arrangements, action plans, and financing framework</p>	 <p><b>1.4 million people reached</b> through peacebuilding and social cohesion initiatives</p>
 <p><b>Standard indicators on disaster displacement developed with IDMC</b> to support State capacity on collecting, reporting, and analyzing disaster impact on human mobility outcomes</p>	 <p><b>66 governments conducted Migration Governance Indicators assessments</b>, including 8 with a specific focus on displacement</p>
 <p><b>UNFCCC Taskforce on Displacement supported</b> to create global guidance for mainstreaming human mobility and solutions into National Adaptation Plans</p>	 <p><b>Achieved solutions for unaccompanied and separated children</b> through the application of the Best Interest of the Child Procedure jointly with partners</p>

IOM will scale up its peace and recovery programming to strengthen social cohesion, address housing, land and property issues, promote good governance, restore and enhance access to essential services, and prevent and respond to human rights violations.

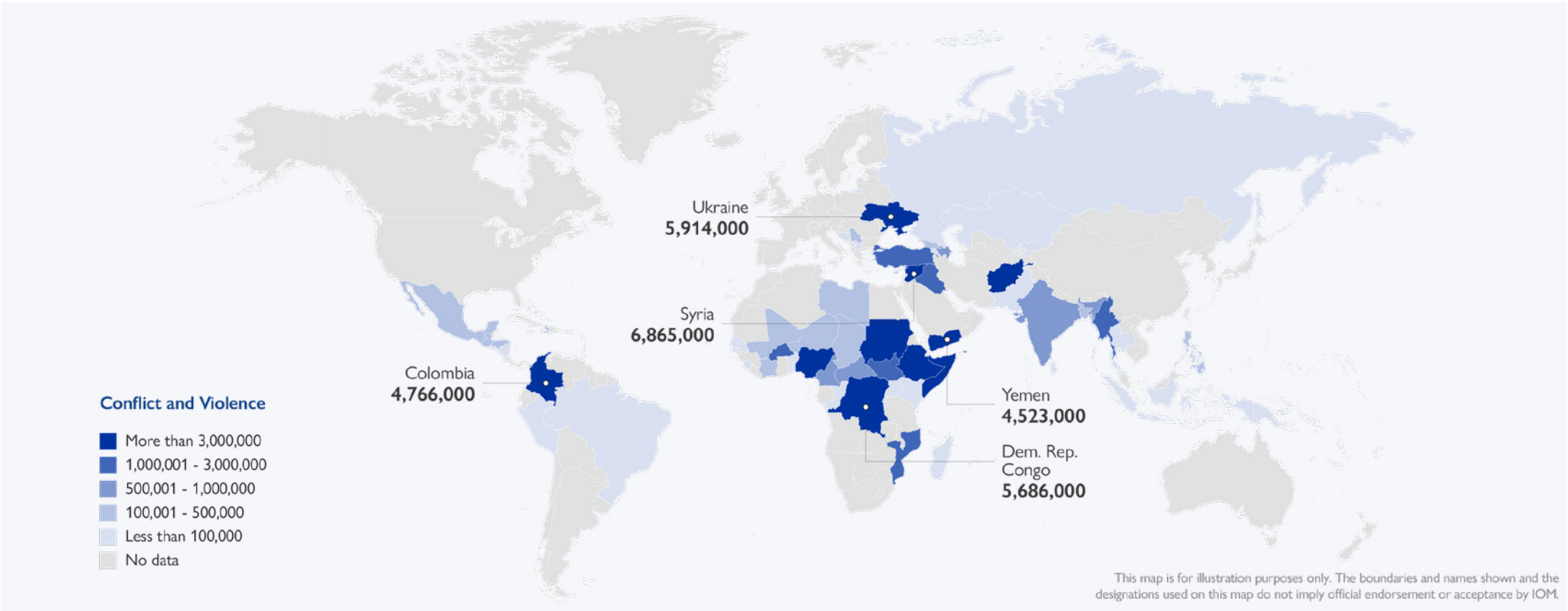
IOM’s integrated programming will address the combined impact of conflict, climate change and development gaps that drive people to move. As the Secretary-General’s Action Agenda on Internal Displacement enters its critical final year, IOM will support the goals of responding better to displacement, preventing displacement, and solving displacement through development-oriented approaches that are State-led and adequately financed. IOM will support strong government leadership and ensure that solutions strategies, costed frameworks and action roadmaps are in place at country level.

IOM will use DTM to drive durable solutions, inform preparedness efforts and enable anticipatory action, including by supporting States to put in place systems and capacities to collect, manage and use displacement data, and continued collaboration with partners for higher quality and harmonized data and analysis.

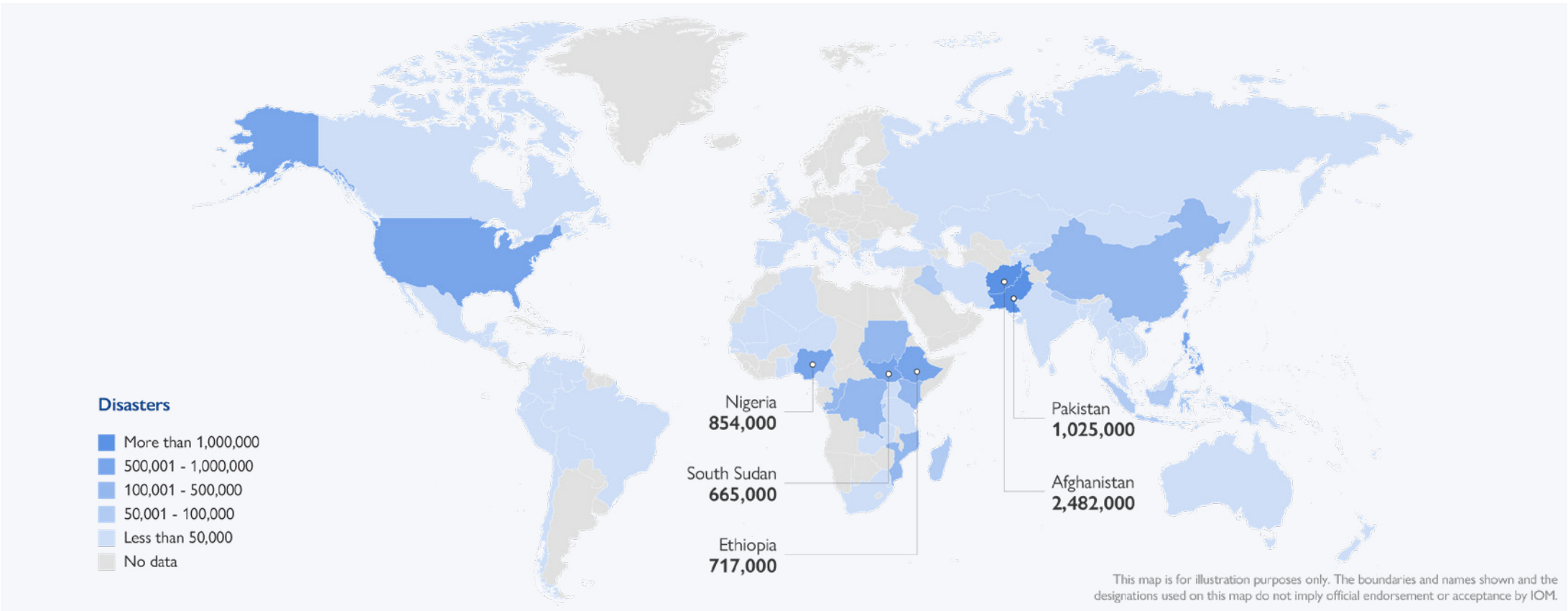
IOM will ensure that displacement-affected communities have a voice and visibility in all processes through participatory programme designs, empowerment of local authorities and strengthening national governance systems to ensure programming is inclusive, people-centred, sustainable and context-specific.

Finally, IOM will use a broad range of flagship global tools to ensure that solutions are locally led and community driven. This includes IOM’s approach to community-based planning and programming, which helps to galvanize crisis-affected populations to drive positive change. The [Enterprise Development Fund](#) will leverage the capacity of the local private sector to create new employment opportunities. The matching grants mechanism will be scaled up to mobilize and empower communities to finance their own development priorities. Cash-based interventions will be used by IOM wherever feasible to provide more dignified and flexible assistance, enable solutions for affected communities, and encourage stronger links to State-led social protection systems.

Total Number of IDPs Globally



Source: <https://internal-displacement.org/global-report/grid2023/>.

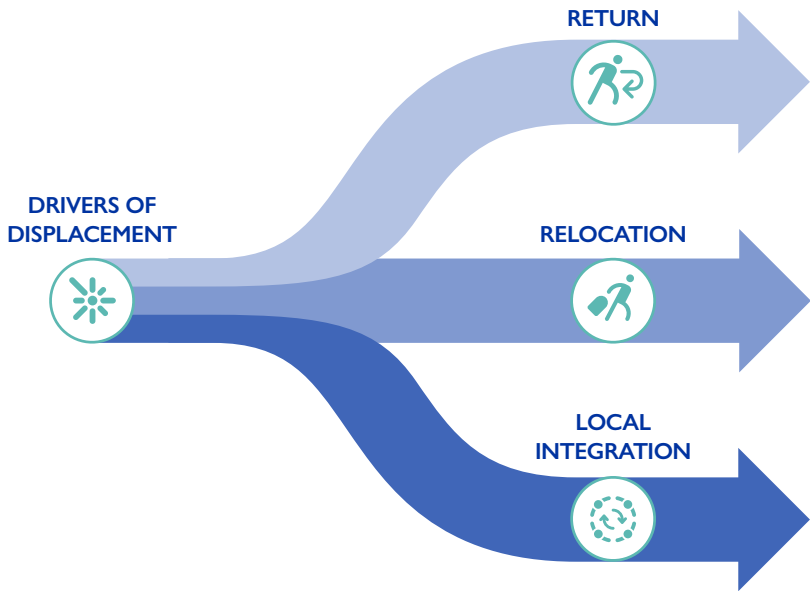


Source: <https://internal-displacement.org/global-report/grid2023/>.

Objective 2 Overview



Objective 2 Process







### Periodic Global Report on the State of Solutions to Internal Displacement (PROGRESS) Report

Results of a [new study analysis](#) by IOM's Global Data Institute and Georgetown University reveal that IDPs displaced by drought are 20 times less likely to return home than IDPs affected by conflict. The study also found that the length of displacement affects

possible solutions: the longer IDPs are displaced, the more likely they are to prefer local integration or settlement elsewhere, rather than return. Female-headed households are more likely to lack a stable income and need to rely on humanitarian assistance. In addition, people living in camps have a higher concern about safety, especially for women and girls, than IDPs living elsewhere. The IDPs said the lack of safety in camps was a motivating factor in their desire to return home. The study also finds that adequate housing is related to stable income: around the world, IDPs without adequate housing are 3.5 times more likely to rely on humanitarian assistance. IDPs with adequate housing are on average twice as likely to have stable income, while adequate housing correlates with host community integration and a sense of belonging that enhances social cohesion.



### MIGRATION DATA PORTAL The bigger picture

#### Enabling Migration Pathways: From Evidence to Practice

The Migration Governance Indicators (MGI) programme – IOM's flagship policy initiative – helps governments to identify good practices and gaps in their migration governance systems. By doing so, MGI

aims to spark positive policy changes to harness the full potential of migration and pave the way to elaborate, expand and enhance regular pathways for migration.

Since 2016, MGI has helped authorities in over 110 countries and 90 cities. From new migration policies in Ethiopia, Guatemala and Tajikistan to new sectoral policies in Cambodia, Sierra Leone and Uruguay, the MGI is used by governments around the world to adapt to the challenges and opportunities stemming from the migration of tomorrow.

#### IMPACT STORY



Natalia, who fled Ukraine to Hungary in September, receives food vouchers to help provide meals for her family. © IOM/Kristóf Hölvényi

### Cash Helps Displaced Ukrainians Rebuild Their Lives Across Europe

IOM has played a vital role in assisting millions affected by the war in Ukraine. Operating both inside Ukraine and in neighbouring countries, IOM's cash assistance programme has become a cornerstone of crisis response, aiding those displaced by the conflict. The

initiative provides one-time cash payments to families for basic needs, empowering them to meet essentials while bolstering local economies.

Personal accounts from displaced individuals illustrate the impact: Yulia, a Ukrainian in Lithuania, used the funds for her family's needs; Oleksander and his mother, displaced to Poland, found support for urgent needs, allowing Oleksander to address his health condition; Natalia and her family in Hungary received accommodation and cash vouchers for meals.

In Ukraine, cash aid targets vulnerable groups, such as families with children, people with disabilities, the elderly and single parents. As the war persists, IOM aims to link humanitarian assistance with sustainable solutions, including job support and social protection systems, to address evolving needs.



# CLIMATE AND MIGRATION

The climate crisis brings devastating impacts on the most vulnerable, with heightened risks of forced migration, forced immobility, community conflicts, trafficking in persons and exploitation. In 2024, we will make a difference by scaling up sustainable responses across sectors. We will focus our work on Small Islands Developing States and Least Developed Countries that experience interconnected social, environmental and economic challenges.

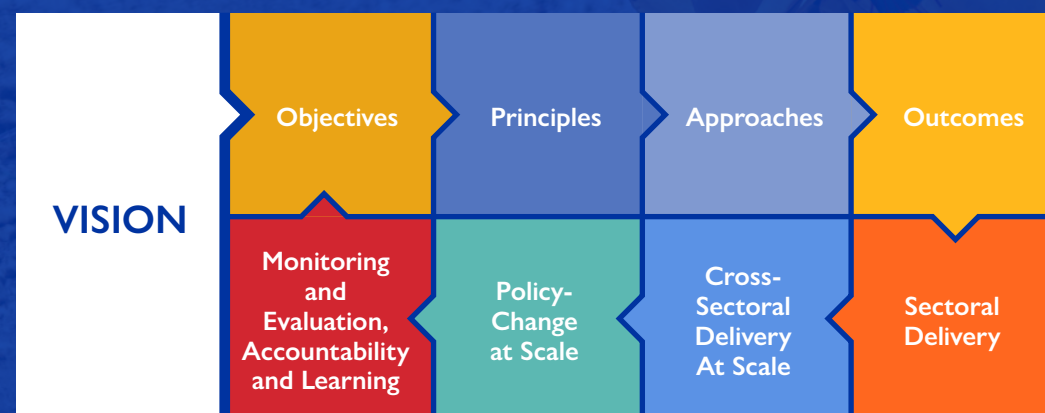
We will place the voices of affected populations at the core of our response, protect their rights and respect their freedom of choice. We will also work with diasporas to leverage their contributions to climate adaptation and the green transition.

To reach our three institutional objectives, we will implement a new Climate Mobility Roadmap to provide:

1. **Solutions for people to stay:** We will reduce drivers of displacement through stronger preparedness, early warning, resilience and adaptation measures.
2. **Solutions for people on the move:** We will continue to save lives and protect millions of people displaced by disasters.
3. **Solutions for people to move:** We will facilitate pathways for regular migration, building on policy frameworks adopted by regional leaders such as the Kampala Declaration on Migration, Environment and Climate Change, and the Pacific Climate Mobility Framework.

We will increase our engagement with new and existing climate funds and the Migration Multi-Partner Trust Fund (MPTF). We will support States and communities to develop solutions for climate mobility under the new Fund on Loss and Damage adopted at COP28 and as part of the Santiago Network on Loss and Damage. Finally, we will scale up our work on climate adaptation and support the integration of human mobility in National Adaptation Plans.

## IOM Climate Mobility Roadmap







The intensity and pattern of rainfall has affected the cultivation of rice, the main product in Udaipur area and source of income for thousands of families. According to farmers in the region, the last 15 years have been very dry and production has been declining about 3 per cent per year. © IOM 2016/Amanda Nero



Street Art for social cohesion project in Niamey and Agadez. © IOM 2019/Street Art Sans Frontières

## Driving solutions to displacement



Many families in the Philippines had their homes and livelihoods destroyed as typhoons pounded the region in 2020. Extreme weather events like super typhoons are expected to become more frequent and more intense in the coming years. © IOM 2021/Andrea Empamano



Hawa from Koundara, Guinea has seen how much her town has changed over the course of her life due to climate change. The small border town does not have much in the ways of economic opportunities, so most of its residents go into agriculture to try and make a living. "There has been a lot of changes to the environment because of climate change and environmental degradation. It's hotter these days and there are less trees to provide cover for the sun due to many people cutting them down for building materials," she says. © IOM 2022/Muse Mohammed

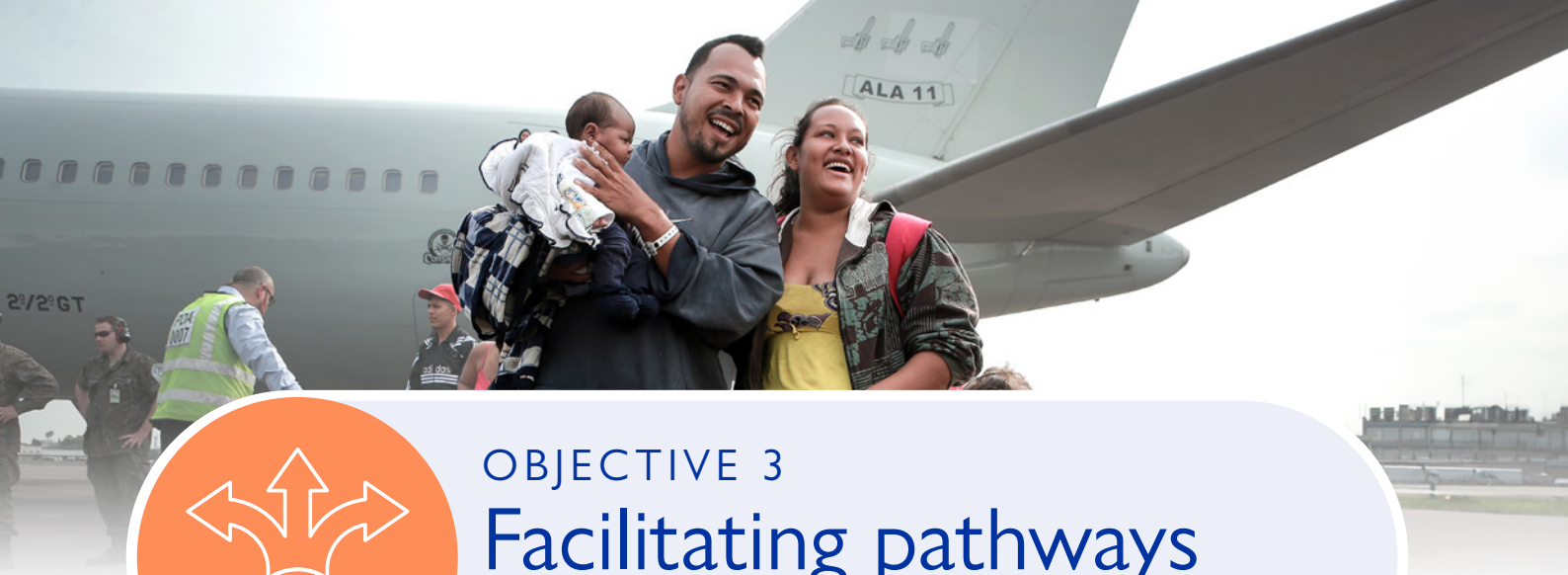


A camel herder heads to a borehole to refill jerrycans in Puntland, Somalia. Wells and boreholes are running dry as the country experiences its worst drought in decades. © IOM 2022



An IOM staff member conducts tailoring classes in Cateret Islands, Papua New Guinea. IOM is supporting islanders to prepare for the future, given the likely impacts of climate change and environmental degradation on their communities. © IOM 2016/Muse Mohammed





### OBJECTIVE 3

## Facilitating pathways for regular migration

In today's complex and fast-evolving global context, migration has the potential to advance development outcomes, contribute to climate change adaptation, and promote a safer and more peaceful, sustainable, prosperous and equitable future.



