

## Draft Danish Organisation Strategy for IOM

### Introduction:

IOM is the leading intergovernmental organization in the field of migration. IOM works to ensure humane and orderly management of migration through the provision of advice, capacity building and services to governments on migration policies and management as well as advice and humanitarian assistance to migrants. Furthermore, IOM has a convening role in fostering international cooperation and coordination on migration issues, including within the UN system. This role has been strengthened with the Global Compact for Safe, Orderly and Regular Migration (GCM). Finally, IOM is a key source of data and knowledge on migration trends.

### Key results:

- Enhancing strategic and organizational effectiveness of IOM.
- Enhancing IOM's role in the UN system and partnerships.
- Improving capacity building of governments and relevant authorities for better migration management.
- Strengthening IOM's engagement on the linkage between climate change and irregular migration and forced displacement.

### Justification for support:

- IOM's work is well aligned with key Danish priorities on strengthening orderly and humane migration management, helping more people better along the migratory routes, and addressing the drivers of irregular migration, including climate change.
- IOM has an extensive field presence and is recognized as a relevant, efficient and agile organisation in terms of responding to evolving migration challenges and crisis globally. IOM also has a strong field presence in regions of priority for Denmark, including in Sahel, North Africa and the Horn of Africa.
- IOM is the leading UN organisation facilitating international cooperation on migration and is coordinating joint UN support to member states to implement the GCM.
- Covering the full spectrum of the HDP-nexus, IOM's interventions is well placed to not just deliver, but also to provide knowledge and evidence on how to operationalize the nexus approach.

### How will we ensure results and monitor progress:

- Engaging strategically and constructively with IOM at HQ, regional and country level throughout the year.
- Monitoring Danish priorities based on IOM's Strategic Results Framework, IOM's annual narrative and financial reporting, and taking note of collective performance of the UN Development System.
- Conducting annual consultations and engaging in likeminded donor group.

<b>File No.</b>	2022-18394				
<b>Responsible Unit</b>	Geneva				
	<i>Million DKK</i>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Commitment</b>	100	100	100	100	400
<b>Projected ann. Disb.</b>	100	100	100	100	400
<b>Duration of strategy</b>	2023-2026 (4 years)				
<b>Finance Act code.</b>	§06.32.10.14				
<b>Desk officer</b>	Lea Rasmussen				
<b>Financial officer</b>	Michael Blichfeldt				

### SDGs relevant for Programme



### Danish involvement in governance structure:

- Denmark is a member of the IOM Council and participates actively in its sessions as well as preparatory meetings.

### Risk and challenges:

- IOM's weak core structure due to organizational growth, low level of unbound funding and new roles within the UN system, exposes it to both financial and reputational risks, and challenges delivering on strategic priorities. IOM has proposed a budget reform, but it is still unknown if and in what form it will be approved by Member States.
- Few donors provide unearmarked funding, which makes the organization vulnerable to change in donors preferences.
- IOM works in a risk prone environment.

### Strategic objective

The overall objective of Denmark's support to IOM is to strengthen orderly and humane migration management, addressing the drivers of irregular migration, including climate change, and to strengthen international and UN coordination and cooperation in this regard.

### Priority Areas

1. Enhanced strategic and organizational effectiveness of IOM
2. Enhancement of IOM's role in the UN system and partnerships
3. Supporting capacity building of governments and relevant authorities for better migration management
4. Addressing the linkages between climate change and irregular migration and forced displacement

### Core information

Established	1951
HQ	Geneva
Director General	António Vitorino
Human Resources	18.000 staff worldwide
Country presence	174 countries



**MINISTRY OF FOREIGN AFFAIRS  
OF DENMARK**  
*Danida*

Draft Strategy for Denmark's engagement with  
International Organization for Migration  
2023-2026



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## 1. Objective

This Strategy for the cooperation between Denmark and the International Organization for Migration (IOM) outlines the priorities for Denmark's contributions to and partnership with IOM 2023-2026 and is the central platform for Denmark's dialogue with IOM. It sets out Danish priorities for IOM's performance within the overall framework established by IOM's own Strategic Vision, underlying strategies and Strategic Results Framework. In addition, it outlines specific goals and results that Denmark will pursue in its cooperation with the organization.

The priorities for Denmark's partnership with IOM are firmly rooted in the UN Agenda 2030, the Danish strategy for development cooperation, "The World We Share" (2021) as well as the Danish Foreign and Security Policy Strategy (2022). This particularly concerns priorities related to addressing poverty, fragility and conflict, as well as addressing irregular migration and helping more people better along the migratory routes. While SDG 10 in the UN Agenda 2030 specifically addresses orderly, safe, regular and responsible migration and migration management<sup>1</sup>, migration is considered a crosscutting phenomenon that affects and is affected by all seventeen SDG. The Danish support to IOM thus contributes to a number of other SDG's, particularly SDG 1, 3, 4, 5, 8, 10, 11, 13, 16 and 17.

The four priority areas for Danish support spanning both core and softly earmarked contributions to IOM during the period 2023-2026 are:

1. Enhanced strategic and organizational effectiveness of IOM
2. Development of IOM's role in the UN System and partnerships
3. Supporting capacity building of governments and relevant authorities for better migration management
4. Addressing the linkage between climate change and irregular migration and forced displacement

## 2. The Organisation

**Mandate and Mission:** IOM is the leading intergovernmental organization in the field of migration working across the spectrum of the humanitarian-development-peace nexus. The organization works to ensure humane and orderly management of migration through the provision of advice, capacity building and services to governments on migration policies and the management of all forms and impacts of migration. IOM provides humanitarian, development and conflict sensitive assistance and advice to migrants in need, and works to build resilience of people on the move, especially those in situations of vulnerability. Further, the organization is a key source of data and knowledge.

IOM was admitted<sup>2</sup> into the UN System as a related organization in 2016, and is guided by its Constitution as well as the principles enshrined in the UN Charter, including the human right charter and the child rights convention. Over the years and especially since its entry into the UN system and the adoption of the Global Compact on Safe, Orderly and Regular Migration (GCM) in 2018, IOM has enhanced its global policy-formulating role and gained new responsibilities in terms of international coordination and internal UN coordination on migration issues<sup>3</sup>. The UN Secretary General has designated IOM to serve as coordinator and secretariat of the UN Migration Network, tasked to ensure a coherent and effective UN system-wide support to the implementation of the GCM.

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<sup>1</sup> "Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies"

<sup>2</sup> [C/106/RES/1309 - IOM-UN Relations](#)

<sup>3</sup> It should be noted that IOM - as per its Constitution - has always had a convening role.

IOM's work is guided by its [Strategic Vision 2019-2023](#), which is underpinned by a number of cross cutting and regional strategies. It underlines that IOM will maintain its highly operational field based character, while enhancing its role as a key provider of knowledge and solutions on the shifting dynamics of migration and as a leading institution on the global conversation on migration.

