

MIGRATION INITIATIVES 2020



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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 the meeting of operational challenges of migration; advance understanding of migration issues; encourage social and economic development through migration; and uphold the human dignity and well-being of migrants.

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Cover photo: Working in the humanitarian field in Libya means having values and a deep understanding of the thousands of people that need our help despite race, ethnicity, religion or social status. We are working towards a common goal: to ensure aid reaches populations affected by crises with respect and dignity.” Yasmeen Elkanouni, Operations Assistant for IOM in Libya. © IOM 2018/Mohamed HMOUZI

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Migration Initiatives is available online.

MIGRATION INITIATIVES 2020

Foreword

More people are on the move today than at any other time in recorded history: 271.6 million migrants currently live outside of their country of origin. This large-scale movement of people stems from a range of complex drivers, including socioeconomic factors, climate change, conflict and political instability. Governments across the world are recognizing now, more than ever, that migration is a whole-of-government endeavour and an essential topic for international cooperation. It is no longer possible to separate migration issues from other key economic and social policy objectives, whether improving development outcomes, supporting vulnerable populations, managing high-volume borders, supporting employment growth or combating organized crime.



Current data, research and knowledge indicate that the coming decade will bring new challenges for which the International Organization for Migration (IOM) must prepare itself for. Under my leadership, and with the critical financial and political support of key Member States, we have set forth key areas of reform and investment through the Strategic Vision 2019–2023 and Internal Governance Framework, both designed to strengthen and prepare the Organization for the additional responsibilities that will emerge over the next decade.

To ensure that we continue to lead the global discussion that acknowledges, and builds upon, the complexity that characterizes modern migration management, we are investing core resources to strengthen our policy capacity, data and research, knowledge management, staff development, training and communications. In this regard, the newly established Policy Hub has been tasked with overseeing the ambitious process of consolidating and systematizing the way knowledge and data are managed and shared across IOM and with its partners, thus strengthening IOM's migration policy capacity.

While IOM has matured into a global leader with additional responsibilities within the UN system, it certainly has outgrown its current core structure, a challenge exacerbated by the scarcity of unearmarked resources. In view of this, we have developed the Internal Governance Framework, which outlines the essential requirements to establish a modern and fit-for-purpose internal governance system

that includes strengthening IOM's internal justice processes. We count on the vital support of our Member States to make the investments that are required in these areas.

The 2020 edition of IOM's *Migration Initiatives* outlines the Organization's global, regional and local priorities and funding requirements. Presented through the lens of the Migration Governance Framework (MiGOF), the publication highlights IOM's dedication to promoting an orderly and humane management of migration and enhancing the well-being of migrants in an integrated and holistic way.

I am proud to be a part of such an effective and responsive organization, characterized by its proximity to migrants and governments, and capable of delivering tailor-made solutions to diverse challenges. I believe IOM can, and should, be a driving force in this quest for in-depth understanding, guidance and solutions in the field of migration. We aim to continue to deliver in 2020, and beyond.



António Vitorino
Director General

With the arrival of a new Director General, António Vitorino, the International Organization for Migration (IOM) has embarked upon a process of reflection and reform designed to both reinforce IOM's function and develop its profile as a thought leader on issues of migration.

Strategic Vision 2019–2023

Over the last decade, a number of important developments within the global community have changed the strategic environment for IOM. The adoption of the 2030 Agenda for Sustainable Development, IOM's entry into the UN System and the historic adoption of the Global Compact for Safe, Orderly and Regular Migration have brought additional responsibilities to the Organization and added further competencies and value to IOM's work.

Today, IOM is recognized as an institution of extraordinary scope and delivery, characterized by the positive impact it has on everyday lives across the world through the commitment and skills of its staff. However, to continue to effectively respond to the shifting dynamics of migration as well as meet the new expectations that have now been placed on its shoulders, the Organization is looking ahead and preparing for the challenges and needs of both governments and migrants in the next decade. The Strategic Vision outlines the next five years of development and sets out priority issues for the Organization.

The Strategic Vision does not replace any of the framing documents that set out the Organization's mandate, principles and objectives. The 12-point IOM Strategy and the Migration Governance Framework (MiGOF) remain the core documents guiding IOM's work, complemented by the Sustainable Development Goals and the objectives of the Global Compact for Migration. Instead, the Strategic Vision is an overarching document that sets out the key institution-building elements considered by IOM to be essential in addressing the complexity that characterizes modern migration management, while ensuring that migrants themselves remain at the heart of the conversation. The three main thematic priorities of work include the following:

Resilience

IOM will need to prepare for higher numbers of people moving in and out of vulnerable situations, stemming from a range of complex drivers. The Organization will need to invest further in understanding how climate change will interplay with instability, inequality and other foundational drivers. IOM will need to bring together its humanitarian and development portfolios, while considering the full continuum of interventions, from early warning and prevention, responses to internally displaced

populations, addressing large-scale movements, through to transition and recovery programming. This will have to be couched within broader efforts to realize the 2030 Agenda for Sustainable Development, and more strongly linked to key areas of IOM's work such as counter-trafficking.

Mobility

As migration dynamics evolve, so too must the tools that manage migration, whether selection, identification, entry or stay. IOM has an opportunity to invest more strategically into the design and implementation of new, innovative and flexible policies based on its knowledge of what works, as well as the changing world in which governments are pursuing national policy objectives. Digital identification – whether to manage borders or support access to services – is an area of underexplored growth. With almost 40 years of experience, IOM is well positioned to become an adviser on, as well as an implementer of, return and reintegration programming, bringing together elements of programming from other parts of the Organization, notably development.

Governance

In a world of contentious debate, IOM is well positioned to be an honest broker in developing regional and international frameworks for cooperation and supporting States in their efforts to build capacity for the governance of migration. IOM has already invested deeply in regional cooperation; it is well positioned to capitalize on this and bring together the policy and operational knowledge it has accumulated at all levels of the Organization to inform Member States and help build common standards and understanding between countries. This also requires a strong evidence base: effective collection and analysis of high-quality data is critical for designing, implementing and evaluating migration policies and programmes, as well as communicating effectively with a broader audience.

An implementation plan will accompany the Strategic Vision, thus bringing together the various strategies needed for institutional development and delivering organization-wide coherence. To demonstrate its commitment, in 2019, IOM has invested core resources in key areas, such as policy capacity, data and research, knowledge management, staff development, training and communications. However, additional resources and core funding will be needed to ensure IOM's strategic and institutional priorities are realized over the coming years.

Internal Governance Framework

In recognition of the need to adequately meet IOM's growing responsibilities, the Organization has launched a reform of IOM's internal governance system. The aim of this reform is to strengthen the Organization's overall functioning by investing in continuous improvements and ensuring that IOM meets the needs and expectations of its constituents. The Internal Governance Framework seeks to improve efficiency, effectiveness, agility, consistency, accountability and transparency across the Organization. For example, by comprehensively mapping out the functional governance needs of the Organization, processes can be streamlined, where possible. Streamlining will include the deployment of automation, where possible and appropriate, to free up individuals' time for better use and incorporate controls into these processes. As a result of automation, certain existing resources and capacity can be redistributed to areas where reinforcement is needed to improve IOM's internal governance and respond to the continued growth of the Organization.

This reform process centres on the functional needs of the Organization, differentiating controls according to risk levels and identifying where controls interrelate with and impact upon one another, aiming to streamline processes to allow for more agile management, ultimately achieving enhanced efficiency and effectiveness across IOM.

Certain functional areas have been identified as priorities for the initial application of the Internal Governance Framework and through the allocation of core funding, Operational Support Income (OSI), unearmarked contributions and the drawdown of the OSI reserve, the Organization has begun investing in this important reform process in areas including financial management and control tools, risk management, procurement and supply chain, as well as internal justice. Despite these initial investments, the full application of the Internal Governance Framework to these priority areas will require additional resources in the form of dedicated contributions from Member States.

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IOM's educational and training activities promote (re)integration and social cohesion.
© IOM 2016/Amanda MARTINEZ NERO



ORGANIZATIONAL EFFECTIVENESS

IOM is principled

The International Organization for Migration (IOM) continues to be a principled, accountable and transparent organization that follows humanitarian principles, seeks gender equality and adopts a rights-based approach. It develops and applies appropriate policies to guide its internal and external operations and manages its human and financial resources in line with these policies.

Gender equality policy

In line with IOM's commitment to prevent sexual exploitation and abuse (SEA), the Gender Coordination Unit is also responsible for promoting awareness and prevention of SEA among all IOM staff.

In 2020, priority will be given to the global roll-out of new prevention of SEA training packages for IOM staff and implementing partners. Both trainings are designed in a face-to-face format, which can be delivered by the designated Gender Focal Point or other relevant staff in each mission. They are available in English, French, Spanish and Arabic.

Standards of conduct

IOM established the Ethics and Conduct Office in 2014 (now known as Office of Ethics and Conduct (OEC)). OEC promotes ethical awareness and values-based behaviour at IOM through training, communication, policy development and liaison. OEC handles conflict of interest and outside activity issues, as well as matters involving retaliation.

In 2017, IOM launched its first online training on Ethics and Standards of Conduct titled "The Values that We Share" to target all persons employed by, or working for, IOM worldwide. The training is mandatory and, as of June 2019, more than 14,400 IOM personnel have taken the training. OEC is requesting financial resources for the update and revision of this important training to reflect key changes in policies, practices and personnel that have taken place since 2017.

To help strengthen and build ethical values at IOM, OEC has conducted face-to-face training for over 3,000 of IOM's personnel in dozens of missions on the Standards of Conduct. Evaluations of the training have been overwhelmingly positive, with many participants commenting that they appreciated the opportunity to discuss complicated and pressing ethical questions with OEC. OEC also has been able to show that these value-based trainings are linked to behavioural changes. OEC needs funding to continue these effective prevention activities, in particular to cover the costs for a trainer from OEC to deliver training in high-risk missions that do not have adequate financial resources to cover the training costs themselves.

OEC seeks to expand the reach and impact of its new harassment training for managers, “Building a Respectful Workplace”. IOM’s Director General and Deputy Director General identified the urgent need for this training as a result of OEC’s 2018 survey on harassment at IOM. OEC has joined forces with the Ombudsperson and the Staff Welfare Officer in creating a holistic training to help managers identify, prevent and address harassment. The training was launched in July 2019 to positive reviews; however, OEC needs additional funding to continue the roll-out of this programme in 2020.

OEC aims to engage a specialist in adult training to develop an online training module for staff members focusing on fraud prevention. Taking into account the Organization’s new Internal Governance System and the emphasis on creating solid lines of defense, the module would provide a much-needed and requested resource for IOM field missions.

Environmental sustainability

Environmental concerns are a major challenge of our time, and organizations are expected to respect environmental sustainability principles while operating and implementing their activities. Aligned with the 2030 Agenda for Sustainable Development, the United Nations’ Climate Neutral Strategy and Strategic Plan for Sustainability Management in the United Nations System, IOM launched its institutional Environmental Sustainability Programme in 2017 based on the recognition that a healthy environment is inherently linked to the well-being and resilience of migrants and communities alike. The programme contributes to global policies, initiatives and coordination mechanisms dedicated to environmental sustainability, including the United Nations Environment Management Group, the Global Plan of Action for Sustainable Energy Solutions in Situations of Displacement and the Joint Initiative – the Coordination of Assessments for Environment in Humanitarian Action.

At the project level, an environmental marker system is currently being conceptualized to assess, manage and monitor environmental risks and impacts at the project level; this tool could be launched within IOM’s project management system, depending on the availability of funding. At the level of facilities, IOM has been gradually rolling out environmental inventories (greenhouse gas, water and waste audits) establishing a customized template in line with United Nations standards and contributing to the foundation of a baseline for environmental performance reporting.

The programme’s goal for 2020–2021 is to support the establishment of IOM’s Environmental Policy and develop the first environmental sustainability strategy in line with Phase I: Environmental Sustainability in the Area of Management of the Strategy for Sustainability Management in the UN System 2020–2030, which

is endorsed by the UN Chief Executive Board in May 2019. The strategy will provide direction for implementing IOM's Environmental Policy and a result-based framework for environmental performance management.



A young boy sails home after an afternoon of fishing off the Carterets islands. The Carteret islands are experiencing rising sea levels due to climate change. © IOM 2016/Muse MOHAMMED

Data protection

IOM attaches great importance to the protection of all the personal data it processes. Protection of personal data of migrants, in particular, is of fundamental importance in ensuring the human right to privacy, and it is an integral part of protecting the life, integrity and human dignity of migrants. In 2018, the Global Compact for Safe, Orderly and Regular Migration highlighted that the objectives it contained relating to data collection, disclosure and use should be implemented “while upholding the right to privacy and protecting personal data”.¹

¹ United Nations, Draft outcome document of the Intergovernmental Conference to adopt the Global Compact for Safe, Orderly and Regular Migration (A/CONF.231/3) (Marrakech, 10 and 11 December 2018). Available at <https://undocs.org/A/CONF.231/3>.

It is important to keep in mind that IOM was one of the first international organizations to develop its own internal mandatory Data Protection Principles in 2009. The principles, as well as practical guidance on how to implement them in practice, are included in the IOM Data Protection Manual of 2010, which is publicly available.

Since the adoption of the Data Protection Principles, IOM has made great progress towards assuring their implementation. More and more data protection trainings are being organized for IOM offices around the world both face-to-face and in form of webinars. For instance, more than 500 staff were trained face-to-face on data protection in 2018. More practical tools (templates, checklists, infosheets) are being developed and data mappings are being conducted to clearly identify personal data flows within and outside the Organization.

In 2020, IOM is looking into updating the IOM Data Protection Manual to incorporate new technological developments and challenges. Such technologies include, for example, mobile applications, new types of biometrics, artificial intelligence and unmanned aerial vehicles. The aim is to update the practical cases in the Manual to include current technologies and increase the practical tools provided in the Manual (such as templates and checklists).

IOM strongly believes that privacy and data protection considerations need to be at the centre of all data discussions, as the risks associated with data processing may be substantial for the data subjects whose personal data are being processed through a variety of new technologies.

IOM is purposeful

In 2020, IOM will continue to demonstrate that it is a purposeful organization by ensuring that all its efforts are coherent and make an impact. Driven by results, IOM will develop and implement whole-of-organization approaches that are supported by evidence and data. Global, regional and country strategies flow logically and contribute to the achievement of complementary results and objectives. IOM helps to set the international agenda on migration and supports States to effectively govern migration through integrated approaches and advocacy for policy solutions and migrants' well-being.



IOM applies its Data Protection Principles systematically to ensure the protection of personal data of all migrants being served. © IOM 2018/Amanda MARTINEZ NERO

Results-based management

In line with the recommendations from the 2017–2018 Multilateral Organization Performance Assessment Network (MOPAN), IOM will continue to build on the progress achieved. The Organization will focus on the following:

- (a) Perform an in-depth assessment of IOM's results-based management (RBM status) (2016–2019);
- (b) Improve reporting on results linked to global commitments, such as the 2030 Agenda and the Global Compact for Migration;
- (c) Improve strategic planning at all levels of the Organization; and
- (d) Make use of results and data for enhanced evidence-based planning and performance through a visualization platform.

In addition, staff capacity on RBM will be strengthened through direct training. These will allow IOM to optimize the use of reliable information and apply RBM at corporate, local, strategic and programmatic levels.

Monitoring and evaluation

IOM has developed a three-pronged monitoring and evaluation strategy in 2018–2020 to ensure that it effectively contributes to assessing and improving the Organization’s overall performance, accountability and learning through evidence-based approaches. The monitoring and evaluation strategy aims to ensure the following:

- (a) IOM regional and country offices and Headquarters have a standardized and institutionally sound approach to monitoring and evaluation;
- (b) IOM uses monitoring and evaluation to support RBM implementation, accountability, organizational learning and decision-making; and
- (c) IOM staff have increased capacity and resources to conduct monitoring and evaluation activities.

The central evaluation office works closely with the regional monitoring and evaluation officers to strengthen monitoring and evaluation support worldwide. Since 2018, staff capacity development was the main focus, together with developing organizational technical guidance (such as on conducting reviews, mainstreaming gender in evaluation and quality assurance of evaluations). In 2019, a repository of all existing evaluations was developed and became accessible to IOM staff.



In 2020, IOM will focus on institutional learning, making related evaluative approaches and performance measurements more accessible to IOM staff and better integrated into organizational accountability and learning, deriving from previous interventions and strategic approaches. Moreover, as IOM’s organizational effectiveness is linked to having strong accountability and learning mechanisms in place, IOM will also seek to strengthen mechanisms to track and address evaluation recommendations across thematic areas.

Furthermore, IOM will continue supporting capacity development efforts, notably through the roll-out of internal evaluator trainings in French and Spanish. The same support will also be continued for the implementation in the three official IOM languages of the facilitated e-learning monitoring and evaluation course.

A peer review of IOM’s evaluation function will be undertaken by the United Nations Evaluation Group in 2020, including the status of implementation of the monitoring and evaluation strategy and the conduct of evaluations by the IOM Central Evaluation function.

It is important to highlight that IOM's Development Fund projects also include an ex-post evaluation that is conducted six to twelve months following the completion of the project. These evaluations promote transparency and accountability that will assist the Fund in its decision-making such as on the use of the seed funding, on project management and to fine-tune interpretation and categorization of the funding criteria and overall regional disbursement strategies. Furthermore, all projects are required to develop a results monitoring framework within the first month of project implementation. The framework is the basis for the results-oriented planning and reporting of the project. It is key for a systematic assessment of the extent to which objectives have been implemented and achieved by means of a comparison between target and actual performance.

Knowledge management

Over the past two decades, IOM has experienced exponential growth and emerged as a global leader on migration and the agency of choice for States wishing to respond more effectively to the shifting dynamics of migration. As IOM Member States have come to rely more heavily on IOM's expertise in the field of migration, concomitant calls for the Organization to improve its policy capacity, particularly at the Headquarters level, have grown louder and more frequent. The development of global frameworks that include, or have as their sole focus, international migration, coupled with IOM's entry into the UN system as a related organization, have only accentuated this need. The need for the Organization to invest in its policy and knowledge management capacity at the Headquarters level was also a prominent theme of the MOPAN 2017–2018 assessment of IOM.

In response, on 1 April 2019, Director General António Vitorino formally launched the IOM Policy Hub (the Hub) as a unit within the Office of the Director General. The Hub is focusing on two priority areas that underpin the development of sound policy and are among those highlighted in the MOPAN assessment, namely improving migration data and policy-related knowledge management. The Hub will have a key role in helping the Organization to better serve both its beneficiaries and benefactors by helping to generate a learning culture, enhancing coherence within IOM and consolidating its migration policy capacity. The Hub's two key objectives are as follows:

- (a) Act as a catalyst to promote effective collection, analysis and exchange of policy-relevant data and knowledge within IOM and their use in the development of IOM migration policy perspectives and advice; and
- (b) Facilitate the development of institutional strategic migration policy advice based on knowledge and perspectives from across the Organization.

In pursuit of these two objectives, the Hub is developing new mechanisms to foster migration policy knowledge management and facilitate strategic policy coordination. It also manages internal processes for developing strategic policy advice that is based on IOM's own unique experiences on the ground to more consistently engage with States and other stakeholders.

In 2020, the Hub will continue its work on helping the Organization to develop a common approach to migration data. The development by the end of 2019 of a broad ranging migration data strategy that will seek to address long-standing questions, including about IOM's role, functions and value-add in the context of the international community's efforts to generate and analyse migration data, will lay the foundation for what further action needs to be taken on this front.

Knowledge management work already underway will be continued and built upon in 2020. Work is currently ongoing to develop and deliver consolidated migration governance frameworks training to IOM staff. Another important initiative already in place is the development and roll-out of IOM's Migration Policy Repository, which is a knowledge resource for IOM staff that provides an online platform to register, share and search for IOM migration policy-related documents and policy support work of the Organization. Once the Repository is fully developed (including quality assurance), mechanisms will be developed to make relevant elements publicly available. The Hub will also continue to lead and coordinate IOM-wide discussions on knowledge management more generally, including as a means of identifying existing, as well as new and innovative knowledge management initiatives that IOM could benefit from.

IOM is prepared

IOM takes proactive measures to ensure that it can fulfil its purpose and deliver on its intended results. These measures include the following: (a) sound financial and human resources management policies and practices; (b) appropriate risk management strategies; (c) knowledge management and a commitment to apply lessons learned to enhance organizational effectiveness; (d) commitment to expanding financial resources, including through flexible funding arrangements; and (e) expanding its membership and partnerships.

The IOM Development Fund



Source: <https://developmentfund.iom.int/sites/default/files/document/IDF%20Info%20Sheet%20EN.pdf>.

The IOM Development Fund provides a unique global resource aimed at supporting developing Member States in their efforts to strengthen their migration management capacity. With over 750 projects implemented in more than 123 countries worldwide, the IOM Development Fund is successfully addressing the capacity building needs of eligible Member States by providing essential “seed funding” for innovative projects. Maintaining an appropriate regional balance and ensuring equitable access for all eligible Member States are key criteria for the selection of projects.

Priority projects in the various IOM areas of activity, including relevant research and feasibility studies, are identified by Member States in coordination with IOM offices worldwide.

In 2019, with a budget of USD 16 million, the IOM Development Fund financed capacity-building projects, which range from piloting a volunteering programme for youth from the Malagasy diaspora for the development for their country of origin to strengthening migration management in the Marshall Islands, as well as developing a migration profile in Guyana for evidence-based policymaking.

As the number of requests from eligible Member States for worthwhile initiatives continues to increase, IOM seeks additional support. Having been traditionally funded entirely by contributions from Member States, the IOM Development Fund also aims to reach out to the general public to generate even broader engagement on migration topics and further increase its fundraising potential. The goal is to expand the fund to USD 20 million to respond to the growing needs of Member States.

To learn more about the IOM Development Fund and further explore the initiatives it supports, please visit the IOM Development Fund website at <https://developmentfund.iom.int/>.

Regional support towards optimal delivery of services

In 2020, the regional offices will continue to provide tailored thematic inputs and policy guidance support to country offices. Key areas of support will include the following: (a) project development, review and endorsement, monitoring and evaluation, and reporting; (b) knowledge management; (c) resource mobilization; and (d) policy advice. Furthermore, the regional offices will provide support for external capacity-building initiatives (such as conferences, trainings and technical presentations) and review of key strategic documents, both internal and external, such as IOM country strategies and national migration strategies.

Human resources

While IOM has many talented staff, their identification and placement is currently done by traditional interviews and reactive in nature, over-reliant on networking and does not necessarily guarantee that the most qualified and competent candidates are identified and considered.

In 2020, to attract talent and increase diversity in leadership roles, IOM aims to establish a Pathway Pool that will serve as a roster of expert candidates. Initially, the tool will focus on establishing a roster for Chief of Missions and Resource Mobilization Officers and progressively incorporate expert post. The Pathway Pool will generate, through a rigorous assessment exercise, a list of qualified candidates able to transform, inspire and deliver high-impact and sustained results in the new migration landscape. The roster will also enhance the ability of the Organization to expedite deployment.

IOM will be launching a revised performance management policy in January 2020. The implementation of the new policy is strongly dependent on a more modern and dynamic Staff Evaluation System solution that can be easily adapted to the changing needs of the Organization. A system upgrade is required to enable a more effective performance evaluation process through improvements, such as the introduction of multi-rater feedback, alignment with corporate goals and enhanced reporting capabilities.

IOM has developed a new human resources strategy to be implemented from 2020 to 2025. To finalize and launch the strategy, various activities are required to design and produce the final documents and ensure adequate dissemination to staff.

In the context of mobility and leadership development, IOM is proposing the implementation of a Fast Track programme that would be named Emerging Leaders for Migration (EL4M). This programme will complement the Pathways Pool initiative and provide an entry point for mid-career professionals, as well as a career advancement opportunity for IOM junior staff members.

Candidates would complete a highly competitive recruitment process, and those selected would benefit from mission assignments as well as special training, coaching and mentoring. This programme would enable skills, competencies and knowledge advance opportunities to IOM staff.

The Young Emerging Talent Initiative (YETI) programme is a career support programme aimed at bringing external, fresh and innovative insight to IOM's programme and activities. Through this objective, professional migrants (25 years and under) with a track record in advocacy, action and impact in their home/migrant constituencies will be selected to receive a three-month training in leadership and communication skills, as well as mentoring, external coaching and peer support.

Office of the Ombudsperson

In 2020, IOM will continue to strengthen conflict prevention and resolution with the aim to boost morale and staff productivity. Guided by the Office of the Ombudsperson Charter, the vision of the Organization, the guiding principles of IOM's new internal governance system, IOM will carry out a series of activities aimed at reducing the risks associated with protracted conflict and disrespectful behaviour or poorly managed conflicts. This will be operationalized through workshops, webinars and training of Respectful Workplace Focal Points, as well as coordination with other departments involved in the conflict management system (Ethics Committee) on a systemic level to educate leaders at IOM. Throughout 2020, the Ombudsperson will seek to promote its offices as a place for informal conflict resolution.

Information technology

In 2020, IOM, through its Information, Communications and Technology Division (ICT), will continue its efforts to realize its three-year strategic priorities that focus on excelling at the basics by providing a high-performing and resilient information technology environment for IOM, ensuring value for money by being selective and agile in implementing standard technology, and delivering fast, flexible and friendly solutions for IOM's business operations. A series of initiatives that partner with the business will focus on an organization-wide business transformation programme that aims for the following: (a) modernize operations and core human resources and financial services; (b) strengthen data, knowledge, information and learning;

and (c) upgrade infrastructure as well as digitize the IOM workspace. Within the ICT Division, initiatives that will modernize the information, communications and technology operating model are planned so that the ICT Division continues to deliver value to the Organization by contributing to organizational effectiveness, ensuring client responsiveness and managing risks.



Health screening post in Chanika, Uganda. © IOM 2019/Muse MOHAMMED



IOM is training and encouraging islanders from the Carteret Islands to be engaged in development priorities and migration management programmes.
© IOM 2016/Muse MOHAMMED



PRINCIPLE 1

Adhering to international standards
and fulfilling migrants' rights

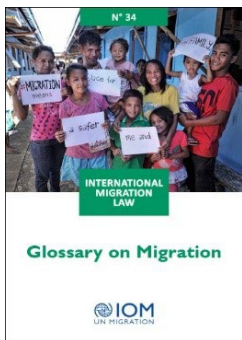
Supporting States' adherence to international standards

Today, 1 billion people – comprising a seventh of humanity – are on the move; this is more than at any other time in recorded history. A variety of elements contribute to the movement of people on such a large scale. The forces driving migration include climate change, natural and human-made catastrophes, conflict, the demographic trends of an ageing industrialized population, an exponentially expanding jobless youth population in the developing world and widening North–South social and economic disparities.

The first principle of the Migration Governance Framework (MiGOF) states that “humane and orderly migration requires compliance with international law”. The obligation to respect, protect and fulfil the rights of individuals is paramount and applies to all individuals within a State’s territory, regardless of nationality or migration status and without discrimination, in order to preserve their safety, physical integrity, well-being and dignity. Protecting the rights of individuals includes combating xenophobia, racism and discrimination, ensuring adherence with the principles of equality and non-discrimination, and ensuring access to protection.

International migration law

The International Organization for Migration (IOM) advises States and builds the capacity of the various migration governance actors to act in adherence to international standards and promote the rights of migrants in the development and implementation of migration policies. IOM has embarked on a two-pronged approach to support States’ adherence to international standards: (a) promoting and integrating a rights-based approach (RBA) culture throughout all sectors of the Organization; and (b) promoting international standards with States and other stakeholders.



The *IOM Glossary on Migration* is an accessible and extensive collection of definitions of migration-related terminology. The purpose of this Glossary is to develop a common understanding and consistent use of migration and migration-related terms based, whenever possible, on international standards. Creating uniformity in language is an important starting point in migration discussions to ensure an accurate understanding and coherent exchange of information among actors working in the field of migration.

Promotion of international standards with States and other stakeholders

IOM aims at disseminating a sound understanding of States' obligations and migrants' rights under the relevant international legal framework. Such a framework is the result of decades of negotiation by the international community. There is thus no lack of legal protection for migrants in this framework, but there is an acute lack of implementation of the relevant standards when it comes to those who migrate irregularly or find themselves in precarious situations along the route or at destination. The aim of the Global Compact for Safe, Orderly and Regular Migration was to strengthen inter-State cooperation and fill this gap in implementation by building on existing legal frameworks and sharing good practices. IOM will have a key role in supporting States in the implementation phase of the Global Compact for Migration. The Sustainable Development Goals (SDGs) are also unequivocally anchored in human rights and are "to be implemented in a manner that is consistent with the obligations of States under international law" (para. 18). The implementation of the Global Compact for Migration will have to take also into consideration commitments adopted by States in the 2030 Agenda for Sustainable Development. To strengthen and further develop its supporting role in light of these recent developments, IOM will focus on the activities outlined below.

From a policy/legislation development perspective, IOM aims to foster and promote migration governance based firmly on international standards; this includes work with other UN agencies and civil society on key issues such as alternatives to detention (ATDs), as well as broadly speaking advocating for RBA with governments and being at the forefront of new thinking in areas of international law, protection of migrants and policy development. Such activities will also include fostering better and broader understanding of what international standards mean for everyone in their daily lives, as well as having a rights-based and people-centred approach to discourses on migration.

Comparative analysis of legislation and identification of good practices

This initiative responds to the growing request for assistance from States to identify good practices in legislation relating to migration that can be used as a model to develop or improve their own systems. Taking the Global Compact for Migration as a starting point to identify the priority areas, IOM will conduct a comparative analysis of different components of national legislation on migration, including border management, residency and nationality, access of non-nationals to health and social security, labour codes and their application to non-nationals, refugees, asylum seekers and their temporary protection, as well as environmental migrants at the regional level. The analysis will be conducted by identifying several States that

will be taken as a model in each region of the world. The findings relevant to each region will be compiled in a short booklet that will be disseminated to interested governments.

Rights-based approach to migration policy

IOM has started developing the *Information Note on an RBA to Migration Policies*. As it has been recognized by the MiGOF in its Principle 1, compliance with international standards is critical to good migration governance and can help maximize the benefits of migration. The Information Note is aimed at providing guidance to governments and policymakers on how to ensure that migration policies are designed to ensure the effective implementation of international standards, including regarding the rights of migrants. Furthermore, it provides concrete recommendations to support governments in the preparatory phase and diagnosis of existing policies on migration. It also supports governments in setting policy objectives that are in line with country priorities, tailored to national migration realities and adapted to ensure the implementation of international standards. Finally, the Information Note outlines the measures that can contribute to integrate an RBA into States' legal and institutional framework, as well as into sectoral policies in the area of migration.

In light of the renewed interest by governments in receiving advice on developing or amending their migration policies, including in the context of the Global Compact for Migration implementation, the Information Note should be expanded and transformed into a more in-depth series of publication aimed at guiding States on a step-by-step policy development process with a specific focus on how to ensure that international standards and migrants rights are fully factored into migration policies. This in turn will also contribute to achieving the SDGs that are relevant to migration. The initial publications will look into how substantive international standards can inform the definition of the overall policy objectives and influence the decision of the best policy instruments to be adopted, with a particular attention to the role of legislation. It will also describe how to incorporate RBA into the very process of development of a policy, by incorporating rights principles, such as participation, transparency, accountability, as well as proportionality and non-discrimination. The subsequent publications will guide policymakers on how to integrate international standards in sectoral policies (such as labour migration, border management, public health, education and integration).

The publication will also be accompanied by training modules that will be used to train government officials and other relevant stakeholders on implementing RBA to policy in their national context.

Protecting the human rights of migrants

In 2020, IOM will continue to provide technical assistance to States to develop their capacity in protecting and assisting migrants in need, in line with their obligations under international law, such as international human rights law, international labour law, transnational criminal law and refugee law. IOM's activities aim to help States fulfil their obligations towards migrants, while empowering rights-holders, such as trafficked persons, smuggled migrants with protection needs, (rejected) asylum seekers, migrants in irregular situations, stranded migrants, unaccompanied and separated migrant children and other migrants subjected to violence, exploitation or abuse to realize their rights. Through the UN Network on Migration, which has been set up to facilitate the implementation of the Global Compact for Migration – IOM will continue to contribute the objectives of the Global Compact for Migration.

Alternatives to detention, tools series

Supporting the identification of good practices on ATDs, immigration detention has come under international scrutiny in recent years. It is one of those areas where the joint advocacy of many international organizations and civil service organizations (CSOs) has been particularly effective in shaping international jurisprudence and, to some extent, also States' approaches. States' interest in prioritizing non-custodial ATDs is also reflected in Objective 13 of the Global Compact for Migration as a tangible and practical way of obtaining better migration governance. However, the capacity of States and other actors to translate this interest into practice is still limited, in great part due to lack of more extensive pilot projects and experience. The existing examples of use of ATDs is targeted to specific groups of individuals, and the numbers of those who benefit from them is not sufficiently significant to persuasively underpin the notion that they are not only more humane but also equally effective. IOM has been assisting States in implementing different forms of alternatives around the world, yet the projects are rarely framed as ATD projects. As much of this work is implemented as part of different thematic interventions, capturing it remains challenging.

With the intention to consolidate IOM expertise and increase the Organization's capacity to support States in implementing ATD, IOM has carried out a mapping of projects that contain elements of ATD with a view to developing a framework to understand their types and highlight potential learning points and gaps.

As a next step, IOM plans to develop a series of tools aimed at guiding IOM staff and other interested stakeholders in conceiving, developing, implementing and advocating for ATDs. To uphold the human rights principle that, in the immigration context, detention should be used as a measure of last resort, States will have to move towards a more extensive use of ATD. International organizations and CSOs

have the responsibility to support the State to do so. With this responsibility in mind, IOM plans to develop the following guiding tools as part of this series: road map, ATD for vulnerable migrants, evaluation tool, advocacy tool and compilation of good practices.

A principled approach in the Organization

As an independent, neutral and impartial organization, IOM is committed to adhering to international standards in its own work and follows a series of human rights-based, migrant-centred principles, intrinsic to all operations and staff values.

Principles for Humanitarian Action

In 2020, IOM will continue to strengthen principled humanitarian action to effectively access and respond to people in need of humanitarian assistance and protection in emergencies and protracted crises. Guided by the Organization's institutional humanitarian policy, the Principles for Humanitarian Action, IOM will invest in operational policy development and capacity strengthening with a focus on hard-to-reach and high-risk settings, including areas where IOM works through remote management. Operational guidance will include strengthened risk management, due diligence and accountability mechanisms. Throughout 2020, IOM will continue to support principled humanitarian action through its active engagement in the Inter-Agency Standing Committee (IASC) at all levels.

Promoting a rights-based approach within the Organization

IOM fosters RBA culture by advising its departments, regional offices and country missions on compliance with international standards and promoting the rights of migrants in the structures throughout internal policies, advocacy activities and programmes and operations of the Organization.

IOM will continue to mainstream and encourage RBA to programming by identifying the international legal standards at play in projects and incorporating rights principles into the actual programming process. Furthermore, as the lead agency on migration within the UN system, IOM adheres to the purposes and principles contained in Article 1 of the Charter of the United Nations of 1945 to promote and encourage respect for human rights and for fundamental freedoms for all without distinction as to race, sex, language or religion.

In order to strengthen adherence to this principle in 2020, IOM developed an internal guidance note on IOM's responsibilities and compliance to human rights standards and humanitarian norms. In 2020, IOM will continue to establish a monitoring and compliance entity, responsible for monitoring the Organization's

compliance to human rights standards and humanitarian norms. The monitoring and compliance entity will:

- Provide guidance to IOM staff on how to consciously and systematically integrate rights and rights principles to the extent possible in all the Organization's activities;
- Build the capacity of IOM staff to detect and prevent violations of human rights and humanitarian law, by increasing the awareness of what these norms are and how to identify challenges to their effective implementation and potential violations;
- Promote partnerships with other important UN entities working on human rights, as well as relevant CSOs to develop strategies on advancing human rights and set immediate, medium- and long-term human rights priorities; and
- Partner with other relevant internal departments and divisions to develop a system to ensure compliance and adherence to human rights and humanitarian law by making sure that alleged violations or incidents never go unreported and that proper procedures are in place to address these forms of complaints.

Gender

Around the world, more people are on the move than ever before. Many of them are seeking new opportunities and a better life for themselves and their families. Others are forced to move due to disaster or conflict. Gender is central to any discussion of the causes and consequences of migration, whether forced, voluntary or somewhere in between. It is recognized that a person's sex, gender, gender identity and sexual orientation shape every stage of the migration experience. Gender influences reasons for migrating, who migrates and to where, how people migrate and the networks they use, opportunities and resources available at destinations, and relations with the country of origin. Risks, vulnerabilities and needs are also shaped in large part by one's gender, and often vary drastically for different groups. The roles, expectations, relationships and power dynamics associated with being a man, woman, boy or girl, and whether one identifies as lesbian, gay, bisexual, transgender, queer and/or intersex (LGBTQI), significantly affect all aspects of the migration process, and can also be affected in new ways by migration.

It is therefore crucial to understand how gender interacts with migration and how to respond accordingly. Taking into account gender-specific migration trends can mean the difference between implementing a project that successfully addresses the specific needs and capacities of all IOM beneficiaries, and one that fails to do so and perpetuates inequality. Given the gender-specific nature of migration, the following are central to IOM's work: (a) advocating for equal rights under the law in employment and mobility; (b) combating discriminatory migration practices; (c) understanding how gender affects the types of migration undertaken; (d) responding to how gender influences access to social services, economic growth, capacities, risks and vulnerabilities; (e) ensuring diversity and inclusiveness in consultations and participation in activities; and (f) addressing how migration influences gender roles and relations.

In 2012, in order to enhance its commitment to gender equality, IOM agreed to implement an accountability framework called the UN System-Wide Action Plan (UN-SWAP) on gender equality and the empowerment of women, which was approved by the UN Chief Executives Board for Coordination (CEB). This initial framework of the UN-SWAP ended in 2017 and has been succeeded by an updated framework, known as UN-SWAP 2.0, which IOM has committed to implement by 2022. With the ambition of making gender mainstreaming operational, the UN-SWAP has provided the UN system with a strategy and a common set of goals and standards to which to adhere and aspire for the achievement of gender equality. Every year, IOM and other participating agencies report on how they are progressing towards implementing the framework.

In line with IOM's Gender Equality Policy and IOM's commitments to the UN-SWAP, in 2020, priority will be given to improving the collection and reporting of gender equality results from the Organization's programming. IOM will continue its efforts in establishing a baseline on how IOM's projects contribute to gender equality. Capacity-building interventions to IOM field offices will continue to be organized to ensure gender is mainstreamed from project development to implementation and evaluation and that lessons learned feed into new programming aiming at contributing more tangibly to gender equality.

In this context, the continued monitoring and support to IOM field missions on how to mainstream gender considerations into programming, including the correct use of the IOM Gender Marker, is paramount.



“People are really interested in the training. I had to do a course to be able to deliver this training, and I am applying a lot of what I have learned in my own life. You become more aware on how you communicate with others.”

– Sawa, a non-violent communication facilitator

Protection from sexual exploitation and abuse

IOM is the only agency delivering a dedicated inter-agency project to support collective protection from sexual exploitation and abuse (PSEA) at the country level on behalf of the IASC. Based on its experience of the past six years in collective PSEA, IOM will continue to build the capacity of UN/Humanitarian Country Teams and in-country PSEA Networks by providing targeted technical assistance on request and informing the global dialogue based on operational lessons learned. IOM will also build the capacity of existing and future PSEA coordinators that help maintain momentum of collective PSEA in the country, advise senior leadership and lead the technical-level PSEA Network. IOM will remain the IASC's official liaison with the UN Working Group on Sexual Exploitation and Abuse, advocating for the harmonization of UN and IASC protocols and guidance on PSEA responsibilities, and continuing to share best practices across agencies and forums on this important issue.

Accountability to affected populations

The accountability to affected populations (AAP) and protection mainstreaming operation will contribute to safe, orderly and dignified migration, putting high standards in protection to IOM movement operations and establishing relevant feedback channels with the beneficiaries. IOM is committed to mainstreaming protection across its programmes in line with its RBA. By adhering to a set of minimum protection standards, the following will be achieved:

- Safety and dignity will be prioritized to avoid any unintended negative consequences of IOM's actions;
- Meaningful access will be secured to IOM services and aid by all groups; and
- Establish accountability to affected individuals and communities and ensure participation and empowerment through an inclusive approach to decision-making processes.

When the right capacities are in place, IOM will be able to respond appropriately to provide specialized protection services, such as (but not limited to) family tracing and reunification in line with the child's best interests, response to survivors of gender-based violence (GBV) or providing assistance to victims of human trafficking.

Protection mainstreaming

Protection mainstreaming is the process of incorporating key protection principles in humanitarian response. IOM ensures that do-no-harm, promoting non-discrimination, meaningful access, safety, dignity, participation, empowerment and accountability measures become integral part of every response. IOM aims to save lives, ensure safety and security, alleviate suffering and restore the dignity of migrants, displaced persons and affected populations in accordance with international human rights law, international humanitarian law, as well as internationally recognized protection standards. IOM abides by the IASC's definition of protection. In 2020, IOM will make a deliberate and concerted effort to prominently strengthen protection mainstreaming as it forms one of the principles of the protection in humanitarian action (PiHA).



Jawid and his mother are recent Afghan returnees from the Islamic Republic of Iran. Upon return, they received tailored protection assistance from IOM.
© IOM 2018/Eva SCHWOERER

Institutional framework for addressing gender-based violence in crises

GBV² is one of the most widespread human rights abuses in the world,³ affecting individuals everywhere, with consequences that reach beyond the individual and can affect entire families and communities. Humanitarian crises and situations of fragility more broadly can exacerbate exposure to different forms of GBV.

GBV interventions refer to core crisis programming activities that can remedy, mitigate or avert direct loss of life, physical or psychological harm and threats to a person's dignity and well-being. Therefore, specific measures and interventions to mitigate, respond to and prevent GBV must be undertaken from the onset of a crisis and continue through transition and recovery efforts in all IOM sectors and programmes.

Crisis operations that do not take into account vulnerabilities to GBV cannot adequately adhere to common standards that promote gender equality, conflict sensitivity and protection principles. As such, these operations can in fact exacerbate the risk of GBV and represent a failure on the part of the Organization to fully promote, respect and protect the rights of affected populations, particularly those of women and girls.⁴

IOM has made concerted efforts to transform the way in which IOM addresses GBV in crises. Building up an understanding of challenges, as well as documented lessons learned and emerging good practices, in September 2018, IOM launched the Institutional Framework for Addressing Gender-based Violence in Crises (hereafter

² In line with terminology adopted by the Inter-Agency Standing Committee (IASC), the International Organization for Migration (IOM) uses the term “gender-based violence” (GBV) and recognizes that sexual violence is one type of GBV. Other organizations, however, use the term “sexual and gender-based violence”. For more explanation, see the IASC, *Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action: Reducing risk, promoting resilience and aiding recovery* (hereinafter GBV Guidelines) (2015), p. 322.

³ GBV violates a range of human rights, including the following: (a) right to life; (b) right to security of person; (c) right not to be subject to torture or to cruel, inhuman or degrading treatment or punishment; (d) right to equal protection under the law; (e) right to equality in the family; and (f) right to the highest standard attainable of physical and mental health (Convention on the Elimination of All Forms of Discrimination against Women, 1992). It also violates the right to health, the right to non-discrimination and the right to just and favourable work conditions. Successive Security Council resolutions (SCRs) have defined some of the most egregious forms of GBV as threats to international peace and security. See for examples: SCR 1820, SCR 1888 and SCR 2106. See also: IASC, *GBV Guidelines* (2015), pp. 5 and 16.

⁴ GBV is included in the IASC Principals commitments to the Centrality of Protection in Humanitarian Action. Addressing GBV is further a core responsibility of Humanitarian Coordinators and Humanitarian Country Teams (HCTs), identified in HCT terms of reference as one of four mandatory issues to which responders are required to pay particular attention.

GBViC Framework),⁵ the first such dedicated framework for the Organization, as well as an accompanying toolkit for operationalizing the framework's strategic interventions. The GBViC toolkit is an essential element to support the implementation strategy and allow IOM staff to operationalize the framework in migration crises; The toolkit also explores how to strengthen the capacities of health teams to address GBV in emergencies in collaboration with the Migration Health Division (MHD).

In 2020, IOM will continue developing operational tools and guidance to address GBV risks – expanding to more Migration Crisis Operational Framework (MCOF) areas – pursue its collaboration with MHD on health and mental health and psychosocial support (MHPSS) and expand technical support and capacities at the regional level.

Camp management standards

In 2020, IOM will also continue the development of inter-agency camp management standards based on governance, participation and the reduction of GBV risks, working with the Camp Coordination and Camp Management (CCCCM) Cluster Working Group that has been established. The development of camp management standards will support IOM's localization efforts to strengthen the capacities of national and local stakeholders, including authorities, to respond to displacement crises and uphold the rights of populations affected by forced displacement.

⁵ This framework is the result of extensive field consultations across Headquarters and nine IOM country offices and regional offices, involving 208 staff members, as well as external partners. Technical review of the framework has been conducted at the field and headquarters levels.



IOM staff providing assistance to migrants in the Temporary Reception Centre in Bihac, Bosnia and Herzegovina. © IOM 2018/Munever SALIHOVIĆ



PRINCIPLE 2

Using evidence and whole-of-government approaches

Strengthening production and analysis of migration data and evidence

The production of reliable data on migration, complemented with a whole-of-government approach, enables good migration governance, which in turn allows for better allocation of resources, a better integration of the migrants and sustainable development.

The International Organization for Migration's (IOM) expertise and vast network of offices worldwide ideally position the Organization to support Member States and advance good migration governance. As such, IOM aims to continue to serve Member States and the international community as lead reference for data and evidence related to migration. To this effect, IOM endeavours to strengthen the production and analysis of national, regional and global data related to migration to shape proactive migration policies and protect the rights of all migrants.

As migration is a cross-cutting issue, IOM will continue to support Member States by providing technical assistance to improve whole-of-government approach to migration management, thereby reinforcing mutual linkages between ministries, policy areas and strategies. IOM will also facilitate inter-State cooperation and experience-sharing, as well as provide trainings on effective international practices. This approach integrates the collaborative efforts of all relevant ministries to optimize their impact and offer an integrated way to achieve a shared purpose: beneficial migration governance.

MIGRANTS, INTERNATIONAL MIGRANTS AND REFUGEES

IOM defines a *migrant* as “any person who is moving or has moved across an international border or within a State away from his/her habitual place of residence, regardless of (1) the person's legal status; (2) whether the movement is voluntary or involuntary; (3) what the causes for the movement are; or (4) what the length of the stay is. IOM concerns itself with migrants and migration-related issues and, in agreement with relevant States, with migrants who are in need of international migration services.”

Although there is no universally accepted definition of the term, an *international migrant* has been defined for statistical purposes as a person who changes his or her country of usual residence. A *long-term migrant* is a person who establishes residence in a different country for a period of at least a year, while a *short-term migrant* moves to a country for a period of at least three months but less than a year.

While most refugees are migrants according to these definitions, it should be noted that refugees are governed by a distinct legal framework. The 1951 Refugee Convention and its 1967 Protocol define a *refugee* as any person who, “owing to a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group or political opinion, is outside the country of his nationality and is unable or, owing to such fear, is unwilling to avail himself of the protection of that country”.

Migration policy research

Migration policy should be based on sound evidence and robust analysis. IOM supports the development of effective and sustainable migration policies by conducting applied research and serving as a primary reference point on migration through its various migration research and analysis publications.

In 2019, IOM published the tenth World Migration Report (WMR), the Organization’s flagship publication designed to provide clear and accessible migration data, research and analysis that are relevant to policy deliberations and academic and applied research. Building on the success of the revised WMR series structure as first seen in [WMR 2018](#) (the most downloaded IOM publication of all time), the *World Migration Report 2020* will provide key data and information on migration, as well as balanced and evidence-based analysis of complex and emerging migration issues. The report will feature salient topics such as the following:

Since 2011, through a joint IOM-United Nations Development Programme (UNDP) initiative, the national governments of Bangladesh, Ecuador, Jamaica, Kyrgyzstan, Republic of Moldova, Morocco, Serbia and Tunisia have mainstreamed migration and the Sustainable Development Goals (SDGs) into their national development plans and strategies.

- Migrants’ contributions globally;
- Migration as an adaptation strategy to environmental change;
- Children and unsafe migration;
- Global governance of migration;
- Migrant inclusion and social cohesion;
- Migration and health; and
- Migrants caught in crises.

IOM's *Migration Research Series* focuses on policy-oriented and empirical research and analysis that aims to contribute to a better understanding of the multidimensional aspects of migration and inform migration policies at the national, regional and international levels. In 2020, IOM will continue publishing papers as part of the series for dissemination among policymakers, as well as practitioners, scholars, researchers and students interested in issues related to migration. IOM's most recent calls for MRS abstracts include "migration and technology" and "youth and migration".

