

RESETTLEMENT AND MOVEMENT
MANAGEMENT DIVISION

20 ANNUAL REPORT 21



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

Publisher: International Organization for Migration
17 route des Morillons
P.O. Box 17, 1211 Geneva 19
Switzerland
Tel.: +41 22 717 9111
Fax: +41 22 798 6150
Email: hq@iom.int
Website: www.iom.int

This publication has been issued without formal editing by IOM.

Cover photo: Afghan refugees boarding the plane to Canada on a flight chartered by IOM. © IOM 2021

Required citation: International Organization for Migration (IOM), 2022. Resettlement and Movement Management Division - Annual Report 2021. IOM, Geneva.

ISBN 978-92-9268-433-4 (PDF)
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Acronyms

AAP	Accountability to Affected Populations
CFMs	Complaints and Feedback Mechanisms
COA	Canadian Orientation Abroad
CMM	Charter Movement Management
CMS	Collaboration and Monitoring System
CRISP	Sustainable Resettlement and Complementary Pathways Initiative
DTM	Displacement Tracking Matrix
EEA	European Economic Area
EUAA	European Union Asylum Agency
GBV	Gender-based violence
HASM	Humanitarian Assistance to Stranded Migrants
IGF	Internal Governance Framework
MAAP	Mainstreaming of Protection and Accountability to Affected Populations
MiGOF	Migration Governance Framework
MHD	Migration Health Division
MHPSS	Mental Health and Psychosocial Support
MPA	Migration Protection Assistance
MSS	Movement Systems Support
PPE	Personal Protective Equipment
RMM	Resettlement and Movement Management
SDGs	Sustainable Development Goals
UNHCR	United Nations High Commission for Refugees
VHR	Voluntary Humanitarian Return

Message from the Director



In 2021, the United Nations Migration Agency (IOM) honoured its 70th anniversary since its establishment in 1951. Over seven decades later, the safe and dignified movement of refugees and other vulnerable persons in need remains one of IOM's largest ongoing activities and the primary function of the Resettlement and Movement Management (RMM) Division.

Throughout the year, resettlement and movement operations were marked by challenges and constraints as the COVID-19 pandemic continued. Moreover, travel restrictions, border closures and lockdown measures enforced to curb the spread of COVID-19 significantly impacted human mobility and led to thousands of people stranded across the world. Despite uncertain and difficult times, RMM staff around the globe worked with resolve and ingenuity to sustain movement operations where possible.

The Division made every effort to adapt to constantly changing circumstances, strengthen coordination with relevant thematic areas in IOM and enhance collaboration with airline industry actors, donors and partners.

RMM also ramped up crisis response efforts in 2021 with a focus on Afghanistan. On 15 August, IOM temporarily suspended all movements out of the country due to the political and security situation. Throughout the remainder of the year, RMM continued to be actively involved in the transit and onward movement assistance from countries neighbouring Afghanistan such as Pakistan and Tajikistan, as well as other places serving as transit locations including Qatar, Germany and Kosovo*. IOM successfully assisted in the resettlement of 47,971 Afghan beneficiaries to final destinations in the United States, Canada, Australia and Norway.

In addition to RMM's work in movement support, the Division proudly launched its Monitoring, Evaluation and Compliance (MEC) Framework. The MEC Framework is designed to consolidate and increase the professionalism, integrity and effectiveness of RMM functions and ultimately, of IOM assistance to refugees and other migrants, Member States and donors. It supports IOM's Strategic Vision as well as numerous other institutional frameworks and policies related to internal governance, standards of conduct, fraud, misconduct, preventing and responding to sexual exploitation and abuse, accountability to affected populations, and data protection.

This annual report covers the period January through December 2021. It provides an overview of the scope and scale of RMM's work and the Division's four-year strategy. The report also presents global data on IOM's movement operations, as well as updates from the four Units within RMM ranging from policy mainstreaming, programmes and operations to compliance and communications.

I hope you will find the contents of this report as informative and inspiring as I do.

A handwritten signature in black ink that reads "R. Jaber".

Rana JABER
RMM Director

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

About the Division

The Resettlement and Movement Management (RMM) Division's scope of work is squarely outlined in IOM's Constitution under article 1 a-d, emphasizing close collaboration with several thematic areas of work within the Organization.

The safe and dignified movement of migrants requires a comprehensive, rights-based and humane approach – one which recognizes the interdependencies of travel, health and the potential for integration as key components of the movement process. These essential elements of IOM's movement operations benefit both the migrants and the States undertaking the responsibility of receiving them. IOM believes that this holds true, regardless of the type of programme, the destination country or the profiles of the persons being assisted.

Movement assistance is provided under a wide range of programming including refugee resettlement and other forms of humanitarian admission; evacuations of vulnerable migrants; internally displaced persons; third-country nationals and others; voluntary relocation, return and repatriation; family reunification; countertrafficking and protection of stranded migrants. Individuals and families are assisted by IOM to return to their homes, relocate to safety, reunite with family members and migrate towards new opportunities.

The guidance and support to field staff and stakeholders from the RMM Division is wide ranging for the purpose of maintaining IOM's global expertise in movement operations. It includes advisories on movement related issues, and improving standards, the mainstreaming of policy and frameworks, developing systems and tools, as well as capacity-building for States and other partners, extensive liaison, partnership and coordination with UN agencies and intergovernmental bodies to the private sector and civil society. The Division also negotiates, oversees and maintains the Organization's global agreements with air carriers and other transport providers and is the focal point for managing movements of IOM- assisted passengers travelling by air, land or sea. The Division regularly participates in external partnership meetings with other UN Agencies, States, intergovernmental bodies and the private sector central to IOM programmes and operations.

The Division is broken down into four Units:

1. The Policy, Programmes, and Coordination (PPC) Unit mainstreams institutional policy within RMM's work by providing missions with guidance and tools. Furthermore, project development and endorsement functions are coordinated centrally through RMM-HQ aside for projects managed by Missions within the European Economic Area.

This Unit also co-leads the Sustainable Resettlement and Complimentary Pathways Initiative, a joint initiative with UNHCR.

2. The Movement Operations Headquarters (MOH) Unit has three subunits, in addition to centrally leading and coordinating IOM partnerships and contractual relationships with airlines and travel industry actors.

Through global agreements, the MOH creates travel solutions and air connectivity options, supporting all IOM operations staff on commercial flights. This includes guidance and advisories on movement-related issues and the use of proprietary tools to manage movements. The Charter Movement Management Unit (CMM) is solely responsible for organizing and coordinating all global charters. In addition, the Movement Systems Support (MSS) Unit in Manila monitors movement applications and user accounts and processes global airline invoices.

3. The Monitoring, Evaluation and Compliance (MEC) Unit consolidates and increases the professionalism, integrity and effectiveness of RMM functions globally and ultimately of IOM assistance to refugees and other migrants, Member States and donors through setting and ensuring standards and behaviours in processes, workflows, data management and beneficiary engagement.

4. The Information Management and Communications (IMC) Unit maintains quality control of movement data for consistency and accuracy and supports movement reporting requirements. The Unit also strengthens communications and visibility to raise RMM's profile within and outside the Organization.

RMM is composed of the following Units:

- > **Policy, Programmes and Coordination**
- > **Movement Operations**
- > **Monitoring, Evaluation and Compliance**
- > **Information Management and Communications**

■ INTRODUCTION

RMM works together with a [Regional Thematic Specialist \(RTS\) Team, based in Regional Office Brussels](#). The RTS Team on Resettlement, Relocation and complementary pathways acts as a regional thematic resource; leads in policy, liaison and advocacy work; monitors and analyses regional thematic trends in the areas of emergency evacuations, resettlement/relocation and complementary pathways; monitors and supports regional thematic project development, and reviews and endorses projects related to the RTS's thematic area of expertise in the European Economic Area.

Given the [cross-cutting nature of its activities](#), RMM works closely with [IOM Departments and Divisions](#), [regional thematic specialists](#), regional and field offices on all programming and assistance involving movement components. The below outlines the interconnectedness of RMM's functions throughout the Organization:

- [Immigration and Border Management \(IBM\) Division](#): RMM collaborates on the movement and verification aspects for projects typically concerning facilitated migration, verification and immigration visas.
- [Labour Mobility and Social Inclusion \(LMSI\) Division](#): RMM works with LMSI on addressing integration pre-departure before international movement takes place and post-arrival in the destination country. Moreover, as part of comprehensive programming all resettlement projects endorsed by RMM include budget components for integration activities to support safe and dignified movement.
- [Migration Health Division \(MHD\)](#): RMM engages with MHD for pre-departure health activities in the context of movements. Moreover, as part of comprehensive programming all resettlement projects endorsed by RMM include budget components for health activities to support safe and dignified movement
- [Protection Division \(PRO\)](#): RMM works with the Protection and Assistance Division on assisted voluntary return and reintegration (AVRR), voluntary humanitarian return (VHR) in addition to crisis response and the movement aspect of protection and assistance to migrants facing violence, exploitation, abuse, neglect and deliberate deprivation and, other vulnerable migrants including victims of trafficking and unaccompanied and separated migrant children. There is strong coordination between MPA HQ, field offices and RMM staff implementing the movement aspects – such as booking of flights/tickets, coordinate escorts and airport assistance.