**Organizational structure:** IOM is characterized by its highly decentralized structure, with extensive field presence spread over nine regional offices, overseeing, coordinating and supporting offices in 175 countries and 523 locations, and with the vast majority of its nearly 18,000 employees deployed at country level. Based in Geneva, IOM's headquarter (HQ) is responsible for the strategic direction and policy formulation as well as standard setting and oversight. Following a management reform in 2021 the HQ has undergone a restructuring with the aim to break down silos and strengthen key functions related to IOM's new roles and key strategic priorities – incl. strategic and results based management.

IOM has a strong footprint in regions of priority for Denmark such as the Horn of Africa, the Sahel and MENA as well as in Afghanistan and the Western Balkans – in 2021, 27.4 % of IOM's total spending was allocated in Africa, while 15.6 % was allocated for the MENA region. Further, IOM has been present in Denmark since 2009 and has decided to relocate its Nordic Sub-regional Coordination Office to the UN City. Discussions are ongoing on further strengthening of IOM's presence. See organizational structure in Annex 1.

**Governance arrangements:** IOM was established in 1951 and Denmark became a member in 1954. The Council, composed of IOM's 174 Member States, is the highest authority. It meets in regular session once a year and in special sessions at requests. The Council reviews and establishes policies, approve programmes and decide on administrative and financial plans and budgets. The preparatory body to the Council is the Standing Committee on Programmes and Finance, which meets twice a year. Working groups are established on a needs basis in order to review and prepare central decisions, and presently include the Working Group on IOM Partnerships, Governance and Organizational Priorities and the Working Group on Budget Reform. The work of the Council is steered by the Bureau composed of four Member States. Denmark served on the Bureau 2018- 2021.

**Finances and funding:** IOM has experienced a massive funding growth over the past decades. IOM's expenditure for 2021 stood at a record high USD 2.5 billion – more than a doubling since 2008. IOM's funding model is characterized by being heavily “projectized”, leaving the organization with relatively little unbound funding to finance its' core structure and strategic initiatives related to its evolving role. IOM prepares its operational budget based on anticipated funding. IOM is predominantly funded by earmarked project funding to which an institutional overhead is applied. In 2021, earmarked and un-earmarked contributions constituted respectively 95.9% and 1.7% of the income and assessed contributions 2.4%. In 2021, IOM had 3,396 active projects, 56% of expenditure for humanitarian assistance, 31% for development assistance and 13% for global agenda and specialized assistance.

Denmark's total contributions to IOM in 2021 stood at USD 21.5 million, of which USD 4.1 million were unearmarked or softly earmarked funding (see Annex 3 for overview of total DK funding for IOM). Further, the Danish Ministry of Immigration and Integration pays annual assessed contributions to IOM. In 2021 Denmark was the fourth largest donor of unearmarked funding, with UK as third, US as second and Sweden by far the largest donor, providing around USD 12 million annually. In 2021, only 15 donors in total provided unearmarked funding, of which six (including Denmark) have multi-year funding agreements. The six largest donors provide 85% of IOM's unearmarked funding. See

Annex 2 for donor ranking. Unearmarked funding is allocated through MICAC – an internal coordination mechanism – and is directed at organisational development and strategic needs.

### 3. Lessons learnt, key strategic challenges and opportunities

**Relevance:** The number of international migrants has grown dramatically over the past 30 years, and reached record high 281 million in 2020<sup>4</sup>. Additionally, migration has become more complex, and there is no sign that migratory movements will decrease or even stabilize. The World Bank estimates that by 2050 216 million people<sup>5</sup> could migrate within their own countries due to the impacts of climate change. Further, continued poverty and lack of opportunities, conflict, instability and fragility and its interplay with climate change - not least in a number of African and Middle Eastern countries - continues to be a driver of migration. Additionally – while the impacts of the war in Ukraine is not yet fully known - the rising global food prices, might also act as a driver of migration.

In recent years, migration has been subject to greater international and political attention, with a clear call from the international community to address migration issues, and not least the challenges and drivers of irregular migration, in a coordinated and coherent manner. At the same time, there has been increasing recognition and evidence globally that good migration governance can help achieve sustainable development outcomes. As a result, demand for IOM services and expertise has grown and is expected to continue to do so. This combined with IOM's entry into the UN System and the adoption of the GCM means that IOM's role in the global landscape has become more prominent.

The work of IOM contributes directly to key priority areas for Denmark by supporting efforts to manage migration in a manner that contributes to sustainable development outcomes. Of particular relevance is IOM's work in central areas of migration governance, including countering irregular migration, promoting sustainable return and reintegration, capacity building of national authorities to ensure safer and more orderly migration as well as addressing drivers of irregular migration. Further, though the focus of Danish support to IOM is on its development-oriented activities, IOM's role as a key humanitarian agency in the mobility dimensions of crisis is also well aligned with Danish priorities.

**Key strengths:** IOM is broadly recognized – including in the latest [MOPAN](#) report from 2019 - for its strong operational relevance in the field, its ability to deliver tangible results for migration governance and its highly agile and responsive nature, stemming from its strong field presence and decentralized structure, as well as for its ability to adapt and adjust as conditions change. The organizational growth is a testimony to that. Finally, IOM is a key provider of data on short and long term trends, which helps not only IOM but also other actors to tailor interventions to context specific needs.

Denmark's earmarked project funding to IOM has increased over the past years, and the overall assessment of IOM as an efficient and responsive partner in the field is broadly shared among the Danish embassies and within The Danish Ministry of Foreign Affairs (MFA) departments, which handles IOM projects.

**Challenges:** The MOPAN report (2019) as well as the Danish mid-term review (2020) of the previous Danish Organization Strategy also highlighted a number of challenges for IOM. First of all, the rapid

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<sup>4</sup> [World Migration Report 2022 | IOM Publications Platform](#)

<sup>5</sup> [Groundswell Part 2 : Acting on Internal Climate Migration \(worldbank.org\)](#)



growth of the organization and the new responsibilities for IOM, combined with its highly projectized funding model and relatively small amount of unbound funding, has stretched core organizational capacities such as internal governance, control and oversight, risk management and reporting. This problem is fully recognized by IOM and Member States and is an evident challenge at all levels of the organization. Further the MOPAN found IOM to 'stand at a cross-roads', and needed development of a clear strategic framework and a more rigorous results system, impactful reporting, as well as strengthened performance management and evaluation systems. IOM has hence taken a number of steps to bring about the needed reforms.

The overall framework for IOM's reform process is the Internal Governance Framework (IGF) of 2019, a comprehensive plan covering e.g. strengthening of IOM's 'Three lines of defense' (three levels of checks and balances across the organization related to management, processes and independent oversight – a framework used widely within the UN System), enhanced organizational effectiveness, change management, risk management and results based management. IOM is reporting to Member States on a regularly basis on the implementation of the IGF.

IOM has made significant progress in a number of reform areas. These includes a management reform at HQ-level (2021), better digital and more efficient processes leading to savings, more efficient handling of allegations of misconduct and strengthened knowledge on preventing sexual exploitation, abuse and harassment, adaptation of reporting to UN data requirements and enhanced evaluation processes (as just some examples). However, IOM still has quite some way to go.