**USD 1,627,560,736**

TOTAL FUNDING REQUIRED IN 2024

IOM gives voice to people on the move and communities impacted by migration and contributes to the governance and development objectives of origin, transit and destination countries. The stakes are high – global trends point to both more migration and greater needs for it in the future – and more must be done to get this correct.

In 2024, IOM will spearhead efforts to establish, expand, implement and enhance regular migration pathways. These pathways will include labour and education opportunities that meet the needs and aspirations of migrants, as well as the development, demographic and labour market goals of sending and receiving States, and protection-focused channels that uphold the human rights and dignity of the most vulnerable people on the move, including family reunification and resettlement channels. Opportunities for displaced talent will meet the dual promise of addressing economic needs in destination countries and offering potentially long-term solutions for those in need of international protection. IOM

will also support migration management mechanisms that create the conditions for people to live more peaceful, productive and prosperous lives and that allow governments to adapt to their needs, such as circular and seasonal migration, skills mobility partnerships and regularization. Finally, IOM will support pathways that strengthen climate adaptation in areas and communities most vulnerable to climate impacts, including through regional mobility agreements and in national planning processes.











Well-managed migration is at the centre of the profound adaptations needed to protect human rights, address displacement, climate change, labour market needs, and mobility and demographic trends. IOM will undertake systems-strengthening efforts that connect stakeholders across all levels of governance and policy areas with the aim of developing streamlined, inclusive, accessible and affordable pathways, and to implement them in an effective manner. Adequate planning for quality regular pathways is crucial for States to design flexible admission channels and shape inflows, while addressing risks and sources of vulnerabilities for migrants.

## Funding and Beneficiary Breakdown by Region

FUNDING REQUIRED		BENEFICIARIES
Global programmes*	USD 224.84M	
South-Eastern Europe, Eastern Europe and Central Asia	USD 209.53M	0.81M
Middle East and North Africa	USD 192.63M	15.63M
Central and North America and Caribbean	USD 184.52M	1.16M
European Economic Area	USD 178.95M	0.97M
East and the Horn of Africa	USD 153.01M	2.52M
South America	USD 139.94M	0.67M
West and Central Africa	USD 129.61M	0.77M
Asia and the Pacific	USD 121.51M	1.53M
Southern Africa	USD 93.03M	1.13M

\* Beneficiary numbers are included in the regional breakdowns.

## Objective 3 Key Achievements 2022–2023

 <p><b>Resettlement assistance</b> provided to over 700,000 refugees since 2001</p>	<p><b>2022</b></p>  <p><b>3.2M people vaccinated</b> through IOM</p>
	<p><b>2023</b></p>  <p><b>Over 1M migration health assessments</b> performed</p>  <p><b>70 Health Assessment Centres</b> managed worldwide</p>  <p><b>140 BCPs*</b> equipped with MIDAS** across 27 countries</p>  <p><b>Crucial visa support</b> provided to over 636,000 migrants</p>
	 <p><b>Labour mobility trainings</b> provided to over 61,000 migrants and refugees in 113 countries</p>  <p><b>Safe and dignified return assistance</b> provided to 69,282 migrants</p>  <p><b>170,714 Reintegration services</b> were provided to returnees and their communities</p>  <p><b>92,962 Migrants in vulnerable situations</b> received assistance</p>

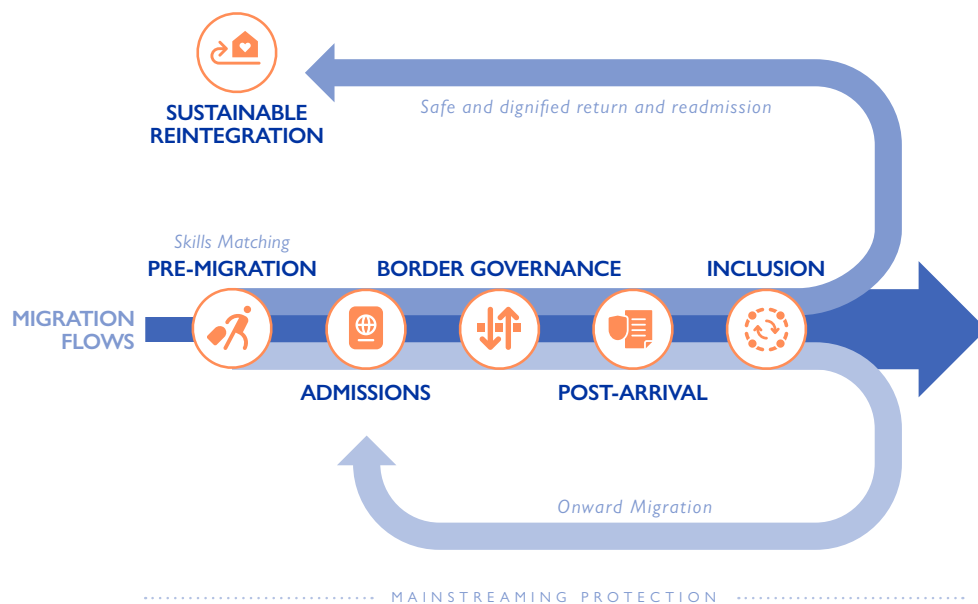
\* Border Crossing Points

\*\* IOM's border management information system

## Objective 3 Overview



## Objective 3 Process





IOM recognizes that efforts to combat unsafe and irregular migration are part of a comprehensive and integrated approach to supporting regular pathways. IOM will scale up its engagement with business to promote migrant-centred human rights due diligence and foster inclusive workspaces. This entails focusing on key enablers such as providing operational support for the use of the latest border management technology and systems, promoting universal access to legal identity, and strengthening identity management. We will build on our decades of experience to prevent and address migrant smuggling and human trafficking and will continue to provide protection and assistance to migrants vulnerable to violence, exploitation and abuse. Where needed, IOM will facilitate the safe, dignified and rights-based return, readmission and sustainable reintegration of migrants.

For many migrants, the complexity of admission and stay processes entails unsurmountable practical challenges during key stages of their journeys. IOM will provide solutions to enable migrants to identify their options, bridge logistical barriers and streamline operations for relevant authorities to maximize available pathways. To ensure that migrants and societies are able to capitalize fully on the potential

benefits of regular migration, IOM will work directly with migrants, providing information and counselling to enable them to make informed decisions that invest in their futures and the futures of their families and communities. IOM will also advocate for and provide technical assistance in the development of systems and procedures that facilitate these aims, including promoting integration and addressing discrimination and exclusion; advancing access to health-care services and social protection to foster safe and healthy communities; and creating meaningful partnerships with diaspora to foster development.

To rise to these challenges and capture these potential benefits, IOM will amplify existing efforts through transformative systems change to scale up regular pathways. Doing so requires building on the solid foundations provided by the Global Compact for Migration as well as the Global Compact on Refugees, along with strengthening existing partnerships and leading the way to new ones with key stakeholders in global mobility.



Joanita shares her concerns with IOM staff on the high transfer fees in remittance exchanges during a financial literacy session. © IOM/Maulana Ibrahimi

### How Remittances Transform Lives for Timorese Families

Life is never dull for Joanita, who every day must balance taking care of her children while working as a housekeeper.

Like many Timorese, Joanita's husband went to South Korea to work, sending money back home regularly to support his family. While raising children without her partner has not been easy, Joanita knows that relying on one source of income is not sufficient for her family. *"We thought we would make more money by going to work overseas,"* says Joanita.

The remittances sent to Joanita by her husband have had a huge and positive impact on their lives, she explains. *"They provide for our daily needs, including education and support to my widowed mother and relatives."*



## SUPPORTING REGULAR PATHWAYS

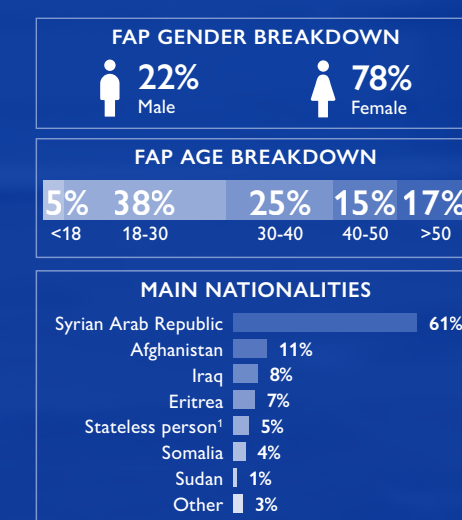
Protection of the family unit is a fundamental human right, yet migration often leads to the separation of families, particularly in the context of individuals fleeing armed conflicts or crises. Enabling families to reunite through dedicated and flexible regular pathways is a crucial aspect of well-managed migration and a key element in addressing displacement. Migrants, especially those in vulnerable situations, require assistance in identifying their options, overcoming logistical barriers, and adhering to admission and stay requirements to utilize available pathways for family reunification.

In collaboration with the German Federal Foreign Office, IOM has been implementing the Family Assistance Programme (FAP) since 2016. The programme has evolved over the years, expanding its initial scope and geographical coverage. Its primary objective is to aid migrants in vulnerable situations in reuniting with family members holding protection status in Germany. The programme plays a vital role in protecting families from exploitation, steering them away from perilous and irregular migration journeys by providing accurate and timely information. As of 2023, the programme extends its reach to 11 countries, including assistance for Afghan families in Iran and Pakistan.

IOM collaborates with governments and empowers migrants at critical stages of their migration journey to ensure safe, dignified and orderly migration. Through FAP, IOM offers administrative support for families' visa applications, providing in-person and remote assistance, counselling and guidance on eligibility requirements. Simultaneously, IOM addresses the protection needs of beneficiaries, conducting vulnerability screenings and collaborating with well-established referral networks.

Enhancing the accessibility of regular pathways is essential for facilitating safe and dignified migration. The promotion of safe and regular migration involves safeguarding migrants and providing them with the resources needed to access key opportunities abroad.

### Key Figures for Family Assistance Programme (FAP) (2016–2023)



<sup>1</sup> According to 1954 convention.





## SPOTLIGHT

## ASSISTED VOLUNTARY RETURN AND REINTEGRATION

IOM, guided by its comprehensive Return, Readmission and Reintegration Policy, consistently adopts a robust rights-based approach across the entire return, readmission and reintegration continuum. This prioritizes individuals, their well-being and the protection of their rights at every stage of the process.

Complementing the facilitation of inter-State return and readmission cooperation, and the provision of policy advice and technical solutions for return management, IOM's Assisted Voluntary Return and Reintegration (AVRR) programme is designed to safeguard migrants' rights by providing administrative, logistical and financial support, including reintegration assistance, to migrants unable or unwilling to remain in the host/transit country, or who choose to return to their country of origin, but lack the financial means to return. Over the past 40 years, IOM has supported over 1.7 million people worldwide with AVRR. In 2022, IOM assisted 69,282 migrants in their safe, dignified and voluntary return, coupled with the provision of 170,714 reintegration services.

In the next four years, IOM aims to:

- Strengthen migrants' informed consent in AVRR, aligning with the Return Counselling Toolkit and exploring innovative methodologies, such as virtual counselling, which has proven effective in addressing drawbacks of physical counselling and promoting a rights-based approach to return migration.
- Enhance vulnerability screening and assistance through the continued rollout of the internal Return and Reintegration Due Diligence Process, ensuring that migrants are treated in a dignified manner, the do-no-harm principle is upheld and that individuals are not exposed to additional risks.
- Boost sustainable reintegration at the community level through community-based planning, integrating participatory approaches and piloting innovative, development-oriented solutions for social cohesion across communities.
- Share knowledge and enhance practitioners' capacities in the field of return and reintegration through the Migrant Protection Platform, facilitating peer connections, online dialogues, easy resource access, and the sharing of good practices and lessons.





These Colombian women will benefit from targeted recruitment and preparation for employment in Catalonia and other parts of Spain under a circular and temporary labour migration project implemented by IOM. © IOM 2007/Rocio Sanz



Alibeth came to Ecuador in 2018. Together with her partner, they run a street business. As a member of the LGBTQ+ community she faced some challenges, but she eventually found people who have become her family. With support from IOM, Alibeth was able to improve her business, and weave ties of support and community with the local migrant LGBTQ+ population. © IOM 2023/Ramiro Aguilar Villamarín

## Facilitating pathways for regular migration



Transit camp for Ukrainian refugees in Romania. © IOM 2022/Alissa Everett



Portrait of Dana with her mother, Mariela. She was one of 15 Ecuadorians who were stranded in Mexico on their way to the United States and who opted for assisted voluntary return. Prior to their return, IOM assisted them with temporary accommodation, clothing, and hygiene kits. Upon arrival they received assistance at the airport, onward transportation and cash assistance. © IOM 2023/Ramiro Aguilar Villamarín

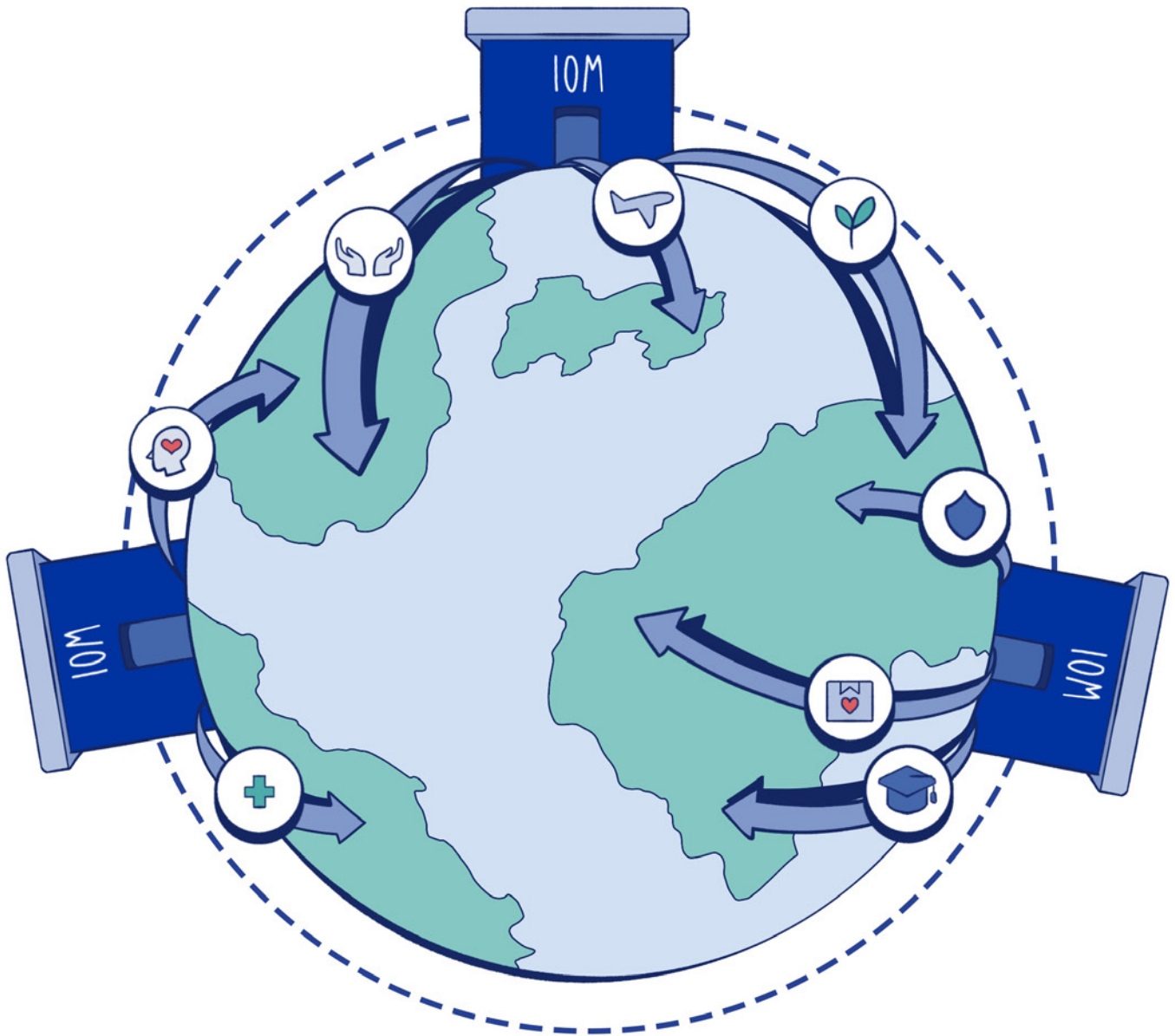


Luis Funez is a returned migrant from Catacamas, Olancho who has a workshop for the repair and maintenance of agricultural machinery. His vision for the future is to expand his business and establish another workshop. This has been possible thanks to the collaboration between USAID, IOM, and the Lutheran Federation, and he has received support for his reintegration. © IOM 2023/Sonia Lagos



The immigration status of parents should not impede a child's right to an identity. In 2022 IOM facilitated access to birth certificates for children of migrant workers in the Soconusco region of southern Mexico. © IOM 2022/Alejandro Cartagena





Overview

Objectives

# REGIONAL REQUIREMENTS

Enablers

Cross-Cutting





Host community member observing the coastal erosion protection system in Cox's Bazar. © IOM 2016/Amanda Nero

## ASIA AND THE PACIFIC

Over the past decades, more than 7 billion people have been impacted by disasters in the Asia-Pacific region, with 2 million lives lost. The region confronts conflict-related challenges stemming from geopolitical tensions, historical disputes and marginalization, creating humanitarian crises and protracted displacement.