More broadly, IOM continues to be a major publisher of migration research and analysis. In keeping with previous years, the Organization anticipates publishing more than 160 new publications in the IOM Bookstore in 2019, with publishing throughout 2020 continuing. In 2018, total downloads of publications on the IOM Bookstore reached more than 2 million, indicating a high level of interest in IOM research, data and knowledge on migration.

Whole-of-government approach to migration

Guided by the principles of whole-of-government and whole-of-society approaches to migration policy, the International Dialogue on Migration (IDM) has been providing a multi-stakeholder platform for holistic, inclusive and diverse discussions on a full range of migration issues and their linkages with other policy domains since 2001. Through IDM, government representatives, migrants and diaspora, international organizations, civil society, businesses and scholars exchange best practices, lessons learned and recommendations with a view to advance effective migration management and good migration governance. Through an informed and well-planned selection of discussion topics, IDM contributes to advancing the understanding and collaboration between these actors on multiple topics related to migration, such as youth engagement, health, technology, environment and climate change, trade and development. IDM and its outcomes have demonstrated to be a useful tool for governments and other stakeholders in the review, creation and implementation of comprehensive migration policies and mechanisms. Participants report that IDM is effective in advancing understanding on migration issues and building their capacities to address the opportunities and challenges presented by migration. Moreover, the diversity of actors involved in IDM encouraged cooperation and partnerships at the governmental level, between relevant departments and beyond between concerned actors in the society. In keeping up with the practice, IDM will, in 2020, ensure that it provides an inclusive forum for the exchange of best practices and promotion of evidence-based effective migration policies that is valuable for its participants and supports their capacity-building efforts.



The 2019 IDM session was held on 28 February 2019 in New York. © IOM 2019/Rahma SOLIMAN

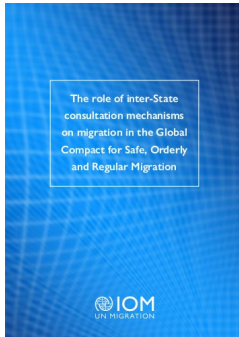
The Global Compact for Safe, Orderly and Regular Migration

The Global Compact for Safe and Orderly Migration is a landmark intergovernmentally negotiated agreement – constituting the first-ever UN global agreement on a common approach to international migration in all its dimensions.

The Global Compact for Migration was adopted at the [Intergovernmental Conference held in Marrakech, Morocco](#) on 10–11 December 2018 and endorsed by the United Nations General Assembly on 19 December 2018 ([A/RES/73/195](#)). Anchored in the [2030 Agenda for Sustainable Development](#) in which member States committed to cooperate internationally to facilitate safe, orderly and regular migration, the Global Compact for Migration is grounded in a number of guiding principles. These include

full respect for national sovereignty, rule of law and the international human rights framework. The Global Compact for Migration exhorts all to work together in a fully inclusive fashion addressing collective challenges.

The Global Compact for Migration comprises [23 objectives](#) for better governing migration at local, national, regional and global levels.



This review revisits the role of Inter-State Consultation Mechanisms on Migration (ISCMs) in the Global Compact for Safe, Orderly and Regular Migration with the aim to identify their potential contribution in attaining the global compact commitments and the potential complementarity and added value of ISCM engagement in the Global Compact for Migration, recognizing the ISCM's mostly regional and interregional nature.

The UN Migration Network

The UN Network on Migration (hereafter referred to as the Network) is an initiative of the UN Secretary-General committing the UN system to provide effective and coherent system-wide support on migration. The Network has extensive [terms of reference](#) (ToR) and primarily seeks to do the following:

- Improve cooperation and collaboration among UN entities working on migration and support coherent action by the UN system at country, regional and global levels and towards implementation of the Global Compact for Migration, where such action would add value, while ensuring well-defined linkages with UN structures at all levels;
- Provide concrete support for member States, drawing on the expertise of all stakeholders, in their implementation, follow-up and review of the Global Compact for Migration, ensuring effective, timely and coordinated UN system-wide support in their endeavours; and
- Support efforts to make migration work for governments, migrants and communities, prioritizing the rights and well-being of migrants and their communities.

The Network brings together a large part of the UN system – currently comprising 38 entities – to work collectively to support member States in advancing the collective goals and purpose of the Global Compact for Migration. The Network operates with a small executive committee of eight key UN entities that give overall guidance and set priorities. The executive committee includes IOM, UNDP, UNICEF, International Labour Organization, Office of the United Nations High Commissioner for Human Rights, United Nations Department of Economic and Social Affairs, United Nations High Commissioner for Refugees and United Nations Office on Drugs and Crime.

The secretariat of the UN Network on Migration is housed in IOM and IOM's Director General António Vitorino serves as the Network Coordinator. The Network is accountable to the UN Secretary-General and General Assembly.

Key actions of the Network in 2020 will include the following:

- Capitalization of the [Migration Multi-Partner Trust Fund \(MPTF\)](#), finalization of the MPTF results framework and solicitation, as well as operationalization of a pipeline of potential projects for MPTF support, subject to approval by the Fund's Steering Committee.
- Implementation of the [Network workplan](#). This first workplan of the Network focuses on key issues where the UN system can add value in delivering concrete results as a matter of priority in supporting the implementation of the Global Compact for Migration with a focus on rolling out implementation in pilot countries.
- Support member States' regional reviews of the Global Compact for Migration in 2020, including through regional coordination mechanisms.
- Initiate planning and action geared towards the International Migration Review Forum (IMRF). The IMRF is a collective and demonstrable commitment by member States towards implementation of the Global Compact for Migration, firmly placing migration on the UN agenda. The first IMRF will be held in the first quarter of 2022. The Network, through its Coordinator, has been asked to support the regional reviews and other local, national, regional and global inputs towards the Secretary-General's report to precede the IMRF.
- Continued outreach – both formally and informally – with Network members and external partners, including migrants, civil society, migrant and diaspora organizations, faith-based organizations, local authorities and communities, the private sector, employers' and workers' organizations, trade unions, parliamentarians, national human rights

institutions, the International Red Cross and Red Crescent Movement, academia, the media and other relevant stakeholders at global, regional and national levels, as set out in the Network's ToR.

- Prepare an initial report of the UN Secretary-General by December 2020 on the implementation of the Global Compact for Migration, including activities of the UN system and functioning of the institutional arrangements.

2030 Agenda for Sustainable Development

IOM's entry into the UN in 2016 and the UN Development System reform bring substantial changes to the way the UN operates in the country, committing IOM to articulate its activities and mandate in relation to achieving sustainable development outcomes. The inclusion of migration in the 2030 Agenda for Sustainable Development and other global agendas similarly presents a momentous opportunity to assess the impact of migration on a range of development issues and better understand how development can impact on migration and migrants.

In 2020, IOM will continue to support governments in understanding how to manage migration within their efforts to achieve the 2030 Agenda and the Global Compact for Migration by understanding how all these governance areas are interrelated, how these are affected by migration and to what extent other sectoral policies facilitate or impede migrants' ability to contribute to society. This necessitates the whole-of-government approach, which implies coordination across all government sectors for the development of policies that are aligned with and respond to the effects of migration and the needs of migrants. To achieve this, IOM supports governments "mainstreaming" migration into local and national policy planning. This means amending or developing new national, regional and local laws, policies and plans that take into consideration these interlinkages and the needs and challenges of migrants. This ensures that policies ranging from health to education and from urban planning to housing are inclusive of migrants and coherent with migration governance priorities. IOM will also continue to assist governments to then pilot and implement these policies and plans as needed.

IOM Headquarters will also continue to provide guidance to its country missions to liaise with their respective government counterparts and explain how migration is relevant and should be incorporated in the SDGs and support Member States to complete the Voluntary National Reviews at the High-level Political Forum 2020. As countries may decide to report on specific SDG goals or all goals, IOM will continue to assist governments to report on all migration aspects of the SDGs.

In addition, IOM will step up a whole-of-organization effort to better position the Organization to support Member States in implementing the 2030 Agenda for Sustainable Development. It will prioritize four strategic areas to focus efforts on in the coming years; these include the following: (a) developing a holistic strategy to implement the 2030 Agenda in synergy with approaches adopted for the implementation of other related frameworks; (b) strengthening IOM's internal capacities to operate and report on the 2030 Agenda; (c) forging partnerships with key players in the UN system and beyond; and (d) communicating IOM's contribution to SDG implementation.

As part of this collective effort, IOM is equipping staff at global, regional and field levels with the necessary knowledge and skills to support Member States to deliver on the migration-related SDGs, and to work with UN Country Teams to ensure that migration is properly reflected in UN Sustainable Development Cooperation Frameworks. This includes the development of an internal training package on the 2030 Agenda to help IOM staff understand how it is relevant to their work in the field.

To complement these efforts, IOM has also developed and will continue to disseminate and apply some key policy tools, including *Migration and the 2030 Agenda: A Guide for Practitioners*, and systematically connect migration and development policies going forward. The Guide and the related training module that complements the one currently delivered on the Migration Governance Framework (MiGOF) aims to serve government actors, both national and local, involved in any process of SDG implementation, including those working specifically in migration, and those working in other sectors who are interested in integrating migration. In 2020, IOM plans to develop and deliver a specific module for government actors working in the migration field who wish to integrate the SDGs into their work and the potential connections between migration and the full set of SDGs, as well as the formulation and implementation of national implementation plans in the framework of the Global Compact for Migration.



Integrating migration into development and other sectoral policies

A national migration health agenda

A national migration health agenda aims to capture the health status and well-being of various migrant groups residing within a State and enable the development and implementation of “migrant-inclusive” health systems to achieve health equity and inclusiveness. In 2020, IOM will continue to support the development and implementation of policies and legal frameworks of States to ensure migrants are

granted equitable access to affordable health care and that local health systems improve their capacity to meet migrant health needs. Guided by the Sustainable Development Goals, the Global Compact for Migration and the World Health Organization's Global Action Plan for Promoting the Health of Refugees and Migrants, IOM will facilitate the prioritization of comprehensive migration health objectives according to the national context and migration realities of Member States, carried out in partnership with relevant stakeholders at local, national and

The Sustainable Development Goals (SDGs) contain several targets that directly reference migration, as listed below.³

Student Mobility	→ Increasing international student mobility	4.B	
Human Trafficking and Exploitation	→ Combating all types of trafficking and exploitation → Addressing trafficking and exploitation of women and children	5.2, 8.7, 16.2	  
Labour Migration and Employment	→ Promoting decent work → Combating child labour and the worst forms of child labour → Combating trafficking for forced labour → Addressing the feminization of migration → Improving labour migration governance	8.5, 8.7, 8.8	
Migration Governance	→ Facilitating orderly, safe, regular and responsible migration and mobility → Implementing planned and well-managed migration policies	10.7	
Remittances	→ Lowering remittance transaction costs	10.C	
Migration Data	→ Improving data across migration topics → Increasing disaggregation of data by migratory status → Increasing disaggregation of migration data by other variables	17.18	



In partnership with local and international partners, IOM helped deliver measles and Japanese encephalitis vaccines to children in communities in the Philippines affected by Typhoon Mangkhut. © IOM 2019/Andrea EMPAMANO

regional levels. This will include building national capacities to establish multisectoral migration health task force(s) or committees that will draw representation and ensure coherent inputs from multiple sectors in government, civil society and private sector, among others. These policies will focus on implementing international standards that protect migrants' right to health, promote equal access to health services for all migrants, extend social protections in health and promote policy coherence among migration policies in all sectors.

Enhancing governments' capacity to formulate sound migration policies

In 2020, IOM will work to strengthen the use of evidence and whole-of-government approaches, particularly through the use of strategic foresight as a methodology to help migration-relevant stakeholders prepare for future migration trends and dynamics. This is in line with IOM's Strategic Vision and also responds to global (United Nations) and regional (such as the European Union) efforts to incorporate such methodology into their workplans. The approach further contributes to all three components of IOM's Organizational Effectiveness, particularly in the areas of enhanced data and evidence and knowledge management to ensure that IOM is purposeful. IOM will build on its previous work on strategic foresight on possible migration scenarios by 2030 (*Tomorrow's World of Migration and Mobility*) and utilize the expertise of IOM's Migration Research Leaders' Syndicate to take stock of IOM, other partners and governments' initiatives in this area. Through the use of research, focus groups, public events, seminars, briefing notes and various media outlets, IOM aims to identify intervening trends, including the effects of climate change and other evolving migration issues that States are likely to have to address in the future. The initiative will thereby contribute to enhanced data and knowledge management and prepare governments and decision makers for changes in international migration in the next decades. It can further serve as a reference point to replicate the methodology at the regional level.

IOM's Global Migration Data Analysis Centre

Established in Berlin in September 2015, the Global Migration Data Analysis Centre (GMDAC) represents part of IOM's response to growing calls for comprehensive and timely migration data. Timely data on migration are often scarce or scattered, making it difficult for decision makers to design appropriate migration policies. GMDAC works strategically with the main international organizations in the field, with data producers and suppliers, as well as relevant IOM divisions and offices, and directly with governments to meet policy needs. GMDAC has several areas of work that are aimed at the following: (a) advancing informed decision-making on migration; (b) improving access to and communication of migration data; (c) strengthening migration data capacities; (d) forecasting and data innovation; (e) measuring progress on migration-related SDGs; and (f) improving evidence-based programming through data collection and analysis.

Improving access to and communication of migration data: Global Migration Data Portal

The importance of migration data for developing evidence-based policies and ensuring good migration governance has been underscored in the 2030 Agenda for Sustainable Development, the Global Compact for Migration and the newly formed UN Migration Network.

The Global Migration Data Portal has expanded its content and reached an approximately 40,000 monthly users across all UN member States. Most importantly, the Portal has been mentioned in the Global Compact for Migration, paragraph 17(e), as a key migration data depository, and featured in partners' websites and publications from IOM and others. Portal users can browse data from over 20 international data providers on the interactive world map, read more than 30 thematic pages, find tools on migration data collection and analysis, explore migration data topics related to the SDGs and the Global Compact for Migration, and search blogs and videos featuring migration experts. In 2019, new features include translations in German, Spanish and French, and overviews on regional migration sources.

GLOBAL MIGRATION DATA PORTAL

IOM's Global Migration Data Portal compiles various migration data across topics at the national, regional and global levels and serves as a unique access point to statistics from diverse sources. The portal is a one-stop shop for migration data and coordinates with relevant data providers across agencies.

In the next year, the Portal will grow its regional content in the Americas through partnerships with IOM regional offices and regional migration consultation groups and bodies. In addition, the Portal will focus on building the data knowledge and capacity of migration stakeholders' thorough activities such as webinars, including on topics like big data. Continued maintenance is also foreseen as information must be kept updated based on the release of new data, reports and policy developments.

Strengthening migration data capacities

The 2030 Agenda for Sustainable Development and the Global Compact for Migration emphasize the importance of enhancing data on migration, especially in regions such as Africa where statistical capacities may often be limited. The commitments made under these initiatives require a programme of work to build the capacities of States to collect and analyse migration-related data.

As such, GMDAC – in partnership with Eurostat, the United Nations Statistics Division and the African Union – aims to strengthen the migration data capacities of African States so that they are better able to monitor progress on the implementation of the Global Compact for Migration and the migration-related targets of the SDGs. The first phase will consist of assessments of migration data

collection, analysis and sharing mechanisms across African countries, followed by national consultations with government representatives and relevant agencies. The following phases will aim at building the capacity of national and regional actors to collect, manage and analyse migration-related data through updating migration profiles, creating dedicated training modules and holding workshops and in-country follow-up and support missions, including secondments of African officials to Eurostat and GMDAC offices. These activities will contribute to the development of national and regional migration data plans and culminate in a migration statistics conference for all African States. This programme builds on existing data capacity development work implemented by GMDAC in a number of countries in Africa and other regions.

A related programme of work to be jointly implemented by GMDAC and UNICEF aims to identify gaps and good practices in local data capacities and provide recommendations on how to sustainably enhance the collection, analysis and use of high-quality, timely and disaggregated data on children on the move at the country level. Research has shown that data on children on the move allow States to better protect children and provide them access to essential services in transit and destination countries, including in emergency contexts. But evidence also shows that national ministries, offices and agencies collect and share data on children on the move on a limited and often ad hoc basis. In some cases, the lack of resources or analytical capacities hampers timely analysis of the data, even where such data exist. The project will be conducted in close collaboration with five selected countries.

The proposed programmes on improving data capacities seek to support member States in measuring progress towards the goals and commitments of the Global Compact for Migration, the Global Compact on Refugees, as well as SDG targets.

Forecasting and data innovation: Scenario-building and big data

The exponential growth in the use of digital devices and Internet services around the world mean that vast amounts of data that could offer relevant insights into human mobility are generated in real time and at little cost. An increasing number of applications show the potential of using data from mobile phone calls and social media activity to analyse patterns of displacement and mobility that are currently hard to capture through traditional data sources (censuses, surveys and administrative records). Still, this vast potential remains largely untapped due to access, privacy and ethical issues.

To address some of these challenges and facilitate investments in this area, in June 2018, IOM's GMDAC and the European Commission's Knowledge Centre on Migration and Demography (KCMD) launched the Big Data for Migration Alliance (BD4M). The alliance is a network of individuals working in different sectors

Global data gaps

Good data on migration are essential for countries to effectively manage migration and ensure that migrants are not left behind. Yet significant data gaps exist on a variety of migration topics.

Data gaps can mean data that are



Not collected
or accessible



Incomplete



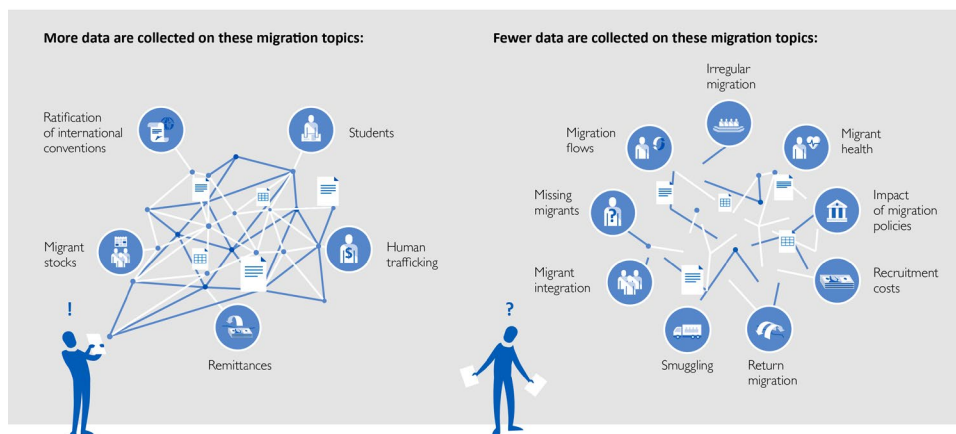
Scattered
across various
sources



Not
disaggregated



Not comparable
among countries



Source: Own elaboration based on Luczak, 2017; United Nations, 2016.

© IOM's GMDAC 2017 www.migrationdataportal.org

– research, government, business and civil society – who are interested in harnessing the potential of new data sources for public policy purposes. The BD4M aims to: (a) facilitate the development of new forms of partnerships between the private and the public sector for responsible sharing of data or analytical products; (b) foster dialogue between regulators, data producers and data users to tackle confidentiality, security and ethical concerns related to use of privately-held data; (c) bring together existing applications of new data sources in the field of migration and mobility to identify what works in which contexts; and (d) provide support for countries interested in exploring ways to make use of new data sources to understand migration and mobility.

A few initiatives within the framework of the BD4M are already underway, such as the creation of a repository of big data and migration applications, the publication of a paper on how Facebook data can help identify trends in migrant stocks and a joint initiative with the Governance Lab at New York University and the European Commission's KCMD to identify 10 key policy questions on migration. Funding is required to implement the wider programme of work of the alliance.

IOM's GMDAC has been involved in several other data innovation initiatives relating to migration forecasting, scenario development and migration potential. Currently, GMDAC is the lead partner on migration scenarios in a [European Union-wide research project](#). GMDAC is systematically reviewing the fast-growing academic

and grey literature in this field and translating emerging findings to policy audiences. GMDAC will also develop new migration scenarios for Europe. Previously, GMDAC has made substantial contributions to estimating global, regional and national migration potential based on unique survey data available for more than 150 countries. Ongoing work is focused on exploring the potential of survey data to predict actual migration flows. Lastly, GMDAC aims for the establishment of a Global Council of the Future of Migration, bringing together policymakers, practitioners and leading experts to track trends, release recommendations and exchange best practices on a regular basis. Advancing research on migration potential and establishing a Global Council of the Future of Migration will require additional funding.

Improving evidence-based programming through data collection and analysis: Impact evaluations and the Missing Migrants Project

IOM's GMDAC has successfully started a global programme on impact evaluations. Since 2018, GMDAC has piloted four rigorous impact evaluations of IOM information campaigns online and in Ethiopia, Guinea and Senegal. The programme is expanding its support to other IOM service areas, including reintegration support, social cohesion programmes, pre-departure programmes, integration programmes and health interventions. IOM's regional offices and country missions regularly request GMDAC's assistance on questions related to measuring impact of their programmes. To sustain the Impact Evaluation programme and scale up its support across thematic areas and regions, GMDAC requires additional funding.

IOM's Missing Migrants Project hosts the only existing database on migrant fatalities globally and has become a key reference for information on migrant deaths and disappearances. Since the project began in 2014, the deaths or disappearances of more than 32,000 men, women and children have been recorded during migration. Today, the project hosts the only existing database on migrant fatalities globally and has become a key reference for information on missing migrants. In order to address the lack of data on migrant deaths and disappearances, as identified by IOM staff and experts contributing to IOM's annual *Fatal Journeys* report, regional monitors will be stationed in each of IOM's regional offices. These monitors will expand and improve upon existing data sources and strengthen partnerships with relevant State and humanitarian agencies to improve Missing Migrants Project data.



Missing Migrants Project tracks incidents involving migrants, including refugees and asylum seekers, who have died or gone missing in the process of migration towards an international destination. Migrant fatalities were recorded worldwide in 2019.

Source: www.missingmigrants.iom.int/2019.

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

Leveraging IOM's displacement tracking matrix data to provide protection assistance

One of the five pillars of Protection in Humanitarian Action is data and research – the collection, analysis and use of primary or secondary protection related data, especially for programming purposes. In 2020, IOM will intensify the utilization of its existing Displacement Tracking Matrix (DTM) data for protection purposes by analysing it through a protection lens for use in programming, monitoring and evaluation. IOM will also jointly or independently engage in protection assessments, conduct protection related research and engage in analysis to inform its own operations, as well as those of partners. By employing a whole-of-government approach, IOM will engage with all relevant duty-bearers working to enhance their capacities to reduce protection risks faced by migrants, displaced persons and affected populations. Capacity-building and training thus form the second pillar of Protection in Humanitarian Action, consisting of theoretical and practical protection training, mentoring, coaching, on-the-job training for staff and external actors.



IOM cooperates with its Member States, intergovernmental organizations, civil society and private sector on a broad range of migration issues at global, regional, national and local levels. © IOM 2018/Muse MOHAMMED



PRINCIPLE 3

Developing strong partnerships

Global partnerships

Migration is the focus of various multi-stakeholder partnerships at the global level. These include global initiatives addressing migration and Inter-State Consultation Mechanisms on Migration (ISCMs).

ISCMs are State-led, non-binding, ongoing information-sharing and policy dialogues among those States with an interest in promoting cooperation in the field of migration. ISCMs can have a global focus and membership (global dialogues on migration), as well as interregional (interregional fora) or regional consultative processes on migration (RCPs).

In 2020, IOM will continue to promote, facilitate and support regional intraregional and global debate on migration, including through its support to regional, interregional and global consultative processes and dialogues (ISCMs), as well as the International Dialogue on Migration (IDM); and through the implementation and follow-up of the main global initiatives with a focus on migration, such as the Global Compact for Safe, Orderly and Regular Migration, the Global Compact on Refugees, the 2030 Agenda for Sustainable Development and others. Furthermore, IOM support to ISCMs will include engagement in migration data analysis, international migration law principles and on the Global Compact for Migration's implementation, follow-up and review. The newly developed *Essentials of Migration Management* modules will be tested with ISCMs.

Global processes on migration

Since 2005, IOM has been researching and facilitating information exchange among all ISCMs. It maintains an ISCMs web page⁶ and regularly hosts the global meeting of the chairs and secretariats of all regional, interregional and global consultative processes (GRCP) to foster synergies and mutual exchanges on various migration topics. Preparatory work for the Ninth Global Meeting of Inter-State Consultation Mechanisms on Migration (GRCP 9) planned for 2021 will start in 2020, building on the 2019 ISCM assessment on synergies among ISCMs' sustainability and the formulation of collective positions and approaches to current developments in migration governance.

⁶ See www.iom.int/inter-state-consultation-mechanisms-migration.

IOM will continue its support to global processes on migration: it is an observer to the main State-led global process on migration, the Global Forum on Migration and Development (GFMD), and hosts its Secretariat. In 2020, IOM stands ready to provide technical guidance to the GFMD Chair and Member States, contribute to GFMD papers and events (including the GFMD Summit) and facilitate synergies between the GFMD and other ISCMs (RCPs and interregional forums on migration (IRFs)).



IOM's 109th Council session held a number of keynote addresses and panel discussions on migration themes.
© IOM 2018/Muse MOHAMMED

International Dialogue on Migration

Twice per year, IOM holds the IDM, a global multi-stakeholder forum for connecting representatives of different sectors to promote an informal and genuine exchange of best practice experiences and perspectives on contemporary migration matters with a view to identifying practical solutions and fostering greater cooperation.

Building inclusive and effective partnerships is one of the pillars of the IDM since its inception, in acknowledgement of the fact that coordination between State and non-State actors at all levels – global, regional, national and local – is key to good migration governance. Participants at the IDM have reported that the dialogues allowed them to identify new partners and areas for collaboration.

In 2019, the IDM focused on youth and migration. Engaging with the youth is a priority for IOM, IDM 2019 being part of the Organization's Youth Action Plan, aligned with the UN Youth Strategy and the 2030 Agenda. The dialogue aims at gathering knowledge and expertise, facilitating evidence-based global awareness on youth and migration and encouraging collaboration and partnership between youth and key actors in migration and related policy areas. The first session of the year was held in New York on 28 February 2019 as part of the "migration week", which also involved the events organized by the president of the United Nations General Assembly and the United Nations Department of Economic and Social Affairs (UN DESA). It gathered ministers, youth delegates and other policymakers together with the president of the United Nations General Assembly, United Nations Secretary-General's Envoy on Youth and the first African Union Youth Envoy met to discuss the role of youth in determining the future of migration governance around the world. The second session was held on 15–16 October 2019 in Geneva. The expected outcome of the IDM 2019 discussions, captured in the IDM Red Book, will consist of good practices, lessons learned and recommendations that governments and other partners can employ in designing appropriate policies to manage youth migration and youth engagement in sustainable development strategies. The Red Book will be made available to all contributors and participants and beyond. IDM 2019 key learnings will be conveyed to the UN Envoy on Youth and contribute to the overall UN effort towards youth, migration and development issues.

In 2020, the IDM will continue to prioritize and promote international cooperation on a full range of migration issues and their link with relevant areas between all concerned actors. As such, according to its yearly practice, the IDM will provide a global and inclusive forum for discussions on topics that are timely and of interest for IOM's membership and beyond, for States, relevant actors in migration and related sectors and the global community of experts and stakeholders.

Regional and interregional partnerships

Interregional forums on migration

In 2020, IOM will continue to facilitate the work of various interregional consultative processes and forums by providing technical expertise and policy guidance, including guidance on agenda formulation, presentations at ISCM events, ISCM meeting

organization, facilitation of synergies among ISCMs and other regional partners; targeted projects in support of individual ICSMs, analysis, research and publications. It will continue acting as technical secretariat for the following IRFs: (a) Bali Process; (b) Ibero-American Network of Migration Authorities; and (c) Pan-African Forum on Migration. It will continue to administratively host the Intergovernmental Consultations on Migration, Asylum and Refugees (IGC) Secretariat.



The Eighth Global Meeting of Inter-State Consultation Mechanisms on Migration (GRCP 8).
© IOM 2019/Alina HOVHANNISYAN

Regional consultative processes on migration

RCPs on migration are State-led, ongoing, regional information-sharing and policy dialogues dedicated to discussing specific migration issue(s) in a cooperative manner among States from an agreed (usually geographical) region, and may either be officially associated with formal regional institutions, or be informal and non-binding. In 2020, IOM will continue acting as technical secretariat for the following RCPs: (a) African Union–Horn of Africa Initiative on Human Trafficking and Smuggling of Migrants (AU HoAI); (b) Almaty Process on Refugee Protection and International Migration; (c) Caribbean Migration Consultations (CMC); (d) Central American

Commission of Migration Directors (OCAM); (e) Eastern Partnership Panel on Migration, Mobility and Integrated Border Management; (f) Migration Dialogue for Southern Africa (MIDSA); (g) Regional Consultative Process on Overseas Employment and Contractual Labour for Countries of Origin in Asia (Colombo Process) (h) South American Conference on Migration (SACM) or Lima Process. IOM will continue to administratively host the Regional Conference on Migration (RCM) Secretariat and support the Colombo Process Secretariat, piloting operational initiatives and hosting regular meetings of the Expert Group among the Colombo Process member States' Permanent Missions in Geneva.

Intergovernmental organizations including the UN

Intergovernmental organizations (IGOs) are comprised of a membership of sovereign States and usually established based on a treaty or charter that sets out the scope and parameters of their functions. IGOs, both those in the UN System and non-UN entities, are important players in migration governance. IOM partners with a wide array of IGOs in various migration-related initiatives. There are 77 IGOs (including 33 from the UN system) that hold observer status in the IOM Council. IOM has global-level and project-related agreement with numerous IGOs; partnership also takes the form of exchange of information and data, joint advocacy, public awareness, capacity-building, publications and others.

In 2020, IOM will further strengthen operational partnerships in the field and seek out new and innovative collaborations with different sectors. IOM is currently undertaking in-depth reviews of the strengths and weaknesses in collaboration with key UN and non-UN partners, which also include the civil society, the private sector, local and regional government and the media. The thematic coverage of these partnership agreements (often memorandums of understanding) is broad, including cooperation across the three UN pillars – human rights, development and peace and security.

In addition, the UN Migration Network, for which IOM has been the coordinator and Secretariat since 2018, will provide a unique opportunity for IOM to further consolidate strong partnerships across the UN system.



IOM and UNHCR staff assist beneficiaries arriving in Brazil from El Salvador and Honduras.
© IOM 2019/Caroline FIGUEIRA FERRAZ

United Nations Development Assistance Frameworks

IOM will further its effort to support the implementation of the UN Development System reforms, and it is among the 10 largest contributors to the UN cost-sharing mechanism for the Resident Coordinator system. As a member of all UN Country Teams, at the regional level, the Organization will continue to participate in the six regional teams of the United Nations Sustainable Development Group (UNSDG), for one of which it currently serves as chair. At the global level, IOM regularly participates in the meetings of the Chief Executives Board for Coordination, the UNSDG meetings and the Joint Steering Committee to Advance Humanitarian and Development Collaboration. Through its participation in the results groups, IOM expects to share good practices gathered from its operational presence and programme work in the field with other UN entities for a mutually fruitful exchange. The Organization will strengthen its ability in the field and at Headquarters to apply specialized expertise on integrating migration-related development outcomes in UN strategy documents, such as the UN Sustainable Development Cooperation Framework. In addition, IOM staff need to strengthen their presence in inter-agency task forces and enhance their skills to support regional and country offices in articulating how their work contributes to the implementation of the Sustainable Development Goals (SDGs), as well as the Global Compact for Migration.

UN cooperation

In 2020, IOM will continue to work towards safe, orderly and dignified migration. IOM will continue to be operationally effective across the globe, capable of responding quickly to the needs of migrants, and the governments that host them, in pursuance of safe, regular and orderly migration through the objectives and principles of the Migration Governance Framework (MiGOF). IOM will be present on the ground and work closely with other UN agencies and partners to deliver key commitments of the next decade as part of the ongoing UN reform.

Furthermore, as a member of the United Nations Evaluation Group (UNEG), IOM continues to work closely with evaluation counterparts in other UN agencies. The Organization is committed to conducting joint evaluations to maximize interagency efforts and improve results.

National and local governments

While it is at the national level that policymaking on migration governance tends to take place, a national-only approach fails to consider that it is at the community level where the development impact of migration is most profoundly felt. Indeed, migrants tend to migrate from the same territory in the country of origin to the same territory in the country of destination, creating very unique migratory dynamics even within one country. It is therefore also just as important to continue to support Member States in mapping and studying how migration affects development and vice versa at the community level to mainstream migration into community development plans for a more cohesive society. For example, this means supporting the development of local migration profiles and community mapping exercises to facilitate this. In addition, IOM will continue to support its Member States in strengthening the capacities of their community leaders and subnational authorities to reduce economic, social and environmental challenges that migrants face to promote a more inclusive human development. This includes providing and delivering training tools and training sessions and setting up community-based protection mechanisms that are inclusive of migrants, as well as supporting local–national coordination whereby local and regional authorities can feed their expertise and knowledge into national policymaking for more responsive and pertinent national policies that can, in turn, be successfully implemented at the local level.

IOM BRINGS CULTURAL LEADERS TO PEACEBUILDING TALKS IN ETHIOPIA

Aba Gedas are highly respected “cultural leaders” in the Oromia region and Gedeo zone in Ethiopia. On 24 August 2019, IOM brought them together with officials from the country’s Gedeo and West Guji zones for a discussion on statutory peacebuilding. The talks focused on how future conflicts could be prevented, improving social cohesion in Gedeo–West Guji and familiarizing community actors with components of statutory peacebuilding.

IOM also believes in a participatory approach whereby migrants and diaspora can participate in community development with other members. IOM will maintain its support for Member States to facilitate migrant and diaspora participation in development processes. This can take the form of technical assistance to support diaspora and migrant communities’ associations, organize, collectively bargain and advocate for their rights and support governments to set up platforms for consultation and community participation. IOM also promotes a whole-of-society approach, ensuring that any services or projects consider and include the entire community and not only migrants and their families, thus avoiding potential tensions and ensuring that efforts benefit everyone. Examples include establishing community-based associations to facilitate the pooling of migrant remittances for local community development projects, and matching migrants’ remittances with international funds to develop small-scale businesses.

IOM has also been a long-standing partner behind the yearly Global Mayoral Forum on Human Mobility, Migration and Development. This forum is a city-led dialogue on migration and development, supported by local, regional and international partners. It provides an incubating space where local leaders can build partnerships and share knowledge and inventive solutions for governing migration, protecting rights and promoting inclusive urban economic growth. Thanks to a continued rapprochement between this forum and the State-led GFMD, a mayors’ mechanism has now been established as an official part of the GFMD, supported by IOM, the Mayors Migration Council and United Cities and Local Governments. This will serve to ensure local and regional authorities’ active participation in the GFMD, fostering vertical coordination and coherence. IOM will continue to support the mayoral forum and the mechanism to ensure local and regional authorities are recognized as key partners in migration governance and given a voice in national- and global-level dialogues.

Civil society

IOM refers to civil society as the range of formal and informal organizations and actors in society that advance a collective interest and are distinct from the public and corporate sectors. IOM's civil society partners include

In 2018, **85 per cent** of IOM's offices engaged with civil society actors.

the following: (a) non-governmental organizations (NGOs), with an organized structure or activity, commonly registered entities, including local and international NGOs, regional or thematic NGO networks, diaspora communities or groups; (b) faith-based organizations; (c) trade unions and professional associations; (d) the International Red Cross and Red Crescent Movement; (e) researchers, including academia, think tanks, independent researchers and research institutions; (f) media, including diaspora media; (g) philanthropic foundations and funds; and (h) emerging actors of civil society (such as online groups and social media communities).

IOM forges partnerships with thousands of organizations across the globe, including NGO consortia, through joint projects. In addition to direct project implementation arrangements, over the years and in many countries, IOM also engages with civil society on policy dialogue, programmatic and thematic consultations, research and capacity-building; civil society organizations represent half of all observers to the IOM Council. Information-sharing sessions are organized at IOM Headquarters with virtual participation from civil society representatives across the globe; separate civil society consultations on migration governance and humanitarian matters are also held annually either in Geneva or at field level.

In 2019, IOM undertook an assessment of its engagement with civil society in streamlining modalities of work in order to pursue cost-efficient, effective and sustainable partnerships.

In 2020, IOM plans to build on the 2019 assessment and develop an institutional approach to engagement with an ever-growing civil society sector that builds on common experiences and also facilitates exchanges, due diligence approaches and reporting, with the overall aim of supporting strategic, meaningful, principled and sustainable engagement. IOM will continue to hold regular information exchanges with civil society representatives globally and separate annual consultations on humanitarian programming and migration governance, while also building regional and country offices' capacities to replicate such dialogues. As a means to systematically manage relationships with civil society stakeholders across the globe, IOM plans to develop an online management solution for streamlining workflows among all its offices and at the Headquarters to improve and facilitate internal processes, including vetting and selection criteria for partnerships, information-sharing and enhanced communication with stakeholders.

Upholding the protection principles through partnership and coordination

In line with IOM's Humanitarian Policy – Principles for Humanitarian Action – IOM will continue to forge and ensure partnerships and coordination while carrying out protection activities as part of humanitarian action. This entails IOM's acknowledgement of the complementarity of roles and responsibilities among humanitarian actors in the following: (a) contribution to protection outcomes; (b) identification and use of all available tools to effectively protect those affected in humanitarian settings; and (c) recognition of the role and contribution of other relevant actors, such as peacekeeping and political missions and development actors to achieve protection goals and develop durable solutions.

Effective migration governance requires partnerships to broaden the understanding of migration and develop comprehensive and effective approaches.

IOM works with 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.

In 2020, IOM will continue engaging with a wide range of partners – national and local governments, intergovernmental organizations, civil society and migrants, ISCMs on migration, political and economic unions, parliamentary unions and others – for improving policy coherence and cooperative approaches on migration management and pursuing good migration governance to assist in the search for practical solutions to migration problems and provide humanitarian assistance to migrants in need, including refugees and internally displaced persons.

Partnerships with diaspora and transnational communities

IOM and partners have been active in facilitating diaspora engagement for many years, through the following: (a) convening regional and global fora, such as the 2013 Ministerial Conference or 2018 Council of Europe Parliamentary Network Workshop in Geneva; (b) developing common tools and methodologies, such as the Handbook on Diaspora Engagement, IOM's overarching framework, 3E – enable, engage and empower; and (c) implementing concrete initiatives in specific countries and regions. The modern era of digitalization creates new opportunities and modalities for a more efficient and effective diaspora engagement, enabling larger scope and impact, easier scaling-up and stronger sustainability.

IOM has started embracing new opportunities created by the Fourth Industrial Revolution by piloting novel forms of collaboration with diaspora communities at national, regional and global levels, as well as collecting relevant data and monitoring impact. One such unique initiative aimed at global-level knowledge consolidation and collaboration is an online platform, IDiaspora.org, that was officially launched in October 2018.

iDIASPORA

is a global engagement and knowledge exchange hub for diaspora communities and those looking to engage with them. It provides comprehensive, regularly updated data and analysis relevant to diaspora communities, policymakers and NGO actors, and showcases successful diaspora actions and partnerships.

IOM will continue working to support the development of the IDiaspora.org platform, which will help contribute to the empowerment of transnational communities of all genders, governments and development cooperation partners in becoming more effective in their partnership on development in the era of digitalization. Specifically, in the true spirit of partnership, the work will focus on facilitating several outcomes: first, IOM Member States, partner governments and international actors will leverage digitalized resources to inform evidence-based policy, programme development and implementation on diaspora engagement. Second, men and women of transnational communities and their organizations will start to effectively utilize information technology and digitalized resources to mobilize themselves as development actors in their communities of origin and destination.

PROMOTION OF DIASPORA CONTRIBUTIONS

The Programme 3x1 (“Programa 3x1 para migrantes”) aims to encourage Mexican migrants living abroad to contribute to the development of social infrastructure in their hometown communities. The programme provides a useful tool for federal, State and municipal governments to channel collective remittances towards social development projects that benefit migrant communities with high levels of poverty or marginalization. Contributions sent by migrants through hometown associations to finance local development projects is multiplied by three by the federal, State and municipal governments. It also aims to strengthen civil society–government partnership and reinforce Mexican communities’ networks abroad with their hometowns.

Private sector and innovation

Over the past decade, migration-related challenges have grown increasingly complex and far exceed the capacity of traditional actors, such as official development aid providers. It is nearly impossible to make migration work for all without governments, UN agencies, civil society organizations and the private sector coming together. IOM recognizes businesses and foundations as both partners and important stakeholders that offer unique skills, knowledge and expertise in tackling today's pressing migration challenges, and therefore, seeks to develop long-term transformative partnerships with the private sector to improve the lives of communities worldwide.

In order to further strengthen institutional capacity in effectively engaging the private sector in IOM's operations, in 2020, IOM will support activities with the potential of making the greatest impact possible in innovation and resource mobilization vis-à-vis economic, social and political dimensions of development worldwide.

Fundraising campaigns in collaboration with the private sector, the United States of America for IOM and IOM's regional and country offices will be continued. Through an integrated communications campaign using both traditional and social media, IOM will design and publish compelling, high-quality and empowering audiovisual content, focusing on the resilience, endurance and strength of IOM's beneficiaries. Additionally, IOM will continue to organize face-to-face trainings for IOM staff members in regional and country offices to enable participants to the following: (a) further strengthen partnerships at the country level; (b) exchange of good practices; (c) address knowledge gaps; and (d) increase the effectiveness of existing efforts in private sector partnership-building.

IOM will be supporting country offices in organizing round-table meetings that will seek to identify and develop strategic partnerships with the private sector. These events will bring together private sector actors that already contribute or have the potential to contribute to IOM initiatives. Complementarily, IOM will organize study tours for the private sector to help the latter gain first-hand knowledge, and understand the ways in which and to what extent IOM brings effective solutions to key migration challenges in humanitarian contexts, how the Organization protects and assists people in vulnerable situations, how it contributes to the achievement of the SDGs and the objectives of the Global Compact for Migration, among others, and thus would play particularly an important role in facilitating identification of concrete areas of cooperation with the private sector.

Recognizing the need to be more coordinated in engagement and outreach to the private sector and civil society stakeholders, in 2020, IOM will facilitate the development of a knowledge management tool, the customer relationship management (CRM) system. The CRM will assist IOM in the streamlining of key partnership related processes and coordination and tracking of engagements with external partners.

Lastly, IOM will lead the development of IOM's second Private Sector Partnerships Strategy 2021–2025 in line with the IOM Strategic Vision and IOM Strategic Landscape, building on the results achieved and lessons learned during the implementation of the first strategy implemented in 2016–2020.



When used in the right context and coupled with appropriate programming, cash-based interventions (CBI) constitute an effective and efficient response option that empowers affected individuals and communities and contributes to restoring local economies. © IOM 2019/Julie BATULA



IOM conducted an assessment of the communities in Carteret Islands to know how their lives are being affected by climate change and how well they are adapting to the changing landscape.
© IOM 2016/Muse MOHAMMED



OBJECTIVE 1

Advancing the socioeconomic well-being of migrants and society

Safe and regular labour mobility

Bilateral labour migration agreements: Fine-tuning the corridor assessment methodology

Bilateral labour migration agreements (BLMAs) are means for governments to enhance safe and regular labour migration pathways. When well-negotiated, developed and implemented, such agreements make a significant contribution, as labour mobility starts bringing triple wins to origin and destination communities, as well as migrant workers and members of their families. Different types of BLMAs have different formats, focus and levels of flexibility. Depending on the context and characteristics of labour migration and labour market situation, governments are increasingly seeking support from the international community to help analyse different types of BLMAs, extract lessons learned and identify scalable and effective solutions. In 2018, the International Organization for Migration (IOM) and International Labour Organization (ILO) conducted a stocktaking study, carried out two corridor assessments and developed a tool for BLMAs elaboration, implementation, monitoring and evaluation for these specific corridors.

In 2020, IOM – in cooperation with ILO and other partners – will continue working with BLMAs in different labour migration corridors, fine-tuning the tool through its application and testing, further developing the corridor assessment methodology and supporting governments in developing a holistic approach towards international cooperation and the BLMAs, specifically to protect migrant workers and foster growth and development in countries of origin and destination.

Addressing informality aspects of labour markets with high presence of migrant workers

Labour mobility has a strong development potential when it is well managed and happens through safe and regular pathways. However, very often, migrants end up working in the informal economy with no protection and in high risk of forced labour, particularly among women migrant workers.

Some sectors of the economy are particularly prone to informality or poorly regulated work. In particular, this concerns jobs in family enterprises, casual wage labour, agricultural work, construction work, street vending or domestic work. When employed in the informal sectors of the economy, migrant workers remain outside protection mechanisms, finding themselves, particularly migrant women, in a heightened position of vulnerability and dependency.

IOM, in partnership with other agencies, plans to support governments in raising further global awareness to the intersection between labour migration and informality, specifically by conducting research into the subject, carrying capacity-building on ways to develop regular labour migration pathways, as well as identifying concrete measures that could be implemented to help transition from informal relationship between employers and migrant workers towards more formal arrangements. This will help ensure the protection of migrant workers and secure the positive impact of migration on labour markets in countries of destination, as well as the development in the countries of origin.



Vendor at an informal market in the Central African Republic. © IOM 2017/Amanda MARTINEZ NERO

Promoting socioeconomic and cultural inclusion of migrants

Joint Global Initiative on Diversity, Integration and Social Cohesion

The Joint Global Initiative on Diversity, Integration and Social Cohesion (DISC) is a flexible, demand-led policy and capacity-building programme that supports IOM Member States, civil society and other relevant partners with the development, implementation and evaluation of strategies and programmes aimed at promoting migrants' full inclusion and social cohesion. The initiative aims to foster a comprehensive and whole-of-society approach to inclusion and social cohesion, strengthen capacities of key actors at the national and local levels and promote an evidence-based narrative on diversity, migrant inclusion and social cohesion.

As part of the initial phase of operationalizing the DISC initiative, IOM has developed an operational framework and a set of tools to foster a coherent and whole-of-society approach to inclusion and social cohesion, anchored not only to the priorities of migrants but also to those of receiving communities.

IOM is counting on the support of its Member States and other development cooperation partners to kick-start the next phase of the DISC Initiative in 2020. This includes translating the framework into concrete programmatic interventions and guidance materials to enhance the technical capacity of IOM Member States and other relevant actors in developing their own activities, evaluating their impact and forging strategic partnerships on migrant inclusion and social cohesion.

Migrants can contribute positively to the development of communities back at home or in countries of residence, provided their skills, capabilities and entrepreneurial spirit are given sufficient support and recognition. The Global Compact for Safe, Orderly and Regular Migration, New York Declaration for Refugees and Migrants and the United Nations Sustainable Development Goals support the socioeconomic integration of vulnerable groups including migrants, through self-employment and entrepreneurship. Responding to this need, IOM, the United Nations Conference on Trade and Development (UNCTAD) and United Nations High Commissioner for Refugees (UNHCR) launched the *Policy Guide on Entrepreneurship for Migrants and Refugees* in November 2018, which draws on their respective technical expertise and practical experience. This guide argues that entrepreneurship can be an effective way to include migrants and refugees in local economies and enhance their contributions to countries of origin by sharing their knowledge and entrepreneurial spirit, creating new market opportunities, leveraging cross-border networks and generating employment. Policies and programmes play an important role in supporting entrepreneurial activity by (and for) refugees and migrants and in addressing the barriers they face to engaging in economic activity.

The guide is a first step in this broad UN partnership. In 2019 and 2020, IOM (Headquarters and country offices), UNHCR and UNCTAD will work collaboratively to roll out the *Policy Guide on Entrepreneurship for Migrants and Refugees* in individual countries and regions. Specific activities will include the following: (a) raising awareness of the policy guide findings among stakeholders, as well as Member States consisting of both sending and receiving countries through a series of country workshops (a list of 14 countries have already been drawn up, and the first national roll-out happened in Brazil in August 2019); (b) developing and pilot testing of a joint assessment methodology that governments and IOM offices can use to identify the national-level policy environment, specific beneficiaries, actions and potential linkages between sending and receiving countries; and (c) launching a joint UN global initiative; the first step to this will be the development of a cross-agency concept note on the basis of which funds can be raised.

Within IOM, the entrepreneurship activities in 2020 will be monitored and implemented through IOM Headquarters (Department of Migration Management and Department of Operations and Emergencies) and the Entrepreneurship Community of Practice, which is based in the Regional Office in Vienna. The initiative will strengthen IOM's work across UN agencies, as well as across and within IOM.



Access to school aids social inclusion of migrants and refugees. © IOM 2017/Reuben LIM

Improving financial and economic well-being of migrants and members of their families

Further advancement of the International Recruitment Integrity System

The international mobility of workers often involves labour recruiters who play an important role in matching skills and competencies of jobseekers with employment opportunities abroad. When labour recruiters operate transparently and ethically, they minimize skills mismatches and facilitate safe labour mobility. However, unethical recruitment practices expose migrant workers to poor working conditions, abuse and exploitation and, in the extreme, to forced labour and human trafficking.