A Strategic Vision was launched in 2019 and a Strategic Results Framework to strengthen strategic planning, reporting and performance of the Organization was approved by the end of 2021. However, this is not yet fully rolled out. Further, the highly projectized funding model and the organizational growth, leaving IOM with a weak core structure, exposes it to both financial and reputational risks, and challenges the delivery on strategic priorities. As a response, IOM has proposed a budget reform, increasing the level of unbound funding to a level estimated to be the minimum required to adequately cover IOM's core functions, including strategic initiatives and enhanced policy capacity. IOM's preferred model for this is an increase of assessed contributions (which is supported by DK), but this is opposed by some Member States.

Further, while offering a degree of autonomy and related agility, IOM's status as a 'UN related organization' carries with it some inherent challenges, as IOM must act in accordance with UN principles and policies (UNGA res. 70/296) while not having access to UN regular budget.

Finally, IOM has a new task in responding to the impacts of the war in Ukraine, which puts additional work on IOM. It will be important to follow progress on this important work in the coming years.

**Opportunities:** IOM's integration into the UN system is overall progressing well, and IOM is committed to contribute to the ongoing UN reform process, which is of great priority to Denmark. IOM is now a member of the UN Sustainable Development Core Group, is part of nearly all UN Country Teams and is the tenth largest contributor to the Resident Coordinator System. IOM is also part of the Humanitarian Cluster Model co-leading the Camp Coordination and Management Cluster with UNHCR. The MOPAN found that IOM was partnership-oriented working with a broad range of partners at both global, regional and international level. However, the Danish MFA have also found

that IOM's dependency on project funding limits the opportunity to engage in more strategic long-term collaboration with other partners. IOM's platform as secretariat for the UN Network on Migration as well as chair of the Multi Partner Trust Fund for Migration (serving as a financing wheel for joint UN projects), places IOM well to mobilize and drive both joint responses to migration challenges and enhanced joined efforts to deliver through the HDP-nexus approach.

IOM has endorsed *The New Way of Working* and is committed to deliver across the HDP-nexus, which is reflected in IOM's Strategic Vision, the Strategic Results Framework and IOM's engagement in the Inter Agency Standing Committee as well as OECD DAC - UN Nexus Dialogue work streams<sup>6</sup>. With IOM's interventions covering the full spectrum of the HDP nexus – from enhancing resilience prior to movement through inter alia community stabilization, over lifesaving humanitarian responses in emergencies to return and reintegration programs – the organization is well placed to not just deliver, but also provide knowledge and evidence on how to operationalize the nexus approach<sup>7</sup>. This is closely linked to Danish priorities on HPD-nexus as a driver to deliver on the SDGs as well as to concrete Danish priorities related to holistic “whole of route” approaches towards addressing challenges of irregular migration.

IOM has strengthened its engagement related to the interlinkage between climate, environment and migration across the HDP nexus, including by establishing a dedicated division in 2015. However, the MOPAN pointed out that embedding of this perspective across the organization could be enhanced. Afterwards IOM has developed a cross cutting strategy on [Migration, Environment and Climate Change](#), which - of particular relevance to Danish priorities - have one out of three strategic pillars focusing on building climate resilience for people *not* to move.

Finally, while IOM faces several challenges, there is no doubt that IOM's work fits very well with key Danish priorities related to migration. With the increase in Danish funding to IOM, both in terms of project and unearmarked funding, the possibilities for synergies have become more evident as well as the need for coordination. Therefore, it has been decided to include the Danish “IOM country funds” as a softly earmarked contribution under this organization strategy together with the core contribution to IOM. The aim of this is to strengthen a strategic, long term and less projectized approach of IOM in line with Danish strategic priorities. Additionally, the aim is to ensure improved coordination among IOM HQ, regional offices and country offices. The Doing Development Differently Contact Group for IOM is in this regards a key forum in order to ensure a coordinated and well-aligned dialogue within the Danish MFA with IOM at the local, national, regional and HQ-level.

## 4. Priority areas and results to be achieved

The following priority areas have been selected for Denmark's partnership and dialogue with IOM. These are based on the linkages between Denmark's and IOM's strategic priorities as well as lessons learned from the ongoing partnership with IOM as well recommendations from the MOPAN and

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<sup>6</sup> Progress Report: Implementation by IOM of UN Development System Reform Requirements for Working Group on IOM Partnerships, Governance and Organizational Priorities. Also see OECD DACs Humanitarian- Development-Peace Nexus Interim Progress Review 2022

<sup>7</sup> An example is: [Microsoft Word - OPERATIONALIZING THE HUMANITARIAN DEVELOPMENTPEACE NEXUS - with modifications 2 2 w page numbers \(iom.int\)](#)



Danish mid-term review. IOM's development related work as well as a strengthened nexus approach will be the focus of Denmark's support.

### **Priority Area 1: Enhanced strategic and organizational effectiveness of IOM**

Given the high priority to addressing migration challenges across Danish development and foreign policy, Denmark has a strong interest in an IOM that is "fit for purpose" and able to deliver on its mandate and mission, as well as an IOM that is transparent and accountable to donors. Hence, Denmark wishes to continue to support IOM's organizational reform as outlined in the Internal Governance Framework.

Of particular importance will be the full implementation of IOM's Strategic Results Framework (SRF). The SRF provides a concrete roadmap for the implementation of the Strategic Vision 2019-2023, and its regional as well as cross cutting strategies, as it links IOM's projects, programs and initiatives to the objectives of the organization. Further, it contemplates key Sustainable Development Goals (SDGs) and the GCM<sup>8</sup>. Currently, the SRF programmatic indicators and the section on Organizational Effectiveness are being finalized (expected to be finalized mid 2022). Denmark will continue to push for progress in its implementation, recognizing the broader cultural shift this will require within the (highly projectized) organization. Further Denmark will engage in the review process of the SRF and in this regard attach importance to its alignment with the next Strategic Vision (2024).

While at the time of the writing of this Organization Strategy it is still unknown if and in what form IOM's membership will approve the proposed budget reform, IOM will have a major task in attracting more unearmarked and multi-year funding. Denmark will continue to support IOM in ensuring additional and increased core funding from other donors in order to achieve a better balance between core and project funding, giving the organization the necessary flexibility to invest in its strategic priorities and continued development of capacities.

Moreover, Denmark will encourage and expects IOM to actively manage the organization's environmental and carbon footprint in line with the UN system-wide sustainability commitments. Denmark will actively follow-up on IOM's efforts in the regard.

IOM applies a zero-tolerance policy towards any cases of fraud, corruption and other misconduct, including sexual exploitation, abuse and harassment. Denmark expects IOM to follow and implement this strictly and well as to oversee it through its independent oversight and third line of defense mechanisms.

### **Priority area 2: Enhancement of IOM's role in the UN System and strengthened partnerships**

While IOM's integration into the UN System is advanced, IOM is still a relatively newcomer and new to its role as coordinator for the UN Migration Network. Denmark will continue to monitor and support IOM's efforts to align its highly demand driven modus operandi to the UN System's way of working.