The inadequate response capacity of national and local systems to crises and displacement, including at borders, can impede safe movement, shelter-seeking, and eventual return to normality. Labour migration dominates international migration in the Asia-Pacific, with 63 per cent of working-age migrants being labour migrants. Demographic shifts, income disparities and limited domestic opportunities influence migration dynamics, notably in medium- and low-skilled sectors. Multiple vulnerabilities of migrant and displaced populations necessitate proactive responses to trafficking in persons, violence and exploitation.

**To achieve Objective 1**, IOM will support the scale-up of operations across critical sectors including shelter and non-food items; camp coordination and camp management; water, sanitation and hygiene; emergency health; and emergency protection – using cash-based modalities where possible – to ensure that populations in need of life-saving support in Asia and the Pacific receive assistance that addresses basic needs and reduces vulnerabilities and protection risks in an accountable and comprehensive manner. In 2024, IOM aims to expand its coordination role through its global co-leadership of the camp coordination and camp management cluster and others agreed at country level. Protection programming will include addressing trafficking in persons in emergencies, gender-based violence responses, child protection, disability inclusion and housing, and land and property rights.

**To achieve Objective 2**, IOM will focus on risk reduction and preparedness. This includes development of partnerships and innovations that will help in developing forecasting models and other systems to help predict future climate-induced displacement. IOM will lay the foundation for recovery and resilience-building initiatives, fostering close partnerships, including with affected communities, to enhance localization across humanitarian, peace and development sectors. Efforts will further be built on a comprehensive approach to climate mobility, focusing on: generating evidence and data; building capacity; supporting enhanced governance; direct support to affected communities; and innovation. IOM will prioritize youth engagement through roll-out of a dedicated youth strategy across the Asia-Pacific. IOM will support communities affected by displacement to address needs directly by mobilizing medical and health resources, building and/or rehabilitating health facilities and infrastructure, and building capacity to support acute public health needs.

**To achieve Objective 3**, IOM will support protection of migrant workers in Asia's labour supply chains. IOM will advance the policy space for sustainable solutions for victims of trafficking and migrants in irregular situations, which may include visa facilitation, targeted labour mobility pathways, and access to justice and remedies. IOM will enhance the capacity of governments in key migration corridors to enact and implement legislation and policies that expand

and create new regular labour pathways, while protecting the rights of migrant workers, including by expanding the space for civil society and migrant worker organizations to engage in advocacy with governments and the private sector. IOM is actively engaged with the Association of Southeast Asian Nations (ASEAN), the Colombo Process, Asia–GCC Cross-Regional Dialogue, European Union–ASEAN Dialogue, and strategic partnerships with regional civil society and the private sector. IOM will provide support in the development of the Pacific Regional Labour Mobility Strategy and participate in the Advisory Group of the Pacific Labour Mobility Arrangement. In 2024 IOM will expand its Family Assistance Programme, safe and dignified return and sustainable reintegration initiatives, and its network of visa application centres to enhance services for vulnerable migrants travelling abroad. The organization will contribute evidence on the modus operandi of criminal networks exploiting vulnerabilities of migrants and immigration and border management policies and regimes. IOM will also support the development of policies and solutions that strengthen migration health governance.



**USD 1,138,736,483**  
TOTAL FUNDING REQUIRED IN 2024

### Funding Breakdown by Objectives

Objective 1	USD 640.56M
Objective 2	USD 376.67M
Objective 3	USD 121.51M

### Beneficiary Breakdown

Internally displaced persons	9.22M
Local population / community	4.95M
Refugees	4.60M
International migrants	3.76M
Internal migrants	6,350
Entities	6,012

### Top 5 Missions in Need

Myanmar	USD 45.90M
Pakistan	USD 102.29M
Afghanistan	USD 326.00M
Bangladesh	USD 118.83M
Iran	USD 49.82M

#### IMPACT STORY



Ruma Begum happily manages her business in a rural community of Bangladesh. © IOM 2022

#### A Single Mother's Journey from Adversity to Self-Sufficiency in Rural Bangladesh

Ruma, a 38-year-old widowed single mother, faced numerous challenges after her husband's death. Social

harassment and the need for money to support her son's education prompted her to migrate in 2014. Ruma aimed for a better life abroad and paid a significant amount to her cousin to help her reach Italy. Ruma faced hardships, including an unsuccessful arranged marriage in Milan and subsequent struggles with work permits. After a brief return to Bangladesh, she persevered, taking a job in a tailoring shop upon her son's graduation.

In 2020, Ruma learned about the Prottasha project, which provided financial literacy training and in-kind support. With her cousin, she established a tailoring shop using project-provided fabric. Ruma's determination paid off. Her shop became the most popular in the market and she sent her son to work in Saudi Arabia. Ruma's success story reflects her resilience and determination.





Migrants disembark from a boat in Chucunaque river, Panama, after trekking across the perilous Darién area from Colombia. Thousands of migrants from three continents converge in the Darién area risking their lives in search of a better future. © IOM 2023/Gema Cortes

## CENTRAL AMERICA, NORTH AMERICA AND THE CARIBBEAN

The migration landscape in the region is intricate and diverse. Most States are migrant sending, receiving and transit countries. Many also receive returned migrants. In the past year the number of irregular migrants crossing the perilous Darién area has more than doubled, reaching an all-time high of over 500,000 migrants in 2023 alone.

These flows pose substantial protection risks for vulnerable migrants and require a comprehensive regional response that addresses the risks and needs of migrants, local communities and governments at all stages of migration. Migration and displacement drivers include income asymmetries, lack of employment and opportunities, limited access to basic services, social violence, disasters, climate change and political conflicts. In Haiti, violence has resulted in record numbers of internally displaced people. These situations call for increased and improved preparedness efforts and conflict-sensitive programming to support governments and communities as they deal with complex migration and displacement situations.

**To achieve Objective 1**, IOM will take action to address these drivers, focusing on early warning, disaster risk reduction and preparedness, especially in the Caribbean. IOM will ensure evacuation and post-disaster assistance to minimize loss of life and ensure protection for at-risk populations. IOM will assist migrants in vulnerable situations through humanitarian and protection assistance and access to basic services. IOM will work with partners and governments to boost the regional response to the Darién crisis. IOM will support a comprehensive route-based framework of activities to provide coordinated multi-sectoral responses with

governments and other partners to address pressing needs of migrants, refugees and host communities.

**To achieve Objective 2**, IOM will continue to support States to integrate migration into climate adaptation and resilience plans as a means of addressing environmental drivers of displacement, including interventions that enhance the availability of evidence to inform policy and programming. Environmental issues caused by climate change will no doubt intensify in the coming years, with a predicted high impact of El Niño. In countries affected by insecurity and violence, IOM will work jointly with other United Nations agencies to promote peacebuilding efforts, foster social cohesion and address root causes of displacement. To attain these objectives and promote durable solutions, IOM will engage the private sector and other key stakeholders.

**To achieve Objective 3**, IOM will build on its extensive experience facilitating regular migration and will expand solutions to ensure safe, regular and orderly migration. IOM will focus on reducing protection risks and vulnerabilities of migrants, while enhancing their ability to contribute to societies and economic growth. This will be achieved through investment in policy work and collaboration with the private sector. Outreach to employers and governments to identify and increase regular labour pathways will

be a critical focus. IOM will support governments in streamlining and optimizing immigration procedures across the region, including implementation of state-of-the-art technology, such as for access to legal identity and regular pathways. IOM will support regional cooperation to promote harmonization of migration policies and coordinate efforts on border management and exchanges of best practices. Partnerships with media will be strengthened to promote balanced and evidence-based narratives on migration, and awareness campaigns will be complemented by Safe Mobility Offices to provide guidance on access to regular pathways. Initiatives will be rolled out to improve regularization and access to documentation to mitigate risks of abuse and exploitation and improve migrants' access to rights and services. IOM will facilitate access to documentation to reduce barriers for children to enrol in schools, and will scale up systems for voluntary and dignified return, readmission and reintegration.



**USD 509,500,105**  
TOTAL FUNDING REQUIRED IN 2024

### Funding Breakdown by Objectives

Objective 1	USD 194.02M
Objective 2	USD 130.97M
Objective 3	USD 184.52M

### Beneficiary Breakdown

International migrants	2.74M
Internally displaced persons	1.22M
Local population / community	1.01M
Internal migrants	0.21M
Refugees	0.19M
Entities	2,737

### Top 5 Missions in Need

Haiti	USD 110.50M
Panama	USD 13.00M
Costa Rica	USD 27.00M
Mexico	USD 30.00M
Barbados, Caribbean Coord. Off.	USD 21.49M

#### IMPACT STORY



Hundreds of families from the border communities between El Salvador and Guatemala have benefited from this initiative. © IOM/Noe Alvarado

#### Embracing Love Across Borders: Transit Card Unites Families and Creates Opportunities Between El Salvador and Guatemala

Migration has always been integral to communities on the border between El Salvador and Guatemala. Due to their distance from the economic and political centres

of their own countries, people here have historically crossed borders in search of better opportunities.

For many like Mariella, who left El Salvador in search of work in Guatemala, borders act as a barrier between employment opportunities and reuniting with their loved ones. The border transit card initiative between El Salvador and Guatemala is an effort to improve migration governance and facilitate regular migration alternatives between the two countries. Thanks to IOM, border cards are boosting the local economy while also facilitating family reunification, allowing Mariella to introduce her newborn daughter to her family.

*"The card will allow us to cross the border and reunite with our family. My daughter will be able to be with her loved ones without any problems. We can embrace our loved ones in El Salvador whenever we want,"* says Mariella.



## SPOTLIGHT

## MIGRATION HEALTH











Migrants play a crucial role in social and economic development, yet they often encounter health vulnerabilities during the migration process and encounter barriers to accessing essential services. Simultaneously, health systems face challenges in responding to an increasingly complex world marked by conflict, climate shocks, and economic fluctuations, resulting in unprecedented levels of migration and displacement.

**To advance Objective 1**, IOM will address the urgent needs of crisis-affected communities by scaling up services that include integrated health promotion, mobile teams and continuity of care for maternal and child health, malnutrition, sexual and reproductive health, vaccinations and outbreak prevention. In 2024, IOM will support 6 million consultations in crisis settings across 50 countries and ensure continuity of care for 200,000 refugees in resettlement. IOM will use public health analysis of mobility dynamics to contribute to global health security initiatives, aligning these efforts with national surveillance and laboratory systems, emergency management, and workforce development.

**To accomplish Objective 2**, IOM will support durable solutions for displaced persons through health for migrants and host communities, enhancing the capacity of local systems, and implementing community-based surveillance for disease prevention and control. Infrastructure support and rehabilitation will be provided to 400 health facilities in 2024, with an emphasis on climate resilience and environmental sustainability in areas of return, resettlement, or integration.

**In pursuit of Objective 3**, IOM will advocate for inclusive health policies for regular migration, leveraging coordination expertise, reinforcing multi-stakeholder and cross-border dialogue, enhancing migration governance, engaging with diaspora, and promoting public-private partnerships. Priorities include universal health coverage, breaking access barriers, and strengthening health systems with an emphasis on community-based approaches. IOM remains dedicated to providing and enhancing national health systems for inclusive screenings and services throughout the migration journey, with refugee resettlement and immigrant health assessments expected to reach 1 million in 2024.

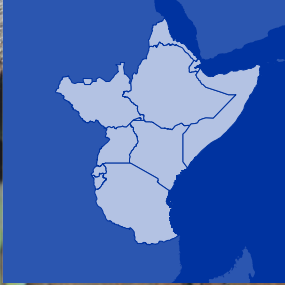
### Migration Health: 2022 in Numbers

<b>SUPPORTED</b>  <b>852</b> Health Facilities	 <b>382.8M</b> USD Invested	 <b>3.2M</b> People Vaccinated	 <b>26K</b> Health Workers Trained*
 <b>61</b> Laboratories	 <b>126</b> Countries	 <b>1.4M</b> People Assisted with MHPSS**	 <b>904K</b> Migration Health Assessments
 <b>432</b> Mobile Medical Teams*	 <b>1,836</b> Health Staff working across	<b>8.2M</b> People Reached with Health Promotion	<b>5.6M</b> Primary Health-Care Consultations*
 <b>244</b> Projects			

\* In crisis contexts \*\* Mental Health and Psychosocial Support







IOM provided multi-sectoral assistance to drought- and flood-affected people in Ethiopia. © IOM 2023

## EAST AFRICA AND THE HORN OF AFRICA

Migration has brought about remarkable positive contributions to the region, including the transfer of skills, knowledge and remittances, and the creation of diverse and vibrant communities. However, the migratory landscape is one of continuously shifting challenges, dynamics, and needs.

Drivers such as unresolved conflicts, drought and socioeconomic difficulties fuel high levels of internal displacement and cross-border movements, and exacerbate risks, vulnerabilities and inequalities. The humanitarian crisis unfolding in Sudan has impacted the stability of the whole region, pushing millions of Sudanese and third-country nationals to flee within and outside the country. While needs have increased in recent years, traditional funding sources have become scarcer and their requirements more stringent. Declining assistance could lead to heightened protection risks and vulnerabilities; push migrants to continue unsafe journeys or return spontaneously along dangerous migration routes; and aggravate tensions with host communities, potentially leading to stigma, discrimination and xenophobia. Communities affected by climate change may be forced to search for humanitarian protection and assistance or alternative livelihoods, and competition over scarce resources may exacerbate tensions and give rise to localized conflicts. More can be achieved through the collaboration of humanitarian and development actors with the participation of affected populations. There has been growing collaboration and exchange between stakeholders to promote migrant protection, strengthen response mechanisms, facilitate cross-border collaboration and dialogue on labour migration governance and regional integration, and advance a common position on human mobility in the context of climate change.

**To achieve Objective 1,** IOM will support crisis preparedness and continue to deliver rapid, effective, accountable and diversity-sensitive responses. IOM will support States and regional economic communities (RECs) to save and protect lives in complex emergencies and disasters. In response to the continual re-emergence of epidemics, pandemics, zoonotic diseases and other public health threats, IOM will enhance its support to States in the areas of health resilience and outbreak preparedness, surveillance, detection and response.

**To achieve Objective 2,** IOM will increase efforts to address drivers of displacement, especially through durable solutions and fostering peaceful coexistence and sustainable development. IOM will support RECs and countries to address and mitigate climate displacement by bolstering disaster preparedness and risk reduction interventions. IOM will focus on expanding the evidence base through research on migration trends; support legislators and decision makers on policy and planning; and operationalize recommendations contained in the Kampala Declaration on Climate Change and Migration.

**To achieve Objective 3,** IOM will support regional integration as a means of creating regular pathways. To facilitate mobility, IOM will enhance its immigration and border management support to States and RECs, particularly through support for the streamlining of processes and institutional capacity to manage borders effectively and efficiently.



IOM aims to expand its work in the field of identity management, including through digital registration and identification as a means of facilitating pathways for regular migration, enhancing border management and migrants' access to services. IOM will empower migrants and the diaspora as agents of transformative and inclusive economic growth, including supporting the temporary return of qualified nationals with a view to filling critical skills gaps in host nations' economies. IOM will advocate for equal rights under the law in employment and mobility; combat discriminatory migration practices; respond to gender-based or related determinants of access to social services; and ensure diversity and inclusiveness. To support States in their efforts to address increasingly entrenched transnational organized crime, IOM will continue its counter-smuggling and counter-trafficking programming. These efforts will address the issues of unregulated cross-border movements, insufficient information-sharing among border institutions, and inadequate institutional capacities to monitor the movement of people and use data effectively. Finally, IOM will promote sustainable reintegration approaches and support governments towards progressively taking ownership of the return and reintegration process, especially through area-based community development approaches to reintegration.