Additionally, RMM works with a wide range of external partners to carry out its work including Governments, the United Nations High Commissioner for Refugees (UNHCR), the European Asylum Support Office (EASO), intergovernmental bodies, private sector partners such as airlines, other transport providers and airline industry actors, as well as non-governmental organizations and civil society.

Annually, IOM participates in the Annual Tripartite Consultations on Resettlement (ATCR) and Working Group on Resettlement and Complementary Pathways (WGR) by shaping the agenda, presenting/facilitating panel discussions, and providing updates to participants. The ATCR is a multilateral forum including UNHCR, IOM, States, private sector, academia, NGOs, and refugees to discuss and advance resettlement issues at the strategic-political level. The WGR works within the framework of the ATCR, focusing on policy and good practices exchanges. RMM also contributes to the Priority Situations Core Group (PSCG), a multilateral forum among UNHCR, IOM and States on resettlement and complementary pathways. IOM participates by sharing its expertise and updates with States through presentations and interventions.



IOM at 70

[Watch the video on Youtube here.](#)

RMM honours the 70th anniversary of IOM

IOM works with its partners in the international community to assist in meeting the growing operational challenges of migration, advance understanding of migration issues, encourage social and economic development through migration and uphold the well-being and human rights of migrants.

Through nearly 70 years of experience, IOM has identified best practices from facilitating the safe and dignified movement of millions of migrants around the globe. In 2021, IOM Missions in 175 countries were involved in conducting international movement operations for 118,268 persons.



Global Figures at a Glance

The global figures provide a statistical overview of RMM activities from January through December 2021.

Global Figures for International Movements

118,268
persons

20,368
flights

171
nationalities

168
countries of departure

158
countries of destination

Number of persons moved in 2021 by air (97%) and land (3%).



One-day in international air movements on 2 December 2021



Overall International Movements in 2021



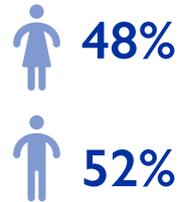
Third-Country Solutions and European Economic Area Relocation

In 2021, IOM supported over 29 States in conducting resettlement, humanitarian admissions and relocation for a total of 62,406 refugees and other persons in situations of vulnerability, with significant operations out of Egypt, Jordan, Lebanon, Turkey, Uganda. The top three resettlement countries were Canada, the United States of America and Germany. Of the above-mentioned total, 2,853 beneficiaries in need of international protection were relocated from Greece, Italy, and Malta to 16 destination countries in the European Economic Area (a majority of whom were moved via charters). A total of 97 movements took place under complementary pathways from Afghanistan, Eritrea and the Bolivarian Republic of Venezuela.

In recent years, new countries have provided support in accepting refugees for resettlement. The Sustainable Resettlement and Complementary Pathways Initiative (CRISP), led by UNHCR and IOM, has been developed to build the resettlement capacity and technical expertise of these States. The CRISP (formerly referred to as the Emerging Resettlement Countries Joint Support Mechanism, or ERCM) has provided support to the countries of Argentina, Brazil and Uruguay to strengthen their resettlement and humanitarian admission programmes, linking to other relevant initiatives such as private sponsorship as a means of ensuring sustainability of these programmes and optimizing integration outcomes.

62,406

persons of which 2,853 individuals were relocated from Greece, Italy and Malta to 16 destination countries in the European Economic Area.



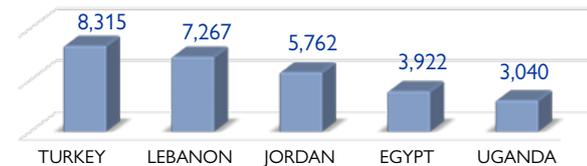
Top 3 nationalities



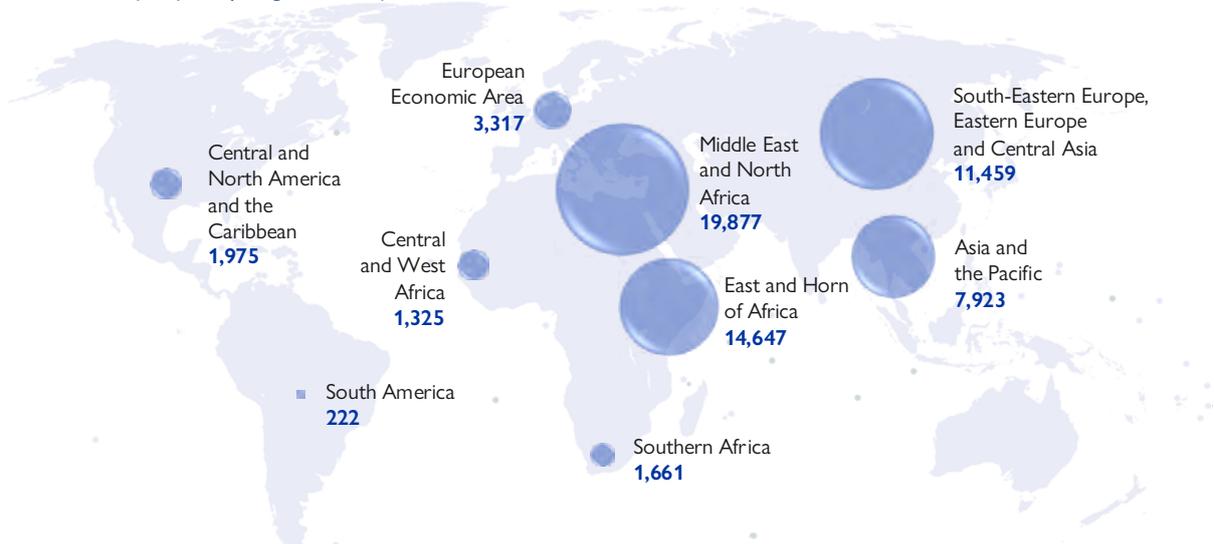
Top 5 destination countries



Top 5 departure countries



Number of people by region of departure



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A Refugee's Resettlement Journey to Canada

Immigration, Refugees and Citizenship Canada (IRCC) Ottawa produced a video which featured IOM and showcased Canada Orientation Abroad (COA), along with IRCC-funded post-arrival supports and services. The COA programme is a global refugee orientation initiative with the main objective to increase the integration outcomes of refugees resettling to Canada by supporting their pre-departure preparation.

Watch this video in:
English, French, Arabic, Farsi, Somali, Swahili, Tigrinya.



IOM's Engagement in European Economic Area Relocation



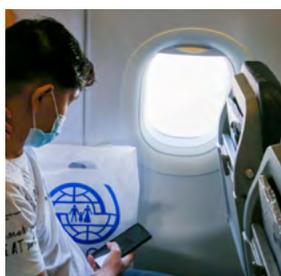
IOM beneficiaries board an aeroplane destined for Germany from the Greek Islands. © IOM 2021

In 2021, IOM contributed to the relocation of 2,853 beneficiaries from Greece, Italy and Malta to 16 European Economic Countries (EEA) countries, supported by the European Commission Emergency Funding (EMAS). Other relocation projects were funded by EU Member States. Throughout the programmes, IOM worked closely with involved governments and other partners such as the UN Refugee Agency (UNHCR), UNICEF, and European Union Agency for Asylum (EUAA), to facilitate the relocation of beneficiaries. IOM adopted a range of measures to minimize the risk of transmission of COVID-19 during movements and pre-departure activities.

Marking a Milestone Voluntary Scheme from Greece to other European Countries

Collective action between Greece, European governments, UN, EU agencies and non-governmental partners has resulted in the relocation of 4,008 individuals – including vulnerable children and adults – from Greece since the start of the EU funded initiative in April 2020 through June 2021. Among them were 1,628 recognized refugees, 1,531 asylum seekers and 849 unaccompanied children.

[Click here to read the full article.](#)



“ My children kept asking me when we will be safe, when will they go to school. Now, after many years, I have an answer for them! I want to find a job in Norway and support them. ”

Marwan and his family travelled from Greece to Norway under European Union Relocation.