As the key wheel to enhance UN coordination on migration and ensure that migration is included in relevant national and local government plans and UN Sustainable Development Cooperation

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<sup>8</sup> IOM Strategic Results Framework – approved December 2021

Frameworks, Denmark will continue to support IOM in developing its leading role of the Network. This is also why Denmark is seconding a senior expert to the Network. Denmark will hence urge IOM to continue to prioritize that the Network is appropriately capacitated to deliver, and that all IOM staff are continuously equipped with the necessary awareness and tools to support the organization in fulfilling its role and promoting a HDP nexus approach towards migration challenges. With entry into the Steering Committee of the Multi Partner Trust Fund for Migration, Denmark will seek to support IOM in full capitalization of the fund and work towards making the fund an effective driver for enhanced UN cooperation and joint implementation.

Further, Denmark will continue to encourage IOM to develop and strengthen its partnership within and beyond the UN system, including with the World Bank, on coordination and joint initiatives as well as joint programming – and doing so, with a strategic long-term perspective. Of particular importance is IOM's partnership with UNHCR, where joint efforts in the context of mixed migration flows as well as coordination and cooperation in terms of data gathering and analysis will be of priority. The further development of the partnership should continue to be based on an effective division of labor and full respect of the respective mandates.

### **Priority area 3: Supporting capacity building of governments and relevant authorities for better migration management**

In line with the priority in “The World We Share” on strengthening the capacity of developing countries to manage their borders according to a rights-based approach, provide protection and handle irregular migration, as well as the priority on helping more people better in the countries of origin and along the routes, Denmark will continue its strong focus on migration management. IOM is deemed well placed to connect the various dimensions of promoting safe orderly and regular migration. Further Denmark will pay particular attention towards IOM's work to strengthen orderly and regular interregional migration in Africa, with the aim to contribute to sustainable development outcomes.

In particular, Denmark prioritizes capacity building of governments and relevant authorities for better migration management with the aim to prevent irregular migration and migrants from ending up in vulnerable situations. In this regard, Denmark emphasizes a whole-of-migratory-route approach to migration management with support to countries of origin, transit and destination, e.g. through integrated rights-based border management, building asylum capacities, return and reintegration, protection and fighting human smuggling and trafficking as well as facilitating cross border collaboration between local and central authorities.

Denmark expects that IOM continues to develop its internal capacity within migration management and continues its strategic focus on capacity building of government authorities and other partners along the migratory routes. To this end, IOM's continued dedicated work to systematically develop and apply its own approaches, capacity and tools for institutional capacity strengthening will be of importance. Further, and in line with IOM's Strategic Vision 2019-2023, Denmark will support and advocate for the development and implementation of innovative approaches towards migration management as well as HDP-nexus approaches in this regard. In addition, Denmark expects IOM to apply a “whole-of migratory route approach” when it comes to migration management by looking at both needs and challenges in countries of origin, transit and destination, including in a local, regional and global perspective.

## Priority area 4: Addressing the linkage between climate change and irregular migration and forced displacement

Acting on climate change and irregular migration are two central priorities in “The World We Share”. With IOM’s works spanning the entire spectrum of the HDP-nexus, IOM is well placed to link its work within all these fields delivering long-term results on climate change as a root cause affecting irregular migration and displacement. This is in line with IOM’s Strategic Vision as well as its two thematic strategies on [Migration, Environment and Climate Change 2021-2030](#) and [Migration and Sustainable Development](#).

The link between climate change and mobility remains largely underexplored, and IOM has a key role in developing a common understanding of the interlinkages and causalities as well as in responding to the consequences of climate change on mobility patterns. Including climate change and migration as a priority area in this IOM strategy provides opportunities to strengthen the collaboration between IOM and Denmark. One example is the work ongoing in the Danish MFA on linking IOM as a partner to the proposed new Danish led regional Team Europe Initiative on climate change, conflict and migration in the Sahel. IOMs engagements in Sahel would add value to this initiative. IOM could also be an even closer partner in many engagements in Danish partner countries.

In its dialogue with IOM Denmark will put particular emphasis on strengthened IOM engagement in long-term partnerships (with UN-organizations, national and local governments, civil society and other partners) with the aim of developing comprehensive solutions for people on the move in the context of climate change and environmental degradation. This should also include developing solutions for people not to move, by building resilience and addressing the climate drivers that compel people to move irregularly. In this regard, IOM’s data- and knowledge-products should be included and part of more coherent and integrated national, regional and global responses to climate change adaptation and resilience building.

In addition to Denmark’s focus on addressing the climate drivers of irregular migration and displacement, Denmark will also put emphasis on and support IOM’s efforts to promote inclusive societies and address inequalities, which are other well-known drivers of irregular migration. In this regard, Denmark will support IOM in its commitment to leave no one behind and its work to ensure an inclusive community-based approach.

### Cross cutting priorities: Gender responsiveness

Further, as a longstanding champion for women’s empowerment and current lead for Call to Action against Gender Based Violence in Emergencies, Denmark will continue to push and support IOM in mainstreaming gender and diversity responsive approaches and developing supporting policies and capacity building of staff in this regard. Strengthening the gender and diversity perspective in IOM’s work was part of the MOPAN and mid-term review recommendations and IOM has already made an effort to improve, but it will be important to ensure its full implementation.

## 5. Budget

Denmark wishes to continue to support IOM with much needed multi-year unearmarked core funding to enable the organization to deliver on Danish priorities, as well as to give it the flexibility to ensure the needed organizational reform. Further, Denmark wishes to strengthen its strategic engagement with IOM on Danish priorities. The contributions under this organization strategy – subject to annual parliamentary approval – is envisaged to fall in the following categories: 1) An unearmarked

contribution of DKK 48 million annually; 2) A softly earmarked contribution of DKK 50 million annually within a geographical focus on migration management and capacity building in Africa with a particular focus on countries along the migratory routes. Further, this part of the contribution can be used to develop innovative approaches and shared learning related to migration management and climate resilience; 3) A personnel component of DKK 2 million annually for a Danish secondment within one of the priority areas outlined above. See Annex 4 for selected outcomes from IOM's Strategic Results Framework.

A new Strategic Partnership Agreement for 2023-2026 based on the Danida Multilateral Guidelines will steer the management and reporting requirements for the Danish contribution. Further, the Partnership Agreement will outline the modalities for the use of the softly earmarked part of the contribution. It is envisaged that the use of the softly earmarked funds will be subject to a six-monthly dialogue between IOM and Denmark where the allocation of the funds are approved by Denmark. While the organizational responsibility and the unearmarked contribution lies with the UN Mission in Geneva and the responsibility for the softly earmarked contribution lies with the Department of Migration, Stabilization and Fragility, the two departments will cooperate closely on both implementation and monitoring.

