ANNUAL
REPORT
2020

IOM UN MIGRATION | 70 YEARS

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IOM INTERNATIONAL ORGANIZATION FOR MIGRATION

COUNCIL

112th Session

ANNUAL REPORT FOR 2020

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* This document has been reissued to incorporate the changes set out in C/112/INF/1/Corr.1 of 7 July 2021.

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ANNEXES

ACRONYMS

AAP	Accountability to affected populations
CCCM	Camp coordination and camp management
COVAX Facility	COVID-19 Vaccine Global Access (COVAX) Facility
COVID-19	Coronavirus disease 2019
CREST	Corporate Responsibility in Eliminating Slavery and Trafficking project
CSO	Civil society organization
DTM	Displacement Tracking Matrix
GFMD	Global Forum on Migration and Development
IASC	Inter-Agency Standing Committee
IATI	International Aid Transparency Initiative
ICT	Information and communications technology
IDM	International Dialogue on Migration
IDPs	Internally displaced persons
ILO	International Labour Organization
IRIS	International Recruitment Integrity System
MDB	Multilateral development bank
MHPSS	Mental health and psychosocial support
MiGOF	Migration Governance Framework
Migration MPTF	Start-up Fund for Safe, Orderly and Regular Migration
MiMOSA	Migration Management and Operational Systems Application
NFI	Non-food item
NGO	Non-governmental organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OECD	Organisation for Economic Co-operation and Development
OECD/DAC	Development Assistance Committee of the Organisation for Economic Co-operation and Development
PRIMA	Project Information and Management Application
PRISM	Processes and Resources Integrated Systems Management
PSEA	Protection from sexual exploitation and abuse
SDGs	Sustainable Development Goals
UNCT	United Nations country team
UNDIS	United Nations Disability Inclusion Strategy
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSMS	United Nations security management system
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
WASH	Water, sanitation and hygiene
WFP	World Food Programme
WHO	World Health Organization

FOREWORD

The activities encapsulated within the Annual Report for 2020 are reflective of an extraordinary year, in which IOM adapted and responded to the global COVID-19 pandemic.

The pandemic caused major disruption, including unprecedented restrictions to global mobility, and left many millions of migrants and displaced populations in more vulnerable positions. During the year, IOM implemented COVID-19-related operations in 140 countries to ensure that migrants, displaced populations and communities had access to COVID-19-related services. The pressure on IOM staff to respond, often in extremely difficult circumstances, was unrelenting.

My colleagues not only met the call to arms, but exceeded expectations, delivering a broad range of COVID-19-related support while continuing to implement existing humanitarian and relief programming, reaching over 37 million beneficiaries around the world without pause. When in-person community-based programming was not possible, colleagues worked to devise innovative, remote solutions. When new challenges arose, with migrants stranded across the world, colleagues deployed support to ensure that those migrants were protected. This Report is a testament to their hard work and commitment, and to the resilience of people on the move around the world.

While responding to the crisis, IOM also continued to invest in its own institutional development and in the broader goals of the United Nations system. The Organization published a series of regional strategies, contextualizing the priorities of the IOM Strategic Vision 2019–2023, and progressed with the development of the Strategic Results Framework to effectively capture IOM's actions to realize the Vision and implement major international frameworks, such as the Global Compact for Safe, Orderly and Regular Migration and the Sustainable Development Goals. The workplan of the Internal Governance Framework was launched, setting out a programme for planned reforms.

In 2020, IOM became a member of the Core Group of the United Nations Sustainable Development Group, and two thirds of IOM country offices reported that migration and mobility had been included in United Nations common country analyses. IOM continued to build the United Nations Network on Migration at regional and country level, and held coordinating roles in crisis responses across 56 countries.

At the end of the year, IOM's total combined revenue, comprising assessed contributions, voluntary contributions and other income, increased by 3 per cent compared with 2019 and reached USD 2,182.7 million. At the same time, the number of staff grew by 10 per cent.

As we emerge from 2020, I am all the more convinced of the urgent need to bolster IOM's exceptional capacity to deliver – amply demonstrated in this report – with core support to build the internal governance, skills and systems that will sustain the Organization for the coming years, reinforcing its position with Member States and within the United Nations system as a trusted partner and supporter of migrants and displaced populations.
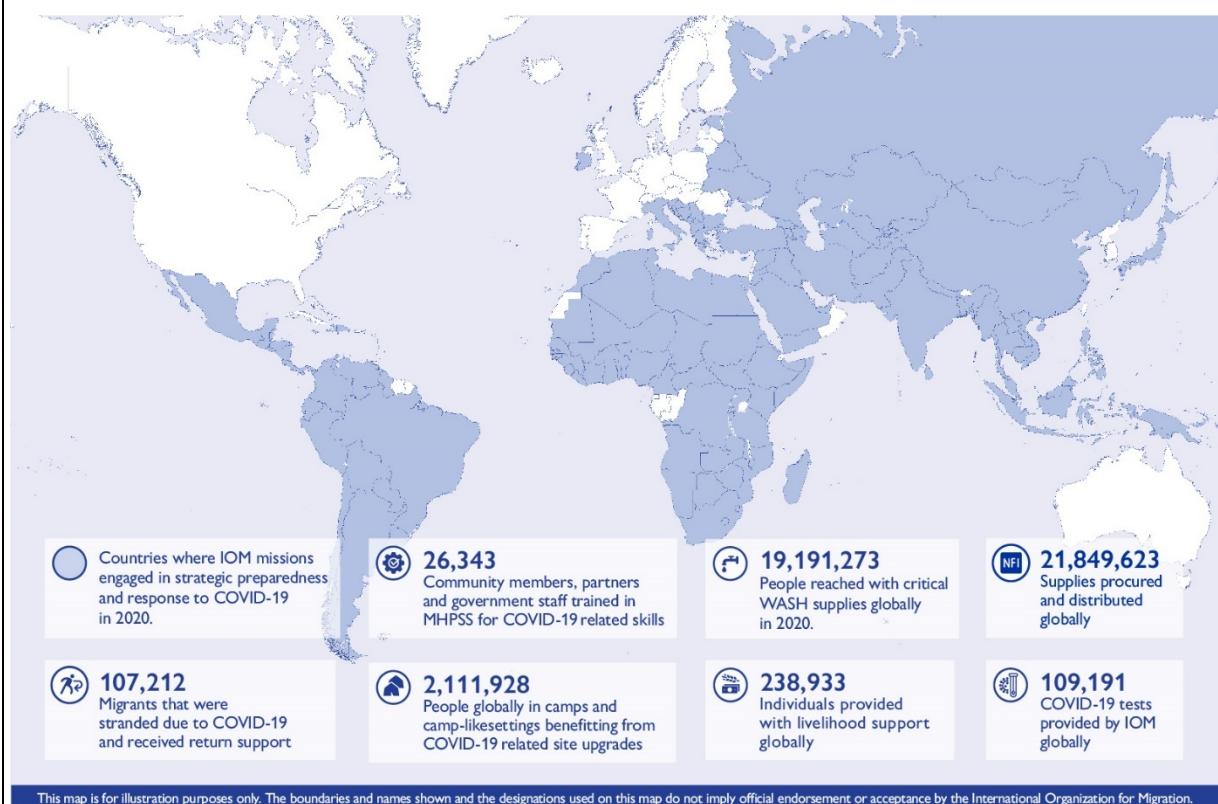
António Vitorino
Director General

INTRODUCTION

1.   The year 2020 was exceptional by any measure. The activities and impacts outlined in this report reflect the significant disruption that the COVID-19 pandemic has caused, not just for migrants and displaced populations, but also for the Organization's daily operations, in a context of reduced global mobility and national lockdowns.

2.   Even before the official pandemic declaration by the WHO, IOM had rapidly repurposed existing programmes and launched a global, multisectoral response to COVID-19. In close coordination with governments, other United Nations agencies, the private sector, communities and implementing partners, IOM quickly scaled up its activities to address the needs of migrants, displaced populations and communities, anchoring the Organization's response in its comprehensive understanding of population mobility and its cross-sectoral expertise.

3.   The impacts on IOM beneficiary groups have been significant. Border closures and travel restrictions have created new vulnerabilities for migrants and mobile populations in transit, many of whom have found themselves stranded. Protection risks, such as gender-based violence, exploitation by human smugglers and human trafficking, have increased during the pandemic, as cross-border movements have been limited. At the same time, the COVID-19 pandemic has exposed our reliance on migration and migrants for healthy and prosperous societies, with many migrants working on the front lines of the pandemic response worldwide.

4.   Xenophobia and stigma against migrants on the basis of national origin or racial/ethnic identity has worsened. Many migrants have found themselves with specific health vulnerabilities – due to the harsh conditions in which they live and work, often without access to basic services – and have experienced barriers to health-care access, whether due to a lack of information or financial resources, or exclusion from social security systems. This structural inequality has been further compounded for those in irregular situations, who may have feared reporting and reprisals if they were to access support.

5.   The COVID-19 pandemic has stunted progress towards the achievement of the SDGs and increased humanitarian needs, while exacerbating pre-existing vulnerabilities among migrants and displaced populations and increasing the already complex barriers to durable solutions. Access to populations in need has been hindered by mobility restrictions, while managing physical distancing has proved challenging in densely populated environments – such as camps or camp-like settings – with already overstretched health services and limited access to personal protective equipment and sanitation.

6.   During 2020, IOM implemented COVID-19-related operations in 140 countries to ensure that migrants, displaced populations and communities had access to COVID-19-related services. It is difficult to fully reflect the comprehensive and intense nature of this response in this report while also giving due attention to the broad range of regular activities which IOM continued to undertake throughout the year. *IOM's COVID-19 Preparedness and Response Achievements Report 2020* describes the Organization's response in greater detail, including regional-level interventions.

Box 1. IOM COVID-19 preparedness and response

Key figures: IOM's global COVID-19 response

Countries where IOM missions engaged in strategic preparedness and response to COVID-19 in 2020.

26,343
Community members, partners and government staff trained in MHPSS for COVID-19 related skills

19,191,273
People reached with critical WASH supplies globally in 2020.

21,849,623
Supplies procured and distributed globally

107,212
Migrants that were stranded due to COVID-19 and received return support

2,111,928
People globally in camps and camp-likesettings benefitting from COVID-19 related site upgrades

238,933
Individuals provided with livelihood support globally

109,191
COVID-19 tests provided by IOM globally

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 the International Organization for Migration.

In addition to an unprecedented on the ground response – which ranged from risk communication and community engagement activities that reached over 37 million beneficiaries in 2020, to direct support for the safe and dignified return of 2,677 stranded migrants – IOM contributed to United Nations crisis coordination efforts, developed bespoke methods of data collection on mobility restrictions and shared information on the critical impacts of COVID-19 on migrants and displaced populations.

IOM fostered strategic relationships to help facilitate the response, including with the Gavi Alliance and the COVAX Facility, and signed memorandums of understanding with key stakeholders, including the United Nations COVID-19 Response and Recovery Trust Fund. IOM sits on a number of critical working groups and networks responsible for facilitating the response, including the First Line of Defence (FLOD) and Vaccination Task Force and the United Nations System-wide Task Force on Medical Evacuations in response to COVID-19, and is an active member of the United Nations COVID-19 Crisis Management Team. Overall, IOM led or co-led 32 inter-agency coordination forums related to COVID-19.

IOM created the COVID-19 Mobility Impacts Portal, a central global repository and dissemination channel for information on flow monitoring, mobility tracking, border management and population movements, to fully assess the pandemic's impact on global mobility. The Portal is used by United Nations agencies, Member States, NGO partners and the private sector.

IOM worked with health and border officials to build capacity for integrating health and hygiene at points of entry, providing support to over 1,050 points of entry to undertake preparedness and response measures, while advocating a more systematic approach to managing health risks at borders. In addition, IOM supported 100 disease surveillance systems in 29 countries. IOM – for example through statements of the United Nations Network on Migration – has consistently advocated a

migrant-inclusive response, including support for migrants stranded across the world and the inclusion of migrants and displaced populations in vaccination programming.

Mindful of the deep socioeconomic impacts, which are still to be fully felt in many parts of the world, IOM developed a toolkit on *Integrating Migration into the Socio-economic Response* to help development partners ensure response plans are fully inclusive.

7.   It is also impossible to compare IOM's regular programming with that reported in previous Annual Reports, as several global programmes experienced significant challenges due to COVID-19. Resettlement operations were postponed from March to June based on the operational risk and viability of movement, though urgent resettlement for critical cases continued to take place. IOM's assisted voluntary return and reintegration operations were affected by border closures and the more limited possibilities for in-person reintegration support.

8.   The IOM network of visa application centres was unable to assist migrants due to temporary closures or reduced operations during parts of 2020. Many of the Organization's routine pre-migration health activities were temporarily suspended and service provision drastically decreased in the first half of the year, although operations had recovered sufficiently by the end of the year to provide nearly a quarter of a million health assessments worldwide.

9.   Nonetheless, IOM not only maintained but also adjusted its programming in response to the evolving situation. IOM adapted the support it provided to take into account social distancing requirements, while expanding into new forms of operational response, including providing support for stranded migrants. Overall, the Organization's operational reach increased. Innovative strategies developed include the use of tools to provide information remotely, the provision of virtual counselling and psychosocial support, remote interviews, increased use of cash and vouchers and remote monitoring of programme activities.

10.   Indeed, demand for IOM's operational support increased during 2020, and IOM's staffing increased by 10 per cent, with the total expenditure increasing by 4 per cent to USD 2,178 million compared with 2019.

11.   While the impacts of the pandemic were an overriding preoccupation for most of 2020, IOM continued to invest in its own institutional development. Notably, Member States adopted a major reform of the Organization's leadership structure, resulting in the creation of two Deputy Director General positions, with dedicated portfolios.

12.   IOM's nine regional offices published five-year strategies (2020–2024), contextualizing the overarching priorities of the IOM Strategic Vision 2019–2023, and embedding a cycle of strategic development at all levels of the Organization. In addition, the *IOM Continental Strategy for Africa 2020–2024* was also published, which seeks to reinforce IOM's commitment to safe, orderly and regular migration within and outside the African continent. IOM also published its Migration Data Strategy, setting out its ambitions to work both within and beyond the United Nations system to produce coherent, high quality data to inform migration-related decision-making.

13.   Meanwhile, the *Application of the Internal Governance Framework Work Plan* (Internal Governance Framework workplan) – which consolidated the different strands of work – was developed and shared with Member States, setting out a road map for the planned reforms. With the successful launch of the workplan, and the support of Member States, work to implement the Internal
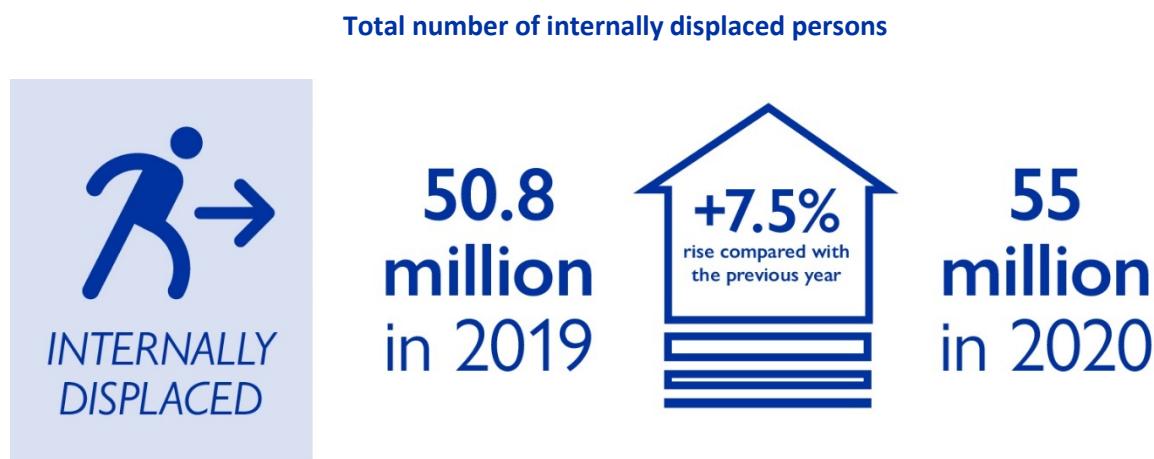
Governance Framework accelerated towards the end of the year, including with respect to the Business Transformation initiative.[1]

14.   Overall, IOM's work in 2020 reveals not only the resilience of the Organization and its staff to pressure, but also its adaptability, even in the midst of a global crisis.

IOM OPERATIONS AND ACTIVITIES

Humanitarian response and resilience

15.   2020 was an unparalleled year for crisis response operations, with overlapping crises continuing to unfold in a context in which the Organization faced significant practical challenges in terms of its operating environment. There was an ongoing increase in displacement worldwide, with new displacements seen in every region.

Total number of internally displaced persons

INTERNALLY DISPLACED

50.8 million in 2019

+7.5% rise compared with the previous year

55 million in 2020

16.   There were 55 million internally displaced people across the world at the end of 2020, 48 million as a result of conflict and violence and 7 million as a result of disasters.[2] Over 26 million refugees were recorded as of mid-2020.[3]

17.   Protracted displacement situations are becoming the norm, during which populations often depend upon humanitarian assistance. The crises in the Syrian Arab Republic and Yemen retained their corporate Level 3 emergency designations throughout 2020, with Yemen considered to be the world's worst humanitarian crisis due to escalating conflict, disease and the decline in the economy and public services. Conflict and instability, often manifesting as complex humanitarian crises, continued in a number of countries, including Afghanistan, the Democratic Republic of the Congo and Libya. Two outbreaks of Ebola virus disease were declared in the Democratic Republic of the Congo, further adding to already acute and persistent humanitarian crises. In Mozambique, the rapidly escalating crisis in Cabo Delgado Province triggered the displacement of 584,000 people in 2020, a more than seven-fold increase on the figure for 2019, resulting in more than 669,000 people living in internal displacement by the end of the year.

18.   Meanwhile, socioeconomic and political crises – for example, in the South America region – led hundreds of thousands of people to forcibly migrate, resulting in mixed flows of refugees and migrants. Protracted crises were compounded by slow-onset disasters, caused by climate change,

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[1]   The Fourth update on the application of the Internal Governance Framework (document S/28/INF/1) provides an update on the progress made by the Administration in this regard, including funding needs.

[2]   IDMC, 2021 Global Report on Internal Displacement (2021).

[3]   UNHCR, Refugee Statistics (2020). Available at: https://www.unhcr.org/refugee-statistics/.

drought and socioeconomic instability, further exacerbating people's vulnerabilities and eroding their capacity for resilience, as evidenced in the Sahel region and Central America.

19.   In response, IOM continues to deploy its emergency preparedness and response operations to address the multifaceted challenges posed by slow- and sudden-onset crises around the world, including public health emergencies, as well as to support recovery from crises. In 2020 alone, IOM had an operational reach of over 37 million beneficiaries.[4]

Box 2. IOM global report on operations and emergencies

Each year, IOM produces a global report on operations and emergencies,[5] which provides a snapshot of IOM's crisis-related activities in the areas of emergency preparedness and response; transition and recovery; and resettlement and movement management. The report is based on the inputs collected through the Organization's yearly reporting exercise, in which more than 100 country offices report on direct or community-based assistance, technical support and capacity-building activities provided during the previous year.

IOM crisis-related support

over **4.6 million** people across 54 countries through shelter and NFI assistance

over **21.5 million** people through WASH programming in 53 countries

over **1.6 million** people through cash-based interventions in 56 countries

1,789 sites with CCCM programming in 28 countries

IOM life-saving and crisis response

20.   IOM's humanitarian work spans the crisis continuum in areas such as CCCM, displacement tracking, shelter and settlements, health and WASH, while utilizing different modalities, such as cash-based interventions. IOM provides technical expertise, operational support and policy guidance on emergency preparedness, response planning and implementation, and ensures that responses on relevant core humanitarian programming are coordinated at the country, regional and global levels.

21.   In 2020, IOM worked to strengthen its preparedness for and response to humanitarian crises by developing thematic and cross-cutting guidance and supporting capacity-building for relevant stakeholders. IOM produced a number of guidance notes, technical guidance documents, toolkits, and training resources in the areas of WASH, shelter, cash-based interventions, CCCM, health, and protection, including with regard to gender-based violence. Efforts were also made to harmonize and strengthen the Organization's approach and institutional policies related to mixed migration flows and humanitarian hub management.

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[4]   IOM crisis response data refer to people reached by services and assistance and/or whose lives are positively impacted by an IOM intervention. The large increase in the number of people reached in 2020 is partially attributable to the COVID-19-related programmes and activities implemented during the year.

[5]   Once finalized, the report for 2020 will be available at https://crisisresponse.iom.int/iom-publications.

22.   Through the DTM, IOM also collected, analysed, and disseminated data on population mobility in 86 countries, tracking the movements of over 29.4 million IDPs, 20.8 million IDP returnees and 5.4 million returnees from abroad. These data collection efforts also prioritized cross-cutting issues, such as the collection and analysis of data regarding disability inclusion in humanitarian operations in several contexts and the integration of protection indicators into 88 per cent of operations.

23.   Since the outbreak of the COVID-19 pandemic in March 2020, as a member of the IASC, IOM has played a leading role in the global humanitarian response to the outbreak, including through the fast-tracked development of a series of interim guidance notes that are available in different languages. Field missions were supported in their adaptation and response to COVID-19, with a heavy emphasis on preparedness and risk mitigation. IOM encouraged the use of the most suitable modalities available to limit contact and allow for safer distribution of humanitarian assistance, such as cash-based interventions.