Humanitarian Assistance to Stranded Migrants

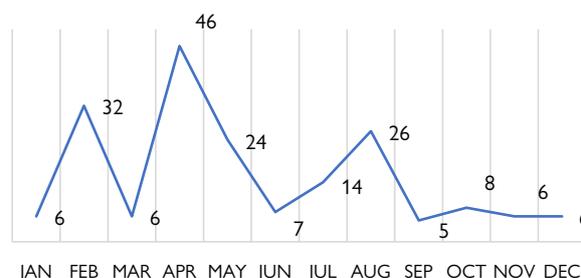
Every year migrants suddenly find themselves stranded in transit or in hosting destinations with no means of returning home. How and why the individuals or families become stranded may be due to a single or combination of factors: lost or stolen identity documents, financial destitution, accidents or bad health, physical or psychological abuse, broken promises of family members or exploitative employers, rejected asylum-claims or changed political or security circumstances where they are or to where they were headed.

Often not fitting into traditional classifications of migration crisis or other humanitarian assistance-bound groups, many of these individuals or families are not eligible for assistance under any known programme. Even though, the conditions they are facing may be dire; they are legally unprotected and vulnerable to abuse, exploitation, poverty or other harmful situations.

Regardless of how they became stranded or of their migration status, many are in urgent need of immediate humanitarian assistance either to return home or to move to a destination where their status and circumstances are assured.

These men, women and children, although representing only a fraction of the broader phenomenon of stranded migrants, need help. The IOM through its Humanitarian Assistance to Stranded Migrants (HASM) mechanism assists hundreds of the most destitute and vulnerable stranded migrants each year. It is the only mechanism of its kind and provides protection for those falling outside of the criteria of other assistance and protection programmes.

In 2021, HASM assisted a total of 186 persons. During this period, the top three nationalities were: the Republic of Moldova, Colombia and Burundi.

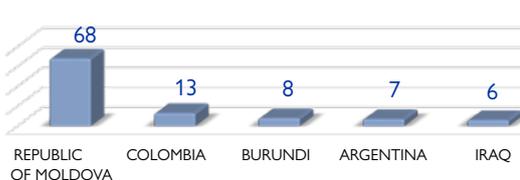


186
persons were assisted by HASM including COVID-19 returns.

Top departure countries*



Top 5 destination countries



HASM DURING COVID-19

Travel restrictions, border closures and lockdown measures enforced to curb the spread of the pandemic has significantly impacted human mobility and led thousands of people stranded across the world. During 2021, IOM field offices requesting HASM assistance were mainly approached by the embassies and directly by migrants themselves. Migrants stranded during the pandemic encompass a wide variety of categories, including migrant workers and their families, travellers, international students and vulnerable migrants. Some migrants became stranded due to mobility restrictions, while others lost their income because of unemployment or unfavorable market conditions due to COVID-19. Provision of return assistance during the COVID-19 pandemic has become limited as operational and other challenges have increased. Air companies were changing flight schedules on a frequent basis, with some even temporarily halting operations in certain locations, which posed challenges to find the most appropriate return routings. Additionally, new procedures needed to be introduced in the processes to make returns possible, as well as close monitoring of travel restrictions at departure, transit and arrival ports. The pandemic has brought to the forefront the importance of health coverage for migrants and strengthened health measures in migrant movements. New procedures included virtual migrant counselling by the missions, cash-based initiatives, coverage of pre-departure PCR tests and emergency assistance to those in vulnerable situations. At IOM Headquarters, a named "Return Task Force" was set up to address the various requests for support from stranded migrants and governments. Several individual cases were referred to the HASM.

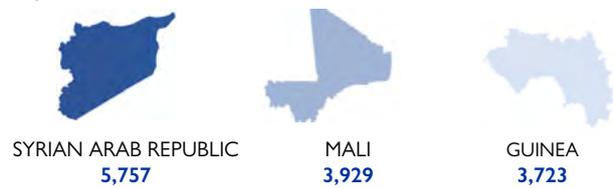
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Charter Movements

25,433
persons travelled on
a total of 206 charter
flights from 21 countries
of departure to 31
countries of destination.



Top 3 nationalities*



Top 5 departure countries



Top 5 destination countries



“ More than 10,000 migrants in Libya have requested IOM’s voluntary humanitarian return assistance and have been waiting for months to return home. It is extremely significant that the government has lifted the suspension because IOM’s VHR programme is critical for migrants who want to leave Libya and return home in a safe, legal and dignified manner and rebuild their lives.”

IOM Libya Chief of Mission

IOM Resumes Voluntary Humanitarian Return Assistance Flights from Libya After Months of Suspension

The IOM has resumed humanitarian flights from Libya after receiving clearance from the Government of National Unity and has safely returned a group of stranded Gambian migrants who are among thousands of others waiting to go home through IOM’s Voluntary Humanitarian Return (VHR) programme.

The photo shows migrants headed for the Gambian capital Banjul board a plane at Misrata International Airport after IOM’s Voluntary Humanitarian Return flights resumed from Libya.

[Click here to read the full article.](#)

IOM utilizes charter flights for large caseloads that need to move in a timely manner to a specific destination. All charters, with a few exceptions granted by RMM, are managed by RMM Headquarters. During the reporting period, 25,433 beneficiaries travelled under IOM auspices on a total of 206 charter flights which operated from 21 countries of departure to 31 countries of destination. IOM continued to adapt its operations and safety procedures to the changing pandemic environment and to ensure that they were in line with the COVID-19 requirements. All beneficiaries received personal protective equipment and have been screened prior to their travel.

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Voluntary Humanitarian Return



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Through the Voluntary Humanitarian Return (VHR) mechanism, IOM assists migrants to voluntary return to their countries of origin. Voluntary, as these returns are arranged at the request of the returning individual, and humanitarian, as this assistance represents a life-saving option for many migrants who live in particularly deplorable conditions including detention centres.

Through VHR, a total of 6,367 vulnerable migrants were returned to the top three countries of origin in Ethiopia, Nigeria and Bangladesh. Of the above-mentioned total, 6,101 persons were moved by charter from Libya and Yemen.



© IOM 2021

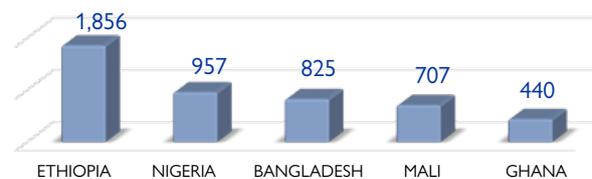
Stranded migrants arrive in Ethiopia from Yemen on first return flight since start of COVID-19 pandemic

The IOM, with the authorities in Sana'a, Yemen, and the Government of Ethiopia, successfully transported stranded migrants from Yemen to Ethiopia on the first VHR flight since start of COVID-19 pandemic. In coordination with the Ethiopian Government, IOM supports the government-run COVID-19 quarantine facility set up to accommodate the returnees post-arrivals in Addis Ababa and provides cash assistance, essential items and onward transportation assistance to home communities. The IOM also supports family tracing and the reunification of unaccompanied migrant children.

[Click here to read the full article.](#)



Top 5 destination countries



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IOM provides 160 Bangladeshi migrants return assistance from Libya

The migrants were stranded in Libya due to COVID-19 and the challenging security situation in the country. IOM worked closely with Libyan authorities and the Embassy of Bangladesh in Libya to assist these people in getting home. Prior to departure, the migrants underwent health checks, and IOM provided them with pre-departure transportation assistance, counselling services and protection screening. They also received personal protective equipment (PPE) and took COVID-19 tests (PCR) before commencing the return to Bangladesh.

[Click here to read the full article.](#)

IOM assists more than 500 Nigerians stranded in Libya safely return home

So far 19,452 Nigerians have been assisted to voluntarily return home between April 2017 and February 2022, with more than 500 assisted in 2021. COVID-19 and the challenging security situation in the country left many migrants stranded in Libya. Migrant workers like Yousef Al Hadji, who migrated from Nigeria to Libya in 2016 were significantly impacted. When his work hours as a gas attendant decreased dramatically, Yousef began working as a cleaner at a garbage facility to continue sending money to his family in Nigeria. Once VHR flights from Libya resumed in October 2021 after months of suspension due to border closures and restrictions, Yousef immediately volunteered to return to his country of origin.