The allocation of softly earmarked funds in the envisaged amount is a new funding modality for Denmark towards IOM<sup>9</sup>. Further, the unearmarked support for IOM is envisaged to double compared to the previous annual contribution. Combined with the uncertainties related to IOM's funding model, ongoing organizational reform and the unfinished SRF, which will also have to be adjusted against the next Strategic Vision from 2024, a mid-term review of this Organization Strategy and the modalities for the allocation of the softly earmarked funds is expected to take place in second half of 2024.

#### Danish contributions to IOM (core, soft earmarked and personnel support) 2023 - 2026

Funding as stipulated in the Danish Finance Act for 2022 (DKK million)	Finance Act code	Planned 2023*	Planned 2024*	Planned 2025*	Planned 2026*
<b>Total core incl. soft earmarked funding hereof:</b>		<b>98</b>	<b>98</b>	<b>98</b>	<b>98</b>
a. Core funding	06.32.10.14	48	48	48	48
b. Soft earmarked: Migration management and capacity building in Africa and innovation	06.32.10.14	50	50	50	50
<b>Personnel support</b>	06.32.10.14	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Total contributions (core, soft earmarked and personnel support)</b>		<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

*\*Subject to annual parliamentary approval. Core incl. soft earmarked contributions follow multilateral guidelines.*

## 6. Risks and assumptions

Enhancing risk management is a key priority to IOM and the issue has several work items under the Internal Governance Framework. The Office of the Inspector General performed an assurance review of the IOM risk management function in the first quarter of 2021 against the UN Reference Maturity Model for Risk Management (CEB/2019/HLCM/25). This concluded that IOM's current level of

<sup>9</sup> The envisaged softly earmarked funds were up to 2021 known as Danish "country Funds for IOM", and stood at DKK 25 million annually. These funds were allocated as earmarked funds on an annual basis towards migration management projects in Africa.

maturity is “developing”. Key areas to be strengthened include the organizational structure and reporting lines of the risk management function, and the roll-out and integration of risk management systems into regional and country structures. IOM is currently addressing these issues with a view to improving its maturity level in 2022. On the one hand, this shows that IOM is committed to better risk management and is working towards this end, while on the other hand, it underlines the importance of continued (donor) attention towards implementation of better risk management. This is of particular importance, as IOM works in notorious risk prone contexts. In this context, it is positive that IOM together with UNHCR has developed a guidance note on risk management in the Field and Decentralized Organizations<sup>10</sup> focusing on best practices and lessons learned across the UN System.

Linked to this, but of broader scope, is the need for a strengthened core structure of the organization, not only in terms of risk management, but also related to organizational effectiveness and capacity in terms of policy formulation and coordination. It is not unlikely that the current process on strengthening the core structure through a raise in assessed contributions will not provide the funds needed. In that case, it will require strong prioritization from IOM as well as seeking new ways to raise the needed funding. While IOM over the past years has managed to broaden its donor base and increased the level of unearmarked funding, the overall very low level of unearmarked funding and the heavy reliance on few key donors makes the organization very vulnerable to change in a few donors preferences. Hence, IOM will – no matter the result of the budget reform – have to strengthen its fundraising efforts to bring on board more donors.

## 7. Danish approach to engagement with the organization

Based on the priority areas specified above, Denmark will continue to pursue an open and constructive dialogue with IOM across the organization to influence and follow up on the organizations work towards realizing these priorities. The Doing Development Differently Contact Group will serve as the platform for facilitating information sharing, identification of issues and coordination of joint messaging to IOM across project and core funding streams.

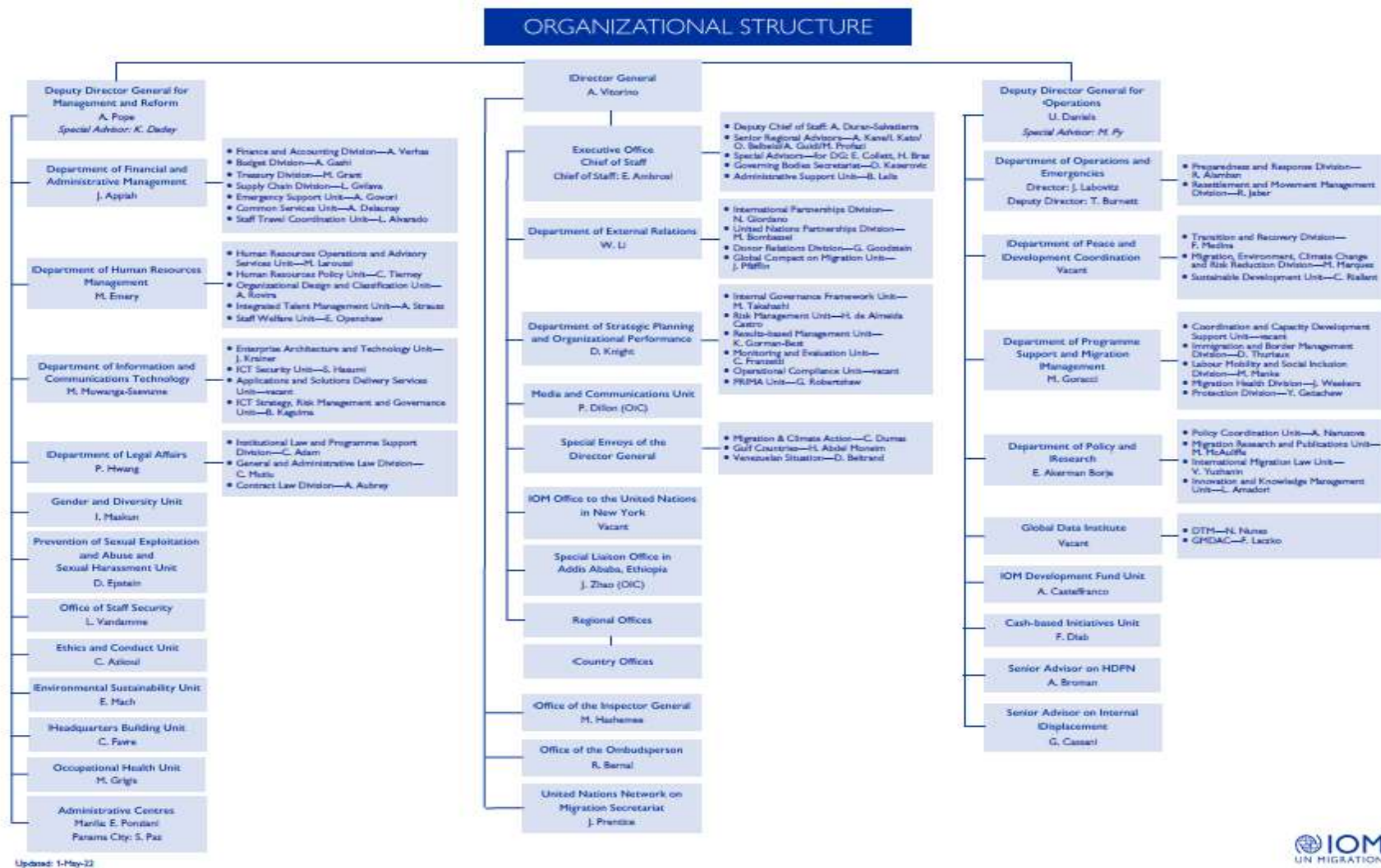
The Permanent Mission of Denmark to the UN in Geneva and the Department for Migration, Stabilization and Fragility will organize annual consultations between Denmark and IOM, which will be used to follow-up on the cooperation over the past year and discuss the way ahead. Every second year, or as deemed necessary, the annual consultations will be replaced by High Level Consultations focusing on policy and issues of mutual interest. Denmark will take part in regular integrity briefings for key donors to closely follow IOM’s work on strengthening its response and prevention of fraud, corruption and other forms of misconduct, including SEAH. Further, Denmark will continue to take active part and promote Danish priorities in IOM’s governing bodies including active participation in related Working Groups. Denmark will coordinate closely with likeminded donors on joint priorities through the informal IOM Donor Group, which meets regularly. Finally, IOM’s enhanced presence in the UN City in Copenhagen provides a platform for strengthened dialogue with IOM.