24.   The IOM Global Strategic Preparedness and Response Plan for COVID-19 was developed to guide the Organization's response during the first year of the pandemic, covering 140 countries, with an updated appeal for funding of USD 618 million. Within the framework of the Plan, IOM quickly and effectively scaled up and provided vital assistance to communities and countries impacted by COVID-19. Furthermore, IOM also managed a USD 25 million disbursement from the Central Emergency Response Fund to support 26 front-line national and international NGOs engaging in life-saving health and water and sanitation responses to COVID-19, expected to benefit 1.38 million individuals in six countries by the end of the project.

25.   The Organization held a coordination role in 131 clusters, sectors, working groups and other coordination forums in 56 countries, sometimes leading or co-leading multiple platforms at regional, national and sub-national levels, such as in Bangladesh, Mozambique and South Sudan, as well as well as for the response in support of refugees and migrants from the Bolivarian Republic of Venezuela. Those coordination forums have cumulatively supported 1,923 partners globally.

26.   In the context of its role as co-lead of the Global CCCM Cluster, IOM also leads the development of coordinated emergency resource mobilization efforts and supports global and country alignments within the humanitarian programme cycle while at the same time hosting several global projects aimed at strengthening the role and capacity of IOM in the humanitarian sphere.

27.   In 2020, IOM further maintained and strengthened its commitment to several strategic global coordination forums focusing on protection, including global and field protection work streams and initiatives within the framework of the IASC and its Results Groups. Notably, IOM contributed to briefings on discrimination and xenophobia as a core issue of concern with regards to protection, making sure the plight of migrants was specifically highlighted, and to the development of key protection advocacy messages related to COVID-19.

28.   In 2020, IOM was appointed, together with UNFPA, the co-chair of the International Organization Working Group of the Call to Action on Protection from Gender-Based Violence in Emergencies, a ground-breaking global initiative to fundamentally transform the way gender-based violence is addressed in humanitarian action. The new role of IOM within the initiative offers a strategic position for IOM to advance global and agency-wide commitments to ending gender-based violence in emergencies and create tangible and lasting change at the field level through its vast operational footprint. In December 2020, IOM further reaffirmed its commitment to the objectives of the Call to Action by making institution-wide, specific, measurable commitments in accordance with the new 2021-2025 Road Map.

29.   IOM also contributed to several inter-agency data mechanisms in 2020, including the Global Information Management, Assessment and Analysis Cell on COVID-19, the Humanitarian Data Exchange (where DTM data from 24 countries are available), and the steering committee of the Expert Group on Refugee and Internally Displaced Persons Statistics. IOM data were also frequently shared with other humanitarian actors to inform their responses, with 80 per cent of humanitarian needs overviews and humanitarian response plans fully or partially using DTM data for analysis on internal displacement in 2020.

Box 3. Principles for humanitarian action

IOM is committed to principled humanitarian action. IOM's emergency response is framed by the Organization's humanitarian policy (C/106/CRP/20) and is guided by humanitarian norms, principles, and professional standards, including the four core humanitarian principles of humanity, impartiality, neutrality and independence. In 2020, against the backdrop of escalating humanitarian needs due to the COVID-19 pandemic, climate change, and conflict, IOM used these humanitarian principles in its operational and strategic decision-making to navigate and respond to humanitarian crises despite access constraints and the shrinking of the humanitarian space, and continued to assist and protect the most vulnerable, for example, in Afghanistan and South Sudan.

Reflecting the strong commitment to principled partnerships, and recognizing the central role of a collective response to the humanitarian consequences of the pandemic, IOM's active engagement at all levels within the IASC during 2020 contributed to the development of important new measures in support of NGO partners, including increased funding flexibility and the establishment of minimum standards for duty of care in the context of the pandemic. As part of a multi-annual capacity-strengthening initiative, a total of 176 IOM staff earned one or more professional humanitarian certifications with sector-wide recognition through the International Association of Professionals in Humanitarian Assistance and Protection practice-based Credentialing Program, which promotes the highest of professional standards.

In addition to ensuring that humanitarian norms and principles are mainstreamed into the Organization's institutional training programmes for staff, a training package on IOM's institutional humanitarian policy and humanitarian principles has been developed for IOM's implementing partners, with over 65 implementing partner employees from 22 local, national and international NGOs already trained, contributing to a more effective joint response to crises and reflecting IOM's commitment to principled partnerships.

IOM collaborated with the Global Public Policy Institute on an initiative to better understand how the Organization handles decisions related to principled access. The initiative produced recommendations synthesizing insights and identifying opportunities for strengthening IOM's ability to gain and maintain principled humanitarian access.

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30.   The Accountability to Affected Populations Framework was revised in 2020. It helps the Organization to ensure quality and responsive programming that responds to the evolving needs of beneficiaries, affected populations and communities and to enforce zero tolerance for sexual exploitation and abuse and other misconduct. In implementing the Framework, IOM reinforced staff capacity across the Organization through global webinars that reached offices in 74 countries. IOM piloted a blended AAP training course in the Middle East and North Africa and West and Central Africa regions.

31.   As of 2020, 69 IOM offices had mechanisms or tools in place to systematically monitor and analyse feedback and complaints from beneficiary and affected populations, and 56 offices had written standard operating procedures in place for handling or referring complaints. Forty-seven offices had

also integrated AAP into their country plans and strategies and 35 offices had an AAP focal point participating in inter-agency AAP activities. The integration of AAP into humanitarian programming is well demonstrated in two out of three crisis responses with Level 3 designation, namely in Yemen and Turkey (for the Whole-of-Syria response).

32.   IOM's humanitarian portfolio in Cox's Bazar, Bangladesh, for instance, systematically and continuously received and addressed feedback from refugee beneficiaries in the camps through a network of feedback and information centres. In response to feedback from beneficiaries, IOM introduced over-the-phone psychosocial counselling during the COVID-19 lockdown, when face-to-face counselling was not possible. In Turkey, in the context of a project on strengthening and supporting small and medium-sized enterprises, IOM used community feedback assistants for direct communication and consultation with beneficiaries, which resulted in new modules on mitigating the negative impact of COVID-19 on small and medium-sized enterprises and their business cycles.

33.   In Bosnia and Herzegovina, direct feedback from beneficiaries led to improvements in IOM-managed reception centres, such as establishing prayer rooms and facilities for cultural, sports and educational activities; adapting food to cultural practices; and improving access to services for women and persons with disabilities. IOM used similar AAP approaches (focusing on focus group discussions, interviews, beneficiary feedback, etc.) to improve cash-for-materials or cash-for-shelter programming in Yemen; comprehensive information and orientation programmes in the United Arab Emirates; shelter and CCCM programming in Mozambique; and nutritional support, food distribution and cultural orientation in Jordan.

34.   In 2020, IOM's roster of experts, a repository of vetted experts who possess the skill sets needed for the Organization's various sectors of emergency response, contained a total of 583 active experts who had vetted skills. During the reporting period, a total of 148 staff deployments took place (59 internal, 89 through standby partners).

35.   IOM also utilized its hubs of pre-positioned NFI stocks 26 times (19 times from the warehouse in Nairobi, 6 times from the warehouse in Manila, and once from the warehouse in Panama) during 2020 to respond in a more timely manner to emerging crises. Eighteen long-term agreements were in place for the replenishment of global stocks and for transport and freight forwarding services. To date, four IOM quality control centres are fully operational (Manila, Nairobi, Gaziantep, Juba). These centres are in strategic locations and respond to the increasing demands for quality inspections of NFIs and other essential household items from the IOM field missions. Fifty per cent of field missions followed quality management procedures on establishment of long-term agreements for NFIs and their supply/delivery.

Box 4. Protection from and response to sexual exploitation, abuse and harassment

In late 2020, IOM appointed a Senior Coordinator for the Prevention of Sexual Exploitation and Abuse and Sexual Harassment within the Office of the Director General to lead IOM's strategic and coordinated approach on this issue and to strengthen IOM's response globally and within the United Nations system.

By the end of the year, 69 IOM offices were part of an inter-agency in-country PSEA network or task force compared with 60 offices in 2019 and 48 in 2018. IOM co-chairs the network in eight of these countries. For the Whole-of-Syria response, IOM is also funding the PSEA Coordinator position and six IOM staff members to lead the PSEA network. Eighty per cent of the IOM offices with a PSEA network reported that they have agreed upon terms of reference and 70 per cent have an action plan in place to implement joint PSEA activities.

During the reporting period, 102 offices conducted PSEA training for 5,765 IOM staff, more than 60 per cent of whom took the training course for the first time. Furthermore, 34 offices also conducted PSEA training for a total of 5,052 external actors comprising implementing partners, service providers, government partners, etc. IOM Headquarters also organized and delivered an in-person PSEA training for the UNCT in Ukraine. In response to COVID-19, IOM's PSEA in-person training package was adapted for online delivery. This allowed 2,249 staff from 227 offices across 130 countries to be trained via highly interactive, multilingual webinars.

As of December 2020, 33 offices had an inter-agency referral system for handling complaints of sexual exploitation and abuse and providing victim support and assistance, while 36 offices reported that the development of such a system was underway. Thirty-one of the 33 offices reported that the referral system included a process for referring sexual exploitation and abuse survivors to victim assistance services and contact points (psychosocial, medical, etc.) within the country.

In 2020, with the support of UNHCR, WFP and other IASC members, IOM was instrumental in the adaptation of its internal PSEA training package to create an inter-agency training course, Saying No to Sexual Misconduct, an innovative multilingual learning package to raise awareness amongst IASC partner staff on the prevention of sexual exploitation and abuse and sexual harassment and ensure that staff and partners have the necessary skills and tools to define, detect and respond to sexual misconduct in the field. Additionally, as part of its inter-agency PSEA commitments, IOM trained 23 PSEA coordinators in 2020 for deployment to support in-country PSEA collective responses, bringing the total number of coordinators trained to 48. To reach a wider audience than those selected to participate in the annual training, IOM also launched a deployment package for PSEA coordinators.

IOM's PSEA team responded to over 60 requests for PSEA-related in-country support through targeted guidance and tools. As a result of its ongoing inter-agency PSEA support, IOM published the Frequently Asked Questions on inter-agency PSEA: IOM's lessons learned from PSEA implementation in-country.

Addressing the drivers of displacement and mobility and promoting peace

36.   Conflict, instability and environmental shocks and stressors continue to result in record numbers of people on the move. IOM supports States and populations to prevent displacement and other migration crises and to develop solutions for recovery and resilience. In 2020, IOM strengthened its operations with medium- and long-term objectives focused on peacebuilding, resilience, recovery, durable solutions and transitional and restitutive justice, confirming adherence with the OECD/DAC Recommendation on the Humanitarian–Development–Peace Nexus. IOM's programming applies development-principled, and conflict- and gender-sensitive approaches in fragile and crisis contexts working across the humanitarian, development and peace nexus. Increasingly, IOM's regional and country offices are also adopting a humanitarian, development and peace nexus approach regarding joint assessments, strengthening evidence-based programming and fostering collaboration through joint programme design, implementation and monitoring as part of the overall United Nations reform.
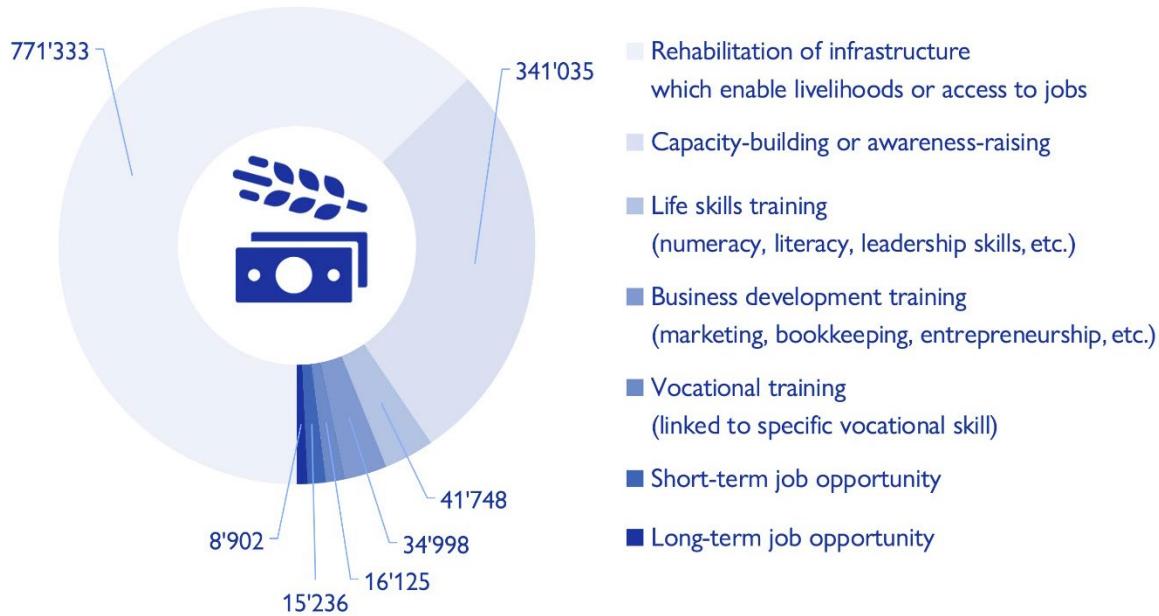
37.   Facilitated by IOM's dedicated work streams focused on the prevention of and solutions to displacement in fragile and crisis settings, efforts to enhance resilience, social cohesion and sustainable recovery increased in 2020 in response to the COVID-19 pandemic. During the reporting period, IOM implemented 343 transition and recovery projects in more than 90 countries, reaching 13,867,256 direct and indirect beneficiaries with activities in the following thematic areas: community stabilization; durable solutions; peacebuilding and peace preservation; disaster risk reduction; disarmament, demobilization and reintegration; preventing violent extremism; restoring housing, land and property rights; reparations and humanitarian support to victims of human rights violations; and elections support.

38.   IOM continued to support a diverse peacebuilding portfolio designed to prevent, manage and resolve conflict. For example, IOM engaged in capacity-building and livelihoods skills training for members of the Bangsamoro Islamic Women Auxiliary Brigade to create conditions for social and economic empowerment as part of efforts to advance gender equality and increase women's participation in socioeconomic and political affairs in the Philippines.

39.   In 2020, IOM worked to establish foundations for durable solutions for IDPs**,** through return, relocation and local integration, in accordance with relevant frameworks, particularly the IASC Framework on Durable Solutions for Internally Displaced Persons and the IOM Progressive Resolution of Displacement Situations Framework. Over 180 active community stabilization and durable solutions projects were implemented in 65 countries and regions, focusing on social cohesion and community involvement, using IOM's community stabilization approach. IOM also undertook capacity-building to promote national and local authorities' ownership of durable solutions processes and developed thematic publications throughout 2020 that contributed to these efforts, as well as to the High-Level Panel on Internal Displacement.

40.   Following this approach, and with support from the World Bank, in 2020, IOM launched a programme in South Sudan intended to restore social cohesion, build capacities for peaceful co-existence and initiate community-driven recovery in areas affected by conflict and displacement. The programme, implemented in partnership with the United Nations Office for Project Services, utilized IOM's community-based planning methodology, which is designed to empower communities to define, own and drive their own recovery processes.

Livelihood services provided to migrants, refugees and internally displaced persons

771'333

341'035

41'748

8'902

34'998

16'125

15'236

- Rehabilitation of infrastructure which enable livelihoods or access to jobs
- Capacity-building or awareness-raising
- Life skills training (numeracy, literacy, leadership skills, etc.)
- Business development training (marketing, bookkeeping, entrepreneurship, etc.)
- Vocational training (linked to specific vocational skill)
- Short-term job opportunity
- Long-term job opportunity

41.   Many IOM missions supported livelihood assistance and economic revitalization, which seeks to integrate individual support with community and local level initiatives to build capacity and address identified barriers, and which benefitted more than 1 million people in 2020, through a variety of interventions.

42.   IOM recognizes that addressing transitional and restitutive justice needs are necessary for preventing forced migration and obtaining durable solutions to displacement following gross human rights violations. In this area of work, IOM supported government-led reparations mechanisms and mechanisms for the restoration of housing, land and property, as well as providing humanitarian

support for the most vulnerable victims. For example, IOM has been extending technical support to the Government of Iraq to strengthen a new law that will compensate Yazidis and other minority groups that suffered human right violations during the ISIS conflict. The landmark decision taken by the Government of Iraq to promote support to affected and vulnerable segments of the population reflects this technical support rendered by IOM.

43.   In addition to conflict and instability, climate change and environmental degradation are also profoundly shifting contemporary migration patterns. IOM seeks to reduce risk and build resilience to disasters and promote stronger coherence between policies and practices related to migration, the environment and climate change through the integration of migration considerations in climate change, environmental, sustainable development and disaster risk reduction policies and strategies, and the inclusion of environmental and climate change concerns in migration policies.

44.   In 2020, 87 offices were engaged in migration, environment, and climate change programming, through the organization of and/or participation in national and regional policy dialogues and events, awareness-raising initiatives, research and data collection and capacity-building activities, influencing key policy processes related to environmental migration and the development of policies on environmental migration.

45.   IOM also worked in crisis and post-crisis environments to prevent or reduce displacement associated with disaster and climate risk, and to strengthen resilience by incorporating "build-back-better" measures in recovery and reconstruction. As an example, in 2020, IOM joined forces with Oxfam to launch a disaster risk reduction project in Burundi, which was backed by the European Union. In the framework of this project, IOM facilitated the performance of provincial multi-hazard disaster risk assessments, including in five especially vulnerable provinces. The information generated through this assessment, conducted in coordination with the Government of Burundi, is now informing planning, decision-making and prioritization of investments and activities to strengthen the resilience of the most vulnerable communities to future and existing disaster and climate risks.

46.   During the reporting period, the Organization built the capacity of a total of 3,305 individuals, including national and local government officials, community leaders, CSO and NGO staff and private sector officials, in relation to migration, environment, and climate change and/or environmentally sustainable practices. For instance, IOM cooperated with the Organization of Eastern Caribbean States, the Caribbean Community Implementation Agency for Crime and Security, the Platform on Disaster Displacement, UNHCR and the German Agency for International Cooperation in June 2020 to build the capacities of the staff from over 100 border agencies in the Eastern Caribbean region in the management of cross-border displacement situations.

47.   Together with the Platform on Disaster Displacement and the Internal Displacement Monitoring Centre, IOM organized a virtual marketplace in November 2020, bringing together a broad range of stakeholders to share data and evidence on human mobility in the context of disasters, climate change and environmental degradation. In December 2020, IOM also organized the EU–IOM Strategic Cooperation Expert Meeting on Migration and Displacement related to Disasters and Climate Change, which informed the European Union's consultations on displacement in the context of climate change. Moreover, IOM played a coordinating role in the action group dedicated to migration of the Ninth World Water Forum, which will take place in 2022, supporting the preparatory work of designing priority actions.

48.   In Burkina Faso, two municipalities mainstreamed migration, environment and climate change considerations into their local development plans, supported by guidance tools and training courses provided by IOM. In Ethiopia, as a result of a community project implementing soil and water conservation activities, farming productivity has been enhanced and the livelihoods of participating

host community members have been improved, while also better protecting the local environment, for example by addressing soil erosion. This project formed part of a joint initiative between IOM and the European Union.

49.   In Somalia, IOM partnered with the United Nations Environment Programme to study sustainable solutions to support rural–urban climate migrants, providing the Government and implementing partners with policy and practice recommendations. Similarly, in Guinea, IOM developed the first study on connections between human mobility, environmental degradation and climate change in the country, with an emphasis on women and youth. The study created awareness, strengthened the capacity of authorities and policymakers at the local, regional and national levels, and provided a set of policy recommendations to improve the livelihoods of the most vulnerable communities facing climate change.

50.   In Peru and Belize, IOM is supporting efforts to mainstream human mobility into climate instruments and strategies. In Nicaragua, in February 2020, IOM organized the first national workshops with the Government, civil society and international agencies to address the migration, environment and climate change nexus in the country. At the regional level, IOM supported the Argentinian Chairmanship of the South American Migration Conference in the establishment of a working group devoted to advancing action on migration and the environment.

51.   In the Pacific region, under the IOM-led, multi-agency, multi-country Pacific Climate Change Migration and Human Security Programme, a regional policy dialogue was organized virtually by the United Nations Economic and Social Commission for Asia and the Pacific and IOM, bringing together over 30 officials from 13 countries and resulting in the identification of gaps and opportunities to strengthen protection of Pacific communities most prone to the impacts of the climate change. Complementing the Programme, IOM is also implementing the multi-country Pacific Response to Disaster Displacement project in collaboration with the Internal Displacement Monitoring Centre and the Platform for Disaster Displacement. Under the project, IOM has strengthened the capacity of and enabled the Governments of the Marshall Islands, Solomon Islands, Tonga and Vanuatu to identify communities at risk of displacement and forced migration and provide assistance and protection.

52.   In the East and Horn of Africa, IOM worked closely with the Intergovernmental Authority on Development on the development of the Protocol on Transhumance Implementation Road Map Period: 2021–2023, to protect the migration corridors used by pastoralists, which have been impacted by climate change and environmental degradation.