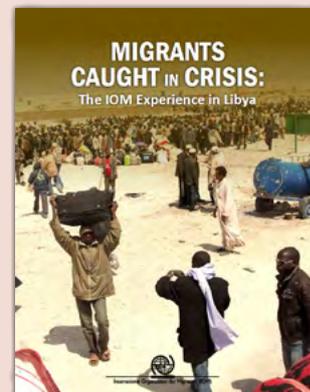
[Click here to read the full article.](#)



Flashback 10 years ago Migrants Caught in Crisis, the IOM Experience in Libya in 2011

Since the end of February 2011, 790,000 migrant workers and their families have crossed the Libyan border into other countries to escape the conflict and ongoing violence in Libya. Although migration crises of this kind are not new, the massive outflow of migrants fleeing the violence in Libya represents one of the largest migration crises in modern history. Given that there were approximately 1.8 million migrant workers in Libya, a country heavily reliant on migrant workers before the crisis, it is clear that such large-scale movement has significant implications for the neighbouring region and beyond, as well as for the post-crisis reconstruction of Libya itself. The scale of the crisis in Libya has brought to the political foreground the issue of protection and rights of migrants caught in crisis; the role of State actors and international cooperation mechanisms in such situations; and the implications of such crises for migrants' countries of origin as well as for wider migration management systems.

[Click here to read the book in IOM Publication platform.](#)



Repatriation

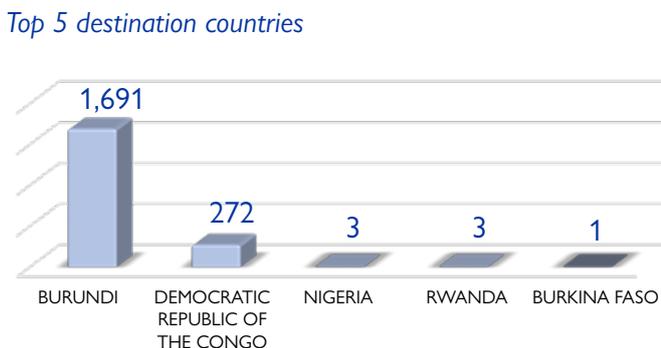
International movements of refugees are mainly in support of UNHCR repatriation activities as a durable solution for refugees in accordance with protection concerns and procedures, and to vulnerable persons of concern, inclusive of voluntary humanitarian return (VHR) cases, and refugee evacuation which consider the specific status of returnees. In 2021, IOM has repatriated a total of 1,974 beneficiaries from the top two departure countries of United Republic of Tanzania and South Africa.

IOM defines voluntary repatriation as “return to the country of origin” based on the refugees’ free and informed decision. IOM provides tailored assistance to identified vulnerable persons such as women and girls, ensuring that their specific needs are recognized and taken into account.

In the context of the repatriation of Burundian refugees from camps within United Republic of Tanzania, some the beneficiaries were women who have been victims of gender-based violence (GBV). The medical needs of female survivors of GBV were considered during pre-migration health activities and they would continue to receive specific assistance during their journey. Upon arrival at the transit centre in Burundi, all medical cases were referred for follow-up treatment with partner organizations. Survivors of GBV were also informed of the availability of service providers, including psychosocial support.



Youth returning from the United Republic of Tanzania in his barbershop. © IOM 2021





Policy, Programmes and Coordination

The Policy, Programme and Coordination Unit mainstreams institutional policy across activities by providing missions with guidance and tools that contextualize how to put policy into practice within RMM's work. For example, this Unit has developed guidelines and coordinates the implementation of minimum standards for protection mainstreaming and Accountability to Affected Populations (AAP) in resettlement operations. Furthermore, project development and endorsement functions are coordinated centrally through RMM aside for projects managed by Missions within the European Economic Area (EEA). This Unit also co-leads the Sustainable Resettlement and Complimentary Pathways Initiative (CRISP), a joint initiative with UNHCR focused on capacity and system building, programme quality and sustainability, and fostering collaboration and partnerships.

Mainstreaming Protection and Accountability to Affected Populations

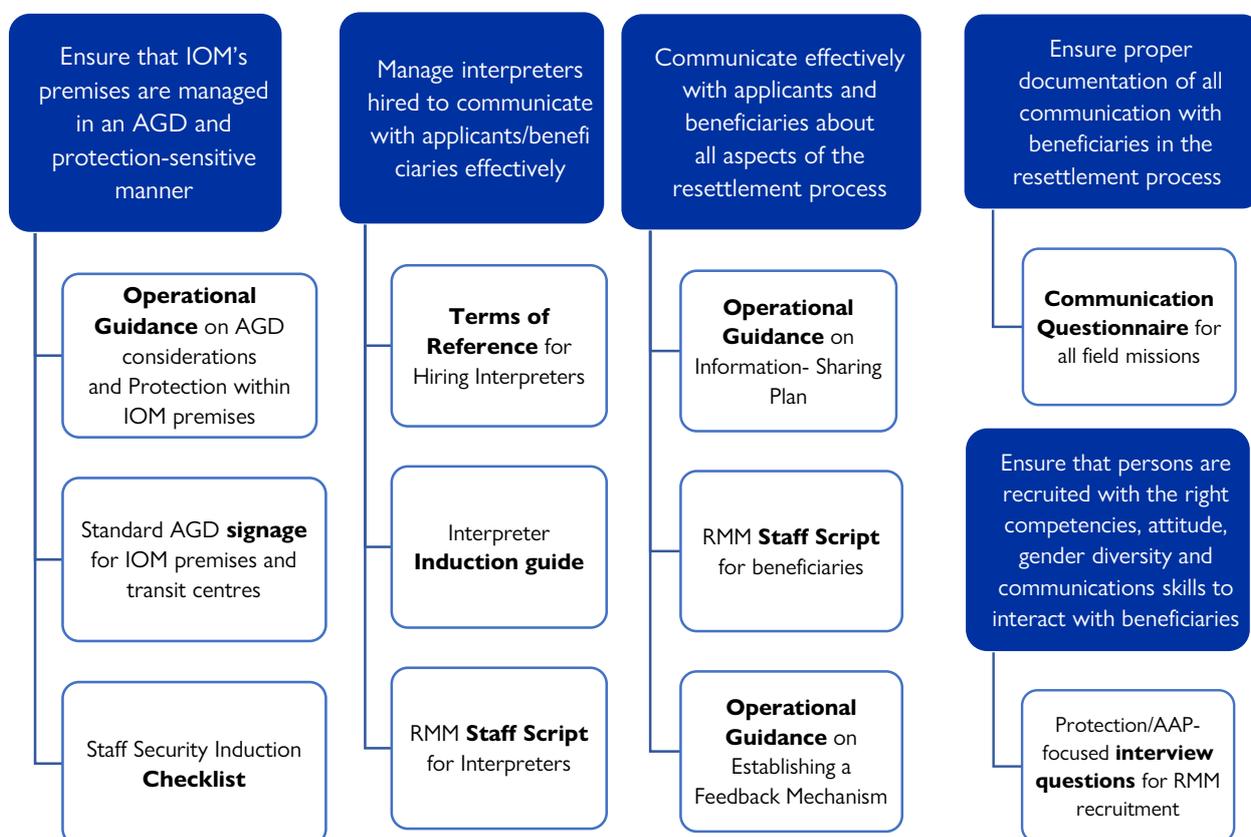
To respond to operational gaps in respect of protection and AAP, the Division launched the project on Mainstreaming Accountability to Affected Populations and Protection (MAAP). This project served to operationalize some of the minimum standards by mainstreaming AAP and protection in the field and increasing staff capacity to provide targeted protection assistance to affected and at-risk populations. The key outcomes of a first project phase included a proven methodology to translate policy into day-to-day operations, an online system for information gathering and monitoring compliance, the creation and deployment of a toolbox including 11 tools to standardize processes globally, and a training package on Mainstreaming of Protection and AAP in RMM.

The project also established the MAAP Task Force with strong ties to field staff in each designated region, to ensure

ownership and sustainability of efforts on mission levels.

A second phase of the MAAP project sought to operationalize and mainstream the IOM AAP Framework commitments to establish diverse and contextually appropriate CFMs across RMM operations. These CFMs are intended to not only reinforce IOM's *We Are All In* platform and established systems for reporting misconduct, sexual exploitation and abuse, but also to standardize and strengthen the cycle of beneficiary feedback for improved programme response. The key outcomes are to increase staff capacity in terms of protection and accountability, map existing CFMs across RMM programme as well as to update the existing toolbox by developing additional tools to support establishment of effective CFMs.

In addition to reinforcing commitments made on protection and AAP within the humanitarian sector and the UN more broadly, the MAAP project operationalizes IOM's internal commitments towards protection and AAP. Such commitments are contained within i.e. the Migration Crisis Operational Framework (MCOF, 2012); IOM Humanitarian Policy (2015); Migration Governance Framework (MiGOF, 2015); and IOM Guidance on Protection Mainstreaming (2016). In addition, AAP has most recently been integrated into institutional frameworks and policies, including the IOM AAP Framework (2020); IOM Strategic Vision (2019) and corresponding Strategic Results Framework (SRF); as well as within the forthcoming Internal Governance Framework (IGF). Protection and AAP therefore continue to be institutional priorities for IOM.