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<sup>10</sup> Document: CEB/2020/HLCM/21



## ANNEX 1 – IOM's organizational structure





# FIELD OFFICES

## Executive Office

## REGIONAL OFFICES

Special Liaison Office  
Addis Ababa  
Jian ZHAO (OIC)

Dakar,  
West and Central  
Africa  
  
Christopher  
GASCON

Pretoria,  
Southern Africa  
  
Ashraf EL NOUR

Nairobi,  
East and the Horn  
of Africa  
  
Mohammed  
ABDIKER

Cairo,  
Middle East and  
North Africa  
  
Carmela GODEAU

San José,  
Central and North  
America and  
Caribbean  
  
Michele KLEIN-  
SOLOMON

Buenos Aires,  
South America  
  
Marcelo PISANI

Bangkok,  
Asia and the Pacific  
  
Nenette MOTUS

Brussels,  
European Economic  
Area  
  
Ole  
HENRIKSON

Vienna,  
South-East. Europe,  
East. Europe and  
Central Asia  
  
Renate HELD

IOM office to the UN  
(New York)  
Vacant

## COUNTRY OFFICES

### West and Central Africa—RO Dakar

- Benin: Abibatou WANE (non-resident)
- Burkina Faso: Assaoua GUISSÉ KASPAR
- Cabo Verde: Quélina GONCALVES (OIC)
- Cameroun: Abdel DIOP (AP)
- Chad: Annie Kadri SCHAEFER
- Central African Republic: Bakary DOUMBIA
- Congo: Anicet MBAKIMA
- Côte d'Ivoire: Marina SCHRAMM
- Gabon: Richard ORENDO SMITH
- Gambia: Fumiko NAGANO
- Ghana: Abibatou WANE
- Guinea: Ana FONSECA
- Guinea-Bissau: vacant
- Liberia: Ana FONSECA (non-resident)
- Mali: Pascal REYNTJENS
- Mauritania: Boubacar SEYBOU
- Niger: Barbara RIJKS
- Nigeria: Franz CELESTIN
- Senegal: Valeria FALASCHI (OIC)
- Sierra Leone: James BAGONZA (OIC), CO reports directly to RO until further notice
- Togo: Abibatou WANE (non-resident)

### Southern Africa—RO Pretoria

- Angola: Alberto MUXA (OIC)
- Botswana: Kagiso PELOPEDI (OIC)
- Democratic Republic of the Congo: Fabien SAMBUSSY
- Eswatini: Jeremiah MENDES
- Lesotho: Erikio NISHIMURA
- Madagascar: Charles Roger EVINA
- Malawi: Mpilo NKOMO
- Mauritius: Céline LEMMEL (incl. Seychelles)
- Mozambique: Laura TOMM-BONDE
- Namibia: Florence SITUMBEKO (OIC)
- South Africa: Lily SANYA
- Zambia: Nomagugu NCUBE
- Zimbabwe: Mario-Lito MALANCA

### East and the Horn of Africa—RO Nairobi

- Burundi: Vilaya SORU
- Djibouti: Stéphanie DAVIOT
- Ethiopia: Jian ZHAO (OIC)
- Eritrea: Ashraf HASSAN
- Kenya: Sharon DIMANCHÉ
- Rwanda: Helene FORS
- Somalia: Richard DANZIGER

- South Sudan: Peter VAN DER AUWERAERT
- United Republic of Tanzania: Qasim SUFI
- Uganda: Samuel SAVAGE

### Middle East and North Africa—RO Cairo

- Algeria: Paolo Giuseppe CAPUTO
- Bahrain: Mohamed EL ZARKANI
- Egypt: Laurent DE BOECK
- Iraq: Giorgi GIGAUJI
- Jordan: Tajma KURT
- Kuwait: Mazen ABOLHOSN
- Lebanon: Mathieu LUCIANO
- Libya: Federico SODA
- Morocco: Laura PALATINI
- Qatar: Iman EREIAT
- Sudan: Catherine NORTHING
- Tunisia: Azouz SAMRI
- Yemen: Christa ROTTENSTEINER

### Central and North America and Caribbean—RO San José

- Bahamas: Karen MOSS-TIMOTHY
- Belize: Diana LOCKE
- Canada: Ahmad FAHIM
- Costa Rica: Diana CARTIER
- Cuba: Sonia KARAKADZE
- Dominica: Natacha GREAVES
- Dominican Republic: José GASTELBONDO
- El Salvador: Nicola GRAVANO
- Guatemala: Jorge PERAZA
- Guyana\*\*: Robert NATIELLO (+ Reg. Coord. Caribbean)
- Haiti: Giuseppe LOPRETE
- Honduras: Uliza SALAZAR
- Jamaica: Kelsa LIVERMORE
- Mexico: Dana GRABER LADEK
- Nicaragua: Janet MARTINEZ
- Panama: Santiago PAZ
- Trinidad and Tobago: Jewel ALI
- United States of America\*: Brian KELLY (OIC)

### South America—RO Buenos Aires

- Argentina: Gabriela FERNANDEZ
- Bolivia, Plurinational State of: Alba GOYCOECHEA (OIC)
- Brazil: Stéphanie ROSTIAUX
- Colombia: Ana DURAN-SALVATIERRA
- Chile: Richard VELAZQUEZ
- Ecuador: José DAVALOS

- Paraguay: Pablo CUEVAS
- Peru: Jorge BACA
- Uruguay: Tatia PACIFICO
- Venezuela, Bolivarian Republic of: Jorge VALLES