**USD 831,025,262**  
TOTAL FUNDING REQUIRED IN 2024

### Funding Breakdown by Objectives

Objective 1 ■ USD 440.77M

Objective 2 ■ USD 237.24M

Objective 3 ■ USD 153.01M

### Beneficiary Breakdown

Internally displaced persons ■ 13.43M

Local population / community ■ 6.98M

International migrants | 0.43M

Internal migrants | 0.21M

Refugees | 0.12M

Others | 50,050

Entities | 5,024

### Top 5 Missions in Need

Burundi ■ USD 62.70M

Djibouti ■ USD 14.00M

Rwanda ■ USD 11.50M

Tanzania ■ USD 9.50M

Kenya ■ USD 21.97M

#### IMPACT STORY



Nora is training apprentices in her sewing workshop. She had the opportunity to start an income-generating business as part as the reintegration support offered by IOM.  
© IOM 2022/Laëtitia Romain

#### In Burundi, IOM is Giving Survivors of Trafficking Another Chance to Realize their Dreams

Nora,\* a survivor of human trafficking, now empowers others through her sewing workshop

in Burundi. Initially employed in Saudi Arabia, Nora endured exploitative conditions, leading to illness and abuse. After her repatriation, IOM provided vital support, offering counselling and supporting Nora as she developed her business plan.

Nora underwent training and launched her own tailoring shop. An NGO recognized her work, inviting her to coach young apprentices. Grateful for her newfound stability, Nora advises caution to those considering overseas work: "When I hear that people are thinking of going abroad to look for work, I advise them to think carefully and inform themselves about working conditions and employer."

\*The name has been changed to protect the identity of the person.



## YOUTH

Ensuring meaningful engagement with youth is a top priority for IOM, involving collaboration with youth stakeholders, youth-led organizations and youth networks. IOM is actively participating in the United Nations' system-wide initiative to implement the Youth 2030: UN Youth Strategy. The primary focus for IOM's youth engagement includes strengthening youth capacities on human mobility, building partnerships with youth, and implementing programmes designed with and for youth.

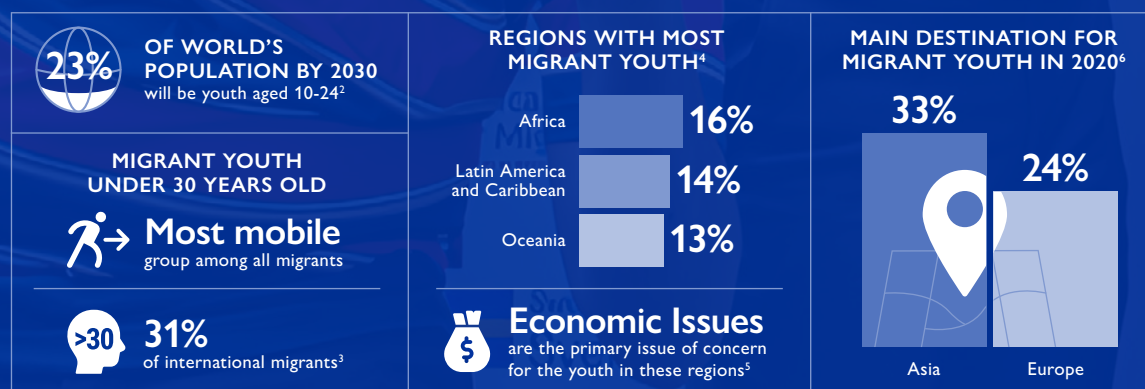
**To achieve Objective 1**, IOM will provide support by delivering protection services to vulnerable children and youth. This involves ensuring that young migrants, irrespective of their migration status, have access to affordable and quality health care, including mental health services. Additionally, IOM aims to enhance accountability to affected populations, amplify youth participation and drive impactful programming. This will be achieved by mapping voluntary youth networks and groups, fostering participatory planning, and ensuring continuous project development and monitoring with the active inclusion of youth.

**To advance Objective 2**, IOM will contribute to the integration of disaster risk reduction and climate change adaptation in school curricula and vocational training. The organization will also support the representation of diaspora youth leaders on global platforms, such as the Global Diaspora Policy Alliance.

**For Objective 3**, IOM will assist States and other stakeholders in addressing key challenges faced by youth in the context of migration. This includes supporting them to strengthen and develop youth-friendly legal frameworks and regular pathways. IOM is committed to providing information on safe migration pathways and skills training opportunities to support youth.

IOM remains committed to enhancing meaningful youth engagement both in United Nations and other discussions and conferences in 2024, including Summit of the Future, Migration Youth Forum, ECOSOC Youth Forum, Global Compact for Migration Regional and National Reviews, the General Assembly, and the Global Forum on Migration and Development.

### Migrant Youth Trends



<sup>1</sup> Youth | United Nations.

<sup>2</sup> UN DESA, 2020.

<sup>3</sup> Child and young migrants data (migrationdataportal.org).

<sup>4</sup> <https://arabbarometer.org/survey-data/data-analysis-tool/>, Latinobarómetro public opinion survey.

<sup>5</sup> KNOMAD Working Paper 41-Youth Migration-March 2022.pdf.







A child awaits a flight for relocation from Greece to another European Union Member State with IOM assistance.  
© IOM 2020

## EUROPEAN ECONOMIC AREA

The European Economic Area, the European Union and NATO\* is a dynamic region that has seen increased arrivals of migrants and refugees from Africa and Asia via the Mediterranean routes. Irregular migration continues to exacerbate protection risks for migrants and challenge national migration and border management policies.

The European Union currently hosts 4 million temporary protection holders from Ukraine and will continue to assist them in 2024. The year 2024 will be marked by the final adoption of the European Union Migration and Asylum Pact and a focus on implementing the new rules. The mid-term review of the European Union Multiannual Financial Framework 2021–2027 will have a significant impact on the Union and its Member States' ability to address mobility and migration issues, as well as on IOM's programming capacities.

**To achieve Objective 1**, IOM will continue its multisectoral support for people who fled from the war in Ukraine. This will include strengthening health systems and access to health care (for example in Romania and Poland), including mental health and psychosocial support; shelter solutions, including dedicated accommodation, emergency shelter and rental assistance; and assistance to new arrivals. At borders, IOM will support humanitarian border management (for example in Ireland and Spain), promote basic rights, organize transfers to cities and referrals of vulnerable cases. Through its DTM, IOM will continue to monitor mobility dynamics, including returns to Ukraine from neighbouring countries. IOM will also work in research partnerships to understand better the needs and vulnerabilities of those affected by the war and to drive evidence-based, people-centred responses.

IOM will continue to provide humanitarian protection and assistance to migrants rescued at sea, as it does in Cyprus, and will continue to protect children on the move. Direct assistance and transfer to reception facilities will be provided to migrants arriving in first-line countries like Italy. In 2024, IOM's child protection programming will include information and counselling, support for legal guardians and NGOs for alternative care and transfer to semi-independent living, and school and extracurricular activities.

**To achieve Objective 2**, IOM will favour work with local actors to strengthen integration of displaced people, for example through networks of community leaders and migrant information centres that offer language courses, psychosocial assistance, and educational and social activities. IOM will support the relocation of applicants and beneficiaries of international protection from Cyprus, Greece and other first-line countries to European relocation countries, and socioeconomic inclusion through language training, career counselling, information and cash-based assistance.

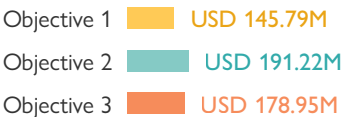
**To achieve Objective 3**, IOM will provide full support for safe, dignified return and sustainable reintegration in over 20 European Economic Area countries, including counselling, psychosocial support and capacity-building for government and non-government stakeholders working with migrants. For example, in Germany

\* Hereafter referred to as the European Economic Area (EEA).

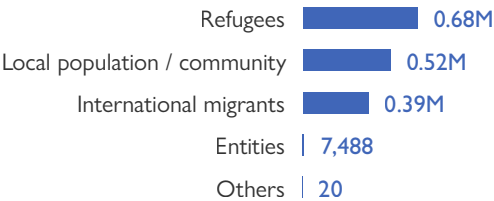
IOM will train return counsellors on children’s rights and run a training hub on return and reintegration. IOM will support European countries in developing their migration strategies and strengthening reception systems, and to combat trafficking in persons and migrant exploitation and abuse. IOM will support the development of mobility pathways and promote ethical recruitment. IOM will also provide technical support for strengthening laws and policies for migration, mobility and labour inspection. To encourage integration, IOM will support migrants to develop their language abilities and vocational skills and to enter the labour market. IOM will support governments, employment agencies and the private sector to build labour pathways in Belgium and Spain, and support newly arrived migrants and refugees and skilled youth into employment in Norway. In Germany, IOM will support a holistic coordination mechanism model with Iraq and Pakistan that will research labour gaps, provide information, and collaborate with localities of outward migration on certification and language training. In Italy, IOM will organize awareness-raising for community stakeholders on the need for regular pathways. IOM will support family reunification with pre-departure support, movement assistance, visa and other procedures, and vulnerability screening. Finally, IOM will provide comprehensive support for complementary pathways in at least 16 European Economic Area countries.



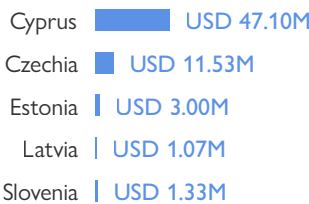
Funding Breakdown by Objectives



Beneficiary Breakdown



Top 5 Missions in Need



IMPACT STORY



The DT4E project empowers entrepreneurs like Mike and his “Good Humans” product design firm to harness positive change in their workplace and societies. © IOM

Unlocking Potential: Displaced Talent for Europe and the Pursuit of Sustainable Development

The IOM’s Displaced Talent for Europe (DT4E) initiative is transforming the lives of displaced

individuals like Yassine, a Palestinian nurse. The initiative connects skilled displaced individuals from Jordan and Lebanon with job opportunities in Belgium, Ireland, Portugal, and the United Kingdom, addressing both the skills gap in Europe and the untapped potential of displaced talents. Yassine’s journey, facilitated by DT4E, highlights the initiative’s impact in providing labour migration opportunities, contributing to the welfare of societies, and fostering dignity and independence. Entrepreneurs like Mike, a London-based graphic designer, also participate, emphasizing the positive influence on both refugees and businesses. The project’s success lies in its ability to rebuild identities, foster social networks and integrate displaced individuals into new communities, aligning with SDG 8: Decent Work and Economic Growth.



SPOTLIGHT

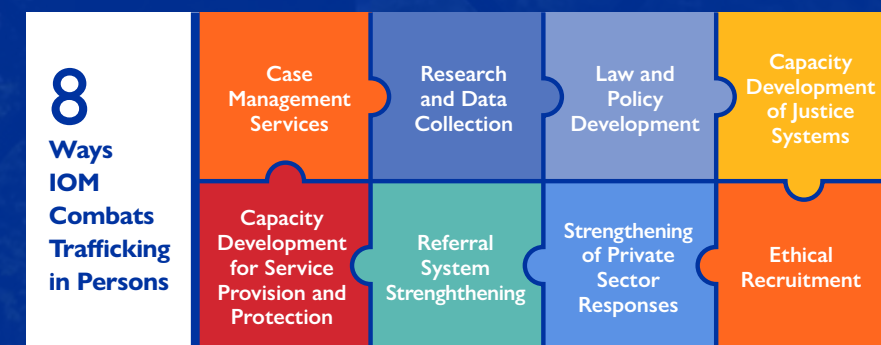
# COUNTER-TRAFFICKING

Trafficking in persons is a crime and a grave human rights violation affecting people of all ages, genders and nationalities in peacetime and during crises. With over a quarter century of thematic experience, IOM is a global leader in counter-trafficking and has directly assisted over 100,000 trafficked persons. IOM works in partnership with governments, the United Nations, international and non-governmental organizations, the private sector and human rights, peace and development actors across humanitarian and development settings, on the prevention of trafficking, the enhancement of systems and capacities to prosecute traffickers, and the protection of victims.

Over the next four years, IOM will continue to consolidate its counter-trafficking work around eight core evidence-based intervention models, while contributing to the achievement of SDG Targets 5.2, 8.7, 10.7 and 16.2, as well as Global Compact for Migration Objectives 1, 6 and 10, along with the organization’s own three Strategic Objectives.

IOM will redouble its advocacy efforts to promote the safety, dignity and protection of people on the move, including during crises, and to ensure that migration is a choice that benefits the individual and their families, communities and societies. To this end, in 2024 IOM is co-leading and setting the agenda of several major multilateral counter-trafficking platforms, including the [Inter-Agency Coordination Group against Trafficking in Persons \(ICAT\)](#), the [Global Protection Cluster’s Anti-Trafficking Task Team](#), and [Alliance 8.7 Migration Action Group](#), among others. Its priorities include encouraging the systematic integration of counter-trafficking in humanitarian and climate change responses, as well as fostering multidisciplinary partnerships to advance knowledge, action and innovation.

## A Comprehensive Approach







Members of the Moroccan diaspora supported by IOM to carry out an agroecology project benefiting the community of origin. © IOM 2023

## MIDDLE EAST AND NORTH AFRICA

The Middle East and North Africa region has some of the world's most complex migratory flows, with migration corridors between Africa, the Middle East, Western Asia and Europe.

It also has a great diversity of States, ranging from high-income countries with the world's highest ratios of migrants in their population that attract people from all over the world, to low-income countries that are most affected by climate change, conflicts and protracted crises. Political instability and economic uncertainty have a major impact on mobility. High youth unemployment persists as a social concern, requiring urgent investment to foster job creation and skills development. Harnessing the potential of migration is therefore particularly critical in the regional context.

**To achieve Objective 1**, IOM will continue to invest in evidence-based and accountable humanitarian responses. Through its work on the DTM in Iraq, Jordan, Lebanon, Libya, Occupied Palestinian Territory, Sudan, Syria and Yemen, IOM will support governments, stakeholders and partners with the data necessary to design and implement conflict- and protection-sensitive approaches. We will support the capacity of governments to collect and utilize data, and generate comprehensive data on missing migrants and migratory incidents to inform effective coordination for humanitarian actions. IOM will also work to improve the protection response capacity of governments, stakeholders and first responders, so that vulnerable groups and affected populations are safe from violence, exploitation and abuse, and have access to specialized assistance; and will strengthen health systems in crisis settings. Finally, IOM will provide comprehensive capacity development

support to enable governments to manage borders and immigration procedures efficiently in crisis situations, and will provide the life-saving equipment needed to perform search and rescue operations at sea and land borders, especially in Egypt, Lebanon, Libya and Tunisia.

**To achieve Objective 2**, in 2024 IOM will support governments and stakeholders to implement community-led and area-based approaches for the resolution of displacement situations, focusing on climate fragility, natural resource management, capacity-building and institutionalization of the humanitarian–development–peace nexus. In response to the complex mobility dimension of crises in the region, we will implement flexible and adaptable stabilization and peacebuilding approaches. These will be aimed at resolving conflict by addressing root causes and promoting restoration of basic rights and security through functioning governance and access to services to help communities to move beyond crisis and fragility and achieve long-term stability. Disaster risk reduction and adaptation practices will be strengthened, focusing on community resilience-building, early warning, addressing root causes of protection risks and supporting recovery. IOM will build its partnerships with governments and stakeholders to facilitate data and evidence-sharing in a timely and disaggregated manner, including data on disaster displacement, to support durable solutions. IOM will also advocate for the housing, land and property rights of the displaced.



To achieve **Objective 3**, IOM will promote regular pathways by utilizing data, analytic tools and programmatic support, including skills mobility partnerships for green transition and the development of a regional training programme on controlled environment agriculture. IOM will provide data and programmatic support to countries of destination to promote migrant-inclusive health sector adaptation and urban resilience planning. IOM will also facilitate rights-based return, readmission and sustainable reintegration, and support governments to implement enhanced policies and operational tools for regular pathways, rights-based border management and immigration procedures. In line with the Health Border and Mobility Management framework, IOM will support partners to utilize enhanced infrastructure and equipment at key international borders along the Mediterranean. IOM will build the capacities of governments and stakeholders to identify and respond to the protection risks and needs of vulnerable migrants, including victims of trafficking; explore alternatives to migrant detention, including regularization; give access to legal identity at key border crossing points; and promote ethical recruitment. Finally, IOM will continue to advocate for migrants' access to social protection schemes including in health care, through legal identity and cash-based interventions that facilitate long-term solutions, as well as access to justice and remedy.



**USD 1,432,275,165**  
TOTAL FUNDING REQUIRED IN 2024

### Funding Breakdown by Objectives

Objective 1	USD 710.95M
Objective 2	USD 528.70M
Objective 3	USD 192.63M

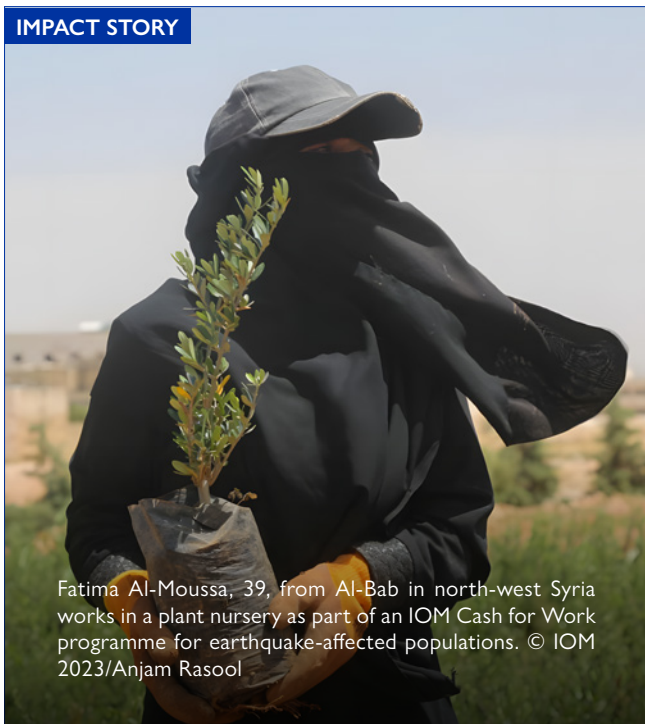
### Beneficiary Breakdown

Local population / community	33.24M
Internally displaced persons	19.15M
Refugees	3.01M
International migrants	2.85M
Internal migrants	0.18M
Entities	2,668

### Top 5 Missions in Need

Algeria	USD 46.68M
Egypt	USD 22.50M
Lebanon	USD 74.25M
Sudan	USD 224.13M
Yemen	USD 164.40M

#### IMPACT STORY



Fatima Al-Moussa, 39, from Al-Bab in north-west Syria works in a plant nursery as part of an IOM Cash for Work programme for earthquake-affected populations. © IOM 2023/Anjam Rasool

### Access to Income Brings Hope for Earthquake-Affected Communities in Syria

Fatima Al-Moussa, a displaced woman in north-west Syria, is part of the Cash for Work program, aiding recovery from the February 2023 earthquakes. Supported by the German Federal Foreign Office and implemented by IOM, the initiative offers temporary jobs to 500 displaced people, engaging them in rehabilitating public assets. Fatima, the sole provider for her family, fled Aleppo in 2018. The earthquake worsened their living conditions, and the program provides income for basic needs and imparts new skills for future employment. In north-west Syria, where 53,000 families were newly displaced due to earthquakes, the initiative addresses the intensified hardships caused by the ongoing conflict, benefitting affected communities in their recovery process.