In 2020, IOM will continue to advance work on the International Recruitment Integrity System (IRIS), a global programme designed to promote ethical recruitment as a core reference and business model of labour recruiters, employers and policymakers alike. IRIS creates an enabling environment for ethical recruitment by establishing a multi-stakeholder standard that defines good practice, raising awareness and developing capacity across key stakeholders, monitoring international recruitment practices and establishing a voluntary certification scheme for international recruiters, supported by effective due diligence, grievance and redress mechanisms. In full synergy with existing norms and standards developed by ILO and other international partners, IRIS brings together governments, civil society, the labour movement, employers, global brands and recruiters to establish ethical recruitment as the norm across the industry. This includes shifting the cost of recruitment from the worker to the employer, promoting greater transparency within the recruitment process and ensuring the rights of migrant workers are protected. In implementing IRIS, IOM promotes the following: (a) advocacy and awareness-raising with all stakeholders involved in the labour migration process; (b) training and individual mentoring for labour recruiters interested in pursuing IRIS certification; (c) targeted training for employers and companies in identifying ethical labour recruiters and aligning their business practices to the IRIS standard; (d) training for policymakers and regulators on ethical recruitment; and (e) development of global tools and resources to assist stakeholders in their own areas of engagement.

FIRST GLOBAL CONFERENCE ON THE REGULATION OF INTERNATIONAL RECRUITMENT AND PROTECTION OF MIGRANT WORKERS

In June 2019, IOM co-hosted the first-ever global conference on the regulation of international recruitment and protection of migrant workers, in partnership with the Government of Canada, the Swiss Agency for Development and Cooperation, the United States' Department of State and the Province of Quebec.

The conference brought together 100 participants from more than 30 countries around the world for two days to examine challenges, opportunities and good practices in improving regulation and enforcement related to cross-border labour recruitment. Senior policymakers, leading experts and practitioners representing the ministries of labour, foreign affairs and immigration led a global dialogue to co-create clear, practical guidance to better monitor the private recruitment industry and protect migrant workers throughout recruitment, deployment and employment.

Tackling human trafficking, migrant exploitation and abuse

IOM will continue to support governments and other stakeholders to address human trafficking. This includes the following: (a) providing support to strengthen policies and procedures in facilitating the identification, referral, protection and assistance of trafficked persons; (b) improvements to anti-trafficking legislation and their implementation; and (c) advisory services for businesses to eliminate exploitation from their operations and supply chains. Through information campaigns and outreach, IOM will also continue to equip vulnerable populations with the information they need to migrate safely and access assistance when necessary, while addressing vulnerability factors through programming at the individual, household, community and structural levels. Finally, IOM will continue to provide protection and assistance to victims of trafficking including safe accommodation, medical and psychosocial support, and assisted voluntary return and reintegration.

Protection and assistance to migrants vulnerable to violence, exploitation and abuse

IOM has developed a determinants of migrant vulnerability model, an innovative tool to holistically assess migrants' vulnerabilities and capabilities. This approach looks beyond the individual migrant, analysing factors at the household/family, community and structural levels that contribute to vulnerability or to resilience, mitigate

vulnerability, reduce harm and inform comprehensive and sustainable solutions. It offers a standard methodology for identifying migrants vulnerable to (or who have experienced) violence, exploitation or abuse and provides guidelines, standards and tools for providing them with appropriate case management, protection and assistance services. In 2020, IOM aims to expand and roll out the new *IOM Handbook on Protection and Assistance for Migrants Vulnerable to Violence, Exploitation and Abuse* by providing capacity development and technical assistance to governments and civil society partners with the aim of reducing unsafe migration, mitigating migrant vulnerability and improving their protection and assistance responses to vulnerable migrants.

Vulnerability profiling methodology

IOM has developed a Determinants of Migrant Vulnerability model, an innovative tool to holistically assess migrants' vulnerabilities and capabilities. This approach looks beyond the individual migrant and analyses factors at the household/family, community and structural levels that contribute to vulnerability or to resilience, mitigate vulnerability, reduce harm and inform comprehensive and sustainable solutions. It offers a standard methodology for identifying migrants vulnerable to (or who have experienced) violence, exploitation or abuse and provides guidelines, standards, and tools for providing them with appropriate case management, protection, and assistance services. In 2020, IOM will focus on lessons learned from the IOM publication, *Migration Profiles: Making the Most of the Process*, which offers practical guidance on how to initiate, implement and follow-up on the migration profiling processes. Using lessons learned, a follow-up publication will be released for conducting national vulnerability profiling exercises.

Strengthening government capacity for mobilizing the private sector to protect and assist migrants vulnerable to exploitation and abuse

Migrant workers in the private economy continue to be abused, exploited and even trafficked. The vital role played by the private sector in protecting and assisting victims of abuse and exploitation is unexplored and poorly misunderstood among government and private companies. In order to address this challenge, IOM proposes to build upon the *Remediation Guidelines for Victims of Exploitation in Extended Mineral Supply Chains* (launched in 2018) and encourage uptake and application of the guidelines, and further develop models of cooperation between governments, companies and service providers to ensure that victims are protected and assisted. The forthcoming accompanying *Handbook on Protection and Assistance to Migrants Vulnerable to Violence, Exploitation and Abuse*, and the guidelines and standards set forth within, will be key tools for governments as they work towards the implementation of the Global Compact for Migration. IOM will provide governments with a full suite of tools to operationalize the determinants of vulnerability frameworks and implement appropriate and sustainable solutions for vulnerable migrants.



As victims of exploitation and abuse, Sundari and nine other women received direct assistance from IOM.
© IOM 2017/Muse MOHAMMED

Migration and health

Health promotion and assistance for migrants ensures the provision of and access to equitable health services for migrants and mobile populations. In 2020, IOM will continue to support governments in managing migration health through research and data management to develop and implement evidence-based advocacy and safe migration-related health policies and programmes, advancing the socioeconomic well-being of migrants and society.

IOM will expand its programme through a comprehensive approach, integrating capacity-building activities with migration-related data managing, community-based surveillance and health system strengthening towards migrant-friendly and mobility competent health systems.

IOM will continue to provide support by developing the capacity of partners from the health and non-health, public and private sectors, as well as migrants and host communities themselves, which ensures sustained delivery of comprehensive, quality health and social services throughout the migration cycle.

Strengthening migration health governance is aligned with governments' commitments under the following: (a) newly adopted Global Action Plan for Promoting the Health of Migrants and Refugees by the World Health Organization (WHO); (b) health-related objectives of the Global Compact for Migration; (c) Sustainable Development Goals, including Target 3.8 on achieving universal health coverage; and (d) existing regional policy frameworks addressing health and population mobility. IOM is committed to providing technical support for Member States and partners to develop capacities and improve migration health governance.

IOM will continue to support States in fulfilment of health-related commitments in the Global Compact for Migration and the WHO Global Action Plan for Promoting the Health of Migrants and Refugees and expand its programming for promoting inclusion of migrants in health financing to alleviate financial barriers that contribute to inequitable access to health care. Governments and health actors are increasingly recognizing the need for concerted, comprehensive and multisector approaches to migration and health. IOM will continue to support States in strengthening national health financing policies for including migrants in financial protection schemes to move further towards their inclusion in universal health coverage policies.



IOM conducting malaria testing in Myanmar. © IOM 2018/Muse MOHAMMED

Migration, environment and climate change

Environmental and climate change factors play a significant role in shaping human mobility, with sudden-onset disasters and slow-onset processes leading to different migratory outcomes. IOM's vision is to support Member States and migrants with practical solutions in addressing the complex challenges posed by environmental degradation and climate change in terms of human mobility and delivering enhanced benefits to migrants and vulnerable communities. Since the establishment of the Migration, Environment and Climate Change Division in 2015, IOM continues to develop activities with a focus on the following: (a) strengthening the evidence base; (b) building governmental capacities; (c) promoting policy dialogue; and (d) exchanging good practices to address human mobility challenges associated with climate and environmental change.

IOM will continue to engage and contribute to key global policy process and promote the link between human mobility and environmental change, including climate change. In particular, IOM will support States in implementing the recommendations of the Task Force on Displacement under the United Nations Framework Convention on Climate Change, which was adopted at the Twenty-fourth Conference of the Parties in 2018. This includes enhancing research and data collection to better understand human mobility-related adverse impacts of climate change policymaking, considering formulation of related laws, policies and strategies, and to facilitate orderly, safe, regular and responsible migration as appropriate in accordance with national laws and policies in the context of climate change, among others. Such endeavours will be implemented through partnerships, and IOM will continue to support State-led efforts to address human mobility challenges associated with climate change and disasters, such as the work of the Platform on Disaster Displacement (PDD).



To contribute in strengthening knowledge and evidence on this topic, IOM will work on consolidating its methodologies, capacities and expertise across its different departments and offices involved in data collection and research on mobility in the context of climate change and disasters. As co-chair of the Data and Knowledge Working Group of the PDD, IOM will also support efforts at the global level to strengthen data collection, information systems and scientific dialogue, in particular in relation to slow-onset events and processes. In terms of pragmatic solutions, positive opportunities to support and protect migrants and communities will be sought, such as investing in environmentally sustainable activities or harnessing the contributions of migrants and diasporas to climate change adaptation.

As a result of the Global Compact for Migration, which clearly identifies slow-onset environmental degradation and climate change as one of the drivers of migration, IOM will strengthen and expand on its capacity-building programme, based on the *Migration, Environment and Climate Change: Training Manual (Facilitator's Guide)* (2016), the *Atlas of Environmental Migration* and new evidence gathered through IOM projects around the globe. IOM has implemented capacity development workshops for policymakers at regional and national levels that benefited 58 countries and

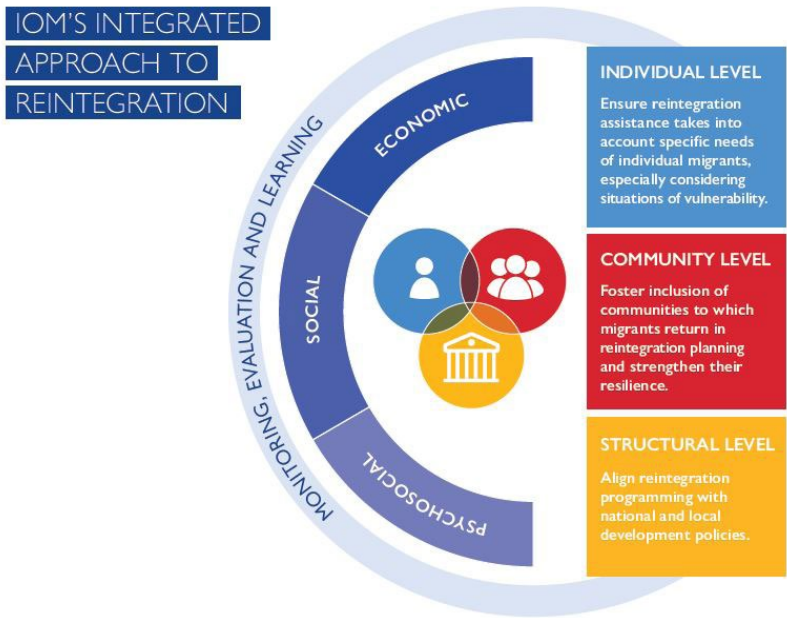
about 500 policymakers since 2013 to support States to identify, develop and strengthen solutions for people migrating in the context of environmental change, as well as promote policy coherence at national and regional levels. Furthermore, IOM will continue to implement regional and national training workshops at the request of Member States, as well as develop internal capacities to strengthen such efforts globally.

Return and reintegration

The number of migrants assisted by IOM to return voluntarily and reintegrate in their countries of origin has grown, not only in volumes but also in terms of vulnerabilities requiring specific and tailored responses. In 2020, IOM will continue its work in providing assistance to migrants who wish to return voluntarily, as well as to States through capacity-building.

Strengthening capacity and evidence base to promote an integrated approach to reintegration in the context of return

Based on IOM’s “integrated approach to reintegration”, a reintegration handbook is being developed, including a related training curriculum aimed at providing practical guidance on the design, implementation and monitoring of reintegration assistance for IOM staff, policymakers and other reintegration practitioners globally. In 2020,



IOM will roll out the reintegration handbook curriculum through trainings in selected countries, targeting key governmental and civil society organization stakeholders involved in the reintegration of returnees. IOM advocates for the adoption of holistic reintegration policies that respond to the economic, social and psychosocial needs of returning migrants, while also benefiting communities of origin and addressing structural challenges to reintegration.

Protection of migrant children

IOM responds to the needs of child migrants as a mainstreamed issue, within other overall approaches, including through its assisted voluntary return and reintegration programmes. However, the scale of the issue now demands specialized and devoted attention. In 2020, IOM will focus on collecting best practices and developing guidance in the field of sustainable solutions for children, with focus on reintegration and application of the best interest principle in all decisions regarding migrant children.

Knowledge management

IOM will contribute to the strengthening of evidence-based policies and programmes in the field of return and reintegration, through the roll-out of standardized tools and indicators developed by the Knowledge Management Hub (KMH) under the European Union-funded Pilot Action on Voluntary Return and Sustainable Community-Based Reintegration in Southern Africa. The knowledge gained will be further disseminated through the KMH online platform and workshops, fostering thus a community of practice on reintegration. The KMH plays a crucial role in the implementation of European Union–IOM actions addressing migrant protection and sustainable reintegration in Africa, Asia and the Middle East, funded by the European Union Emergency Trust Fund for Africa and the Development Cooperation Instrument by providing thematic expertise, development and cross-regional harmonization of procedures and monitoring and evaluation frameworks, and contributing to the improvement of existing data collection and management tools. Given this role, it is of utmost importance that the KMH can continue to provide this support and ensure its sustainability in 2020.

Monitoring and evaluation

In order to monitor and evaluate returnees' progress in and across these economic, social and psychosocial dimensions, new tools have been developed, encompassing a set of indicators and a scoring system to measure sustainability.⁷ In parallel, IOM will continue to roll out its institutional tools to monitor and evaluate sustainable reintegration, as well as analyse the collected data and information to contribute to evidence-based programming and policies. There is a need to continue and expand beyond the European Union–IOM Joint Initiative to countries not covered by the projects to ensure that IOM can continue providing reliable data for evidence-based programming across all countries where reintegration projects are being implemented.

⁷ These tools can also be applied when reintegration takes place in the context of non-voluntary returns, for instance under IOM's Post-Arrival and Reintegration Assistance (PARA) programmes.



Throughout South America, Central America and the Caribbean, IOM is working closely with host governments and civil society to provide a coordinated and comprehensive approach to the needs of migrants. © IOM 2018/Daniela ROVINA



OBJECTIVE 2

Addressing the mobility dimensions
of crises

Operations and emergencies

Over the past decade, the International Organization for Migration (IOM) has emerged as one of the world's largest humanitarian actors, with large-scale relief operations under way in virtually every major humanitarian setting. IOM uses its extensive expertise and experience in this area both to provide support to States, as well as the individuals and communities affected by crisis, and to actively contribute to the efforts of the international community in identifying ways to more effectively address future humanitarian challenges related to natural hazards and conflicts.

Displacement tracking

Through ongoing enhancement and continued deployment of the Displacement Tracking Matrix (DTM) in a broad range of operational contexts, IOM aims to further strengthen methods and approaches for tracking and monitoring displacement and mobility. These efforts support continued operations in gathering and analysing data to disseminate critical multilayered information on the mobility, vulnerabilities and needs of displaced and mobile populations that enables decision makers and responders to provide these populations with better context-specific assistance, including contributing to transition and recovery processes and longer-term solutions. As DTM continues to innovate, expand and pursue partnerships in a variety of thematic and operational areas to enabling better assistance for displaced and mobile populations, four priority areas have been identified to guide development and ensure coherence among various work streams: (a) human mobility; (b) ethical data; (c) humanitarian and development link; and (d) knowledge and innovation.



IOM DTM staff with a Myanmar migrant at a bus stop near the Thai-Myanmar Friendship Bridge in Mae Sot, Thailand. © IOM 2017/Visarut SANKHAM

Water, sanitation and hygiene

In 2020, IOM will contribute to the enhancement of the water, sanitation and hygiene (WASH) inter-agency coordination and sectoral capacity and facilitate inter-cluster coordination for IOM WASH operations globally. Furthermore, for 2020, the Organization envisioned a more robust support team at core level (Headquarters) and the facilitation of specialized trainings for WASH staff to assist IOM missions in providing rapid and effective WASH responses. It is projected advancing in the development and fine-tuning of the global monitoring and evaluation framework, aiming to contribute to strengthening the institutional WASH knowledge management.

Shelter and non-food items

IOM aims to contribute to improving the quality of programming while maintaining the scale of operations in 2020. The primary focus will be on supporting field operations. Core activities for scale-up will be in relation to building the capacity of staff and partners in distribution and shelter/non-food items (NFI)/household items operations. Ongoing activities will be as follows: (a) providing support for staff from field operations to attend global learning and sharing fora; (b) enhancing housing, land and property (HLP) support; (c) expanding activities on compiling and disseminating tools, knowledge and case studies; (d) improving sectoral understanding; and (e) enhancing IOM's global shelter profile.



IOM promoting safe construction practices in the Federated States of Micronesia. © IOM 2017/Muse MOHAMMED

Logistics preparedness

Efforts are ongoing to enhance IOM logistics preparedness and the systems and predictability of NFI response. In 2020, IOM will continue with the incremental expansion of globally prepositioned stocks and support systems development, ensuring that at any given time, stock levels will allow for immediate deployment. Support with the above-mentioned efforts will also enable ongoing work on logistics preparedness, including further development of long-term agreements, consolidation of the logistics catalogue, development of common pipeline tools and expanded roll-out of the warehouse manual. The long-term goal is to lead to a largely self-sustaining global stock system.

Cash-based interventions

To develop IOM's internal capacity to deliver cash-based assistance where it is the best tool for programme delivery, the cash-based interventions (CBI) team will continue to work across departments and with external agencies to develop and roll out tools, standard operating procedures and methodologies to deliver on CBI at scale. The budget will support the development of the core CBI team, as well as agency-wide learning, knowledge-sharing, capacity development and associated resource management capacity through workshops, trainings and direct operations support.



Beneficiaries conducting cash-for-work (CFW) activities in the Central African Republic.
© IOM 2017/Amanda MARTINEZ NERO

Camp Coordination and Camp Management Global Team

The Camp Coordination and Camp Management (CCCM) Global Team is currently in the process of defining a minimum set of preparedness actions that will help to guide country missions in ensuring that they are “prepared” for potential and likely disasters inducing population displacement. The preparedness actions involve a variety of specific operational actions that IOM country offices, in conjunction with relevant government agencies, can implement at any given time and will assist both the mission and the government to improve their response to displacement crises. The preparedness actions are envisaged to be used as a checklist for country missions and partners, and also contain guidance on operations and subsequent budgetary considerations. Moving into 2020, the Global CCCM team is planning to finalize and operationalize the minimum preparedness actions by working with relevant country missions to implement necessary actions and thus improve their level of preparedness to displacement crises, and further feeding into sectoral guidance for global CCCM Cluster partners.

The Global CCCM Team is investigating ways in which camp management agencies can improve access for children affected by forced displacement to the variety of services available for them, with focus on ensuring the ability of children to access educational and recreational activities. IOM is seeking to strengthen collaboration with the Child Protection Area of Responsibility and the Education Cluster to understand specific barriers faced by children living in displacement sites and how camp management can be a proactive partner in alleviating some of those barriers at the operational level. Further to this, IOM would also aim to look at ways of improving their access to services available to them, including by creating a range of communication materials that can be easily modified and used in various camp and camp-like settings and are targeted specifically for children and reduce protection risks through targeted activities, such as site improvement and participation.

IOM’s humanitarian policy – Principles for Humanitarian Action

Through the implementation of the Principles for Humanitarian Action, IOM works to ensure that protection risks to which migrants, displaced persons and affected populations are exposed are reduced. In this regard, IOM’s programming will aim to reduce threats to and vulnerabilities of individuals and communities in humanitarian settings while striving to increase their capacities, as well as those of duty-bearers. In line with the well-established “protection egg” model,⁸ in 2020, IOM will start organizing and reporting on its protection activities in humanitarian settings, which will be responsive, remedial or environment building. These activities will address

⁸ See page 32 of https://interagencystandingcommittee.org/system/files/iasc_policy_on_protection_in_humanitarian_action.pdf.

or prevent the recurrence of violations, restore dignity or aim to establish or foster environments that are conducive for the respect of rights of migrants, displaced persons or affected populations respectively. Accordingly, IOM's activities will strive to facilitate access to protection knowledge, skills/competencies, products and services by both rights-holders and duty-bearers. Tangible results will include the following: (a) availability of protection-focused reports that contribute to the design and implementation of quality and accountable programming; (b) better protection case management skill; (c) increased ability to identify and mitigate protection risks; and (d) availability of protection-enhancing measures, such as easier access to protection assistance and services (such as psychosocial) by those in need.

Mixed migrations

IOM aims to strengthen its institutional capacity in improving the quality, predictability and accountability of humanitarian and longer-term responses to mixed flow crisis situations. This will be achieved by building IOM's strategic vision and institutional capacity to coordinate and respond to mixed flows crisis situations, as well as fostering a system-wide consensus on the coordination and leadership arrangements related to mixed flow crisis situations.

Capacity-building

In order to address a human resource and capacity gap, IOM is in the process of developing and piloting the IOM Senior Emergency Leadership and Coordination training that aims to increase the pool of available IOM emergency coordinators, as well as building the capacities of Chiefs of Mission who are interested in future emergency posts. The training's main goal is to create a more robust cadre of IOM senior managers capable of deploying and leading emergency response teams and positioning IOM for large-scale crisis response.

Crisis response

IOM supports the efforts of States, at their request and with their consent, to fulfil their responsibilities to protect and assist crisis-affected persons. In dealing with today's simultaneous crises, IOM is guided by its institutional humanitarian policy that ensures clarity on its related role and responsibilities and ultimately helps the Organization be more principled and effective in crisis response.

Health in crisis situations and emergencies

IOM's health response to humanitarian and public health emergencies aims to save lives, reduce morbidity and alleviate suffering, while upholding humanitarian principles and protecting human dignity. In 2020, IOM's programming in this domain

will continue to encompass the various stages and typologies of emergencies, throughout all the phases of the mobility continuum. Furthermore, IOM will continue to expand its programming to prevent, detect and respond to health risks in relation to migration and human mobility, including disease outbreak response and preparedness. As a formal partner of the World Health Organization, the Global Outbreak Alert and Response Network, and more recently as a member of the Strategic Advisory Group of the Inter-Agency Standing Committee's Global Health Cluster, IOM is increasingly a key player in responding to emergencies.

IOM's outbreak response and preparedness activities included providing direct health-care services and strengthening of core capacities of Member States in line with the International Health Regulations (IHR 2005) through IOM's Health, Border and Mobility Management (HBMM) framework. IOM's outbreak response encompasses other sectors including mental health care and psychosocial support (MHPSS), WASH, enabling a multisectoral approach to responding and preparing for the public health aspects of humanitarian emergencies.



An IOM doctor provides medical assistance to newly arrived Rohingya refugees in Cox's Bazar. © IOM 2018/Olivia HEADON

Tackling human trafficking in humanitarian emergencies

In 2020, IOM will continue to support counter-trafficking initiatives in humanitarian settings by increasing knowledge and usage of technical resources among both internal and external actors and strengthening the operational capacity of key humanitarian stakeholders in the field to include counter-trafficking responses in relief operations. This will include the following: (a) a dedicated digital space to host global materials on counter-trafficking and emergencies, catalogued and indexed for easy access; (b) counter-trafficking expert deployments to the humanitarian community; (c) a joint study with the United Nations High Commissioner for Refugees on risk, resilience and response to human trafficking among internally displaced populations and trainings for the Global Protection Cluster network.

Implementation of the MICIC Guidelines

In 2020, IOM will continue to support the implementation of the Migrants in Countries in Crisis (MICIC) Guidelines through awareness-raising, capacity-building, coordination and preparedness efforts targeting governmental and non-governmental stakeholders in all regions. IOM will be building on its ongoing efforts and partnerships with emergency management actors, consular corps and migrant assistance actors to promote preparedness and response measures that include migrants, especially those most marginalized.

To this end, IOM will continue responding to its Member States and partners' calls for support through the development of targeted materials, curricula and approaches, all while maintaining its holistic focus, supporting multi-stakeholder work at local, national and international levels in migrants' countries of origin, transit and destination, and promoting bilateral and regional partnerships to improve assistance and protection for migrants in the context of crises.

Transition, recovery and stabilization

With over 20 years of experience in responding to major crises, IOM has developed institutional capacity in transition and recovery programming that applies development-principled approaches specifically adapted to fragile and crisis contexts. Through its community stabilization, durable solutions, peacebuilding and disaster risk reduction (DRR) interventions, IOM applies an integrated, context-specific and conflict-sensitive approach to assist governments, communities and vulnerable populations in reducing needs, risks and vulnerabilities, and coping with the medium- and longer-term mobility dimensions of crisis in line with the humanitarian–development–peace nexus (HDPN).

In order to operationalize the HDPN and invest in sustainable, longer-term programming that will build a base for development actions, IOM will provide a specific surge resource that will result in growing and strengthening IOM's transition and recovery programming in missions operating in fragile, crisis or post-crisis contexts. Through this, IOM will support targeted missions to develop contextualized transition and recovery programming, notably with respect to preventive actions, resilience-building and solutions to displacement, many of which are not regularly incorporated in humanitarian appeal mechanisms.



IOM's stabilization and recovery programming aims to restore normal socioeconomic and political life and promote social cohesion, functioning State governance, non-violent political processes, effective social policy, livelihoods and service delivery. © IOM 2017/Amanda MARTINEZ NERO

Contributing to the operationalization of the humanitarian–development–peace nexus and the New Way of Working at the global and country level

As an implementing organization that delivers across the spectrum from humanitarian response, to transition and recovery initiatives for development programming, IOM is uniquely placed to provide its experience and expertise in reducing the root causes, drivers and effects of forced displacement in fragile and crisis settings. To achieve these, in 2018, IOM embarked on an effort to advance its approach to the HDPN. This included the following: (a) appointment of an HDPN adviser; (b) an internal whole-of-organization workshop; and (c) a scoping study of HD(P)N experiences in Colombia, Mali, Nigeria, Somalia and Turkey. Through these initiatives, IOM explored the Organization's comparative advantages with respect to contributing to strengthening collective outcomes, the New Way of Working (NWOW) and providing recommendations for putting global commitments made through the HDPN into practice.

Through its Revitalizing IOM's Migration Crisis Operational Framework (MCOF 2.0) initiative, IOM would support dedicated staff with the necessary substantive and consultative competencies to facilitate internal, headquarters and field-based consultations on the future of IOM's use and investment in the MCOF, resulting in conclusions for consideration by the Director General. Working with all thematic departments and divisions, the project would also identify and draft the substantive provisions necessary to bring the MCOF up to date with the myriad of changes that have taken place since its inception and are required to provide IOM with comprehensive and joined-up strategic planning guidance.

Over the course of 2020, IOM also aims to continue to articulate its unique approach to the NWOW and contribute its experience to the global discussions on the humanitarian–development nexus and support operationalization of these concepts at the country level. This will include participation in a number of global, regional and country forums on the topic, as well as production of a study looking at how to best understand, agree upon and articulate collective outcomes. Furthermore, IOM will look to provide support to country-level inter-agency mechanisms for producing joint analysis, articulating and delivering collective outcomes and implementing multi-year responses to reduce needs and vulnerabilities in pursuit of the Sustainable Development Goal of leaving no one behind.

Strengthening IOM capacity to promote recovery and stabilization in crisis contexts

The Organization's community stabilization work continued to play a key role in addressing the drivers of displacement and creating conditions conducive for voluntary and informed return decision-making. It promoted community–government engagement and also fostered improved socioeconomic stability as an incremental step towards resolving displacement, stemming displacement pressures, addressing underlying causes and preventing communities from backsliding into crises. In 2018–2019, IOM developed an operational field guide for the implementation of community stabilization projects. The field guide provides policy, practical and standards-based guidance to field missions addressing all aspects of community stabilization.

In 2020, IOM's Community Stabilization Unit will build on the progress made by the Organization's DTM assessment and analysis programme in further enhancing the contribution of the displacement tracking system to stabilization, transition and recovery work. This will be achieved by strengthening institutional tools for undertaking conflict and stability analysis in post-crisis and fragile context. The rationale for focusing on this is based on the complementary role that DTM can play in providing a baseline, through compiling “stability” metrics, with more detailed conflict analysis looking at historical trends and socioeconomic, political, environmental and infrastructural dimensions of instability.



Children walking in Mosul, Iraq. © IOM 2019/Muse MOHAMMED

Progressively resolving displacement situations

Through its Progressive Resolution of Displacement Situations (PRDS) Framework launched in late 2016, IOM has continued to pursue innovative solutions to displacement situations, including through return and reintegration support as a preferred solution to displacement, and by enhancing understanding of complex mobility patterns. IOM's approach to durable solutions focuses on the following: (a) strengthening resilience by supporting the coping capacities of displacement-affected groups, including internally displaced populations and hosts; (b) promoting self-reliance as well as local government leadership; and (c) establishing legal and policy foundations conducive to the resolution of displacement situations.

Over the course of 2020, IOM will deepen its understanding of durable solutions based on case studies and IOM operational experience. This includes exploring appropriate modalities of implementation to exchange on lessons learned and positioning IOM to provide technical contributions for global and local dialogues on durable solutions. The operational roll-out of the PRDS Framework more broadly and livelihoods capacity specifically, will consist of the following: (a) institutional capacity-building and awareness-raising on the durable solutions and the PRDS Framework; (b) support to country and regional missions in developing programmatic responses and key partnerships contributing to the resolution of identified displacement situations; (c) regular review of the application of the framework to glean best practices to be applied globally and used as case studies; and (d) strengthening of IOM livelihoods capacity in fragile and crisis contexts in the form of guidance, associated tools and training to promote self-reliance.



More than 4.8 million people are displaced in the Democratic Republic of the Congo. © IOM 2019/ Muse MOHAMMED

Enhancing conflict-sensitive approaches to transitions and solutions

IOM is operating in riskier contexts characterized by more complex and dynamic conflict drivers. In order to operationalize the broad range of policy frameworks orienting global IOM crisis response, conflict sensitivity tools and approaches are needed to better inform strategic planning, partnerships and programme development. Over the last 27 years, IOM's disarmament, demobilization and reintegration (DDR) operations have assisted thousands of former combatants and their dependants to return to normal civilian life after years of conflict, contributing to national and regional reconciliations and stability, as well as addressing a key underlying driver of displacement. Through tools such as the Information Counselling and Referral Services (ICRS), IOM supports the reintegration of former fighters through individual assistance and community-based approaches to foster social cohesion, protect communities from insecurity and abuse and support recovery.

Increasingly, the international community is being called upon to address new challenges confronting peacebuilding in highly complex contexts, including the reintegration of former fighters associated with designated terrorist groups and implementation of DDR-like programming in contexts of ongoing conflict where traditional DDR approaches face limitations. Significant attention will be placed on the continued development of appropriate approaches to reintegration that address the needs of survivors, conflict-affected populations and returnees in the context of former fighter reintegration. New approaches that incorporate rehabilitation and reconciliation of former associates of violent extremist groups with conflict-affected communities is critical to social acceptance and restoration of social cohesion. In 2020, IOM will continue to refine its adapted DDR methods and tools to respond to these new challenges for the Lake Chad Basin and Somalia, as well as new contexts in the Middle East and South-East Asia requiring additional capacity for the development of frameworks, coordination within the UN system and integration of conflict-sensitive analysis into programme and project design and implementation.

Reducing exploitation of migrant vulnerabilities by violent extremist groups

IOM's efforts to address conditions conducive to the spread of violent extremism are grounded in its commitment to prevent, mitigate and respond to root causes and drivers of conflict-induced displacement. To achieve these objectives, IOM developed contextualized tools including community-level livelihood support, community outreach and small grants. Between 2017 and 2019, IOM has effectively implemented and refined its approach to context-appropriate interventions in support of the prevention of violent extremist agenda. IOM has developed institutional parameters and risk mitigation measures to avoid the potential for stigmatization of beneficiaries and reduce the potential for misapplication of these approaches. IOM has developed

a range of interventions that work at the individual, community and institutional levels to help address underlying drivers that may create individual vulnerability to recruitment by actively engaging communities in prevention processes, providing individual counselling and skills development, including critical thinking skills, and supporting whole-of-government approaches to addressing underlying conditions that contribute to vulnerabilities.

IOM's prevention and countering violent extremism efforts will continue to focus on some of the specific systemic and secondary vulnerabilities that arise throughout the broader migration process. These initiatives employ a two-pronged approach entailing the following: (a) sound research on the vulnerabilities that arise throughout the migration cycle that can be exploited by violent extremist groups to recruit; and (b) closely monitored field programming to pilot approaches that address these vulnerabilities and protection gaps. In 2020, IOM will continue to develop methodologies that address underlying conditions contributing to vulnerabilities in recruitment, identified by and addressed through community participatory systems requiring increased capacity to implement effective knowledge management and learning systems, increase collaboration with academic and research institutions and support the field in programme and project development.

IOM will contract the services of a specialized research company to undertake the required research, provide a third-party monitoring of selected field missions and produce the operational tools required to strengthen IOM's contribution to the prevention of violent extremism in areas impacted by migration and displacement.

Disaster risk reduction

IOM is committed to support its Member States in delivering the priorities of the Sendai Framework and has begun to take concrete action on these priorities as outlined in IOM's Strategic Work Plan on Disaster Risk Reduction 2017–2020. In 2020, IOM will strengthen its capacity to equip governments to better manage the risk and fragility generated by slow- and sudden-onset hazards, including those linked with climate change and environmental stress. More specifically, IOM will strengthen its institutional capacity to contribute to national-level efforts that: (a) reduce disaster-induced displacement by strengthening resilience; (b) promote solutions to displacement by building back better in recovery and reconstruction; and (c) expand and strengthen strategic and operational partnerships to support integration of mobility perspectives in global risk reduction efforts.

To drive this effort at the global level, IOM will strengthen its capacity for operational roll-out of IOM's workplan on DRR, scaling up its technical support and guidance to country offices designing or undertaking disaster risk management initiatives and programming that are aligned with the Sendai Framework. Further, IOM will support

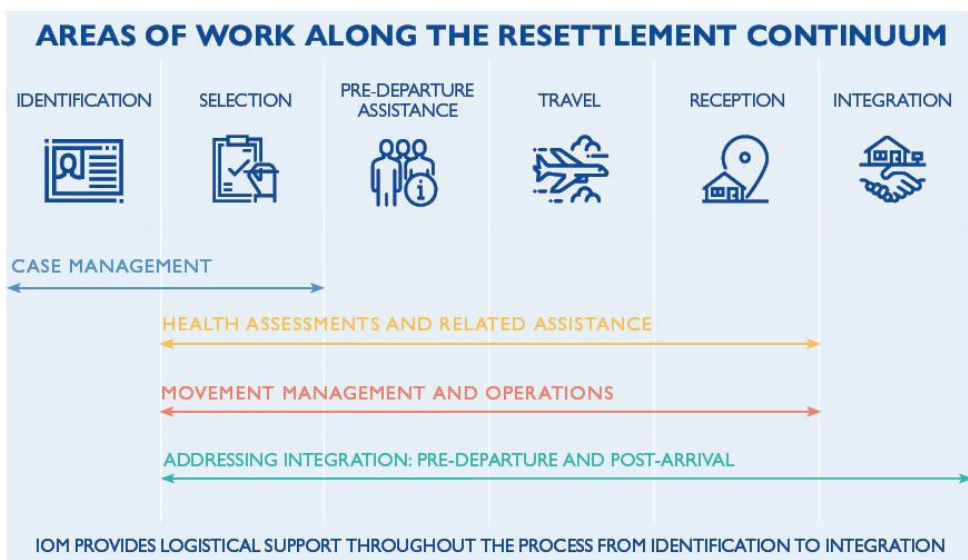
regional and in-country partnership initiatives and events and contribute to inter-agency DRR assessments, working in particular with the United Nations Office for Disaster Risk Reduction (UNISDR) and the Capacity for Disaster Reduction Initiative (CADRI), as well as other UN and non-UN partner entities.

Land, property and reparation

IOM will continue to provide policy advice, technical assistance and capacity-building, as well as operational support in the crisis and post-crisis phase in relation to the resolution of land disputes and mobility-related land issues. The Organization will also address land issues within DRR, humanitarian assistance, human security, conflict prevention, peacemaking and peacebuilding, and provide reparations and other transitional justice measures to victims of systemic and widespread human rights violations.

Resettlement and movement management

Safe, orderly and dignified movement of migrants and refugees is the essence of migration and represents the central purpose of IOM since its founding in 1951. IOM's resettlement and movement operations are responsible for implementing a range of operations – inclusive of maritime, air and land movements – to ensure effective migration. While upholding its principles, IOM supports a variety of activities from rescuing highly vulnerable individuals, to large-scale evacuation of migrants, as well as traditional refugee resettlement. Additionally, IOM is now diversifying its portfolio with various complementary pathways and other humanitarian admission programmes.



Source: IOM, IOM Resettlement 2018 (Geneva, 2018). Available at https://publications.iom.int/system/files/pdf/resettlement_2018.pdf.

Protection mainstreaming within resettlement and movement operations

Through its resettlement and movement operations, IOM remains committed to fulfilling migrants' rights and assisting the most vulnerable populations through information provision, establishing effective processes for participation and feedback, and ensuring that programme design and management are responsive to beneficiaries.

Throughout 2020, IOM will continue to promote and adhere to international standards by implementing resettlement activities that are fully in line with the accountability to affected populations (AAP) and the Protection Mainstreaming for Resettlement Framework, which are active commitments of the Organization. Through such frameworks, IOM is held accountable, takes account of the view of beneficiaries and gives account through transparency and information-sharing. From this perspective, protection and accountability are not mutually exclusive and can often complement each other.



An IOM emunerator responsible for conducting assessments in South Sudan. © IOM 2018/Rikka TUPAZ

Efficient border and migration management policies and structures, supported by professional, well-trained personnel, facilitate and foster enhanced movement management at borders, prevent irregular migration, help dismantle organized criminal networks, and protect the rights of migrants. © IOM 2018/Amada MARTINEZ NERO





OBJECTIVE 3

Migration should take place in a safe, orderly and dignified manner

Safe and regular migration and visa facilitation

The Migration Government Framework (MiGOF) underlines the need to ensure that migration takes place in a safe, orderly and dignified manner. This is also a central goal on the international agenda, enshrined in Target 10.7 of the Sustainable Development Goals (SDGs). The International Organization for Migration's (IOM) work on immigration and border management plays a central role in facilitating well-managed, safe and dignified migration.

Immigration and visas

IOM supports States in improving migration governance through the provision of efficient and cost-effective international migration services. In line with a protection-centred approach, IOM manages visa application centres for humanitarian and regular migratory flows. In addition, IOM shares with States examples of good practices in line with international standards, both in terms of operational efficacy and from a human rights perspective. IOM's efforts in this field aim at strengthening regular and safe migration pathways, thereby dissuading migrants from seeking unsafe, irregular and life-threatening journeys and preventing misinformation and exploitation by unscrupulous visa brokers or other actors.

Enhanced support to Member States and other stakeholders throughout the visa policymaking cycle

Visas are an essential instrument for States to manage migration and facilitate regular entry and admission to their territory. Well-managed visa policy is of key importance when aiming to enhance regular migration and reduce irregular migration and the associated risks for both migrants and States. Visa policymaking allows governments to react to current and anticipated migration dynamics and reconcile them with their respective national context, including population growth, labour market needs and the overall economic situation. With extensive experience regarding the implementation of visa policy, IOM is well positioned to support the States operationally and throughout the visa policymaking cycle. IOM is currently implementing initiatives aimed at consolidating institutional knowledge and lessons learned and enhancing internal support capacities in the field of visa policy.

Strengthening document verification solutions

As part of its immigration and visas programmes, IOM will expand its verification solutions provided on behalf of Member States. With fraud being an ever-present challenge within immigration procedures, IOM supports neutral and effective visa issuance processes that protect migrants from seeking unsafe and irregular channels. Through the provision of efficient and cost-effective verification solutions, member

States are supported in challenging operational environments where they have minimal or no consular presence or mechanisms to conduct document integrity checks. IOM conducts in-person site visits to document issuing entities, leveraging ongoing collaboration with host governments, relevant ministries and authorities, along with the local networks and language skills of IOM Verification Solutions focal points.

In 2020, IOM will introduce Verify, a proprietary and adaptable software solution designed for the secure exchange of documents between Member State counterparts and IOM. This software will strengthen data protection standards and the monitoring of verification procedures through enhanced financial management and automated reporting capabilities.



IOM's integrated border management training-of-trainers on Travel Document Examination and Advanced Biometrics in Bangkok, Thailand. © IOM 2017/Benjamin SUOMELA

Border and identity management

IOM's work focuses on promoting human security by reducing risks in migration journeys and assisting Member States in the effective implementation of policies and systems that enhance access to regular migration channels. This includes helping States in preventing and countering migrant smuggling and enhancing border security through cooperation between relevant State agencies and between interested States. The objective of this process is to reduce cross-border and transnational crimes of all types.

IOM implements various immigration and border management activities in areas, such as readmission, regularization, humanitarian border management, visa processing support and others. Through building capacities of Member States, IOM contributes to the following: (a) promoting efficient border and migration management policies and structures; (b) facilitating and fostering enhanced movement management at borders; (c) preventing irregular migration; (d) helping dismantle organized criminal networks; and (e) protecting the rights of migrants. IOM also assists Member States in strengthening their capacities in registering and analysing cross-border movements, enhancing the security of identity documents and developing relevant technical tools.

MIDAS

MIGRATION INFORMATION AND DATA ANALYSIS SYSTEM

Developed by IOM in 2007, the Migration Information and Data Analysis System (MIDAS) is a high-quality, user-friendly and fully customizable solution for States in need of a cost-effective and comprehensive border management information system. Currently, MIDAS is operational in over 20 countries.



A female officer of the Haiti Border Police during her graduation ceremony. © IOM 2018/Emily BAUMAN

Enhancing international cooperation to counter migrant smuggling

The large-scale smuggling of migrants across international borders has developed into a global challenge to migration governance while also exposing migrants to great dangers and risks. IOM has been active in the field for many years and contributes towards preventing and combating migrant smuggling through various streams of work, such as capacity-building, development and delivery of technical solutions for enhanced border security and intensified cross-border information exchange, as well as migrants' rights protection. Recognizing the need for increased inter-agency coordination to effectively counter migrant smuggling, and within the framework of the newly established UN Network on Migration, IOM and the United Nations Office on Drugs and Crime (UNODC) are looking at joint programming opportunities. Joint initiatives aim to respond to migrant smuggling based on a holistic approach, which includes the protection of human rights of all migrants, regardless of their status, and the alignment with relevant international instruments.



IOM Safe Migration Outreach and Victim Screening at the Myawaddee border in Mae Sot, Thailand.
© IOM 2017/Benjamin SUOMELA

Enhanced International Civil Aviation Organization Traveller Identification Programme Strategy implementation

Building on the memorandum of understanding with the International Civil Aviation Organization (ICAO), IOM provides technical assistance to States in strengthening their traveller identification management. The ICAO Traveller Identification Programme (TRIP) Strategy is an important global framework that helps to provide facilitation, security and sustainable development benefits to migrants and Member States. IOM assistance activities include the following: (a) technical field visits; (b) assessments; (c) advocacy events and technical consultations; (d) developing and delivering professional training; (e) equipment procurement; and (f) setting up effective processes and inspection tools aligned with international norms. IOM's engagement in TRIP Strategy implementation has been gaining momentum. The Action Plan for ICAO TRIP Implementation Assistance helps to structure IOM's work in providing support to States in TRIP Strategy implementation and mobilizes IOM efforts in directing the assistance where it is needed the most. In addition to the above-mentioned programmes, in 2020, IOM will focus on assisting Member States implement the passenger data applications, advance passenger information (API) and passenger name record (PNR). These data applications help member States to increase the facilitation and security of their border control management. API has been established as a standard and became a legal obligation for all ICAO member States, but effective API implementation remains a challenge for many States. IOM provides impartial and tailored technical assistance towards the implementation of a passenger data system that is fully owned and sustained by the beneficiary State, while effectively cooperating with international and regional partners and adhering to internationally recognized standards.

Health assessment and travel health assistance

In 2020, in line with the outcomes of the Global Workshop on Strengthening the Use of Biometrics in IOM Programming, IOM will continue to enhance the quality and integrity of its pre-departure migration health assessment operations worldwide through incorporating biometric technologies into the migration health assessment process. The initiative will enhance the integrity reliability and quality of IOM's migration health assessment services, thus increasing stakeholders' confidence in the programme and offering a competitive edge, as well as facilitating institutional acquisition of knowledge and experience, which can be applied in the context of other IOM migration management programmes and projects.

In line with institutional priorities, throughout 2020, IOM will continue to work to improve data on migration health, in particular, data collected through the migration health assessment programmes. In the last three years alone, IOM provided health assessments to more than 1 million migrants worldwide and collected a large amount of data that will help promote evidence-informed health programming and practices for Member States and partners. To achieve this goal, IOM will conduct rigorous analysis of migration health assessment data and share it with policymakers. Since more and more migrant-receiving countries request IOM to conduct pre-departure health assessments, IOM plans to conduct well-designed economic evaluations of health assessment activities, such as cost-effectiveness analyses.



An IOM doctor takes the temperature of a Canada-bound Syrian refugee during a pre-embarkation check.
© IOM 2016/Muse MOHAMMED

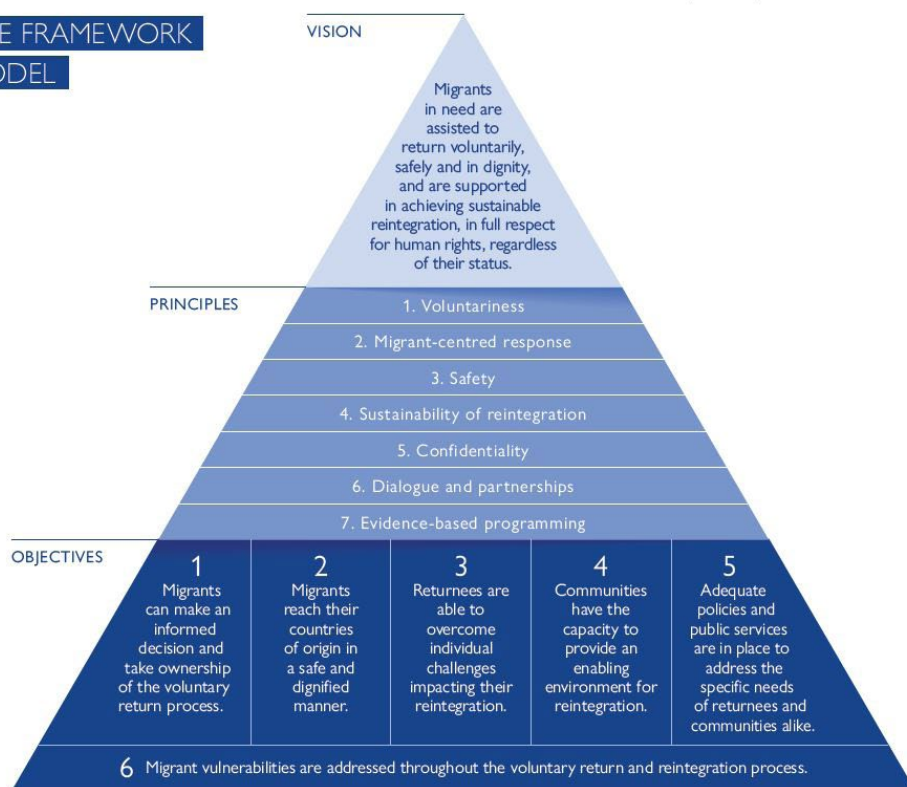
Assisted voluntary return and reintegration

Assisted voluntary return (AVR) and assisted voluntary return and reintegration (AVRR) are indispensable parts of a comprehensive approach to migration management aiming at orderly and humane return and reintegration of migrants who are unable or unwilling to remain in host or transit countries and wish to return voluntarily to their countries of origin. The partnerships created by IOM and a diverse range of national and international stakeholders ensure the vital AVRR assistance to several tens of thousands of migrants returning home every year.

Through AVRR programmes, IOM aims at facilitating the sustainable reintegration of returning migrants into community life by providing them equal access to social protection and services, justice, psychosocial assistance, while at the same time identifying and addressing the needs of the communities to which migrants return by including respective provisions in plans developed in the country of origin.