### Asia and the Pacific—RO Bangkok

- Afghanistan: Stuart SIMPSON
- Australia\*\*: Pte LIJERT (CoM and Coord. for the Pacific Region)
- Bangladesh: Abdusattor ESOEV
- Bhutan: Sarat DASH (DG's Special Envoy, non-resident)
- Cambodia: Kristin PARCO
- China\*\*: Giuseppe CROCETTI
- Federated States of Micronesia (incl. Marshall Islands and Palau): Salvatore SORTINO
- Fiji: Solomon KANTHA
- India: Sanjay AWASTHI / Sarat DASH (DG's Special Envoy)
- Indonesia: Louis HOFFMANN
- Iran, Islamic Republic of: Mahnaz MAHMOUDI (OIC)
- Japan\*: Daihei MOCHIZUKI
- Lao People's Democratic Republic: Shireen TULADHAR
- Malaysia: Kendra RINAS
- Maldives: covered by CoM Sri Lanka
- Mongolia: covered by CoM China
- Myanmar: Evan MCDONOUGH (OIC)
- Nepal: Lorena LANDO
- Pakistan: Mito SATO
- Papua New Guinea: Serhan AKTOPRAK
- Philippines: Troy DOOLEY (OIC)
- Republic of Korea: Steven HAMILTON
- Solomon Islands: covered by CoM Australia
- Sri Lanka: Sarat DASH
- Thailand: Geraldine ANSART
- Timor-Leste: Aishath Ima SHAREEF
- Tonga: covered by CoM Australia
- Vanuatu: Jessie CONNELL
- Viet Nam: Mithyung PARK

### European Economic Area—RO Brussels

- Austria: Marian BENBOW PFISTERER
- Belgium: Marise HABIB
- Bulgaria: Radoslav STAMENKOV
- Croatia: Ivan PITESA
- Cyprus: Natsia XENOPHONTOS KOUDOUNA
- Czechia: Zuzana VATHALOVA (OIC, non-resident)
- Denmark: Jacob JORGENSEN (OIC)

- Estonia: Annel VARES
- Finland\*\*: Tobias VAN TREECK (OIC) (Sub-Regional Coordinator for FLESDK)
- France: Sara ABBAS
- Germany\*: Jean-Philippe CHAUZY
- Greece: Gianluca ROCCO
- Hungary: Daniel BAGAMERI
- Ireland: Laili VEERASSAMY
- Italy\*\*: Laurence HART (Reg. Coord. Mediterranean) + Malta
- Latvia: Ilmars MEZS
- Lithuania: Etydas BINGELIS
- Netherlands: Antonio POLOSA
- Norway: Fatou Diallo NDIAYE
- Poland: Livia STYP REKOWSKA
- Portugal: Vasco MALTA
- Romania: Mirosia MOCANU
- Slovakia: Zuzana VATRALOVA
- Slovenia: Iva PERHAVEC
- Spain: Maria Jesus HERRERA
- Switzerland: Berta FERNANDEZ
- United Kingdom: Tashid PASHA (OIC)

### Eastern Europe, South-Eastern Europe and Central Asia—RO Vienna

- Albania: Alma JANI
- Armenia: Ilona TER-MINASYAN
- Azerbaijan: Vladimir GJORGJEV
- Belarus: Mahym ORAZMUHAMMEDOVA
- Bosnia and Herzegovina: Laura LUNGAROTTI (CoM + Sub-Regional Coord. for the Balkans)
- Georgia: Sanja CELEBIC-LUKOVAC
- Kazakhstan\*\*: Zeynal HAJIYEV (CoM + Sub-Regional Coord. for Central Asia)
- Kyrgyzstan: Bermet MOLDOBAEVA
- Montenegro: Dusica ZIVKOVIC
- North Macedonia: Sonja BOZINOVSKA-PETRUSEVSKA
- Republic of Moldova: Lars Johan LÖNNBACK
- Russian Federation: Abdusattor ESOEV
- Serbia: Lidja MARKOVIC
- Tajikistan: Cristina GHEORGHE TRANCA
- Turkey: Gerard WAITE
- Turkmenistan: Azat ATAJOV
- Ukraine: Anh NGUYEN
- UNSC Resolution 1244 Administered Kosovo: Anna ROSTOCKA
- Uzbekistan: Sanjarbek TOSHBAEV

AP: accreditation pending / OIC: Officer in Charge

\*: Country Office with Resource Mobilization Functions

\*\* : Country Office with Coordinating Functions

Updated: 1-May-22

## Annex 2: Overview of Danish funding for IOM 2021 in USD

### DENMARK

Unearmarked income	4 101 050
Enhancing the protection of migrants in West and Central Africa through consolidated migration governance in Mali and the Niger 2022	3 787 305
Global programme: enhancing readmission and legal identity capacity (RELICA)	2 120 891
Western Balkans integrated border management facility	1 796 910
Western Balkans readmission capacity-building facility	1 796 910
Support for assisted voluntary return and reintegration from the Western Balkans for a period of 24 months, including through the development of a counselling toolkit – Serbia	1 452 372
Support for strengthening migration management in the Niger (DANIDA II)	1 124 942
Somalia: enhancing the capacity of immigration fraud detection units, passport enrolment centres, regional offices and border posts	1 113 693
Strengthening the capacity of the government of Pakistan to counter trafficking in persons and the smuggling of migrants	1 099 651
Resettlement programme from Rwanda to Denmark with the government of Denmark under the 2020 resettlement quota	791 395
Western Balkans: joint actions against the smuggling of migrants and trafficking in persons	698 169
Increasing border management capacities at Turkey's eastern borders	507 100
Strengthening migration data and coordination mechanisms for improved migration governance in Ethiopia	449 977
Enhancing border management capacities in Tunisia to strengthen border security and respond to irregular migration along the Central Mediterranean route	343 267
Identity and civil document verification for Afghan nationals	299 491
Junior professional officer	140 662
Funds received in 2021 – to be allocated	16 897
Technical assistance to develop the capacity of the government of the Sudan in immigration and border management	14 952
Regional migrant response plan for the Horn of Africa and Yemen 2018–2020 – Kenya – for refund	(21)
Strengthening the sphere of protection for victims of trafficking and vulnerable migrants in Egypt while preventing irregular migration and human trafficking (SPHERE) – for refund	(572)

CONSENT: consolidation and enhancement of assisted voluntary return and reintegration for vulnerable migrants from Denmark – Finland – for refund	(1 039)	
Junior professional officer – for refund	(11 483)	
Quota refugee resettlement support from Turkey to Denmark for refugees identified under the 2019 quota – for refund	(12 947)	
CONSENT: consolidation and enhancement of assisted voluntary return and reintegration for vulnerable migrants from Denmark – Finland – for refund	(28 253)	
Enhancing capacities to manage migration and borders – Pakistan – for refund	(105 567)	
<b>Total: Denmark – Unearmarked and earmarked</b>	<b>4 101 050</b>	<b>17 394 700</b>