Cohesive societies for community resilience and sustainable development

53.   The global pandemic highlighted the importance of focusing on migrants' rights and inclusion while mobilizing action against common threats and developing joint solutions. IOM worked with partners from the United Nations and beyond to ensure that migrant and displaced population groups were included in responses to the pandemic at global, regional and country levels. The societal and economic disruptions exposed the particular vulnerabilities of migrants that have irregular status, that are in informal employment or that are insufficiently integrated into receiving communities, particularly the risk of increased inequalities and exclusion. At the same time, transnational communities demonstrated their resilience and solidarity by mobilizing additional resources and support for those left behind or with particularly dire needs.

54.   IOM's work to promote migrant inclusion took many shapes in 2020, ranging from directly providing integration and cultural mediation services to facilitating access to services, establishing municipal peer-to-peer learning networks across countries and regions, and providing capacity-building support for implementation of national integration plans. Many interventions continued

despite COVID-19-related restrictions. A significant proportion of IOM missions (40%) reported applying digital solutions to their work, especially in migrant integration counselling and pre- and post-arrival orientation.

55.   The IOM Office in Greece developed e-learning courses which featured 360 hours of integration material, such as the Greek language and soft skills. These resources supported migrants in their efforts to integrate into Greek society and constituted an important step towards building migrants' digital literacy and equitable access to digitalized public services. The IOM Office in Indonesia conducted online training for public school teachers, in collaboration with UNICEF and other local NGOs, to support long-distance learning for schoolchildren, migrants and refugees. Within the framework of the Joint Global Initiative on Diversity, Inclusion and Social Cohesion (DISC), the IOM Office in the United Kingdom collaborated with the United Kingdom Home Office in piloting their Indicators of Integration Framework. This included the roll-out of a series of training courses in collaboration with local authorities, statutory partners and civil society organizations engaged in local planning and resulted in the development of the *Guide for Practitioners on the Home Office Indicators of Integration Framework*.

56.   IOM also continued working with governments and partners on creating enabling conditions for diaspora communities to help respond to COVID-19 crisis, tapping into opportunities from increased transnational connectivity and networking. Building on the innovative IDiaspora.org platform, which unites diasporas all over the world, IOM highlighted examples of diaspora response to the COVID-19 pandemic, culminating in the launch of the Global Diaspora Confederation. With support from the United States Agency for International Development Bureau for Humanitarian Assistance, IOM also initiated work on the development of a global framework for diaspora engagement in humanitarian assistance. Supported by these efforts, in 2020, diasporas assisted stranded migrants to return to Ethiopia and Tajikistan, and shared professional expertise in medicine to support the COVID-19 response in their communities of origin in Armenia and Mauritania.

57.   In areas related to financial inclusion and socioeconomic empowerment, IOM developed and implemented the international community's socioeconomic response to COVID-19, focusing on remittances. As a founding partner of a joint call to action launched by Switzerland and the United Kingdom, entitled Remittances in Crisis: How to Keep them Flowing, and a member of the Remittance Community Task Force, established by the International Fund for Agricultural Development, IOM helped to formulate immediate and medium-term responses for governments, businesses, intergovernmental organizations and NGOs to mitigate the impacts of the drop in remittances to migrant communities during the pandemic. Stepping up its global advocacy within United Nations – in addition to coordinating development of policy guidelines on remittances by the United Nations Network on Migration – IOM contributed to discussions within the Financing for Development in the Era of COVID-19 and Beyond Initiative and helped establish policy options relating to remittances and diaspora investments, which were used in IOM activities in Azerbaijan, Indonesia, Serbia and Zimbabwe.

58.   In addition to joining global efforts on keeping remittances flowing during the crisis, IOM stepped up its advocacy for a broader understanding of migrants' contributions to development. In collaboration with the expert community, an innovative approach to measuring migrants' economic contributions to development was elaborated in guidance entitled *Contributions and Counting: Guidance on Measuring the Economic Impact of your Diaspora beyond Remittances*. For the first time ever, the report of the United Nations Secretary General on Entrepreneurship for Sustainable Development recognized migrants and refugees as important participants in private sector development, enterprise development and entrepreneurship, reflecting the work of IOM's country offices.

59.   In March 2020, IOM also partnered with the European Bank for Reconstruction and Development on the organization of a joint virtual workshop for members of the MDB Platform on Economic Migration and Forced Displacement. During the workshop, several practical solutions for mainstreaming the financial and skills contributions of migrants and refugees into the Platform's work with clients and technical cooperation with governments were developed, including programmes on entrepreneurship, financial products and skills.

60.   Furthermore, IOM intensified its efforts to promote social cohesion through combating xenophobia and hate speech in the midst of the COVID-19 pandemic, by promoting migrant-inclusive digital solutions, social mixing activities, media campaigns, and developing a range of strategic and policy recommendations and guidance materials on social inclusion and countering xenophobia.

Box 5. IOM's contribution to sustainable development

With the roll-out of the IOM Institutional Strategy on Migration and Sustainable Development, IOM made significant progress throughout 2020 in ensuring a coherent institutional approach to advancing its contribution to the 2030 Agenda for Sustainable Development. IOM has now joined the United Nations Sustainable Development Core Group, which demonstrates the recognition of the key relevance of migration to achieving the SDGs and the role of IOM in supporting States' efforts to do so, in partnership with the United Nations system. IOM has also developed an internal action plan to track its commitments in the United Nations Development system.

The strong IOM support to Member States around the 2030 Agenda at global, regional and country level, including through its work with the United Nations Network on Migration, is visible throughout this report. Of 165 offices, 129 (78%) reported increased efforts in this area and 91 offices (55%) worked to ensure policy coherence in migration and sustainable development.

A detailed report on the achievements made through the Institutional Strategy in 2020 can be accessed here.

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61.   Providing reintegration support, including post-arrival reintegration assistance, to migrants returning to their country of origin is an essential component of the Organization's approach to return migration, both for returns operated by IOM and those operated by other stakeholders. Through its integrated approach to reintegration, IOM promotes sustainable reintegration through a multi-dimensional approach that considers the economic, social, and psychosocial elements of reintegration across the individual, community and structural levels. One key pillar of IOM's approach to reintegration relies on monitoring, evaluation and learning through comprehensive and standardized tools to measure sustainable reintegration.

62.   In 2020, more than 120 IOM offices were involved in reintegration-related activities either in the host country prior to return or upon arrival in the country of origin. In total, 106,230 reintegration services[6] were provided to returnees either before departure (10%) or after arrival (90%). These services, which include counselling, and economic, social or psychosocial assistance, were provided at the individual, collective and community levels. Ninety-four per cent of services were provided by IOM, while the remaining 6 per cent were provided through referrals. In 2020, reintegration services were delivered to migrants whose return was organized by IOM (93%) or by other actors, such as

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[6]   It should be noted that migrants can receive several services (e.g. counselling and economic assistance).

governments or NGOs (7%). Of the latter, 1 per cent were considered by these actors to be forced and 6 per cent were considered to be voluntary.[7]

63. To overcome the challenges posed by the pandemic, including disruption to post-arrival counselling and reintegration assistance due to remote work modalities, businesses being closed, social and medical services being stretched, etc., IOM adopted innovative solutions. For instance, reintegration counselling was increasingly provided virtually to migrants in most countries. In some countries, psychosocial support to returnees and medical screenings were also organized through video calls (telemedicine). IOM also provided individualized virtual follow-up on business plans, together with training courses, cultural orientation activities and peer networking opportunities, while existing communication platforms were used as platforms for online job training.

64. In the Plurinational State of Bolivia, Sierra Leone, Sri Lanka and Togo, IOM's work has also facilitated the development of small enterprises by returnees. Beneficiaries were trained on how to establish and manage micro-businesses successfully. This support contributed to the economic reintegration of returnees, allowing them to improve their living conditions in the medium and long term.

Box 6. Gender equality and mainstreaming

During 2020, the Organization continued its efforts to promote gender equality and gender mainstreaming globally. In the field, 159 IOM offices reported that at least one aspect of gender equality was the overall focus of engagement over the long term. In addition to implementing measures to eradicate forced labour, modern slavery and human trafficking, and to protect the rights of migrant workers (all of which demand particular attention to gender considerations), the most reported gender-related engagement by IOM offices was to eliminate all forms of violence against women and girls, as reported by 83 offices, followed by contributing to achieving decent work and equal pay for work of equal value (reported by 74 offices) and ensuring women's full and effective participation (reported by 70 offices).

Gender considerations were integrated into several IOM responses to the COVID-19 pandemic. In Cambodia, in response to the disproportionate impact of COVID-19 on women (job losses in industries where women workers are dominant), IOM has focused on supporting women through socioeconomic recovery projects. Similar efforts were made in the Gambia, Thailand and Uruguay, with projects in Uruguay also addressing the extra burden of childcare, which often fell to women, making it even more difficult for them to access the labour market. In Algeria and Ireland, attention was focused on addressing the increase in incidents of gender-based violence during the pandemic, while in Kosovo,[8] the mission focused on ensuring equal gender representation in socioeconomic activities, including a push to include more women and girls in outreach activities about technology.

Activities to raise the awareness of men on gender equality topics have also been key. In India, for example, as part of the CREST project, aimed at strengthening the capacity of the fashion industry to address the risks of labour exploitation, forced labour and human trafficking in Asia, efforts were made to raise awareness of gender issues among male counterparts during coordination meetings, thereby contributing to protecting the rights of women workers. In Nicaragua, awareness-raising activities were conducted for men on issues such as respect for women, domestic work and sharing child-care responsibilities, to enable women with children to participate more in project activities. And in

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[7] IOM strongly believes that voluntary return should be promoted over forced return, as it gives migrants a choice and allows them to prepare for their return, thus positively impacting their reintegration process. However, IOM also assists migrants forcibly returned by governments, for whom reintegration assistance is equally necessary to rebuild a life once back in their countries of origin.

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

South Sudan, the mission engaged male role models that support women's rights to challenge gender stereotypes and inequalities.

Several IOM offices also reported challenging gender stereotypes in their activities by encouraging women to participate in activities, forums and industries that are usually dominated by men, such as border policing (in the Republic of Moldova), community development activities (in rural communities, including indigenous villages, in Dominica), committees on migration management and cross-border forums (in Namibia) and entrepreneurship and business development activities (in the Niger). In Afghanistan, the Return of Qualified Afghans programme places and supports women in professional settings in which men are typically dominant, and in Lesotho, women beneficiaries are encouraged to develop new skills.

More than 60 offices reported having included specific activities related to gender equality in their immigration and border management programming during the reporting period. In Cameroon, for example, where most border officials are male, an analysis conducted on the gender dimensions of health and border management during the project conceptualization phase identified the specific needs and concerns of female travellers crossing borders that needed to be addressed. Additional sensitivity training was mainstreamed into a series of capacity-building sessions delivered by that particular project, including a training session conducted in the East region specifically on the psychosocial elements of COVID-19 and border management.

Mobility

65.   Over the past year, the rapidly evolving pandemic has translated into a dynamic mobility context. Due to unprecedented numbers of stringent COVID-19-related travel measures, global mobility and migration have been adversely affected by the global pandemic. IOM created the COVID-19 Mobility Impacts Portal as a central source of data on global impact of COVID-19 on mobility in order to inform responses at all levels. This resource has responded to an unprecedented need for global-scale data collection and coordination.

66.   As of 29 December 2020, a total of 226 countries, territories, or areas had issued 110,320 COVID-19-related travel measures. While these travel restrictions brought global human mobility and migration almost at a standstill, exceptions were issued for returning nationals to facilitate the return of those stranded abroad. Later in the year, as countries, territories or areas across the world began reopening borders, allowing carefully managed mobility under stringent conditions, IOM also started tracking the new conditions for authorized entry, including health surveillance applications, passenger locator forms, medical health forms, medical certificates with negative COVID-19 test results, quarantine at designated facilities and COVID-19 testing upon arrival.

67.   IOM has been extensively coordinating, both internally and with government counterparts and private sector partners, to enable the continuous provision of support related to facilitated regular pathways, while addressing increasingly complex challenges for migration management. Measures adopted during the pandemic to ensure service continuity led to the development and implementation of various digital tools and innovative approaches to service delivery that IOM will continue to expand upon and improve to ensure the well-being of migrants and the efficient provision of support to facilitate regular migration pathways, and enable societies to recover better from the pandemic and advance sustainable development achievements. Visa applications are expected to return to high levels after the gradual improvement of the global COVID-19 situation, driven by a resumption of international cross-border mobility and the ongoing trend of governments to outsource a wide range of visas, and their respective application processes.

Box 7. Tracking the mobility impacts of COVID-19
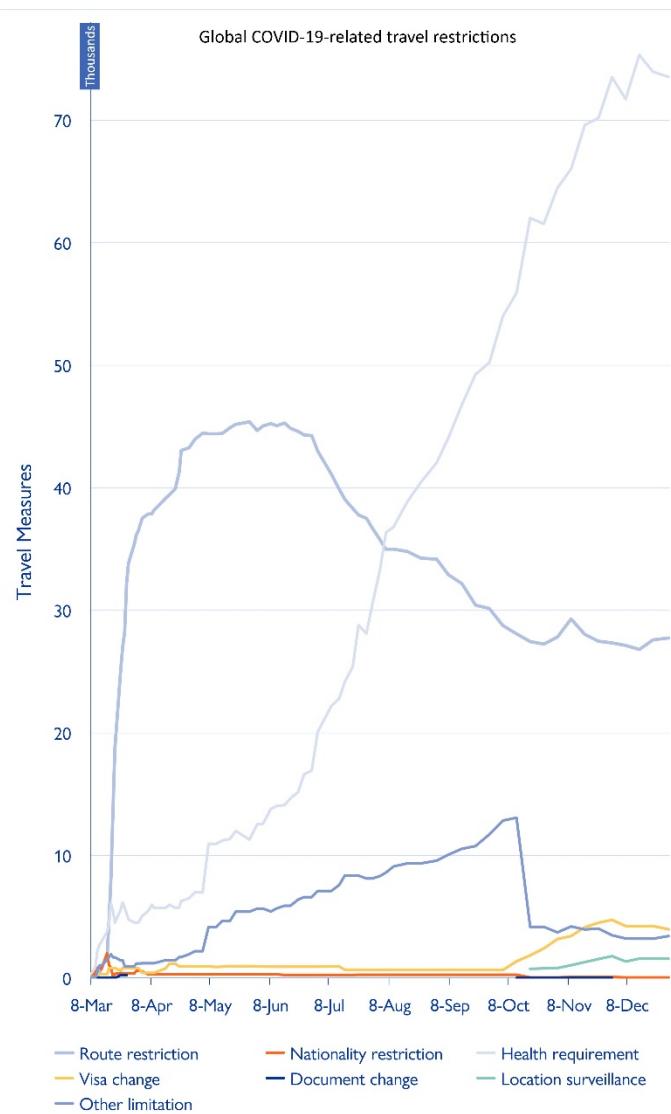
In response to the pandemic, countries, territories, and areas implemented complex and varied mobility restrictions in attempts to contain and reduce the spread of the virus. Consequently, these measures significantly impacted both human mobility and humanitarian actors' access and delivery of assistance to the most vulnerable populations worldwide. Through the DTM, and in collaboration with key partners and stakeholders, IOM provided an evidence-based understanding of the impact of COVID-19 on mobility at the global, country, cross-border, and interregional levels.

Globally, IOM published and shared more than 760 reports related to the impact of COVID-19 on displaced persons, other migrant populations and mobility to help inform partners and key stakeholders on COVID-19-associated mobility restrictions. A total of 63 COVID-19 Analytical Snapshots were also published during the reporting period to improve the understanding of the migration and mobility implications of COVID-19 by capturing the latest research, information and analysis related to the various impacts of the pandemic, with the majority translated into the other five official languages of the United Nations. The Migration Data Portal also developed a dedicated section on migration data related to the pandemic, which is available in IOM's three official languages and German. In addition, DTM data and/or analysis informed COVID-19 response planning and actions by key public health partners in at least 39 countries. IOM's work on mobility restrictions mapping, which includes regular assessments of the status of points of entry and locations affected by local mobility restrictions, has resulted in a widely used global database with a baseline of over 4,200 points of entry in 182 countries, territories and areas.

In addition, IOM provided regular updates on the situation of migrants, IDPs and refugees in the context of the COVID-19 pandemic. Sixty-five IOM operations integrated COVID-19-related indicators into their data collection, processing and analysis activities, and new and innovative external data processing methods were introduced. For example, to cope with the expanded need for information and the high level of production of news media related to COVID-19 and migration, IOM worked with Amazon Web Services to gather information at scale with far greater efficiency.

The IOM COVID-19 Mobility Impacts Portal acts as a central repository and dissemination channel for flow monitoring, mobility tracking, border management, movement, and other reports, maps, and outputs produced at the country, regional, and global levels in relation to COVID-19. As part of the institutional efforts to promote comprehensive responses for safe cross-border mobility, IOM issue

Global COVID-19-related travel restrictions

Legend: Route restriction, Nationality restriction, Health requirement, Visa change, Document change, Location surveillance, Other limitation

briefs examined the impacts of the pandemic on migration management, such as the analysis of immigration, consular and visa trends, with a focus on barriers to accessing regular migration pathways and the need for flexible admission and stay regulations, among other subjects.

The Organization also developed guidelines for staff on conducting data collection exercises during the COVID-19 pandemic. Since the pandemic began, the Organization has increased global-level coordination and collaboration with key data actors including OCHA, WHO, WFP, UNHCR, the global humanitarian clusters and partners from the private sector and academia. For example, IOM co-leads the Global Information Management, Assessment and Analysis Cell on COVID-19 with OCHA, WHO/Global Health Cluster and UNHCR, and has continued joint work and discussions with WFP and WHO on data and analysis. IOM has also carried out joint modelling work for IDPs with OCHA and Johns Hopkins University in Nigeria, South Sudan and other countries, and collaborated with the Migration Policy Institute to collate and analyse travel restriction and border closure data.

Regular and orderly migration

68.   The worldwide restrictions on cross-border mobility and travel directly affected IOM activities to facilitate regular migration and cross-border mobility pathways. IOM responded to ensure the resilience of its immigration and visa programmes, including its operations to support family reunification through the Family Assistance Programme, Canada's visa application centres and the IOM humanitarian visa centres, reflecting the Organization's commitment to supporting the gradual and safe resumption of global mobility and strengthening inclusive regular migration. These programmes contributed to mitigating the pandemic's humanitarian and socioeconomic effects, which are key for an inclusive long-term recovery from COVID-19.

69.   Moreover, physical distancing and lockdown measures also required an adjustment to traditional, in-person interactions with migrants; as a result, the different services IOM provides were adapted to better incorporate digital platforms and remote solutions. Innovative strategies have included setting or scaling up contact centres and remote options for information provision; the use of mobile channels for pre-registration; virtual counselling and psychosocial support for beneficiaries of family reunification programmes; remote delivery of pre-departure orientation and integration courses; piloting remote interviews; remote monitoring of programme activities; and the use of social media for communications and community outreach activities. Further information on initiatives undertaken by IOM in this regard are described in the DISC Digest special edition entitled No Social Exclusion in 'Social' Distancing: Leaving No Migrants Behind in COVID-19 Response.

70.   For instance, during 2020, in adherence with health and local government directives, IOM's global network of 36 visa application centres was unable operate at regular capacity due to temporary closures or significantly reduced operations. In comparison to 2019 figures, the network experienced a 76 per cent decline in the number of visa applicants assisted during 2020. IOM initiated an unprecedented restructuring effort to enhance the efficiency of the centres, developing dedicated COVID-19 health and safety standard operating procedures, including training sessions on the new measures. Enhanced cooperation with the Ministry of Justice of the Republic of Korea enabled IOM to launch the first two Korea Visa Application Centres in Ulaanbaatar and Berlin, right before and during the pandemic. Document verification programming was expanded during 2020, with an agreement to initiate activities on behalf of Germany in Uganda, and for the United Kingdom in Ethiopia, Kenya, the Sudan, Uganda and Zimbabwe.

71.   IOM's network of 10 Family Assistance Programme centres also continued to provide uninterrupted remote assistance for family reunification beneficiaries by adapting procedures to comply with the health measures in place, while prioritizing urgent cases.

72.   The lessons learned from responding to the protracted global emergency have proven valuable for the evolution of IOM's global immigration and visa programmes and their ongoing transition towards a   model with a greater   emphasis   on   sustainable   operations   and   future preparedness. IOM contributes to safe and orderly migration by mitigating the risks associated with cross-border mobility and by supporting orderly pathways for migration. IOM's expertise in supporting the admission and stay policies of its Member States, including their consular and visa systems, is a key component of the Organization's vision to expand its role in fostering global mobility and migration governance.

73.   One of the core functions of the Organization is arranging the safe and dignified movement of refugees and migrants. In 2020, humanitarian movements were primarily focused on resettlement, family reunification, voluntary humanitarian return, European Union relocation, and repatriation.

74.   Due to the significant impact of COVID-19 on the movement of people, the airline industry, public health and border regimes, IOM temporarily postponed movement operations for resettlement from 21 March to 17 June 2020, after close consultations with Member States and UNHCR and an assessment of crucial operational concerns. Nevertheless, during the reporting period, urgent resettlement for critical cases continued to take place, as well as European Union relocations, charter flights for voluntary humanitarian return, return movements coordinated by the returns task force at IOM Headquarters and the provision of humanitarian assistance to stranded migrants.