The return and reintegration of migrants unwilling or unable to remain in host or transit countries has gained renewed political importance in the agenda of national and international policymakers around the world. The AVRR Framework guides policymakers and practitioners in the design and implementation of AVRR-related policies and programmes. The framework lays out a vision for dignified voluntary returns and sustainable reintegration, seven principles to be adhered to, and six objectives to be pursued. In 2020, IOM aims to promote and disseminate the principles and objectives embedded in the AVRR Framework through the development of key training materials, particularly focusing on pre-departure and counselling.

THE FRAMEWORK MODEL



Source: IOM, *A Framework for Assisted Voluntary Return and Reintegration* (Geneva, 2018). Available at www.iom.int/sites/default/files/our_work/DMM/AVRR/a_framework_for_avrr_online_pdf_optimized_20181112.pdf.

Total Funding Requirements

Overall funding requirements	Internal Governance Framework	Organizational Effectiveness	Principle 1	Principle 2
			Adhering to international standards and fulfilling migrants' rights	Using evidence and whole-of-government approaches
Global and multiregional initiatives	14 600 000	29 150 000	3 042 252	13 880 000
East and Horn of Africa	-	-	14 000 000	22 484 427
Southern Africa	-	-	9 660 000	9 870 000
West and Central Africa	-	-	39 148 312	21 234 300
Central and North America and the Caribbean	-	-	8 412 985	8 451 472
Southern Africa	-	-	9 660 000	9 870 000
Asia and the Pacific	-	-	25 071 844	18 037 210
European Economic Area	-	-	3 414 515	5 095 691
South-Eastern Europe, Eastern Europe and Central Asia	-	-	26 097 914	18 636 613
Middle East and North Africa	-	-	23 040 585	40 173 888
Total	14 600 000	29 150 000	161 548 407	167 733 601

Principle 3	Objective 1	Objective 2	Objective 3	TOTAL
Good migration governance relies on strong partnerships	Advancing the socioeconomic well-being of migrants and society	Addressing the mobility dimensions of crises	Migration should take place in a safe, orderly and dignified manner	
39 450 000	10 425 000	20 760 540	6 896 000	138 203 792
10 572 000	77 730 280	202 300 000	66 400 000	393 486 707
7 840 000	43 450 000	25 710 000	21 417 000	117 947 000
35 540 725	97 735 912	122 262 058	64 104 752	380 026 059
4 596 245	27 337 358	18 271 013	13 969 454	81 038 527
7 840 000	43 450 000	25 710 000	21 417 000	117 947 000
14 907 239	69 433 460	205 235 059	86 136 529	418 821 341
4 509 983	94 676 763	67 869 835	67 342 969	242 909 756
7 240 000	21 218 098	72 515 000	77 957 185	223 664 810
20 065 433	212 167 421	127 150 000	223 536 192	646 133 519
152 561 625	697 624 292	887 783 505	649 177 081	2 228 488 012

East and Horn of Africa





Burundi
Djibouti
Ethiopia
Kenya
Rwanda
Somalia
South Sudan
Uganda
United Republic of Tanzania

IOM conducts capacity-building training for students
at the Hargeisa Institute of Health Sciences.
© IOM 2018/Muse MOHAMMED

Regional Office Nairobi

Migration Governance Framework principles and objectives

Principle 1: Adhering to international standards and fulfilling migrants' rights

The goal of the International Organization for Migration (IOM) in the East and Horn of Africa region is to contribute to effective, flexible and comprehensive migration management solutions in the region, in partnership with States, regional institutions, international agencies, communities and migrants. In 2020, IOM's Regional Office for East and Horn of Africa will continue promoting rights-based approaches in its programming across the region in line with its strategy and IOM's global principles. This includes providing technical support on rights-based migration governance across the region through capacity-building and development of migration policies that adhere to international standards and human rights principles in line with IOM's Migration Governance Framework (MiGOF) and the recently adopted Global Compact for Safe, Orderly and Regular Migration. IOM will continue to support governments in upholding humanitarian principles and relevant protection frameworks especially in crisis situations, as well as strengthening their capacity to respond effectively. Within the framework of the Better Migration Management Programme implemented in the region, the interventions will work towards strengthening national migration governance to enhance safe and regular migration in accordance with the global and regional migration governance frameworks.

Principle 2: Using evidence and whole-of-government approaches

To promote evidence and whole-of-government approaches, in 2020, IOM will continue supporting the government-led inter-agency coordination platforms (national coordination mechanisms) across the Intergovernmental Authority on Development (IGAD) region and promote similar approaches in the region. These platforms examine emerging migration issues and facilitating cooperation among relevant stakeholders with migration-related functions. The aim is to promote dialogue and cooperation among migration stakeholders through a whole-of-government approach to migration. The mechanisms are also intended to serve as a vehicle for comprehensive national migration policy development and will be instrumental in kick-starting the discussions among governments on the implementation of their Global Compact for Migration commitments.

The need for evidence-based policies informed by research and accurate disaggregated data is critical for planning targeted interventions. Established in early 2018, the East and Horn of Africa Regional Data Hub (RDH) aims to support evidence-based, strategic and policy-level discussion on migration through a combined set of initiatives that aim to build on IOM's extensive migration portfolio in the East

and Horn of Africa region. These include the following: (a) establishing a regional mobility baseline; (b) increasing information management capacity across countries to strengthen data consolidation and quality control; (c) conducting regional research and analysis; (d) capacity-building initiatives; and (e) providing technical support for partner governments to establish or strengthen data collection, monitoring, analysis and/or learning tools on return and reintegration. The RDH has successfully brought together the various data sources within IOM in 2019, and reports on them on a regular basis. The priorities for 2020 are focused broadly towards the various capacity-building initiatives and providing technical support to government partners. The Displacement Tracking Matrix (DTM) Unit, under the umbrella of the RDH, is also working with the health colleagues in an effort to consolidate the various data collection initiatives in the region that monitor movements to and from areas affected by the Ebola virus disease (EVD) outbreak; this will aid in informing both the response for, and future planning around the outbreak. RDH will continue its internal collaboration with the health unit to facilitate the reporting on the EVD outbreak in a more holistic way.

Principle 3: Developing strong partnerships

At the regional level, the Regional Office in Nairobi will continue to strengthen partnerships with its UN partners through the establishment of the UN Migration Network. Following the adoption of the Global Compact for Migration and in line with the globally established Network on Migration in Geneva, IOM's regional offices in Africa (Nairobi and Pretoria) will co-chair the proposed Regional UN Migration Network for East and Southern Africa with the aim of assisting Member States in the region through their respective UN Country Teams (UNCTs) to implement the objectives and commitments outlined in the Global Compact for Migration.

Objective 1: Advancing the socioeconomic well-being of migrants and society

Advancing the socioeconomic well-being of migrants and their host societies will remain a top priority in 2020. IOM will continue to provide post-arrival and reintegration assistance to migrants.

In 2020, IOM will continue its global solar and water initiative that is aimed at coordinating, building evidence and capacity, raising awareness and mainstreaming the use of solar energy solutions across the entire water, sanitation and hygiene (WASH) humanitarian sector. The project intends to effectively mainstream the use of solar energy in the provision of WASH services for both disaster-affected populations and surrounding communities, in and outside camps, and therefore contribute to more cost-effective, sustainable and environmentally friendly access to water for affected populations in emergencies and protracted displacement situations.

In the East and Horn of Africa, many countries struggle with weak health systems and the burden of both communicable and non-communicable diseases. Migrants often face barriers to accessing available health services due to a range of legal, economic, language and sociocultural factors. IOM will continue engaging in migration health-related activities throughout the region to support the realization of the vision of “healthy migrants in healthy communities”. This will include the following: (a) strengthening the capacities of health systems in migration-affected areas; (b) advocacy and capacity-building for migration-sensitive and responsive policy and practice (service provision); (c) direct health service provision including diagnosis, treatment and vaccination; and (d) awareness-raising and health education for migrants and communities. IOM will also provide health support in humanitarian crises, including mental health and psychosocial support (MHPSS) and emergency health services through, for example, rapid response teams, mobile and static clinics and support to existing health-care facilities, depending on the context, in addition to WASH, shelter-non-food items (NFI) and other services. IOM is also an active global health security partner, and will continue working closely with ministries of health and the World Health Organization (WHO) to strengthen International Health Regulations core capacity, and to respond to health emergencies and outbreaks such as EVD by strengthening capacity and through interventions such as surveillance, risk communication, infection prevention and control, participatory mobility mapping assessments and flow monitoring.

Objective 2: Addressing the mobility dimensions of crises

The region hosts some of the largest displaced, refugee and migrant populations in the world as millions seek better opportunities along the northern, eastern and southern routes within and out of Africa. In 2020, IOM will continue working with governments in the region to strengthen their capacities to anticipate, better prepare for and respond to migration flows relating to emergencies and crises. Forced migration remains a high priority for all governments and partner agencies dealing with migration in the region. As a leading humanitarian agency in the region, IOM will continue promoting and applying Migration Crisis Operational Framework (MCOF) as a framework and basis for IOM's interventions. IOM will also continue supporting governments in the region in their endeavours aimed at promoting the Migrants in Countries in Crisis (MICIC) Initiative through the application of the Guidelines to Protect Migrants in Countries Experiencing Conflict or Natural Disaster. The Regional Office will continue supporting governments to strengthen their capacity in this regard for better preparedness.

The health dimension in emergencies cannot be ignored. IOM will continue to provide health support in humanitarian crises, including MHPSS and emergency health services, through rapid response teams, mobile and static clinics and support to existing health-care facilities. The Regional Office will also continue supporting

EVD preparedness in Burundi, South Sudan and Uganda and other countries in East Africa, with focus on mobility and border management, in close collaboration with respective ministries of health, WHO and other partners.

The multipartner Regional Migration Response Plan for the Horn of Africa and Yemen 2018–2020 will continue guiding the region's interventions to address immediate and long-term needs of migrants and communities involved in migration between Horn of Africa and Yemen.

In the East and Horn of Africa, environmental considerations play an increasingly important role in migration management. IOM recognizes that the nexus between migration, environment and climate change (MECC) is complex and will, in 2020, strengthen its support to governments in establishing systems and increasing capacities to manage environmentally induced migration at local, national and regional levels.

Objective 3: Migration should take place in a safe, orderly and dignified manner

Irregular forms of migration, including trafficking in persons, smuggling and irregular maritime movements are top priority concerns for governments in the region. Irregular migration is seen as a serious threat to the well-being and human development of migrants, families and communities and to national and regional development efforts. Most States have incorporated into their national legislation key provisions from the UN protocols on trafficking and smuggling. Stronger provisions and targeted interventions are still needed to identify and protect vulnerable migrants in line with international human rights standards and laws. In 2020, IOM will target States in the region with the aim of assisting them manage their migration in a sustainable and humane manner. In line with specific objectives outlined in the Global Compact for Migration aimed at addressing and reducing vulnerabilities in migration, strengthening the transnational response to smuggling of migrants and preventing and combating trafficking in persons, IOM will continue to build capacities of governments and other key stakeholders and establish sustainable mechanisms and systems for ensuring that vulnerable migrants and those on the move along major migration routes in the region are protected from harm and are accessing essential protection services.

To promote safe, orderly and dignified migration, IOM seeks to increase coordination among the African Union Commission (AUC), Regional Economic Communities (RECs) and African Union member States to implement the provisions of the Revised Migration Policy Framework for Africa (MPFA), African Union Free Movement Protocol (AUFMP) and Joint Labour Migration Programme (JLMP) in order to facilitate safe and orderly labour mobility in Africa, focusing on areas of bilateral labour agreements, ethical recruitment, skills development/transfer and diaspora engagement.

Well-functioning and transparent immigration and border processes supported by integrated information technology-based management information systems are key to facilitating legal forms of international migration, promoting trade and economic growth across borders and ensuring national and human security and remain a priority in 2020. IOM will assist States to manage borders in an integrated, secure and coordinated manner as outlined in the Global Compact for Migration objectives.

Burundi

IOM Burundi works closely with the Government to address the core migration-related challenges in the country. The priorities for 2020 of the IOM mission in Burundi include the following:

- Continue to expand its support to the Government in putting in place policies on labour migration and counter-trafficking.
- Reinforce the preparation and response to emergency events causing displacement of populations (natural and human-made disasters).
- Support the preparedness on the fight against Ebola, contributing to the well-being of migrants.

Djibouti

In 2020, IOM in Djibouti endeavours to pursue its objectives set forth within the framework of the IOM Djibouti Country Strategy 2017–2020 and in line with United Nations Development Assistance Framework 2018–2021 whose central theme is the Sustainable Development Goals (SDGs). Three priorities in Djibouti for 2020 will include the following:

- Support for the Government to better manage increased migratory flows with Ethiopia. This includes strengthened referral mechanisms at the borders and support to the most vulnerable migrants.
- Provide socioeconomic alternatives to host communities in the regions of Djibouti dependent on smuggling and trafficking in persons activities through innovative approaches.
- Establish evidence-based policy through reliable data on migration stock and flows in Djibouti (DTM, Migration Profile, migration targeted surveys and studies and others).

Ethiopia

IOM will continue to support the Government in establishing various migration management tools and policies. It will do so by collaborating with the Government in developing its first-ever national migration policy to respond to trafficking and smuggling and promoting ethical recruitment practices among government offices and private employment agencies in charge of sending migrant workers abroad. It will also continue supporting improved border management by building capacity of the Immigration and Nationality and Vital Events Agency (INVEA) on rights-based approaches to migration management and migrant protection and assistance. IOM will continue providing assisted voluntary return and reintegration (AVRR) and voluntary humanitarian return assistance to stranded migrants wanting to return to Ethiopia, with a focus on the most vulnerable (unaccompanied migrant children, victims of trafficking, migrants in detention, migrants with medical conditions, pregnant and lactating mothers). IOM endeavours to pursue its leadership of the UN Migration Working Group to operationalize a UN Migration Network at the country level in Ethiopia. The forum will be taken to the next level to ensure adequate mainstreaming of migration issues in United Nations Sustainable Development Cooperation Framework-related processes and increased visibility of migration as a contributor to the fulfilment of the SDGs. IOM will look to strengthen partnerships with the private sector in supporting migrants and reintegration of returnees.

IOM will also continue providing humanitarian and development assistance to over 1.5 million people in need across the country through activities under the Humanitarian Response Plan (HRP), which include DTM, shelter/NFI and cluster coordination, WASH, site management support, rapid response fund, protection, MHPSS, refugee movements, refugee shelter and durable solutions.

On 29 July 2019, IOM staff in Ethiopia participated in the planting of 353 million trees in one day, breaking the Guinness World Record in a nationwide reforestation initiative. © IOM 2019



IOM Ethiopia, through its Special Liaison Office, will continue to support and strengthen the establishment of migration management platforms such as MPFA, the National Coordination Mechanism on Migration (NCM), the Pan African Forum on Migration, the Ouagadougou Plan of Action and the African Union-Horn of Africa Initiative to promote whole-of-government approaches across the continent with

the view of adopting a whole-of-government approach to migration governance, developing comprehensive migration policies and conducting migration profiles. IOM is supporting AUC's Youth Division in its target of reaching 1 million youth by 2021 through education, empowerment, employment and engagement. IOM, in collaboration with the AUC, are in the process of producing the first-ever Africa specific report on migration, a publication that seeks to deconstruct the existing narrative of migration in the continent. The development and establishment of a free movement of persons protocol will continue in 2020.

Kenya

In 2020, IOM Kenya will continue to provide appropriate, effective and adequate support for Kenya in all areas related to migration.

IOM will build stronger partnerships and work closely with the Government, UNCT, non-governmental actors, the private sector and communities to address key migration challenges in the country. Priorities include border management, preventing/countering violent extremism, community stabilization, counter-trafficking and migration related to climate change.

To ensure evidence-based decision-making and a whole-of-government approach, IOM will continue acting as a key partner of NCM. NCM was launched in 2016 and is a government-led inter-agency coordination platform that facilitates inter-agency coordination, collaboration and information-sharing on migration issues at the national level. It aims to enhance the national coordination of the different migration actors and stakeholders throughout the Government.



IOM providing medical services to beneficiaries in Kenya. © IOM 2014

When it comes to adhering to international standards and fulfilling migrants' rights, IOM will continue to support migrants, especially the vulnerable ones such as victims of trafficking, unaccompanied and separated children and migrants in crisis situations.

In addition, the Mission aims to further improve the capacity of the Government and other key partners, support to the development of policies and legislations, standard operating procedures and referral mechanisms/pathways for migrants in Kenya, as well as Kenyan nationals abroad.

Rwanda

IOM Rwanda will continue to actively support the Government in all its migration-related efforts by implementing projects focused on counter-trafficking, immigration and border management, migration and health, return and reintegration of Rwandan nationals and refugee resettlement to third countries, labour migration and human development.

IOM Rwanda priorities for 2020 include the following:

- Enhance cooperation to counter migrant trafficking and smuggling. IOM Rwanda will continue working together with the Government on counter-trafficking activities in the country through various streams of work, such as capacity-building and direct assistance to vulnerable people.
- Implement whole-of-community approach to migration and development. The first Migration Profiling exercise in the country is in production and provides evidence-based migration data that can be used to advise and assist mainstreaming migration into the Government's policies. IOM will continue to engage with the Government to strengthen and expand labour mobility programmes from Rwanda to Canada and start engaging the Government in students' mobility activities between Rwanda and European countries. Diaspora members in Europe will be engaged for skills transfer to identified areas with shortage of skills in Rwanda.
- Enhance social cohesion across border communities by establishing the one-stop border post between Rwanda and the Democratic Republic of the Congo and empowering the border traders.
- Mainstream protection and direct assistance within resettlement by providing livelihood and health assessments. IOM will continue the successful implementation of the resettlement programmes and provide livelihood support and vocational trainings, together with the

Government and United Nations High Commissioner for Refugees to the refugees inside the camps as well as to the Rwandan returnees and host communities. IOM will continue working on the promotion of health in migration issues by improving the management of migration health and reducing migrants' vulnerability. This will be achieved through the provision of sustainable prevention and care services in response to the health needs of migrants.



Petite Barriere is one of two border crossings connecting the Democratic Republic of the Congo with Rwanda. More than 65,000 people pass through this point daily, mainly for trade and economic activities. Health screening points are located at official border crossings where travellers are monitored for symptoms of Ebola and instructed to wash their hands to promote good hygiene and prevent the spread of the virus. © IOM 2019/Muse MOHAMMED

Somalia

Since its establishment in 2006, IOM Somalia has been delivering front-line services to crisis-affected populations since then. The context of Somalia is characterized by conflict as well as natural hazards. Armed actors are a threat to security throughout the country, and recurrent outburst of violence and droughts lead to displacement. As of 2019, a total of 2.6 million people has been internally displaced according to the HRP for Somalia (2019).

In 2020, IOM intends to continue delivering much-needed humanitarian support, while increasingly developing models and partnerships for longer term recovery, durable solutions and migration governance and development. IOM Somalia is strategically placed to operationalize the humanitarian–development–peace nexus through its vast portfolio. IOM is also increasingly investing in sustainable and innovative opportunities related to MECC, including identifying climate adaptive solutions to displacement and addressing climate change and livelihoods for vulnerable youth. Within this context, IOM Somalia will implement activities under three pillars:

- Saving lives and alleviating suffering in crisis-affected populations will remain a core component of IOM's intervention in Somalia by focusing on providing humanitarian response that includes improving the conditions and services in displacement sites, providing WASH support to communities, improving physical and psychosocial well-being among migrants and host communities and strengthening the national and local capacity to respond to crises.
- Establish foundations for long-term recovery and durable solutions. This will be done by providing access to basic services to communities, advancing durable solutions in urban and peri-urban settlements, strengthening social and political capital in conflict-impacted areas and engaging at-risk youth in safe and lawful livelihoods.
- Advance the well-being of society and migrants through stronger migration governance and development. This will be achieved by improving practices to protect and assist vulnerable migrants, promoting sustainable reintegration of returnees, strengthening cross-border migration management and optimizing the use of diaspora human resources.

South Sudan

IOM will continue to provide protection and humanitarian assistance, while bolstering support to transition, recovery, resilience and governance efforts. IOM will develop innovative approaches to ensure that humanitarian assistance is underpinned by a focus on local ownership and evidence-based responses. IOM will continue to ensure dignified living conditions and equitable access to humanitarian services to internally displaced persons in protection of civilian (PoC) sites and collective centres, while reaching newly displaced and unreached populations through camp coordination and camp management mobile responses and support spontaneous returnees to reintegrate into communities through service mapping and coordination.

IOM DTM will provide timely analysis on mobility dynamics and associated needs to support decision-making for humanitarian response and recovery activities and assess conditions in areas of displacement and return to flag gaps in access to basic services and infrastructure, and track sustainability of returns. IOM will continue to identify cost-effective and sustainable approaches in WASH, including maintaining hybrid solar systems, piloting a biogas plant project for desludging in Malakal PoC, and health and hygiene promotion approaches in PoC sites, while focusing on community ownership, particularly in construction of key infrastructure. Gender equality and gender-based violence (GBV) prevention will be mainstreamed, building upon the success of efforts to ensure the active role of managing water resources, as well as participatory risk reduction activities. IOM will also provide GBV prevention and response services, both directly and through national partners. IOM will work with national organizations for persons with disabilities to enhance their capacity to support and advocate for migrant and displaced persons with disabilities. IOM will provide life-saving primary health-care services through static and mobile primary health-care facilities inside and outside PoC sites, and through rapid response team missions in reaction to emergency health needs, in addition to the provision of psychosocial support at individual, family and community levels to reduce displacement and conflict-related distress and fostering resilience.

Within shelter/NFI efforts, IOM will continue to work with relevant government ministries and legislature on revision and formulation of policies around housing, land and property, as well as strengthen partnerships with local communities through participatory needs assessments and community engagement. IOM will also continue to support conducive environments for sustainable returns and recovery through building resilience, peace and stability from the ground up. IOM will combine its support for the restoration of settlements, services, small-scale infrastructure and livelihoods with establishing the means for peaceful coexistence, particularly in areas of return, through non-violent conflict resolution and mitigation, strengthening social cohesion and supporting inclusive, accountable governance. IOM will also enhance

migration management through adopting a whole-of-government approach towards migration governance.

The key priorities for 2020 include the following:

- Advocate and adopt the comprehensive migration policy and subsequent strategic frameworks for implementing the policy.
- Promote the protection of migrants' rights by establishing a comprehensive and whole-of-government approach to address human trafficking in South Sudan.
- Enhance the knowledge base of migration dynamics in South Sudan through conducting a migration profile and capacity-building of the National Bureau of Statistics.
- Revive diaspora engagement to increase remittance flows and investment for economic growth.



IOM delivers non-food and WASH items to vulnerable beneficiaries in remote areas in Jonglei state, South Sudan.
© IOM 2018/Rikka TUPAZ

South Sudan remains one of the most complex humanitarian operating environments in the world with persistent insecurity, poor infrastructure and seasonal hazards, and IOM will continue to strengthen the ability of the partners to provide assistance in locations with greatest needs through management of the WASH and shelter/ NFI core pipeline. IOM will also continue to provide common transport services for the humanitarian community to facilitate the rapid deployment of essential humanitarian cargo to field locations in coordination with humanitarian partners.

Uganda

As a country of origin, transit and destination for large numbers of migrants, Uganda's migration flows are both complex and dynamic. In 2020, IOM Uganda will continue supporting the Government to enhance safe and orderly migration in line with the Global Compact for Migration and the IOM MiGOF. IOM Uganda's priorities for 2020 include the following:

- While promoting a whole-of-government approach to migration, IOM will continue to strengthen the migration management capacities of the NCM in Uganda, the integration of migration in the national development plan and the implementation of the Global Compact for Migration in the country. IOM will also support access to emergency services and durable solutions for crisis-affected populations.
- Continue to provide emergency services, such as safe water supply in refugee settlements and host communities while promoting sustainable solution and longer-term livelihood opportunities. Income-generating activities will be supported by the provision of vocational training, small business start-ups and formation of cooperatives.
- Strengthen and promote safe and regular migration channels to foster synergies between labour migration and development. IOM will continue to strengthen capacities of relevant stakeholders to ensure labour migration takes place through safer mechanisms while taking into consideration gender-specific needs of migrant workers.
- Strengthen protection mechanisms and assistance for vulnerable migrants. IOM will continue to support the Government and civil society in strengthening capacities to combat trafficking, reinforcing protective environment through the implementation of the national referral mechanism, promoting better coordination among service providers and increasing awareness raising for prevention.
- Support the Government in strengthening the integrated border management through enhanced operational capacities and increased soft skills. To effectively prevent, detect and manage health risks and humanitarian cross-border emergencies, IOM Uganda will continue supporting preparedness at points of entry and the overall coordination of border agencies in Uganda. This will include training for border and health personnel, screening and surveillance, improved public health emergency management capacity, information management and coordination.

- Raise awareness on the nexus between MECC and promote environmental considerations in all aspects of migration management. In order to advocate for prioritization of evidence-based programming on migration and climate change, IOM will conduct research to inform policymaking on the implications of the MECC nexus.

United Republic of Tanzania

In 2020, IOM in the United Republic of Tanzania will continue to quickly and effectively provide support in all areas related to migration and within a United Nations framework that “delivers as one”.

- Support durable solutions for refugees, including resettlement to third countries and voluntary repatriation to countries of origin.
- Strengthen principled humanitarian action to effectively access and respond to people in need of humanitarian assistance and protection.
- Increase its assistance to the Government to conduct effective migration management and sustainable labour migration, including supporting the reliable collection and analyses of migration flows through the use of border management information systems. Furthermore, a wide range of trainings, materials and institutional support will be provided to border authorities, law enforcement and policymakers to increase understanding of migration and its complexities.
- Partner with the Government to better examine the linkages between migration and environmental degradation and climate change.

The African Capacity Building Centre (ACBC) was established in 2009, in Moshi, United Republic of Tanzania to enhance the migration management capacity of African States, promote comprehensive migration governance and facilitate a diverse range of immigration and border management projects and training courses.

In 2020, the centre will roll out the *Passport Examination Procedure Manual II* (PEPM2) Application. The PEPM2 is an optical character recognition (OCR) mobile app designed to read and verify the RFID chip embedded in electronic passports, perform facial matching, as well as read and verify machine-readable zones on passports and visas offline.

East and Horn of Africa	P1	P2	P3
	Adhering to international standards and fulfilling migrants' rights	Using evidence and whole-of-government approaches	Good migration governance relies on strong partnerships
Regional Office Nairobi	-	-	-
Burundi	900 000	700 000	210 000
Djibouti	3 500 000	1 800 000	450 000
Ethiopia	3 000 000	5 000 000	2 000 000
Kenya	300 000	300 000	300 000
Rwanda	600 000	3 317 427	500 000
Somalia	800 000	5 550 000	4 000 000
South Sudan	2 800 000	3 517 000	2 600 000
Uganda	100 000	300 000	12 000
United Republic of Tanzania	2 000 000	2 000 000	500 000
Total	14 000 000	22 484 427	10 572 000

O1	O2	O3	TOTAL
Advancing the socioeconomic well-being of migrants and society	Addressing mobility dimensions of crises	Migration should take place in a safe, orderly and dignified manner	
300 000	-	-	300 000
2 500 000	8 000 000	2 000 000	14 310 000
2 500 000	2 000 000	800 000	11 050 000
15 000 000	65 000 000	10 000 000	100 000 000
2 000 000	600 000	500 000	4 000 000
4 110 280	2 000 000	8 800 000	19 327 707
20 120 000	64 300 000	9 100 000	103 870 000
25 500 000	26 400 000	22 900 000	83 717 000
2 300 000	14 000 000	4 800 000	21 512 000
3 400 000	20 000 000	7 500 000	35 400 000
77 730 280	202 300 000	66 400 000	393 486 707

Southern Africa





Angola
Botswana
Comoros
Democratic Republic
of the Congo
Eswatini
Lesotho
Madagascar
Malawi
Mauritius
Mozambique
Namibia
Seychelles
South Africa
Zambia
Zimbabwe

In Madagascar, IOM continues to raise awareness on the interdependence of migration and environmental changes, leading to the development of informed and effective public policy at national and regional levels.
© IOM 2017/Natalie OREN

Regional Office Pretoria

Migration Governance Framework principles and objectives

Principle 1: Adhering to international standards and fulfilling migrants' rights

Throughout 2020, the International Organization for Migration (IOM) will continue to promote principled humanitarian action through its active engagement in the Regional Inter-Agency Standing Committee for Southern Africa. In addition, IOM will support the Southern African Development Community (SADC) member States in their efforts to achieve internationally agreed development goals in line with the Addis Ababa Action Agenda and the 2030 Agenda for Sustainable Development. IOM's approach will be consistent with R-UNDG Africa Framework for Resilient Development, which aims to enable the UN Country Teams to adopt more coherent programming approaches that ensure integration of different aspects of the UN works and further the nexus of development, humanitarian, human rights and peacebuilding agendas.

Furthermore, IOM will continue to support the States in the Southern African region to develop their capacity regarding the protection and provision to migrants in need, in line with their obligations under international and regional laws and related frameworks. It will continue to promote operational frameworks, such as the assisted voluntary return and reintegration (AVRR) framework and the determinants of migrants vulnerability framework to support relevant government counterparts with their migration governance objectives.

Furthermore, IOM will continue to support governments and other stakeholders' efforts to facilitate, empower and protect cross-border migration, including identity management solutions, travel documentation and traveller identification solutions.

Principle 2: Using evidence and whole-of-government approaches

The Global Compact for Safe, Orderly and Regular Migration states that migration is a multidimensional reality that cannot be addressed by one government policy sector alone. To develop and implement effective migration policies and practices, IOM will continue to support a whole-of-government approach for migration data collection, analysis and usage in close collaboration with the Global Migration Data Analysis Centre (GMDAC). IOM will continue to support national coordination mechanisms on migration to engage national data suppliers, producers, users and national research and training institutions to ensure effective collection, analysis and use of migration data at the national level. It will also strengthen regional cooperation on migration data to ensure standardized and comparable migration surveys in all Southern African countries. IOM will continue to work closely with governments

in the region to support the development or updating of country-specific migration profiles that are comparable across the region and can be used to inform evidence-based migration policies.

IOM will continue to support governments to develop policies and strategies in line with regional integration agendas that support border migration and integrated border management (IBM) approaches throughout 2020. Cognizant of the coming into force of the African Continental Free Trade Area (AfCFTA) in May 2019, IOM will work with governments to strengthen their capacities to work closely within an intra- and interregional and international response, working with a range of border agencies including immigration, customs, police, health and other related agencies.

With migration occurring intraregionally and the mid-high level of development in many Southern African countries, interventions in the area of policy coherence (horizontal and vertical) and mainstreaming migration through a whole-of-government and whole-of-society approach is being prioritized in regards to IOM's role and interventions in the development of new United Nations Development Assistance Framework along with regional and national development plans and policies. Of particular importance is the development of the new SADC Regional Integrative Strategic Development Plan that will commence in 2020 and will look to undertake a mainstreaming initiative to support the SADC Secretariat and member States.

Principle 3: Developing strong partnerships

As co-chair of the Capacity for Disaster Reduction Initiative (CADRI) global partnership coordination mechanism for Southern Africa, IOM will continue its engagement with CADRI initiatives in the region, with specific focus on human mobility sector, to deliver tailor-made capacity development services in disaster risk reduction and climate change adaptation (CCA).

IOM will continue to work closely with States, Regional Economic Communities (RECs) and other stakeholders to build effective and sustainable partnerships. In particular, IOM will engage with the Common Market for Eastern and Southern Africa (COMESA) to strengthen the link between trade facilitation and cross-border migration as a means of promoting regional integration; with the Indian Ocean Commission (IOC) to strengthen border management capacities in a maritime security context.

As Africa and the Southern African region progress towards continental and regional integration, South–South partnerships to address the migration- and mobility-related challenges will be instrumental. IOM has been actively involved in fostering South–South government partnerships and cooperation arrangements to

open regular migration channels for circular migration programmes to fill labour skill shortages, tap diaspora capitals and strengthen remittance transfers. Current initiatives exist between the governments of Lesotho and Mauritius, Botswana and Mauritius, and Ghana and Mauritius.

Objective 1: Advancing the socioeconomic well-being of migrants and society

Support governments, civil society organizations, international organizations and the private sector to combat human trafficking in the Southern African region will be continued by IOM. This will include the following: (a) improvement of anti-trafficking legislation and regulations and their implementation; (b) support for strengthening procedures to facilitate the identification, referral and protection and assistance of trafficked persons, as well as the prosecution of suspected traffickers. In addition, IOM will continue to roll out the determinants of migrant vulnerability model in the region and participate in regional initiatives such as those established by SADC.

IOM will continue to focus on migrant children and partner with UNICEF and the International Detention Coalition to support alternatives to immigration detention of children and the application of the best interest principles in all decisions regarding migrant children.

IOM resolves to continue providing capacity-building and technical support to Member States in the area of labour migration policy development and bilateral cooperation to foster South–South partnerships.

Objective 2: Addressing the mobility dimensions of crises

In 2020, IOM will continue to assist forced migrants and communities at risk by mainstreaming disaster risk management and CCA into regional and national development policies and plans, and work with governments, local communities and other stakeholders to build resilience of communities to natural and human-made crises. In addition, IOM will seek to increase the number of communities with access to early warning and disaster reduction tools to ensure that communities are better prepared to face disasters. In addition, IOM will strive to increase the capacity of national authorities to respond to various types of disasters with the goal of strengthening the protection and assistance of displaced persons. Finally, through IOM's role as global cluster lead on Camp Coordination and Camp Management, IOM will seek to improve the availability of direct assistance and services to internally displaced persons (IDPs), as well as work at the community level to restore livelihoods and provide targeted early recovery interventions. IOM will place particular focus on ensuring that the most vulnerable individuals receive the needed assistance by ensuring evidence-based responses through enhanced focus on Displacement Tracking Matrix (DTM) activities. Continuity of humanitarian

interventions and effective and sustainable transition to recovery and development are key in a range of crisis contexts. In this regard, IOM will work closely with national and international counterparts in efforts to mitigate conflict, build resilience to shocks and minimize risks of future crises, ultimately contributing to the prevention of further forced displacement, the promotion of durable solutions and providing the foundation for sustainable development.

As outlined in the Migration Dialogue for Southern Africa (MIDSA) Action Plan, IOM will work with States to increase their capacities to develop responses pre-, during and post cross-border migration crisis. To do so, IOM will support interlocutors to develop humanitarian border management responses, through targeted capacity-building and training.

IOM will strengthen regional capacity to respond to public health emergencies with mobility dimensions, including disease outbreaks, through capacity-building of regional migration health experts and select ministries of health (through their port health authorities) on the application of population mobility mapping and flow monitoring as part of preparedness and response efforts in the region. Such efforts will also contribute towards implementation of the International Health Regulations (2005) in the region.

Objective 3: Migration should take place in a safe, orderly and dignified manner

In 2020, IOM will continue to ensure the safety and dignity of migrants, protect the interest of the host countries and the receiving countries through the provision of migration health assessment services to refugees and migrants travelling out of the Southern African region to third countries for resettlement or to their countries of origin. Services will be provided throughout the process of migration: before, during and after arrival.

Migration health services will be provided in accordance with national guidelines, technical instructions of the resettlement countries and IOM protocols and guidelines. IOM will ensure that information of public health concern is shared in a timely manner with all parties, migrants, government agencies and resettlement partners. IOM will continue to improve collaboration with the departments of health in the region to help in capacity-building.

Identification and referral of those in need of assistance and protection is crucial. IOM will thus continue to work closely with relevant government actors to enhance their capacity for early identification of potential victims of trafficking and other vulnerable migrants. IOM will continue to support the development of comprehensive National Referral Mechanisms and standard operating procedures to ensure that vulnerable migrants do not fall between the administrative cracks.

Where possible, IOM will offer technical assistance to the governments, and IOM can also participate in programmes and trainings offered by the governments.

To be more effective in the region, IOM will establish more migration health assessment centres in the region.

Angola

In 2020, IOM Angola will continue engaging with the Government, migrants, civil society, the private sector and the media on a range of initiatives implemented towards ensuring migration management policies and practice that enable safe, orderly and regular migration to, from and within the country. These initiatives will include the following:

- Support the Government in the fight against trafficking in persons. IOM will support the Government in the implementation of action to protect victims of trafficking (VoTs), prosecute traffickers and prevent trafficking.
- Support the Government to address mixed migration flows by increasing its capacity to identify and assist vulnerable migrants.
- Support the Government in the operationalization of the migration policy.
- Promote the active engagement of the Angolan diaspora to sustainable development of the country.

Botswana

For the year 2020, IOM in Botswana will scale up its support to the Government around migration coordination, migration data and migrants' rights on protection, as well as counter-trafficking interventions. Specifically, the mission in Botswana will prioritize the following:

- Support the Government in establishing and operationalizing a national migration coordinating mechanism to strengthen migration governance and management. Assist the Government to strengthen its migration governance framework through the implementation of the Global Compact for Migration and carry out the recommendations of the 2019 Ministerial MIDSA.
- Improve assistance to vulnerable migrants and VoTs and ensure protection of migrants' rights, including the adoption of ethical recruitment standards and practices and extensive capacity-building of national stakeholders.

- As part of strengthening migration data collection, analysis and use, IOM will support the Government in strengthening the migration component of the National Population and Housing Census scheduled for 2021. IOM aims to provide technical review and inputs into the census documents, as well as capacity-building training to governmental statistic personnel.
- Conduct a mapping of the diaspora and explore ways to harness their potential contribution to national development.
- Strengthen collaboration with the media in an effort to enhance public education around migration and dispel negative myths and perceptions about migrants and migration as a whole. In addition, IOM will conduct regular migration briefings to different stakeholders, including government, non-governmental organizations (NGOs), the private sector, as well as development partners.

Comoros

In 2020, IOM Comoros will continue to engage with the Government, stakeholders, migrants, civil society and the media on a range of initiatives implemented towards ensuring migration management policies and practice that enable safe, orderly and regular migration to, from and within the country. These initiatives will include the following:

- Support migrants returning to Comoros from various destination and transit countries to reintegrate sustainably within their communities.
- Support stakeholders including civil society and the media in preventing risky migration behaviours.
- Develop the operational capacities of border management stakeholders and enforce the concepts of IBM in the administrative and operational context of border management.
- Promote the active engagement of the Comorian diaspora to sustainable development of the country, including through the institutional capacity-building and diaspora outreach activities.

Democratic Republic of the Congo

The humanitarian situation in the Democratic Republic of the Congo continues to deteriorate and is characterized by a deepening and spreading of the crisis to new areas. This crisis is affecting people in areas previously considered stable and stretching the coping mechanisms of individuals in areas already impacted. According

to the 2019 revised Humanitarian Response Plan, it is estimated that approximately 12.8 million Congolese are in need of humanitarian assistance, which corresponds to 13 per cent of the total population. Eastern Democratic Republic of the Congo is still the most affected region as a surge in violent conflicts, intercommunal violence and a recent Ebola virus disease outbreak that is continuing to force conflict-affected populations to flee their homes since late 2018.

Violence by armed groups has uprooted well over a million people in the North Kivu province, and it is estimated that more than half a million people were displaced in 2018 and more than 20,000 people left their homes in the three last months,⁹ creating the highest concentration of IDPs in the conflict and Ebola-affected areas.

On the other hand, since the peaceful transfer of power following the elections of December 2018, the Democratic Republic of the Congo has witnessed the peaceful spontaneous surrender of several members of armed groups in different provinces of the country.

Despite a decrease in the poverty rate, from 71 per cent to 64 per cent of the population between 2005 and 2012, the Democratic Republic of the Congo still ranks among the poorest countries in the world at 176 out of 187 countries on the most recent Human Development Index calculated by the UN (2015). IOM in the Democratic Republic of the Congo will increase its operational capacity to better respond to the needs of displacement-affected populations in the eastern part of the country. IOM will also contribute to the stabilization of conflict-affected areas and provide technical support to the commission in charge of the fight against human trafficking. Three priorities for 2020 will include the following:

- Contribute to the improved quality of life and protection of displacement-affected communities in Eastern Democratic Republic of the Congo through the sharing of accurate and timely data on displacement, as well as improving access to basic services and protection.
- Scale up its stabilization portfolio through promotion of peaceful coexistence and economic recovery of the affected communities and provide response for the reintegration of the former combatants and voluntary surrenders.
- Provide technical assistance to the commission in charge of the fight against human trafficking through capacity-building of its members and law enforcement officers while supporting the draft of the national law to fight against human trafficking.

⁹ Provincial Population Movement Commission. Goma, 14 March 2019.



IOM manages 84 screening points in the Ebola-affected areas in the Democratic Republic of the Congo. "This point of control helps prevent the disease from spreading from Mambasa territory or Butembo town. If we find someone with a suspiciously high temperature, we stop them and alert another team who comes to investigate the case and decide how to help them."

– IOM staff

Eswatini

In 2020, IOM Eswatini will continue engaging with the Government, migrants, civil society, the private sector and the media on a range of initiatives implemented towards ensuring migration management policies and practice that enable safe, orderly and regular migration to, from and within the country. These initiatives will include the following:

- Support the Government in the fight against trafficking in persons. IOM will support the Government in the implementation of action to protect VoTs, prosecute traffickers and prevent trafficking.
- Support the Government address mixed migration flows by increasing its capacity to identify and assist vulnerable migrants.
- Support the Government in the fight against HIV/AIDS among the mobile population.
- Support the Government to operationalize the labour migration policy.
- Promote the active engagement of the Swazi diaspora to promote sustainable development of the country.

Lesotho

In 2020, IOM in Lesotho will support the Government for the following:

- Enhance Lesotho law enforcement institutions' understanding of best practices to identify trafficked persons, investigate trafficking cases and prosecute traffickers and apply the gained skills and knowledge in their work.
- Support the Government to ensure that the rights of Basotho migrant workers are upheld by employers and host governments through the regularization of labour movements. IOM will also support the Government in the implementation of potential bilateral labour agreements in order to bring a developmental impact from the regular migration.
- IOM is developing evidence and whole-of-government approaches through the National Consultative Committee, which consists of various ministries, migrant support organizations, private sector and NGOs. IOM continues to support the annual review for Migration Governance Index in order to enhance evidence-based approach.
- IOM intends to support the administration of the migration profile for Lesotho.

- Support the creation of the Basotho diaspora association. An emigrant support model could be considered to extend support for Basotho vulnerable migrants abroad, and IOM intends to pilot emigrant support activities through the soon-to-be established diaspora association.
- Expand return and reintegration support for stranded migrants and forced migrants. IOM will support the Government in screening migrants at the borders and provide tailored shelter, education, livelihood and health assistance.
- Support the Government to enhance border and migration management through capacity-building for immigration and border officials, as well as provision of equipment to strengthen security of the borders/airport, and travellers' complaints/feedback mechanism.

Madagascar

In 2020, IOM Madagascar will continue to support the Government in addressing the challenges and advancing the benefits of migration. Priority initiatives will include the following:

- Support stakeholders in the fight against trafficking in persons. IOM will support stakeholders in the implementation of the new National Action Plan to protect VoTs, prosecute traffickers, prevent trafficking and consolidate partnerships in-country and at the subregional level.
- Enable stakeholders to implement labour migration policies that proactively seek to reduce risky labour migration behaviours by vulnerable women, diversify and make available alternate destinations and foreign labour markets where the rights of migrant workers can be ensured, and improve pre-departure preparation and training of migrant workers.
- Engage stakeholders at the central, regional and community levels in areas where the environment, social cohesion and human security is threatened by the important influx of internal migrants who leave their areas of origin due to land degradation and the negative effects of climate change.
- Develop strategic and operational capacities of border management stakeholders to put to practice the concepts of IBM in the administrative and operational context of border management prevalent in Madagascar and in the context of an island State.

- Promote the engagement of the Malagasy diaspora to sustainable development of the country, including through the implementation of a second edition of the groundbreaking Diaspora Youth Volunteers implemented in 2018.



IOM is committed to curtail human trafficking and protect the rights of those who have become VoTs, and to act to achieve respect for and protection of the human dignity and well-being of victims. Here, the beneficiary was a victim of trafficking supported by IOM to set up a grocery store. © IOM 2019

Malawi

In 2020, the IOM Mission in Malawi will strengthen and scale up its support to the Government in its development and humanitarian priorities as it contributes to the Government's trajectory of achieving the Sustainable Development Goals. Activities for 2020 will specifically include the following:

- Enhance the capacity of the Government on migration management through the development of a national migration policy and labour migration policy in line with the global, continental and regional policy frameworks on migration and development.
- Support the Government to improve sexual reproductive health and rights and HIV services.
- Support the Government in strengthening migration management through the expansion of the Migration Information and Data Analysis System (MIDAS).
- Support the Government to strengthen its capacities and engagement with regional counterparts such as Mozambique, United Republic of Tanzania and Zambia through cross-border collaboration forums to comprehensively address cross-border migration management and its related challenges.
- Provide durable solutions to vulnerable migrant groups through the implementation of AVRRE activities.
- Facilitate safe and dignified return and readmission as well as reception of migrants and sustainable community-based reintegration.
- Support the Government in implementing Malawian diaspora mapping and profiling project in three pilot countries – South Africa, United Kingdom and United States of America.
- Support the Government in establishing a comprehensive system to collect and disseminate data on IDPs in Malawi through DTM system.

Mauritius

IOM will continue to provide support to the Government with the aim to intensify its assistance in priority areas for the country. In parallel, IOM aims to strengthen its collaboration with IOC by developing, implementing and operationalizing frameworks that meet the IOC's strategic priorities and align with the 2030 Agenda, the Migration Governance Frameworks (MiGOF) and the objectives of the Global Compact for Migration. The IOM Office in Mauritius will therefore focus its efforts on the following:

- The Government has recently developed a National Action Plan (NAP) to combat trafficking in persons. IOM aims to provide technical assistance to finalize the NAP, as well as support to establish and implement the workplan.
- Global supply chains are complex and involve a wide range of actors, working at multiple sites, with goods, services and workers across international borders. Due to governance gaps in worker protection, concerns have been raised regarding unethical recruitment practices in companies' labour supply chains that often exacerbate these vulnerabilities. Recognizing that ethical recruitment and the principles of decent work are integral to the eradication of modern slavery in supply chains, as well as the potential of the private sector to be an agent of change, in 2019, IOM will strengthen ethical recruitment practices and raise awareness on migrants workers' rights.
- Engage with the private sector through workshops focused on labour mobility and ethical recruitment, as well as present the International Recruitment Integrity System (IRIS). To support the Government and the private sector, IOM seeks to build on this existing engagement with the private sector to fully roll out IRIS.
- Assist the Government to understand and address the risks and threats posed by maritime insecurity, which is a government priority. In particular, IOM will support the IOC and its member States (including Mauritius) to implement the recommendations of the Second Ministerial Conference on Maritime Security in the Western Indian Ocean region held on June 2019. Actions include increasing capacities of national authorities in border control and management at sea and on land, as well as by supporting States in the region in analysing and improving national migration frameworks and border management systems.
- Mauritius is a country of both origin and destination for international migrants, with foreign workers playing an important role in the shaping of the countries' economies. With a growing and dynamic economy and an ageing population, Mauritius is highly and increasingly

dependent on foreign labour to meet their market needs and economic development goals. IOM will continue to support the development and implementation of labour mobility schemes by supporting South–South bilateral cooperation.

- Mauritius is a country marked by emigration and has much to gain from strengthening its ties with its diaspora. As such, IOM will continue to support the Government in its engagement with its diaspora. IOM in Mauritius will support migration-related data collection to better understand the causes of migration and flows within Mauritius.
- Support the establishment of a migration dialogue for the IOC countries to address the wide range of migration realities and priorities that affect and are shared among these countries that are historically and geographically connected to one another.

Mozambique

IOM Mozambique will intensify its support to affected populations in the aftermath of cyclones Idai and Kenneth and step up its support to the Government in its transition from emergency response to long-term recovery by ensuring that displaced populations and host communities have access to dignified housing as well as multisectoral assistance. Additionally, IOM Mozambique will support the Government in the development of a comprehensive Migration Profile that gathers up-to-date migration data from various sectors. This will serve Mozambique as a tool for evidence-based migration policymaking in 2020 and beyond.



With more than 1.8 million people affected by Cyclone Idai and its aftermath, IOM is providing humanitarian response that includes shelter, protection and psychosocial support. © IOM 2019/Amanda MARTINEZ NERO

Namibia

IOM Namibia will be involved in strengthening IBM between Botswana and Zambia. This will facilitate the mobility of cross-border commerce. In addition, IOM will continue to promote activities under the Labour Migration Policy and National Migration Policy.

To strengthen disaster risk management, IOM aims to promote the cooperation for tuberculosis access as well as water and sanitation hygiene initiatives between Angola, Botswana, South Africa and Zambia. IOM aims to mobilize resources to assist the Government achieve its emergency response plan and establish durable solutions. Additionally, IOM aims to strengthen its assistance to migrants at the borders and the vulnerable communities residing in remote and underserved areas.