A man and his family travelling on foot as a result of the Venezuelan crisis receive information and assistance on the road from IOM staff in Tulcán, Ecuador. IOM's first response to this population involves a needs assessment, DTM, delivery of NFI kits as well as orientation.  
© IOM 2022/Ramiro Aguilar Villamarín

## SOUTH AMERICA

South America is a region of emigration and high intraregional mobility, with 79 per cent of migrant stock coming from within the region (UN DESA, 2020; R4V, 2023). While Venezuelans are the largest group, migration flows are dynamic and continue to diversify, incorporating other nationalities from the region and beyond.

The region is affected by new internal displacements – 2.6 million in 2022 – caused largely by disasters and conflict. Colombia hosts the world's third-largest IDP population (IDMC, 2023). While most international migration takes place through regular channels, movements of highly vulnerable migrants have been increasing drastically and are expected to continue to rise considerably in 2024, highlighting the need for regional, comprehensive and data-driven solutions to enhance their protection.

IOM's regional approach involves South–South collaboration and coordination, regional integration and incorporation of migration issues into broader regional and global frameworks. IOM participates in and supports various processes to achieve these aims, including the South American Conference on Migration, the Network of Ibero-American Migration Authorities, the Specialized Migratory Forum of MERCOSUR, the Quito Process and the Los Angeles Declaration on Migration and Protection.

**To achieve Objective 1**, IOM co-leads the regional Venezuela response together with UNHCR, organized under the Regional Inter-agency Coordination Platform for Refugees and Migrants from Venezuela (R4V), which in 2024 is comprised of 248 partners in the [Regional Refugee and Migrant Response Plan](#) (RMRP). R4V provides live-saving assistance and protection of individuals on the move, for example through shelter solutions in partnership

with private sector actors, such as AirBnB in Chile, Ecuador and Peru, and through cash-based initiatives or in-kind modalities for the most vulnerable. To address high levels of humanitarian need, IOM seeks to provide multi-sectoral assistance and protection through a network of accommodation centres, mobile assistance points and temporary shelters for people with special protection needs, mainly focusing on victims of human trafficking and survivors of gender-based violence. IOM's activities will be concentrated in border states and provided along the migratory route, and in host and transit communities. In Colombia, in addition to assistance to Venezuelan migrants and refugees, IOM will continue to work with national and local authorities and communities to provide multi-sectoral support and comprehensive protection services for IDPs and vulnerable communities resulting from conflict or natural hazards, as well as victims of human trafficking.

**To achieve Objective 2**, IOM – through the R4V platform – will collaborate with governments to seek durable solutions to displacement and to build the capacity of authorities at local and national level, the private sector, financial institutions and civil society entities to empower communities in the areas of preparedness, effective responses, recovery, stabilization and social cohesion. In contexts of internal displacement (Colombia and Venezuela), IOM will work with communities and local actors



to strengthen resilience and stabilize communities, contributing to durable solutions and, in Colombia, peacebuilding goals. DTM data will provide an evidence base to inform IOM's efforts and will be shared with key stakeholders to inform decision- and policymaking.

**To achieve Objective 3**, IOM will continue to play a pivotal role in the design and implementation of national migratory regularization programmes for Venezuelan nationals through the R4V and RMRP, by promoting regular and safe migration options, assisting with documentation and advocating for policy enhancement in many countries in the region. In 2024, IOM will continue supporting the development of a regional system to facilitate safe, orderly and regular migration in South America. This will lead to increased identification of and specialized protection for migrants in particularly vulnerable situations, and inclusive and human rights-based approaches guaranteeing the availability and accessibility of basic social services, including mental health and psychosocial support services. Building on shared good practices and innovation, IOM will augment governments' capacities to develop scalable solutions driven by data for action, for example through such as IOM's DTM and through use of Wi-Fi analytics. IOM will also identify and raise awareness protection risks along migration corridors and facilitate monitoring of entry processes, for example through the Safe Mobility Offices in Colombia and Ecuador.



**USD 827,766,755**  
TOTAL FUNDING REQUIRED IN 2024

### Funding Breakdown by Objectives

Objective 1 ■ USD 437.43M

Objective 2 ■ USD 250.40M

Objective 3 ■ USD 139.94M

### Beneficiary Breakdown

International migrants\* ■ 4.07M

Internally displaced persons ■ 1.89M

Local population / community ■ 0.64M

Internal migrants ■ 0.40M

Entities | 9,878

Others | 1,240

### Top 5 Missions in Need

Bolivia (Plurinational State of) ■ USD 7.79M

Venezuela (Bolivarian Republic of) ■ USD 42.48M

Argentina ■ USD 14.81M

Paraguay ■ USD 3.10M

Uruguay ■ USD 2.05M

\* These figures represent the sum of Venezuelan migrants, refugees and asylum-seekers that may be assisted by IOM missions across the region. For more information on the number of migrants, recognized refugees and on pending asylum applications in the region, please visit the Key Figures page at [r4v.info](https://www.r4v.info).

#### IMPACT STORY



A Venezuelan girl surrounded by suitcases waiting for migration procedures in Pacaraima, Brazil. © IOM/Gema Cortes

### Operation Welcome Gives Venezuelans a Fresh Start in Northern Brazil

Thousands of people have crossed the border of Venezuela to build a better life in Brazil. IOM's Operation Welcome is helping people with migration procedures at the border, providing accommodation and basic necessities, and facilitating relocation to other parts of the country where they have greater access to economic opportunities and integration.

*"We have already helped tens of thousands of Venezuelans to rebuild their lives, with dignity, in Brazil,"* says Priscila Leite, IOM field coordinator in Pacaraima.



Ukrainian nationals who have now settled in Bucharest, Romania attend a Romanian-language class organized by IOM. © IOM 2023/Alexandra Apețean

## SOUTH-EASTERN EUROPE, EASTERN EUROPE AND CENTRAL ASIA

The region features diverse economic, environmental, demographic, political, social and migratory contexts and trends. Notwithstanding, subregional migration dynamics connect the region and are characterized by similar challenges and opportunities.

These include demographic shifts, skills and labour gaps, environmental issues and climate change, emergencies, ongoing and protracted conflicts, irregular migration, human trafficking, unaccompanied and separated children, stranded migrants, inadequate access to health care, and return and reintegration. Opportunities exist for leveraging the potential of migration for well-being and development, including mainstreaming migration and development policies, labour mobility, diaspora engagement, the use of remittances for sustainable development, facilitating cross-border mobility through optimized border management and visa policies, and green investment.

In 2024, IOM will provide national stakeholders with the evidence base to capitalize on migration for sustainable development and address migration-related opportunities and challenges, and will capitalize on existing regional forums to foster cooperation among migration actors. IOM will also organize a regional consultative process to replicate the Kampala Ministerial Declaration on Migration, Environment and Climate Change, support its Member States to mainstream human mobility into National Adaptation Plans, and develop capacities to access climate finance to address human mobility-related opportunities and challenges.

**To achieve Objective 1**, in line with the IOM crisis response plans (CRPs) developed for Armenia; Bosnia and Herzegovina; Türkiye (including as part of the

regional Syria response); Ukraine; and the Afghanistan response in Central Asia, IOM will respond to humanitarian needs and maintain preparedness and response capacities in anticipation of emerging crises. IOM will work with partners to address the specific protection concerns of migrants, displaced populations and affected communities to ensure that their rights are respected and upheld and they can live in safety and dignity. IOM will enhance protection programming and emergency preparedness capacities, support the development of resilient health systems, and provide direct health and protection assistance to crisis-affected and displaced populations. Expanding upon the DTM methodological approaches and infrastructure, IOM will produce timely and relevant data and analysis to enable a data-driven response to the displacement situations in the Mediterranean, Türkiye and Ukraine.

**To achieve Objective 2**, IOM will continue building on a dynamic regional portfolio to support the resolution of displacement by leveraging existing expertise in early recovery, social cohesion, livelihoods and peacebuilding, prevention of violent extremism and disaster risk reduction. This programming will contribute to the prevention of further displacement and will support communities on their path to sustainable development. IOM will foster public narratives, decision-making and responses to displacement that are well-informed and balanced, with a focus on durable solutions in locations where



IDPs, returnees and vulnerable populations reside. IOM will capitalize on its data collection infrastructure and support the Periodic Global Report on the State of Solutions to Internal Displacement (PROGRESS).

**To achieve Objective 3**, IOM will support the implementation, follow-up and review of migration-related policies, frameworks and mechanisms that promote regular migration pathways and that leverage regular migration for sustainable development. IOM will promote the creation of new evidence-based, people-centred, inclusive and gender-responsive pathways, including comprehensive and flexible labour mobility schemes, and support the expansion of existing ones. The global expansion of the Document Examination Support Centre (DESC) Data Network, which measures irregular migration trends and suggests pilot projects to promote regular work-oriented pathways of a seasonal nature, will support these aims, as will IOM's efforts to support the development of visa regimes that facilitate and manage circular mobility. IOM will work with migrants, communities and States to leverage and maximize migrants' contributions and enhance migrant well-being through policy, dialogue and advocacy; diaspora engagement; prevention of violence, exploitation and abuse; combating trafficking in persons; promoting social cohesion; supporting rights-based return, readmission and sustainable reintegration; and improving access of migrants and host communities to effective health care and social protection.



**USD 941,082,948**  
TOTAL FUNDING REQUIRED IN 2024

### Funding Breakdown by Objectives

Objective 1	USD 271.84M
Objective 2	USD 459.72M
Objective 3	USD 209.53M

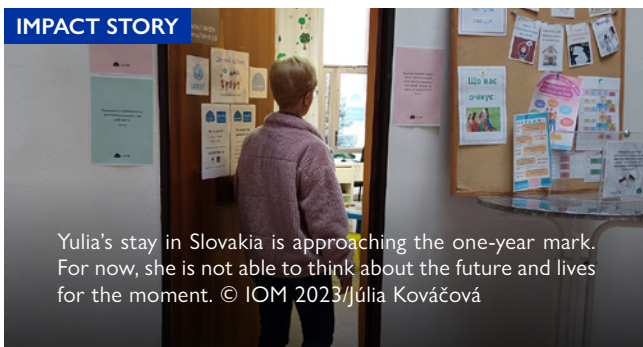
### Beneficiary Breakdown

Local population / community	1.75M
Internally displaced persons	1.15M
Refugees	0.87M
International migrants	0.73M
Others	38,767
Entities	8,567
Internal migrants	4,720

### Top 5 Missions in Need

Armenia	USD 13.53M
Azerbaijan	USD 4.47M
Kyrgyzstan	USD 4.21M
Uzbekistan	USD 4.20M
Turkmenistan	USD 2.05M

#### IMPACT STORY



Yulia's stay in Slovakia is approaching the one-year mark. For now, she is not able to think about the future and lives for the moment. © IOM 2023/Júlia Kováčová

#### Living in the Moment: Ukrainians Find Hope in Slovakia

Before the eruption of full-scale war in Ukraine, Yulia used to teach English and worked as an assistant at Kyiv University. She wanted to finish her master's

degree in psychology with her eye set on criminology until the war put an end to her plans. After fleeing to Slovakia to reunite with family, found refuge at a Humanitarian Centre hosting over 900 Ukrainian refugees with temporary protection status.

IOM assists them with information, including legal and labour counselling, protection and capacity-building services. IOM regularly organizes community activities and Slovak language courses, and distributes emergency relief items such as blankets, clothes, footwear, and kitchen and hygiene kits to Ukrainians like Yulia who are staying at the Centre.

*"I decided to live in the present and just be happy here,"* says Yulia.



Francisca is describing the difficulties she encounters when gathering firewood for cooking. © IOM 2023/Amanda Nero

## SOUTHERN AFRICA

With an estimated population of 363.2 million people, Southern Africa hosts 7.6 million international migrants residing or transiting in the region's economic pillars and politically stable countries. Migration in Southern Africa is mixed in nature, driven by complex factors, and traverses multiple intra/interregional routes.

Southern Africa's regional integration agenda has unique potential to shape migration dynamics. Conflicts and natural hazards continue to displace populations in the region, with nearly 7 million internally displaced in the Democratic Republic of the Congo alone as of late 2023.

**To achieve Objective 1**, in 2024 IOM will respond to the critical needs of conflict and disaster-affected populations by providing multisectoral lifesaving protection and assistance, including CCCM, health, MHPSS, protection, shelter and NFIs, and WASH. As global co-lead of the CCCM cluster, IOM will coordinate the provision of assistance and protection to IDPs and support other humanitarian clusters, including in the Democratic Republic of the Congo, Madagascar, Mozambique and Zimbabwe. IOM will enhance the capacity of local authorities and communities to prevent, detect and respond to disease outbreaks along borders and areas of high mobility, considering climatic changes and cross-border epidemics observed in 2023.

**To achieve Objective 2**, IOM will support displaced persons and affected communities to attain durable solutions by creating conditions for resilience, socioeconomic development and peaceful coexistence through integrated responses addressing drivers of displacement. In 2024, IOM aims to support RECs and countries to avert and mitigate climate displacement by scaling up disaster preparedness, response and risk reduction interventions. IOM

will assist authorities and communities to integrate mobility dimensions into adaptation policies and operationalize recommendations in the Kampala Declaration on Climate Change and Migration.

**To achieve Objective 3**, IOM will support expansion of regular pathways that can effectively address the protection gaps confronting migrants and offer solutions to irregular migration. In 2024, IOM will strengthen labour migration governance by investing in responsive policies and programmes to help governments develop and implement rights-based and inclusive labour migration policies. IOM will offer governments practical tools for integrating skills development and ethical recruitment in labour migration arrangements and employment services, augmenting current progress on government-led labour mobility facilitation. The organization will strengthen the capacities of governments and national human rights institutions to mainstream human rights principles in migration management. IOM will foster migrant access to health care through fortifying national and community health systems and regional partnerships on Universal Health Coverage, including sexual, reproductive and occupational health. IOM will continue to foster regional cooperation on protecting the human rights of migrants by providing technical assistance, building robust evidence on migration routes, addressing transnational organized crime, and convening regional, interregional and continental dialogues on mixed migrants.



Recognizing identity management and border governance as critical preconditions for regular pathways, IOM will assess and improve migrants' legal identity situations and ability to comply with current immigration requirements, as well as governments' immigration policy, process, equipment and personnel. IOM will provide legal identity master classes across the region and advocate for migrant identity solutions, such as through document issuance and registration initiatives.

Implementation of pan-African free movement policy instruments is critical to facilitating regular pathways. Therefore, IOM will collaborate with the Southern African Development Community (SADC) Secretariat in addressing impediments to regional mobility, particularly delayed ratification of free movement treaties and right of residence provisions, limited mutual skills recognition arrangements and lack of portability of social security benefits. In collaboration with the Common Market for Eastern and Southern Africa (COMESA) Secretariat, IOM will facilitate dialogue, including with the private sector, to address the barriers hindering labour mobility. IOM will advocate for consideration of regular pathways as a regional priority – leveraging the planned development of the 2025–2030 SADC Labour Migration Action Plan and positioning of the SADC Parliamentary Forum on the adoption of coherent and inclusive approaches to migration governance by States.



**USD 469,275,572**  
TOTAL FUNDING REQUIRED IN 2024

### Funding Breakdown by Objectives

Objective 1	USD 224.21M
Objective 2	USD 152.03M
Objective 3	USD 93.03M

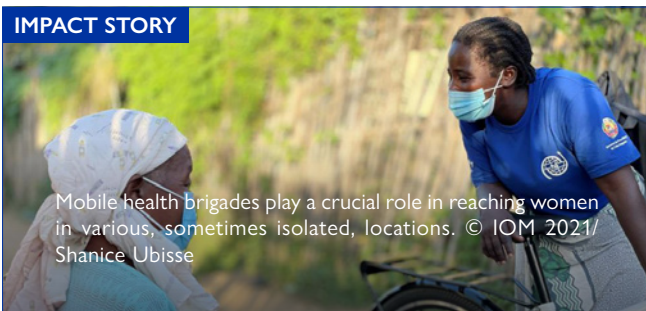
### Beneficiary Breakdown

Internally displaced persons	2.69M
Local population / community	2.27M
Internal migrants	0.26M
International migrants	0.25M
Refugees	0.19M
Others	0.10M
Entities	10,983

### Top 5 Missions in Need

South Africa	USD 25.00M
Angola	USD 0.95M
Mozambique	USD 151.73M
Democratic Republic of the Congo	USD 213.80M
Mauritius	USD 0.87M

#### IMPACT STORY



Mobile health brigades play a crucial role in reaching women in various, sometimes isolated, locations. © IOM 2021/ Shanice Ubissee

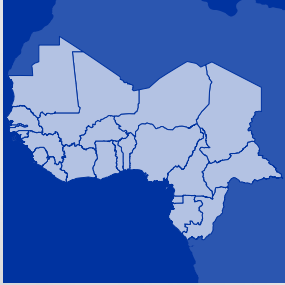
#### Breaking the Cycle of Gender-Based Violence in Mozambique

In Mozambique, internally displaced individuals, migrants, and refugees grapple with challenging circumstances and the aftermath of traumatic experiences. These individuals have endured or witnessed violence, losing loved ones, social networks, and possessions in the process.