75.   In 2020, IOM supported over 27 States in conducting resettlement, humanitarian admissions and relocation activities for a total of 40,536 refugees and other persons in situations of vulnerability, with significant operations out of Afghanistan, Greece, Jordan, Lebanon and Turkey. The top three resettlement countries were the United States of America, Canada and Sweden. Of the above-mentioned total, 3,063 beneficiaries in need of international protection were relocated from Greece, Italy and Malta to 12 destination countries in the European Economic Area (a majority of whom were moved via charter flight).

76.   IOM facilitated the repatriation of 30,735 refugees to their country of origin, with Burundi and the Democratic Republic of the Congo being the top two destination countries. Of those beneficiaries, a vast majority were moved by land using ground transportation from the United Republic of Tanzania to Burundi.

77.   IOM also assisted 13,974 persons in situations of vulnerability via international charter flights. Through voluntary humanitarian return, a total of 4,041 vulnerable migrants located in Libya and Yemen were supported in their return to their countries of origin, namely Bangladesh, Ethiopia, the Niger and the Sudan.

78.   During 2020, nine IOM offices had helped their governments to establish or expand their resettlement programmes. In Denmark, IOM supported the Government in relaunching its resettlement programme, while in Finland and the Netherlands, following several years of negotiations, the respective government authorities and IOM signed new framework agreements on resettlement cooperation. Additionally, with the overall management role lying with IOM and partners in Greece, IOM country offices in the region supported European Union Member States in implementing the largest number of relocations since the end of the European Union-wide emergency relocation scheme which was implemented between 2015 and 2018. In this context, in France, IOM supported the Government in preparing the ground for the first ever relocation of unaccompanied children, and in Germany IOM liaised closely with the Government to facilitate the relocation of children with particular medical conditions and their family members.

79.   During the reporting period, IOM-led training courses and policy guidance contributed to the improvement of resettlement programmes in 12 countries. Additionally, through the continuous support provided by the Sustainable Resettlement and Complementary Pathways Initiative (CRISP), there has been a considerable increase in capacity-building initiatives, such as the provision of technical support to three emerging resettlement programmes in Argentina, Brazil and Uruguay on programme design; the creation of a joint IOM-UNHCR resettlement training package that targets relevant government and non-governmental actors involved in the design, development and implementation of resettlement and complementary pathway programmes; and support to key stakeholders on providing psychosocial support to refugees and migrants in Argentina and Brazil.

Box 8. Support to stranded migrants and other vulnerable groups

During 2020, COVID-19 had a widespread impact on human mobility due to travel restrictions, border closures and lockdown measures, which stranded migrants across the world. In addition, loss of jobs and income, limited or high-risk employment opportunities, loss of residence permits, and a lack of resources to return home all hindered mobility. This situation has in turn further compounded migrants' already limited access, or prevented their access, to health care and social support, exposed them to stigmatization and xenophobia, and put them at risk of homelessness or detention in overcrowded facilities, while at the same time heightening their vulnerabilities to the disease. As being stranded often confers few prospects or limits the ability to return home without assistance, IOM mobilized its multisectoral capabilities to organize voluntary returns for stranded migrants seeking to return home. Assistance to stranded migrants was one of the Director General's key priorities in 2020.

In response to the complex challenge of facilitating movements during the pandemic, IOM quickly established the COVID-19 Return Task Force to ensure an efficient, coherent approach and leverage the expertise from IOM's different thematic units. IOM supported 2,677 migrants worldwide to return home in a safe and dignified manner, through both commercial flights and organized charters. Task Force funding supported 1,100 beneficiaries for return, with IOM missions assisting an additional 1,577 beneficiaries in coordination with the Task Force. Charters were organized despite countries being in lockdown or airports being closed for commercial travel. The DTM supported the Task Force and country offices in tracking requests for assistance and monitoring stranded migrants. Additionally, in 2020, IOM arranged the return of 151 stranded migrants to their countries of origin through the Humanitarian Assistance to Stranded Migrants fund.

As part of a comprehensive support package, IOM also provided different types of return support to stranded migrants, such as flights and travel documentation services, with a total of 107,212 individuals receiving some sort of return-related assistance in 2020. These return services and processes were adapted to ensure adherence with COVID-19 prevention and mitigation measures. In addition, 167,216 beneficiaries were assisted in transit centres using enhanced COVID-19 protocols and standard operation procedures. In addition to return support, IOM has been providing assistance to meet the needs of stranded migrants, such as food; shelter; childcare; health assistance, including psychosocial counselling; risk communication; and COVID-19 preventative measures. Globally in 2020, a total of 73,869 vulnerable or stranded migrants were assisted with case management services in the light of the COVID-19 pandemic.

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80.   Assisted voluntary return remained a key priority during 2020 even though the possibility to provide support to migrants wishing to return home became more limited due to COVID-19. Despite the challenges, IOM adapted its programmes and continued to support migrants throughout the world to voluntarily return to their countries of origin, wherever feasible. While the principles of assisted voluntary return and reintegration have remained unchanged during the COVID-19 outbreak, new procedures needed to be introduced to make returns possible and ensure the protection and safety of all involved.

81.   Over 42,000 migrants were assisted to return (as opposed to 64,958 in 2019), from 139 host countries (destination or transit) to 150 countries of origin. The majority were assisted to return from the Niger, Germany and Kazakhstan to Mali Guinea and Tajikistan. In 2020, the European Economic Area continued to be the main host region for beneficiaries of assisted voluntary return, with 39.4 per cent of the total number. Similar to 2019, West and Central Africa was the main region of origin. More than 120 offices engaged in reintegration support that ranged from medical and psychosocial assistance to financial services and material support.

82.   In addition, return support, primarily through charter flights, but also through ground transportation and commercial flights, was provided to migrants in various countries including Algeria, Belize, Burkina Faso, Lebanon, Nicaragua, the Niger and the Philippines. In supporting migrants to return to their home countries, IOM missions also provided humanitarian assistance kits that included food, information, pre-embarkation health checks, COVID-19 testing where required, and necessary supplies to comply with health protocols and COVID-19 prevention measures. Medical escorts travelled with individuals with significant medical conditions.

83.   Despite severe economic disruptions in 2020 due to COVID-19, labour shortages in certain locations and sectors did not disappear, but rather increased, highlighting the dependency on the cross-border recruitment of workers in agriculture, health, delivery and other sectors. This finding was reiterated during a joint virtual workshop organized by IOM and the Government of Portugal on regulating labour mobility,[9] held in September 2020.

84.   IOM undertook a number of regional and migration corridor-specific projects that demonstrated the adaptability of human mobility schemes. Examples include the projects entitled Towards a Holistic Approach to Labour Migration Governance and Labour Mobility in North Africa; Poverty Reduction through Skills Development for Safe and Regular Migration in Cambodia, the Lao People's Democratic Republic, Myanmar and Thailand; and the EU-funded MATCH project – Hiring African Talents. Through the latter project, IOM proposed new solutions to companies that addressed their needs in the context of the COVID-19 pandemic, including enabling the hiring of nationals from Nigeria and Senegal on a remote basis until the travel restrictions were in place. Through a network of local partners, IOM ensured that companies were able to start working with their new specialists, hiring via local branches or providing full support for their new staff, including a working space and tools. As a second solution, IOM supported companies to hire a limited quota of Nigerian and Senegalese nationals already residing in the European Union through established solid links with respective diaspora communities residing in the relevant European Union countries.

85.   In 2020, IOM continued to support efforts linking migration policies with skills development, training, recognition and transfer, building upon the work of the Global Skills Partnership on Migration. For example, at global level, IOM provided input and support to the thematic discussions of the GFMD on skilling migrants for employment. At the regional level, the Organization contributed to relevant activities and discussions of the Joint Programme on Labour Migration Governance for Development and Integration in Africa; the Regional Ministerial Forum on Harmonizing Labour Migration Policies in the East and Horn of Africa; the Colombo Process; and the Governance of Labour Migration in South and South-East Asia programme – implemented with ILO and UN-Women, and supported by the Swiss Agency for Development and Cooperation. IOM also supported activities along specific labour migration corridors, for example along the corridor between Costa Rica and Panama with regard to temporary employment on coffee plantations in Costa Rica.

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9   Regulating Labour Mobility in Portugal in Line with Labour Market Needs: From Effective Policies to Labour Migration Arrangements in a Post-COVID-19 Era

Safe migration

86.   Migrants and displaced populations have been especially vulnerable to the consequences of the pandemic. Individuals living in crowded conditions, as well as camps or camp-like settings, have faced an increased risk of infection, from COVID-19 and other health threats. There is ample evidence that the pandemic has exacerbated many of the existing vulnerabilities faced by migrants and other people on the move, including their level of exposure to disease and mental health challenges. In many cases, mobility-related policies and lockdown measures taken to reduce the transmission of the virus have created significant additional challenges for these populations, including barriers in accessing essential health services.

87.   The challenges faced during the pandemic highlighted the need to design and implement flexible solutions within programmes to enable them to respond to external shocks. This led to the enactment of significant restructuring efforts and cost-saving measures that, in turn, enabled programme continuity, with the aim to emerge from the pandemic with an improved and strengthened reporting structure, while enabling more efficient core management and oversight functions that are better prepared for recovery and the gradual resumption of global mobility.

88.   Since the beginning of the pandemic, IOM has worked with States, partners, communities and staff to ensure that migrants, displaced populations and communities have continued access to essential health services, while supporting health systems and service delivery and providing support to vulnerable communities affected by COVID-19 in humanitarian settings and beyond. Many countries struggled to provide care to critically ill COVID-19 patients, while other services were sidelined to ensure that health systems had the resources to deal with surges in COVID-19 cases. To mitigate this pressure on health systems, IOM mobilized its pre-existing human resources and deployed staff to support COVID-19-related programmes from the onset of the pandemic. IOM also supported the continued provision of life-saving primary health care, including sexual and reproductive health and gender-based violence services; nutrition support; case management of noncommunicable diseases; HIV, malaria, and tuberculosis services; and mental health and psychosocial support around the world. During 2020, IOM supported 570 health facilities in dozens of countries to maintain essential immunization services. More than 120 IOM clinical staff from its migration health assessment programmes (including medical officers, radiologists, and radiographers) were deployed to contribute to national COVID-19 responses with the overall aim of supporting and strengthening health systems.

89.   Due to the COVID-19 pandemic, many of IOM's routine pre-migration health activities were temporarily suspended in 2020. Despite the challenges presented by the pandemic, the IOM Global Migration Health Assessment Programme managed to preserve capacity to provide full-fledged pre-migration health activities, in addition to introducing new measures and initiatives in response to the pandemic and in support of its beneficiaries. New measures included the establishment of a multi-platform laboratory testing approach for COVID-19 and the inclusion of phone triage and other infection prevention and control measures at IOM migration health assessment centres. Though service provision drastically decreased in the first half of the year, from the middle of the year, the caseload slowly began to recover and, by the end of 2020, IOM missions had provided nearly a quarter of a million migration health assessments worldwide.

90.   In close coordination with key partners, IOM quickly scaled up its activities to address the needs of migrants, displaced populations, and communities, anchoring the Organization's response in its comprehensive understanding of population mobility and its cross-sectoral expertise. IOM swiftly adapted its programming in accordance with the latest guidelines to help control the spread of COVID-19, integrating COVID-19 considerations, such as bolstering infection prevention and control efforts; procuring and distributing supplies, including personal protection equipment; ramping up health promotion and risk communication efforts; and enhancing regional and national disease

surveillance, information-sharing, and reporting. More than 38,290 trained community health workers and risk communication and community engagement mobilizers delivered risk communication activities as part of IOM programming to help break the chains of transmission. To provide mental health and psychosocial support services to beneficiaries, IOM provided related training in the context of the COVID-19 response to 26,343 community members, partners and government staff. To contribute to the diagnosis and monitoring of cases of COVID-19, IOM provided 109,191 COVID-19 tests globally and supported 100 disease surveillance systems in 29 countries.

91.   Acknowledging their essential role in health-care provision, IOM also supported over 9,490 community health workers globally to contribute to the maintenance of essential services despite COVID-19 restrictions. Alongside fixed and mobile clinic consultations adapted to implement enhanced infection prevention and control measures, IOM provided over 8,580 telemedicine consultations worldwide to reduce obstacles to primary health-care access in the context of COVID-19. In numerous locations, IOM supported health facilities with infrastructure rehabilitation, capacity-building and training, human resources, the provision of essential equipment and medicines, information, education and communication materials, and improvements in infection prevention and control measures, including strengthened WASH infrastructure and services and the procurement of personal protective equipment.

Box 9. COVID-19 vaccination

IOM has been a key player in global efforts to ensure that migrants and mobile populations have access to routine vaccinations. IOM vaccination activities are undertaken in dozens of locations, both routinely and in response to outbreaks of vaccine-preventable diseases, aiming to improve the health of migrants, hard-to-reach mobile populations, internally displaced persons, refugees and host communities by increasing key vaccine coverage. These services require a robust vaccine distribution and storage system – including maintaining appropriate cold chain equipment and establishing prevention measures against cold chain failure, such as temperature monitoring and alert systems – which IOM ensures through its primary health-care programmes and migration health centres. To ensure the appropriate administration of vaccines, IOM staff are provided with ongoing relevant training in line with international standards.

IOM is a member of the United Nations COVID-19 Supply Chain Taskforce, which includes the COVAX Facility. Partnerships with actors such as with the COVAX Facility have also been critical in ensuring that migrants, displaced populations and communities are considered in COVID-19 vaccination efforts. IOM has advocated the inclusion of migrants in vaccine priority groups and roll-out plans, including through participation in the IASC Working Group on the Humanitarian Buffer.

With a view to continuing to contribute to immunization efforts and achievement of the health-related SDGs, including in terms of universal health coverage, IOM has continued to foster strategic partnerships with partners that aim to ensure the inclusion of migrants in future and ongoing COVID-19 vaccination efforts. Notably, in November 2020, IOM signed a memorandum of understanding with the Gavi Alliance, aimed at strengthening collaboration on vaccination efforts and related health services for migrants, including forcibly displaced persons, for both routine immunizations and in response to outbreaks. This will further enable the engagement of IOM country offices around the world in immunization programmes, which will be particularly critical in ensuring that migrants are considered and included in national allocation plans for COVID-19 vaccines.

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92.   IOM remained a leader in provision of migrant protection and assistance services, including for victims of trafficking, migrants made vulnerable to violence, exploitation and abuse because of the pandemic, and vulnerable migrant children. For example, in Yemen, IOM provided individual protection assistance, including psychosocial support and cash for protection, shelter, food and NFIs

to over 1,000 vulnerable migrants. In Ukraine, IOM also continued its decades-long efforts to protect and assist victims of trafficking; thanks to its proactive identification and referral work, the IOM Office in Ukraine was able to assist 1,680 victims of trafficking and 249 persons at risk of trafficking and exploitation, including within internally displaced and conflict-affected populations. In Kyrgyzstan, IOM assisted a range of migrant groups in situations of vulnerability, including national and international victims of trafficking, Kyrgyz migrants stranded abroad and migrants stranded in Kyrgyzstan.

93.   IOM continued its capacity-building efforts in support of State and non-State actors to identify, refer, protect and assist victims of trafficking and other migrants in situations of vulnerability. For example, in partnership with Lao Women's Union, the IOM Office in the Lao People's Democratic Republic supported the development and dissemination of the National Guideline for Protection, Assistance and Referral of Victims of Trafficking. The IOM Office in Mali trained 95 law enforcement officers, government agents and shelter providers on working with victims of trafficking.

94.   At the global level, the 20th anniversary of the Protocol to Prevent, Suppress and Punish Trafficking in Persons, especially Women and Children, was an opportunity for IOM to review the Organization's several decades of work in combating trafficking with a view to consolidating its expertise and identifying priority areas of intervention for IOM's future counter-trafficking work.

Box 10. First line of defence – Global Migration Health Assessment Programme

Since its establishment in 1951, IOM has delivered pre-migration health activities through its Global Migration Health Assessment Programme, on behalf of destination countries and migrants. These activities are undertaken at IOM migration health assessment centres located across Africa, Asia, Europe and the Middle East, and by mobile teams in remote areas and a large network of partner service providers.

As part of its COVID-19 response, the IOM First Line of Defence framework, established in 2020, harnessed the Organization's health assessment capacities and infrastructure to provide reliable and high-quality medical services to eligible United Nations personnel and their dependents. By the end of the reporting period, the framework had been implemented in 18 countries, and included the delivery of a range of services, namely laboratory services, including testing for COVID-19; clinical services; telemedicine and home monitoring services; and medical movement support. Under the framework, IOM also established three isolation facilities and introduced COVID-19 testing capacity at 16 sites, using a novel multi-platform testing approach, with over 250 IOM health staff being accredited to provide testing services. By the end of 2020, over 5,500 United Nations beneficiaries had received at least one service under the framework and the feedback received from the United Nations community was very positive.

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

96.   IOM continued to expand its work in the area of protecting migrant workers' rights through mobilizing governmental and non-State stakeholders to achieve ethical recruitment standards. Working in synergy with other lead organizations and initiatives active in this area, IOM broadened its footprint and the scope of capacity-building tools and mechanisms in line with its International Recruitment Integrity System (IRIS). This complemented the work of partners such as the ILO and the Responsible Business Alliance. In addition to IRIS, IOM expanded its partnerships with the private sector within the CREST initiative – achieving impressive results in South and South-East Asia – and

started to gradually broaden the scope of the initiative to other regions. As of 2020, 65 countries had embarked on implementing IRIS-related procedures and processes. More than 300 recruiters were trained on the IRIS standard in 2020, and IOM continued to engage with over 60 companies (new and ongoing partnerships) across more than 50 projects.

97.   A significant milestone in IOM's work on ethical recruitment and the protection of migrant workers' rights was the launch of the Global Policy Network on Recruitment in December 2020 as a follow-up to the Global Conference on the Regulation of International Recruitment, which adopted a set of non-binding recommendations that are fully compatible with all existing international norms and standards, in particular those established by the ILO.

98.   In 2020, IOM continued to support States in responding to diverse migration and border and identity management challenges. One hundred and eight country offices reported having worked on border management-related issues during the reporting period. In Kenya, in partnership with TradeMark East Africa, IOM facilitated COVID-19 testing for truck drivers at borders as part of efforts to safely reopen trade across the East and Horn of Africa, testing more than 4,500 truck drivers and crew in Malaba and Busia on the Kenya–Uganda border. This helped to ease the backlog of trucks stuck at the border and release essential trade. The IOM Office in Kenya also tested over 26,356 truck drivers in the port city of Mombasa, responsible for transporting medicine, food, fuel and other essential goods across countries in the region.

99.   In 2020, IOM also supported over 1,050 points of entry globally to undertake COVID-19 preparedness and response measures and trained over 14,920 officials on COVID-19 detection, notification and management, and on the referral of ill travellers. These capacity-building efforts sought to encourage the development of effective and inclusive immigration systems that support socioeconomic recovery.

100.   To enhance the capacity of officials and to support the adaptation of their operational practices in response to COVID-19, the Training Curriculum for Border Officials on COVID-19 Response at Points of Entry was developed by IOM. The training curriculum draws upon the latest WHO reference materials, including the International Health Regulations (2005), on points of entry preparedness and response. IOM also developed the Standard Operating Procedures for Front-line Border Officials at the Point of Entry in Response to COVID-19 Outbreak, which were piloted in Bangladesh, Cambodia, the Lao People's Democratic Republic, Libya, the Marshall Islands, the Federated States of Micronesia, Mongolia, Myanmar, Thailand and Viet Nam.

Governance

101.   The role played by IOM in the international sphere has increased in recent years as a result of increased migration volumes and greater international attention to migration. This became increasingly apparent in 2020 with the impact of the COVID-19 pandemic on migrants and mobility. With IOM's role as Coordinator of the United Nations Network on Migration supporting the implementation of the Global Compact for Safe, Orderly and Regular Migration, there were increased demands for IOM policy advice on migration issues, including through coordinated efforts within the United Nations system. IOM also worked to ensure that good migration governance was consistently integrated into and contributes to United Nations efforts to achieve the SDGs. The Organization's capacity to provide such whole-of-society support to governments at local and national level, supported by a robust architecture for data, evidence and research is, therefore, of increasing importance, and its ability to translate its vast field experience into tangible policy recommendations is an essential part of IOM's mission.

IOM participation and leadership in the United Nations system

102.   The Organization continued to forge strong bilateral partnerships with various international actors. IOM's involvement in United Nations structures has further deepened at the global, regional, and country levels. IOM became a core group member of the United Nations Sustainable Development Group in 2020 and has made progress on several commitments in line with its role as Coordinator of the United Nations Network on Migration and the IOM Institutional Strategy on Migration and Sustainable Development and related action plan. In 2020, up to 68 per cent of IOM offices reported that migration and mobility aspects were now captured in common country analyses, and 35 IOM offices announced that they had signed – and had ensured the integration of migration management programming into – new United Nations Sustainable Development Cooperation Frameworks. In 2020, 111 offices developed joint programming initiatives with other United Nations agencies, and over 70 IOM missions signed off on the Business Operations Strategy Results Framework in the context of the efficiency agenda of the United Nations Secretary-General.