Seychelles

IOM aims to strengthen its collaboration with the Government as well as the IOC by developing and implementing an operational framework that meets strategic priorities and aligned to the 2030 Agenda, MiGOF and the objectives of the Global Compact for Migration. The IOM Office in Seychelles will therefore focus its efforts on the following:

- Support the Government's fight to prevent trafficking in persons and labour exploitation.
- Strengthen ethical recruitment and migrant workers' rights. Global supply chains are complex and involve a wide range of actors, working at multiple sites with goods, services and workers across international borders. Due to governance gaps in worker protection, concerns have been raised regarding unethical recruitment practices in companies' labour supply chains that often exacerbate these vulnerabilities. Recognizing that ethical recruitment and the principles of decent work are integral to the eradication of modern slavery in supply chains, and the potential of the private sector to be an agent of change.
- Assist the Government to address the risks and threats posed by maritime insecurity. In particular, the Office will support the IOC and its member States (including Seychelles) to implement the recommendations of the Second Ministerial Conference on Maritime Security in the Western Indian Ocean region (Mauritius, 19 June 2019).
- With a growing and dynamic economy, Seychelles is highly and increasingly dependent on foreign labour force to meet their market needs and economic development goals. IOM in Seychelles will continue

to support the development and implementation of labour mobility schemes by supporting South–South bilateral cooperation.

- Seychelles is a country marked by emigration and have much to gain from strengthening its ties with its diaspora. As such, IOM will provide support and technical assistance to the Government to initiate engagement with its diaspora.
- Support migration-related data collection to better understand the causes of migration and flows within Seychelles. Support the establishment of a migration dialogue for the IOC countries to address the wide range of migration realities and priorities that affect and are shared among these countries that are historically and geographically connected to one another.

South Africa

In 2020, IOM South Africa will continue to develop and implement a range of whole-of-government approaches to addressing the challenges of migration in the country and maximizing its potential for national development. These initiatives will include the following:

- Support for strengthening the overall protection framework for stranded and vulnerable migrants, including guidance for implementation of safe and dignified voluntary return and reintegration programmes.
- Support the national stakeholders, including the civil society and the private sectors, in promoting and protecting the rights of migrants, strengthening social cohesion and preventing and mitigating xenophobia tendencies.
- Support for strengthening procedures to facilitate the identification, referral and protection and assistance of trafficked persons including implementation of anti-trafficking legislation and regulations.
- Support the Government in migration research activities and migration data management to strengthen evidence-based policy formulation and planning on migration issues through reliance on accurate, comprehensive and up-to-date data.
- Promote access to health services for migrants by improving coordination and collaboration among stakeholders to address migration health challenges.

Zambia

IOM in Zambia will strengthen State and non-State actors' capacities towards evidence-based migration policy and programming for improved migrant well-being and to promote safe and orderly migration. The main priorities for 2020 will include the following:

- Based on findings from the Zambia Migration Profile, which was launched in 2019, and the Zambia Migration Governance Indicators (MGI) reports, IOM will support the Government and partners to develop an evidence-informed national migration policy, which will consider the major domains of migration governance, including labour migration, diaspora engagement, border governance, addressing irregular migration, internal migration, migration and health, and migrant protection, including AVRR.
- Strengthen migrant capacities to claim their rights to health, protection, movement, safe work and fair remuneration along with other rights by raising awareness of their rights.
- Provide refugees and other vulnerable migrants with durable solutions including resettlement to third countries, local integration and voluntary return to country of origin, where appropriate.
- Support the Government to harness the development potential of migration, including through engagement with the Zambian diaspora, as well as implementation of the recently launched National Diaspora Policy. This will include institutional strengthening, as well as the formulation and implementation of a national action plan.
- Strengthen IBM, as well as the linkage between trade and mobility for enhanced development and regional integration. This includes support to COMESA to strengthen and implement human mobility and trade facilitation mechanisms and effectively communicate and raise awareness on these.

Zimbabwe

IOM will continue to support the Government in strengthening migration development and governance through the launch and implementation of the National Migration Policy, National Labour Migration Policy and National Diaspora Policy. IOM will provide technical support for the coordination and production of migration-related data to inform policy and programmatic actions through the Zimbabwe Migration Profile, the 2022 National Census preparations and support to the Technical Working Group on Migration Statistics.

IOM will also strengthen partnerships and whole-of-government approach to migration governance through providing ongoing technical support to the Interministerial Committee on Migration. IOM will continue to support inter-State cooperation on migration management through the regular quarterly cross-border migration management forums between South Africa, Zambia and Zimbabwe. Furthermore, IOM will support the migration reception and resource centre in Beitbridge, as well as conduct information outreach activities to sensitize migrants on the risks of irregular migration and safe migration options and support livelihood enhancement in communities with high level of migration outflow and irregular migrants in host communities. IOM will also conduct flow monitoring of migrants to ensure up-to-date information on population movements on Zimbabwe's main migration corridors.

Following the devastating Cyclone Idai in March 2019, which affected Malawi, Mozambique and Zimbabwe, a total of 270,000 individuals were affected and led to the displacement of 50,905 individuals across 12 districts in Manicaland and Masvingo provinces. IOM Zimbabwe will continue to provide humanitarian assistance, as well as recovery and resilience support to support the needs of the most vulnerable populations and affected communities impacted by natural and human-made disasters. IOM will also continue to conduct DTM in Manicaland and Masvingo to ensure that there are timely and accurate information on displacements and vulnerabilities that will inform appropriate programmatic interventions and address the needs of affected populations.

IOM will continue to build the capacity of its civil society network to improve inclusive human rights monitoring and protection support for vulnerable groups including IDPs through human rights monitoring, referral, advocacy and support. IOM will continue to provide a comprehensive package of services including legal services, specialized medical support, documentation and advocacy through established referral pathways of specialized civil society organization services.

In relation to mobility and climate change, IOM will further intensify efforts in mobilizing resources to ensure that environmental migration is mitigated with community-based resilient solutions that establish appropriate preparedness measures for the protection of affected and at-risk populations.

IOM will provide support for the Government's efforts to prevent trafficking in persons through targeted information dissemination and education in targeted rural districts. IOM will also support the institutionalization of the National Referral Mechanism for the protection and assistance to VoTs, as well as continue to provide direct assistance for identified VoTs. IOM will also provide support for the refurbishment of selected shelters providing support to VoTs. The mission will

continue to strengthen the country's trafficking in persons response and capacity for investigation and prosecution of trafficking in persons crimes through capacity-building training for law enforcement and judiciary officials. Furthermore, capacity-building support will be provided for government, NGOs and civil society members on trafficking in persons. IOM will also continue to work towards facilitating a greater engagement between the Government and civil society actors within the national trafficking in persons response in Zimbabwe.

IOM will also continue to apply effective social cohesions and cross-border health measures to prevent communal conflicts and spreading of communicable diseases within migrant communities and hosting society through conducting thematic survey and health assessments for migrants hosting communities.



IOM teams are providing support to affected communities in Zimbabwe's Chimanimani district.
© IOM 2019



An IOM beneficiary who was trained on how to make a fuel-efficient stove. IOM 2018/Rikka TUPAZ

Southern Africa	P1	P2	P3
	Adhering to international standards and fulfilling migrants' rights	Using evidence and whole-of-government approaches	Good migration governance relies on strong partnerships
Regional Office Pretoria	2 000 000	3 000 000	5 100 000
Angola	150 000	100 000	50 000
Botswana	200 000	200 000	-
Comoros	10 000	10 000	70 000
Democratic Republic of the Congo	2 000 000	500 000	700 000
Eswatini	150 000	100 000	50 000
Lesotho	1 250 000	250 000	50 000
Madagascar	20 000	35 000	70 000
Malawi	250 000	1 500 000	150 000
Mauritius	80 000	200 000	50 000
Mozambique	200 000	200 000	50 000
Namibia	-	200 000	-
Seychelles	160 000	250 000	130 000
South Africa	2 000 000	500 000	-
Zambia	150 000	75 000	-
Zimbabwe	1 200 000	2 750 000	1 500 000
Total	9 660 000	9 870 000	7 840 000

O1	O2	O3	TOTAL
Advancing the socioeconomic well-being of migrants and society	Addressing the mobility dimensions of crises	Migration should take place in a safe, orderly and dignified manner	
3 500 000	2 500 000	-	16 100 000
1 000 000	200 000	50 000	1 550 000
200 000	-	200 000	800 000
50 000	120 000	150 000	410 000
26 000 000	7 000 000	15 000 000	51 200 000
1 000 000	200 000	50 000	1 550 000
1 400 000	300 000	500 000	3 750 000
350 000	475 000	450 000	1 400 000
1 000 000	750 000	350 000	4 000 000
100 000	-	280 000	710 000
2 000 000	4 000 000	400 000	6 850 000
1 000 000	1 500 000	500 000	3 200 000
200 000	-	327 000	577 000
2 000 000	-	1 500 000	6 000 000
1 200 000	1 465 000	1 000 000	3 890 000
2 650 000	7 200 000	660 000	15 960 000
43 450 000	25 710 000	21 417 000	117 947 000

West and Central Africa





Benin
Burkina Faso
Cabo Verde
Cameroon
Central African Republic
Chad
Gabon
Gambia
Ghana
Guinea
Guinea-Bissau
Liberia
Mali
Mauritania
Niger
Nigeria
Senegal
Sierra Leone
Togo

On the International Day of the African Child,
IOM in Burkina Faso hosted events and activities
for 300 migrant and host community children.
© IOM 2019/Alexander BEE

Regional Office Dakar

Migration Governance Framework principles and objectives

Principle 1: Adhering to international standards and fulfilling migrants' rights

In 2020, the International Organization for Migration (IOM) will continue strengthening principled humanitarian action to effectively access and respond to people in need of humanitarian assistance and protection in emergencies and protracted crises. As current crisis throughout the West and Central Africa (WCA) have regional dimensions, such as the Lake Chad Basin (North-East Nigeria, South-West Niger, Lake Region in Chad and Northern Cameroon) and Liptako–Gourma (Burkina Faso, Mali and the Niger, with potential spillover to the surrounding coastal countries), IOM's missions are increasingly developing cross-border programmes and ensuring coherence and consistency while addressing the situations of people in need. Guided by the Organization's institutional humanitarian policy, the Principles for Humanitarian Action, IOM will invest in operational policy development and capacity strengthening with a focus on hard-to-reach and high-risk settings, including areas where IOM works through remote management. Operational guidance will include strengthened risk management, due diligence and accountability mechanisms. To further advance policy integration and coherence, efforts will be undertaken to develop a shared understanding of opportunities, gaps and barriers in the humanitarian, development and peace nexus, with a view to safeguarding principled humanitarian action. Throughout 2020, IOM will continue to promote principled humanitarian action through its active engagement in the Inter-Agency Standing Committee (IASC) at the various levels.

Regarding environmental sustainability and in the perspective of IOM's contribution to the new UN Sustainability Strategy (2020–2030), IOM will actively enhance its participation to the annual environmental inventory led by IOM's Headquarters. Further technical support and capacity-building will be provided to the missions in gathering the requested data and launch green offices initiatives, as well as environmentally sustainable activities within IOM's intervention in the region.

Principle 2: Using evidence and whole-of-government approaches

As crisis become protracted, identifying opportunities to provide durable solutions for forcibly displaced persons in the location of displacement or once returned to the origin is of paramount importance. Therefore, based on IOM's long experience of tracking displacements (Displacement Tracking Matrix (DTM), missions in WCA will further run the Stability Index, enabling the national governments and the international community to inform the kind of programming the most relevant at time of transition between humanitarian and development, calling for specific

actions, such as Livelihoods and Damaged Houses Reconstruction programmes, support to renewed local governance systems and rehabilitation of social services.

Principle 3: Developing strong partnerships

Developing strong partnerships with diaspora groups continue to be a priority for IOM. Specifically, in 2020, IOM will work with various partners – including the African Development Bank and others – to step up the diaspora productive investments through the roll-out of the diaspora investment assessment toolkit, aimed at guiding governments in the selection of the best and most appropriate diaspora investment tools. IOM is continuing its collaboration with the Economic Community of West African States (ECOWAS), which has been boosting its strong presence in the region. The Regional Office of WCA keeps widening its reach and approach with through recent key partnerships such as with the Universal Postal Union (UPU). This partnership will help in maximizing efforts to reduce costs of remittance transfers for migrant workers.

Similarly, IOM will keep working with ECOWAS, ensuring the creation or the enhancement of a regional legal framework for migrants' protection, notably in the protection of vulnerable migrants – such as children on the move and victims of trafficking (VoTs) – and in the reintegration for migrants returning to their countries of origin and for the receiving communities.

This strategical partnership with ECOWAS should be enhanced by a technical support in launching and activating the migration and environment thematic commission related within the Migration Dialogue for West Africa (MIDWA), in order to operationalize the institutional will to address migration, environment and climate change (MECC) challenges in the region.

As the MECC nexus requires an interdisciplinary approach, specific attention will be given to partnership in the region on this topic. In this sense, facilitating the dialogue between the different stakeholders will be the key approach for IOM in the region.

IOM is also working on the consolidation of a cooperation framework on mixed migration, by setting up a proper coordination mechanism that involves the most relevant actors in this domain. In this framework, IOM has chairing the Regional Working Group on Mixed Migration.

As crisis are regional, conflicts between herders and farmers are increasing, as well as spillover from one country to another along the transhumance routes. While promoting cross-border programming at missions' level to address the particular nature of animals' mobility, IOM's Regional Office will pursue its partnership with the Regional Network of Herders (Réseau Bilital Maroobé) to build upon the

programmes initiated by an increasing number of missions with national herders associations to establish conflict mitigation mechanisms based on a tracking of movement and the mobilization of farmers communities ahead of animal movements.

Objective 1: Advancing the socioeconomic well-being of migrants and society

IOM will continue to support governments in strengthening their capacity to provide the youth with effective and sustainable opportunities in their communities/home countries and reducing irregular migration push factors. It will continue to support efforts in improving youth access to labour market relevant skills development trainings and promoting local small entrepreneurs, hence fostering youth empowerment while promoting peace, security and resilience. It will continue to lobby with governments and donors to promote regional labour market integration and mobility, including through researching and exploring recruitment practices in WCA in an effort to reduce instances of exploitation linked to mobility.

IOM aims to develop guidance, models and standards to support countries in the prevention and management of communicable and non-communicable diseases and mental health conditions, including screening and medical examinations.

On the MECC nexus, IOM will continue to advocate for a better integration of environment and climate change in migration policies and action in the region. More specifically, IOM will encourage integrated approaches and concrete action that will contribute to strengthen socioeconomic and climate resilience, targeting for example sectors like agroecology and renewable energy.

Objective 2: Addressing the mobility dimensions of crises

IOM will provide accurate information and dispel fears and misperceptions among migrant and host populations about the health impacts of migration and displacement on mobile populations as well as health of local communities and health systems. IOM will ensure that the social determinants affecting refugees and migrants' health are addressed through joint action and coherent multisectoral public health policy responses.

IOM will continue to support the national governments in addressing the needs of the forced displaced population and the respective host communities through the provision of direct humanitarian assistance throughout the various conflict areas and also deployment of DTM to inform the national governments and the international community in their respective efforts to mobilize the necessary resources.

IOM will continue to pay attention to the situation of mobile herders and farmers as competition over scarcer natural resources (water and land) increases throughout

the region, thus, expanding the geographic coverage of IOM's Transhumance Tracking Tool and multiplying the number of community mobilization initiatives accordingly.

Objective 3: Migration should take place in a safe, orderly and dignified manner

In an effort to promote cross-border regional cooperation, IOM will continue building the capacities of WCA States in developing comprehensive immigration and border management interventions to respond to the migration management opportunities and challenges in the region. This includes drafting strategies to respond to the immigration and border management-related security challenges in the region, standardizing immigration and border management procedures, aligning identity documents with international standards, improving border information systems, as well as promoting orderly migration and trade through improved border infrastructure and more modern technology.

Equally important is the need to address the challenges relating to transnational crimes in the region through enhancing capacities of the governments, civil society and other partners related to trafficking in persons and migrant smuggling while enhancing assistance to victims of cross-border trafficking, notably enhancing prosecution systems for traffickers and smugglers.

In addition, IOM will continue to save lives and promote the physical and mental health of migrants by providing essential health-care service packages, as appropriate to countries' contexts, financial situations and in line with their national context, priorities and legal frameworks that should include access to vaccinations for children and adults, and the provision of health promotion, disease prevention, treatment, rehabilitation and palliation services for acute, chronic and infectious diseases, injuries, mental and behavioural disorders, and sexual and reproductive health needs.

Assistance will be given to all the categories of vulnerable migrants, including VoTs, unaccompanied or separated migrant children, migrants with mental and psychosocial needs. To this end, the Regional Office in Dakar is supporting country offices with ad hoc training and other technical guidance.

IOM aims to provide financial tools to assist vulnerable migrants in the region that cannot benefit of existing projects' assistance.

Benin

IOM Benin plans to continue to facilitate safe, orderly and regular migration, as well as support the Government in maximizing the economic benefits of migration to boost national development. IOM Benin will focus on four key points:

- Extend the Migration Information and Data Analysis System (MIDAS) at the land border to provide government policymakers with accurate migration data on onward policy decisions.
- Raise public awareness on the International Convention on the Protection of the Rights of All Migrant Workers and Members of their Families.
- Disseminate IOM's migration policy documents.
- Prevent conflict and violent extremism in border areas with Togo and Burkina Faso; related activities include the assessment of border areas, capacity-building and enhancing dialogue and cooperation between communities, traditional leaders and local authorities.

Burkina Faso

In 2020, IOM will further assist the Government on the nexus between humanitarian-oriented interventions and development-oriented opportunities, in a country that is characterized by the persistence of vulnerabilities caused by natural, human and institutional factors. In 2019, the country experienced rapid deterioration of the security situation that led to massive displacement in the Sahel, north and east of the country. As such, IOM intends to strengthen its support to address the humanitarian needs of the displaced populations and host communities.

- Launch the nationwide DTM to ensure that the Government, donors, the UN and humanitarian actors have an accurate evidence base regarding displacement and needs.
- Provide life-saving assistance and protection to the displaced populations and other persons in need including host communities through emergency shelters, non-food items (NFIs) to the tens of thousands of households living in difficult conditions within host families' internally displaced persons (IDP) shelter.
- Mainstream protection activities, such as mental health and psychosocial support and gender-based violence support sessions, organized for the most vulnerable affected people, such as accompanied minors and for IDPs in host communities by mobile multidisciplinary teams.



IOM provided returning migrants and youth training in construction and heavy machinery, as well as internship placement in the private sector. © IOM 2018/Alexander BEE

- Strengthen community cohesion and peacebuilding through support for local governance, cross-border initiatives tackling conflict drivers in the region to make peace sustainable through socioeconomic integration of youth at risk, peaceful resolution of natural resources conflicts and trust-building between civilian populations and defence and security forces.
- Improve protection by providing direct assistance and enabling the assisted voluntary return for vulnerable migrants stranded in Burkina Faso, having geographical strategic position on the dangerous central Mediterranean route, focusing on the most vulnerable and counter-migrant trafficking and smuggling.
- Foster local development in a whole-of-community approach by revitalizing the local economy, providing support to local governance, improving access to basic socioeconomic infrastructures, promoting climate change-oriented planning and attempting to strengthen social cohesion for youth and communities, involving also the diaspora.
- Support youth engagement and initiatives by giving them a key role in policy discussions, providing better opportunities and demanding a seat at the table of decision-making. Combat youth unemployment by promoting entrepreneurship and improving access to microfinance and skills improvement trainings.

- Respond to priorities identified by local authorities, return migrants and their communities. The objective is to ensure that the contributions of migrants and the skills that they may have acquired through the migration experience can be fostered not only for returnees' individual reintegration but also for local development.
- Strengthen the capacity of the relevant authorities on the benefits of diaspora engagement via the development of a national diaspora policy. Provide systems and dynamics to mobilize diaspora on the national level, share best practices on the use of instruments to reduce costs of remittances and improve financial literacy.
- Improve the capacity of local authorities in Burkina Faso to integrate migration, environmental and climate change themes in local planning

Cabo Verde

IOM Cabo Verde will continue to strengthen its protection and assistance to VoTs, enhance the Government's capacity to address this phenomenon, as well as enable, engage and empower transnational communities as agents for development while also maximizing the positive relationship between migration and development. IOM Cabo Verde priorities for 2020 include the following:

- Cabo Verde is a source and destination country for VoTs subjected to forced labour and sex trafficking within and outside the country, especially children and women. IOM aims to continue to support the Government in developing standard operating procedures for the identification, assistance, protection, investigation and prosecution of (potential) trafficking in persons cases and enhance the capacity of governmental authorities to address the phenomenon.
- IOM and the Government recognize the importance of diaspora engagement in development. As such, IOM will leverage its exceptionally large diaspora by focusing on the promotion of Diaspora Entrepreneurship Programme in Cabo Verde whereby diaspora members will be encouraged to implement their business projects in their home communities. IOM will therefore contribute to the country's development, job creation and poverty reduction.
- IOM seeks to implement a project aimed at financially assisting the Cabo Verde diasporas residing in Europe, or European entrepreneurs in partnership with the diaspora, to engage as entrepreneurs for the development of the private sector in Cabo Verde.

Cameroon

In 2020, IOM in Cameroon will sustain its support to the Government on various migration-related matters, such as migrants' protection and reintegration, migration health and resettlement of refugees to third countries and national/regional efforts to counter trafficking in persons. In 2020, IOM in Cameroon intends to prioritize the following:

- Support the Government to provide assisted voluntary return and reintegration (AVRR) activities, as well as conduct capacity-building activities for key actors and government authorities on migration-related topics. Furthermore, IOM will provide data on migration movements that will strengthen both IOM and the Government's understanding of the local dynamic on migrations. IOM also aims to improve migration governance and management at the local level.
- Conduct a comprehensive assessment of the Government's national effort to counter trafficking in persons and support the Government by taking part in a multidimensional regional programme that aims to collect data on trafficking in persons in crisis, ensure a common understanding of trafficking in persons by regional stakeholders, as well as the exchange of best practices between them. IOM in Cameroon will also strengthen the capacities of national actors involved in addressing and preventing trafficking in persons, raise awareness on the phenomenon of trafficking in persons and related risks for target communities and support trafficking in persons victims on the field through specific protection activities on the field.
- Provide resettlement opportunities for refugees through a range of services and support including, but not limited to, case processing, migration health assessments, cultural orientation training, organized transportation and administration of a travel loan and collections programme.
- Strengthen migration data and communication sharing with the Government to reinforce their understanding of the displacement's types, dynamics and reasons. IOM will focus on promoting stability interventions and work with the Government to capitalize on the benefits of migration, reinforce resilience and encourage development initiatives.
- Promote demobilization, disassociation, reintegration and reconciliation (DDRR), as well as conflict dissolution and peacebuilding in the Lake Chad region.
- Sustain diaspora engagements and initiatives to improve remittances management.

Central African Republic

IOM's mission in the Central African Republic will continue to contribute to the peace process through emergency response and return assistance to IDPs and returnee populations, community violence reduction targeting youths with conflict-carrying capacity, vocational trainings and reintegration support for former combatants, training and awareness activities on social cohesion and conflict prevention. IOM's priorities for 2020 will include the following:

- Maintain the co-leadership of the Camp Coordination and Camp Management (CCCM)/NFI/Shelter cluster and increase emergency response in priority locations. IOM in the Central African Republic will actively engage the durable solutions working group to provide comprehensive services in return locations.
- Provide protection and life-saving support for conflict-affected individuals in camps and host communities through the application of the CCCM and protection monitoring tools and methodologies. IOM will expand its CCCM training coverage to include actors working in both camps and host communities. IOM will mobilize resources to respond to any type of emergency. IOM will also continue to operationalize existing humanitarian storage hubs to respond to humanitarian shocks through prepositioning of contingency stocks (such as shelter and NFI kits).
- Expand DTM coverage to the remaining seven prefectures and harmonize data collection methodologies with the Commission de Mouvement de Population.
- Strengthen inter- and intracommunal violence reduction in fragile communities. IOM will build on existing community violence reduction (CVR) approaches to expand activities in priority locations in the country. The mission will continue to implement existing CVR activities and ensure the provision of quality vocational trainings through market needs assessment and monitor the business progress of beneficiaries. IOM will reinforce its sensitization and awareness activities on social cohesion and conflict mitigation.
- Accompany the Government in the implementation of the national reintegration strategy. IOM will continue to provide logistical and operational support to the Comités de mise en oeuvre préfectorale, Comités techniques de sécurité et les unités spéciales mixtes de sécurité.
- IOM will strengthen its relationship with all stakeholders to ensure the provision of adequate logistical support to the deployment of the Unités spéciales mixtes de sécurité and the overall operationalization of the Comités de mise en oeuvre préfectoraux/Comités techniques de sécurité.

- Mainstream protection and psychosocial support in all emergency, CVR and reintegration programming.

Chad

Political dynamics, socioeconomic problems and conflict in neighbouring countries of Chad have led to internal displacement and instability, as well as increased the flows of vulnerable and stranded migrants in need of urgent assistance. Within this context, IOM Chad will focus on improving migrant protection, ensuring good migration governance, responding to the urgent needs of stranded and vulnerable migrants, promoting systematic data collection, aiding in transition and recovery, and supporting durable solutions. IOM Chad's priorities for 2020 include the following:

- Implement counter-trafficking initiatives that improve access to assistance for vulnerable migrants. IOM will focus on capacity-building for key local government and non-government actors on establishing and/or improving referral mechanisms, victim identification and international frameworks to improve access and delivery of services in addition to providing direct assistance.
- Conduct thematic research for evidence-based decision-making and facilitate the implementation of key frameworks, such as the Global Compact for Safe, Orderly and Regular Migration and the 2030 Agenda for Sustainable Development, to ensure that the Government has access to information for developing sound migration policy.
- Carry out systematic data collection through DTM to ensure that responses are adapted to the urgent needs of forcibly displaced populations in Chad, notably displacement due to the protracted Lake Chad Basin crisis and conflict in neighbouring countries.
- Provide direct humanitarian assistance through essential NFIs and shelter construction to respond to the needs of stranded and vulnerable persons.
- Promote social cohesion, resilience and livelihood through the implementation of community stabilization and peacebuilding projects.
- Conduct voluntary return and reintegration for stranded third-country nationals and progressive return for Chadian nationals to ensure that vulnerable migrants have a pathway to return home and reintegrate into their communities. In addition, resettlement services will be provided to aid refugees, including health assessments, pre-departure orientation and movement assistance.

- Strengthen border management by utilizing the IOM MIDAS tool and conduct capacity-building trainings for local actors on border management.



The Lake Chad Basin humanitarian emergency has evolved to be one of the most severe in the world. Now more than nine years into the crisis, an estimated 10.7 million depend on humanitarian assistance for their survival and 4,471,459 individuals have been forced to leave their homes. The vast majority, almost 2.5 million individuals, remain displaced within the borders of their own country, while over 1.8 million individuals have returned to areas of origin and around 160,000 individuals are out-of-camp refugees. © IOM 2018/Amanda MARTINEZ NERO

Côte d'Ivoire

IOM in Côte d'Ivoire will continue to support sound migration management and governance. A well-managed, orderly migration system requiring practical, humane and rights-based operational solutions therefore remains a priority and will include the following areas of work:

- Ensure migration governance and the implementation of the Global Compact for Migration. The Government participated in 2019 in the Migration Governance Indicators exercise and throughout 2020, IOM will be working with the Government to implement the Global Compact for Migration recommendations, as well as the Government's priorities. This will be crucial to ensure proper coordination and planning for migration policy and governance.
- Focus on supporting the Government in developing a border management strategy and adopting relevant legislation for quality and efficient immigration and border management.
- Assist the most vulnerable, including VoTs (foreign VoTs in the country and Ivoirian VoTs abroad), stranded migrants and recent vulnerable returning migrants. Focus will be put on protection and sustainable reintegration.
- In light of rising insecurity affecting some parts of the country, IOM will support preparedness and prevention work engaging authorities and communities to enhance at-risk communities' ability to withstand threats stemming from violent groups, whether criminal or extremist in nature.

Gabon

IOM Gabon will strengthen its support to the Government to further develop national policy documents geared for combat human trafficking. This support will be delivered through the following:

- Conduct a national survey on human trafficking in Libreville and surrounding areas to better understand the current changing dynamic of this phenomena.
- Establish an expert panel tasked with writing this national strategy.
- Develop an action plan for the implementation of the national strategy by national and local authorities.

The Gambia

The Gambia is one of Africa's smallest countries. Despite its size, migration plays a significant role in Gambian society. Overseas remittances of an estimated 90,000 Gambians living abroad account for over 20 per cent of the country's GDP, while rural-to-urban migration has led to increasing urbanization. In recent years, the pursuit for socioeconomic advancement – especially among the youth – has driven many to undertake irregular migration. Priority intervention for 2020 include:

- Focus on providing assistance to vulnerable migrants and conduct counter-trafficking activities. Specifically, IOM aims to provide protection and assistance for migrants in need and strengthen national efforts to combat trafficking in persons in a coordinated manner. This will be done through the following: (a) prevention activities to increase awareness of trafficking in persons at the national and community levels; (b) protection services for VoTs and those at risk of trafficking; and (c) prosecution work to strengthen the criminal justice system's capacities to identify, investigate and prosecute traffickers. IOM also endeavours to promote partnerships with key national actors and civil society organizations in the protection of and assistance to vulnerable migrants.

IOM intends to strengthen its AVRR services to returning Gambian migrants. The Organization will provide reception assistance upon return, including providing medical and psychosocial care and shelter. In addition, reintegration support in the form of income-generating livelihood projects, either on an individual, collective (group of returnees) or community level, will be provided. The priorities for 2020 are to continue providing avenues for Gambian returnees for reintegration in a sustainable manner, as well as providing support to the Government in strengthening its response and support to returnees.

The strategic priority for immigration and border management are to continue supporting government efforts in facilitating safe and orderly migration while mitigating security threats and transnational organized crime, as well as positively contributing to socioeconomic development. This will be done through the following: (a) updating standard immigration procedures and policies; (b) improving physical infrastructure and equipment at border posts; and (c) building border officials and institutions' capacities on document security, protection of vulnerable migrants and transnational organized crime through a human rights approach. This work will be reinforced by supporting the Government's migration data collection and analysis capacity through expansion of border information management systems (specifically, IOM's MIDAS). Finally, IOM will promote health and humanitarian border management capacities linked to preparedness, response and recovery from cross-border crises.

IOM will focus on strengthening the migration governance architecture for the Gambia and building stakeholders' capacity on labour migration and migration and development through three priority areas. First, IOM will support the operationalization of the National Migration Policy (NMP) and the National Coordination Mechanism on Migration (NCM), both of which will have specific focus on the links between migration and sustainable development, including the attainment of selected Sustainable Development Goals (SDGs). This follows the recent conclusion of the development and validation of the NMP and will include the development of the operational Plan of Action and subsequent development of strategies for priority thematic areas. Furthermore, IOM will contribute to the evidence base on migration through contributing to the production of knowledge and data through assessments, study and research on migration, focusing on migration and development and labour migration. Finally, capacity-building initiatives will be implemented in the area of labour migration and migration and development. Finding alternatives to irregular migration is a priority for the Government. IOM plans to establish a mechanism for ethical recruitment to support the Government in exploring possible destinations for labour migration schemes, as well as support the Government in engaging with the Gambian diaspora.

In response to low capacity among Gambian media and civil society to report on and discuss migration issues, IOM plans to strengthen efforts to build migration literacy in the country. This involves trainings/workshops for journalists and civil society organizations, disseminating accurate information on safe migration opportunities and campaigns aimed at changing Gambians' behaviour towards irregular migration.

IOM will broaden its migration health programming in 2020, which includes pre-departure tuberculosis/health assessment for the United Kingdom, directly addressing the health needs of migrants, mental health and psychosocial support for migrants and health border management, as well as strengthening the health-care delivery and emergency health preparedness of the country.

Ghana

IOM Ghana will deepen its support to the Government, thereby continuing to enable it to develop and implement comprehensive policies and programmes that address the opportunities and challenges of migration. Priorities for 2020 include the following:

- Contribute to the protection of vulnerable migrants through facilitating their access to services such as shelters, as well as supporting the Government in the establishment of good migration governance practices including trainings, inter-agency meetings and the use of data-sharing systems.

- Work with key partners, such as the Ghanaian diaspora and the Diaspora Affairs Office under the Office of the President, to ensure remittances are used strategically in promoting socioeconomic development, including financial literacy. In addition, provide expert advice to key institutions, such as the financial industry, in order to lower the cost of remittance services in line with SDG targets.
- Continue to support the Government develop and launch a comprehensive labour migration policy that will help reduce the vulnerability of migrants to unethical recruitment, smuggling and trafficking, and promote stable and fair economic opportunities.
- Encourage partnership and collaboration on migration among domestic and regional actors, whether it be in the areas of international border management, counter-smuggling or the implementation of migration-related SDGs.



IOM partners with the student-led Mercy Migration Club, which empowers students to learn about and help raise awareness on the dangers of irregular migration. To date, more than 600 students have attended the events.
© IOM 2019/Xizi LUO

Guinea

IOM Guinea will continue to support the Government in improving its migration management and all migration-related issues through the implementation of different interventions focusing on integrated immigration and border management and migration and health, as well as facilitating the return and reintegration of Guineans and refugee resettlement, labour migration and human development. Emphasis will also be on facilitating the collection and storage analysis of data, access to data on migration factors, flows and trends to support evidence-based policy development, as well as supporting the Government in its efforts in combating trafficking in persons.

The priorities for IOM Guinea for 2020 shall include the following:

- Providing support for the Government to enhance its border management capacities. IOM will work with the relevant immigration and border authorities and ministries to enhance their technical and logistical border management capacities through activities such as improved infrastructure and equipment, as well as the provision of technical support to border immigration officials through a series of trainings.
- Strengthen the capacities of the Government to combat trafficking in persons. A series of activities will be carried out for law enforcement, prosecutors and service providers that will include training-of-trainers, awareness-raising, provision of assistance to VoTs, as well as provision of psychosocial and in-kind support to vulnerable persons.
- Mitigate risks associated with the movement of people through training of government and other officials in the preparedness to respond to public health emergencies, as well as provision of logistics support. Provide logistical and technical support at the points of entry, as well as continuous reinforcement of the emergency operations centres.
- Implement whole-of-community approach to migration and development. The Migration Profile and migration policy of Guinea are currently being finalized. The Migration Profile will provide evidence-based migration data that can be used to advise and assist with mainstreaming migration into the Government's policies. The migration policy will be a strategic document that will guide government actions in migration-related activities.

- IOM Guinea will also continue to engage with the Government in strengthening diaspora engagement on socioeconomic development through mentoring and knowledge transfer programmes focusing on youth employment and community stabilization that shall also include the strengthening of health systems.
- Mainstream protection and direct assistance within reintegration and provide livelihood and health assessments, as well as psychosocial support. IOM will continue to facilitate the safe return of migrants, as well as the implementation of the reintegration programmes and will provide livelihood support and vocational trainings, in partnership with the Government, UNICEF and other local and international organizations.

Guinea-Bissau

IOM will continue to actively support national and local authorities with the implementation of policies and actions for improving the governance of migration in Guinea-Bissau, while safeguarding human rights principles and the implementation of the Global Compact for Migration. In 2020, IOM Guinea-Bissau priorities are as follows:

- Support the protection and reintegration of Guinea-Bissau migrants with a threefold approach: (a) ensure the reintegration of Guinean migrants and strengthen national management and reintegration structures and capacities in a dignified manner; (b) enable migrants and potential migrants to make informed decisions about their migratory pathways and make communities aware of migration; and (c) strengthen migratory data and communication on migration flow, routes and trends, as well as needs and vulnerabilities of migrants in the country. IOM will also continue to expand efforts to protect and improve public health in response to the Global Health Security Agenda.
- Strengthen socioeconomic well-being of migrants, bringing together young people, migrants, diaspora and local authorities to promote employment and address irregular migration in Guinea-Bissau. Specifically, focus will be on green economic opportunities, agroecology and youth employment services in local communities affected by irregular migration. Diaspora contribution to local development will also be enhanced through skills transfer. An entrepreneurship and social forum with the diaspora will be supported in 2020.



Community leaders watching a movie on the risks of irregular migration. © IOM 2018/Sandro TAVARES

- IOM will support a better understanding of the nexus between migration and access to natural resources in Guinea-Bissau, with specific focus on gender, in order to strengthen the resilience of individuals, communities and territories, through the following: (a) research in the regions of Gabu, Oio and Tombali; (b) capacity development of relevant national authorities based on IOM expertise and the results of the study; and (c) designing sustainable and inclusive livelihood opportunities for communities in Guinea-Bissau, through a better understanding of the nexus between natural resources and migration.
- Continue to work with the Government on prevention of trafficking and the protection of VoTs through awareness-raising, capacity-building and direct assistance for vulnerable people.
- Implement a whole-of-community approach to migration and development. The first migration profiling exercise was published in 2019 and provides evidence-based migration data that can be used to advise and assist with mainstreaming migration into the Government's policies and serve as the base for targeted support on mainstreaming migration in public policies.

- A national observatory for international communities will be created by the Government and supported by IOM to promote integrated protection of migrants' communities, fulfilment of their human rights and coordination and monitoring of migration-related initiatives. The observatory will support exchanges with diaspora and international communities as well.
- A house of migrants will be established by the Government and supported by IOM to provide unified services for migrants' returnees in the country.
- IOM will continue to support researches in the area of migration. With the United Nations Integrated Peacebuilding Office in Guinea-Bissau, IOM will publish a migration and human rights guide and support the development of a soap opera on human rights. These activities will raise public awareness on migrants' rights.
- IOM will support the development of initiatives to support the implementation of the ECOWAS protocol for the free movements of people and goods.

Liberia

IOM Liberia will continue to support the Government in improving its migration management and all migration-related issues through the implementation of different projects that will be focused on integrated migration and border management, facilitating the return and reintegration of Liberians, labour migration and human development, peacebuilding and social cohesion activities and programmes in high-mobility and border areas. Emphasis will also be on facilitating the collection and storage analysis of data, access to data on migration factors, flows and trends to support evidence-based policy development, as well as supporting the Government in its efforts in combating trafficking in persons. The priorities for IOM Liberia for 2020 include the following:

- Continue facilitating the voluntary return and reintegration of migrants from Europe and Africa and improve migration management of the Government, while ensuring the protection of migrants' rights through AVRRO programmes.
- Strengthen Liberian national capacity in combating trafficking in persons, provide assistance and protection of VoTs and put in place the necessary referral mechanisms, as well as raise awareness through campaigns and increasing the Government's capacity to investigate and prosecute human trafficking crimes through provision of trainings.

- Promote youth livelihood opportunities as an alternative to irregular migration, especially enhancing the positive link between education and migration through generating opportunities for youth to develop knowledge, skills and competencies, and contributing to socioeconomic development by enhancing skills for work and on-the-job training to build the capacities to empower migrants and actors involved in their assistance.
- Strengthen rural community resilience particularly in border areas with programmes of social cohesion and other cross-border initiatives through continued implementation of gender-based approach in Liberian communities to promote inclusiveness in relation to migration issues, social cohesion and peacebuilding, especially in the most unstable border areas.
- Promote law enforcement and community preparedness through capacity-building and coordination mechanisms between law enforcers, community leaders and community-based organizations (CBOs) promoting their engagement to prevent or detect crimes early or any other threats to social cohesion by reinforcing local mechanisms of conflict resolution involving governmental authorities and representatives of local communities.
- Improve cross-border migration management and community engagement in socioeconomic development, assisting border police and prosecutors in strengthening their capacity in identifying, investigating and prosecuting trafficking cases, especially in border counties; assist the Government of Liberia to put in place efficient border and immigration management policies and structures, as well as continuing work in crisis prevention and preparedness in border areas.
- According to the Global Compact for Migration, IOM Liberia shall facilitate the use of evidence and whole-of-government approach by reviewing and updating the National Migration Policy draft with the Government and putting it into practice, as well as updating and disseminating the Migration Profile. A national referral mechanism on migration will be put in place to reinforce key ministries' capacities in the coordination of migration issues and within their outreach to the diaspora.
- Continue to support the national and local authorities and development partners in having access to data on migration factors, flows and trends to support evidence-based policy development and programmes and involving them in the Global Compact for Migration; promote research and data management for unified and shared data collection on trafficking in persons as well as VoTs, especially regarding the trafficking in persons' prosecution cases.

- Further enhance and develop its partnership with UN agencies, international and local non-governmental organizations (NGOs) working with women and youth to consolidate the peacebuilding efforts in Liberia. In the framework of the counter-trafficking initiatives with international and local NGOs and CBOs, with partners such as Defence for the Children in the implementation of VoTs, smuggling and internal trafficking protection, enhance partnership with the relevant ministries.
- Assist the Government in operationalizing the road map to engage diaspora for development, strengthening diaspora engagement on socioeconomic development, provide thought mentoring and implement knowledge transfer programmes addressed to youth employment strategies for community stabilization and strengthening of health system; reinforcing transnational networks: diaspora engagement through skills transfers and productive investment for innovative entrepreneurship activities and the presentation of alternatives to irregular migration.

Mali

IOM Mali, in coordination with its partners, will continue to support the Government in migration management and complement efforts of the Government in implementing its national plans, including those of the United Nations and G5 Sahel, to mitigate the effects of the armed crisis in the country. The priority areas in 2020 include the following:

- Migration management: Assist the Government to manage and protect returning Malian migrants and provide reintegration assistance to the returnees. IOM will also support the Government to protect and assist migrants transiting through Mali.
- Border management: Construct and equip additional border posts at border crossing points to enhance controls, protect migrants and improve interactions and relations between border communities and border security guards.
- Counter-trafficking: Support the Government in the fight against human trafficking, especially child trafficking through the training and equipping of key actors like magistrates, judges, security agents, carrying out awareness campaign targeting civil society, and to assist VoTs.
- Humanitarian assistance: Continue to support the Government in data collection and profile IDPs affected by the crisis and provide humanitarian assistance, basic social services and dialogue and social cohesion to enhance community stabilization.

Mauritania

IOM Mauritania will continue to be actively engaged with the Government, consular authorities, civil society, private sector and other partners to reinforce the national capacities of migration governance and support settled or in-transit migrants within the country. IOM will also continue or work in stabilizing communities through effective disaster risk reduction (DRR), community resilience and prevention of violent extremism. IOM Mauritania priorities for 2020 include the following:

- Continue to support the efforts of the Government to strengthen the child protection system and make it inclusive for migrant children. The different initiatives will combine the efforts of all stakeholders working or involved in the protection of migrant children, including international and national NGOs, consulates and UN agencies. IOM actions aim at improving the life conditions of migrant children, creating education and vocational trainings opportunities for them and providing food, shelter and health-care assistance for the most vulnerable. In addition, IOM works towards the progressive inclusion of migrants wishing to establish themselves in the country and in so doing enhance access to civil documentation.
- Expand its current activities collecting data on migration and understanding the current trends of transhumance and movements of migrant children. IOM's priority is to provide sound data and analysis on unstudied migratory flows.
- Strengthen cooperation and maintain efficient coordination between States and non-governmental actors. A holistic approach will be adopted throughout different processes to make sure that a widest range of actors are included in the debate, including ministries, civil society as well as foreign governments. regional collaboration and partnerships with the G5 Sahel will also be improved as part of integrated border management strategy.
- Intensify its outreach programme on “vivre ensemble” for at-risk communities, including areas where nascent tensions have emerged between migrant, forcibly displaced and host communities, areas impacted by premature transhumance movements and areas where weak access to basic services poses risks of reducing the community's ability to absorb shocks. These interventions will include support for the Government to increase access to basic services where strained access is generating risks of conflict, and the creation of village committees to address negative narratives on migration and migrants. A migrant-friendly access to health will also constitute a priority. Finally, the support for the Mauritanian diaspora will also be increased. This will be achieved



IOM and 300 participants conducted a displacement crisis simulation exercise at the Senegal–Mauritania border to prepare local populations and border management actors in responding to potential security crises. © IOM 2019/ Sylvain CHERKAOUI

by organizing multiple short voluntary return for the highly educated and dedicated; to strengthen the national institutions, training will be provided for the officials of ministries.

- To mitigate the negative impact crises can have on communities, especially by inducing internal displacement, IOM – in close collaboration with national authorities – will organize several epidemiological crisis simulations at the borders. IOM in Mauritania will also reinforce communities' capacities to mitigate the effects of climate change through DRR activities that will include supporting the national contingency plan and relocation plan, conducting risks assessments, creating new infrastructures, as well as diversifying livelihoods to help communities in reducing their dependency to agriculture.
- IOM will intensify its different interventions to mitigate the risks associated with movement of people and animals. To this end, IOM aims to support the creation of a public health strategy to prevent the spread of diseases and protect the health of migrants and society in general. IOM will also support the country's border management capacities through infrastructure strengthening and the organization of trainings with security forces.

The Niger

IOM the Niger will continue to support the Government in managing migration in an orderly and humane manner to promote national and regional cooperation on migration issues, provide humanitarian assistance for migrants in need, including refugees and IDPs, support economic development to offer alternatives to irregular migration and support social cohesion among conflict-affected populations. The priorities for 2020 will include the following:

- Provide direct assistance for migrants in need, including refugees and IDPs, through the Migrants Resource and Response Mechanism, a comprehensive programme that brings together a wide range of services, such as direct assistance to migrants, awareness-raising, AVRR, data collection and analysis.
- Support social cohesion and counter violent extremism through projects throughout Agadez region and an Office of Transition Initiatives-funded programme in Diffa region through provision of support for local government and civil society actors in addressing critical community needs, fostering community engagement and participation, supporting job creation, building legitimacy for decentralized government and improving access to services.
- Build the capacities of the Government to improve border management through construction of new border posts and installation of border management systems, improvement of the capacities of the Customs of the Niger, implementation of a secure electronic visa system in the Niger and engagement of communities in border security.
- Enhance cross-border cooperation on border management and counter-trafficking between the Niger and neighbouring countries.
- Support community and economic development through promoting local promising enterprises, enhancing youth skills with tailored trainings and boosting job creation for youth in Niamey and Zinder regions.
- Collaborate with regional partners to fight trafficking in persons in the Niger and throughout the Lake Chad Basin and support government partners in identifying and providing services to support VoTs.
- Facilitate research to better understand and address conflict drivers along key migration routes throughout the Agadez region.
- Provide emergency response and assistance to crisis-affected populations in Diffa, Maradi, Tahoua and Tillabéri regions through provision of shelter and NFI assistance, as well as support for resilience and promotion of social cohesion among IDPs and host communities.

Nigeria

IOM Nigeria will continue to actively engage and support the Government in all its migration-related efforts by implementing projects focused on labour migration and human development, counter trafficking, immigration and border management and return and reintegration of Nigerian nationals.

In response to the protracted humanitarian crisis in North-East Nigeria, IOM will continue implementing early recovery strategies while offering emergency assistance to the most vulnerable. IOM's operations will ensure that assistance is equitably distributed to women, girls, boys and men in a manner that promotes the protection, safety and dignity of those affected. DTM will be the key tool to track and monitor the displacement and population mobility and ensure that interventions respond to the needs on the ground. IOM Nigeria's priorities for 2020 will include the following:

- Provide services under AVRR as a safe option to make return accessible to migrants. IOM will continue providing basic assistance including food, shelter and medicine for returnees.
- Support the Government in combating human trafficking and smuggling by strengthening policies and procedures to facilitate the identification, referral and protection and assistance of trafficked persons; increase the capacity of government structures and improve anti-trafficking legislation, regulations and their implementation; and conduct evidence-based and human-centred information campaigns and outreach activities to promote safe migration.
- Continue to promote responsible ethical recruitment practices while improving protection issues in the country, ultimately contributing to countering trafficking not only in the country but also in the region.
- Support the Government to promote security and stability in North-East Nigeria through DDRR programme. The intervention includes policy development, capacity-building, individual case management and support for community-based reintegration and reconciliation.
- Support the Government in strengthening and maintaining community stabilization interventions to attenuate tensions associated with transhumance movements in the Middle Belt. This will be achieved through the application of the Transhumance Tracking Tool, as well as community stabilization approaches to prevent and mitigate tension.



On 27 October 2018, Benin City, the capital of Edo, hosted the Safe Migration Football Tournament, gathering returned migrants and local youth to share their passion for football, as well as their testimonies about irregular migration. The event was supported by the Government and private partners and gathered close to 500 spectators. © IOM 2018/Jorge GALINDO

- Implement early recovery strategies while offering emergency assistance to the most vulnerable. IOM will prioritize and strengthen resilience capacities of affected communities in the north-east, while seeking to prevent and manage current and future conflict threats. Nigerian youth and adolescents will receive greater resilience capacity-building support because of their pivotal role in building Nigeria's future.

Senegal

IOM Senegal will continue to support the Government in adopting the migration management practices and policies to promote orderly, safe, rights-based migration. Priorities for 2020 include the following:

- Contribute to building humane and efficient migration governance for the full respect of human rights and efficient migration management.
- Support the Government for durable return and reintegration assistance (return and reintegration).