The Sustainable Resettlement and Complementary Pathways Initiative (CRISP)



Arrival of Afghans to an airport of Brazil. © IOM 2021

CRISP Newsletters

Issue no.1, November 2020

Issue no. 2, June 2021

In focus you will find the CRISP pilot training for Ireland, refugee arrivals supported by CRISP in 2021, regional workshop on good practices, Mental Health and Psychosocial Support (MHPSS) manual launched by IOM Argentina mapping for MHPSS capacity-building by IOM Brazil, training on Community Sponsorship and Accountability to Affected Populations, as well as the M&E framework for the Three-Year Strategy and CRISP, among other relevant updates.



97
refugee arrivals were supported by the CRISP of which

90
Afghans were assisted under the humanitarian visa programme from Pakistan to Brazil.

The Sustainable Resettlement and Complementary Pathways Initiative or CRISP, is a multi-stakeholder and global mechanism which aims to support States and other stakeholders to grow resettlement programmes and advance complementary pathways. It provides targeted capacity-building such as training, technical assistance, and deployment of experts. Strengthening the capabilities of communities and individuals, institutions and infrastructure is a critical element to achieve the goals of the [Three-Year Strategy \(2019-2021\)](#).

The CRISP was developed jointly by UNHCR and IOM and was launched in 2020. This initiative is a direct outcome of recommendations made by resettlement States and key stakeholders during the Three-Year Strategy (2019-2021) consultation process. The CRISP is also a tangible way for States to support the expansion of third-country solutions and make [concrete contributions and pledges towards the objectives of the Global Compact on Refugees](#).

The first two years of the CRISP's implementation were marked by challenges and constraints linked to the COVID-19 pandemic.

Despite these challenges, several important activities were carried out in 2021 which include:

1. CRISP training package was piloted for authorities in Ireland between 6–27 May with participants from the Irish Refugee Protection Programme (IRPP) and Child Care Performance and Social Work Unit. Each session was tailored to the Irish context and training requirements through the involvement of thematic experts and

IOM and UNHCR's country offices in Ireland.

2. As part of outreach and advocacy activities, UNHCR and IOM have continued to release CRISP Newsletters on a biannual basis in English, Spanish and Portuguese. The Newsletters ([Issue 2](#)) highlight all the key activities undertaken by UNHCR, IOM and partners within the framework of the CRISP.

3. The Regional Resettlement and Complementary Pathways Roundtable held on 27 and 28 July, to allow States to share experiences, exchange good practices and lessons learned in the design, implementation, monitoring and evaluation of resettlement programmes and complementary pathways initiatives. Government officials from Argentina, Brazil and Uruguay participated, as well as officials from Italy and Portugal who were invited to share their experiences of implementing resettlement during the COVID-19 pandemic. As a follow-up, the Swedish Migration Agency delivered a training on the use of virtual interviews as a tool during the resettlement selection process.



[Click here to access the website.](#)

Partnerships and External Meetings

RMM regularly participates in external partnership meetings with other UN Agencies, States, intergovernmental bodies and the private sector central to IOM programmes and operations. The table to the right highlights RMM's partners and the specific areas of engagement.

PARTNER	AREA OF ENGAGEMENT
MEMBER STATES	IOM assists its Member States to carry out a variety of resettlement, relocation and other humanitarian admissions schemes, many of which are well-established programmes while others are ad hoc responses to forced migration crises.
AIRLINES	IOM has negotiated global agreements with most major airlines and air charter operations to ensure cost-effective transport is available worldwide.
MILES FOR MIGRANTS	RMM signed a partnership agreement with Miles for Migrants to assist migrants in need of mileage tickets. Miles for Migrants is a charity, dedicated to using donated frequent flyer miles to help people impacted by war, persecution, or disaster start a new beginning in a new home.
IOM MILEAGE FUND	The RMM Mileage Fund Mechanism (RMFM) redeems accrued airline travel volume from primarily IOM beneficiary travel and subsequently can acquire free airline tickets for migrants who are stranded, in vulnerable situations and in need of help to reunite with their families.
REGIONAL BODIES	For example, IOM and European Union Agency for Asylum (EUAA) Working Arrangements has entered into force in 2019, providing a legally non-binding cooperation framework covering the relevant areas of common work and interest including resettlement, relocation and complementary pathways.
UN AGENCIES	For example, UNHCR is mandated by its Statute to provide international protection to refugees and to seek and promote permanent solutions for the problem of refugees; IOM and UNHCR have a long history of working together to assist refugees to resettle in third countries; Currently IOM and UNHCR are implementing the CRISP, which is a joint capacity-building initiative to expand third-country solutions for refugees and to foster responsibility-sharing in line with the Global Compact on Refugees and the Three-Year Strategy (2019-2021) on Resettlement and Complementary Pathways.
NGOs	IOM partners up with a number of NGOs which are involved in a wide range of operational, outreach and advocacy activities along the resettlement and movement continuum.

IOM regularly coordinates with partners through participation for example at the following forums:

- The Priority Situations Core Group
- The European Commission Resettlement Forum
- The Annual Tripartite Consultations on Resettlement
- European Union Asylum Agency (EUAA)
- The EUAA's Platform for Safe Pathways for Afghans
- Family Reunification Network (FRUN)
- Global Task Force on Labour Mobility
- Global Refugee Forum
- Consultation Group for the "Third Country Solutions for Refugees: Roadmap 2030".

Providing Protection: Stepping Up Resettlement

Representatives of the European Union, the United States of America, Canada and the United Nations High Commissioner for Refugees met on 9 July 2021 at the High-level Resettlement Forum convened by Commissioner for Home Affairs, Ylva Johansson. The participants confirm their determination to work together and coordinate efforts to provide the much-needed solutions for vulnerable refugees around the world, while ensuring their prospects for the future.

[Click here to read the full article.](#)

“As we commemorate the 70th Anniversary of the 1951 Refugee Convention and its 1967 Protocol, we are reminded of the importance of global cooperation to protect the most vulnerable refugees and address surging displacement due to conflict and persecution...”

United States Deputy Secretary of State for Management and Resources, Brian P. McKeon

Movement Operations



The Movement Operations Unit supports all IOM operations staff worldwide in missions on commercial flights within the Organization by assisting in the event of unforeseen circumstances and providing guidance and advisories on movement-related issues. Through global airline agreements, the Unit is also centrally leading and coordinating IOM partnerships and contractual relationships with airlines and travel industry actors. The Charter Movement Management (CMM) team is solely responsible for organizing and coordinating all global charters. Charter arrangements and agreements must be coordinated and cleared by CMM prior to negotiation, completion and signature. The Movement Systems Support (MSS) monitors movement applications and user accounts, processes global airline invoices, as well as promotes proprietary tools by monitoring movement data and expenses from institutional systems.

The Movement Response



Syrian refugees were resettled to Spain on a charter flight departing from Lebanon. © IOM 2021



Afghan refugees arrive in St. John's and start new lives in Canada. © IOM 2021

The most comprehensive and established of IOM movements is the provision of assistance to refugees who are resettling to third countries. Refugee resettlement movements necessitate extensive preparation, complex coordination, documentation and travel across international borders, requiring adherence to global and national protocols. Thanks to IOM's demonstrated capacity to resettle refugees, the Organization's ability to support dignified movements has expanded. More recent programmes, such as the Voluntary Humanitarian Returns (VHR) mechanism in Yemen and Libya, require a variety of resources and capacities. These include complex logistics, a network of staff in departure, transit and receiving countries, and international air travel expertise to negotiate charter flights and landing agreements.

While some movements are unique and executed based on the needs of the individual, others are undertaken at scale and over multiple years in a variety of challenging environments. Individuals and families are assisted by IOM to return to their homes, relocate to safety, reunite with family members and migrate towards new opportunities. Though the following categorizations of IOM movements are not exhaustive, they provide an overview, capturing the broader thematic areas of movement operations.

IOM teams are innovative and deploy appropriate movement solutions to relocate crisis-affected migrants to safe areas so that they may access services, opportunities and safety. In both natural disasters and in conflict, IOM teams work with partners and governments to ensure that movements take into consideration the vulnerabilities of particular groups and individuals in order to reduce risks before, during and after travel. These movements are often undertaken rapidly and in complex and insecure operating environments.

While IOM supports individual migrants caught in crisis, it is the Organization's ability to undertake large-scale, rapid movements that is recognized as an added value in humanitarian and crisis situations.