103.   During the reporting period, 129 IOM offices supported governments in the implementation of the 2030 Agenda and the SDGs. In various countries, IOM helped to increase understanding among government officials that migration should be seen as an opportunity that can promote social and economic growth. Within its efforts on SDG-related reporting requirements, in line with IOM's commitments under the Funding Compact, the Organization strengthened its internal capacity to report on contributions to the Global Compact for Safe, Orderly and Regular Migration that will – inter alia – provide input to the Secretary General's continued reporting on Global Compact implementation. In addition, in 2020, the United Nations Statistical Commission adopted a new Indicator 10.7.3 (number of people who died or disappeared in the process of migration towards an international destination), which uses data exclusively from the Missing Migrants Project.

104.   The level of engagement with the United Nations system through membership of a number of working groups continues to expand at all levels. The level and complexity of this engagement spans diverse topics, and encompasses broad, often cross-cutting themes, including United Nations reform; the Business Operations Strategy and mutual recognition; collaboration on operational activities such as the FLOD Framework, the COVAX Facility and joint programming; technical topics such as IPSAS (International Public Sector Accounting Standards) and IATI implementation and reporting; and participation in the International Civil Service Commission.

105.   As the Coordinator of the United Nations Network on Migration, IOM has further strengthened its policy and operational support at Headquarters and across the regional and country offices to support UNCTs and Member States in the implementation, follow-up and review of the Global Compact. For example, IOM led and worked through UNCTs to establish 41 national and 6 regional networks on migration by the end of 2020 and successfully organized the first regional review of the Global Compact in Europe in November 2020. In addition, IOM took the lead in drafting the first Report of the United Nations Secretary-General on the Global Compact for Safe, Orderly and Regular Migration. Internally, IOM strengthened its capacity to equip IOM staff with the tools necessary to fulfil the Organization's role as Coordinator of the Network. This included linking the Global Compact – as a key policy framework – to the IOM Strategic Vision 2019–2023 and its regional strategies.

106.   Serving as the Network Secretariat, as mandated by the United Nations General Assembly, IOM is also providing system-wide support for the implementation of the Global Compact. During the reporting period, the Secretariat supported the Network (39 members including the 9 Executive Committee members, with WHO having joined the Executive Committee in 2020 as a result of its leading role in the COVID-19 response) and the Coordinator in carrying out the Network's workplan and responding to the impacts of the COVID-19 pandemic. The Coordinator of the Network, the IOM

Director General, successfully launched the Champion Countries initiative, which is supported by 16 Member States, during the reporting period.

107.   The Secretariat of the Network also coordinated efforts to operationalize the capacity-building mechanism – including the Migration Network Hub, led by the IOM Global Migration Data Analysis Centre, and the Migration MPTF – launching guidance and tools to bolster the capacity of UNCTs and to support Member States in developing national implementation plans, and ensuring strong and meaningful engagement by non-governmental and local government stakeholders in the work of the Network.

Box 11. Start-up Fund for Safe, Orderly and Regular Migration (Migration MPTF)

During the course of 2020, the Migration MPTF – the first pooled funding instrument focused on migration, which was established in 2019 – became fully operational. A key takeaway from the first year of operations was the strong and consistent demand for financing from the Fund; demand which far outweighed supply. In 2020, 62 countries and regions submitted a total of 90 joint programme concept notes, covering a wide array of issues, offering concrete illustrations of how the Fund can support Global Compact implementation on the ground.

In October 2020, the Steering Committee approved funding for six inaugural joint programmes. From addressing security, development and humanitarian concerns in the cross-border areas of Guinea, Sierra Leone and Liberia, to strengthening the capacity of the Government of the Philippines to support overseas workers throughout the migration cycle, promoting socioeconomic integration of migrants, refugees and asylum seekers in Santiago (Chile) and Mexico City, and creating opportunities for free movement and green jobs, markets and skills in climate fragile locations in the Intergovernmental Authority on Development region, these joint programmes address a myriad of migration challenges and are poised to make positive impacts on the lives of migrants and those affected by migration. The joint programmes funded reflect the faithfulness to the Global Compact 360-degree approach and the Steering Committee's commitment to geographic diversity. With single country, cross-border and regional programmes, as well as an emphasis on sub-national partnerships, the selection also illustrates how Global Compact implementation is relevant at all levels.

By the end of 2020 – and despite the COVID-19 pandemic, which seriously impacted the mobilization of resources for the Migration MPTF – the Fund had received generous contributions totalling over USD 17 million, from 11 Member States: Cyprus, Denmark, France, Germany, Mexico, Norway, Portugal, Sweden, Thailand, Turkey and the United Kingdom (the original target for the Fund's first year of operations was USD 25 million).

While recognizing the increased financial constraints, rebuilding the pre-COVID-19 momentum is critical for the Fund. In 2021, it is hoped that the Fund will grow into the vision behind the Member States' collective call for its establishment back in 2018: a tool by which to enhance effective and principled governance of migration.

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108.   IOM is a member of practically all UNCTs worldwide. As of December 2020, 149 countries reported IOM as a resident United Nations agency in their country.

109.   Sixty-eight IOM offices reported that a national or regional network structure exists in the country or region. In addition to the networks on migration at country level (41), IOM is also involved in inter-agency working groups on migration and/or asylum issues. Thirty-nine countries reported that their respective working groups were ensuring that migration was incorporated into the United Nations Sustainable Development Cooperation Frameworks for those countries.

110.   IOM partners with a broad range of agencies at all levels of the United Nations   system.   For example, in Armenia, IOM, UNDP, UNICEF, and UNFPA worked with partner agencies UNHCR, the United Nations Industrial Development Organization and the Food and Agriculture Organization of the United Nations to set up a project to mitigate of socioeconomic impact of COVID-19 on vulnerable people and communities.

111.   In Chad, IOM partnered with the Food and Agriculture Organization of the United Nations and UNHCR on the implementation of projects to support displaced populations and host communities in Lac Province. The partnership with the two organizations has made it possible to provide a comprehensive response to the various needs of the diverse population groups in need in the province.

112.   During the reporting period, IOM provided technical and policy support to 108 national governments and 17 local governments for the operationalization of the Global Compact. This entails support for development of action plans and relevant migration policies; the holding of national consultations and workshops on the Global Compact; and engagement with relevant stakeholders. For example, following positive engagement on the Global Compact in Ethiopia, the country joined the Champion Country initiative and IOM supported the Government in drafting its first voluntary report on Global Compact implementation. For this, a consultative process was undertaken, involving several ministries and CSOs. In addition, IOM, as coordinator of the United Nations Network on Migration in Ethiopia, facilitated four meetings of that Network in 2020.

113.   IOM provided technical assistance to the Government of Kazakhstan on the development of the first voluntary national review of Global Compact implementation. The review focused on clarifying the implementation methodology and analysis structure with all government agencies and members of the established working group. Information was provided by the Ministries of Internal Affairs; Labour and Social Protection of the Population; Healthcare; Information and Public Development; and Education and Science.

114.   In Sri Lanka, migration forums were established in a number of districts to focus on collecting migration-related data, in order to contribute to evidence-based decision-making, advocacy and policy development. These forums will also serve as a platform to share up-to-date information on current practices and migration trends, and policies and guidelines relevant to labour migration. Furthermore, the forums will be an ideal platform to enable all stakeholders to support migrants in the respective districts and enhance services to migrants, including psycho-social and reintegration support.

Whole-of-government approach

115.   IOM further strengthened its efforts to build governments' capacities to formulate sound migration policies that are aligned with the objectives of Global Compact and coherent with and integrated into sustainable development planning frameworks.

116.   In 2020, IOM worked with 49 countries that assessed the comprehensiveness of their migration governance frameworks and discussed well-managed migration policies and practices using the Migration Governance Indicators process. In line with IOM's objective to produce tangible impact and positive policy change, 42 IOM offices reported having supported countries that had previously conducted an assessment to follow up on the results through specific, targeted activities leading to the development of new migration policies and strategies (e.g. the new Migrant Health Policy in Cambodia; the National Migration Policy and National Action Plan for Trafficking in Persons 2020-2023 in Sierra Leone, and the 2030 National Strategy on Migration in Tajikistan) and the development of a more inclusive and whole-of-government approach to migration governance. The Indicators have also proved effective in laying the basis for countries (e.g. Cambodia, Guinea-Bissau, Mauritania, the Republic of Moldova and Sierra Leone) to draft action plans and track progress on Global Compact

commitments and have been mentioned by Member States in Global Compact regional reviews (e.g. Guyana and Timor-Leste).

117.   In Mali, IOM supported the elaboration of the country's migration policy, which draws upon the vision of leveraging migration as a poverty reduction tool for the country. The policy aims to recognize and empower migrants as agents of development.

118.   In Zambia, as part of implementation of the Seventh National Development Plan, IOM provided support to the Government of Zambia on the development of a comprehensive national migration policy (currently in draft format); the process has led to increased acknowledgement by a wide range of stakeholders that migration has complex relationships with many different government portfolios, necessitating a whole-of-government approach.

119.   In Brazil, IOM partnered with the Municipal Government of São Paulo to implement the Migration Governance Indicators. In addition, through an IOM Development Fund project to enhance local government capacities to address migration, 27 local governments have, through the MigraCidades certification process, set priorities and committed to specific targets to improve local policies and structures to promote migrants' rights, well-being and integration.

120.   Through two global initiatives – the IOM–UNDP Global Programme on Making Migration Work for Sustainable Development and the IOM–European Union initiative on Mainstreaming Migration into International Cooperation and Development – IOM supported national and local governments, and development cooperation actors to strengthen the links between migration policies and sustainable development. For instance, in Ecuador, IOM supported local governments and cities to strengthen integrated policies by ensuring that migrants' needs and capabilities are duly considered, including in COVID-19 socioeconomic recovery plans.

Box 12. IOM Development Fund

In 2020, a total of USD 21,109,296 (including administrative costs) was available for the IOM Development Fund. Continuing the trend of recent years, project funding requests increased in 2020, mainly as a result of the growing need of eligible Member States for seed funding to address various migration management challenges. The Fund continues to be a vital means of advancing migration and sustainable development policies and programmes.

A total of 75 projects for 124 eligible Member States were financed in 2020 through the IOM Development Fund. As in previous years, the distribution of allocations to each region was closely aligned with the representation of eligible Member States in those regions. In Africa, the IOM Development Fund provided USD 6,900,000 for 26 initiatives benefiting 24 eligible Member States. In the Middle East, one initiative benefiting one eligible Member State received USD 300,000. In Latin America and the Caribbean, a total of USD 4,184,957 was allocated to 16 initiatives benefiting 21 eligible Member States. In Asia and Oceania, 22 initiatives benefiting 22 Member States received USD 5,980,339. In Europe, a total of USD 2,200,000 was allocated to eight projects benefiting eight eligible Member States. Two multiregional projects were approved for a total of USD 800,000, benefiting Member States eligible for Line 2 funding.

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121.   Fifty-nine IOM offices reported on their work with regional consultative processes on migration, mostly providing technical advice. Nine offices worked with the Colombo Process, eight were involved in the Almaty Process on refugee protection and international migration, and several offices in South America also engaged with the Quito Process to facilitate regional intergovernmental coordination of the response for refugees and migrants from the Bolivarian Republic of Venezuela.

122.   Twenty-five country offices reported engaging with interregional forums on migration, for example the Bali Process on People Smuggling, Trafficking in Persons and Related Transnational Crime, the Ibero-American Network of Migration Authorities, the Budapest Process, the Khartoum Process and the Pan-African Forum on Migration. Nine IOM offices offered technical advice to interregional forums on migration, five provided technical secretariat functions and four provided administrative secretariat functions.

123.   The Twelfth GFMD Summit, hosted by the 2019 Chair, Ecuador, was postponed to January 2020. As a result, the subsequent Chair, the United Arab Emirates, only assumed the role in February 2020. Consequently, IOM provided GFMD-related support to both the Governments of Ecuador and the United Arab Emirates over the course of 2020, providing thematic, technical, financial and logistical support for preparations for the Twelfth Summit, held in person in Quito, and the Thirteenth Summit, which took place in January 2021. In addition to its thematic lead on Skilling Migrants for Employment round table events, co-steering the Mayors Mechanism and co-organizing the Sixth Mayoral Forum, IOM also contributed to the development and roll-out of the It Takes a Community global campaign to promote a balanced and evidence-based public narrative on migration. IOM also supported youth engagement, in collaboration with United Nations Major Group for Children and Youth and UNICEF, through the Youth Forum on the sidelines of the GFMD and the Youth Leadership & Innovation Award.

124.   To inform the engagement of regional consultative processes on migration, interregional forums on migration and global processes on migration in the Global Compact, a high-level webinar on the potential role of inter-State consultation mechanisms on migration in the Global Compact regional reviews was organized by IOM on 24 September 2020. Representatives from 22 mechanisms took part in the proceedings; many mentioned their plans to contribute to the forthcoming process of regional reviews of Global Compact implementation on different aspects of regional migration governance.

125.   In 2020, the IDM – IOM's principal multi-stakeholder forum for migration policy dialogue – was dedicated to discussing the implications of the COVID-19 pandemic for migrants and human mobility, as well as migrants' role in the response to and recovery from the pandemic. The decision to convene the IDM 2020 on this theme was in response to the significant health, social, political, economic and human mobility impacts of the COVID-19 crisis and the recognition of the need for greater international commitment and cooperation to respond to these impacts. The IDM 2020 contributed to collective efforts to address the immediate challenges and expected longer-term impacts of the pandemic on societies, migrants and vulnerable populations worldwide, and to foster greater cooperation and partnerships for future action.

126.   The session, entitled COVID-19 crisis: reimagining the role of migrants and human mobility for the achievement of the Sustainable Development Goals, was held on 15 and 16 October, with approximately 500 participants, representing governments, international governmental and non-governmental organizations, academia, health institutions, youth, and migrant and diaspora organizations. The speakers shared a comprehensive set of actions, practices and opportunities to support migrants, including vulnerable populations, throughout the COVID-19 response and recovery process and to facilitate migrants' contributions to these efforts. An analysis of the discussions and a set of best practices and recommendations gathered during the session are available in *IDM 30: COVID-19 Crisis: Reimagining the Role of Migrants and Human Mobility for the Achievement of the Sustainable Development Goals*.

127.   In 2020, IOM raised awareness and built internal and external capacities on adherence to and implementation of international legal standards relevant to migration. This was done through numerous training courses for external stakeholders (notably for civil servants from the Plurinational State of Bolivia, the Comoros and Kenya), including the organization and delivery of two annual courses

on international migration law in collaboration with the International Institute of Humanitarian Law. The Organization also carried out training activities for IOM staff on international migration law and a rights-based approach to programming.

128.   Concerning the practical application of international legal standards, IOM contributed to the review of States' implementation of international human rights instruments carried out by the United Nations treaty bodies, as well as supported States in the review of migration-related legislation (e.g., the Comoros and Honduras). IOM also contributed to advancing knowledge and research on international migration law by conducting legal research and developing articles and notes on various topics, and regularly running information sessions on various topics for university and secondary school students.

Whole-of-society approach

129.   IOM engages with a broad range of partners as part of its whole-of-society approach, forging partnerships with intergovernmental organizations, civil society, the media and the private sector, among others. In 2020, IOM concluded eight cooperation agreements at the global level with other international organizations.

130.   IOM's work with intergovernmental organizations has a considerable impact on programming, contributing to improving IOM's profile at regional level; cooperation on project implementation; access to funding; cooperation among working groups on policy, legislation and strategy development; and access to different areas and communities. In 2020, 78 IOM offices cooperated with non-United Nations intergovernmental organizations, such as the African Union, the Council of Europe and International Committee of the Red Cross. For example, in Thailand, through the Document Examination Support Center initiative, IOM and INTERPOL worked to harmonize the provision of border management and technological solutions to support greater efficiency in law enforcement operations to address transnational organized crime.

131.   CSOs represent the largest proportion of IOM implementing partners, and this cooperation spans a broad range of migration issues at the local, national, regional, and global levels. In 2020, 94 per cent of IOM offices worked closely with civil society, mostly NGOs at local and international level, but also with researchers, research institutions, media, diaspora organizations, local societies of the International Red Cross and Red Crescent Movement, trade unions and professional associations, and philanthropic foundations and funds. IOM offices rely on civil society to enhance outreach and access to beneficiaries and communities, raise local/grass-roots awareness, build the capacity of civil society and enable more informed and effective programming.

132.   In 2020, IOM Headquarters organized virtual information-sharing sessions with civil society interlocutors on topics such as the implications of the COVID-19 pandemic on migration, the environment and climate change, and progress in the implementation of the Global Compact for Safe, Orderly and Regular Migration. To further strengthen and expand IOM's engagement with civil society, a new institution-wide civil society engagement framework was finalized.

133.   IOM also continued to engage further with the private sector over the reporting period, with 84 offices actively engaging with the private sector in over 80 countries. The engagements included partnerships and collaborations for knowledge and information exchange, the provision of expertise, policy dialogues, joint collaboration for innovation, advocacy, and grant-based donations for IOM's programmatic priorities.

134.   For example, in China, IOM partnered with The Mekong Club, an association of businesses committed to fighting modern slavery based in Hong Kong Special Administrative Region, China, to

co-host a webinar on Responsible Recruitment During Covid-19: Lessons from Industry. IOM made a strong call to action to commit to ethical recruitment alongside partners such as Apple and World Wise Foods. In Trinidad and Tobago, in partnership with its non-profit partner, USA for IOM, and Citibank (Trinidad & Tobago) Limited, IOM distributed 160 electronic tablets to primary schools and other organizations in February. This effort to narrow the digital learning gap created by the COVID-19 pandemic was part of a larger initiative in response to the pandemic, which also included the distribution of food and hygiene kits to migrants and nationals of Trinidad and Tobago in rural and coastal communities.

135.   IOM also carried out online fundraising campaigns to tap into the individual giving market, by promoting brand credibility and showcasing IOM's impact on the ground. In 2020, IOM launched five individual giving campaigns through online mass marketing (two diaspora giving campaigns for South Africa and Somalia; a global appeal for the COVID-19 response; a Ramadan giving campaign; and the World Humanitarian Day Real-Life Heroes campaign), raising a total of USD 26,925.81 from 283 online donors. Content collected from over 25 country offices was packaged into social media campaigns for global audiences in Arabic, English, French and Spanish, reaching a digital audience of nearly 14.3 million people.

Data and evidence

136.   IOM's priorities and strategic course on migration data until 2025 are set out in the IOM Migration Data Strategy, which was finalized and presented to the membership in 2020, and is aligned with the data strategy of the Secretary-General of the United Nations. One of IOM's commitments is to serve Member States and the international community as the lead reference for data and evidence on migration, in line with the IOM Data Protection Principles. To this effect, IOM endeavours to strengthen the global evidence base on migration and to develop the capacity of Member States and other partners on migration data, including in relation to its production and analysis. In addition, IOM is committed to conducting and supporting analysis and research that informs migration policy and practice, while contributing to the broader understanding of migration patterns and processes.

137.   In 2020, as part of the strategy development process, a task force on data quality control set up within the IOM Data Steering Group finalized its work and produced a set of recommendations and tools to enhance quality control and consistency of migration data shared or published beyond IOM.

138.   During the reporting period, 130 IOM offices (77%) reported that they had collected migration data for external use. The most common type of data collection was related to different instruments of DTM, but the collection of data related to assisted voluntary return and reintegration and other data using MiMOSA was also common. In 2020, 102 IOM offices (60%) built the capacity of external partners in migration data for different target audiences. Of these, 32 were in Africa, 20 were in Eastern and South-Eastern Europe, Central Asia and the European Economic Area, and 18 were in Asia and the Pacific.

139.   In 2020, the Global Migration Data Analysis Centre continued to improve migration data on safe and orderly migration. Selected highlights from 2020 include co-organizing the second International Forum on Migration Statistics in Cairo with OECD and the United Nations Department of Economic and Social Affairs; strengthening existing initiatives, including the Global Migration Data Portal, in particular at the regional level, in cooperation with the regional offices and the Big Data for Migration Alliance; and delivering capacity-building activities, including in collaboration with the African Union. The Centre also published several policy-relevant publications, including *Migration in West and North Africa and across the Mediterranean*; *Migration Governance Indicators: A Global Perspective;* and a report on migration scenarios and forecasting. It also started new research on data disaggregation and the impact of migrant deaths and disappearances on families left behind.

140. IOM is working to establish and disseminate the first standards and best practices on the collection, management, and safe use of human trafficking administrative data. These efforts comprise the development of data standards and practical guidance for government agencies, in collaboration with the United Nations Office on Drugs and Crime; and of a standard-compliant information management toolkit and guidance for CSOs active in the area of counter-trafficking. The standards for government agencies are expected to be published in September 2021.

141. A preliminary version of the information management standards, toolkit and guidance can be accessed on Github. By the end of 2020, the Counter-Trafficking Data Collaborative was receiving on average 8,000 unique users every month from 183 countries and territories. This is an increase from 6,000 unique monthly users at the end of 2019 (175 countries and territories).

142. IOM, together with OCHA and UNHCR, also co-led the development of the IASC Operational Guidance on Data Responsibility in Humanitarian Action. This system-wide operational guidance, which is a first, provides concrete actions for data responsibility in all phases of humanitarian action. In addition, the Humanitarian Data Science and Ethics Group, coordinated jointly by IOM and the Data Science Initiative of the City of the Hague, developed and launched the Decision Tree for Ethical Humanitarian Data Science. The Decision Tree is an online interactive tool based upon the Group's Ethical Framework and aims to provide a set of ethical and practical guidelines for humanitarian data collectors, users and stakeholders to consider when applying data science in humanitarian work.