- Contribute to the protection of vulnerable migrants (children, women, VoTs) through building capacities of the Government and civil society, facilitating access to essential services and humanitarian assistance, and supporting the building and/or rehabilitation of transit centre/shelter for vulnerable people is essential in the regions outside the capital (protection).
- Contribute to improve the understanding of migration management priorities of different actors.
- Contribute to building data collection and data management capacity of the Government.
- Support the Government's mainstreaming migration for economic and social development through integrating migration into local development planning and engaging the Senegalese diaspora to invest in various development projects in their respective communities.
- Support the Government in addressing security challenges and opportunities in the context of free movement of people through capacity-building and community engagement.



Through the Migrants as Messengers awareness raising campaign, returning migrants like Daro share their unique stories of the dangers, disappointments and hardships endured during irregular migration. © IOM 2019/Julia BURPEE

- Inform population on the risk of irregular migration through innovative sensitization and awareness-raising activities.
- Support the Government in their effort to contribute to the commitments of the Sendai Framework for Disaster Risk Reduction through DRR projects.
- Support the Government to develop a migration and health plan.
- Provide training as cultural orientation to migrants travelling from Senegal under IOM auspices; provide pathways to sustain regular migration and reintegration in the host countries.

Sierra Leone

IOM Sierra Leone will continue to implement projects and programmes that promote humane and orderly migration, as well as provide for the safety, well-being and socioeconomic inclusion of migrants and communities. The priorities for 2020 include the following:

- IOM will continue to work with the Government to create opportunities for the youth by providing them with market-driven vocational and entrepreneurship skills training and development. Benefits will include basic entrepreneurship education, enterprise development and experiential business growth programmes and business start-up kits to establish sustainable businesses. IOM will partner with the private sector to create employment opportunities for the youth. Additionally, IOM will continue to engage the Government and partners to support policy dialogues that recognize youth and women as catalysts for peace and economic development.
- Compliment the Government's effort to combat human trafficking. IOM will provide capacity-building trainings, materials and equipment that improve skills and knowledge, as well as the delivery of quality direct assistance to VoTs. IOM will support the review and finalization of the migration policy, anti-human trafficking act (2005) and development of the action plan against trafficking in persons (2020–2025). The Government's communication officials, media, civil society, returning migrants and communities will be engaged to raise awareness in a sustainable manner against irregular migration and human trafficking.
- Strengthen the capacity of the Government at the national, district and community levels in disaster preparedness and response. IOM will support the Office of National Security to update its hazard risk maps, review and finalize disaster risk assessment tools, as well as provide capacity-building for community disaster risk management in

disaster-prone districts and vulnerable communities. Emergency response simulation exercises for the common disasters and trainings in CCCM will be conducted. Disaster-prone districts and communities will be supported to establish early warning systems for common hazards.

- Provide protection assistance and reintegration to Sierra Leonean vulnerable returnees. IOM will continue to provide reception assistance, psychosocial support and medical assistance, as well as support migrants to develop sustainable reintegration plans that promote their social and economic independence and community development.

Togo

IOM Togo will continue to support the efforts of the Government through different projects and initiatives aiming at ensuring a safe, dignified and sustainable return of Togolese migrants, refugee resettlement to third countries, counter-trafficking, conflict prevention and diaspora engagement. IOM Togo priorities for 2020 are as follows:

- Cooperation with the Government will be continued to combat trafficking of persons and related practices. Priority actions will include direct assistance to victims and strengthening the capacities of relevant national authorities to identify and respond to vulnerable migrants needs. Specific programmes will target labour and sexual exploitation in the mining sector.
- Prevent conflicts and violent extremism in border areas through related activities, such as assessment of border areas, enhanced dialogues and cooperation between communities, traditional leaders and local authorities.
- IOM will support the Government's efforts to engage its diaspora in national development efforts. IOM will partner with the Ministry of Foreign Affairs, African Integration and Togolese Abroad in the realization of its action plan towards Togolese diaspora members.



In the Central African Republic, IOM continues to support the peacebuilding process by reinforcing the importance of non-violent communication. © IOM 2017/Amanda MARTINEZ NERO

West and Central Africa	P1	P2	P3
	Adhering to international standards and fulfilling migrants' rights	Using evidence and whole-of-government approaches	Good migration governance relies on strong partnerships
Regional Office Dakar	70 000	-	2 320 000
Benin	100 000	100 000	100 000
Burkina Faso	1 500 000	1 000 000	1 000 000
Cabo Verde	117 747	-	-
Cameroon	250 000	950 000	500 000
Central African Republic	-	-	-
Chad	2 000 000	3 500 000	-
Côte d'Ivoire	2 500 000	2 500 000	500 000
Gabon	100 000	-	-
Gambia	105 000	550 000	-
Ghana	-	90 000	200 000
Guinea	8 830 565	174 300	21 220 725
Guinea-Bissau	800 000	300 000	50 000
Liberia	1 800 000	-	-
Mali	300 000	250 000	250 000
Mauritania	5 200 000	650 000	1 300 000
Niger	9 225 000	6 600 000	2 400 000
Nigeria	5 750 000	4 050 000	2 500 000
Senegal	-	250 000	1 100 000
Sierra Leone	500 000	200 000	1 000 000
Togo	-	70 000	1 100 000
Total	39 148 312	21 234 300	35 540 725

O1	O2	O3	TOTAL
Advancing the socioeconomic well-being of migrants and society	Addressing the mobility dimensions of crises	Migration should take place in a safe, orderly and dignified manner	
3 500 000	200 000	14 400 000	20 490 000
100 000	400 000	500 000	1 300 000
3 500 000	6 000 000	1 500 000	14 500 000
262 500	-	-	380 247
2 500 000	1 050 000	500 000	5 750 000
15 000 000	6 000 000	5 000 000	26 000 000
-	16 000 000	6 000 000	27 500 000
6 000 000	1 000 000	4 000 000	16 500 000
-	-	100 000	200 000
2 100 000	-	1 640 000	4 395 000
100 000	60 000	-	450 000
6 007 412	1 000 000	601 000	37 834 002
1 000 000	300 000	500 000	2 950 000
5 600 000	1 850 000	200 000	9 450 000
2 000 000	500 000	1 000 000	4 300 000
3 500 000	5 050 000	2 500 000	18 200 000
24 366 000	5 000 000	12 800 000	60 391 000
16 000 000	75 412 058	6 763 752	110 475 810
1 700 000	540 000	3 500 000	7 090 000
4 500 000	1 500 000	2 000 000	9 700 000
-	400 000	600 000	2 170 000
97 735 912	122 262 058	64 104 752	380 026 059



**Central America, North America
and the Caribbean**



Belize
Costa Rica
Dominican Republic
El Salvador
Guatemala
Guyana
Haiti
Honduras
Jamaica
Mexico
Nicaragua
Panama
United States of America

The International Organization for Migration and the United Nations High Commissioner for Refugees launched "The ball has no flags" (*El Balón no tiene banderas*) initiative, which focused on promoting the well-being of children and youth in communities in Peru with high concentrations of refugees and migrants. © IOM 2019/Karla CERVANTE

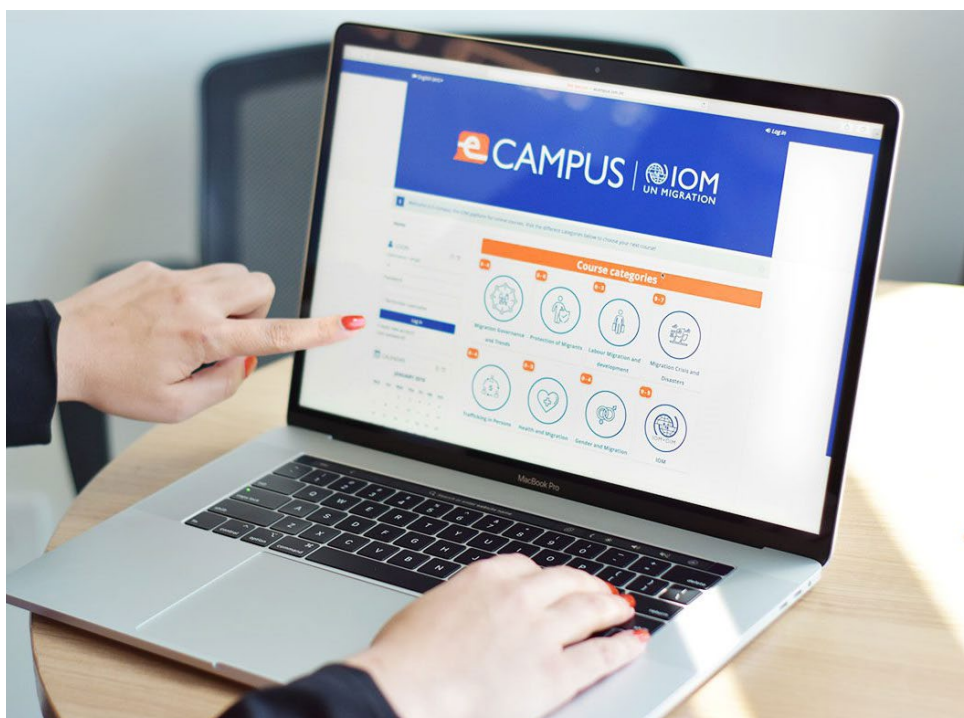
Regional Office San Jose

Migration Governance Framework principles and objectives

Principle 1: Adhering to international standards and fulfilling migrants' rights

In 2020, the International Organization for Migration (IOM) will focus on the promotion of the ratification and full application of the nine core human rights instruments and the Inter-American regional human rights instruments. IOM will support governments in the modernization of their national and regional migration-related legislation, in order to facilitate channels for regular migration, as well as prevent and effectively combat migrant smuggling and human trafficking, while providing protection and assistance to victims of these crimes.

To further strengthen the capacities of government officials, IOM will continue developing courses and materials for the E-campus platform. E-campus is a free and virtual space with courses and training materials on migration for government officials, members of civil society, students, academics and the public in general. Currently, there are more than 20 courses in Spanish, English and French available on the E-Campus platform.



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IOM will work closely with the Forum of Presidents of Parliaments in Central America and the Caribbean Basin (Foro de Presidentes de Poderes legislativos de Centroamérica y la Cuenca del Caribe or FOPREL) in the development and implementation of the draft framework law on migration in Central America.

IOM will also continue strengthening the establishment and consolidation of inter-institutional and inter-sectoral mechanisms and platforms for the protection and assistance to vulnerable migrants, as well as the development of ad hoc protocols, guidelines and programmes to protect most vulnerable migrants. IOM will focus on joint advocacy and sensitization activities through a communicating-with-communities approach. In partnership with UN agencies and civil society organizations (CSOs), IOM will focus on preventing racism, xenophobia and discrimination throughout the region with heightened focus on countries of transit.

To strengthen the prevention and combat of abusive and illegal recruitment of migrants in countries of origin, as well as prevent forced labour and child labour in countries of destination, particularly within the sectors of agriculture and domestic service, IOM will continue supporting binational coordination on labour migration management and the roll-out of the International Recruitment Integrity System (IRIS).

Principle 2: Using evidence and whole-of-government approaches

IOM will actively promote and support governments' capacities to disaggregate available socioeconomic data by nationality, age and gender, as well as produce data on internal migration and displacement, cross-border migration, diasporas, labour market needs, urban migration, temporary migration and the positive contribution of migrants to national and local economies. In addition, IOM will strengthen its partnerships with civil society, particularly with entities who have a solid presence in the field. Through these partnerships, IOM aims to improve visibility on the Cuban, Haitian and Venezuelan extracontinental migration flows in the region.

IOM will reinforce the sensitization and training of counterparts on migration-related Sustainable Development Goals (SDGs) and the Global Compact for Safe, Orderly and Regular Migration. While actively promoting the full participation and awareness of the countries of the region on the 2030 Agenda for Sustainable Development principle of "leaving no one behind", IOM will strengthen countries' capacities to mainstream migration into national development plans and into development policies. To this end, IOM will promote the creation of national SDGs' indicators, as well as the development of capacities, tools and methodologies to adequately monitor them through forums, such as the Caribbean Migration Consultations (CMC) and Regional Conference on Migration (RCM).

To improve the understanding of the complex dynamics surrounding free mobility in the Caribbean region, IOM will establish a network on data and partner with representatives from academia, government and regional organizations (Economic Commission for Latin America and the Caribbean (ECLAC), Caribbean Community (CARICOM), CARICOM Single Market and Economy (CSME) and Organisation of Eastern Caribbean States (OECS)) to offer an overview of the functions and status of implementation of the free mobility regimes of CSME and the OECS.

IOM will actively promote and support countries of origin, particularly those in Mesoamerica and the Caribbean to produce comprehensive reintegration policies for returnees, as well as develop inter-sectorial responses to address mobility due to climate change.

Finally, IOM will also support policy coherence in the area of migration, environment and climate change (MECC) by promoting a stronger integration of human mobility in climate change policies and strategies through a stronger engagement with environment, climate change and disaster risk reduction departments in target countries.

Principle 3: Developing strong partnerships

RCM – the regional consultative process on migration (RCP) for North America, Central America and the Dominican Republic – has recently gone through a revision process with the objective of having a more results-oriented approach to address high-priority migration issues affecting region. Key elements proposed for the new RCM are as follows: (a) a new charter defining the broad areas of work; (b) a three-year strategic plan; and (c) results-oriented working groups. IOM will continue to support the RCM and its member States in the implementation of these new elements.

IOM will also continue supporting the consolidation of the CMC – the RCP on migration for the Caribbean – promoting the sustainability and ownership of the process by the Caribbean stakeholders. IOM will keep strengthening the work of the specialized networks of the CMC and the consolidation of the Caribbean Platform for Migration Governance, which allows migration specialists and decision makers to network and serve as a hub to exchange new ideas and best practices with the aim of contributing to the improvement of migration governance in the region.

Finally, IOM will continue strengthening the coordination and cooperation between the RCPs of the region, including the RCM with the South American Conference on Migration, as well as the provision of support to relevant inter-institutional coordination mechanisms in the region, such as the Organization of American States' Commission on Migration and Sistema de la Integración Centroamericana

(SICA, Central American Integration System). IOM will actively participate and support regional migration and development initiatives, such as the Comprehensive Development Plan for Mexico and Central America, the SICA's Comprehensive Action Plan to Address to Migration (PAIM-SICA for its acronym in Spanish), and SICA's Development Plan for Central America.

IOM will continue promoting the involvement of a variety of stakeholders in migration governance initiatives, particularly local and municipal authorities and the private sector, as well as other UN agencies and international organizations, CSOs and academia. These partnerships will focus on promoting effective socioeconomic reintegration of returnees, protection and assistance to victims of human trafficking, productive use of remittances by migrants' family members and scholarships for migrant children.

The Regional Office will also lead the activation of a Regional UN Migration Network for Central America and Mexico. The Regional UN Migration Network will be a coordination mechanism that includes ECLAC, UNICEF, the Chair of the United Nations Sustainable Development Group for Latin America and the Caribbean, United Nations High Commissioner for Refugees (UNHCR), Office of the High Commissioner for Human Rights (OHCHR), the Resident Coordinators of the four countries and IOM as the coordinator. The network will seek to ensure the coherent implementation of the multiple initiatives taking place in the region.

Objective 1: Advancing the socioeconomic well-being of migrants and society

To reduce the drivers of forced migration and its negative consequences on communities of origin, transit and destination, IOM will further develop community stabilization initiatives in communities most affected by the lack of economic opportunities and those with high emigration rates. IOM will implement projects aimed at identifying and addressing the most important socioeconomic drivers of migration in these communities, including climate change and environmental degradation.

IOM will continue to conduct and update assessments on migration governance capacities in the region, using the Migration Governance Indicators (MGI) as the basis to measure and review the implementation of migration-related SDGs. IOM will support the development of platforms aimed at better monitoring and evaluating SDGs' implementation at the country and regional levels. Finally, IOM will continue to actively advocate for migration to be mainstreamed in regional and national policies and in programmes aimed at achieving the SDGs and strengthen the capacities of the inter-institutional mechanisms responsible for the implementation and monitoring of the SDGs.

IOM will continue to work closely with counter-trafficking partners at the national level, supporting actions to improve legislative frameworks, implementing national referral systems and building the capacity to respond and prevent human trafficking. IOM will also continue to assist victims of trafficking and other migrants in situations of vulnerability through programmes and global humanitarian assistance funds. At the regional level, IOM will continue to support the work of regional networks focused on counter-trafficking, including the Regional Conference on Migration, the Caribbean Migration Consultations (CMC) Counter-Trafficking Network and the Regional Coalition against Trafficking and Smuggling.

IOM will continue to support countries within the region to effectively reintegrate returned migrants by strengthening reception capacities, as well as their capacities to socioeconomically and psychosocially reintegrate migrants. To this end, IOM will focus on countries with complex migratory flows and the highest number of returnees and provide assistance to the most vulnerable returnees, especially children and women. IOM's efforts will focus particularly on disseminating and strengthening its information hubs (*ventanillas únicas* in Spanish) to assist migrants, especially Venezuelans, Cubans, Haitians and migrants from Africa.

IOM will also continue engaging with regional partners to address the impact of climate change and environmental degradation on local communities in the region and their importance as drivers of migration and displacement. Both in the Caribbean and Central America, IOM will look at building synergies to enhance climate resilience and improve local capacities in managing environmental migration.

Objective 2: Addressing the mobility dimensions of crises

The increasing intensity and frequency with which disasters are being experienced in the region, in particular in the Caribbean, demonstrates the critical need that countries of the region have to enhance their disaster risk management strategies and policies. Disasters in the region have exacerbated the vulnerability of the population exposed to these hazards, particularly in countries with small territories, and also have resulted in higher emigration, in particular, of the highly skilled population and also the high mobility within the region (tourists, students and workers). This has been the case in many countries of the region and particularly in the Caribbean. IOM will continue promoting innovative and long-term solutions, such as reconstruction of better infrastructure that can withstand hazards, investment in risk reduction, development of contingency plans and identification and creation of channels to arrange urgent contingency financing and sensibilization of the related institutions and regional bodies on integration of migrants in the preparedness and response plans to the crisis or emergencies.

Following the passage of Hurricane Maria in September 2017, IOM's presence in Dominica increased considerably and has now transitioned from emergency assistance to a permanent presence with development-focused initiatives. In 2020, IOM will further strengthen its presence in Dominica to serve as a hub for the wider Eastern Caribbean region, particularly to disseminate and exchange best practices regarding disaster response and preparedness.

In Central America, a combination of slow- and sudden-onset disasters have contributed to shaping human mobility, particularly in the Central American Dry Corridor, which extends from North-West Costa Rica along the Pacific coast to Guatemala, where drought conditions have been aggravated by the El Niño phenomenon. The relationship between climate change, droughts and limited agricultural output has been discussed in recent months in light of migration movements to the United States of America. IOM aims to work with regional partners to better understand these trends and build government capacities to address the impact of climate change on human mobility.

To enhance governments' capacities to prepare and respond to mass migration flows associated to human-induced or climate change-related migration crisis, IOM will also develop technological solutions to allow officials practice real-life scenarios in simulated settings. The learning software will simulate migration crisis in a fictional country, and users will be required to manage these flows; the focus is not the disaster or the cause of the migration crisis, but the response given. These virtual tools will also serve to raise governments' awareness about the importance of adequately preparing themselves to respond to these crises through adequate policies.

Objective 3: Migration should take place in a safe, orderly and dignified manner

IOM will support governments in improving their capacity to develop and promote regular migration options and making information on access to labour markets easily available. IOM will establish alliances with labour migrants' employers and labour unions to promote regular migration and decent labour for all migrants, particularly in those countries in which they face more vulnerabilities associated to their migratory status.

IOM will continue providing extensive cooperation to regional organizations and RCPs to strengthen the capacities of countries to prevent, investigate, prosecute and penalize trafficking in persons and the smuggling of migrants, as well as strengthen protection and assistance mechanisms for victims of trafficking. Priority will be given to the support provided for the implementation of the RCM's Action Plan to Prevent and Combat Migrant Smuggling, for which elaboration, IOM already provided cooperation.

IOM will continue strengthening the technical capacities to respond to migrants' health needs. This will enable the inclusion of migrants' physical and mental health throughout the migratory process, including pre-departure, travel and transit, destination and integration, and return while also bringing all the other aspects of migration into public health perspective.

IOM will continue promoting the use of MigApp to disseminate useful and reliable information for migrants to help them make informed decisions, as well as have access to protection and assistance services in their communities of origin, transit, destination and return.

IOM will work closely with countries of origin and destination to facilitate safe and dignified returns and readmissions, as well as sustainable reintegration. IOM in the region will continue sensitizing governments on the right to family unity and will strengthen governments' capacities in developing ad hoc procedures to recognize the family reunification principle as part of their migration management policies. Besides, IOM will continue providing cooperation for the development of adequate best interest of the child assessments across the region and particularly in countries of transit and destination.

Belize

Belize is a country of origin, destination, transit and return migration. In order to assist the Government to better manage migration, IOM has been working in partnership with government authorities and civil society to build and strengthen the capacity of government officials in managing the borders, labour migration and migration management. The work of IOM in Belize aims to effectively respond to the migration governance needs of the country as well as migrants' needs, in line with IOM's principle of promoting humane and orderly migration for the benefit of all. For 2020, these are the main areas of priority of work:

- Provide support to the development of a migration and development policy for Belize. This policy document aims to improve the capacity of governmental authorities in managing the current migration-related challenges and opportunities. It will allow for the inclusion of relevant migration factors into development planning, including the potential positive socioeconomic contributions of immigrants and migrants abroad towards national development.
- Partner with the Ministry of Labour to support the elaboration of a temporary labour migrants programme for the agriculture sector, thus reinforcing labour migration initiatives in Belize.

- Provide technical support to develop and update the climate change policy of Belize to include a new chapter on MECC.

Costa Rica

Costa Rica's unemployment has risen to over 16 per cent in 2019 and immigration has increases from Central and South American countries, as well as African and South Asian countries. Trafficking and smuggling networks have also become stronger and linked across continents. Despite these challenges, there are clear indicators that migration can support economic growth and well-being. IOM in Costa Rica also aims to address the mobility dimension of the crises in Nicaragua and the Bolivarian Republic of Venezuela. Priorities for IOM's work in Costa Rica are consequently the following:

- Strengthen the labour migration management system, particularly for agricultural workers, to reduce the existing delays, costs and associated risks and productivity loss. IOM has already identified the priority needs, working with labour and migration authorities, as well as the major producers/exporters of pineapple, banana and coffee. This effort leverages the successful Municipal Migration Centres that IOM has established in key municipalities to foster regularization through cooperation between municipal and migration authorities. The private partnership also leverages IOM's successful Corporate Responsibility in Eliminating Slavery and Trafficking (CREST) initiative and Business, Migration and Prosperity Programme (EMPRO, by its initials in Spanish), to help employers eliminate the risk of trafficking and exploitation in their companies and supply chains.
- Establish a small business loan guarantee structure and business cluster creation mechanism for migrant-run businesses and Costa Rican businesses that employ a significant percentage of migrants. Many business loan models have failed because they did not create value added linkages between companies, which also generate supply contracts that can serve as collateral to reduce the risk of loans. This model has been approved by Costa Rican banks and has the strong interest of migrant associations and businesses, as well as Costa Rican businesses. It will promote much-needed economic growth and job creation, reduce migrants' reliance on the informal sector and secure sustainable socioeconomic integration.
- Significantly increase the number of successful prosecutions of traffickers and migrant smugglers, as well as asset confiscation and coordination with other countries in coordinated simultaneous arrests and prosecutions to dismantle these transnational organized crime

networks. IOM is already working with the United Nations Office on Drugs and Crime and INTERPOL to support the relevant authorities. IOM aims to conduct community stabilization activities that incorporate a strong job and income generation element in neighbourhoods in San Jose and vulnerable municipalities. This has already begun on a small scale and is crucial to helping authorities create a whole-of-government response to preventing a migration crisis.

Dominican Republic

IOM in the Dominican Republic will implement technical cooperation projects and activities in 2020. Priority actions include the following:

- Support the Government in the implementation of the Plan for Strengthening the Governance of Labour Migration.
- Strengthen the Government's engagement with the Dominican diaspora. Specifically, linking the diaspora to national development by establishing an international guarantee fund that would promote Dominicans living abroad supports access to credits for investment in Dominican Republic.
- Conduct border management, conflict control and prevention activities at the Dominican/Haitian border. IOM aims to strengthen border control in coordination with the respective governmental agencies through the implementation of the Prevention, Assistance, Inter-Institutional Coordination, Training and Advocacy programme. Furthermore, IOM aims to carry out conflict prevention and mediation activities with local civil society actors, governments and national entities.
- Support the Government, specifically the Special Prosecutor's Office against Trafficking and Trafficking of Migrants (PETT) and the Ministry of Women combat human trafficking. This includes support to strengthen policies and procedures in facilitating the identification, referral, and protection and assistance to victims of trafficking. IOM aims to also strengthen socioeconomic reintegration programmes, as well as family reunifications.
- In close partnership with the Government, conduct studies on the role of human mobility in the Dominican Republic, national and migrant flows and their relation to border development. IOM aims to support the Government establish migration policies that respond to the trends and demands of border development.

- Provide comprehensive assistance and integration to Venezuelan migrants in the Dominican Republic. IOM will conduct economic and cultural integration activities, as well as provide health and documentation assistance.

El Salvador

IOM in El Salvador will expand its capacity-building initiatives with local and national governments and civil society partners, as well as provide direct assistance to migrants and communities to address the following priorities in 2020:

- Considering the scale of forced returns of migrants to El Salvador, IOM will continue to address the challenges related to sustainable reintegration at the national and local levels. IOM will build upon ongoing efforts with the Government and civil society stakeholders, including local governments, to ensure returnees can successfully reintegrate economically and socially. IOM will also strengthen its outreach to the private sector and diaspora networks to leverage their support for reintegration efforts.



IOM promotes social integration of migration in El Salvador. © IOM 2019/Jose Miguel GOMEZ

- Tackle the most prevalent drivers of irregular migration that include violence, limited economic opportunities and climate change. IOM will strengthen violence prevention efforts (specifically those that address gang desistance, gender-based violence and femicide). In addition, IOM will continue working to improve economic opportunities for targeted populations, including women and youth through training, entrepreneurship and other livelihood methods. Enhancing climate change adaptation and disaster risk reduction is also an important goal, especially considering the region's propensity for natural disasters and the links between climate change, natural disasters and forced migration.
- Provide technical assistance to support migration legislation and policies, particularly the ongoing efforts to disseminate and train government personnel on the 2019 Special Law on Migration and Foreigners.
- Continue to produce and analyse migration data to support advocacy, policy and programming related to return migration flows, remittances, drivers of irregular migration and other emerging migration issues.

Guatemala

IOM in Guatemala will expand its capacity-building initiatives to address the following priorities in 2020:

- Due to the increase in Guatemalan returns in 2019, IOM will continue to support the Government in strengthening its reintegration capabilities by improving its reception centres and offering information on available assistance programmes.
- In accordance with the new laws, assist the Government to improve and develop new procedures and protocols for effective migration management.
- Establish an information system and returnee database to gain reliable data on migratory trends and returns in Guatemala. Specifically, the returnee database would capture education, skills and job experience information to effectively support job placement.
- Support the Government in establishing temporary work programmes for citizens to temperately work abroad.
- IOM also plans to support the Government to create remittances programmes, seeking synergies with the private sector and financial systems to facilitate the inclusion of remittances in savings accounts. IOM will also continue to seek to strengthen alliances with other United Nations agencies. Climate change is another issue that IOM will address

to strengthen the country's actions, especially for the population living in the Dry Corridor.

- Continue to support the Migration Authority and the new Guatemalan Institute of Migration to transition to the new migration law, *Código de Migración*, which improves the conditions of Guatemalans abroad and the migrant population travelling through or living in Guatemala.
- IOM in the Northern Triangle has become an important source of migratory information. Therefore, IOM will continue to build information systems and strengthen existing data to generate evidence.

Guyana

The Regional Coordination Office for the Caribbean will continue to support governments in the Caribbean to increase their capacity to manage migration more effectively through the collection of migration-related data, as well as capacity-building for government officials and CSOs to develop more evidence base policies and respond to migrants' need for assistance. In keeping with the Migration Governance Framework (MiGOF) principles, IOM has prioritized the following:

- Establish a Guyana migration profile and capacity-building trainings for government officials and partners to collect, analyse and report on migration data and for the development policies to ensure that migration takes place in more orderly, humane and safe manner.
- In coordination with government partners, develop an evidence-based migration policy to support the establishment of systems and processes in regulating migration to and from Suriname.
- Address the migrants' health needs in the logging and mining sectors of Guyana, thus aiming to reduce HIV and malaria by promoting good health practices and prevention methods.
- Establish a national migration task force to respond to migration challenges.
- Reach out to the St. Kitts and Nevis diaspora in North America and the Caribbean to identify their skills, experiences and interests in contributing to the development of the country.
- Conduct an assessment of the migratory needs and gaps in the Caribbean to subsequently establish an informed regional migration policy.
- Respond to the socioeconomic needs of vulnerable Venezuelan migrants in Aruba, Curacao and Guyana through the establishment of community base initiatives, such as farming and fishing, set-up of small businesses and provision of shelter and access to food and non-food items (NFI).

- Collect and analyse migration data through IOM's Displacement Tracking Matrix in sharing information to strengthen the response to Venezuelan migrants.
- Promote acceptance and inclusion of Venezuelan migrants through media campaigns and sensitization workshops with service providers and host community members.

Haiti

IOM Haiti will continue to support the Government in its immediate and long-term migration-related challenges by enhancing the capacity of national institutions to better manage the country's borders and regional migration dynamics and supporting public sector and civil society actors in reducing forced movement and the vulnerability of migrants. The specific priorities for 2020 will include the following:

- Technical assistance on migration management, border management and immigration and visa support through its visa application centres (VACs). IOM will continue to support the establishment of an integrated border management (IBM) system in Haiti, strengthening the human and technical capacity of Border Police through the provision of specialized IBM trainings, the provision of specific equipment and the fostering of an interregional dialogue on migration issues. In 2020, IOM will work towards the set-up of two additional Border Police bases, expanding Border Police presence to all Haiti's four official border crossing points. IOM Haiti will also continue to operate dedicated VACs to Brazil and Chile to facilitate orderly migration management. IOM will reinforce and provide operational support to the National Migration Office and Haiti Coast Guard for the reception of returning migrants and deportees, as well as their reintegration and will work to address the irregular migration flows from the Haitian northern coast.
- Protection and resilience-building mechanisms for vulnerable migrants, including counter-trafficking and anti-smuggling activities. IOM will provide protection for the most vulnerable populations of migrants and enhance the response in the fight against human trafficking, including through the detection of smuggled migrants and trafficked persons along the border areas. As such, IOM will: (a) support the development of tools and mechanisms to guide safer migration processes, taking into account the different migratory patterns; (b) support the protection needs of children, particularly those separated as a result of deportation; (c) uphold the human security of women and youth in border departments; (d) ensure the safe and timely referral of vulnerable cases;

and (e) ensure that irregular and vulnerable returning migrants receive life-saving emergency protection assistance.

- Disaster risk reduction activities, including training and technical assistance for national counterparts, as well as preparation and response to natural disasters through “build back safer” and evacuation management. IOM will continue to ensure the warehousing management of the emergency NFI stockpile for 10,000 households, prepositioned in 4 warehouse locations. IOM will provide capacity-building trainings to key national and humanitarian actors and support the rehabilitation of public buildings used as priority evacuation shelters during potential disaster. IOM will also contribute to the Government’s efforts in reducing the impact of disasters on the most vulnerable populations by strengthening disaster preparedness and response capacity in the Sud, Sud-Est, Grand’Anse and Nippes departments of Haiti. IOM will be conducting assessments, repairs and upgrades of evacuation centres, while also engaging the communities and local authorities in evacuation planning and preparedness.



IOM has been promoting the Building Back Safer principles, as well as monitoring and coordinating all repair and reconstruction activities in the departments affected by Hurricane Matthew. © IOM 2018

- Mainstreaming migration into the development agenda through policies and legislation. The Haitian migratory legal framework and its overarching migration policy need substantial revision in order to respond to the present challenges of migratory dynamics and facilitate orderly and dignified migration. In 2020, IOM will provide operational and technical support to the Government in updating its migration policy, enhancing regional dialogue on migration and improving its governance of migration through the implementation of the Global Compact for Migration. IOM will also engage the Haitian diaspora to promote the national development of Haiti.

Honduras

IOM in Honduras will expand its capacity-building initiatives among local and central governments and civil society partners, as well as direct assistance for migrants and communities to address the following priorities in 2020:

- IOM will continue to address the challenges related to sustainable reintegration at the national and local levels. IOM will build upon ongoing efforts with diverse government and civil society stakeholders, including local governments, private sector and diaspora to ensure returnees can successfully reintegrate economically and socially. Therefore, IOM will continue strengthening government capacities through the establishment of four Municipal Units for Returnees (UMARs), a mechanism from which the reintegration process will include case management of returnees' cases at the local level.
- IOM will address the most prevalent drivers of irregular migration. These efforts will include improving citizen security and economic opportunities, as well as enhancing climate change adaptation and disaster risk reduction initiatives (linkages between climate change, natural disasters and forced migration).
- IOM will continue to provide technical assistance to support migration legislation and policies, particularly the ongoing efforts to develop the migratory policy in the country and establish a reintegration programme.
- IOM in Honduras will continue to produce and analyse migration data to support advocacy, policy and programming related to return migration flows, remittances, drivers of irregular migration and other emerging migration issues. A call centre and a migration observatory at the National Institute of Migration will be supported with the main objective of producing/analysing relevant data related to mixed migration flows.

Jamaica

Throughout 2020, IOM Jamaica will seek to implement several initiatives to counter trafficking in persons and support the Government in operationalizing the National Policy and Plan of Action on International Migration and Development. The mission's activities will be aligned with the SDGs and IOM's MiGOF principles and objectives. IOM Jamaica's priorities for 2020 include the following:

- Participate in the Government-led National Working Group on International Migration and Development, which is comprised of various government entities, non-governmental organizations (NGOs) and international organizations. IOM seeks to further its efforts in supporting the Government implement components of its Strategic Implementation Plan for Jamaica's National Policy on Migration and Development through targeted activities focused on channelling the diaspora's economic resources towards national development, labour migration such as promoting ethical recruitment, and strengthening support provided to children left behind as a result of migration.
- Conclude the national prevalence study on child trafficking in Jamaica to support the realization of the objectives under the Child Protection Compact Partnership between the governments of the United States and Jamaica. IOM seeks to also conduct counter-human trafficking capacity-building activities with NGOs and key government stakeholders including social workers, judiciary and law enforcement officers. Additionally, IOM aims to train relevant stakeholders in effectively designing and implementing communication for development campaigns to counter trafficking. Furthermore, IOM seeks to pilot a human trafficking awareness campaign for children and parents/guardians.
- IOM will continue to provide administrative services in the operation of the United Kingdom Visas and Immigration VAC in Jamaica and eight temporary enrolment locations across Latin America and the Caribbean.
- Provide socioeconomic and reintegration assistance for migrants returning to Jamaica.
- In partnership with the Government, conduct a situational assessment of migration health issues in the country. Recommendations arising from this assessment would be used to develop targeted information campaigns and capacity-building initiatives. IOM aims to also partner with the Government in conducting a feasibility study for the creation of a circular migration programme for health-care professionals.

- Develop initiatives to strengthen its relationship with relevant public and private sector stakeholders to ensure that migration is mainstreamed into disaster management, risk reduction and emergency preparedness programmes and policies. As a complementary activity, IOM also aims to build institutional capacities and public awareness on issues concerning MECC.

Mexico

Mexico is a country of origin, transit, return and destination of migrants. Following the significant transit of migrants in October 2018 and January 2019 and subsequent agreements reached between the governments of the United States and Mexico, migration has brought new social, economic and political challenges and is playing a predominant role in the national agenda.

In 2020, IOM Mexico aims to strengthen the capacities of federal and local governments towards the protection, attention and labour integration of migrants. IOM will continue the implementation of existing projects focused on labour migration, strengthening the capacities of reception shelters at the northern border and facilitating the sustainability of migrants waiting in Mexico for the determination of their migratory status in the United States and assisted voluntary returns. Furthermore, collaboration with the private sector regarding trafficking in persons and student mobility will continue to be implemented. Furthermore, IOM will continue to expand its presence in cities along the northern border. Efforts for 2020 will be focused on the following:

- Strengthen work opportunities for migrants mainly from Central America.
- Combat counter-trafficking and smuggling and provide direct assistance to victims of trafficking including medical and psychological support, shelter, documentation and information on return and reintegration opportunities in their countries of origin.
- Support the integration and implementation of international agreements. Specifically, implement a pilot on the Plan de Desarrollo Integral and conduct efforts towards social cohesion of migrants in Mexican host cities.
- Establish international mobility support that will aim at establishing new partnerships with universities and other private and public sector partners and scholarship providers.



IOM providing assisted voluntary return to Central American migrants. © IOM 2019/Ana Marcela CERDAS JIMÉNEZ

- Provide assisted voluntary return to migrants by providing counselling, orientation, as well as assistance with the issuance of travel documents and air tickets. This programme will continue offering the option of return for eligible migrants who decide to return to their country of origin.

Nicaragua

IOM Nicaragua aims to support sustainable development and the protection of the human rights of the migrant population. As such, IOM will continue providing technical assistance to the Government and relevant partners to address the current migration challenges. IOM intends to strengthen partnerships that guarantee the fulfilment of rights to migrants, the promotion of actions focused on updating databases on migration flows and promotion of social inclusion in both national and regional migration public policies. IOM will prioritize border areas and communities with a high level of migration. Furthermore, fund mobilization is planned to be focused on the reintegration of migrants and their families' initiatives. The priorities for the year 2020 are as follows:

- Efforts will be directed to the prevention of irregular migration and the protection of children and adolescents in vulnerable communities.
- Strengthen communication channels for reporting and management of suspected trafficking in persons crimes. Also strengthen the capacities of government officials who are part of the National Coalition against Trafficking in Persons, reinforce the technical capacities and provide resources in order to enhance the prevention and identification of

possible cases of human trafficking, within a preventive community approach including the participation of civil society and stakeholders.

- Enhance regional integration and protection of migrant women in social inclusion policies; moreover, provide capacity-building for the integral accompaniment of the psycho-socioeconomic reintegration of migrant women and their families in the return processes or to a third destination country.
- Strengthen reintegration processes and assistance for Nicaraguan returnees. IOM intends to facilitate return migration processes under an integrated approach that would work in the socioeconomic spheres, while providing information for the prevention of irregular migration.



IOM provides child-friendly information on migration. © IOM 2018/Anabell CRUZ

Panama

In 2020, IOM in Panama aims to contribute to the efforts of the State in the development of a comprehensive and evidence-based migration policy, as well as provide support to strengthen the capacities for the response to migration crisis situations and the effective implementation of anti-smuggling legislation. Moreover, IOM will develop a strategy for the economic integration of Venezuelan migrants, as well as contribute to the efforts of the State for the improvement of human

security of the host communities at the border along the migration route of the extraregional migrants that transit through Panama. Lastly, IOM will provide support to the State for the implementation of the migration-related SDGs.

United States of America

From counter-trafficking to diaspora engagement, IOM in Washington, D.C. is well positioned to manage a diverse portfolio. One example of this is the Global Knowledge Management Project, designed to build the capacities of governments in Asia, Africa and across the Western Hemisphere to manage migration effectively. The programme promotes coordination, information-sharing and knowledge management by utilizing innovative, evidence-based approaches to capacity-building. IOM also maintains key relationships with government officials of the United States, policymakers, donors and partners serving to reinforce programming on the national and global levels. In close coordination with the US Department of State's Office to Monitor and Combat Trafficking in Persons (J/TIP), IOM staff in Washington implement training and technical assistance (T&TA) activities. These activities require engagement with State law enforcement, social protection, lawmakers and other stakeholders in order to provide guidance on the development of national action plans, better inform anti-trafficking legislation, strengthen criminal justice response(s), victim identification, referral and overall assistance. T&TA interventions and activities are global in nature, and countries are selected in coordination with J/TIP, US embassies and IOM missions. IOM Washington will further develop and implement this programming in the coming year.

The Return, Reintegration, and Family Reunification Program for Victims of Trafficking in the United States allows IOM to facilitate safe travel for victims of trafficking who seek to be reunited with their families. By working with NGOs that provide referrals, pro bono attorneys, faith-based organizations and law enforcement agencies, IOM Washington will keep providing critical services for victims of trafficking. Likewise, through the Emergency Victim Assistance Fund, IOM will continue to provide emergency short-term, direct assistance to victims of trafficking, with a focus on reintegration. The programme is designed to ensure the sustained protection and socioeconomic well-being of these individuals, which in turn reduces the risk of re-victimization.

IOM also supports the engagement of selected diaspora communities for disaster response and preparedness, with a focus on building back safer shelters for affected communities in their countries of origin. More broadly, the Washington office will further develop its roles as a reference hub for diaspora communities that want to be engaged in both humanitarian and development interventions within their countries of origin.

Central and North America and the Caribbean	P1	P2	P3
	Adhering to international standards and fulfilling migrants' rights	Using evidence and whole-of-government approaches	Good migration governance relies on strong partnerships
Regional Office San Jose	3 200 000	5 000 000	3 000 000
Belize	120 000	100 000	30 000
Costa Rica	2 000 000	1 000 000	-
Dominican Republic	284 000	-	-
El Salvador	-	-	50 000
Guatemala	-	-	-
Guyana	25 000	900 000	20 000
Haiti	2 300 000	350 000	500 000
Honduras	-	-	-
Jamaica	100 000	500 000	250 000
Mexico	250 000	150 000	50 000
Nicaragua	53 985	351 472	417 080
Panama	200 000	200 000	100 000
United States of America	-	-	209 165
Total	8 532 985	8 551 472	4 626 245

O1	O2	O3	TOTAL
Advancing the socioeconomic well-being of migrants and society	Addressing the mobility dimensions of crises	Migration should take place in a safe, orderly and dignified manner	
2 800 000	6 000 000	4 200 000	24 200 000
250 000	200 000	400 000	1 100 000
2 000 000	-	1 000 000	6 000 000
145 000	-	496 000	925 000
2 345 000	-	-	2 395 000
13 505 000	-	-	13 505 000
150 000	2 192 000	400 000	3 687 000
500 000	9 000 000	6 000 000	18 650 000
3 595 000	-	-	3 595 000
750 000	200 000	1 000 000	2 800 000
100 000	100 000	200 000	850 000
73 190	479 013	-	1 374 740
250 000	100 000	200 000	1 050 000
1 124 168	200 000	473 454	2 006 787
27 587 358	18 471 013	14 369 454	82 138 527

South America





Argentina

Bolivia, Plurinational State of

Brazil

Chile

Colombia

Ecuador

Paraguay

Peru

Uruguay

Venezuela (Bolivarian
Republic of)

In response to the migration flow of Venezuelans, IOM provides technical support and humanitarian assistance to countries receiving this population. As a result, the Displacement Tracking Matrix (DTM) is implemented in 16 countries throughout the Americas and the Caribbean. © IOM 2018/Amanda MARTINEZ NERO

Regional Office Buenos Aires

Migration Governance Framework principles and objectives

Principle 1: Adhering to international standards and fulfilling migrants' rights

In 2020, the Regional Office for South America will continue to support regional integration bodies in the application of international standards through joint projects as well as by expanding its technical assistance portfolio with the Southern Common Market (Mercado Común del Sur, MERCOSUR) and other regional integration mechanisms.

Principle 2: Using evidence and whole-of-government approaches

The Regional Office will enhance research on key priorities such as the recent migration flows from the Bolivarian Republic of Venezuela and other intraregional migration processes. It will also strengthen data, information and knowledge on migration, which will be shared through the Centre on Migration for Latin America (CIMAL), the South American Observatory on Migration and the Inter-American Course on International Migration.

The Regional Office will also continue to support governments in developing capacities in data production and processing while providing technical assistance at the regional level to exchange and consolidate high-quality data and migration analyses.

Principle 3: Developing strong partnerships

The International Organization for Migration (IOM) will continue its work on mainstreaming migrants' rights and gender into regional forums including the South American Conference on Migration (SACM), MERCOSUR and other regional processes by enhancing its joint programming including technical assistance provision, training and research.

IOM will support regional meetings that focus on exchange of best practices and will aim to strengthen free mobility processes and the development and implementation of the South American citizenship programme.

IOM will also focus on expanding strategic partnerships to advance the Sustainable Development Goal (SDG) achievements, with special emphasis on SDG 10 (reduce inequality within and among countries), as well as to implement the Global Compact for Safe, Orderly and Regular Migration. With regard to the Global Compact for Migration, IOM will support governments in identifying needs and priorities, based on the Migration Governance Indicators (MGI), and assist with the preparation

of an action plan to help address the main challenges and gaps in the migration governance field.

IOM will also continue to encourage civil society initiatives on migration governance, especially in the area of assistance to vulnerable population, and to strengthen institutional capacities.

Objective 1: Advancing the socioeconomic well-being of migrants and society

IOM will continue strengthening capacities of and partnerships with regional and international bodies that help to facilitate orderly labour migration and to promote the socioeconomic integration of migrants. Particularly, in the context of IOM's response to the Venezuelan mixed migration flows in South America, IOM aims to bridge the nexus between the ongoing humanitarian response and the longer-term perspective to build resilience at the individual and institutional levels, thus ensuring that the "leave no one behind" commitment enshrined in the SDGs is upheld. As such, IOM aims to focus on promoting cultural and socioeconomic integration of Venezuelan migrants, through activities that fully involve the host communities, thus avoiding or reducing the spread of xenophobia and anti-migrant sentiment.

IOM will support regional bodies in developing strategies and implementing actions that aim to highlight the benefits of migration for development, both in countries of origin and destination.

IOM will encourage the application of regional knowledge regarding South–South cooperation initiatives in the areas of labour migration and migration and development.

Objective 2: Addressing the mobility dimensions of crises

IOM will work closely with the concerned regional and subregional bodies towards improving mechanisms that contribute to strengthening the operational responses to Venezuelan migrants in the region. In this respect, IOM will provide support to governments at the local and national levels and other partners to develop actions to address the protection and assistance needs of Venezuelan citizens in South American countries.

In addition, IOM will continue working towards strengthening partnerships with regional bodies active in preparedness, transition and response spheres. Specifically, IOM's support to preparedness will focus on developing the capacities of regional and national partners in risk knowledge, prevention and reduction as well as post-disaster reconstruction planning and recovery, aiming to reduce mobility-related vulnerabilities and strengthen the resilience of the communities.

Objective 3: Migration should take place in a safe, orderly and dignified manner

IOM will provide technical guidance to regional bodies to enhance migration governance (including border management procedure, regulation of movements, regularization measures, etc.) in compliance with the Migration Governance Framework (MiGOF), the SDGs, the Global Compact for Migration and the country's commitments. Furthermore, IOM will support regional and national authorities in the formulation and follow-up of migration policies towards Venezuelan migrants to ensure favourable conditions to cross national borders, obtain legal documentation and facilitate the process of integration in host communities.

Argentina

IOM Argentina will intensify its interventions and support towards the reception and integration of vulnerable migrants and counter-trafficking and will promote protection of migrant rights and diversity in the private sector. Priorities for 2020 include the following:

- Provide direct emergency assistance and support to reception centres, thus strengthening their capacity in providing assistance to the most vulnerable refugees and migrants in border areas and urban centres. Additional assistance includes transportation from border areas to urban centres, delivery of non-food items (NFI) and food items, provision of psychosocial support and monitoring of flows through the Displacement Tracking Matrix (DTM).
- Conduct awareness-raising campaigns designed to prevent human trafficking, migrant smuggling and GBV. In addition, IOM Argentina will provide support to the decentralization of the National Program for the Rescue and Assistance of Victims of Trafficking and the ongoing implementation of National Plan to Combat Human Trafficking as well as provide direct assistance to victims of trafficking, smuggling and GBV.
- Reinforce the socioeconomic and cultural integration of migrants by establishing information and orientation centres for refugees and migrants as well as supporting entrepreneurs through microfinancing. Additionally, the country office will carry out communication campaigns and cultural initiatives to combat discrimination and xenophobia.
- Support the Government in implementing the Regional Mobility Card. IOM aims to improve the Government's mechanisms for registration and documentation as well as training of government officials on protection and migration management.

- Strengthen the reception and integration of Syrian nationals through the government-led Syria Program and scale up community sponsorship schemes that might benefit migrants of other nationalities.
- Develop a private sector strategy to enforce the protection of migrants' rights in the supply chain as well as promote diversity and intercultural dialogue in the workforce.