## ANNEX 3 – Donor overview

UNEARMARKED FUNDING OVERVIEW									
Last updated: 8 April 2022				All figures in USD million					
Member State	2017	2018	2019	2020	2021	2022	2023*	2024*	and Total
Sweden	6.31	7.46	10.78	10.55	12.16				47.25
United Kingdom	5.17	5.26	4.93	5.27	5.50				26.12
Denmark	-	3.81	3.68	3.65	4.10	4.10*			19.35
Netherlands	-	7.50	1.83	3.17	2.39	2.39*			17.28
United States of America	2.16	2.35	2.68	2.50	5.00				14.69
Norway	-	1.76	2.28	1.89	3.66	3.36			12.95
Belgium	1.20	1.16	1.14	1.14	1.12	1.12*	1.12	1.12	9.12
Ireland	-	-	0.55	1.09	1.21				2.85
Switzerland	-	0.50	0.51	0.54	1.08				2.64
Republic of Korea	-	-	-	-	1.00	1.00*			2.00
France	-	-	-	-	1.22				1.22
Spain	-	-	-	1.19	-				1.19
Portugal	-	0.23	0.11	0.24	0.23	0.06			0.86
Austria	0.04	0.04	0.04	0.04	0.04				0.20
Philippines	-	-	-	0.01	-	0.01			0.02
Cyprus					0.03				0.03
Lithuania					0.06				0.06
	14.88	30.06	28.55	31.29	38.79	12.03	1.12	1.12	157.83
		102%	-5%	10%	24%				
* Pledged but not yet received as of the date of the update, subject to change due to exchange rates									
** 2021 figures reflect preliminary unaudited results as of the date of the update- for IOM internal use only									
		Closed multiyear agreement				Active multiyear agreement			

Earmarked Voluntary Contributions - 2021	
Top 20 Donors	Amount(USD)
European Commission	604 270 786
United States of America	574 145 077
Germany	231 091 861
UN Organizations	224 800 290
United Kingdom of Great Britain And Northern Ireland	75 761 904
Canada	70 216 417
Italy	69 513 712
Japan	68 044 581
Netherlands	66 973 678
Australia	62 411 003
Switzerland	37 585 402
France	23 663 877
Korea (the Republic of)	21 105 732
Greece	18 772 145
Sweden	18 674 946
Denmark	17 417 177
Norway	16 502 219
Colombia	10 771 869
Spain	10 037 659
Turkey	9 396 981

## Annex 4: Danish priorities and monitoring

In full alignment with IOMs own Strategic Results Framework, Denmark will pay particular attention to the delivery of the objectives, long and short-term outcomes and related outputs and indicators selected and presented in the table below.

Danish priority Area 1: Enhanced strategic and organizational effectiveness of IOM				
Relevant objective, long and short-term outcome and related output and indicators drawn from the part of IOM's Strategic Results Framework related to Organizational Effectiveness.				
IOM objective	Long Term Outcome	Short Term Outcome	Outputs	Indicators
Under development by IOM	Under development by IOM	Under development by IOM	Under development by IOM	Under development by IOM

Danish priority Area 2: Enhancement of IOM's role in the UN System and strengthened partnerships				
Relevant objective, long and short-term outcome and related outputs and indicators drawn from IOM's Strategic Results Framework.				
IOM objective	Long Term Outcome	Short Term Outcome	Outputs	Indicators
4: Migration governance is supported by a Whole-of-Society approach	4a.: Accurate, disaggregated evidence on human mobility is collected, shared and utilized for evidence-based policy making by governments at the local, national, regional and global level	4a.1: The global evidence base on migration is strengthened and available	4a.1.1: Global level initiatives on the use of migration data and research. 4a.1.2: Improving migration data through coordination mechanism 4a.2.1: improving capacities on data collection, management, protection and privacy 4a.2.2: Access to relevant resources including data standards	Under development by IOM

	4b.: Government institutions, systems and migration policy and legal frameworks are well-coordinated, aligned with international standards, and coherent with broader development and policy planning from the global to the local level	4b.2: Governments mainstream migration in related policies and strategic decision-making across development, humanitarian and security/peace sectors/agendas	4b.2.1: Mainstreaming migration into multi-sectoral policies/strategies 4b.2.2: Whole of system support to mainstream migration, in line with relevant frameworks	
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Danish priority Area 3: Supporting capacity building of governments and relevant authorities for better migration management				
Relevant objective, long and short-term outcome and related outputs and indicators drawn from IOM's Strategic Results Framework.				
IOM objective	Long Term Outcomes	Short Term Outcomes	Outputs	Indicators
2: Individuals and communities are empowered and resilient	2b.:Migrants and displacement affected populations, irrespective of gender, age, disabilities and legal status are protected from violence, exploitation and abuse, and their rights are upheld	2b.2: Governments and civil society stakeholders provide quality, timely and gender and child sensitive-protection and assistance to marginalized and/or vulnerable migrants, including children and victims of trafficking	2b.2.1: Protecting the rights of migrations in vulnerable situations  2b.2.4: Gender-Based Violence survivors receive tailored, multisectoral assistance	Under development by IOM
3: Migrants and societies benefit from safe, orderly and regular human mobility	3b.: Migration flows and cross-border mobility are well managed, with measures to ensure well-being, including health, security and safety throughout the mobility continuum	3b.1: Governments are able to prevent and counter trafficking in persons, smuggling of migrants and related transnational organized crimes at all levels in line with the Palermo Protocols  3b.3: Government, development and humanitarian actors responsibly collect and use disaggregated data to inform mobility management systems, procedures,	3b.1.1: Detect, investigate, and prosecute trafficking in persons, smuggling of migrants 3b.1.2: Information om Trafficking in Persons, migrant smuggling and other organized crime 3b.1.3: Use of data and evidence to detect and report human trafficking and smuggling networks 3b.3.1: Border management information systems, passenger data exchange 3b.3.2: Document security, identity management, biometric	



		decisions and policies	solutions, data management/protection	
		3b.4: Integrated, non-discriminatory border management policies, strategies and systems ensure the human rights, dignity and safety and security of all those on the move, including children and vulnerable migrants	3b.3.3: Cross-border mobility forecasting data informs mobility management systems 3b.4.2: Coordinated border management in air, on land, at sea 3b.4.3: Capacity building on protection measures for persons with protection concerns 3b.4.4: Trafficking, investigation and identification of missing migrants	

Danish priority Area 4: Addressing the linkages between climate change and irregular migration and forced displacement				
Relevant objective, long and short-term outcome and related outputs and indicators drawn from IOM's Strategic Results Framework.				
IOM objective	Long Term Outcomes	Short Term Outcomes	Outputs	Indicators
2: Individuals and communities are empowered and resilient	2a.: The adverse drivers and structural factors that compel people to leave their homes are addressed or minimized	2a.1: Governments and communities address, adapts and/or are resilient to crises, health emergencies, climate-related disasters and multi-hazard risks, leading to reduced mobility risks and impacts	2a.1.1: Preparedness for disasters/climate hazard response 2a.1.2: Prevention and recovery from disasters and adaption to climate change 2a.2.1: Address inequalities and other adverse socio-economic drivers to migration	Under development by IOM
		2a.2: States implement comprehensive development strategies that address inequalities [related to gender, age, disabilities and legal status] such as uneven access to natural resources and other adverse socio-economic or community factors	2a.2.3: Data on socio-economic needs of people at risk of engaging in unsafe migration	