143. IOM has been collaborating with Microsoft Research to develop new ways of anonymizing human trafficking data for a public audience. The new technical solution, based on modelling and generation of synthetic microdata, allows the publication of an unredacted, synthetic dataset that exhibits the same properties as the original, sensitive case dataset.

144. After the outbreak of the COVID-19 pandemic, IOM was also among the first to publish research and analysis on the impacts of COVID-19 on migration and migrants to improve the understanding of its implications and inform policies and programmes. In addition to the COVID-19 Analytical Snapshots mentioned in Box 7, during 2020, IOM published 14 short "think pieces" on COVID-19 and the transformation of migration and mobility globally. Partnership was a central aspect of IOM's COVID-19 response to ensure that all affected populations were reached and to minimize duplication. A key example was the joint IOM–WFP study on the implication of COVID-19 for food security, migration, displacement and livelihoods. The report was the first global-level collaboration of its kind between the two agencies.

145. In 2020, IOM continued to prioritize accessibility of research and analysis to the benefit of its Member States and other stakeholders in order to better inform migration policies and programmes and, more generally, improve understanding of migration. In 2020, the latest edition of the Organization's flagship publication, the *World Migration Report 2020*, was made available in all official languages of the United Nations, in addition to key chapters translated into German, Portuguese, Swahili and Turkish. A total of 130 country offices also published research, analysis or assessment reports in different languages for external distribution.

146. In addition, in 2020, the IOM Publications Platform made an additional 245 IOM publications freely available online, the majority in the three IOM official languages, but also in other official United Nations languages and other languages. As of the end of 2020, the Platform contained 2,247 electronic publications in 34 different languages. One of IOM's flagship publications in 2020 was the first *Africa Migration Report: Challenging the Narrative*, which was co-written with the African Union Commission and deconstructs the realities of migration within and across Africa.
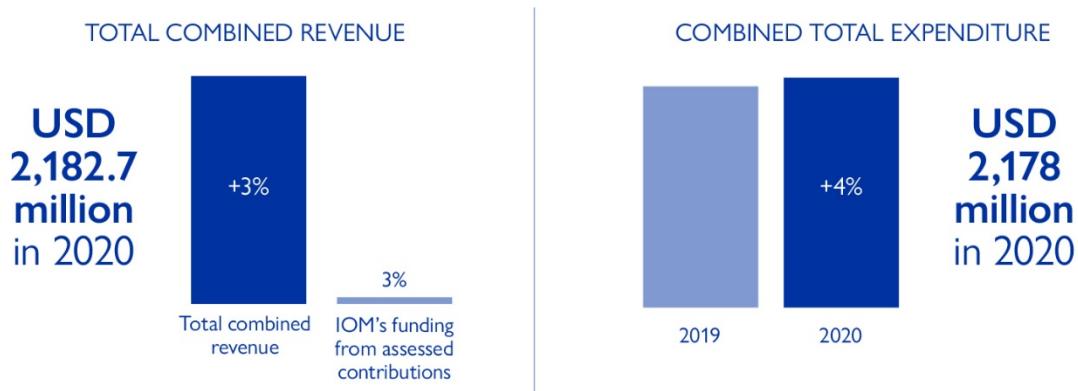
INSTITUTIONAL DEVELOPMENT AND ORGANIZATIONAL EFFECTIVENESS

147.   Around the world, IOM continued to have a profound impact on the beneficiaries it assists, and on wider societies, whose resilience it seeks to strengthen. However, IOM also sought to strengthen itself as an institution, in line with the ambitions of the IOM Strategic Vision 2019-2023, and the accompanying Internal Governance Framework. Within the framework of their regional strategies, the nine regional offices continued to perform a consolidated role in overseeing, planning and coordinating IOM functions and supporting country offices during the full project cycle within their respective regions, especially in areas of policy support and guidance, donor liaison and communications, and capacity-building support.

148.   To continuously improve itself, the Organization needs to demonstrate high levels of internal performance and gains in internal efficiencies that will be sustained for years to come. This section highlights selected elements of institutional development in 2020, while demonstrating how IOM is strengthening its organizational effectiveness and investing in a modern and fit-for-purpose internal governance system to meet the demands of the future.

149.   The total combined revenue of the Organization, comprising assessed contributions, voluntary contributions and other income, increased by 3 per cent compared with 2019 and reached USD 2,182.7 million in 2020. The assessed contributions from Member States continued to represent a small proportion of IOM's funding structure, accounting for less than 3 per cent of consolidated revenue for 2020. The annual financial results for 2020 showed a 4 per cent increase in the combined total expenditure compared with 2019, with the total expenses reaching USD 2,178.0 million, meeting the Organization's annual budget target.

Total revenue and expenditure for 2020

TOTAL COMBINED REVENUE

USD 2,182.7 million in 2020

+3%

3%

Total combined revenue | IOM's funding from assessed contributions

COMBINED TOTAL EXPENDITURE

+4%

USD 2,178 million in 2020

2019 | 2020

150.   Throughout 2020, IOM continued to engage with donors to increase predictable, multi-year unearmarked contributions, so as to allow IOM to implement critical strategic and institutional initiatives. At the end of the reporting period, a total of USD 31.3 million in voluntary unearmarked contributions had been received from 13 donors (Austria, Belgium, Denmark, Ireland, Netherlands, Norway, Philippines, Portugal, Spain, Sweden, Switzerland, United Kingdom, United States of America). This flexible funding has been instrumental for the implementation of important reforms under the Internal Governance Framework and strategic initiatives outlined in the Strategic Vision. In an effort to increase the level of unearmarked funding, IOM is looking into ways to take a more results-oriented approach to the management of unearmarked contributions in line with overall strategic results and

organizational effectiveness frameworks. This approach will enable IOM to allocate unearmarked contributions more strategically.[10]

151.   IOM continued to explore forward-looking and proactive resource mobilization and donor liaison mechanisms as important contributors to organizational effectiveness. To this effect, IOM also launched five key funding appeals: the IOM Global Strategic Preparedness and Response Plan for COVID-19; the IOM Asia and the Pacific Strategic Preparedness and Response Plan for COVID-19; the IOM Flash Appeal for Cambodia Flood Response; the IOM Lebanon Appeal for the Beirut Port Explosions; and the IOM Flash Appeal for Humanitarian Support for Rohingya in Indonesia. Furthermore, IOM's Global Crisis Response Platform, which was launched in February 2020, also served as an institutional online resource mobilization and communication tool for crisis response. During 2020, 40 crisis response plans were developed in the Platform in collaboration with country and regional offices.

152.   Furthermore, the Organization completed the design phase and launched the development of a beneficiary and distribution management system. Once fully developed, this new system will improve the Organization's accountability and effectiveness by enabling country offices to monitor, track and report on how donor contributions were distributed to individual recipients of IOM's humanitarian assistance.

153.   In 2020, no new Member States joined the Organization; total membership therefore remained at 173 Member States. IOM observers were joined by one State, namely Malaysia. By the end of 2020, there were a total of 164 IOM observers: nine observer States, 33 organs and organizations of the United Nations, 45 intergovernmental organizations and 77 other organizations.

Policy capacity and knowledge management

154.   IOM seeks to improve the effectiveness and efficiency of IOM operations by ensuring that resources and systems are in place to enhance policy capacity in line with operational needs and in response to evolving trends.

155.   During 2020, IOM quickly reflected on the key policy implications of the pandemic, and produced a range of policy briefs, issue briefs, and guidance to support colleagues in the field, many of which are referenced in this report. Notably, IOM produced an institutional statement on COVID-19 and mobility in May 2020, which was subsequently updated in March 2021, highlighting the full range of policy and operational concerns in a single document. IOM contributed to United Nations deliberations on the impacts of the pandemic, notably providing input to the United Nations Secretary General's Policy Brief on COVID-19 and People on the Move in June 2020.

156.   The COVID-19 pandemic has only heightened the need to develop and utilize effective knowledge management tools. During the year, IOM created the *COVID-19 Guidance and Toolkit for Mental Health and Psychosocial Support (MHPSS) Teams*. This document – available in English, French and Spanish – includes best and promising practices and tools related to mental health and psychosocial support in response to the COVID-19 crisis. IOM also developed the Emergency Preparedness Dashboard, which aims to identify countries most at risk and in need of support for preparedness activities, as well as to facilitate knowledge management and the sharing of information on contingency planning. This tool is updated every six months, and currently covers 45 countries and around 150 risks.

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[10]   For further information, see IOM, *2020 Annual Report on the Use of Unearmarked Funding* (Geneva, 2021). Available at https://www.iom.int/sites/default/files/our_work/ICP/DRD/final-hi-res-2020-mirac-report.pdf.

157.   Effective knowledge management is key for building and leveraging institutional policy capacity, and a number of tools have been developed to harness this. In September 2020, IOM launched the Migration Policy Repository, which aims to enhance access for IOM staff to information about IOM's policy activities and support the provision of technical advice on migration policy development by missions to governments and stakeholders. The Repository already houses information on close to 400 policy activities from all nine IOM regions, with additional entries being added on a regular basis, and will be made accessible to the public through the United Nations Migration Network Hub.

158.   To help IOM staff to identify and articulate the linkages between the main migration-related global frameworks in the context of the United Nations development system reform and Global Compact implementation, in 2020, the Organization piloted an e-learning training course on leveraging global frameworks through policy and programming. The training course covers the Global Compact, the SDGs, and MiGOF, and will be rolled out across the Organization. The training will build capacity across IOM to provide effective support to UNCTs and governments on Global Compact implementation through high-quality policy advice.

159.   During the reporting period, IOM revamped its Environmental Migration Portal. The Portal was launched in 2015 and aims to provide up-to-date information on key policy processes and developments, capacity-building efforts, research and publications, and operational projects addressing migration, environment, and climate change issues. IOM also hosted a series of blog posts on the COVID-19 pandemic, migration and the environment, written by IOM colleagues and external contributors.

160.   Through the IOM Development Fund, the Organization conducted reviews of projects on counter-trafficking and protection/assistance for vulnerable migrant undertaken between 2015 and 2019; regularization projects undertaken between 2001 and 2019; and innovation initiatives undertaken between 2014 and 2019. The reviews are intended to spotlight successful projects and to identify best practices, challenges and trends to consider when designing and implementing future projects. The review of innovation initiatives has been issued as a booklet, containing information on over 60 projects, to serve as a resource and reference for IOM offices, to foster the exchange of experiences of project implementation across regions and thematic areas and to strengthen innovation throughout the Organization.

161.   IOM launched the Global Stocks Request Tracking System in September 2020. The system allows IOM staff to make enquiries on stock availability, place stock withdrawal requests and track delivery from global warehouses to field missions, aiming to reduce the length of administrative processes while increasing the visibility of requests and available global stocks.

162.   In 2020, further efforts were made to analyse reintegration outcomes and contribute to evidence-based programming. One example is the comparative analysis entitled Mentoring Returnees: Study on Reintegration Outcomes Through a Comparative Lens. The study, conducted in collaboration with the Samuel Hall think tank and the University of Sussex, analysed the outcomes of reintegration in three countries – Guinea, Morocco and Senegal – and combined the results with data analyses from 14 additional countries.

163.   The EU–IOM Knowledge Management Hub, which aims to strengthen learning across return and reintegration programmes, launched a series of "knowledge bites" on sustainable reintegration, presenting findings on sustainable reintegration outcomes. It also published nine factsheets on good, promising and innovative reintegration practices that had been implemented in Burkina Faso, Guinea, Iraq, Mali, Morocco, the Netherlands and Somalia.

164.   To harness the potential of technology to expand IOM's capacity-building and knowledge-sharing outreach and impact on international migration law, IOM created a community of practice and started developing new learning tools. In addition, a one-stop-shop knowledge platform and a community of practice related to AAP, the latter with 188 members, were also established to foster the exchange of good practices, tools and communication products.

Media and communications

165.   Throughout the reporting period, IOM maintained high visibility to ensure that it speaks to and represents all migrants around the world through both its media and community engagement activities.

166.   IOM's global website, the digital gateway to the Organization, received its first investment in many years in the last quarter of 2020, allowing for a redefinition of the information architecture and navigation wireframes, usability testing and technical assessment of fixes needed prior to the launch of the new website and roll-out at the regional and country office level in the second quarter of 2021. Total page views grew by 20 per cent to 2.4 million, driven in part by the new look of the website and the redefined approach to news and feature content production, more detail on which can be found below.

167.   In September 2020, IOM piloted a new approach to news visibility, focusing on breaking news, consistent advocacy messaging on key issues and partnerships with other United Nations agencies, while setting a higher standard for content flow. The strategic goal was to increase readership, to leverage news media coverage of IOM policy positions and advocacy points to drive consumers to the global website, thus enhancing overall visibility. A review of website analytics reveals a significant uptick in readership measured as clicks to news and feature stories from 150,000 in 2019 to over 180,000 for the last quarter of 2020.

168.   On International Migrants Day 2020, the Organization launched its latest strategic initiative to improve the quality and quantity of accurate, diverse, and balanced media reporting about migration, and support constructive public conversation and dialogue: the Global Migration Media Academy. Co-financed by the IOM Development Fund and Irish Aid, the Global Migration Media Academy will provide journalism students with a versatile e-learning platform with accredited universities in its target countries based on an IOM-validated foundation curriculum developed by its partners at the National University of Ireland. The project seeks to improve media reporting standards by supporting ethical, accurate and balanced reporting on migration.

169.   Social media in all its forms has played a central role supporting IOM's Strategic Vision, shaping public awareness of the IOM brand, and the Organization's activities and advocacy, policy and data work. Over the course of 2020, IOM's global social media accounts managed from Headquarters saw a three-fold increase in followers to three million. The number of followers of regional office and country office social media accounts increased to 2 million.

170.   Two new corporate accounts, on TikTok and Viber Communities, targeting youth demographics were successfully launched during 2020; by the end of the year, these IOM pages were ranked third and fourth, respectively, among the more than 100 international organizations tracked globally by Twiplomacy, opening up IOM messaging and advocacy to entirely new audiences.

Results-based management

171.   During the year, IOM reinforced results-based management at the institutional level, with the aim of strengthening strategy development and planning capacities and presenting the Organization's

achievements at the country, regional and global levels using an institution-wide reporting methodology, with the online institutional questionnaire serving as the central reporting system. The participation rate for this tool reached 98 per cent in 2020 and the data were used for the preparation of the present report.

172.   Notably, in 2020, through a participatory and collaborative process, and following a series of consultations and drafting sessions with staff from Headquarters and the regional offices that drew on key elements from the Global Compact for Safe, Orderly and Regular Migration, the SDGs, MiGOF, and regional institutional strategies, the Organization also completed a draft of the global IOM Strategic Results Framework, which includes four institutional objectives. The Framework provides a basis to measure progress towards the IOM Strategic Vision and will help to address wider SDG and other reporting requirements. During the reporting period, IOM also launched a "wizard" in PRIMA, which offers project developers and reporting officers a streamlined tool to boost systematic and coherent reporting related to the SDGs and the Global Compact. This will help IOM to meet its new SDG-related reporting requirements, for instance to the Chief Executives Board for Coordination, in line its with commitments under the Funding Compact. It will also strengthen IOM's internal capacity to report on its efforts to support implementation of the Global Compact, including through the United Nations Network on Migration and support to Member States.

173.   Since joining the United Nations system in 2016, IOM has progressively enhanced its strategic and results-based management capacities at the project, country, regional and global level. As a result of these efforts, and its increasing prominence, IOM was also appointed as co-chair of the United Nations Strategic Planning Network for 2020 and 2021. Through this Network, the Organization has promoted knowledge-sharing and learning across United Nations agencies, further supporting a transition towards a results-based management 2.0 framework, focused on systematic learning and adaptation by using results and evidence to inform decision-making processes at all levels in IOM.

Monitoring and evaluation

174.   A strong monitoring and evaluation culture within the Organization requires a dedicated commitment to capacity-building for these functions, to maintain accountability and to streamline reporting to donors. These are core elements of the IOM Monitoring and Evaluation strategies for the periods 2018-2020 and 2021-2023, developed under the auspices of the Internal Governance Framework, the latter of which was developed using a collaborative approach during 2020.

175.   As part of the Organization's efforts to improve quality assurance in evaluation, in 2020, IOM published the results of a meta-evaluation, which reviewed the quality of IOM evaluation reports between 2017 and 2019. The meta-evaluation concluded that the quality of evaluations has progressively improved each year. Thirty per cent of the reports conducted in 2017 did not meet the minimum quality requirements; this figure decreased to 18 per cent in 2018 and 14 per cent in 2019. The report concludes that this is due in part to the guidance provided by IOM Headquarters on evaluation, and also due to its training activities to develop a strong foundation of knowledge among IOM staff who manage and conduct evaluations.

176.   IOM continued to successfully roll out the Monitoring and Evaluation e-learning course, training a total of 145 staff from 60 separate IOM offices (including country and regional offices and Headquarters) by end of the year. The participants showed a 20 per cent increase in knowledge after completing the course. The evaluation function of the Office of the Inspector General provided monitoring and evaluation technical support on remote monitoring to two operations (Libya and Syrian Arab Republic) in order to strengthen reporting.

177.   Besides the efforts focused on building the capacity of IOM staff, the evaluation function of the Office of the Inspector General and regional monitoring and evaluation officers develop essential institutional and corporate guidance to support the monitoring and evaluation activities of IOM offices worldwide, and provide technical guidance as required. During 2020, guidance was developed on ensuring the continuity of monitoring and evaluation interventions during the COVID-19 pandemic and technical advice was provided on the development of a global results framework for IOM's response to the pandemic. During the collaborative process to develop the strategy for the period 2021–2023, the value of the guidance and capacity-building support provided, together with the important work of regional monitoring and evaluation officers, was highlighted by many participants.

178.   Over the reporting period, a total of 50 decentralized evaluations (19 internal and 31 external) and 5 centralized evaluations were registered. IOM reinforced the use of findings to shape the work it does. All evaluations and evaluation briefs – together with technical guidance on performing evaluations – are available in the IOM Evaluation Repository, which was made accessible to external users in 2020.

179.   One hundred and five offices reported using information derived from evaluations for their interventions, to learn, to inform project design of either new or follow-up interventions, to identify the focus of new projects, to improve the frequency of monitoring visits, and to follow up on evaluation recommendations. Examples of good evaluation-related practices include the Regional Office in Dakar, where evaluation reports are circulated broadly; the IOM Office in Ecuador, which makes evaluation reports and briefs available to host governments and other stakeholders; the IOM Office in Zimbabwe, which established a feedback and complaints mechanism for beneficiaries; and the IOM Office in Thailand, which holds annual retreats with key national and international staff to discuss respective achievements and progress, and obtains feedback from key government, civil society or United Nations partners.

Risk management

180.   During a year of unprecedented disruption, the Organization was able to respond to and proactively manage the business continuity, operational and financial risks associated with the COVID-19 pandemic. The lessons learned have been considered in risk response plans and have already resulted in tangible changes to business processes and the assessment of risk at various levels of the Organization, including with regard to our downstream partners.

181.   In 2020, a risk profiling exercise was undertaken for all IOM country offices and proposals developed to enhance risk management structures. The recommended structures include a combination of risk focal points, local risk committees and full-time risk and organizational performance capacity at regional and country office level.

182.   IOM country offices vary significantly in size and set-up, with differing levels of financial and human resource constraints, and often face challenges in adapting and implementing universal guidance on risk management. While 143 offices reported the active management of project risks in 2020, only 39 offices completed a full country-level risk assessment during the year. The aim of the risk profiling exercise and the review of risk management structures is to address these challenges and ensure the development of consistent, yet tailored, risk management structures and approaches for each category of office. This approach also aims to ensure the appropriate level and regularity of communication and risk information-sharing between the field, regional offices and Headquarters.

183.   At an organizational level, a process has been established to actively manage principal risks. Risk management is also being embedded into control and process design, as part of the work streams on strengthening existing business processes and the Business Transformation initiative included in

the *Application of the Internal Governance Framework Work Plan*. This will help establish a more mature risk management process in which Organization-wide risks are managed through embedded risk-based controls, in addition to providing a mechanism to drive accountability, increased transparency and improved reporting.

Box 13. Disability inclusion

To raise performance on disability inclusion across the United Nations system, the UNDIS was launched by the Secretary-General in June 2019. Reporting on UNDIS implementation, using the UNDIS technical notes, will: enable an assessment of the extent to which disability inclusion is mainstreamed within the IOM's work; spotlight good practices; and identify key areas which may require improvement. IOM's first UNDIS report was submitted in May 2020 and was compiled by a working group, led by the Office of the Director General, with contributions from IOM staff from across the Organization.

In 2020, IOM reported small but very encouraging changes in its collective efforts to address disability inclusion, particularly with regard to the areas of strategic planning and management, consultation with people with disabilities, reasonable accommodation, joint initiatives, capacity development and communications. Three key changes can be highlighted. First, the inclusion of disability within the IOM Strategic Results Framework, which will inform the roll-out of disability inclusive programmes and projects and country strategic plans, as well as serving to guide wider discussions on diversity and inclusion. Second, the completion of guidance and a policy on reasonable accommodation, which is critical to IOM's commitment to creating inclusive and accessible workplaces for employees with disabilities. Finally, added investment to improve and harmonize capacity-building tools to ensure that all IOM staff, whether they work with affected populations or not, have a basic understanding of disability inclusion.