Bolivia, Plurinational State of

IOM in the Plurinational State of Bolivia will work to strengthen the capacity of the Government to effectively implement policies to fight human trafficking and smuggling of migrants. IOM's initiative will deliver the following outputs:

- A baseline study detailing the current statistics on human trafficking and smuggling of migrants as well as recommendations for institutional response to combat these crimes;
- An information system to collect, systematize and generate accurate gender-sensitive data related to human trafficking and smuggling of migrants.

Furthermore, IOM will contribute to improving migration governance in the Plurinational State of Bolivia by strengthening the Government's capacity in producing reliable evidence for inclusive migration policies. This will be done by: (a) conducting a migration governance assessment, which will aim to provide the Government with information about the current gaps that need to be addressed in order to improve migration governance; (b) optimizing the current government's migration information system, which will be able to better collect, systematize and generate gender-sensitive data about migration; and (c) deliver training to public officers on the collection, processing and utilization of migration data in order to improve the capacity of the Plurinational State of Bolivia to generate useful information for decision-making.

IOM will also work with local partners to formulate a development model to maximize the benefits of migration of young and indigenous people, especially those impacted by climate change. The initiative will deliver these two outputs: (a) generation of evidence about the relationship between the environment, climate change and migration; (b) based on this evidence, the development and implementation of strategies that aim to enhance the benefits of migration.

IOM will also contribute to the formulation and implementation of the national urban policy through the generation of study on the functional relationships between urbanization and the needs of the population. The focus will be on the socioeconomic characteristics of migrants and the potential for their integration. IOM seeks to provide a series of recommendation for the effective implementation of the urban policy in the Plurinational State of Bolivia.



IOM in cooperation with host governments and partners has activated DTM to capture, process and disseminate information and to better understand the migration flows and needs of vulnerable migrants throughout the regions.
© IOM 2019/Paula VÁSQUEZ

Brazil

IOM Brazil – in coordination with federal, state and local governments, United Nations agencies and civil society partners – will provide support and will work to increase the response capacity of the Government and other actors to the mixed flows of Venezuelan nationals into Brazil. The priorities for 2020 include the following:

- Ensure that newly arriving Venezuelans are provided with direct emergency assistance and have access to basic services including temporary shelter and accommodation, food items and NFIs, transportation and basic health care.

- Provide sustainable economic and social integration of Venezuelans and support the private sector, government bodies and civil society partners in developing mechanisms to hire, support and integrate Venezuelans in their companies and communities.

Chile

IOM Chile, in coordination with the Government at the national, regional and local levels, will carry out institutional strengthening activities that promote good migration governance. Main priorities for 2020 are as follows:

- IOM will conduct new studies on discrimination and xenophobia against migrants in Chile. In accordance with the study's findings, IOM will carry out public information campaigns and integration activities.
- Within the framework of the Migrants and Cities Program, and as a result of the implementation of the new Migration Law, IOM will carry out information campaigns, training and workshops throughout the country to promote the inclusion of migrants into each region's civil protection systems.



IOM promotes social cohesion and integration of migrants on the International Migrants Day. © IOM Archive/
Simon VALENZUELA

- As the migrant population nearly doubled between 2017 and 2018, and taking into account that it is an economically active population, IOM will encourage public and private actors to develop recruitment and labour migration projects as well as labour inclusion through competence certification, intercultural workshops and sensitization on labour laws.
- IOM will support the governments in the region in analysing and creating policies that address the cross-section of migration, including climate change and the environment.
- In response to the Venezuelan crisis and increase in migration flows, IOM will carry out a study on the profile of human trafficking in Chile and also train government officials and civil society in this matter.

Colombia

IOM Colombia will continue to provide support to vulnerable populations' needs related to the mixed flows of Venezuelan nationals and implement actions to contribute to peacebuilding within the country. All efforts will be aligned with the National Development Plan 2018–2022 of the Government, as well as the United Nations Development Assistance Framework 2020–2023 in Colombia, through the Indicative Workplan to be signed by the mission office with the Ministry of Foreign Affairs for the period 2020–2023. Main priorities for 2020 will include the following:

- Support the Government in the design and implementation of migration-related initiatives, particularly in the development of input for policymaking, the Global Compact for Migration and actions against human trafficking and migrant smuggling and provide assistance to international migrants and Colombian returnees.
- Address the needs of vulnerable international migrants and Colombian returnees from the Bolivarian Republic of Venezuela, and host communities, by delivering timely humanitarian assistance and by strengthening coordination mechanisms at the local, national and regional levels. Provide humanitarian assistance to vulnerable migrants including shelter, NFIs, basic health care, and registration; implement DTM surveys; prevent xenophobia and human trafficking; and create employability and entrepreneurship opportunities for social and economic integration.
- Continue working with the Government to strengthen its technical assistance and tools to address the humanitarian situation.

- Support the Government in the design and implementation of peacebuilding and security initiatives, victim assistance and reparation (including land tenure), socioeconomic inclusion of vulnerable communities, reintegration programmes and reincorporation of former members of illegal armed groups, as well as the Development Program with a Territorial Approach (El Programa de Desarrollo con Enfoque Territorial, PDET), the Government's strategy to lay the foundations for the structural transformation of the countryside, create conditions of well-being for the rural population and ensure a stable and lasting peace.

Ecuador

IOM Ecuador will intensify its operations at the local and national levels to strengthen its response to the flows of migrants and refugees that are entering and transiting the country. Accordingly, IOM will continue to promote the SDGs as well as the MiGOF. In 2020, IOM aims to:

- Provide protection and assistance to migrant victims of human trafficking, human smuggling, violence, exploitation and abuse, or any migrants whose rights are violated. Through the identification of cases in need of protection, strengthening of referral routes and enhancement of national actors' capacities, IOM will provide comprehensive assistance to vulnerable migrants.
- Deliver direct humanitarian assistance to the most vulnerable population on the move by providing transportation, NFIs and shelter assistance.
- Produce reliable and comprehensive migration data aimed at supporting migration-related actors (e.g. government entities, private institutions and international organizations) in their decision-making on migration-related topics.
- Support migrants by providing information on and access to services and support.
- Provide technical and financial assistance to government counterparts to enhance border and migration management procedures in line with IOM's commitment to facilitate orderly, safe and regular migration and mobility and in compliance with international law and the country's commitments. In addition, IOM will provide support to the analysis, definition and implementation of regularization measures aimed at enabling non-nationals to remain lawfully in the country.

- Promote social and economic inclusion of migrants to ensure their full engagement and integration into their host communities from socioeconomic, political and cultural perspectives through effective policies and strategies. Additionally, IOM will provide technical support and assistance to government counterparts and civil society organizations to update and/or develop new national, regional, and local laws, policies, plans and actions.
- Promote and strengthen coordination within United Nations agencies and non-governmental organizations (NGOs) in the field of migration.



In Quito, to promote resilience and self-sufficiency, IOM supports and trains local population in agricultural farming. © IOM 2019/Natalie OREN

Paraguay

In 2020, IOM in Paraguay will intensify its efforts to strengthen government institutions, through the implementation of projects that contribute to improving migrants' access to the Government's return and reintegration services. Furthermore, IOM will support the Government strengthen its border and migration management capacities. The initiatives are the following:

- Maintain the malaria-free country certification. Paraguay is the first country in the Southern Cone Region to have achieved malaria-free status (certification granted by the WHO in 2018). As such, IOM

will continue to support the Ministry of Health and Social Welfare in strengthening the National Strategy for the Prevention of the Reintroduction of Malaria, placing an emphasis on disease prevention, identification of potential cases, accurate diagnosis, treatment as well as the increasing resources and skills throughout the country.

- Improve migration management through increased human and structural capacities supported by information and communications technology. IOM's objective is to improve the production, management and use of information on migration management. Furthermore, IOM aims to support the General Directorate of Migration in establishing a border management system with international security standards and biometric registration.
- Strengthen the return and reintegration processes led by the Development Secretariat for Repatriates and Refugees (Secretaría de Desarrollo para Repatriados y Refugiados Connacionales, SEDERREC) in Paraguay. IOM aims to strengthen the integrated approach to the return and reintegration of Paraguayan migrants according to IOM's orientation, which will allow SEDERREC to use the information generated by an initial diagnosis to improve the provision of services based on gender, age, family situation and vulnerabilities. Overall, this will provide tailored assistance and promote the socioeconomic reintegration of returnees.

Peru

In the past two years, Peru has become a migrant-receiving country especially for Venezuelan migrants. In this new context, IOM Peru will support the State in addressing the challenges posed by the increased migration flows. Main priorities for 2020 include the following:

- Strengthen inter-institutional capacities for the adequate implementation of the national migration policy, including training sessions for different levels of government, assessments and studies, and technical support for the decentralization of the policy at the regional and municipal levels.
- Establish mechanisms to provide protection and assistance to migrants in vulnerable situations. IOM aims to support the creation of an inter-institutional action plan, which will include response plans and humanitarian assistance provision for Venezuelan nationals, mapping assessments to identify existing institutional actors at the regional and local levels, and capacity enhancement in providing assistance to migrants, in addition to the design of inter-institutional action plans.

- Promote the socioeconomic and cultural integration of migrants in the country by providing technical support in setting up a roundtable conference with participants from the private sector, public sector and civil society. The roundtable conference will produce studies on regional labour markets and occupational profiles, as well as support resettlement plans and labour intermediation and conduct campaigns against xenophobia and discrimination to promote interculturality.



IOM provides humanitarian transportation assistance to migrants throughout South America. © IOM 2019/
Daniela ROVINA

Uruguay

IOM Uruguay will continue supporting national and local governments, NGOs and other stakeholders in strengthening capacities in migration management. Main priorities for 2020 will include the following:

- Enhance the capacities of local governments in border areas with Brazil in better managing the increased migration flows and in incorporating a gender and human rights approach into migration management. This initiative will include data management, social services, training and infrastructure (i.e. shelter and accommodation).
- Reinforce national capacities (national authorities, private sector and civil society organizations) to facilitate the social and economic integration of migrants in the country (considering shelter, labour market, education and cultural affairs, among others).

- Support the efforts of the Government and civil society to prevent and combat trafficking in persons, especially women, adolescents and children.

Venezuela (Bolivarian Republic of)

IOM in the Bolivarian Republic of Venezuela will continue to address vulnerable populations' needs related to the ongoing humanitarian crisis in the country. Actions will be implemented in coordination with key stakeholders, including the Government and humanitarian actors in the field. Main priorities for 2020 are as follows:

- Support partners in the country in enhancing DTM and in conducting rapid needs assessment to overcome the information gap on internal human mobility in the Bolivarian Republic of Venezuela. IOM seeks increased information on the figures as well as the specific conditions, needs and vulnerabilities to enable evidence-based responses. In addition, IOM aims to increase visibility and assistance mechanisms for individuals that may be vulnerable to abuse, exploitation, trafficking and GBV.
- Provide shelter and NFIs to people on the move, especially those in extreme poverty, as well as provide basic life-sustaining items and temporary accommodations, which are also needed to promote resilience.
- IOM will contribute to the provision of health care by bringing assistance to vulnerable Venezuelans whose decisions to move are based in part on the lack of access to health services. In this context, IOM will provide basic health services and distribute medicines for people on the move, especially those in extreme poverty and those who suffer from lack of access.
- IOM will promote the implementation of food security programmes to help vulnerable Venezuelans.

South America	P1	P2	P3
	Adhering to international standards and fulfilling migrants' rights	Using evidence and whole-of-government approaches	Good migration governance relies on strong partnerships
Regional Office Buenos Aires	50 000	120 000	30 000
Argentina	150 000	80 000	100 000
Bolivia, Plurinational State of	-	900 000	-
Brazil	-	-	-
Chile	100 000	1 550 000	2 500 000
Colombia	300 000	350 000	190 000
Ecuador	-	-	-
Paraguay	-	183 073	295 515
Peru	250 000	350 000	600 000
Uruguay	50 000	100 000	20 000
Venezuela (Bolivarian Republic of)	-	5 000 000	-
Total	900 000	8 633 073	3 735 515

O1	O2	O3	TOTAL
Advancing the socioeconomic well-being of migrants and society	Addressing the mobility dimensions of crises	Migration should take place in a safe, orderly and dignified manner	
100 000	150 000	20 000	470 000
3 800 000	2 500 000	4 500 000	11 130 000
600 000	-	-	1 500 000
5 000 000	15 000 000	-	20 000 000
400 000	650 000		5 200 000
46 500 000	17 500 000	200 000	65 040 000
1 487 400	1 045 200	3 979 800	6 512 400
963 151	479 584		1 921 323
8 000 000	4 000 000	3 300 000	16 500 000
180 000	-	-	350 000
-	34 000 000	-	39 000 000
67 030 551	75 324 784	11 999 800	167 623 723

Asia and the Pacific





Afghanistan
Australia
Bangladesh
Cambodia
China
Fiji
India
Indonesia
Japan
Lao People's Democratic Republic
Malaysia
Maldives
Marshall Islands
Micronesia (Federated States of)
Mongolia
Myanmar
Nepal
New Zealand
Pakistan
Palau
Philippines
Papua New Guinea
Republic of Korea
Solomon Islands
Sri Lanka
Thailand
Timor-Leste
Tonga
Vanuatu
Viet Nam

IOM continues to scale up its activities, programming and outreach to address the needs of Rohingya and affected host communities.
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Regional Office for Asia and the Pacific

Migration Governance Framework principles and objectives

Principle 1: Adhering to international standards and fulfilling migrants' rights

In 2020, the International Organization for Migration (IOM) Regional Office for Asia and the Pacific (ROAP) will continue to strengthen principled humanitarian action to effectively access and respond to people in need of humanitarian assistance and protection in emergencies and protracted crises. Guided by the Organization's institutional humanitarian policy, the Principles for Humanitarian Action, IOM will invest in operational policy development and capacity strengthening with a focus on hard-to-reach and high-risk settings, including areas where IOM works through remote management. Operational guidance will include strengthened risk management, due diligence and accountability mechanisms. To further advance policy integration and coherence, IOM will continue to deploy for training, capacity-building, and support for appropriate project models that ensure adherence to core human rights and humanitarian standards and the dignity of those displaced by crisis.

Principle 2: Using evidence and whole-of-government approaches

IOM is working with displacement and other migration (including labour, irregular, etc.) data capture through flow monitoring, surveys, and other assessment models to better provide profiles on migration stocks, flows and issues of concern throughout the region. Key areas targeted in 2020 include South Asia and South-East Asian international and internal migration patterns to better understand movements and provide for improved projects and policies not only for crisis scenarios but also for development contexts, particularly labour migration and migrant protection. This includes sessions to educate countries and inform contingency planning, and products that support non-emergency activities in developing contexts.

Principle 3: Developing strong partnerships

IOM will be chairing the Disaster Displacement Working Group in Asia and the Pacific to better coordinate regional actors in addressing the root causes of displacement, the risks and recovery within the disaster risk reduction frameworks. IOM continues to support the ASEAN Confederation of Employers by providing specific technical competencies in displacement and trafficking in crisis.

Objective 1: Advancing the socioeconomic well-being of migrants and society

IOM will promote ethical recruitment and decent work for migrant workers through a variety of projects targeting governments and the private sector to increase the contribution of migration to sustainable development. Through continued

partnership engagement with brands, employers and recruiters in the fashion, apparel and telecommunications industries, IOM will work towards conducting labour supply chain mappings and migrant worker vulnerability assessments, policy review and development, capacity-building, ethical recruitment due diligence, migrant support services, remedy and grievance mechanisms. IOM also plans to further collaborate with other United Nations agencies on labour migration governance and build synergies in cross-cutting areas of migrant reintegration, health and gender.

Objective 2: Addressing the mobility dimensions of crises

IOM is taking a lead role in the region in the context of displacement as a result of natural disasters and conflict, including core focus areas around addressing the root causes and consequences of displacement. This includes support for training and staff focusing on community stabilization and solutions programming. IOM endeavours to hold additional training sessions and exchanges on protracted displacement contexts in order to link data, evidence and programming models to improve response and transitional recovery programmes. This includes support to various regional bodies and processes, as well as more targeted deployments and training activities for Member States and mission offices.

IOM in Asia and the Pacific region will continue to work with Member States and civil society partners to address trafficking in persons in contexts of crisis. This includes working with the Government at the national level and with host communities and the refugee population at the district level in Cox's Bazar in understanding the prevalence of the crime and raising public awareness; identifying and protecting victims with safe accommodation, medical and psychosocial assistance, and legal support; and supporting local counter-trafficking committees in developing coordination and referral systems that facilitate efficient identification and protection of victims.

In 2019, IOM, along with partners, launched a three-year regional project in Suva, Fiji, funded by the United Nations Trust Fund for Human Security to help Pacific Islands governments address multifaceted challenges associated with climate change and disaster-related migration, displacement and planned relocation in the region. The main objectives of this project are to support a regional human security-based response to climate change and disaster-related migration, displacement and planned relocation; ensure that migrants and communities benefit from safe labour migration where appropriate; and contribute to the evidence base of good practices in these areas. The project targets Fiji, Kiribati, Tuvalu, the Marshall Islands and Vanuatu. Under this multi-country joint-agency initiative, IOM's key implementing partners include the United Nations Economic and Social Commission for Asia and the Pacific, the International Labour Organization, the Office of the United Nations High Commissioner for Human Rights, the Pacific Islands Forum Secretariat and the Platform on Disaster Displacement.

In 2020, IOM will

- continue the development of a regional rights-based framework on climate change-related migration, displacement and relocation;
- strengthen capacity and improve knowledge of governments, migrants and potential migrants of their responsibilities, rights and available support services in destination countries, in partnership with ministries in key countries of origin in the Pacific; and
- continue to raise awareness of climate change-related migration, displacement and planned relocation in the Pacific, through analysis of data and evidence, and a targeted communications strategy.

In light of the above joint-agency programme, IOM is developing a complement regional initiative engaging with Pacific governments and non-governmental stakeholders, including United Nations agencies, NGOs, civil society, academic institutions and vulnerable communities, to reduce the adverse impacts of climate change related to mobility on vulnerable communities in the Pacific. Building upon the strong partnership and expertise between various organizations, IOM will be able to facilitate national-level consultations and community engagement on climate change, displacement and migration across the Pacific subregion in a collective manner.

Through this effort, IOM and partners are expected to establish a multi-stakeholder regional coordination mechanism for climate mobility-related initiatives, providing a platform for Pacific governments and non-governmental stakeholders on such dialogues. Research and data on climate mobility will be available through communication tools to inform policy formulation and foster positive attitudes towards migration. This initiative will also enable migrants and communities to engage with national and subnational government structures on climate change and disaster matters.

Objective 3: Migration should take place in a safe, orderly and dignified manner

Since 2010, the IOM Migrant Assistance and Protection programming has strengthened the capacities and resources of governments in South-East Asia to manage complex migration flows in the region, and provide protection and assistance to migrants, particularly those in vulnerable and crisis situations, through direct assistance, data collection and analysis, enhanced structures, policies and processes, and effective partnerships at the national, bilateral and regional levels. IOM is committed to continuing its support for governments in the region to deliver evidence-based interventions which respond to the needs of migrants in situations of vulnerability.

Eradicating modern slavery in the Pacific fisheries sector is a key priority across the Pacific Island Countries and Territories (PICTs). The Pacific fisheries sector is economically critical for small island big ocean States. However, migrant workers on fishing boats globally are known to be particularly vulnerable to trafficking and labour exploitation due in part to lack of training, lack of enforcement of safety and labour standards, and the remote nature of fisheries work. Research also indicates a risk of sexual exploitation of women and girls in ports. There is consensus on the need to improve work conditions on fishing vessels in the Pacific Islands and to increase awareness of modern slavery dynamics among government officials from labour and fisheries ministries. IOM's response is structured around three pillars: protection, prosecution and prevention. Through innovative partnerships with government, the private sector and subregional organizations such as the Forum Fisheries Agency, which strengthens the national capacity of the 17 Pacific Islands member States to contribute to sustainable tuna fisheries, IOM will support PICTs to combat modern slavery in the Pacific fisheries sector.

Established in 2012, the Document Examination Support Center (DESC) is coordinated by the IOM Regional Office for Asia and the Pacific in Bangkok, with financial support from the Government of Canada and in close coordination with document examination experts of immigration authorities in the region, currently consists of 16 participating countries. The objective of the DESC is to assist requesting governments in curbing transnational organized crime and preventing irregular migration through capacity-building, coordination and information-sharing related to identity and document frauds, and strengthening of travel document verification procedures.

IOM is committed to keep harmonizing capacity-building activities in the region and further expanding the regional platform for regional trends analysis in Asia and the Pacific.

Afghanistan

In 2020, IOM Afghanistan will work to support the Government to facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies. IOM Afghanistan's broader response will be oriented around three central objectives:

- Continue to assist vulnerable, undocumented Afghans returning from Pakistan and the Islamic Republic of Iran with immediate post-arrival humanitarian assistance. The Organization will also continue responding to the emergency and recovery needs of natural disaster-affected communities across Afghanistan by distributing NFIs and emergency shelter, providing protection assistance and implementing disaster risk

reduction mitigation measures. In addition, IOM will continue supporting the development of the National Disaster Management Information System (NDMIS), and work with the Afghanistan National Disaster Management Authority (ANDMA) to enhance its technical capacity and roll out the NDMIS across all provincial offices.

- Continue to implement counter-trafficking activities which will include prevention, technical cooperation, victim protection and capacity-building for relevant government partners. IOM will also support the Government in ensuring proper border management for returning Afghans as well as potential migrants and will continue to strengthen their capacities in immigration and border management.
- Expand migration and development activities by supporting investments and developments in Afghanistan through increased engagement of the Afghan diaspora, as well as by strengthening the Government's capacities in policy development and implementation of regular labour migration.
- Migrants in need will be assisted to return voluntarily, safely and in dignity, and be supported in achieving sustainable reintegration, with full respect for human rights, regardless of their status.
- Advance the socioeconomic well-being of migrants and society by facilitating sustainable reintegration of returnees with an integrated approach to address the economic, social and psychosocial aspects of reintegration and by including communities and local authorities in the implementation of activities at the individual and community levels in eight provinces (Baghlan, Balkh, Kabul, Herat, Nangarhar, Kandahar, Kunar and Laghman) of high return.
- Strengthen national and cross-border protection mechanisms and provide tailored protection assistance to unaccompanied migrant children, female-headed households, victims of human rights abuse and other vulnerable undocumented Afghans.
- Continue to conduct DTM activities to track and monitor displacement and population mobility. With the DTM data, IOM will continue to provide effective and tailored assistance to the vulnerable population in partnership with humanitarian and development partners.

Australia

In 2020, IOM Australia will continue to provide voluntary return and reintegration assistance through the assisted voluntary return and reintegration (AVRR) programme to vulnerable and stranded migrants from Australia and Nauru. In line with the existing AVRR practices and IOM standard procedures, the assistance to migrants will include: outreach, information and counselling services on AVRR; return counselling to understand the needs of the beneficiaries; assistance with travel documents, travel organization, ticketing, and, where necessary, medical and non-medical escorts; socioeconomic reintegration in the country of origin (if eligible for reintegration component); and post-arrival monitoring and evaluation (if eligible for reintegration component).

IOM Australia will also provide the oversight and contract management of the following activities in relation to Australia's Humanitarian Program, which IOM undertakes globally:

- Assistance with case processing, which includes logistical support to the Government's selection missions, ad hoc interviews and form fillings on behalf of the Department of Home Affairs upon request;
- Offshore immigration medical exams for visa applicants under Australia's Humanitarian Program;
- Departure health check, immunization, pre-departure health check, tuberculosis screening for the refugees and humanitarian entrants accepted under Australia's Humanitarian Program;
- Resettlement travel assistance for the government-funded refugees and humanitarian entrants, which includes airline bookings and ticketing, surface/sea transportation arrangement, travel document handling, coordination of exit clearances, transit assistance en route, provision of accommodation en route and pre-departure briefings, among others;
- Management of the interface between the Department of Home Affairs system and the IOM system to manage the data on new referrals and travel notifications of humanitarian entrants.

Bangladesh

IOM Bangladesh will continue to provide support to the Government in migration and mobility-related initiatives through a whole-of-government approach. In 2020, the focus will be on advocating the approval of the Migration Governance Framework (MiGOF) in Bangladesh. In the wake of the Global Compact for Safe, Orderly and Regular Migration and the creation of the United Nations Network on

Migration, IOM aims to strengthen its partnership initiatives with United Nations agencies, development partners and other civil society organizations (CSOs) to promote better migration and mobility programming in Bangladesh. Particular focus will be on promoting evidence-based programming and building the capacity of the Government and other stakeholders by generating migration-related data through the recently established Migration Data Analysis Division within the mission office. As such, IOM will strive to promote better compliance with international standards and protocols. One of the key initiatives will be to promote the International Recruitment Integrity System (IRIS) among recruitment agencies in Bangladesh to actively encourage ethical recruitment. Also, IOM, through the United Nations Network on Migration, will support the Government in implementing relevant Global Compact for Migration objectives in Bangladesh.

In addition, IOM will continue to focus on streamlining migration data in Bangladesh. To facilitate this initiative, IOM in Bangladesh has established the Migration Data Analysis Division, which is responsible for coordinating and compiling migration information in Bangladesh. IOM will also give more impetus to forging new partnerships with various stakeholders in Bangladesh, such as the private sector.



IOM provides access to safe water to more than 100,000 Rohingya refugees. © IOM 2018/Mashrif ABDULLAH

IOM will also expand its migrant protection and assistance portfolio. Through the United Nations Network on Migration, IOM will chair the working group on counter-trafficking and will engage with different development partners to enhance counter-trafficking programming. Furthermore, IOM will continue to implement its sustainable reintegration programmes for Bangladeshi returnees and will put additional efforts to expand its migration and development portfolio by taking the sustainable reintegration programme to other target groups such as returnees, with special attention to women returnees from the Gulf countries.

The Organization will continue to provide life-saving and sustaining assistance to over 900,000 Rohingya refugees currently residing in 34 camps in Cox's Bazar District. IOM's overarching priorities include respecting and upholding the Rohingya's protection needs, improving the quality of and access to services, and focusing on sustainable solutions. IOM provides direct assistance to both refugees and host communities covering protection, health, shelter, WASH, site management and site development, energy and environment, livelihoods and social cohesion, disaster risk reduction, needs and population monitoring, and coordination initiatives.

IOM intends to increase its immigration and border management portfolio to support the Government's border management and counter-smuggling interventions in Bangladesh. IOM will continue to engage with relevant government stakeholders to uphold migrants' right to safe and dignified return to Bangladesh.

Cambodia

IOM in Cambodia will expand its migration management initiatives in coordination with the Government to enhance the capacities and expertise of line ministries in ensuring safe, orderly, and dignified internal and cross-border migration. IOM programming initiatives aim to address specific issues of irregular migration and unethical recruitment practices while enhancing access to regular migration channels and migrant-sensitive health services and creating pathways for migrants to access skills development opportunities and gain formal recognition. Four priorities in 2020 include the following:

- Building on the IOM–International Civil Aviation Organization (ICAO) Memorandum of Understanding, assess the identity and border management frameworks, develop and deliver training to enhance border security and facilitate regular migration, and scale up the use of the IOM Migration Information and Data Analysis System (MIDAS) to effectively monitor and manage cross-border movements while providing a sound statistical basis for migration policy-related planning.

- Enhance the well-being of migrants by promoting access to equitable and quality health services for returned migrants and border resident communities by establishing tuberculosis health screenings and referral for treatment at major border points.
- Address issues related to regulatory frameworks, recognition of qualifications, and skills development needs, particularly for low-skilled workers and labour migrants, through the exchange of knowledge and experiences among government agencies, employers and skills providers.
- Build partnerships and provide training on ethical recruitment principles and best practices with private recruitment associations and conduct supply chain mapping in close coordination with government entities, employers and recruitment agencies.



Rice paddy workers head home to their villages after a day of working in the fields in Siem Reap province. © IOM 2016/Muse MOHAMMED

China

IOM will continue supporting the Government's effort to enhance good migration governance on a wide range of migration aspects, from facilitating human mobility to preventing and combating irregular migration and human trafficking. Priorities in 2020 include the following:

- Support the Government in enhancing its immigration and border management-related structures, policy and operational systems in order to effectively respond to border challenges and to institute good migration governance. This will be achieved by facilitating exchanges and fostering cooperation between China and other partners (including Europe) on immigration and border management. Activities will include technical training sessions and field visits to enhance the capacity of officials in detecting and preventing irregular migration, smuggling of migrants and human trafficking, as well as to assist vulnerable migrants at risk.
- Continue undertaking various counter-trafficking activities to assist the implementation of China's Second National Plan of Action to Combat Trafficking for the period 2013–2020. IOM will support the Government's efforts to prevent and respond to human trafficking including provision of assistance to trafficked persons in mainland China and in Hong Kong and Macao Special Administrative Regions, China. As such, IOM aims to build the capacity of diverse actors – ranging from government officials and CSOs to individual migrant outreach volunteers – to identify, refer and provide assistance to potential victims of human trafficking and vulnerable migrants, including through the use of pilot standard operating procedure. IOM also seeks to promote a whole-of-government approach to counter-trafficking by facilitating interministerial coordination mechanisms in mainland China, and by serving as the secretariat to the Civil Society Anti-Human Trafficking Task Force of Hong Kong Special Administrative Region, China, to strengthen coordination among civil society actors and increase cooperation with relevant government agencies. Furthermore, IOM will be providing direct services to identified victims of human trafficking and vulnerable migrants and support their assisted voluntary return and reintegration from and to China. Finally, IOM will support China in enhancing its bilateral counter-trafficking cooperation with neighbouring countries at the policy and operational levels in border areas, based on agreed protocols for joint investigation, police-to-police cooperation, and effective protection and support of victims.
- Provide migrant protection by strengthening cross-border efforts for migrant workers to access justice.

- Continue engaging with private enterprises that employ migrant workers to promote ethical recruitment and decent work practices. In line with the IOM Private Sector Partnership Strategy 2016–2020, Corporate Responsibility in Eliminating Slavery and Trafficking (CREST) operational framework and IRIS principles, IOM will implement programmes aimed at promoting ethical recruitment and decent work among government and private sector partners by strengthening their policies to protect foreign domestic workforce. In mainland China, IOM will facilitate dialogue on labour migration policies and programmes, among other aspects of migration and mobility between China and the European Union, as well as undertake activities to facilitate pre-departure orientation for prospective migrants and other relevant stakeholders.
- In collaboration with Chinese think tanks, academia and other partners, IOM will undertake research and provide evidence-based tools to its counterparts to address knowledge and policy requirements on a variety of migration-related topics, including international migration into China, Chinese emigration and immigration policies and trends, researchers' mobility to China from the European Union and facilitated labour migration from China to the European Union. IOM will also collect data through feasibility studies and the pilot of a new online IRIS Ethical Recruitment Self-Assessment Tool to inform strengthening and implementation of policy on labour issues.
- Continue to provide transit assistance to passengers travelling under the auspices of IOM and make travel arrangements for persons who require international migration and return assistance as well as provide support to individual migrants when requested.

Fiji

IOM Fiji will continue working with government ministries, civil society actors, migrants and other key stakeholders in 2020 to contribute to safe, orderly and regular migration in Fiji. Projects and programmes will aim to achieve the following results:

- Strengthened multi-stakeholder and interministerial partnerships, increased awareness-raising capacity and advocacy to prevent trafficking in human beings, and protection of the rights of victims of trafficking and the associated forms of exploitation and abuse;
- Increased engagement between the Government and Fijian diaspora communities in Australia, with a view to contributing to Fiji's development;

- Strengthened border management systems in Fiji through the provision of technical expertise and the IOM MIDAS software to complement the current systems;
- Reliable and comprehensive migration data to inform policies and programmes to better manage migration;
- Supporting regional capacity and coordination towards responses to climate change-related migration, displacement and planned relocation;
- Temporary labour mobility as a climate change adaptation and sustainable development strategy;
- Operational response capacity for early warning, evacuation and contingency planning alongside policies and actions for disaster risk reduction, climate change adaptation and safe human mobility.

India

In 2020, IOM India will work to promote and facilitate safe and orderly migration through the implementation of two mobility-related initiatives. With India ranking as the second highest remittance-receiving country in the world, IOM plans to map and analyse the skills and competencies offered by the Technical and Vocational Education Training (TVET) system and the Sector Skill Councils in India with those desired by employers in the Gulf countries, especially in the construction and hospitality sectors. The objective is to contribute towards increasing employability of Indian labour migrants in the Gulf countries.

Working with the Ministry of External Affairs and with support from the Ministry of Corporate Affairs, IOM aims to contribute to improved protection of women and men workers against labour exploitation in the apparel and home textile sectors' supply chains through sensitization and capacity-building of businesses, promotion of ethical recruitment and fair employment practices, and strengthening of sectoral and multi-stakeholder collaboration to prevent and mitigate risks of exploitation and enhance worker protection.

Indonesia

With a wide array of distinct migration trends and patterns throughout the country, IOM in Indonesia will intensify its support to strengthen the capacities of the Government from the national to village levels to design and implement planned, well-managed migration policies that are locally driven, evidence based, responsive and adaptive to the contextualized migration issues. Priorities in 2020 include the following:

- Enhance initiatives to protect and empower Indonesian migrant workers and their families.
- Reinforce disaster risk reduction and disaster management capacities of government and local stakeholders in urban and rural areas.
- Mainstream migration into national and local development policies as an accelerator to achieve the Sustainable Development Goals (SDGs).
- Support national and local governments and community stakeholders to respond to humanitarian needs of migrants transiting through Indonesia.



Together with the local community, IOM facilitates refugee children's access to formal education in public schools in Indonesia. © IOM 2019/Dayinta PINASTHIKA

Japan

IOM in Japan will provide support to the vulnerable migrants in line with the measures of the Government and intensify its outreach to the public through events and partnerships with private sectors, NGOs, and academia. Priorities in 2020 include the following:

- Provide protection and sustainable reintegration assistance to vulnerable migrants, including victims of trafficking and irregular migrants, as well as support to the Government's migration management through AVRR and counter-trafficking programmes.
- Support durable solutions for refugees and migrants as well as enhance support to the Government by facilitating the refugee resettlement to Japan through safe and orderly transportation, pre-departure assistance including health assessment and treatment, and pre-departure cultural orientation and language training to facilitate the initial stage of integration into the Japanese society.
- Conduct public awareness-raising events on the human rights of migrants, raise awareness of migration-related challenges through the promotion of the Global Compact for Migration and the 2030 Agenda for Sustainable Development, and use these as platforms to address critical questions on migration management in Japan.

Lao People's Democratic Republic

At the heart of the Greater Mekong Subregion, the Lao People's Democratic Republic is characterized by dynamic migration to and from neighbouring countries. In response to the increasing flow of migrants due to enhanced connectivity in the region, IOM aims to continue to partner with the Government and local stakeholders to promote safe, orderly and regular migration through capacity-building, awareness-raising and direct assistance.

In 2020, IOM will continue to implement Poverty Reduction through Safe Migration, Skills Development and Enhanced Job Placement (PROMISE) 2018–2021. This regional project aims to improve employment opportunities and conditions for labour migrants through skills development and protection. Activities will include hospitality skills training for Lao migrants, capacity-building among government counterparts and migrant resource centres, and awareness-raising on safe migration. IOM also aims to build on its previous activities on counter-trafficking, border management, labour migration, public health, post-crisis response, migration policy and research.

Malaysia

IOM Malaysia will continue to facilitate safe and dignified durable solutions for migrants in Malaysia and support counter-trafficking and forced labour initiatives in partnership with the Government and the private sector. In addition, IOM will reinforce the Government's capacity in collecting accurate data to inform migration policy. The three priorities in 2020 are as follows:

- Facilitate movement and medical assessment of migrants resettling in third countries, as well as provide assisted voluntary return for vulnerable migrants.
- Increase awareness and compliance while eliminating labour migration exploitation through enhanced engagement with private sector companies, training sessions and the implementation of migrant-centred practices.
- Support the Government in collecting migrant data for eastern Malaysia and utilize the data to initiate improved policies and programmes for migrants, in coordination with the Government and other United Nations agencies.

Maldives

Building on the past achievements of facilitating safe, orderly and regular migration from and to Maldives, IOM intends to increase technical assistance and capacity-building efforts at the policy level. The following thematic areas will be prioritized in 2020:

- In collaboration with the Ministry of Economic Development, IOM aims to combat trafficking in persons through strengthened collaborative efforts of all stakeholders, enhanced policy framework and procedures, robust referral and direct assistance services, and improved protection mechanism for victims of trafficking.
- Provide technical assistance to the Ministry of Health and other relevant stakeholders in the development of a migration health policy framework leading to a migration health policy in Maldives.
- Support the Ministry of Environment and Energy for the implementation of the National Adaptation Plan of Action.
- Build climate resilience among migrants and their communities.
- Facilitate the voluntary repatriation of undocumented Bangladeshi migrant workers, with the options of either reintegration in Bangladesh or circular migration back to Maldives or other labour-receiving markets.

Marshall Islands

The Pacific Islands region is one of the most susceptible areas affected by natural and climate-related disasters. The combination of isolation, expansive oceanic distances, poor economic conditions and frequent disasters such as droughts, typhoons and tropical storms make this area vulnerable to population displacements in both urban and rural settings. In the Marshall Islands, IOM has been working to address these immense challenges in partnership with national, local and civil society partners. In 2020, IOM will prioritize the following areas of intervention:

- Reinforce community disaster risk management activities that are critical for reducing risks, lessening the impacts of disasters and building resilience. IOM will continue to work with communities and government partners, guided by the Reimaanlok National Conservation Area Plan, to strengthen natural resource management.
- Strengthen human trafficking protection mechanisms and improve access to support services for vulnerable migrants across the North Pacific, through training, awareness-raising campaigns and regional coordination initiatives.
- Promote the health of migrants and migrant-affected communities through health system strengthening, including through psychosocial support and activities targeting the effects of natural disasters on health.

Micronesia (Federated States of)

The increasing intensity and unpredictability of extreme weather disturbances and hazards, including typhoons, floods and droughts, in the Federated States of Micronesia highlights the importance of disaster preparedness and emergency response. Activities will not only focus on strengthening the Government capacity, but also on community resilience. Three priorities in 2020 are as follows:

- In 2019, typhoon Wutip destroyed public infrastructure buildings and households across the remote outer islands of Chuuk, Yap and Pohnpei States. IOM will undertake significant reconstruction efforts and utilize community working groups and voucher systems. Government capacity and community resilience will be strengthened through preparedness and emergency response activities such as tabletop exercises, training on evacuation shelter management, establishment of Community Disaster Committees, and development of associated standard operating procedure and disaster plans.

- Strengthen human trafficking protection mechanisms and improve access to support services for vulnerable migrants across the North Pacific, including through training, awareness-raising campaigns and regional coordination initiatives.
- Improve labour migration management to maximize positive aspects of migration, including harnessing its potential for development and minimizing negative impacts.



IOM continues to work with the education board in the Federated States of Micronesia to ensure that students are aware of the various natural disasters that might affect the small Pacific Islands State.
© IOM 2017/Muse MOHAMMED

Mongolia

IOM in Mongolia will focus on improving the socioeconomic well-being of migrants in Mongolia in 2020 through evidence-based, migration-inclusive policies and concrete interventions on the ground aimed at enhancing access to information and services to strengthen internal migration management in Mongolia. Moreover, IOM will continue to strengthen the efforts of the Government to prevent human trafficking and provide direct assistance to victims. IOM will also continue supporting vulnerable migrants through the AVRR programme. The three main programmes planned for the incoming year are as follows:

- Strengthen the understanding and management of internal migration in Mongolia. The recently conducted IOM studies “Mongolia Internal Migration Study” and “Urban Migrant Vulnerability Assessment” demonstrate that internal migrants in Mongolia continue to move to urban centres to diversify economic opportunities and seek improved living conditions, better health care and education, which is often inadequate in rural areas of origin.

- IOM aims to strengthen migration data and build the capacity of government agencies and stakeholders to better understand internal movements, as well as the drivers of migration, internal migrant mobility demographics and impact of current policies.
- Strengthen the Government's efforts to prevent human trafficking and continue supporting counter-trafficking programmes. Mongolia is a source and destination country for men, women and children subjected to forced labour and sexual exploitation. In order to address the gaps in response, IOM aims to conduct prevention, research, capacity-building and protection activities. Specific activities will include targeted awareness-raising activities to improve knowledge and understanding among victims of sexual and labour exploitation and potential victims, especially young women and girls to prevent, trafficking in persons in ger districts, mining and border areas. Conduct further research on human trafficking and propose evidence-based recommendations for appropriate policies and intervention programmes. Research findings will be shared and discussed with State agencies with a view to supporting the Government. Provide training on victim identification, protection and referral for law enforcement policing the border with Russian Federation. Strengthen protection services through early identification, timely referral and direct victim assistance. Victims of trafficking will receive access to health support, psychosocial counselling and reintegration in their communities of origin.



IOM, in cooperation with Mongolia's National Emergency Management Agency (NEMA), organized an emergency preparedness simulation exercise in Bulgan and Sukhbaatar provinces. The simulation exercise, which involved some 17,000 participants, was designed to improve the Government's provision of shelter, water, food and other necessities to rural households to minimize forced migration during the country's cold winter. © IOM 2018/Zuzana JANKECHOVA

Myanmar

In 2020, IOM in Myanmar will continue to work with partners to address the multiple drivers of migration through comprehensive interventions on labour migration, migrant protection, emergency preparedness and post-crisis recovery, and health. IOM will focus on supporting integrated approaches to support humanitarian and inclusive development for migrants and the communities, with a particular focus on the empowerment of vulnerable groups at risk of precarious migration.

- Carry out labour migration interventions to leverage migration for development by reinforcing safe migration, skills development training and labour migration policy, but with a stronger focus on capacity-building of CSO partners as part of post-2020 localization efforts. 2020 will also include increased efforts to strengthen the resilience of conflict-affected communities through safe and gainful migration, as well as enhanced one-stop services for outgoing and returning migrants through Migrant Resource Centres and CSO networks.
- Intensified efforts to address human trafficking and risky migration from conflict-affected areas including internal displacement camps. Comprehensive training content on reintegration support for trafficking survivors will be developed in order to formalize and operationalize the procedure for direct assistance, as well as to strengthen referral mechanisms among relevant government agencies and CSOs. Initiatives to strengthen mental health and psychosocial support services for populations in conflict-affected areas, including victims of trafficking and gender-based violence, will also be implemented.
- Improve local resilience by conducting emergency preparedness and post-crisis activities in Rakhine State. IOM will focus on streamlining accountability to affected populations by incorporating their feedback into programming, improving social cohesion through community-led infrastructure improvements and strengthening partnerships with local CSOs familiar with the complex context of Rakhine State.
- Continue strengthening collaboration and policy engagement with the Ministry of Health to promote the implementation of the World Health Assembly Resolution 61.17 on the Health of Migrants, as well as to develop a national migration health policy and subsequently a plan of action.

Nepal

Over half of all Nepali households have at least one migrant family member abroad or living in Nepal as a returnee. Migration is an important livelihood strategy for many people in both urban and rural areas of Nepal. The Nepali youth population is highly affected by unemployment and underemployment, which is considered one of the reasons that contributes to an ongoing trend of increasing migration and potential risks towards irregular migration. In addition, Nepal is vulnerable to natural disasters. An increase in floods, landslides, droughts and changes in monsoon patterns have been reported in recent years across the country, with increased intensity and impact on the lives and livelihoods of the people in Nepal. IOM aims to address these migration challenges and issues through the following:

- Promote ethical recruitment practices by introducing IRIS to recruitment agencies and promoting its implementation. IOM also aims to raise awareness of safe migration practices and increase financial literacy among migrant workers and their families.
- Mainstream migration into national, provincial and local development, supporting evidence-based policymaking using the Nepal Migration Profile and the Nepal Migration Governance Indicators (MGI) report through whole-of-government and whole-of-society approaches.
- Continue to support voluntary return assistance and economic empowerment to stranded and vulnerable migrants, particularly those who are victims of abuse, exploitation or mistreatment, including human trafficking, in close coordination with national authorities.
- Collaborate with the Government to develop a system to maintain health profiles of refugees/migrants along with health system responses for safer migration processes at all phases of the migration cycle. It is expected that such information will facilitate informed and evidence-based policy revisions as well as programming.
- Support the Government in strengthening regional and multi-country partnerships to address migration challenges by sharing good practices on policies, promoting cooperation and innovative approaches, and fostering regional partnerships on regional policy issues that recognize the important roles of regional State-led processes.
- Ensure that vulnerable communities are protected through increased resilience and sustainable recovery to natural or human-induced crisis and impacts of climate change through technical assistance and capacity-building at all levels. The focus will be on preparation and responses to address the needs of people displaced as a result of disasters in line with international standards and best practices. IOM will

also continue to provide assistance to potential victims of trafficking, smuggling and abuse by improving access to services and justice and building on its partnership with the Government in addressing human rights violations during the armed conflict.



IOM provides pre-departure vaccinations to migrants. © IOM 2017/Benjamin SUOMELA

Palau

Palau is exposed to natural hazards, in particular tropical storms, typhoons, droughts and tidal surges, as well as earthquakes and volcanic activities. Like other Pacific Islands countries, Palau is particularly vulnerable to the impacts of climate change, including severe weather events and rising sea levels. The isolation, expansive distances and frequent natural disasters make the island nation vulnerable to displacement due to infrastructure damage, water shortages, crop failures and wildfires. Disaster risk reduction activities are critical to help communities and governments lessen the impact of disasters and build resilience. The following are priorities in 2020:

- Contribute to Palau's preparedness and ability to respond to hazard events by strengthening evacuation shelters, training community leaders in shelter management, testing pre-disaster government response structures in tabletop exercises and pre-positioning relief items.
- Strengthen human trafficking protection mechanisms and improve access to support services for vulnerable migrants across the North Pacific, including through training, awareness-raising campaigns and regional coordination initiatives.

- Promote the health of migrants and migrant-affected communities through health system strengthening in Palau, currently highly burdened with non-communicable diseases.

New Zealand

IOM Australia will provide the oversight and management of the following activities in relation to New Zealand's quota refugee programme that IOM undertakes globally:

- Assistance with refugee case processing, which includes logistical support to the New Zealand quota refugee selection missions, document verification, interviews and filling of forms on behalf of Immigration New Zealand upon request, and assistance with DNA sample collection;
- Offshore immigration medical screening for the applicants for the New Zealand quota refugee programme;
- Immunization, pre-departure health checks and tuberculosis screening for the accepted New Zealand quota refugees;
- Resettlement travel assistance for the New Zealand quota refugees, which includes airline booking and ticketing, surface/sea transportation arrangement, travel document handling, coordination of exit clearances, provision of transit assistance en route, provision of accommodation en route and pre-departure briefing, among others.

Pakistan

The priority for the IOM mission office in Pakistan in 2020 will be to strengthen existing programmes which include the following activities:

- Resettlement to a third country is a durable solution for vulnerable refugees in Pakistan. Therefore, IOM will continue to implement the humanitarian assistance programmes to resettle refugees.
- IOM will continue to implement orientation programmes for migrants and refugees travelling to Australia and Canada. These orientation sessions are designed to assist first-time settlers understand the various aspects of life in their new homeland.
- Conduct a variety of tailored reintegration programmes. The reintegration programmes provide a unique opportunity for the returning migrants to settle in their homeland after having been through the hardships of being irregular migrants in another country.



IOM provides shelter and technical training to vulnerable households affected by natural disasters. © IOM 2013

- The right to information for every migrant is an important part of the various programmes that IOM implements. IOM will continue to develop and improve virtual counselling. This assistance helps migrants immensely in making informed decisions in terms of voluntary return.
- The migration health team will remain actively engaged in pre-departure health assessment of self-payer and refugee funded migrants proceeding to their destination countries. The assessment envisages a timely detection of communicable and non-communicable diseases, their treatment and the prevention of global spread of infective pathologies across borders. This also ensures that all migrants and receiving countries are well aware of their current and future medical needs.
- Increase preventive and curative health programmes in collaboration with the Government and the United Nations agencies.
- Through the Natural Disasters Consortium (2015–2020), IOM will continue to implement disaster preparedness, response and recovery interventions across Pakistan.
- Facilitate the large-scale return and documentation assistance programme for undocumented Afghans in coordination with relevant government counterparts. As part of this programme, IOM will provide evidence-based, cross-cutting information to all key stakeholders

by conducting return intention and thematic surveys, as well as flow monitoring activities at Torkham and Chaman border crossing points. Additionally, IOM will provide community-based business development training to undocumented Afghans to support income generation and livelihood opportunities within Pakistan or upon return to Afghanistan.

- Strengthen evidence-based policy formulation and the implementation of humanitarian and development policies as well as programming on migration and forced displacement in Pakistan, the Islamic Republic of Iran, Iraq, Afghanistan and Bangladesh. The intervention will provide an advanced understanding of displacement and migration dynamics, drivers, modalities and vulnerabilities in the five target countries. Consequently, comprehensive data and an information management mechanism on displacement, migration, and return trends will be established, strengthened and institutionalized in Pakistan.
- Provide technical support to the Government in key areas including immigration and border management and migrant protection and assistance. In particular, IOM will work with relevant government departments to improve return management through the Readmission Case Management System (RCMS), which digitizes the flow of information between stakeholders of the European Union–Pakistan readmission agreement to improve efficiency and contribute towards transparency.