Large-scale IOM relocation movements by buses, barges, trucks and boats are standard. In recent years, for example, IOM has maintained fleets to ensure that crisis affected migrants are moved to safety in Ethiopia, Iraq, Jordan, Libya and South Sudan.

In addition, to help ensure that migrants' lives are not disrupted by mobility constraints, IOM provides movement support on a daily basis to support migrants in accessing health, education, livelihoods and other essential services.

Mission Focus: IOM Thailand's prevention measures to safeguard beneficiaries

The COVID-19 pandemic has caused several disruptions to IOM Thailand's operations during 2021, as a result the Operations Unit has worked tirelessly to adapt to the evolving situation to ensure the well-being and protection of our beneficiaries. Despite various challenges including reduced staff presence in the office and restrictions in access to our beneficiaries, IOM's sub-offices in Mae Sot, Mae Sariang and Mae Hong Son took several steps to ensure movements to destinations such as the United States and Canada could be undertaken as safely as possible. Infection prevention measures included limiting the amount of beneficiaries that could be transported in one vehicle to maintain adequate physical distance, introducing temperature checks, conducting COVID-19 information session in beneficiary languages and providing them with personal protective equipment (PPE). One example of how IOM's sub-offices were able to continue performing essential services while keeping beneficiaries safe could be seen by staff taking extra precautions when arranging logistics and seating arrangements to accommodate screening interviews for Australian resettlement cases.



Mission Focus: IOM Malaysia working towards safer migration

IOM is committed to the principle of humane and orderly migration that benefits migrants, refugees and society as the organization strives to provide the best support services possible that promote diversity and inclusion, even among the most vulnerable groups in line with the UN sustainable development goals.

In late 2021, IOM Malaysia facilitated the resettlement of a wheelchair-bound individual to Canada, with the person being one of the 104,065 refugees resettled from Malaysia since 2005. To ensure safe travel, IOM coordinated an ambulance service for ground transport, together with a stretcher on board, accompanied by a doctor throughout the journey. Well-managed migration takes a whole-of-society approach, so IOM Malaysia liaised closely with the Malaysian Immigration airport officials, the ambulance company, hospital, and the Canadian Government. The family will now begin new opportunities with access to health care, education and jobs in Canada.

COVID-19 Response



IOM staff welcome back Somali returnees at Aden Ade International Airport in Mogadishu. © IOM 2021

Resettlement and movement operations continue to be marked by challenges and constraints as the world responded to the COVID-19 pandemic in 2021. The widespread shutdowns of transportation and border structures in March 2020 created a force majeure situation whereby IOM could not widely operate movements in a way that provided safe and orderly migration for beneficiaries and staff. This led to a sharp decrease in movement operations – a rare occurrence in the Organization’s seventy-year history as the movement of refugees and other vulnerable persons in need has continued to be one of IOM’s largest ongoing activities since its establishment.

To address complex situations and to support field offices in the organization of returns during the COVID-19 pandemic, the named “Return Task Force” in the title was established at IOM Headquarters to ensure a coherent approach

and leverage expertise available under the various IOM thematic units. The named “Return Task Force” in the title was comprised of the Migrant Protection Assistance (MPA) Division, the Resettlement and Movement Management (RMM) Division, Displacement Tracking Matrix (DTM) and the Migration Health Division (MHD). MPA provided institutional guidance to ensure returns supported by the Task Force were safe, dignified and voluntary. It also asserted that the vulnerabilities and protection needs of returning migrants were adequately addressed. RMM took the lead in movement management and operations and in evaluating flight transport options and logistical arrangements under the epidemiological restrictions. Importantly, RMM managed charter flights globally in support to stranded migrants’ return. DTM collected and analysed relevant data both on requests that reach the named [COVID-19 Return Requests Task Force](#) as well as the broader themes of stranded migrants and returns in the COVID-19 context. MHD led the incorporation of adequate migration health measures to the returns supported by the Task Force. Thanks to the “Return Task Force” support, 1,060 migrants (56% female and 44% male) have been supported worldwide to return home in a safe and dignified manner, through commercial and organized charters.

The Challenges of Migrants’ Voluntary Return in the Face of a Pandemic

The widespread impact of COVID-19 on global human mobility due to travel restrictions, border closures and lockdown measures to curb the spread of the virus left millions of migrants stranded across the world.

[Click here to read the full article.](#)

Regional Focus: Latin America and The Caribbean

Due to the COVID-19 pandemic, the IOM Operations team in Latin America modified most of the pre-departure activities to minimize the spread of the virus between beneficiaries and staff, and to minimize last-minute cancellations. All beneficiaries were contacted before travel plans were made to gather information about their COVID-19 vaccination status, exposure risks or symptoms.

Additionally, in-person activities, such as pre-departure briefings were increased to two to three sessions per day, but with groups of no more than 12 beneficiaries per session. COVID-19 hygiene kits were also added to beneficiary travel bags with tissues, face masks and hand sanitizer. Throughout the course of the year, 84 people (<7% of total departures) had their flights rescheduled due to positive COVID-19 test results.

RMM Response to Afghanistan

IOM temporarily suspended all movements within and out of Afghanistan on 15 August 2021 due to the political and security situation. IOM has been and continues to be actively involved in the transit and onward movement assistance from places neighbouring Afghanistan, such as Pakistan and Tajikistan, as well as other places serving as transit locations including Qatar, Germany and Kosovo*. IOM successfully assisted in the resettlement of 47,971 Afghan beneficiaries to final destinations in the United States, Canada, Australia, and Norway.

In IOM's press release on Afghanistan, the Director General António Vitorino reiterates that the safety and protection of civilians remains the number one priority, while stressing that "the security of humanitarian actors, and respect for humanitarian principles, are prerequisites for a continued and effective response to the needs of vulnerable people, and assurances by all parties involved must be provided." Later on 26 August, IOM launched an urgent appeal for USD 24 million to boost its response for increasing humanitarian needs in Afghanistan.

The first meeting of the EUAA Expert Platform on Safe Pathways for Afghans at Risk took place on 21 October, as a follow up to the EC High Level Forum on Afghans at Risk. It counted with the participation from the European Commission Directorate General of Migration and Home Affairs (DG Home), European external action service (EEAS), UNHCR, IOM, International Centre for Migration Policy Development (ICMPD), Intergovernmental Consultation on asylum and migration (IGC), EU Member States and associated countries, as well as Canada, the United States and the United Kingdom. Member States welcomed the initiative but refrained from explicit commitments or contributions. IOM was represented by RMM Headquarters and RO Brussels, which recalled the Organization's presence in Afghanistan in terms of provision of humanitarian assistance as well as existing structures and ongoing effort to support Member States with pre-departure and movement from third countries, bearing in mind health related needs.

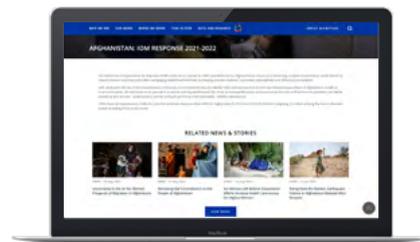


A family of refugees preparing to depart on a charter flight from Pakistan to Canada at the Islamabad International Airport. © IOM 2021



IOM and the Canadian Government resettle Afghan refugees from Tajikistan, the northern neighbour of Afghanistan. Vahdat/Dushanbe, Tajikistan. © IOM 2021

Top 5 destination countries



[Click here to learn more about IOM Response to Afghanistan 2021–2022.](#)



11,003
Afghans nationals were moved as of 31 Dec. 2021

Airline Partnerships

The IOM Mileage Fund

The RMM Mileage Fund Mechanism (RMFM) redeems accrued airline travel volume from primarily IOM beneficiary travel and subsequently can acquire free airline tickets for migrants who are stranded, in vulnerable situations and in need of help to reunite with their families. The objective of the RMFM is to provide prompt humanitarian assistance to migrants for whom support is not readily available from any known sources or programmes.

This new and innovative fund will directly assist IOM beneficiaries through leveraging the potential of airline loyalty programmes and avoid wasting otherwise unredeemed credit. Under the umbrella of the RMM Mileage Fund, RMM collects miles, credits or points across different airline loyalty programmes through IOM beneficiary tickets already purchased and repurposes the accrued mileage, credits or

points to acquire tickets. In March 2020, RMM partnered up with the Air France / KLM group under their Bluebiz corporate programme to begin collecting blue credits. Despite the onset of the COVID-19 crisis, RMM was able to collect several tens of thousands of credits which have helped many migrants in need to receive free tickets. RMM has also recently partnered up with the Lufthansa group and their Partner plus benefit programme and is currently working with Turkish Airlines on a stand-alone Red Credit programme and with QR on the Beyond Business programme.