Other developments have been made in IOM operations, particularly within humanitarian settings. The CCCM team developed consultation guidelines that complement those developed by UNDIS and are informed by IASC guidelines and other inter-agency processes. These form a solid basis for IOM to expand to other sectors of activity.
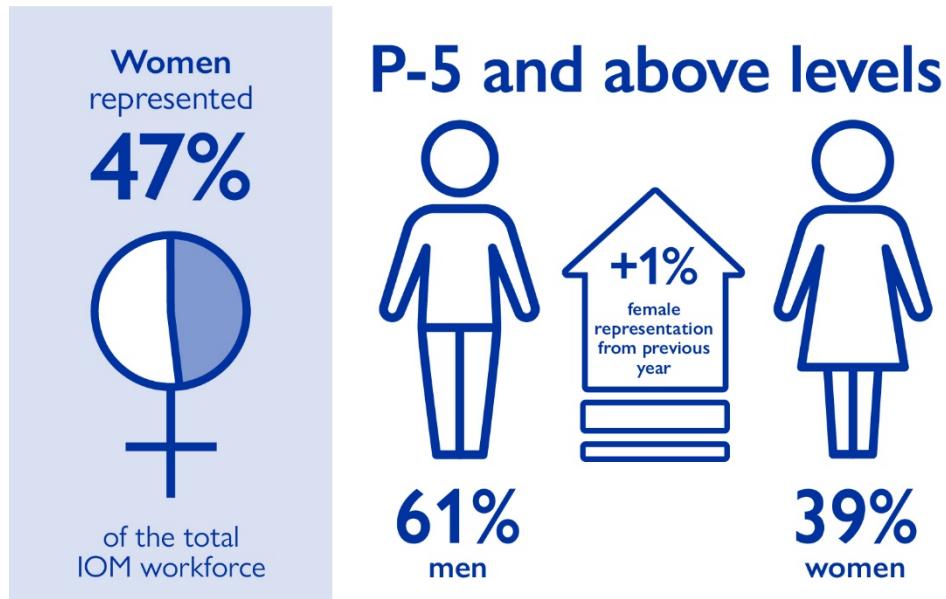
Finally, the IOM leadership once again championed disability inclusion internally and externally by continuing to support internal discussions to promote disability inclusion, harmonize it with wider efforts to promote social inclusion, and communicate externally on the importance of the disability in all areas of its work.

Human resources

Human resources management

184.   At the end of 2020, the total number of staff was 16,254, representing an increase of 10 per cent compared with the end of 2019. Of this total, 1,066 women and 1,119 men belonged to the international Professional category, and 6,574 women and 7,495 men belonged to the General Services category (see the annexes for further details). In the international Professional category, 1,116 staff operated in hardship locations (i.e. categories B, C, D and E), representing 29 per cent of the total international Professional staff. Out of 818 core positions, 706 are filled. Given the total headcount of 16,524, the ratio of core to total staff is 1 to 23.

Snapshot of gender balance within the Organization

Women represented **47%** *of the total IOM workforce*

P-5 and above levels

+1% female representation from previous year

61% men

39% women

Staff capacity, skills, and training

185. IOM continued to promote an environment that enables the development of staff skills and capacities and ensures sound performance management, in line with the Organization's strategic priorities.

186. A total of 7,573 staff (approximately 45%) undertook at least one training course in 2020, of which 54 per cent were women and 46 per cent were men. Regarding their location, 99 per cent of staff trained were based in the field, with the remaining 1 per cent at Headquarters.

187. In total, 284 thematic, programmatic, and cross-cutting online courses and 121 behavioural and interpersonal courses were recorded in I-Learn, IOM's learning management system. Of these courses, 294 were developed by IOM and 111 were from service providers and other United Nations agencies.

188. To increase IOM managers' understanding of strategic planning and results-based management and to help them to recognize the applicability of these topics in their daily work, IOM continued the delivery of a global training course on strategic thinking and management, which was developed in collaboration with Harvard Business Publishing. The course helped participants deepen their understanding of key concepts, such as strategic thinking and planning, change management, decision-making and process improvement. The course has had a very clear positive impact on IOM's strategic thinking and operations, with various staff reporting its relevance in their strategy development endeavors. Furthermore, staff have also used modules and materials from the course to kick off process improvement initiatives, such as the Internal Governance Framework work stream on travel expense claims; to address programme downsizing and re-programming; and to proactively address the impact of COVID-19 on IOM operations.

189. Furthermore, IOM has also taken concrete steps to promote understanding of protection and related principles and standards in each of its specialized fields. During the reporting period, IOM provided training – through webinars and face-to-face training courses – to up to 900 staff from the Organization and partners on protection and related topics, including housing, land and property;

disability inclusion; protection mainstreaming; and the use of DTM data for protection programming and child protection, including the best interest of the child procedure.

190.   Training and capacity-building activities related to counter-trafficking in emergencies reached 1,703 individuals (from governments, CSOs, other United Nations agencies, funds and programmes, research institutions and the private sector) during the reporting period. Of that figure, 395 received in-person training (244 women and 151 men), and 1,308 (713 women and 595 men) were users who had registered for the e-learning course entitled Counter-Trafficking in Humanitarian Settings, which is hosted by IOM. Sixty-two per cent of those registered were external and 38 per cent were IOM staff (all from country and regional offices).

191.   IOM reached and trained over 5,000 staff through online e-learning materials (including an online library with over 30 books, 10 videos, 10 microlearning videos, and 4 micro affirmation cards), toolboxes, and webinars on conflict prevention. These materials include three external expert webinars, four internal webinars, and the Disability Inclusion Toolkit. These courses are all available globally, and cover topics such as unconscious bias, trust behaviours, difficult conversations, leadership in crisis, active listening, negotiation principles, and team collaboration and resiliency.

192.   Two assessment centres were held for Chief of Mission and Resource Management Officer roles. Seventy-five internal and external candidates were assessed, of which 53 successfully passed and 25 have already been appointed to roles in different countries. The last round of Pathways Pool initiative attracted the interest of 1,025 applicants, over 20 per cent more than in 2019 (845 applicants). More than one third of applicants were nationals of OECD-DAC countries. These numbers are encouraging and reflect IOM's efforts to identify qualified and diverse candidates to fill critical Chief of Mission and Resources Management Officer roles worldwide.

Staff welfare

193.   Two staff welfare surveys on psychosocial issues were conducted in 2020. The focus of both surveys was to assess staff concerns, coping strategies, business continuity changes, and the impact of public health measures and interventions by the IOM leadership. Overall, there were extremely high levels of concern in key areas such as workload, job insecurity, work stress, home and personal life, childcare, isolation, personal mental health, anxiety, and other concerns. As a result, IOM expanded its Staff Welfare Service to support provide psychosocial support to staff during the COVID-19 pandemic. Confidential counselling, educational provision and support network services were made available. Uptake of all these services increased at least five-fold in 2020 compared with 2019, with 3,335 sessions held with 2,563 staff; 1,879 consultations held with managers; and 215 webinars and 236 well-being sessions attended by 2,792 staff.

194.   Principles of staff management take into account the responsibility of the United Nations global response to "stay and deliver," along with the moral obligation to respond to the individual health needs of humanitarian workers, known as duty of care, making IOM accountable for safeguarding the lives and the well-being of its employees. As of 31 December 2020, the work of 108 IOM missions had been affected by the COVID-19 pandemic, either through direct impacts on the health of the employees (with 1, 097 employees having contracted COVID-19, 83 of whom had been hospitalized and 4 of whom had undergone medical evacuations) or through indirect impacts, such as mandatory lockdowns and quarantine of contact cases (1,125 contacts). General Services staff were the most affected staff category (76.6%), with the majority of those affected (68.7%) holding administrative and clerical positions.

195.   A robust COVID-19 surveillance and case management system, which encouraged self-reporting and contact case reporting, was implemented to reduce the impact of the pandemic on the

workplace and facilitate access to health care. Through its participation in the United Nations Medical Directors Network, IOM supported the production of the United Nations Medical Directors Risk Mitigation Plan for COVID-19, which served as the foundation of the IOM occupational response plan, and the organization of the inter-agency United Nations COVID-19 Medical Evacuation Framework.

196.   To expand and facilitate the access of employees and their families to hospitals and to multilingual high-quality health care, IOM promoted the use of the International SOS Assistance application and supported the creation of five new agreements with hospitals in countries with poor access to health-care facilities.

197.   Furthermore, regular communication was maintained throughout the year, sharing educational material, epidemiological updates, and standard operating procedures and guidance with IOM employees and their families. Missions received guidance related to standard health and safety measures to implement in workplaces; measures related to specific occupational risks; and actions for staff with personal medical risks of developing a severe illness that were serving in locations without adequate health-care facilities (439 staff were advised to relocate). Individual advice and follow-ups were also provided to 2,749 employees.

Consistent conditions for staff

198.   Conditions of service should be consistent for all staff, with them receiving fair and equal treatment, regardless of their location. IOM has been rolling out the Unified Staff Rules in all countries of operation for staff in the General Service category, which includes National Officers. By the end of 2020, 74 per cent of General Service staff and National Officers were covered by the Unified Staff Rules.

199.   During 2020, the Global Staff Association Committee reached a number of milestones in supporting staff. Five new National Staff Associations were established in 2020, bringing the total number to 56. Additionally, the Global Staff Association Committee increased its visibility in 2020 by engaging in new boards and committees to provide policy inputs that represent staff members' interests.

Diversity and inclusion and staff representation

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

201.   During the reporting period, 169 nationalities were represented in the Organization's global workforce. This figure includes 140 nationalities represented at the international Professional level and 89 nationalities at the senior level (P-4 level and above). Progress continued to be made in geographical diversity at the international level. IOM staff from countries in the global South (countries that are not OECD/DAC members) represented 79 per cent of the total IOM workforce. Furthermore, 76 per cent of Member States were represented among international Professional staff, a slight increase from the previous year (2019: 74%). The Organization constantly liaises with the permanent missions and governments of non-represented Member States to ensure that their qualified professionals have the possibility to apply to and be hired by IOM.

Staff security

202.   Staff security is of paramount importance, not only to foster a safe work environment, but also to enable the Organization to effectively deliver its mandate around the world. During the reporting period, IOM was elected as the Chair for the Standing Committee on Learning and Training and the

Strategic Communications Working Group of the Inter-Agency Security Management Network. IOM also has a specialist role in the Network's discussions on hostage incident management. As a result, the Organization updated the IOM policy framework on hostage incident management coordination and expanded its capacity in that area through training programmes. At of the end of 2020, IOM had a total of 15 staff certified in hostage incident management coordination, ranging from security professionals to Chiefs of Mission.

203.   Furthermore, the Organization continued to have a large worldwide presence to ensure the best possible care and security for its staff, with a network of seven Regional Field Security Officers, 32 International Field Security Officers, and 104 National Security Officers and Local Security Assistants.

204.   While COVID-19 has halted the delivery of face-to-face security training sessions, IOM took the opportunity to strengthen its governance and quality control mechanism with the standardization of the IOM-delivered UNSMS security training courses, such as the Safe and Secure Approaches in Field Environments (SSAFE) course. IOM remains the only UNSMS organization with a SSAFE curriculum that is 100 per cent compliant with the updated UNSMS SSAFE standards and regulations. COVID-19 safety protocols for the delivery of face-to-face security learning programmes were also established for duty stations that were able resume their security training delivery.

Box 14. Informal conflict resolution

The Office of the Ombudsperson is responsible for addressing work-related issues in an informal, independent, neutral and impartial, and confidential manner. The Organization understands that only by developing a culture of addressing conflict in a timely manner can staff reach their full and future potential.

In 2020, the Office received 445 staff seeking assistance (a 16% increase from 2019). Of the cases reported, 93 per cent were closed, with 61 per cent of cases resolved, and 10 per cent requiring no further action. The remaining 29 per cent of cases were classified according to their relevant status. During the year, the Office produced five periodic reports and one annual report, identifying 17 systemic issues and making recommendations to increase organizational effectiveness.

The Office also continued the expansion of its network of respectful workplace focal points by training an additional 43 focal points (16 men, 27 women), increasing the total number of focal points to more than 120 in 73 country offices, while maintaining gender parity. These additional focal points increased local accessibility by 13 per cent, meaning that 79 per cent of all staff and non-staff (consultants and interns) worldwide can find a focal point in their respective country offices.
The network multiplies the reach of the Office of the Ombudsperson, with each focal point representing a local access point to the informal conflict resolution system, thereby enabling issues to be addressed in a timely manner, which in turn reduces the risk of escalated conflicts and increases productivity, while allowing IOM personnel to take ownership of their conflict. The implementation of this concept saves the Organization substantial financial resources.

In 2020, the Office also expanded its online library and conflict resolution resources to include more than 30 new e-books and audiobooks, and held three expert-led webinars and three Office-led webinars on relevant conflict resolution topics. It also added a new online video class which is accessible to all staff. Through these means, more than 5,000 staff were reached and trained in conflict management skills.

Transparency and accountability

205.	IOM maintains its commitment to transparency and accountability in both its programmatic work and its internal organizational effectiveness. As a member of IATI since March 2017, IOM began publishing its organizational and activity data in the IATI registry in February 2018, meeting its obligations as an IATI member. Since June 2020, IOM has increased its publication frequency and is now a monthly publisher. Additionally, IOM expanded its activity dataset to include the gender policy marker, geographical coordinates and country location data and includes all appeal codes, including the Humanitarian Response Plan appeals and COVID-19-related appeals. The Organization also rolled out the internal IATI Transparency Portal to all country offices, as anticipated in 2019. The number of projects reported in IATI rose to 2,084 and IOM's score at the end of 2020 was 62 on the IATI dashboard. This represents a 13 per cent improvement from the 2019 score.

206.	The Organization continues to coordinate efforts among the projects which share common reporting requirements and to create synergies between its IATI reporting and reporting for the United Nations, for example to the United Nations System Chief Executives Board for Coordination and the 1 per cent coordination levy. In addition, the IATI team has been working closely with the Global Crisis Response Platform, Sales Force, PRISM and PRIMA teams to ensure that the collection and reporting of master data is fit-for-purpose and uniform across all platforms.

207.	During 2020, 20,663 agreements/contracts were handled by the Office of Legal Affairs worldwide, of which approximately 1,444 were donor/funding agreements. The pilot phase for Organization's contract life cycle software – CAFE (contract automation, filing and execution) – was extended to five additional country offices in 2020, meaning a total of seven country offices have been testing the system. CAFE allows offices to fast-track the contracting process with tailor-made agreements and automated coordination functions.

Standards of conduct

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

209.	By the end of the year, approximately 19,400 staff had completed the mandatory e-learning course on ethics and conduct. The course, launched in 2017, includes topics such as protection from and response to sexual exploitation and abuse, and corruption. In addition, 2,408 staff received facilitated (live or webinar) training during the year, in English, French and Spanish.

210.	IOM continued to demonstrate its commitment to the highest standards of ethics and conduct. Over the reporting period, 957 employees declared cases of potential conflict of interest (e.g. outside activities, gifts, close relatives), thereby ensuring that the Organization was better prepared to address potential conflicts of interest in a timely manner.

Box 15. Environmental sustainability

In 2020, though its global Environmental Sustainability Programme – which was launched in 2017 and is fully aligned with Strategy for Sustainability Management in the United Nations System 2020–2030 – IOM continued to improve its track record on environmental sustainability, both institutionally and at field level, with the objective of strengthening internal environmental management capacity.

In 2020, IOM rolled out the global environmental inventories for the second time, measuring levels of greenhouse gas emissions, water usage and waste in individual IOM facilities and operations. Based on carbon footprinting, IOM became climate neutral for the first time ever. In addition, several sector-wide networks highlighted IOM's sustainability initiatives as good practices. During 2020, IOM also launched a consultation process for the development of the first ever Organization-wide environmental sustainability strategy.

IOM continued to engage in global initiatives linked to environmental sustainability in migration management and humanitarian assistance to facilitate the deployment of environmentally sustainable practices, serving, inter alia, as a member of the United Nations Greening the Blue Initiative and the Steering Group of the Global Platform of Action on Sustainable Energy in Displacement Settings.

In line with the IOM's "cloud first" ICT strategy, the Organization implemented several initiatives using cloud technologies that provide a standardized, scalable, secure and optimized operational environment. In 2020, IOM migrated over 25,000 mailboxes from on-premises Microsoft Exchange servers to Exchange Online. According to Microsoft's estimates, Exchange Online is 81 per cent more energy efficient than Microsoft Exchange, which is deployed in traditional enterprise data centres.[11] In addition Microsoft Cloud uses renewable electricity for more than 95 per cent of its consumption, which includes the data centres that power IOM's Exchange Online service. When taking into account renewable energy use, Microsoft estimates that carbon emissions from Exchange Online are 97 per cent lower than on-site solutions.[12]

Data protection

211.   Data protection continued to be a key priority in 2020, ensuring that the Organization is equipped to act in an increasingly information- and technology-led programmatic environment that is intrinsically linked with the processing of personal data, in line with the IOM Data Protection Principles. To this end, approximately 290 IOM personnel were trained on data protection through either face-to-face or remote sessions, and an additional 230 IOM personnel were reached through specific webinars on the occasion of Data Protection Day in January 2020. Personal data mapping is also being updated by IOM offices around the world. Furthermore, a dedicated thematic page on data protection was produced for the Global Migration Data Portal.

Procurement and supply chain effectiveness

212.   Strengthening the Organization's procurement and supply chain is a key institutional priority and is embedded in the Internal Governance Framework reform process. To this end, many new initiatives were started in 2020 to make procurement more streamlined and operational, boosting both efficiency and value for money, while maintaining high levels of accountability. For example, IOM expanded collaboration on service delivery with United Nations bodies, working with United Nations logistics services on the use of COVID-19-related global transportation services and joint procurement. In addition, 107 long-term agreements were in place by the end of December 2020.

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[11]   Based on Microsoft's estimates for a medium deployment of 10,000 users. Microsoft, *The carbon benefits of cloud computing. A study on the Microsoft Cloud in partnership with WSP* (2020). Available at https://www.microsoft.com/en-us/download/details.aspx?id=56950.

[12]   Microsoft, *Microsoft 2020 Environmental Sustainability Report: A year of action* (2021).

213.   Administrative processes were also reviewed to identify opportunities to improve service levels and the speed of decision-making and increase efficiency gains. For example, IOM engaged the Fritz Institute to map procurement and supply business processes. Moreover, IOM launched a global fleet data review and analysis project to identify ways of improving effectiveness. Significant efforts are being invested in the review of administrative processes, as well in changes and innovations that would have a more immediate impact.

Privileges and immunities

214.   Privileges and immunities ensure that the Organization and its staff have operational independence. By the end of 2020, 101 of the 185 Member States, observer States and places where IOM has activities granted IOM full privileges and immunities, i.e., privileges and immunities meeting the criteria contained in Council Resolution No. 1266 of 26 November 2013 on improving the privileges and immunities granted to the Organization by States. Ninety-nine are Member States and two are observer States. This means that 74 Member States, 6 observer States, and 4 places where IOM has activities do not grant IOM privileges and immunities meeting the criteria contained in the Resolution No. 1266. Efforts continued to negotiate better privileges and immunities for the Organization worldwide in accordance with Council Resolution No. 1266.