In 2023, collaboration between IOM Mozambique, partners, and communities reached over 70,000 individuals by facilitating access to mental health and psychosocial support services.

Mozambique finds itself amid a scarcity of mental health resources. Here, the plight of people in need is further compounded by the shortage of professionals, medications, and proper infrastructure. In northern Mozambique, conflict and disasters exacerbate mental health challenges for displaced individuals.

IOM, working with local communities and partners, actively engages in fostering healing and well-being through socio-relational activities. By providing access to mental health and psychosocial support services, IOM empowers displaced individuals to rebuild resilience and forge connections with host communities.



Dedicated social workers engage children in a variety of recreational activities at a centre for trafficked persons, fostering a nurturing environment. © IOM 2023/Alexander Bee

## WEST AND CENTRAL AFRICA

Migration in West and Central Africa is mostly intraregional. As of 2022, there were 9.8 million migrants in the region, most travelling for economic reasons. In the Sahel, where temperatures are rising 1.5 times faster than the global average and rainfall is becoming more unpredictable, the impact on coastal States is becoming more visible, with an increase in cross-border movements. IOM efforts will be essential in humanitarian assistance, as well as resilience and peace programming.

In 2024, IOM will continue to work through whole-of-government and whole-of-society approaches at community, national, regional and international levels to achieve its mandate. Looking ahead to the regional Global Compact for Migration reviews, the UN Regional Migration Network will facilitate collaboration among 9 Global Compact champion countries and 16 country networks. IOM will also strengthen research efforts by assessing movements at flow monitoring points with a whole-of-route interregional approach. The promotion of DTM and initiatives such as Migration Observatories will reinforce evidence-based policymaking and integration of migration data into national systems.

**To achieve Objective 1**, IOM will continue to provide relevant humanitarian assistance, particularly through shelter, non-food items, protection and gender-based violence assistance. IOM will engage in life-saving and protection-focused efforts via partnerships and technical support for coast guards and civil protection, for example in Cabo Verde, to implement standard operating procedures for search and rescue, disembarkation and incorporation of protection-sensitive agreements among relevant national entities to ensure migrant safety. In Niger, IOM will continue to sustain life-saving support for over 5,000 stranded migrants in transit centres. IOM

will assist those displaced by conflict and disasters across the region and continue its leading role in the coordination of humanitarian operations, leveraging its data leadership via tools such as DTM, and address vaccine-preventable diseases, vector-borne illnesses and infectious diseases in seven countries, emphasizing a holistic approach.

**To achieve Objective 2**, IOM will broaden its integration and support of local government leadership (particularly on gender-sensitive solutions for those in situations of protracted displacement) and extend its engagement in the Central African Republic, Chad and Nigeria, building on its commitment to the Secretary-General's Action Agenda on Internal Displacement, while also enhancing operations in Burkina Faso, Cameroon, Mali and Niger. IOM will continue its work on integrated responses to crises and fragility, prioritizing joint assessments and ensuring community participation, putting displaced people at the centre of programme design and keeping protection at the core of its action. A progressive roadmap for IOM's engagement in MHPSS; community stabilization; disarmament, demobilization, reintegration and reconciliation; and peace will also be developed. As climate change continues to impact travel routes and increase conflict for limited natural resources, IOM will continue to develop and share early alert mechanisms to pre-empt conflict associated



with human mobility and contribute to harmonized approaches to international transhumance at national and regional levels.

To achieve **Objective 3**, IOM aims to harness the capabilities of the region's youthful workforce. IOM will facilitate regular migration pathways through inter-State cooperation and the development of regional market assessments across major economic sectors, including mapping and engaging private sector actors. IOM will also introduce modules on skills mobility partnerships and bilateral labour agreements in regional capacity-building workshops to identify convergences in supply and demand of labour in ways that are beneficial to both sending and receiving countries. IOM will support governments in enhancing policies and procedures for effective migration management, for example in Chad, Mali and Togo, and to support regional bodies such as the Mano River, Liptako-Gourma and Lake Chad Basin Commissions. Moreover, IOM will facilitate enhanced movement management at borders, which will foster unified action in the fields of integrated border management, capacity-building and cross-border approaches, supporting safe voluntary return and sustainable reintegration through direct assistance to migrants and technical support to governments and other counterparts. Finally, IOM will bolster access to legal identity as a fundamental catalyst for protection and secure, regular migration.



**USD 700,523,309**  
TOTAL FUNDING REQUIRED IN 2024

### Funding Breakdown by Objectives

Objective 1	USD 272.55M
Objective 2	USD 298.37M
Objective 3	USD 129.61M

### Beneficiary Breakdown

Internally displaced persons	6.67M
Local population / community	5.35M
International migrants	0.44M
Internal migrants	0.33M
Refugees	0.15M
Others	41,741
Entities	4,829

### Top 5 Missions in Need

Mali	USD 31.76M
Central African Republic	USD 51.00M
Guinea-Bissau	USD 0.76M
Liberia	USD 4.00M
Gabon	USD 0.50M

#### IMPACT STORY



IOM staff help returnees load their belongings onto a truck in preparation for their relocation from Adré near the Chad-Sudan border to the locality of Tongori. © IOM 2023/François-Xavier Ada

#### A Path to New Beginnings for Chadians Returning from Sudan

Ache and her family were among the 80,000 Chadians who fled conflict in Sudan. Formerly successful cattle

farmers in Sudan, their peace was shattered when conflict erupted six months ago. Forced to flee, they paid to cross the border into Chad, enduring a perilous journey. IOM assisted Ache to resettle in Tongori, where transitional shelters, water points and latrines were being established.

IOM emphasizes the need for long-term solutions; however, the humanitarian response in Eastern Chad remains critically underfunded. Of the requested USD 25 million, only 6 per cent has been received, jeopardizing the ability to address the growing needs and risking a potential humanitarian catastrophe. Investments are crucial for integrating health, education, livelihoods and community-based protection for returnees and support for hosting communities.





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Cross-Cutting



## WORKFORCE

IOM's diverse and capable people are our most valued asset. Through investing in better workforce planning and people management, we will facilitate their professional development and improve their daily workplace experience. IOM will have flexible systems and procedures in place to ensure it can adapt to the future of work while ensuring the well-being of its staff. We are committed to enhancing our security posture and promoting an inclusive and supportive work environment. Our leadership will have the ability to connect, motivate and inspire a sense of our shared vision and values.



**USD 6,034,671**

TOTAL FUNDING REQUIRED IN 2024

The successful implementation of all aspects of the Strategic Plan 2024–2028 relies on IOM's committed, resilient and engaged workforce. The people working for IOM, in all locations and capacities, are the essential enablers of safe and orderly migration for the benefit of all.

To support its workforce in effectively delivering IOM's mandate, IOM must continue to invest in enhancing the full spectrum of its people management infrastructure, ranging from foundational (transactional) human resources (HR) services to key strategic HR initiatives. Inextricably linked to the Strategic Plan is IOM's People Strategy, with its focus on Building Leadership Capability, Developing a World-class Workforce and Looking After our People.

The launch of a new Enterprise Resource Planning (ERP) system in 2024 will create efficiencies in a

multitude of HR areas and contribute to the modernization of HR services worldwide. Having enhanced ERP is also a building block for the development of innovations in other crucial people management areas. For example, it will enable better workforce planning and analytics by providing reliable data on the composition of the current workforce and the ability to map the skills and competencies needed to deliver IOM's Strategic Plan. The ERP system will also facilitate the timely deployment of people with the right skills, especially in emergency contexts.

With regards to talent acquisition, from 2024 more emphasis will be placed on competitive recruitment. As many positions as possible, including senior management positions, will be filled through an open, competitive, fair and transparent recruitment process.

IOM will continue to prioritize all aspects of diversity in its workforce and put in place specific initiatives to reach its diversity goals, in line with established frameworks such as the Gender Equality Policy and the United Nations Disability Inclusion Strategy. In 2024, more resources will be allocated to the Diversity Internship Programme and to targeted outreach efforts for un- and under-represented groups. Overall, recruitment processes will be simplified and enhanced through revised policies and procedures. The ERP system will also enable better reporting and monitoring of diversity data to enhance informed decision-making.

When it comes to talent retention and staff engagement, IOM will focus on two key areas: professional development and workplace experience. Through recent surveys and internal discussions, staff have expressed their need for more opportunities for professional growth, and for clearer pathways for professional development and career advancement. In 2024, the focus will be on expanding the coaching and mentoring programmes, and ensuring that learning opportunities are adequately promoted and made accessible to all relevant staff, regardless of their location or level.

The "workplace experience" is the other crucial component that makes a difference to staff motivation, engagement and ultimately performance. IOM will continue to work on building more flexibility into its working practices. The implementation of the flexible working policy will be reviewed in 2024, with a view to adapting continuously to the "future of work". In 2024, IOM will also implement the first phase of the contractual reform project, which aims



at streamlining IOM's contractual framework and providing better conditions and job stability.

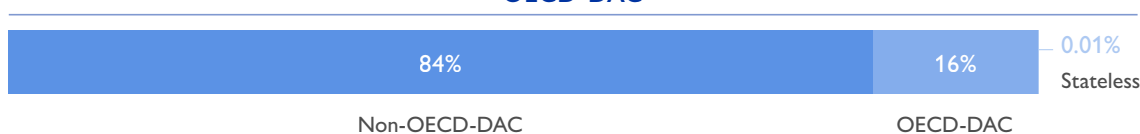
Looking after the security, safety, mental health and well-being of all personnel is paramount. The Office of Staff Security will focus on the implementation of the recommendations of the comprehensive review of the structure and functioning of the security management system within IOM. Staff welfare assistance available to IOM personnel will be enhanced from 2024, with

a focus on providing increased support to those in hardship and remote locations.

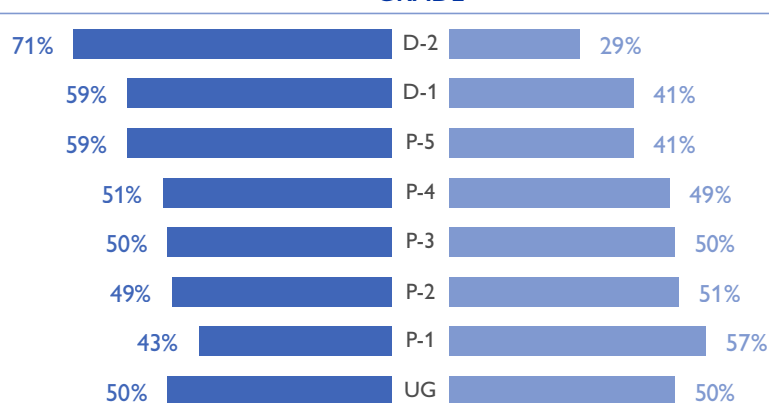
IOM will also embark on a transformation of its leadership culture and will launch a comprehensive Leadership Programme in 2024. This programme will strengthen IOM's leadership capabilities, ensuring that leaders with the right profile are selected and those already working for IOM at various levels are equipped with the skills, knowledge and attributes needed to lead in a context marked by constant change and ambiguity.

## Gender and Diversity of IOM Staff

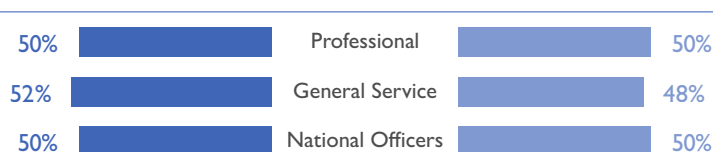
### OECD-DAC



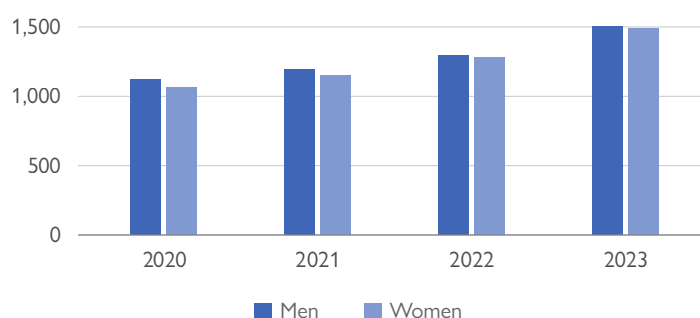
### GRADE



### EMPLOYEE GROUP



### PROFESSIONAL STAFF OVER TIME



Note: Staff figures for Professional, General Service and National Officers in Geneva are valid as of 31 December 2023. General Service figures outside of Geneva are valid as of 30 June.

## PARTNERSHIPS

Long-term partnerships built on trust mean that we will have the right networks and entry points in place to deliver multidimensional, whole-of-society, whole-of-government solutions. We are committed to developing more equitable partnerships with national and local actors and advocating that they play a more central role in developing and delivering migration-related policy and programming.

 **USD 6,568,000**  
TOTAL FUNDING REQUIRED IN 2024

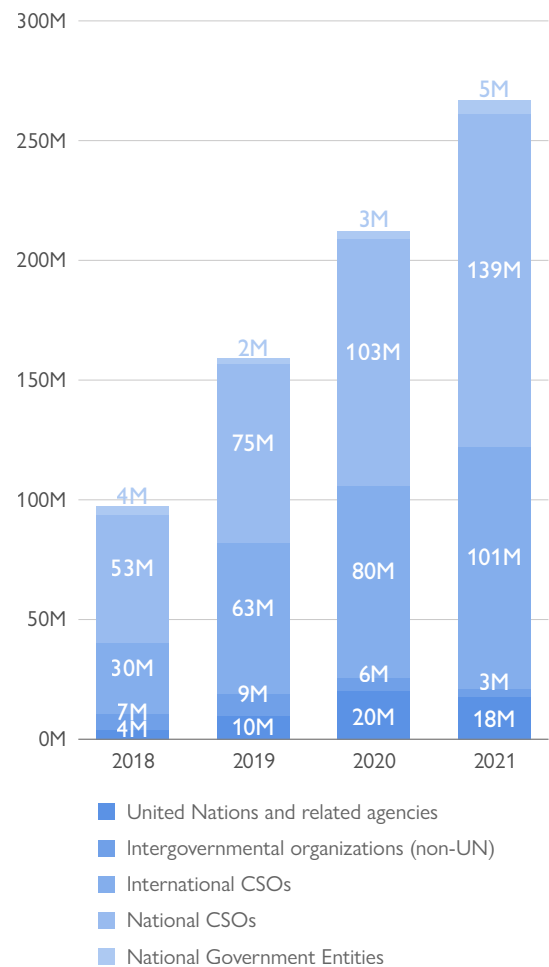
We will leverage our convening role on migration, not least through our role as Coordinator and Secretariat of the United Nations Network on Migration and membership of the Inter-Agency Standing Committee.

IOM recognizes the importance of forging strategic partnerships with governments, United Nations agencies, civil society, the private sector and other stakeholders to address the multifaceted opportunities and challenges of migration, including the implementation of the Global Compact for Safe, Orderly and Regular Migration. To ensure that IOM is equipped to deliver on this vision, it is necessary to have dedicated staff and resources to hold and attend events, and to develop and maintain partnerships.

In 2024, IOM will focus on the following key partnership areas:

- IOM will continue to foster partnerships with **civil society** to ensure that programming, policy and advocacy priorities are inclusive, responsive and reflective of the needs of the communities we serve.

### Transfers to Implementing Partners by Category



- Approximately 31 per cent of the international migrant stock is below 30 years old. IOM will provide capacity-building to **youth** stakeholders, youth-led organizations and youth networks to enable them to maximize their engagement in migration governance and policymaking.
- IOM will enhance its collaboration with the **private sector**, leveraging non-traditional platforms and expanding outreach to new audiences. IOM will involve Goodwill Ambassadors as influential advocates to strengthen messaging and raise awareness about the organization's global support for migrants and communities.
- IOM will enhance partnerships with **United Nations** agencies, for example with UNHCR on mixed movements, with UNICEF on children on the move and data collection, with UN-Habitat on local and regional government, and with UN Women on inclusion.



- The **UN Network on Migration** is the main platform for United Nations system-wide engagement with Member States and stakeholders in supporting the implementation of the Global Compact for Migration. IOM, as the Network's Coordinator and Secretariat, is at the centre of the whole-of-UN system approach, bringing forth the breadth and depth of United Nations expertise and partnerships to develop tools and resources for Global Compact implementation and advocate for migrants.
- IOM is present in practically all United Nations country teams worldwide. It is the **United Nations system's** fifth-largest humanitarian entity and the ninth-largest United Nations development actor. IOM's experience and policy expertise will be made available to IOM offices in United Nations country teams and regional offices worldwide, and to the United Nations system and specifically its Headquarters.
- Cities and small towns increasingly play an important role for people on the move, as crises become increasingly urban and 1 in 5 international migrants live in just 20 cities. IOM has a central role in shaping the localization agenda to ensure that **local and regional governments** are empowered to save lives, drive solutions for displacement and facilitate regular pathways.

- IOM provides expertise and thematic support to **intergovernmental organizations** in policymaking, capacity-building, research, joint advocacy and project collaboration. IOM will enhance cooperation with partners, working with multilateral development banks on addressing urban displacement and facilitating migrants' role in development and coordinating with parliamentary unions to promote legislation.
- IOM engages with inter-State **Migration Dialogues** as a member, an observer, or the secretariat. IOM provides technical support, informs and influences policymaking, advances multilateral understanding and actions, and contributes to practical solutions to contemporary migration challenges through dialogue, communication and exchanges.