Miles for Migrants

In addition, RMM signed a partnership agreement with Miles for Migrants to assist migrants in need of mileage tickets. Miles for Migrants is a charity, dedicated to using donated frequent flyer miles to help people impacted by war, persecution, or disaster start a new beginning in a new home.

Based on financial hardships and vulnerabilities, IOM selects cases that can be submitted to [Miles for Migrants \(M4M\)](#). Donors pledging miles have the opportunity to directly reunite a specific family as soon as a donation has been matched with a case request.



© RMM/IOM 2021

Our travel industry partners

The following companies composed of leading global airlines, travel technology and travel management partners have been key partners for many years and their assistance has contributed to helping hundred of thousands of migrant.

Aegean Airlines	British Airways	Aviation and Travel	Scandinavian Airlines
Air Algerie	Brussels Airlines	GmbH	Spot Reisen GmbH
Air Canada	Buraq Air	Hunt and Palmer PLC	Swiss International Airlines
Air Charter Service – France	Cathay Pacific	Iberia	TAP Portugal
Air Contact	China Airlines	Japan Airlines	Turkish Airlines
Air France	Customer Ground Services	Kenya Airways	Ukraine International Airlines
Air Libya	Delta Airlines	KLM Royal Dutch Airline	United Airlines
Airplus	Egypt Air	Lufthansa	Westjet Airlines
Alitalia	Emirates	Norwegian Air	Yemen Airways
Amadeus	Ethiopian Airlines	Qantas	
American Airlines	Etihad	Qatar Airways	
Austrian Airlines	Everest Travel /	Royal Air Maroc	
Avianca	Deutsche SkyLink	Royal Jordanian	

Monitoring, Evaluation and Compliance

The Monitoring, Evaluation and Compliance (MEC) consolidates and increases the professionalism, integrity, and effectiveness of RMM functions and ultimately, of IOM assistance to refugees and other migrants, Member States and donors through setting and ensuring standards and behaviours in processes, workflows, data management and beneficiary engagement. RMM MEC Unit supports and conducts its monitoring, evaluation, and oversight functions globally.

RMM MEC emphasizes the central role of compliance in a highly technical, complex, and sensitive process such as resettlement and other movement operations. The central RMM MEC function is to develop standards and guidance materials, build the readiness of staff and structures, and foster the value and culture of MEC to facilitate and oversee the implementation of sound and consistent compliance mechanisms and, monitoring and evaluation approaches.

Launch of the RMM Monitoring, Evaluation and Compliance (MEC) Framework

In 2021, the Division launched its Monitoring, Evaluation and Compliance (MEC) Framework designed to consolidate and increase the professionalism, integrity, and effectiveness of RMM functions and ultimately, of IOM assistance to refugees and other migrants, Member States and donors.

It supports the IOM Strategic Vision and Internal Governance Framework (IGF) which call for ensuring operational effectiveness and organizational performance through strengthening institutional

M&E functions and building a culture of learning and accountability. It further supports institutional policies including the IOM AAP Framework, IOM Fraud and Misconduct Framework, IOM Policy and Procedures for Preventing and Responding to Sexual Exploitation and Abuse and IOM Standards of Conduct as well as IOM Data Protection Policy.

The framework follows the commitments set forth by the adoption of the 2030 Agenda for Sustainable Development (SDGs)

and the Global Compact for Safe, Orderly and Regular Migration.

Having an RMM MEC Framework and thus a foundation and plan to stand up a central MEC function and accountability system empowers RMM in communications and institutional planning around MEC activities and development and enables RMM to maximize access to global resources and expertise through coordination and advocacy at all levels.

How do the pieces fit? Four areas currently define the main areas of RMM MEC's work.

Job Architecture

The RMM Job Architecture assigns oversight responsibility to Headquarters with MEC responsible for policy and procedural compliance. The job architecture creates a standardized approach to staffing structure across movement operations. It introduces a pillar system that establishes clear segregation of duties to strengthen internal fraud and malfeasance prevention measures. Segregation of duties under the job architecture is another internal control mechanism that will require MEC attention to review implementation and effectiveness.

RMM Integrity Guidelines - Control environment and internal control activities

The RMM Integrity Guidelines defines the central quality assurance and controls mechanisms that MEC will implement, monitor and oversee. The Integrity Guidelines consist of 13 Accountability Measures that consolidate requirements and obligations in key IOM and RMM reference documents. These Guidelines detail practical procedures and management measures that foster a robust control environment and internal control activities that reinforce outcomes in the five core performance areas of the RMM Objectives and Indicators.



RMM Objectives and Indicators - Areas of accountability

The RMM Objectives and Indicators define the main areas of accountability for MEC monitoring. To ensure a consistent high level of assistance for all movement and operations programmes, RMM has set overarching objectives to guide accountability and improvement in five areas: (1) professionalism and performance, (2) quality of service, (3) accountability to stakeholders, (4) integrity in conduct and (5) data protection.

Movement Management Manual - Regulations and Procedures

The RMM's Movement Management Manual (MMM) is the guiding source for the development of compliance monitoring activities for operational procedures. The MMM consolidates IOM Standards for Movement Operations across all programmes. This is the main reference document for regulations and standard operating procedures.

Collaboration and Monitoring System

IOM is committed to frameworks and policies for internal governance to direct staff in all IOM project areas. The effectiveness of internal governance requires regular review of organizational policies, instructions, standards, and guidelines to ensure they are aligned with IOM's objectives.

The Collaboration and Monitoring System (CMS) is designed to collect information, best practices and field-based knowledge to enhance compliance with IOM policy and standards.

The Collaboration and Monitoring System (CMS) is a web-based application that records compliance exercises of IOM activities with organizational policies, instructions, guidelines, and other reference documents. It provides evidence of results-based management to ensure global compliance.

The CMS is also a critical component to establish minimum standards and monitor compliance through an evidence-based approach, as well as create new initiatives to conduct a baseline exercise to gather information in one central location.

CMS Induction trainings have been rolled out for all RMM regions between November 2021 and January 2022 in which a total of 77 IOM missions participated. The CMS Induction Trainings targeted movement operations in designated

field missions with established RMM activities to measure compliance with RMM policy and guidance and to collect best practices.

Goal and objectives

The goal of CMS is to ensure that organizational policies, operational frameworks, requirements and guidelines are applied in the field and that operational requirements are fit for purpose.

CMS objectives include:

- Support compliance functions in assessing missions against organizational policies, standards, guidelines and other reference documents;
- Identify potential operational gaps, facilitate feedback and streamline targeted guidance;
- Provide evidence-based factual data for analysis and resource planning;
- Provide a standard and consistent approach for compliance reporting; and
- Provide a centralized repository for compliance-related information (including results).

Expected benefits of the CMS implementation:

- > Collaboration, agility, operational effectiveness and efficiency.
- > Evidence-based programming and improved delivery to beneficiaries.
- > Enhanced governance, strategy development and oversight.
- > Promotes a culture of innovation and learning.

Information Management and Communications



The Information Management and Communications Unit is responsible for maintaining quality control of movement data to ensure data consistency and accuracy, as well as providing support for movement reporting requirements across missions and departments. This Unit also strengthens communications and visibility efforts for the Division by introducing and maintaining structured, predictable, and effective channels for sharing content that raises RMM's profile within and outside the Organization.

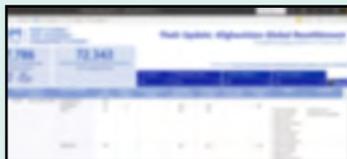
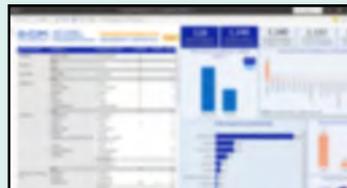
Information Management

RMM has been leveraging IOM proprietary systems and tools for decades, such as MiMOSA, PRISM, iGator and the RMM Portal. More recently, with the rapid advancement in technical solutions and applications available to collect, process, analyse, visualize and share data, RMM has been able to steadily automate processes and build custom tools that have together propelled the Division into a new era of information management.

Thanks to dedicated resources and commitment to innovation, gone are the days of strenuous manual statistical collection and analysis. Information Management internal systems and tools now also leverage Microsoft Applications (MS Teams), Microsoft Power Platform (Power BI and Power Automate), SharePoint and Freshservice to ensure data quality and promote access to accurate and relevant information.

However, as RMM adapted new ways of working, information management colleagues made sure not to evolve without preserving the past and honouring the incredible work of its predecessors.

RMM successfully encoded and digitalized archived RMM movement data from 1952 to 1976. Interactive visualization for each year can be accessed here through the Power BI platform.