Annex I
Statistics relating to IOM staff

Table 1. Number of men and women at the international Professional level (2016–2020)

	2016	2017	2018	2019	2020
Men	662	788	928	1 061	1 119
Women	531	679	841	945	1 066
Total	**1 193**	**1 467**	**1 769**	**2 006**	**2 185**
Percentage of women	45%	46%	48%	47%	49%

Table 2. Increase/decrease in the number of women at the international Professional level between 2018 and 2020, by grade

2020	Ungraded	P-1	P-2	P-3	P-4	P-5	D-1–D-2
Men	201	26	307	296	186	59	44
Women	242	15	294	296	153	47	19
Total in 2020	**443**	**41**	**601**	**592**	**339**	**106**	**63**
Percentage of women in 2018	54%	35%	50%	48%	41%	40%	31%
Percentage of women in 2019	52%	31%	50%	47%	41%	41%	34%
Percentage of women in 2020	55%	37%	49%	50%	45%	44%	30%
Change in percentage of women between 2018 and 2020	**+1%**	**+2%**	**-1%**	**+2%**	**+4%**	**+4%**	**-1%**

Table 3. Number of men and women in the P-5 and higher category (2016–2020)

	2016	2017	2018	2019	2020
Men	87	88	91	98	103
Women	39	47	54	61	66
Total	**126**	**135**	**145**	**159**	**169**
Percentage of women	31%	35%	37%	38%	39%
Change in percentage of women	**+3%**	**+4%**	**+2%**	**+1%**	**+1%**

Table 4. Increase/decrease in the number of international and national staff in 2020 and previous years

Category	1995	2005	2016	2017	2018	2019	2020
International Professional	222	667	1 193	1 467	1 769	2 006	2 185
General Service and National Officers	1 434	4 730	8 991	9 511	10 904	12 805	14 069
Total	**1 656**	**5 397**	**10 184**	**10 978**	**12 673**	**14 811**	**16 254**
Percentage of international Professional	13%	14%	12%	13%	14%	14%	13%

Annex II

General Service staff worldwide by nationality, grade and sex

Country of nationality: Member States	Category/Grade															Total	Sex	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	NO-A	NO-B	NO-C	NO-D	UG		F	M
Afghanistan					11	51	23	14	3		9	3			97	**211**	43	168
Albania	2				1	8	5	2	3						12	**33**	21	12
Algeria				2	1	5	15	4				2			7	**36**	15	21
Angola						1	1								3	**5**	2	3
Antigua and Barbuda																**0**		
Argentina						6	9	8	2		5	3	1	1	13	**48**	35	13
Armenia				1	1	6	1	2	1			1			3	**16**	7	9
Australia					1	6	16	7	1						1	**32**	20	12
Austria					4	9		9	1			1			2	**26**	16	10
Azerbaijan					2	6	5	5	1		1				7	**27**	14	13
Bahamas															5	**5**	3	2
Bangladesh	1			22	103	64	67	63	4		45	12	1		207	**589**	151	438
Belarus				1	2	8	5	2	5		1				4	**28**	19	9
Belgium					5	12	11	5	1		3	3			5	**45**	29	16
Belize											2				4	**6**	4	2
Benin						1		1							5	**7**	5	2
Bolivia (Plurinational State of)											1				14	**15**	8	7
Bosnia and Herzegovina				1	2	19	14	8	4		3	3			348	**402**	175	227
Botswana							1				1				2	**4**	4	
Brazil					1	1	3						1		119	**125**	77	48
Bulgaria				1		4	3	2	1			2		1	14	**28**	16	12
Burkina Faso				7		27	11	6			5				6	**62**	16	46
Burundi				16	22	46	35	8	2		6				13	**148**	58	90
Cabo Verde						1	1									**2**	2	
Cambodia				1	3	7	7	4	2		2	3			3	**32**	20	12
Cameroon				8	4	24	11	6	2		6	2			3	**66**	29	37
Canada						2	1	1	4			1	1		2	**12**	9	3
Central African Republic				9		5	12	3			2				9	**40**	6	34
Chad	2			4	1	13	7	11			1				97	**136**	45	91
Chile	1			1		6	2	3							12	**25**	13	12
China					1	5	3	2	1					1	5	**18**	14	4
Colombia	8			40	72	121	47	56	72		54	19	10	2	57	**558**	341	217
Comoros							3					1			1	**5**	2	3
Congo																**0**		
Cook Islands																**0**		
Costa Rica					3	8	17	11	5	5	11	2			25	**87**	56	31
Côte d'Ivoire				5	3	26	3	6			1	1			21	**66**	26	40
Croatia					2	5	4		1		1				4	**17**	9	8
Cuba						2	1									**3**	1	2
Cyprus					2	1	1	2				1			6	**13**	8	5

Country of nationality: Member States	Category/Grade															Total	Sex	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	NO-A	NO-B	NO-C	NO-D	UG		F	M
Czechia					1	4	1				1				2	**9**	5	4
Democratic Republic of the Congo				13	4	24	16	9	2		5	1			89	**163**	38	125
Denmark					1	1										**2**	2	
Djibouti	2			4	1	9	11	4			4	1			17	**53**	24	29
Dominica																**0**		
Dominican Republic				2	4	3	3	2	4						11	**29**	20	9
Ecuador				1	3	12	14	1	5		2				17	**55**	34	21
Egypt	1			4	16	22	39	14	6		18	4			31	**155**	72	83
El Salvador	2			2			32	39	14	2	7	3			32	**133**	80	53
Eritrea	2						4		1						12	**19**	12	7
Estonia					1	1	1				1					**4**	3	1
Eswatini							1	1								**2**	1	1
Ethiopia	16			34	42	80	113	49	7		45	6	1		77	**470**	154	316
Fiji							1	2	1							**4**	3	1
Finland						6	9	5	3						1	**24**	18	6
France				1	1	6	14	13	2		1				17	**55**	43	12
Gabon																**0**		
Gambia	1			3	1	18	18	7	4		7				9	**68**	24	44
Georgia					2	13	10	4	2		3	4			11	**49**	36	13
Germany					27	30	18	18	1		1	3			8	**106**	71	35
Ghana	2			5	6	13	23	7	2		1	3			11	**73**	28	45
Greece					1	5	4	3	3		3	1			1 411	**1 431**	814	617
Grenada															1	**1**	1	
Guatemala	1			2		20	15	5			5	1			7	**56**	27	29
Guinea	2			5	3	9	29	15			14	1			32	**110**	27	83
Guinea-Bissau				2		5	4	2			1					**14**	3	11
Guyana						6	1	1			2	2			4	**16**	12	4
Haiti	12			28	17	26	15	13			3	1			15	**130**	45	85
Holy See																**0**		
Honduras	1			4		18	13	6			4				9	**55**	31	24
Hungary						2	3	2	1			1				**9**	6	3
Iceland																**0**		
India					1		1	2	1		1	1	1		10	**18**	7	11
Iran (Islamic Republic of)					1	4	2		1		1	1			50	**60**	17	43
Ireland					1	2	2	3							1	**9**	7	2
Israel															2	**2**	1	1
Italy				2	8	26	9	9	4	1	3	4	1		81	**148**	100	48
Jamaica						4		2	1		1				1	**9**	9	
Japan						1	2	1			1		1			**6**	6	
Jordan				10	12	102	76	30	13		8	7			29	**287**	154	133
Kazakhstan				1	1	4	2	5	2		4	1			5	**25**	20	5
Kenya	5			19	15	53	93	29	7		21	7	5	1	19	**274**	142	132

Country of nationality: Member States	Category/Grade															Total	Sex	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	NO-A	NO-B	NO-C	NO-D	UG		F	M
Kiribati																**0**		
Kyrgyzstan				2	2	4	1	2	2					1	1	**15**	9	6
Lao People's Democratic Republic					2	1		1			2	1			1	**8**	5	3
Latvia									1				1			**2**	1	1
Lesotho						1	1	1							3	**6**	2	4
Liberia				2		3	2		1						1	**9**	4	5
Libya	1			6	1	21	22	3	2		3	5			18	**82**	16	66
Lithuania							2	5			3	1	1		5	**17**	14	3
Luxembourg															1	**1**	1	
Madagascar					1	1	3	1			3				1	**10**	6	4
Malawi				2	1	1	5	2			4				11	**26**	12	14
Maldives							2								1	**3**	3	
Mali	1			8	10	26	9	14	1		5		1		23	**98**	26	72
Malta																**0**		
Marshall Islands							2	3			1				4	**10**	8	2
Mauritania				7	3	11	9	9				1			8	**48**	15	33
Mauritius						6	1	1			1				1	**10**	5	5
Mexico				2	4	26	30	9	2		6	1			40	**120**	76	44
Micronesia (Federated States of)					1	1	4	3	1		1				4	**15**	6	9
Mongolia						11	1	2			3				2	**19**	16	3
Montenegro					1						2				4	**7**	6	1
Morocco	2			1	1	25	18	6	3		4	6			35	**101**	53	48
Mozambique	1			6	10	17	13	4	1		9	2			145	**208**	81	127
Myanmar				6	15	43	28	1	8		16	3	1		109	**230**	131	99
Namibia															2	**2**	2	
Nauru																**0**		
Nepal	22			7	8	32	22	7	7		8	3	2		12	**130**	60	70
Netherlands				1	1	5	40	5			2	6			3	**63**	37	26
New Zealand							1									**1**	1	
Nicaragua	1					2	1	4			2				5	**15**	11	4
Niger	18			13	21	132	59	26	10		19	3	2		69	**372**	154	218
Nigeria				26	21	53	40	18	3		12				31	**204**	59	145
North Macedonia	1				7	9	1		4			2			16	**40**	25	15
Norway						3		3	1			1				**8**	3	5
Pakistan	17			8	28	23	21	6			8	4	3		59	**177**	41	136
Palau																**0**		
Panama				1	2	11	15	14			6	6			14	**69**	35	34
Papua New Guinea				6	2	3	6	3			2	1			12	**35**	14	21
Paraguay							1	1				1			7	**10**	9	1
Peru	1			2	8	14	10	7			2				14	**58**	31	27
Philippines	3			6	23	93	145	75	38		47	25	7		113	**575**	347	228
Poland						8		3							6	**17**	15	2

Country of nationality: Member States	Category/Grade															Total	Sex	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	NO-A	NO-B	NO-C	NO-D	UG		F	M
Portugal				8	3	1	3				1	1			5	**22**	17	5
Republic of Korea								1			2				4	**7**	6	1
Republic of Moldova				4	5	6	4	2			6		1		11	**39**	22	17
Romania				2	1	4	6	5			4		2		4	**28**	15	13
Rwanda				5	4	11	19	4	1		4					**48**	16	32
Saint Kitts and Nevis																**0**		
Saint Lucia																**0**		
Saint Vincent and the Grenadines																**0**		
Samoa																**0**		
Sao Tome and Principe																**0**		
Senegal				10	10	19	21	15	1		7	2			18	**103**	41	62
Serbia	1			2	3	10	5	4	1		4	1			37	**68**	35	33
Seychelles																**0**		
Sierra Leone	3			3	1		12	5			3	1			1	**29**	6	23
Slovakia					4	15	9	4			2	1			3	**38**	29	9
Slovenia						1					1				1	**3**	3	
Solomon Islands															3	**3**	2	1
Somalia				14	2	10	31	14	1		9	4	1		25	**111**	23	88
South Africa	1			4	3	5	11	6	3		2	1	1		3	**40**	25	15
South Sudan	15			69	110	99	77	23	4		11				70	**478**	102	376
Spain					5	1	7	3	1		1	2	1		18	**39**	28	11
Sri Lanka	7			9	28	28	16	11	1		13	3		1	9	**126**	71	55
Sudan	62			22	15	26	36	19	4		15	2			5	**206**	56	150
Suriname																**0**		
Sweden							2	2					1		1	**6**	6	
Switzerland						8	16	10	3						3	**40**	28	12
Tajikistan				1	1	4	2	4	2		3				10	**27**	11	16
Thailand		5	7	10	31	32	28	5	5		4	4			24	**155**	103	52
Timor-Leste	1				4	3	1	3			1	2			4	**19**	7	12
Togo					2		2				1				4	**9**	5	4
Tonga															2	**2**	1	1
Trinidad and Tobago								1			1				1	**3**	3	
Tunisia				6	2	18	20	12			9	4			30	**101**	52	49
Turkey	14			34	13	89	116	62	22		15	17	2		53	**437**	206	231
Turkmenistan					1			2			1				2	**6**	5	1
Tuvalu																**0**		
Uganda	2			13	6	49	18	8	1		12	2			12	**123**	58	65
Ukraine	1			11	8	70	50	28	9		31	4	1		33	**246**	141	105
United Kingdom					1	6	9	12	3		5	2	1		15	**54**	27	27
United Republic of Tanzania	1			11	7	47	24	2			7	3			21	**123**	47	76
United States of America					2	29	32	11	11		9	1	4	1	11	**111**	69	42
Uruguay				2	3	2									1	**8**	6	2

Country of nationality: Member States	Category/Grade															Total	Sex	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	NO-A	NO-B	NO-C	NO-D	UG		F	M
Uzbekistan					3						1				6	**10**	3	7
Vanuatu							1	1							2	**4**	3	1
Venezuela (Bolivarian Republic of)				3	3	2	2	1	1		1				48	**61**	35	26
Viet Nam	2			2	11	39	10	6	3		11	2			2	**88**	66	22
Yemen	3			18	13	38	23	31	2		11	3			8	**150**	39	111
Zambia				3		9	3	1	1		1	2			5	**25**	12	13
Zimbabwe	2				2	7	7	4			2	1			24	**49**	19	30
Country of nationality: observer States, non-member States and other	**Category/Grade**															**Total**	**Sex**	
	G-1	G-1A	G-1B	G-2	G-3	G-4	G-5	G-6	G-7	G-8	NO-A	NO-B	NO-C	NO-D	UG		F	M
Bahrain															6	**6**	5	1
Barbados								1								**1**		1
Bhutan																**0**		
Indonesia	2			4	25	60	99	29	9		18	4	2		13	**265**	147	118
Iraq				25	6	58	73	36	15		27	7	3		57	**307**	82	225
Kuwait															1	**1**	1	
Lebanon	2			3	23	34	36	8	1		7	4			12	**130**	67	63
Malaysia																**0**		
Qatar																**0**		
Russian Federation				2	3	3	11	1	2		4				5	**31**	20	11
San Marino																**0**		
Saudi Arabia																**0**		
Syrian Arabic Republic	2			1	15	14	14	4			4				48	**102**	30	72
Other					3	16	6	4	2		2				16	**49**	17	32
Total	**250**	**5**	**7**	**662**	**958**	**2 529**	**2 313**	**1 179**	**391**	**1**	**770**	**265**	**61**	**9**	**4 620**	**14 069**	**6 574**	**7 495**

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

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

Country of nationality: Member States	Category/Grade											Sex	
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Total	F	M
Afghanistan						2	1	4		2	9	1	8
Albania					1	1		1		1	4	4	
Algeria							1			1	2	2	
Angola											0		
Antigua and Barbuda											0		
Argentina						1	1	2		5	9	5	4
Armenia							1	1		1	3	3	
Australia				4	3	10	9	8		8	42	18	24
Austria				1	1	5	3	2		3	15	8	7
Azerbaijan					1						1		1
Bahamas											0		
Bangladesh						5	6	6		3	20	4	16
Belarus						1	2		1		4	2	2
Belgium				1	3	3	10	7		8	32	19	13
Belize											0		
Benin							1	1		2	4	1	3
Bolivia (Plurinational State of)					2						2	1	1
Bosnia and Herzegovina					1	4	2			1	8	3	5
Botswana											0		
Brazil						1	4	2		7	14	7	7
Bulgaria								2		3	5	5	
Burkina Faso							3	1		1	5		5
Burundi								6	1	4	11	4	7
Cabo Verde											0		
Cambodia							1				1		1
Cameroon						1	1	4	1	2	9	3	6
Canada				2		17	17	13	2	18	69	37	32
Central African Republic							1				1		1
Chad							2	2		1	5	2	3
Chile			1					1			2		2
China			1			1		2		4	8	7	1
Colombia						1	11	7		8	27	13	14
Comoros											0		
Congo											0		
Cook Islands											0		
Costa Rica		1		1	1	4	3	1		4	15	7	8
Côte d'Ivoire						2	4	4		1	11	1	10
Croatia					1	4	2	1			8	8	
Cuba											0		
Cyprus							1	1			2	1	1

Country of nationality: Member States	Category/Grade											Sex	
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Total	F	M
Czechia							1	1			2	1	1
Democratic Republic of the Congo							3	5		4	12	1	11
Denmark							1			2	3	2	1
Djibouti					1						1		1
Dominica											0		
Dominican Republic							1			3	4	2	2
Ecuador					1		4	2		2	9	4	5
Egypt				1		7	11	9	3	4	35	12	23
El Salvador							1	1		1	3	1	2
Eritrea							1				1		1
Estonia						1					1	1	
Eswatini											0		
Ethiopia					1	8	9	15	1	7	41	9	32
Fiji											0		
Finland						2	3	3		2	10	6	4
France				3	10	22	25	29	2	25	116	64	52
Gabon											0		
Gambia							1				1	1	
Georgia				2		1	2	1		2	8	1	7
Germany			1	1	6	11	11	17	1	9	57	35	22
Ghana			2			1	5	7		2	17	6	11
Greece					2	2	2			1	7	7	
Grenada								1			1	1	
Guatemala								1			1		1
Guinea							2	3		1	6	2	4
Guinea-Bissau											0		
Guyana											0		
Haiti							3	9		3	15	5	10
Holy See											0		
Honduras										2	2	2	
Hungary				1			1	1		1	4	3	1
Iceland											0		
India				2	2	3	8	8	1	9	33	23	10
Iran (Islamic Republic of)					1					1	2	1	1
Ireland				1		3	7	3		2	16	6	10
Israel											0		
Italy			2	6	10	31	39	27	2	26	143	90	53
Jamaica							2				2	2	
Japan				2	2	7	14	13		4	42	33	9
Jordan				1	2	3	8	13	2	2	31	5	26
Kazakhstan						1		1			2	1	1
Kenya			1	1	1	9	32	43	1	17	105	40	65
Kiribati											0		

Country of nationality: Member States	Category/Grade											Sex	
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Total	F	M
Kyrgyzstan						1					1		1
Lao People's Democratic Republic											0		
Latvia											0		
Lesotho								2			2	2	
Liberia						1				3	4		4
Libya										1	1	1	
Lithuania						1					1		1
Luxembourg											0		
Madagascar							1				1		1
Malawi						2	1	1		2	6	2	4
Maldives								1		1	2	2	
Mali							2	1		2	5	1	4
Malta							1	1		1	3	2	1
Marshall Islands											0		
Mauritania				1				1		1	3	2	1
Mauritius						3	4	1			8	7	1
Mexico						1	7	4		5	17	10	7
Micronesia (Federated States of)											0		
Mongolia							1				1	1	
Montenegro											0		
Morocco					2		1	2		1	6	4	2
Mozambique						1	1			3	6	2	4
Myanmar							3	1		2	6	2	4
Namibia											0		
Nauru											0		
Nepal							15	22		1	38	12	26
Netherlands					1	3	6	10	2	4	26	14	12
New Zealand				1		3	2	1		2	9	4	5
Nicaragua					1	2	1	2		1	7	4	3
Niger							5	11	2	4	22	7	15
Nigeria						1		4	1	1	7	1	6
North Macedonia						7	5	1		1	14	3	11
Norway						1	1	4		1	7	5	2
Pakistan						2	13	10	2	8	35	7	28
Palau											0		
Panama						1	3	2			6	5	1
Papua New Guinea							1				1		1
Paraguay							1			4	5	2	3
Peru					1	1	2				4	2	2
Philippines			1		2	8	24	35		13	83	44	39
Poland					1		3	1		1	6	5	1
Portugal	1				3	6	4	2		7	23	14	9

Country of nationality: Member States	Category/Grade											Sex	
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Total	F	M
Republic of Korea					2	1	4	6	3	3	**19**	14	5
Republic of Moldova						1	1			1	**3**	2	1
Romania					1	2	4	2		4	**13**	8	5
Rwanda							3	9		1	**13**	5	8
Saint Kitts and Nevis											**0**		
Saint Lucia											**0**		
Saint Vincent and the Grenadines											**0**		
Samoa											**0**		
Sao Tome and Principe											**0**		
Senegal					1	2	4	4		4	**15**	6	9
Serbia					3	5	6	2		1	**17**	8	9
Seychelles											**0**		
Sierra Leone						1		3		1	**5**	1	4
Slovakia						1	1				**2**	1	1
Slovenia								1		1	**2**	2	
Solomon Islands											**0**		
Somalia							1				**1**	1	
South Africa			1			5	3			2	**11**	5	6
South Sudan							1	1		1	**3**		3
Spain					2	7	9	6		14	**38**	21	17
Sri Lanka						2	7	5	1	5	**20**	6	14
Sudan			1			1	4	4			**10**	2	8
Suriname											**0**		
Sweden			1	2	3	2	3	5		3	**19**	12	7
Switzerland				1	3	5	10	8		8	**35**	20	15
Tajikistan						2		1			**3**		3
Thailand					1	3	4	3	1		**12**	7	5
Timor-Leste											**0**		
Togo								2		2	**4**		4
Tonga											**0**		
Trinidad and Tobago										1	**1**	1	
Tunisia							1	4		2	**7**	4	3
Turkey					1	1	3	5		4	**14**	5	9
Turkmenistan						3					**3**	3	
Tuvalu											**0**		
Uganda				1	1	1	5	6	1	5	**20**	10	10
Ukraine						2	4	4		1	**11**	9	2
United Kingdom			1	3	5	15	29	17	2	19	**91**	44	47
United Republic of Tanzania								3		1	**4**	2	2
United States of America			1	6	14	42	46	40	2	39	**190**	105	85
Uruguay			1	2			3				**6**	3	3
Uzbekistan								1			**1**		1
Vanuatu											**0**		

Country of nationality: Member States	Category/Grade											Sex	
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Total	F	M
Venezuela (Bolivarian Republic of)							1			2	**3**	2	1
Viet Nam										2	**2**	1	1
Yemen							2	2			**4**	1	3
Zambia							3	1		1	**5**	3	2
Zimbabwe						3	15	8	1	13	**40**	11	29
Country of nationality: observer States, non-member States and other	**Category/Grade**											**Sex**	
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Total	F	M
Bahrain											**0**		
Bhutan											**0**		
Indonesia					1	3	6	9	2	1	**22**	15	7
Iraq						3	6	5	1		**15**	3	12
Kuwait											**0**		
Lebanon				1		2	3	7	2	6	**21**	8	13
Malaysia							1	1		1	**3**	1	2
Qatar											**0**		
Russian Federation					3	3	3	5		1	**15**	10	5
San Marino											**0**		
Saudi Arabia											**0**		
Syrian Arabic Republic							4	7		3	**14**	4	10
Other						1					**1**		1
Total	**1**	**1**	**15**	**48**	**106**	**339**	**591**	**600**	**41**	**443**	**2 185**	**1 066**	**1 119**

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

Annex IV

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

	2016	2017	2018	2019	2020
Number of Member State nationalities	117	124	125	128	133
Number of non-member State nationalities	10	7	9	8	7
Total nationalities represented	**127**	**131**	**134**	**136**	**140**
Number of Member States	166	169	172	173	173
Percentage of Member States represented	**70%**	**73%**	**73%**	**74%**	**77%**