### Country Participation in ISCMs and IGOs Dashboard



#### IMPACT STORY



Olympic champion long distance runner and human trafficking survivor Sir Mo Farah CBE appointed as IOM's first ever Global Goodwill Ambassador during 114th Session of IOM Council in Geneva, 28 November 2023.  
© IOM 2023/Philippa Lowe

#### Sir Mo Farah is Announced as IOM's First Global Goodwill Ambassador by Director General Amy Pope

In November 2023, IOM announced the appointment of four-time Olympic champion long distance runner Sir Mo Farah CBE as its first ever global Goodwill Ambassador.

Farah, 40, retired from running in September after a long and celebrated career. In 2022, he revealed to the world that he had been trafficked as a child from Somalia to the UK.

*"Becoming a global Goodwill Ambassador for IOM gives me a chance to help people, people like me, and make changes. To help people know we can all make a difference in our lives,"* said Farah.

Farah's new role as IOM's global Goodwill Ambassador is a meaningful step, highlighting IOM's commitment to impactful advocacy.



## SPOTLIGHT

## LOCALIZATION

IOM is dedicated to promoting the localization agenda, encouraging humanitarian responses that strengthen the leadership, response, and institutional capacities of local and national actors (LNAs). The ultimate goal is to facilitate locally led responses and increased participation of affected communities, aligning with the commitments outlined in the Grand Bargain Agreement, of which IOM is a signatory.

Localization facilitates timely, cost-effective and relevant humanitarian responses, fostering greater community acceptance, trust and accountability. It also paves the way for transition, recovery and durable solutions. This approach enhances local response capacities, allowing communities to respond swiftly to crises and steer their own solutions.

IOM will advance its localization agenda through the following:



**Partnership/Funding:** IOM will expand partnerships with LNAs, increasing the proportion of funding transfers and acting as an intermediary to transfer knowledge and resources for rapid, timely, cost-effective and relevant humanitarian responses.



**Capacity Strengthening/Mentorship:** IOM will systematically invest in the institutional and technical capacities of LNAs, allocating necessary resources such as staff and funding through its humanitarian programming.



**Participation:** All IOM country offices will systematically involve affected people and/or LNAs in IOM's humanitarian interventions through accountability to affected populations mechanisms.



**Coordination:** IOM will invest in greater leadership, presence and influence of LNAs in IOM-led coordination mechanisms, aiming for 50 per cent of coordination mechanisms to be co-led by LNAs.



**Visibility/Advocacy:** IOM will actively promote greater recognition and visibility of LNAs in its humanitarian programming and advocate for more support and funding tools for local and national responders.



**Needs:** IOM will seek multi-year and flexible funding, with resources allocated to institutional capacity development, promoting equal risk-sharing between IOM, donors and LNAs.





## FUNDING

IOM's vision will only be realized with significant financial investment and increased quality funding.

While the organization continues to receive high volumes of project funding, a strong value proposition based on a clear strategic direction, proven impact and efficient use of resources will attract more flexible multi-year funding.



**USD 12,000,000**

TOTAL FUNDING REQUIRED IN 2024

Improved innovative financing capacity will be used to complement traditional resource mobilization approaches. While we will continue to deliver projects, IOM aspires to shift to programmes comprising a mix of short-, medium- and long-term interventions.

The 2024–2028 Resource Mobilization strategy will drive IOM's efforts to expand its donor base and increase flexible funding. In 2024, a global resource mobilization network will implement strategically targeted initiatives to raise additional resources across the organization, expand IOM's donor base and increase quality, flexible and multi-year funding.

IOM will pursue private sector partnership and fundraising opportunities, with an emphasis on key markets in different regions of the world. IOM will focus on engaging companies and foundations in the areas of climate change, human mobility and regular pathways. Thanks to newly established capacities in the Gulf, IOM will launch and implement the Islamic Philanthropy Fund. Through innovative and creative campaigns, IOM will engage the general public with digital fundraising campaigns that will help portray a balanced perspective on migration and secure increased flexible funding. IOM will also work closely with our Goodwill Ambassadors at the country, regional and global level to increase awareness of the work of IOM and support our partnerships and fundraising.

Finally, with increased support to the Migration Emergency Funding Mechanism, IOM will further strengthen its responsiveness to emergencies.

### FROM OUR PARTNERS



**United Kingdom – H.E. Mr Andrew Mitchell MP, Minister of State in the Foreign, Commonwealth and Development Office (FCDO)**

*The United Kingdom has been a staunch supporter of core funding to UN agencies. Supporting the humanitarian system reform is a priority in line with our*

*Grand Bargain commitments. It is also our collective duty towards the millions of individuals affected by conflict and disasters each year. At a time when humanitarian needs far surpass available resources, it is essential that our partners maximize their value-for-money.*

*Since the start of the "Business Case for Humanitarians Reform of the United Nations system through Core Funding" in 2017, we have seen IOM deliver increasingly efficient humanitarian assistance notably through greater volume and stronger management of globally prepositioned essential relief items. The Organization has managed to reduce costs through long term agreements with suppliers, to increase the quality of goods procured through quality control mechanisms, and to minimize the time it takes to deliver these items to populations in need thanks to prepositioning in four regional hubs. We feel that IOM is even better positioned today – than it was five years ago – to respond to the increasingly complex crises that we face across the world.*



## DATA AND EVIDENCE

IOM will be the pre-eminent source of migration and displacement data for action, which help save lives and deliver solutions; data for insight, which help facilitate regular migration pathways; and data for foresight, which help drive anticipatory action. IOM will have the systems and data fluency to collect, safely store, analyse, share and apply disaggregated data and evidence across the mobility spectrum. Our extensive data and research repositories will underpin evidence-based policies and practices. Data will be central to the internal decision-making and management of the organization.



**USD 25,000,000**

TOTAL FUNDING REQUIRED IN 2024

IOM is the pre-eminent source of migration and displacement data. To serve migrants, Member States and partners, IOM's data and evidence function offers data for action to save lives and deliver solutions, data for insight to facilitate regular migration pathways, and data for foresight to drive preparedness and anticipatory action across IOM's operations. IOM builds systems and supports data fluency to collect, store, analyse, share and apply disaggregated data and evidence responsibly across the mobility spectrum in a people-centred way. Our extensive data repositories, research and analysis underpin effective evidence-based policy and practice. Qualitative and quantitative data and

evidence facilitate the internal decision-making and management of the organization.

IOM aims to foster good migration governance and support the implementation and monitoring of a range of international frameworks in migration, displacement, development, humanitarian and other related fields, notably the 2030 Agenda, the Global Compact for Migration, the Agenda for Humanity and the Grand Bargain, as well as frameworks relevant to the IASC. Through its Global Data Institute, IOM pursues this objective by increasing the availability of and access to migration data, improving data quality, helping to address data gaps, supporting follow-up of relevant global processes, championing data protection and data innovation, and acting as a convener for data actors. These efforts are undertaken, where relevant, in the context of the UN Network on Migration and in line with wider data-related efforts of the United Nations and other inter-agency efforts, including in the humanitarian field.

In 2024, IOM will accelerate its efforts to become more data-informed and evidence-based through the design, incubation and scale-up of initiatives and partnerships at the global, regional and country levels to help deliver Data for Action, Data for Insight and Data for Foresight, as follows:

- **Data for action to save lives and deliver solutions:** Solutions for displacement are needed to build resilience and get people back on the pathway to well-being after displacement, at least to the level of the general population. IOM will provide the evidence base for long-term planning of humanitarian, peacebuilding/transition, and recovery and development programmes. With partners, IOM will improve the coordination, collection, analysis and use of data to inform country-level solutions programming. It will also produce the second edition of the Periodic Global Report on the State of Solutions to Internal Displacement (PROGRESS).
- **Data for insight to facilitate regular pathways:** IOM aims to maintain continuous insight on migration trends, drivers and implications for migration governance at national, regional and global levels through data collection on the dynamics of migratory flows across corridors. Three new flagships focused on the

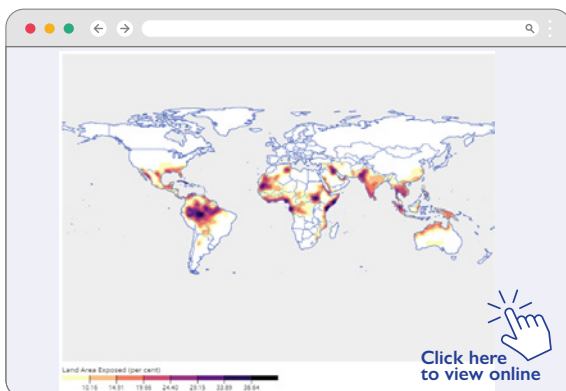


Mediterranean, sub-Saharan Africa and the Americas will help catalyse effective action to save lives and deliver solutions, facilitate regular pathways, and empower IOM and partners with foresight to anticipate and respond to future challenges and opportunities related to migration.

- **Data for foresight to drive preparedness and anticipatory action:** Foreword-looking analysis will provide the foundation for IOM's approach to climate change and migration, developing solutions for people to stay through in situ adaptation; adaptation through movement along regular migration pathways; and through providing evidence on solutions that can inform policies that seek to avert or minimize loss and damage linked to displacement.

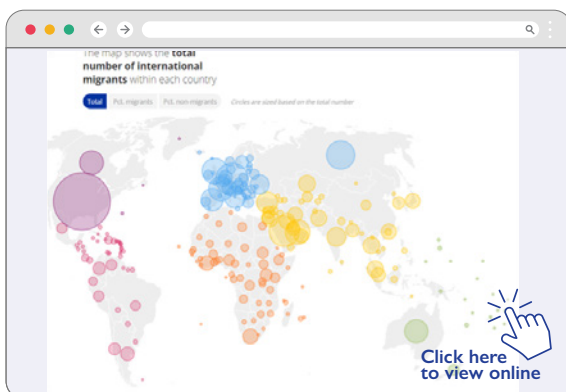
As the United Nations migration agency, IOM is dedicated to demystifying the complexity and diversity of human mobility and upholding fundamental rights for migrants. The organization's constitution recognizes migration research as integral to its functions, reflecting its commitment to supporting Member States in formulating policies based on data, research and analysis. The World Migration Report (WMR) series, IOM's flagship biennial report since 2000, plays a crucial role in this effort. The upcoming edition will be launched in early 2024 and IOM will implement strategies to enhance its global access and visibility. Initiatives include increasing translations into official languages of developing Member States, expanding digital tools, and securing co-financing from Member States, the private sector and philanthropic donors who recognize the WMR as a valuable global public resource.

### Climate Mobility Impacts Dashboard



IOM's Climate Mobility Impacts dashboard visualizes global hotspots of where hazard exposure, high population density, and economic vulnerability are projected to coincide in future. These data provide granular insights into where to prioritize forward-looking and proactive support measures for communities at risk of climate-related displacement.

### World Migration Report Interactive Platform



The IOM multi-award winning interactive platform for the World Migration Report allows users to interact with data on a wide range of migration topics, including country-to-country corridors, international remittances, international migrants (proportion and number), and the "lottery of birth" connected to migration abilities. Updated for each new edition of the WMR, users are able to quickly grasp key dimensions of migration in a highly unique and interactive way.



## LEARNING AND INNOVATION

As an innovator within the migration space, solution-focused thinking will be evident throughout our global operations and programmes. Our comprehensive knowledge management practices will allow IOM to conceive and scale solutions to some of the most significant challenges facing the world. We will use existing and emerging technologies, such as artificial intelligence and big data, to anticipate and respond to changes, while being alive to their potential misuse. Our capacity to learn and innovate will be underpinned by strong collaboration with the private sector and academic partners.



**USD 7,320,000**

TOTAL FUNDING REQUIRED IN 2024

IOM fosters an environment in which specialized, timely and life-saving knowledge and expertise are generated, encouraged and shared across the organization and with partners. By promoting a culture of organizational learning and innovation, IOM can strengthen organizational effectiveness, thereby facilitating novel and transformative approaches to saving lives and protecting people on the move, driving solutions to displacement and facilitating regular migration pathways.

IOM's Knowledge Management Strategy for 2024–2028 will drive this work. This strategy seeks to establish a coherent and systematic approach

to managing and disseminating knowledge. It emphasizes leveraging IOM's major migration knowledge products, such as the World Migration Report and associated digital tools, to ensure that evidence-based practices and capacity development efforts inform initiatives positioning migration as a transformative driver of sustainable development, while addressing the needs and protecting the rights of the most vulnerable.

IOM is dedicated to enhancing its workforce capability through staff development and learning opportunities tailored to existing and upcoming roles. The implementation of role-based learning paths began in 2023 and is set to expand in 2024.

IOM will continue to focus on collaboration, quality and rigour while seeking to utilize innovative data sources and methods responsibly to enhance data collection, analysis, and rapid insights, establishing robust data governance frameworks and promoting multi-stakeholder collaboration to foster innovative data solutions.

In collaboration with partners in the private sector and academia, IOM aspires to be a migration thought leader, producing high-quality knowledge products and employing innovative research and analysis methods. The Gender and Migration Research Policy Action Lab (GenMig), a new multi-stakeholder initiative, exemplifies this commitment.

IOM aims to embed innovation within its systems and approaches. The establishment of the IOM Innovation Fund serves as a strategic lever for fostering collaboration and ideation among field teams and technical experts, while enabling collaboration and learning with partners in the United Nations system, academia and the private sector. The Fund will provide a platform to recognize and incentivize successful innovative initiatives through the Innovation Awards @ IOM recognition programme and establish an institutional capacity-building approach to innovation, in partnership with UNICEF, to strengthen capacities of IOM staff, its beneficiaries and partners on leveraging innovation and systems thinking in solving and ideating solutions to complex migration problems.





## COMMUNICATION

We will take a data-driven and co-designed approach to developing communication interventions that shape a balanced and objective narrative on migration and provide a platform for migrant voices to be heard. Our communications will position IOM as the leading authority on matters relating to migration, build awareness of our work and inspire people to support our vision. Improved internal communication will ensure that employees stay connected with their workplace, identify with IOM's values and vision, and develop a sense of belonging.



**USD 2,386,727**

TOTAL FUNDING REQUIRED IN 2024

In 2024, IOM will commit to a data-driven and co-designed approach in developing communication interventions that shape a balanced and objective narrative on migration. As the leading authority on matters related to migration, IOM will remain dedicated to building awareness of its impactful work and inspiring individuals to support its visionary mission.

IOM will develop a communication strategy founded on the principle of balance and objectivity, recognizing the multifaceted nature of migration issues. Through meticulous data analysis and collaboration with diverse stakeholders, we strive to present a comprehensive view that fosters understanding and empathy. By taking this approach, IOM will position itself as a trusted source of information, contributing to a global discourse that is well-informed on migration and displacement issues.

Our communication efforts not only convey information, but also resonate with our audience on a personal level. By sharing stories of resilience, courage and the positive impact of migration, we aim to inspire individuals to engage actively with our vision. Whether through social media campaigns, multimedia presentations or community outreach, IOM strives to connect with people emotionally, encouraging them to become advocates for humane and just migration practices.

As the leading authority on migration, IOM continues to spearhead research and policy initiatives that shape global conversations. Through thought leadership and evidence-based advocacy, we aim to influence policies that uphold the rights and dignity of migrants. This not only reinforces our standing as a trusted expert, but also contributes to meaningful change on a global scale.

In 2024, as we advance our communication initiatives, we invite the global community to join us in building a world where migration is approached with compassion, understanding and respect for the inherent dignity of every individual. Together, let us shape a future where migration becomes a force for positive change, guided by the values and vision of IOM.

## **INTERNAL SYSTEMS**

As IOM evolves, so must its organizational infrastructure and ways of working.


**USD 73,001,000**  
 TOTAL FUNDING REQUIRED IN 2024

The increased use of digital technologies and digitized information and data will improve and streamline processes and efficiency across the organization. We will strike a balance between high compliance standards, robust risk management practices and the need to maintain cybersecurity, while ensuring that our internal systems and processes are as accessible and user-friendly as possible. Our internal systems prevent fraud, corruption, misuse of resources and other forms of misconduct.

The Enterprise Risk Management Unit (ERM) aims to develop a risk-aware culture that promotes the identification, assessment and management of risks as well as opportunities. Key initiatives include spearheading an organizational-wide anti-fraud policy and its implementation; operationalizing IOM's internal control framework through alignment of key risks and controls, further assigning accountability layers, and exploiting the range of the new ERP functionalities in focused data-driven prevention mechanisms through artificial intelligence.

With the increasing demand to enhance organizational infrastructure in response to the rapidly evolving dynamics of migration, the use of digital technologies and digitized information becomes imperative for IOM. This technological integration is pivotal for streamlining internal processes and improving efficiency throughout the entire organization. The spectrum of these advancements spans from foundational, organization-wide levels to more targeted areas of focus.

In recognition of the need for agility in adapting to migration trends, IOM endeavours to equip managers with readily accessible and timely information across various dimensions, including financial and human resources, risks, knowledge,

supply chains, beneficiaries, legal matters and more. This commitment aims to enhance operational effectiveness, safeguard IOM's assets, and boost overall efficiency and cost-effectiveness.

ICT aims to strengthen digital solution ecosystems that focus on infrastructure, migrants, data, innovation and employees. The integration of digital technologies, particularly building upon Enterprise Resource Planning (ERP) functionalities, facilitates the creation of a risk-aware culture within IOM. This involves spearheading antifraud policies, aligning the internal control framework with organizational risks and controls, modernizing internal control mechanisms and enhancing financial management capacities in regional and field offices.

IOM's project information management system (PRIMA) will be further enhanced to align with the 2024–2028 Strategic Plan, manage different funding modalities, improve results analysis and reporting, and move beyond individual projects to develop its ability to embed and report on strategies and programmes.

A digitalized tracking system for staff misconduct capturing the full lifespan of the case management process will streamline different processes across IOM departments to ensure a standardized approach to accountability and to enable trend analysis for management considerations.