Movements Dashboard

IM has developed a movements dashboard as a Power BI Reports format. This is a set of reports which displays the usual key matrices for the departures and arrivals of migrants. These reports are intended for the user to play and drill down on an interactive visualizations to maximize the capability of Power BI in providing insights to the Organization.

Communications

Download the latest versions of the RMM Publications on the IOM publications platform.



IOM RESETTLEMENT

Number of pages: 48
Edition: 2021
Language: English
Electronic copy only

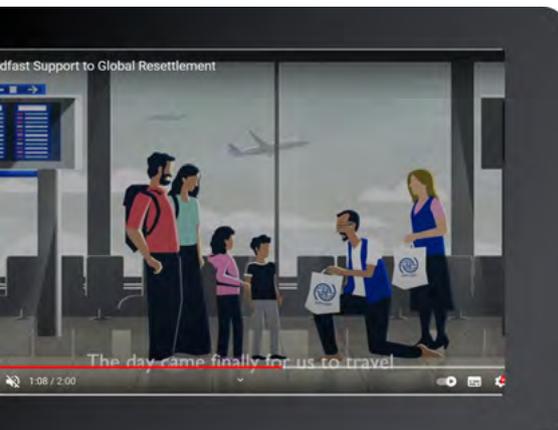


IOM MOVEMENTS

Number of pages: 48
Edition: 2021
Language: English
Electronic copy only



Watch an in-house video production on *IOM's Steadfast Support to Global Resettlement* available in 9 languages.



- English (original version)
- Spanish
- French
- Arabic
- Portuguese standard
- Portuguese Brazilian
- Chinese mandarin
- Russian
- Turkish

+140,000

views on IOM Global Social Media accounts

The background is a solid blue color with several 3D-rendered geometric shapes and wavy lines. These shapes include rectangular blocks, some with rounded edges, and some with wavy, ribbon-like forms. The lighting creates highlights and shadows, giving the shapes a three-dimensional appearance. The overall aesthetic is clean, modern, and professional.

RMM Strategy 2020–2023

Implementation

The RMM Division has developed a comprehensive four-year strategy, the first of its kind for the Division. The strategy went through an extensive development process that was largely field driven and highly collaborative.

The strategy articulates RMM's mission statement, strategic areas of focus, its common goals and objectives, and aligns itself to broader IOM Strategy Vision. It lays out a plan for how IOM's resettlement and movement assistance activities will address the myriad of opportunities and challenges, taking into account institutional priorities as well as ensuring alignment with IOM and UN frameworks.

The strategy aims to guide the work of IOM staff carrying out resettlement and movement activities across the globe. During implementation of the strategy, cross-functional teams of staff with diverse experience work together to

achieve targets, accompanied by support and leadership from RMM Headquarters Strategy Support, carrying out oversight functions, coordination and communication.

Overall, RMM has identified five strategic areas of focus, five overarching goals and 18 objectives. The RMM Strategy includes a robust implementation plan (CY 2020–2023) to help the Division plan, keep group work on track, and monitor results. The focus areas and overarching goals are listed below: policy and planning; operations and programmes; partnerships; innovation and learning; compliance and reporting.

RMM'S MISSION STATEMENT

To expand and improve the delivery of our activities in a changing landscape.

1. POLICY AND PLANNING

RMM expands its capacity to plan and analyse, provide guidance and share expertise. RMM establishes its identity and expands visibility.

2. OPERATIONS AND PROGRAMMES

RMM improves operational effectiveness through accountability, standardization, mainstreaming policy and adopting new methods of working.



3. PARTNERSHIPS

RMM strengthens internal and external partnerships to ensure comprehensive programming for IOM beneficiaries and stakeholders.

5. COMPLIANCE AND REPORTING

RMM leverages monitoring and evaluation to optimize business processes.

4. INNOVATION AND LEARNING

RMM supports IOM as a learning organization through innovation, knowledge management and staff development.

Within this structure, RMM has committed to achieve the following **18 objectives**:

1. Develop policy capacity, strategic planning and change management functions.
2. Streamline business continuity planning.
3. Invest in data integrity and information management.
4. Share expertise through targeted, timely and consistent communication.
5. Establish a budget-based approach for financial accountability.
6. Standardize roles and responsibilities for staff serving a movement operations project.
7. Mainstream institutional policies throughout the movement continuum.
8. Adopt new ways of engaging with airline actors.
9. Standardize operational support and professionalize procedures.
10. Leverage partnerships to share, promote and strengthen RMM's expertise.
11. External partners receive timely, tailored messaging reflecting RMM values and principles.
12. Promote joined-up thinking with other divisions ranging from policies to activities.
13. Strengthen operational delivery through technology, innovation, and data science.
14. Enable knowledge management.
15. Create opportunities for staff development.
16. Utilize an effective monitoring and evaluation tool tracking adherence to relevant procedures, policies and practices.
17. Establish minimum operational standards and train missions accordingly.
18. Create a monitoring and evaluation culture.

In terms of collaboration and how work is structured, each of the five focus areas has an IOM focal point based in the field and Headquarters. Team Members and Focal Points of the RMM Strategy work in IOM offices across the globe (locations are depicted below on the map below). As the Division strives to engage more staff with a diverse range of skills and expertise who will ultimately contribute to the overall success of the RMM Strategy, current strategy members are working together on precise outcomes and outputs that will achieve our objectives.



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 IOM.

Links to Institutional Frameworks

This section briefly outlines how the RMM Strategy supports institutional and broader UN frameworks. Institutional frameworks included within this exercise include the Strategic Vision, Migration Governance Framework (MiGOF) and Internal Governance Framework (IGF). Broader UN Frameworks include the Global Compact for Migration, Global Compact for Refugees, and the

Sustainable Development Goals (SDGs). It should be noted that, while the Global Compact for Migration applies to migrants, excluding refugees, of this document, the Global Compact is included as to understand how the RMM Strategy contributes to broader migration policy goals. The RMM strategy supports implementation of:



Strategic Vision

GOVERNANCE

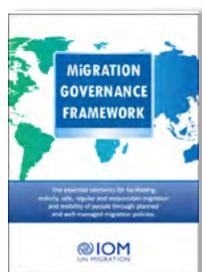
Enhance knowledge management with issuance of standard guidance and ensure a repository is identified to house information.

MOBILITY

An operational plan and tools for engaging the field to mainstream policy is established.

RESILIENCE

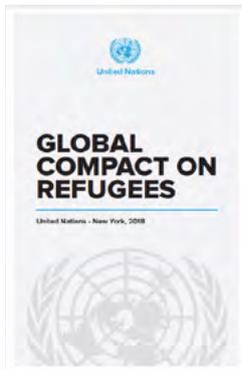
Standardized response plan is in place to ensure that RMM business requirements and integrity guidelines are included in mission BCPs and are complementary to RMM Headquarters global support plan.



Migration Governance Framework (MiGOF)

The essential elements for facilitating orderly, safe, regular and responsible migration and mobility of people through planned and well-managed migration policies.

MiGOF PRINCIPLES	AREA OF ENGAGEMENT
Principle 1: Adherence to international standards and fulfilment of migrants' rights.	An operational plan and tools for engaging the field to mainstream policy is established.
Principle 2: Formulating policy using evidence and a "whole-of-government" approach.	Enhance knowledge management with issuance of standard guidance and ensure a repository is identified to house information.
Principle 3: Engagement with partners to address migration and related issues.	Develop a partnership engagement roadmap with guiding principles on establishing, maintaining and building strategic relationships.
MiGOF OBJECTIVES	AREA OF ENGAGEMENT
Objective 1: Advance the socioeconomic well-being of migrants and society.	A framework on accountability to stakeholders (beneficiaries and donors) is developed and utilized among IOM Missions with movement operations.
Objective 2: Effectively address the mobility dimensions of crises.	Conduct policy analysis and evidence-based research where relevant, leverage knowledge management and manage change.
Objective 3: Ensure that migration takes place in a safe, orderly and dignified manner.	Effective messaging which articulates clearly and succinctly RMM's value to its partners and stakeholders highlighting RMM's priorities and strategy.



Global Compact Refugees

The essential elements for facilitating orderly, safe, regular and responsible migration and mobility of people through planned and well-managed migration policies. *Working together to help refugees, forcibly displaced people, stateless as well as their host countries and communities across the globe.*

- Para. 45-48: Reliable data for evidence based-policy
- Para. 52-53: Preparedness
- Para. 34: AAP through participation
- Para. 33-34: Partnerships

Global Compact for Migration



Sustainable Development Goals



For additional information on RMM's work,
please visit the RMM page on IOM website.

Contact : RMM@iom.int