The Legal Department plans to introduce artificial intelligence to respond to routine queries, produce documents, and generate statistics and reports. This will enable the department to perform analytics and to shorten its response time for donors and country offices. The Supply Chain Division will develop a global knowledge platform, develop standard operating procedures, train staff on supply change management processes, recruit experts to manage global stocks, and collaborate with United Nations networks and the private sector. The Internal Governance Framework aims to strengthen its change management function to revise a process to develop administrative issuances and to set up an easy-to-access repository of IOM instructions and guidance, among others. Knowledge Management aims to create a global taxonomy and indexing of existing systems and training through content management systems. Cash-Based Initiatives aims to develop a system to manage cash and voucher assistance processes that are interoperable with IOM systems, function offline and integrate with Enterprise Resource Planning.



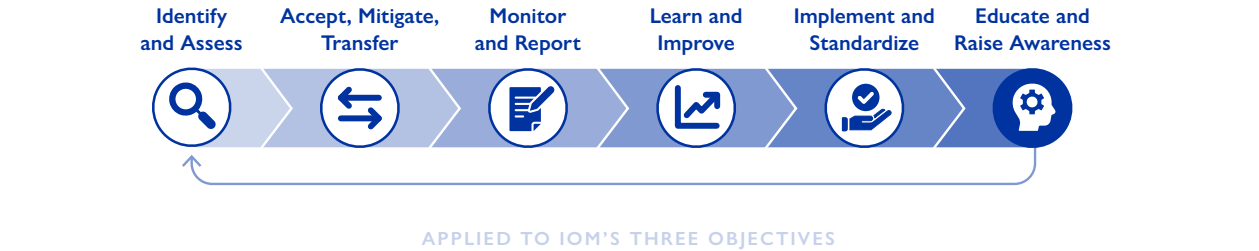
While acknowledging the substantial investment required, these modern tools and approaches will not only enhance efficiency, but also increase accountability.

The envisaged internal systems hold the potential to unleash enduring organization-wide transformation.

Risk Management Scope



Risk Management Process



PRIMA Dashboards

The screenshot shows the PRIMA Active Projects dashboard. It features a world map with markers indicating project locations across North America, South America, Europe, Africa, Asia, and Australia. The dashboard includes filters for Region, Country, and End Date Status, with a total of 2,565 projects displayed. The interface is clean and professional, with a blue header and white background.

PRIMA Dashboards provide a visualization of IOM’s project-related statistics. The dashboards are a key internal tool used to easily monitor key performance indicators (KPIs) and inform data-driven decisions. This report shows information on the status of projects by region in 2023.



Darwin Varela, Venezuelan migrant at his home with his daughter – Durán, city of Guayaquil, Ecuador. He was a beneficiary of IOM's legal assistance for migratory regularization. © IOM 2022/Ramiro Aguilar Villamarín





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# INTEGRITY, TRANSPARENCY AND ACCOUNTABILITY

Our leadership will oversee an organizational culture and internal systems that promote integrity, accountability and transparency. We will measure our progress against clearly defined goals and objectives, which will improve the visibility of our results for Member States and the people we serve. IOM will facilitate transparent discussions about our results and take corrective actions where necessary. We continue to strengthen our response to ethical challenges faced by our workforce and the individuals and communities with which we work.



**USD 16,822,000**

TOTAL FUNDING REQUIRED IN 2024

IOM is building a robust culture of integrity with greater transparency and accountability to serve our beneficiaries, Member States and our workforce. We hold ourselves to the highest standards of ethics and integrity in compliance with established controls.

Global risk assessment on ethics and misconduct (including sexual harassment) will enable IOM to identify and address concerns as we work to foster a more respectful work environment and a workplace culture of stronger compliance with IOM values, standards of conduct, and staff regulations and rules. Financial disclosure initiatives

for IOM personnel will enhance transparency and mitigate reputational and operational risks. Informal administration of justice through the Office of the Ombudsperson (OOM) is valued as an efficient and effective option to seek redress of grievances where conflict escalation is prevented and more costly formal interventions avoided. The Legal Department will launch its action plan to address misconduct and improve accountability, focusing on communication to increase staff awareness, improved data analytics and donor reporting in the disciplinary field, and capacity-building of a dedicated disciplinary team in close cooperation with regional legal hubs. The Office of the Inspector General plans to restructure and strengthen its human resources, contributing to organizational change to enhance the accountability system and to develop a stronger oversight culture and prevention framework. A multi-year comprehensive reform of IOM's internal justice system with a whole-of-organization approach will enhance trust in the system and strengthen accountability to all stakeholders.

At the project and institutional level, monitoring tools and practices are essential to enable measurement of progress towards strategic objectives. The new Planning, Monitoring and Reporting Policy and related guidance and capacity development are designed to align better with the institutional result-based approach. Accountability to donors and Member States will be enhanced through rigorous impact evaluations, embedding risk management practices and processes throughout the organization, along with the implementation of an antifraud policy, among others.

Accountability to affected populations reinforces IOM's internal accountability to the people it aims to serve through feedback mechanisms and enhanced communication. It also ensures zero tolerance of sexual exploitation and abuse and other misconduct.

# EQUALITY, DIVERSITY AND INCLUSION

IOM strives to uphold the dignity and human rights of all persons throughout their migration journey. We will address unequal opportunities and outcomes through comprehensive interventions to promote diversity, inclusion and gender equality. We will systematically dismantle the attitudinal, environmental and institutional barriers preventing us from achieving our targets. These efforts will be underpinned by meaningful consultation, active participation and diverse representation, including with youth, persons living with disabilities, indigenous communities and women.



**USD 5,209,000**

TOTAL FUNDING REQUIRED IN 2024

Equality, diversity, and inclusion underpin IOM's institutional vision of delivering on the promise of migration. However, additional resources are needed to ensure our work is not only effective in harnessing the power of migration, but that migration is itself empowering for those at greatest risk of being left behind.

Our commitment to ensuring the dignity and upholding the rights of all persons throughout their migration journey, and addressing unequal opportunities and outcomes, requires dismantling the attitudinal, environmental and institutional barriers across all areas of our work. In this regard, we seek to

operationalize our commitment to diversity, inclusion and gender equality in 2024 through a number of cross-cutting initiatives.

IOM's new Gender Equality Policy sets a course for achieving gender equality through 15 strategic objectives and operationalized through 80 key cross-cutting actions. These include enhancing gender data and analysis, designing response and intervention that empowers persons of all genders, promoting gender-responsive security and supply chain management, and providing targeted capacity-building.

IOM's organization-wide and multi-stakeholder initiative, the Gender and Migration Research Policy Action Lab (GenMig), seek to leverage impact research and knowledge from IOM and partners to foster innovative actions addressing gender discrimination in migration. Designed as an innovation incubator, the GenMig partner network gathers representatives from Member States, United Nations agencies, other intergovernmental organizations, non-governmental organizations, the private sector and research institutions.

IOM's Race Equity and Equality Strategy interrogates the systemic racial biases in wider society that are replicated and transferred into the workplace, and sets out 40 evidence-based actions to ensure a diverse and supportive organizational culture for all.

A forthcoming institutional policy on disability inclusion will lay the foundation for a fully inclusive IOM, by reducing barriers to access and participation, and creating accessible and inclusive pathways for persons with disabilities to act as agents of change – both in the context of migration and within our own organization.

Prevention from sexual exploitation, abuse and harassment (PSEAH) is an institutional priority that aims to address deeply rooted gender inequality and power imbalances. IOM is committed to integrating effective prevention, risk mitigation and response measures at all stages of programming, across all types of interventions and within all IOM offices worldwide.





Special needs children affected by war receive specialized care and attention at Ensar Community Centre. © IOM 2019/Emrah Özesen

## IMPACT STORY



Community Police Officer Sara Kadhum, who works in the Strategy Centre of Baghdad's Community Police Department. © IOM 2023/Rafal Abdulateef

### Survivors, Saviors, Leaders – Not Victims: Tackling Gender-Based Violence in Iraq

In recent years, global violence against women and girls has surged, with an estimated one in three women experiencing physical and sexual violence in their lifetime. This alarming statistic, however, excludes other often unreported forms of violence, such as verbal, psychological, and economic abuse. In Iraq, nearly 1 million women and girls face the risk of gender-based violence, with around 26 per cent reporting violence by intimate partners, a problem exacerbated by underreporting.

Community policing in Iraq aims to address these issues by fostering collaboration between the public and the police. Women, like Community Police Officer Sara Kadhum, play a crucial role in community policing, providing a more accessible and trusting environment for victims to report abuse. In conservative societies like Iraq, the inclusion of women in public roles, especially in policing, is vital.

The absence of legal documentation further compounds the vulnerability of women, exposing them to economic control and denial of property rights. IOM's legal team in Iraq works to support women in obtaining legal documentation, emphasizing the significance of female lawyers in handling sensitive cases.

Despite the challenges, women are increasingly taking on leadership roles in Iraqi civil society, driving change and empowering others. Organizations like the Soqya Foundation and the Human Line Foundation are working towards women's economic empowerment and providing crucial support services to victims of war. Their leadership is essential in paving the way toward a world where all women and girls can live free from violence.

## PROTECTION-CENTRED

IOM is committed to placing the human rights and well-being of all migrants at the centre of our operations and decision-making. IOM will support the efforts of States to fulfil their responsibilities to reduce protection risks and address the needs of the most vulnerable. We will be guided by rights-based approaches across our migration programming and demonstrate commitment to child safeguarding, involve the individuals and communities we serve in decision-making, and protect them from sexual exploitation and abuse.



IOM places the protection, rights and well-being of all migrants at the centre of operations and decision-making and mainstreams protection principles throughout its interventions. This means ensuring the protection of migrants across the full spectrum of displacement, migration management and governance. In 2024, IOM aims to continue working collectively towards achieving protection outcomes and advocacy, including through inter-agency coordination, engaging with partners and leveraging its convening power.

IOM is committed to ensuring systematic and ethical responses to the increasing number of human rights violations perpetrated against migrants at sea and land borders, and along migration routes. Unlawful killings, physical violence, extortion and discrimination are increasingly reported. To ensure that reports of grave

violations are identified, addressed and referred, IOM has set up an institution-wide process on responding to grave human rights violations committed against migrants. IOM will scale up this mechanism in 2024, building staff capacity and implementing route-based responses to enable analysis of human rights violations. IOM will continue to invest in partnerships with human rights mechanisms to amplify advocacy for migrants' rights and build trust in the governance of migration.

A cornerstone of our strategy is our stance on protection from sexual exploitation and abuse (PSEA) which is composed of prevention, mitigation and response efforts. Efforts include strengthening the capacity of IOM staff, implementing partners, and national authorities, as well as collaborating with the United Nations and IASC strengthening or establishing complaint and feedback mechanisms that are safe and accessible for affected populations; and ensuring that survivors have access to quality and timely assistance and support. Monitoring and evaluation will be key to IOM's efforts in 2024, in this regard.

The [IOM accountability to affected populations \(AAP\) framework](#) is grounded in human rights and effectiveness, reflects the organization's people-centred approach and is mandatory across all IOM operations programming. IOM's AAP Strategy for 2024–2028 has four priority areas with measurable objectives: policy and programme strengthening; sustained regional and country office support; partnerships and cooperation; and inter-agency and system-wide impact. IOM will expand its community-based work with local organizations, including those led by women and persons with disability.



A range of push and pull factors inform people's migration decisions. Migrants may face protection risks at origin, transit and destination. Upon arrival, they may face barriers to integration. IOM's protection-centred approach aims to mitigate and address protection risks at all stages.



#### IMPACT STORY



As part of Haji's post-arrival support, he received medical assistance from IOM Ethiopia and was referred to a clinic for his prosthetic leg. © IOM 2022/Kaye Viray

#### Yemen to Ethiopia – Taking Life Back, One Step at a Time

Every year, thousands of migrants embark on dangerous journeys from the Horn of Africa to

Yemen and Gulf countries in search of opportunities to better their lives. Many endure horrific experiences along the 'Eastern Route' as they are subjected to unimaginable violence and abuse at the hands of smugglers and traffickers. Haji, an Ethiopian migrant who became stranded in Yemen, was one of them; his journey ultimately cost him his leg and left him in severe distress. With support from IOM's Voluntary Humanitarian Return Programme, he is now receiving medical assistance and rehabilitation back home in Ethiopia. As part of the post-arrival medical support, IOM assisted Haji to acquire a prosthetic leg on his arrival back home. Accompanied by IOM nurses, Haji went through fittings, casting, and trying on the prosthetic leg. After weeks of waiting, he finally received his prosthesis and went through physiotherapy.

*"The first therapy session was hard. But slowly, I got used to the new leg and I can see myself doing things that I was able to do before I got amputated."*

## ENVIRONMENTAL SUSTAINABILITY

IOM will lead environmental sustainability innovation for impact and scale in the humanitarian and migration management sector. Caring for people and the planet is one of our core values and we are committed to mainstreaming environmental sustainability within our projects and programmes, facilities management and operations. IOM will have an ambitious environmental governance and environmental management system drawing from United Nations system-wide commitments.



To achieve this, we are creating an interdisciplinary IOM Sustainability Centre. The Centre is a cost-efficient and global collaborative space where IOM sustainability experts and sustainability specialists from Member States, the academia and the private sector are working together to:

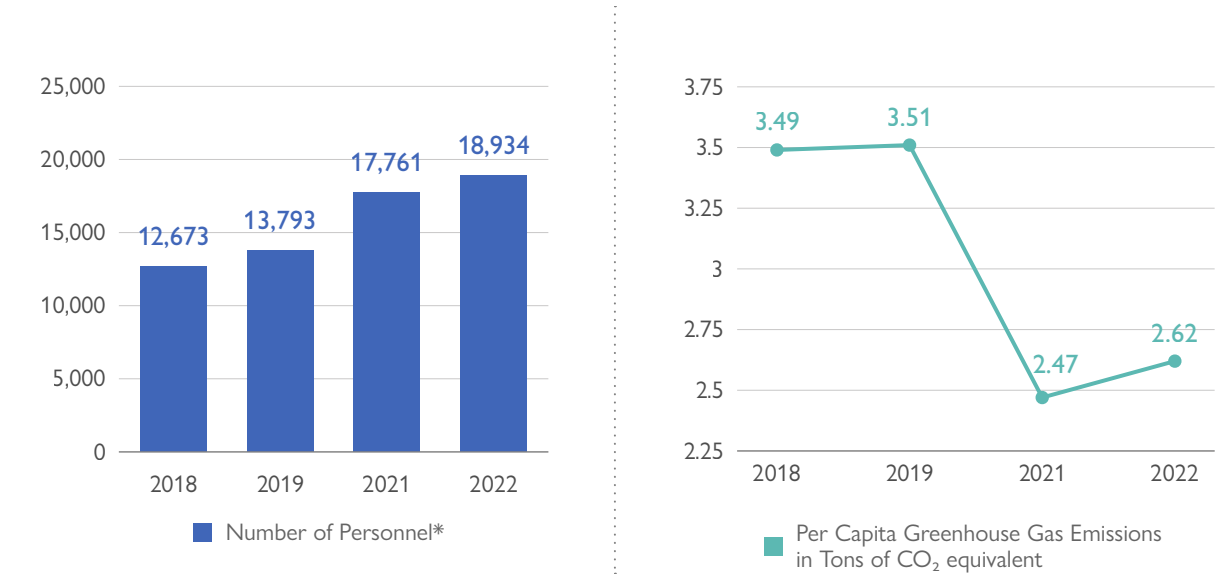
- **Prevent and act:** We will implement worldwide an ambitious environmental management system so that all IOM country offices are able to anticipate, identify and address environmental risks, in line with the United Nations “Greening the Blue” system-wide commitments.
- **Design innovative solutions and scale them up for impact:** We will road-test new approaches to sustainability challenges and scale up those that work to maximize our impacts.

- **Leverage the power of public–private partnerships:** We will invest in “star” partnerships with companies, finance providers, academia and philanthropic foundations to apply the latest know-how in finance and technology for sustainability. We will establish an IOM Green Fund, building on private sector models to provide capital to accelerate our shift towards renewable energy across our offices and operations, and increase energy access for the communities we serve through high-impact and high-integrity renewable energy certificates and carbon credits.

By 2025, we will have established the first environmental governance framework in IOM. We will have created a coalition of partners to reduce the adverse environmental impacts of the work we do and increase the resources available to mitigate our climate impacts. By 2030, we will have scaled up the scope and positive impact of our activities by using innovative technology and financing models in partnership with leading companies and academic institutions.



Organizational Growth versus Environmental Impact



IOM Ends Use of Plastic Bags from Its Movement Operations

Responsible procurement is crucial for aligning humanitarian efforts with climate action and global sustainability. In 2022, the International Organization for Migration (IOM) transported nearly 200,000 migrants globally, offering diverse support

services such as evacuation, family reunification, and relocation. To safeguard migrants' essential documents, IOM provides identifiable bags. To curb environmental impacts, IOM reevaluated its bag directive, using a science-based approach, including a Life Cycle Analysis. Findings favoured compostable over oxo-biodegradable bags, revealing the latter's fourfold higher waste footprint. Compostable bags, however, require at least three reuses for lower environmental impact.

After extensive collaboration among global teams, IOM mandated the phasing-out of plastic bags. Since March 2023, IOM replaced plastic bags with compostable alternatives. Over 30,000 eco-friendly bags were procured, and a similar batch is being purchased. These initiatives align with IOM's Sustainability Strategy I, contributing to sustainable procurement and waste reduction goals. They create a safer environment for refugees and host communities amid other programs, collectively ensuring IOM actively participates in global sustainability.



George Alkhoully, a seven-year-old refugee, has been learning to ride a bike and to master the Spanish language since resettling to the small, rural town of Coronel Suárez in Argentina with his parents, older sister and younger brother. © IOM 2019/Muse Mohammed



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