Philippines

IOM in the Philippines will continue to focus on capacity-building for key governing bodies and vulnerable communities in the following areas.

- Conduct community-based socioeconomic development for fragile communities in the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM). This will be done along with technical capacity development for the new Bangsamoro government in areas such as health, labour migration and migration governance, and reintegration of decommissioned combatants and communities. Post-crisis recovery in conflict-affected communities Marawi will continue. Regional-level assistance for the migration dynamics between Mindanao, Malaysia and Indonesia will be strengthened, with special focus on Filipino-origin undocumented migrants in Sabah, Malaysia.
- Continue to increase the capacity of national, subnational governments and communities in disaster preparedness and disaster risk reduction. Given the increasing intensity and frequency of natural disasters in the

Philippines, IOM will strengthen capacities of governing bodies and their vulnerable communities in providing rapid response and in transitioning to recovery and development.

- Support climate change adaptation among vulnerable populations through livelihood, social protection and cash-based interventions.
- Promote responsible recruitment practices among upstream businesses, third-party employment agencies and lower-tier suppliers through: legislative review and/or reform of labour migration governance; trafficking in persons prevention and protection measures for local governments; remediation practices, risk assessment and due diligence on hiring options; capacity-building for border officials in the areas of migrant vulnerabilities, trafficking in persons and smuggling; reintegration of victims of trafficking; support for the interregional Philippine initiative in the Abu Dhabi Dialogue for the development of the Comprehensive Information Orientation for Migrants.
- Expand migrant health assessment activities in coordination with the Government of the Philippines and the governments of destination countries. IOM also aims to strengthen its partnership with the Department of Health on the migrant health agenda through the Bureau of International Health Cooperation, including the development of a migrant health network and capacity-building for the Government's migration health initiatives.



Beneficiaries from Tuguegarao City, Cagayan, receive cash assistance and shelter repair kits from IOM.
© IOM 2019/Julie BATULA

Papua New Guinea

IOM Papua New Guinea's work will continue to revolve around developing the Government's multisectoral response to addressing internal and cross-border migration challenges, assisting exploited and vulnerable migrant groups, and strengthening community resilience to mitigate adverse drivers of migration. Working at all levels of government – national, provincial and local – IOM will inform and contribute to the development of a national migration policy, strengthened capacity to more effectively address trafficking in persons, improved responses to internal displacement and situations of protracted displacement, and stabilization of communities prone to displacement owing to conflict or natural hazards. IOM will support direct community-level development interventions aimed at reducing disaster risk, which will also complement the advancement of a national disaster risk management framework and the plan to reduce and address climate-related impacts on vulnerable populations.

Republic of Korea

IOM in the Republic of Korea will continue its outreach and capacity-building among government, civil society and private sector actors to improve migration governance in the country and their work overseas. Priority interventions include the following:

- Intensify engagement with relevant stakeholders to improve migration-related data and policy development in accordance with the SDGs and the Global Compact for Migration.
- Expand its outreach and promote ethical recruitment and labour practices among private sector actors.
- Collaborate with humanitarian actors to strengthen emergency response capacity in the country and overseas.
- Conduct public information campaigns to address the negative narratives on migration and migrants.

Solomon Islands

IOM in Solomon Islands will work across three key areas, namely labour mobility, combating trafficking in persons and responding to migration in the context of climate change. As such, IOM will work with governments to strengthen and improve access to protection-sensitive labour mobility schemes. This will include undertaking research and implementing follow-up activities in line with the evidence-based approach. IOM will scale up efforts to combat trafficking in persons in Solomon Islands with a particular focus on trafficking in persons risks linked

to logging, mining and fisheries. IOM will work with the Government to increase capacity in preventing and responding to trafficking in persons, and these efforts will be complemented by targeted community awareness-raising initiatives. Finally, IOM will provide technical assistance to the Government to contribute to protection of rights of people and communities impacted by climate change, focusing specifically on the mobility dimensions of slow- and sudden-onset natural disasters.

Sri Lanka

IOM Sri Lanka intends to promote safe, orderly and regular migration from, to and through Sri Lanka through the following key priority areas:

- Strengthen transitional justice at the policy and community levels. IOM will continue to assist the Government by providing expert advice as well as technical and capacity-building support in the design and implementation of the Reparation Programme, particularly for the establishment of the Office for Reparation. Furthermore, IOM intends to empower civil society and victim groups on reparation and enhance social inclusion of migrants through public information campaigns.
- Provide technical assistance to the Government to support the national migration, health and development agenda.
- Contribute to the National Migration Health Policy, developed by the Ministry of Health (MoH), for improving migrants' health and well-being. IOM is already addressing the health issues in cross-border migration through technical assistance provided to the National Migration Health Policy. In collaboration with the MoH, IOM intends to develop a comprehensive care plan for the left-behind families of outbound labour migrants.



To promote safe migration among the youth, IOM organized a guidance programme for graduating students. © IOM 2017/Imthath BASAR

- Organize capacity-building and awareness-raising campaigns at the community level to empower CSOs to lead the counter-trafficking efforts, including information-sharing with local government authorities and technical assistance to the Ministry of Justice to strengthen policy-level efforts on counter-trafficking.
- Facilitate the voluntary return and reintegration of Sri Lankan migrants, including asylum seekers, irregular migrants and stranded migrants.
- Establish an Integrated Info Border System (IIBS) aimed at strengthening the migration management capacity of the Government as well as facilitating a more coordinated, intelligence-driven approach to border management.
- Support the Government in the implementation of the Global Compact for Migration at the national level in line with the recommendations of the 2018 Sri Lanka MGI report to develop a national implementation strategy in consultation with relevant government and other relevant stakeholders.

Thailand

The context in Thailand is rapidly evolving and the migration dynamics are at the centre, which is bringing great momentum and visibility to the issues of labour migration, needs of migrants in irregular situation, and the overall management of human mobilities in Thailand and throughout the region. IOM Thailand will seek to address these priorities in 2020:

- Address the difficulties encountered by irregular migrants and asylum seekers in western Thailand. IOM plays a key role in supporting displaced populations, stranded migrants and undocumented families along the Myanmar border. IOM will deploy a comprehensive strategy in order to provide tailored assistance to the diverse migrants. Assistance will include resettlement support, provision of NFIs, and access to health and shelter for Muslim and Turkik-speaking persons with most urgent needs. IOM also want to deepen its collaboration with the Thai authorities to better address the needs of victims of trafficking, widen outreach to migrant communities and their access to basic services, and ensure migrant children have access to schools and education opportunities, in order to further the resilience of migrant communities in Thailand.
- Support facilitated migration and responsible recruitment of migrant workers. IOM is deploying several tools to support the Government's commitment to strengthening the mechanisms of protection for migrant workers through legal migration, especially in the fisheries

sector. As part of its strategy, IOM will also expand its outreach with private sector stakeholders to engage in responsible recruitment as well as support member countries of the Association of Southeast Asian Nations (ASEAN) in developing their regional portal for data regarding facilitated labour migration.

- Increase the protection of migrants in vulnerable situations. IOM will be working with governments involved in the Bali Process to propose solutions to stranded migrants in need of assistance for voluntary return, as well as improve services accessible to migrants in detention centres and increase the response mechanism to cater to the needs of people displaced by crisis situations or environmental disasters. IOM will also develop training tools and applied research to enhance knowledge and expertise of law enforcement agencies on border management and transnational organized crime, as well as on mobilities brought about by climate change.



Migrant children learn about safe migration through interactive games at a migrant learning centre in Ranong, Thailand. © IOM 2017/Benjamin SUOMELA

Timor-Leste

IOM in Timor-Leste will expand its outreach and build the capacities of all stakeholders to address the need for a more comprehensive and inclusive approach to migration management. As migration dynamics evolve, this creates a need for developing sustainable frameworks for cooperation that support governments at the national and municipality levels, as well as within communities and throughout civil society. This broad and inclusive approach will maximize results and ensure the orderly and humane management of migration for the benefit of all. Priorities in 2020 will include these initiatives:

- Following the development of the first Timor-Leste Migration Profile and Timor-Leste MGI report, IOM aims to build a common understanding of and reinforce the Government's capacities in migration, particularly by developing informed responses to migration challenges and opportunities, as well as communicating effectively on migration.
- Strengthen immigration and border management with a focus on increasing the capacity of immigration and border officials in detecting cases of smuggling of migrants and trafficking in persons. This will involve working with relevant authorities and agencies involved in border security and trade facilitation to improve inter-agency coordination and enhance border management processes.
- Increase awareness of disaster risk reduction and climate change adaptation by strengthening the capacities of institutions and communities in dealing with the adverse impact of climate change and in being better prepared to cope with and respond to natural disasters.
- Expand migration health programming to focus on strengthening active case detection and management of tuberculosis among communities including vulnerable and high-risk groups and mobile populations while also emphasizing the empowerment of women and girls. This will also include enhancing migration health programming through the development of a migration health policy on transnational communicable and infectious diseases.
- Conduct regular awareness-raising sessions to address GBV using existing platforms and community outreach activities to contribute to transforming attitudes, behaviours, practices, norms and power dynamics that play a part in GBV.
- Strengthen national efforts to combat human trafficking by supporting the establishment of a national commission on human trafficking.
- Enhance the sustainability of local CSOs using a basic model for sustainability for capacity-building to strengthen accountability, oversight and advocacy.

Tonga

In 2020, IOM will work towards safe and orderly migration by supporting the reintegration of returnees to Tonga. Forced return can create transnational identities that continue through ongoing relationships with families and friends who have remained in the returning country. This means that reintegration into their “new home” can often be problematic since returnees now have to live a new environment, with a new set of rules/codes, new surroundings and a new family/community that they do not identify with. The assistance will be coordinated through the relevant government ministries and civil society service providers to plan and implement reintegration programmes and skills-based training for returnees based on their needs.

IOM also aims to support the Government leverage remittances to promote national development in Tonga. IOM will engage government stakeholders in a process to identify and facilitate opportunities for incoming remittances to be leveraged towards the growth of household and community incomes. Existing remittance policies, products and procedures will be identified, which will outline the legal framework. Additionally, IOM will facilitate workshops with labour migrants, communities and government officials to ideate innovative products and services to encourage savings as well as design business training programmes on entrepreneurship, business management, finance and small business accounting.

Vanuatu

IOM will continue to strengthen its presence in Vanuatu through support for and capacity-building of different stakeholders in addressing and reducing the negative impacts of displacement as well as in ensuring that migration and migrants’ needs are considered across all policy areas, laws and regulations. In 2020, the IOM objective is stipulated in three priorities:

- For the last four years, Vanuatu has been ranked the world’s most disaster-prone country in the annual *World Risk Report*. The people of Vanuatu are frequently displaced or evacuated, either temporarily or permanently, for safety and protection from the adverse impacts of natural disasters. IOM will continue to provide its support, building upon efforts in relation to displacement management at the policy level to enhance the operational capacity of first responders to support relevant authorities in the Government and communities in displacement situations. Under this priority, the focus will be on supporting and building the capacities of the National Disaster Management Office, the Department of Local Authorities and other relevant government counterparts in camp coordination and camp management/evacuation

centre management and coordination. This support will also be extended for the implementation of the Government's recovery plan for Ambae.

- The recent case of human trafficking in Vanuatu has demonstrated the need for a national framework on human trafficking and human smuggling. IOM will support the Government in developing a framework that will help Vanuatu be better prepared to protect the victims and be better equipped to prevent such cases in the future. These efforts will also be combined with awareness-raising at the national and community levels on different trafficking and smuggling issues as part of a prevention/preparedness mechanism. Additionally, IOM will support and facilitate Vanuatu's involvement in combating trafficking in the Pacific region. Interventions will be conducted in close partnership with different departments within the Ministry of Internal Affairs and in liaison with other relevant ministries.
- IOM aims to support Vanuatu in improving labour migration management to increase the development impact of labour mobility and to promote legal avenues of labour migration as an alternative to irregular migration. IOM aims to protect migrant workers and to optimize the benefits of labour migration for countries of origin and destination as well as for migrants themselves. In implementing projects/activities under this priority, IOM will be working with the Department of Labour and other relevant departments and institutions within the Vanuatu system and mechanism.

Viet Nam

IOM Viet Nam will intensify efforts to implement programmes to support the Government and the private sector in managing migration matters and promoting the well-being of the migrant population. Priorities in 2020 will include the following:

- Establish a strategic partnership with the private sector to enhance public-private partnership for the promotion of ethical recruitment, business principles, corporate social responsibility and awareness of safe migration through the implementation of CREST and IRIS and the promotion of ethical recruitment.
- Support the Government in reducing irregular migration, especially smuggling of migrants and human trafficking, and in strengthening efforts to facilitate safe and legal migration. IOM aims to improve the technical, administrative and legislative capacities of officials dealing with migration, notably with regard to data collection and management; criminal intelligence collection, analysis and dissemination; interministerial

coordination on migration issues; and provision of reintegration services to returned victims of trafficking/migrants.

- Support the Government in managing the different types of crisis that may affect Vietnamese nationals abroad or foreign nationals in Viet Nam. IOM will work closely with the Ministry of Foreign Affairs to strengthen the capacity of concerned agencies in providing more effective responses and better protection.
- Support the Government in developing evidence-based policies and strategies and in implementing pilot projects to promote adaptation to environmental degradation and climate change, and in strengthening its capacity in disaster risk reduction.
- Strengthen vulnerable migrants' resilience by promoting access to health services and legal assistance, particularly for those who have been victims of trafficking.
- Continue to provide health assessments and travel health assistance services to humanitarian cases and immigrants bound for Australia, Canada, New Zealand, the United Kingdom, the United States and possibly other countries.
- Provide reception and reintegration services to Vietnamese nationals who were stranded or in irregular situations and now are returning back to Viet Nam from different countries in the world, and provide voluntary return and reintegration services to third-country nationals stranded in Viet Nam who would like to return back to their countries of origin.



IOM aims to improve disaster preparedness and response by building the capacity of local and national authorities to respond to natural hazards. IOM 2018/Reuben LIM

Asia and the Pacific	P1	P2	P3
	Adhering to international standards and fulfilling migrants' rights	Using evidence and whole-of-government approaches	Good migration governance relies on strong partnerships
Regional Office Bangkok	-	700 000	-
Afghanistan	2 000 000	5 000 000	-
Australia	15 271 478	-	-
Bangladesh	300 000	2 621 384	-
Cambodia	-	-	-
China	190 369	69 336	321 125
Fiji	-	100 000	-
India	242 000	-	-
Indonesia	1 250 000	1 700 000	1 925 000
Japan	20 000	25 000	-
Lao People's Democratic Republic	-	100 000	-
Malaysia	150 000	150 000	200 000
Maldives	-	-	200 000
Marshall Islands	67 000	100 000	50 000
Micronesia (Federated States of)	67 000	100 000	50 000
Mongolia	32 141	276 313	60 876
Myanmar	-	1 492 467	-
Nepal	-	-	-
New Zealand	2 061 856	-	-
Pakistan	-	868 710	600 238
Palau	50 000	34 000	50 000
Philippines	500 000	-	1 500 000
Papua New Guinea	250 000	1 000 000	-
Republic of Korea	25 000	100 000	25 000
Solomon Islands	500 000	500 000	200 000
Sri Lanka	70 000	600 000	550 000
Thailand	1 250 000	2 200 000	200 000
Timor-Leste	-	400 000	9 000 000
Tonga	-	-	-
Vanuatu	800 000	-	-
Viet Nam	-	-	-
Total	25 071 844	18 037 210	14 907 239

O1	O2	O3	TOTAL
Advancing the socioeconomic well-being of migrants and society	Addressing the mobility dimensions of crises	Migration should take place in a safe, orderly and dignified manner	
-	100 000	4 000 000	4 800 000
8 000 000	26 000 000	17 770 000	58 770 000
-	-	4 132 302	19 403 780
14 008 666	109 300 000	5 654 990	131 885 040
2 183 257	-	2 554 451	4 737 708
365 038	337 386	405 346	1 688 600
4 095 000	900 000	200 000	5 295 000
-	-	-	242 000
3 800 000	29 975 000	3 850 000	42 500 000
200 000	600 000	200 000	1 045 000
558 085	370 000	1 544 041	2 572 126
-	-	10 000 000	10 500 000
1 000 000	300 000	500 000	2 000 000
602 000	1 350 000	250 000	2 519 000
567 000	12 950 000	-	13 734 000
338 196	14 314	61 193	783 033
7 109 148	5 229 266	154 544	13 985 425
50 000	2 000 000	350 000	2 400 000
-	-	-	2 061 856
148 620	1 002 993	6 483 899	9 104 460
600 000	300 000	-	1 034 000
10 000 000	3 000 000	5 000 000	20 000 000
2 923 000	5 120 000	1 881 000	11 174 000
100 000	250 000	25 000	5 250 000
1 000 000	800 000	1 000 000	4 000 000
1 000 000	2 000 000	11 000 000	15 220 000
1 500 000	900 000	2 300 000	8 350 000
3 295 000	1 786 100	200 000	14 681 100
119 450	-	619 763	739 213
71 000	300 000	-	1 171 000
5 900 000	600 000	6 000 000	12 500 000
69 433 460	205 235 059	86 136 529	424 146 341

European Economic Area





Austria
Belgium
Bulgaria
Croatia
Cyprus
Czechia
Denmark
Estonia
Finland
France
Germany
Greece
Hungary
Iceland
Italy
Latvia
Lithuania
Luxembourg
Netherlands
Norway
Poland
Portugal
Romania
Slovenia
Spain
Sweden
United Kingdom

Elderly migrants are often among the most vulnerable. Globally, 11.8 per cent of international migrants are over 65 years old (UN DESA, 2019) (accessed 8 October 2019). © IOM 2017/ Volodymyr SHUVAYEV

Regional Office for the European Economic Area, the European Union and NATO

Migration Governance Framework principles and objective

Principle 1: Adhering to international standards and fulfilling migrants' rights

Legislation, policies and guidelines adopted by the European Union, Council of Europe and European Union member States will remain key references in the International Organization for Migration's (IOM) work in the region. IOM will continue to be regularly engaged and provide support to the transposition and implementation of these policies and guidelines at the national level. In particular, IOM will keep promoting a rights-based approach to migration throughout legislative, policy and programmatic discussions in the European Economic Area (EEA) region. More specifically, a rights-based and dignified approach to returns will continue to be advocated. IOM will, as appropriate, work with countries in the EEA region to support them in meeting the commitments they made in the New York Declaration for Refugees and Migrants, the Global Compact for Safe, Orderly and Regular Migration and Global Compact on Refugees, as well as the 2030 Agenda for Sustainable Development to promote policies and practices in line with these international frameworks. In order to mitigate forced displacement of populations affected by climate change, IOM will promote the upholding of the Paris Agreement and advocate that European Union member States undertake capacity-building initiatives for institutions at different levels, with special focus on local governments. IOM will also promote that relevant regional cooperation frameworks provide a forum for multi-stakeholder dialogue involving government actors, civil society and the private sector on policy development and action to address the complex nexus of environment, climate change and migration. IOM will continue to conduct trainings on protection from violence, exploitation and abuse. To recognize each individual migrant's particular situation, the factors that contribute to their vulnerability and the factors that contribute to their resilience, IOM will keep advocating for the agreement on a common definition of vulnerability, in line with the IOM Handbook on Protection and Assistance for Migrants Vulnerable to Violence, Exploitation and Abuse, which explores the determinants of migrant vulnerability. Attention will also be given to promoting IOM's set of humanitarian principles, in particular with the European institutions and within the region, to ensure that responses to migration crises prioritize life-saving measures and the protection of migrants and streamline gender issues. Finally, IOM will continue to advance migrants' health agenda, including within the Global Compact for Migration and through scale up and dissemination of the Migrant Integration Policy Index (MIPEX) health strand and the recommendations on access to health services for migrants in an irregular situation.

Principle 2: Using evidence and whole-of-government approaches

IOM will share migration data and analyses with European institutions to promote informed evidence-based migration policymaking. IOM will also continue to challenge the negative narratives on migration that can lead to xenophobia and discrimination. The Organization will continue to engage with relevant stakeholders in the European Union institutions and agencies to support linkages between migration and related policy areas, such as foreign policy, humanitarian aid, development cooperation, justice and fundamental rights, health, employment and social inclusion, climate action and research. A key forum for this dialogue is the European Union–IOM Strategic Cooperation Framework, signed in 2012 and extended in 2016, with the European Commission (Directorates-General for International Cooperation and Development (DEVCO), European Civil Protection and Humanitarian Aid Operations (ECHO), Migration and Home Affairs (HOME) and Neighbourhood and Enlargement Negotiations (NEAR)), as well as the European External Action Service. IOM will continue to support governments mainstream migration into international cooperation and development policies of the European Union and other donors and partners, increase awareness and support the efforts of partner countries to integrate migration in their development policies.

Principle 3: Developing strong partnerships

IOM will continue to pursue good migration governance at international and regional levels through engagement in regional dialogues and forums addressing migration, including those supported by the European Union. In the area of integration, IOM will continue to work closely with local non-governmental organization (NGO) networks and civil society organizations (CSOs), as well as local authorities and municipalities in the European Union to support them in fostering social cohesion between migrants and local communities and promoting exchanges. At the European Union level, IOM will pursue its collaboration with the European Integration Network and other relevant committees active in migrants' integration matters. To promote labour mobility schemes as a safe and legal pathway for migrants, IOM will sustain its support in facilitating transnational dialogue between countries of origin and countries of destination on, inter alia, matters related to ethical recruitment. In view of encouraging the hiring of migrants in the European Union, IOM will continue to engage with the private sector and relevant public employment agencies and strengthen their capacity on diversity in the workplace and administrative procedures in recruiting third-country nationals.

IOM will continue cooperating with children's rights advocacy groups and the European Commission to explore alternative care for unaccompanied and separated migrant children and promote integrated child protection systems with a view of

enhancing the protection of children in migration. Furthermore, IOM will pursue its efforts to measure the footprint of human trafficking, forced labour and child labour in global supply chains jointly with UNICEF, the Organisation for Economic Co-operation and Development, International Labour Organization and United Nations Office on Drugs and Crime, while engaging the private sector to ensure that risks of human trafficking and associated forms of abuse and exploitation in business operations and supply chains are prevented and addressed.

IOM will also seek to strengthen its regional partnerships in the areas of return and migrant health by contributing in the dialogue within the European Migration Network's (EMN) Return Expert Group. IOM will continue to foster dialogue on return within and among partner countries, while also promoting engagement and facilitating cooperation with European Union counterparts. It will also aim to increase its engagement with the private sector, and in particular with companies in the EEA region, as well as associations and foundations with an interest in migration issues within Europe. IOM will continue training DG ECHO staff on aspects related to humanitarian aid, emergencies and the link with human mobility. IOM will further develop its already well-established regional partnership in the area of migrants and ethnic minorities' health with all relevant European Union institutions and other regional networks. Specific emphasis will be put on institutions involved in e-health, training and fostering dialogue between institutions. IOM will continue to work with European agencies, such as the European Border and Coast Guard Agency, European Asylum Support Office and the European Union Agency for Fundamental Rights.

Objective 1: Advancing the socioeconomic well-being of migrants and society

Within the framework of its regional multi-country projects, IOM will contribute to building more cohesive and inclusive societies in Europe. IOM will further scale up its work on migrant integration by increasing the capabilities of local and regional authorities in dealing with the multiple dimensions of socioeconomic inclusion of migrants at the local and regional levels. To realize these tailored capacity-building interventions, IOM will provide trainings and peer mentoring activities and enhance transnational knowledge and experience-sharing.

IOM will continue its engagement in linking pre-departure and post-arrival support to increase integration outcomes for resettled refugees. Moreover, building on good practices and lessons learned, IOM is committed to continuing its activities in the area of skills-based job matching and labour market integration for migrants in Europe by working with employers.

In the field of labour migration, IOM will further promote legal migration pathways to Europe by enabling young workers from North and West Africa to temporarily

work in the European Union where specific sectorial labour shortages have been identified. By doing this, IOM will also contribute to the development of migrants' skills and employability upon return to their home country.

To promote efforts towards policy coherence in the area of migration and sustainable development, IOM will continue building capacity on how to mainstream migration into international cooperation and development and train European Union staff, member States governments and development actors in partner countries. Additionally, IOM will arrange exchanges of technical experts between European Union member States and partner countries on this topic.

As part of its European approach to assisted voluntary return and reintegration (AVRR), IOM will work to strengthen country-specific approaches to reintegration assistance under its AVRR programmes that will focus on strengthening the perspectives towards sustainable reintegration for returnees within their communities of origin.

IOM will also strengthen and adapt existing national support services for sexual and gender-based violence (SGBV) to include migrants and refugees (children, women, lesbian, gay, bisexual, transgender, queer and/or intersex (LGBTQI) persons, young girls, men and boys) in 12 European Union member States that represent a combination of arrival and transit countries along the Mediterranean routes, as well as destination countries in Western Europe.

IOM will support national authorities to reinforce the quality of family-based care for unaccompanied migrant children (UMCs) with dedicated foster caregivers trained and supported in issues and challenges affecting UMCs and establish the highest standards of care and protection provided to them. IOM will subsequently work to increase the quality and number of family-based care placements available to unaccompanied children across Austria, Belgium, Greece, Luxembourg, Poland and the United Kingdom.

IOM will build the capacity of health professionals, law enforcement officers and other staff working with migrants in regard to migrants' health.

IOM will continue contributing to the integration of newly arrived migrants and refugees, in the European health-care systems and outside the European Union through the utilization of the electronic Personal Health Record (e-PHR), a unified tool for health assessments that aims at improving the continuity of care, making medical records available for health practitioners from reception to destination countries and facilitating data collection to better understand migrants'/refugees' health needs.

Objective 2: Addressing the mobility dimensions of crises

IOM will continue to support national authorities in reinforcing the design, set-up and enhancement of resettlement and humanitarian admission programmes through the application of the resettlement toolkit for Europe while ensuring that IOM's standards for resettlement processing are met, as well as establishing the highest care and protection for the beneficiaries of resettlement programmes. Through the European Resettlement Network and SHARE Network, IOM is an active partner in promoting refugee resettlement and complementary pathways, as well as refugee inclusion through partnership with local communities and civil society.

IOM will continue to support Italy and Greece and possibly other European Union member States that are affected by a large influx of asylum seekers, with direct focus on children's access to safe accommodation, health care and education.

IOM will also assist national authorities with the implementation of emergency support for the reception of asylum seekers, including site management support, support at disembarkation points, transportation assistance and assistance for vulnerable migrants to ensure their protection needs are met.

Objective 3: Migration should take place in a safe, orderly and dignified manner

IOM will continue working on a Pan-European approach to AVRR that would complement national AVRR programmes while focusing on the development of innovative initiatives, enhanced cooperation and coordination, as well as increased harmonization of AVRR from Europe.

IOM will continue to implement the European Readmission Capacity Building Facility (EURCAP Facility), which seeks to enhance cooperation between the European Union and its partners on return management. Specifically, IOM aims to develop an electronic readmission case management system to digitize the flow of information between European Union member States and relevant government authorities, as well build the capacities of these stakeholders on return management. This support will increase the capacity of governments to manage a higher volume of readmission applications, as well as increase transparency, accountability and time-efficient processing of applications.

Special attention will be devoted to combating human trafficking and protecting its victims at a regional level, based on the success of the TACT project (Transnational Action – Safe and sustainable return and reintegration for Victims of Trafficking returning from France, Greece, Italy, Poland and Spain to priority countries (Albania, Morocco and Ukraine)). This action contributes to enhanced capacities

and coordination mechanisms among priority countries' authorities in the field of protection and assistance, with special focus on return and reintegration assistance for victims of trafficking (VoTs) (adults and children) as one of the protection options.

Austria

In 2020, IOM Austria aims to support the Government by providing evidence-based data and expertise related to asylum, migration and integration as well as migration policy. In addition, IOM Austria aims to advance the socioeconomic well-being of migrants and society by fostering participation and social cohesion through integration activities. Furthermore, IOM aims to contribute to safe, orderly and dignified migration by providing voluntary return and reintegration assistance to migrants who wish to return to their countries of origin.

Belgium

IOM Belgium will continue to focus on existing programming that includes AVRR, assisted movement operations, migration and development, labour migration and human development, while including innovative aspects. Specifically, IOM aims to:

- Within the framework of AVRR, develop new and tailored initiatives to strengthen reintegration processes.
- Strengthen labour migration and human development actions by engaging and supporting diaspora communities in Belgium in their respective home countries to promote regular migration opportunities, as well as training initiatives.
- Promote inclusion and social cohesion interventions for migrants, including access to public services and assistance.



IOM Brussels, in coordination with IOM Uganda, assisted Stephane Kalala reunite with his daughters after three years of separation. Stephane now lives with his daughters in Belgium. © IOM 2018/Abubaker MAYEMBA

Bulgaria

IOM Bulgaria will focus on providing psychosocial and integration support for regular migrants and asylum seekers, as well as AVRR. All activities will incorporate the needs of migrants, the host communities and to State institutions and NGOs. Through training activities and support, IOM aims to boost the capacities of institutions addressing migrants' needs. Priorities for 2020 will include the following:

- Establish a dedicated reception centre for unaccompanied and separated children (UASC). The number of UASCs has been considerably high in Bulgaria since the beginning of the migration influx in 2013, and although the overall migration flows have decreased, the country does not have a reception centre for UASCs, where children can be appropriately assisted and hosted during their asylum procedures.
- Continue to provide information and counselling to third-country nationals on options for voluntary return. Carry out voluntary return to countries of origin and provision of reintegration assistance for persons who have returned voluntarily to their countries of origin.
- Conduct awareness- and knowledge-raising activities among the Roma population to inform them on their legal rights and obligations in European Union/EEA countries, as well as irregular migration risks, such as smuggling, trafficking, false identity documentation and labour exploitation that put Roma population in a vulnerable situation and at increased danger of abuse.
- Improve social solidarity and acceptance of migrants within the Bulgarian society. Emphasis will be placed on introducing Bulgarians to the problems and needs of migrants and, in particular, those of vulnerable migrants, such as UMCs, persons suffering from health problems, pregnant women and survivors of human trafficking. IOM aims to host a number of multicultural events and media campaigns to strengthen social bonds between host communities and migrants.
- Provide legal, psychological and social assistance to migrants, both seeking and granted international protection. IOM's legal counsellors, psychologists, social workers and cultural mediators work individually and in groups with migrants and asylum seekers to support their adaptation and integration in Bulgaria.
- Organize capacity-building activities aimed at improving the services offered to persons seeking international protection by strengthening and enhancing the administrative capacity of national institutions and NGOs. IOM will provide training and workshops on different topics, such as administrative capacity, working with interpreters and cultural mediators, working with vulnerable persons, protection of human rights and others.

Croatia

In 2020, IOM Croatia intends to focus and further develop its current lines of operation, primarily focused on supporting the Government in its resettlement effort and AVRR programmes. IOM Croatia will provide technical support to the Government and local partners on migration management, as well as strengthen institutional capacity and mechanisms to promote safe and dignified migration for the beneficiaries and the authorities alike. Specifically, IOM will be looking for ways forward, especially in terms of ensuring a comprehensive approach and support to the entire resettlement process, as well as increasing the volume of reintegration assistance under AVRR.

Building on its experience in migration and health, IOM plans to further expand its migration health activities, and work with the national and subnational health authorities to tackle the complexities of migration within public and occupational health. Furthermore, IOM aims to organize a nationwide capacity-building and training-of-trainers exercise for first responders, law enforcement and other entities working with migrants. IOM promotes inclusive approaches to health care that are based on multi-country and multicultural collaboration and focus on reduction of health inequalities and enhanced social protection in health.

In addition, IOM Croatia intends to further explore sustainable health solutions, including health insurance, for international protection seekers and beneficiaries of international protection.

Further to conducting research on the National Roma Inclusion Strategy's health aspects, IOM Croatia would like to revisit the Roma health mediation modalities. Stemming from its refugee early integration activities, IOM gained valuable knowledge and practice in intercultural mediation, which could be put to good use for the benefit of the long-discussed health mediation for Roma.

IOM will be exploring sustainable solutions for UASCs by combining direct assistance with systemic solutions to the issue of initial reception and assistance to UMCs. While the numbers remain low, Croatia requires durable solutions for this population, especially after the de-institutionalization of the social welfare system. At the same time, direct assistance for UASCs and caretakers should continue, especially through language support, which is in an extremely short supply in Croatia. As such, IOM intends to explore options to re-engage in UMC protection and care based on its past experiences in the field.

Croatia has a fairly large diaspora worldwide compared to its in-country population. This combined with the current demographic structure and the more recent

emigration of younger generations towards European and global destinations, Croatia is interested in looking at how diaspora can be engaged. IOM intends to support the Government gain a better understanding of these trends, as well as explore any potential interest from the diaspora to engage in socioeconomic dynamics in Croatia.

Migration in the 2030 Agenda for Sustainable Development



Source: IOM and the European Parliament: Facilitating orderly, safe, regular and responsible migration that benefits individuals and communities (Ninth European Parliament, 2019–2024). Available at <https://eea.iom.int/sites/default/files/publication/document/IOM-&-the-European-Parliament-2019-2024-online.pdf>.

Cyprus

IOM Cyprus programmes have a strong capacity-building focus, enabling policymakers and practitioners to better manage migration and adhere to international standards and the fulfilment of migrants' rights. Three priorities for 2020 include the following:

- Inclusion and social cohesion, including access to public services. This will be achieved by raising awareness and campaigning against xenophobia, promoting ethical recruitment of migrant workers and engaging diaspora to contributing in countries of origin through skills transfer.
- Effective responses to the mobility dimension of crises by increasing solidarity among Member States, collecting displacement data and contributing to resolving displacement.
- Ensure respect for migrants' rights in return policies through the provision of protection for all vulnerable to violence, exploitation and abuse, as well as dignified return and reintegration of migrants and protection to UMCs.

Czechia

IOM in Czechia will intensify its cooperation with the host government to strengthen IOM's core activities. There are still limits as to the resettlement and relocation schemes on the national government level, and IOM is ready support in needed areas. The priorities for 2020 are the following:

- Further develop outreach campaigns for AVRR, as well as design tailor-made solutions for sustainable reintegration in cooperation with the returnee and the country of origin.
- Increase migration literacy by co-hosting the Summer School on Migration Studies in cooperation with the Charles University Faculty of Natural Science. An estimated 100 students from around the world will attend the programme. The aim of this initiative is to share accurate migration trends, as well as discuss migration myths and misconceptions and explain what areas in migration are of relevance to IOM.
- Disseminate migration data related to the Mediterranean and Balkan regions in the frame of early warning system. This activity is based on daily information provided by IOM to the Czech Ministry of the Interior and its Analytical Centre.
- Strengthen its cooperation with the Ministry of Labour and Social Affairs and Ministry of the Interior to establish foreign workforce schemes. Focus will be given on ethical recruitment, cultural orientation course, medical screening and facilitation of smooth entry process.



Between January and June 2019, 14,393 beneficiaries resettled to countries in the EEA. © IOM 2015/Alexander ROZHENYUK

Denmark

IOM Denmark will continue to provide AVRR assistance to migrants in Denmark, in particular, vulnerable groups such as VoTs and UASCs, in view of sustainable return and reintegration. Furthermore, IOM seeks to expand its partnerships with governmental counterparts, academia, CSOs and UN agencies to increase awareness on, inter alia, IOM's work in Denmark, migration, IOM's work in relation to the Sustainable Development Goals (SDGs) and the Global Compact for Migration.

Estonia

IOM in Estonia will continue its work in building the capacities of migration authorities to improve the quality of migration management (reception and integration and return) and respective public understanding. Three priority areas are as follows:

- Provide assistance in safe and dignified return and reintegration of failed asylum seekers and other vulnerable groups, including VoTs and persons with health needs.
- Pursue strong cooperation with relevant ministries, migration authorities and strengthen partnerships with local municipalities and the private sector.
- Improve the public's understanding of migration-related matters through the sharing of facts and evidence.

Finland

IOM will continue to provide assistance to migrants and strengthen its migration governance support to the Government, including through existing programmes on resettlement, AVRR, pre-departure orientation for Finland-bound refugees, two-way integration, migration and development and counter-trafficking. Increased focus will be placed on results-based management, evidence-based policymaking and a whole-of-government approach in a variety of areas. Furthermore, IOM Finland will aim to increase understanding of migration issues among policymakers, practitioners and the public at large through communication campaigns; topics will include migration and environment/climate change, migration and the SDGs and migrant health.

France

IOM in France will pursue the implementation of the refugee resettlement programme through the following: (a) facilitating the pre-departure arrangements, such as pre-embarkation checks that determine fitness to travel for all passengers; (b) facilitating selection of missions/visa processing and logistical arrangements related to it and a five-hour pre-departure information session; (c) movement assistance such as flight reservation; (d) providing operational and medical escorts; and (e) facilitating exit visas. All activities are to be carried out in close cooperation with the Ministry of the Interior, institutional counterparts and non-government partners.

In addition, IOM will continue to maintain close relationships with authorities and NGOs involved in counter-trafficking activities to reinforce current activities, such as trainings on identification and assistance for VoTs and develop new initiatives.

IOM will conduct awareness-raising activities to promote the positive contribution of migrants to host societies through film screenings and community events. A specific focus on trafficking in human beings will be made to support France in its efforts to better address and combat this phenomenon.

Germany

IOM Germany will continue supporting the Government and its non-governmental partners in migration governance in Germany. Priorities for 2020 will include the following:

- Continue to assist the voluntary return of migrants from Germany to their home countries and will continue developing complementary activities, such as outreach, training and airport assistance.

- Cooperation with governmental partners, such as GIZ, will be strengthened.
- Further develop integration initiatives identified in the elaboration of the German National Action Plan on Integration led by the German Federal Chancellery.
- Continue to support the Federal Ministry of the Interior, Federal Office for Migration and Refugees and the Federal States of Berlin and Schleswig-Holstein with humanitarian admission and resettlement activities by providing medical check-ups, pre-departure orientation and transportation services.
- Continue to implement the Family Assistance Programme (FAP) and host the FAP Germany team that counsels refugees in Germany on the possibilities of family reunification.
- Establish a platform for dialogue and exchange between civil society and the Government for the implementation for the Global Compact for Migration and advocate for a rights-based approach to migration issues with government partners.
- Promote a better understanding on IOM's work in humanitarian response, stabilization and transition to make IOM an increasingly relevant partner for the Government in these areas. This will be achieved by increasing the number of visits from field colleagues to Germany to present their results, priorities and funding needs.



Displaced family receiving assistance from IOM. © IOM 2016/Alexander ROZHENYUK

Greece

IOM will continue supporting the Government in facilitating a smooth and sustainable migration management process with the ultimate objective of enhancing the capacity of national authorities in reception and integration of migrant communities. In parallel, IOM Greece is proceeding with direct interventions to ensure empowerment and resilience of migrants. Priority interventions for 2020 include the following:

- Integration initiatives will be mainly addressed to beneficiaries of international protection and aim at assisting them achieve self-reliance and navigating independently across the Greek public services. Activities will include the provision of integration courses (consisting of Greek language learning, cultural orientation, job readiness and life skills), accommodation support (provision of contributions to rental costs and move-in costs to the beneficiaries signing lease agreements with apartment owners) and employability support (job counselling sessions, job fairs and networks with employers). IOM aims to sensitize host communities and local authorities and municipalities through the organization of media campaigns, workshops, activities and events to create venues for exchange between the hosting and the hosted communities. Finally, integration monitoring will be conducted by specialized professionals to provide beneficiaries moving into apartments with individualized assistance and support and ensure that necessary steps towards their integration into local communities have been taken.
- IOM will continue supporting the Government in camp coordination and camp management of migrants and refugees' accommodation sites. More specifically, support will be provided through the following: (a) day-to-day management of sites; (b) care and maintenance of the facilities; (c) safety and security interventions; and (d) basic protection assistance to migrants and asylum seekers.
- IOM will continue implementing the AVRR programme, alongside the operation of an open centre for beneficiaries of AVRR, where vulnerable returnees are accommodated until their departure to their countries of origin.

Hungary

In 2020, IOM Hungary will continue to offer AVRR support as a humane, needs-based, tailored and cost-effective option to third-country nationals who are in Hungary but cannot or do not wish to stay and would like to return to their respective countries of origin.

Furthermore, IOM Hungary will contribute to the development of the country's new national counter-trafficking strategy and remain involved in the discussions related to the rights and protection of victims through the National Counter-Trafficking Coordination Mechanism and the counter-trafficking NGO round table. IOM will continue to be actively engaged in counter-trafficking activities, ranging from the creation of international referral mechanisms to direct assistance, trainings, awareness-raising, research and long-term strategic planning.

IOM will also continue to disseminate and build on the child protection guidelines recently created within the framework of the regional project. Additionally, IOM Hungary will continue to disseminate and use the guidelines created on SGBV in the 12 participating countries.

IOM Hungary will continue to disseminate the intellectual outputs of the multi-country project titled Supporting the Professional Development of Migrant-Related Educators. The aim is that the multilingual e-learning platform is utilized by a wide range of educators working with migrants and will be further developed to include additional topics.

IOM, in close coordination with the regional offices in Bangkok, Brussels and Vienna has reached out to various Hungarian government agencies, such as the Immigration and Asylum Office and the Ministry of Finance to offer a wide range of services related to labour migration to and from Hungary. In addition, IOM Hungary will establish a Visa Application Centre to assist the Government of the Republic of Korea.

IOM Hungary is working together with the faculty of the Department of Migration Health of the University of Pécs – a collaborative centre of the World Health Organization (WHO) – on a multi-country migration health research project.

IOM Hungary will remain involved in IOM's global initiatives intended to protect the rights of migrants through shaping the public perception of migrants and shaping the vocabulary and dialogue surrounding migration. IOM will continue to contribute – among other initiatives – to the “I am a migrant” campaign and participate in the Global Migration Film Festival.

Utilizing the experience of previous initiatives such as the [Outcast Project](#), IOM will continue to organize exhibitions, panel discussions and living library projects to help generate positive personal experiences and disseminate unbiased, accurate and up-to-date information with regards to various aspects of migration.

Iceland

IOM will continue to provide assistance to migrants and provide migration governance support for the Government, including through existing programmes on resettlement and pre-departure orientation, as well as AVRR. Particular focus will be on supporting the increasing application of results-based management, evidence-based policymaking and a whole-of-government approach.

Italy

IOM in Italy will continue working on all dimensions of migration. In the past year, IOM Italy positioned itself in the region as an integration hub. In 2020, IOM Italy will maintain a diversified spectrum of activities and continue working on direct assistance to vulnerable populations, migration and health, cultural mediation, migration and development, research, technical advice and capacity-building on integrated border management and supporting the Italian resettlement scheme, as well as ad hoc relocation from Italy under the framework of bilateral agreements. IOM Italy will continue working closely at all levels of government, while enhancing its collaboration with local administrations and stakeholders, the media, academic partners and the private sector. IOM Italy will further continue strengthening the capacities of these stakeholders to build a more accurate and balanced discourse on migration.

Latvia

IOM in Latvia will continue its services to the Government and migrants by providing safe and dignified voluntary return assistance programme for rejected asylum seekers and foreigners. IOM aims to assist migrants of various nationalities by counselling, obtaining travel documents and tickets, as well financial support and reintegration. In addition, IOM would like to initiate new activities to facilitate medical service availability for undocumented migrants with health problems.

Lithuania

In 2020, IOM will intensify its activities in the following three directions:

- In cooperation with the Government and in accordance with the objectives of the Lithuanian Migration Policy Guidelines, IOM will intensify information and assistance to returning Lithuanian migrants and their family members. IOM will strengthen its Migration Information Centre (MIC) capacity and act as a one-stop shop for information for returning Lithuanian migrants. MIC also provides consultations via telephone, live chat, Internet and in person for people who have recently returned to Lithuania or are actively thinking about returning.

- Acting as the National Contact Point for EMN in Lithuania, IOM will continue to provide objective and comparable information on migration and asylum for policymakers, as well as collect good practices and promote exchanges of expertise between Lithuanian migration authorities and their counterparts in other European Union member States. In this framework, IOM will also produce country-relevant research and actively contribute to shaping migration policies in Lithuania based on international and European Union values.
- IOM will address the issue of irregular migration through the provision of AVRR options for migrants in need. Due to changes of legislation in mid-2019, more foreigners will be able to take advantage of the IOM assistance with voluntary return.

Luxembourg

In 2020, IOM Luxembourg aims to maintain its ongoing and traditional activities, while including innovative aspects.

IOM aims to assist rejected asylum seekers and irregular migrants currently living in Luxembourg by facilitating successful return and sustainable reintegration into their country of origin. IOM foresees conducting regular information sessions to different audiences in contact with potential migrants. Subsequently, a comprehensive set of activities including assistance with housing/rent, training/education, material (such as food, clothes and furniture) and legal assistance in their country of origin, job search assistance, professional equipment, as well as assistance with the set-up of revenue-generating activities taking into account the resources and their local circumstances. Furthermore, tailored and specific assistance will be provided to address the needs of vulnerable groups.

IOM is also supporting the Government in its efforts to determine the best interest of the child, and more specifically of UASCs. IOM aims to assist in coordinating the family assessment of the UMCs' relatives in their countries of origin and submitting the detailed situation reports to the Luxembourg Ministry of Foreign and European Affairs, in view of contributing to the determination of the best interest of the child.

Moreover, IOM in Luxembourg will implement new initiatives in the fields of labour migration, human development and the prevention of SGBV.

IOM aims to address labour market shortages by enabling migrants from Nigeria and Senegal to work for a period of one to two years in companies in Belgium, Italy, Luxembourg or the Netherlands where specific sectorial labour shortages

have been identified, primarily the information and communications technology, technology and digitalization sectors.

Furthermore, IOM will continue to implement the Equal(C)ity initiative, which aims to improve existing urban services for victims and potential victims of SGBV and better reach migrant communities, as well as improve identification, referral, protection and recovery of SGBV victims within these communities. This project targets European Union cities and their migrant communities, including refugees and asylum seekers, whether they are newly arrived or from a second or third generation.

Netherlands

IOM in the Netherlands will continue its national AVRR programme, including its outreach, counselling, return and reintegration assistance directly to migrants. For 2020, the following priorities have been identified: (a) further strengthen partnerships with CSOs at the national and local levels; (b) intensify outreach activities for the migrant population in urban areas; (c) boost public information-sharing around migration management; and (d) increase protection, assistance and case management services for the most vulnerable migrants.

The focus within migration and development will remain in diaspora engagement. Whereas in previous years the principal focus was on diaspora for knowledge transfer, in 2020, diaspora engagement for entrepreneurship will become equally important.

In coordination with IOM Brussels, IOM Netherlands will implement the MATCH project, which is about promoting legal (circular) migration. IOM will also explore further opportunities in this domain in 2020.

In regards to integration, IOM will support several Dutch regions, such as Hart van Brabant, with the following: (a) enhancing knowledge and capacities to implement innovative integration measures; (b) promoting the implementation of an innovative integration action, such as the set-up of a one-stop shop in the context of its approach to the new Dutch civic integration policies, and identifying lessons to enable its replication or scaling-up; and (c) setting an informal transnational network that encourages and leverages on diversity as an added value to facilitate integration through regional thematic exchanges.

Furthermore, IOM will continue to focus on the capacity-building of Dutch professions and awareness-raising in migrant communities on the topic of SGBV in migration, through training and support of migrant ambassadors, training of service

providers, and enhancement of municipal networks, particularly in the municipalities of Amsterdam, Leeuwarden and Utrecht.

IOM aims to finalize a framework agreement for resettlement that would allow IOM to continue its support for the Dutch Resettlement Programme, envisaging to resettle a yearly quota of 500 refugees, as well as an anticipated additional quota of Syrian refugees under the 1:1 Agreement between the European Union and Turkey.

Within the context of family reunification, IOM will continue to support vulnerable migrant families with the reunification with their family members in the Netherlands. Additionally, IOM will continue to facilitate DNA sampling for family reunification cases in Lebanon on behalf of the Government (Immigration and Naturalisation Service (IND) and Ministry of Foreign Affairs), as well as DNA sampling for cases individually identified by IND. Additionally, IOM aims to support the Government on the wish to offer pre-departure measures to family reunification cases.

Norway

In 2020, IOM will continue to engage in meetings with relevant governmental entities, public offices and organizations, as well as in seminars, workshops and training sessions, to champion the commitment of Norway's public sector and civil society in adherence to international standards and protection of migrants' rights. Additionally, to develop strong partnerships, IOM Norway will continue to engage in new and existing partnerships with a wide variety of sectors and stakeholders, including academic institutions and relevant public events.

IOM in Norway will continue to support safe, orderly and dignified migration by maintaining its AVRR programme by which IOM will facilitate the voluntary return of asylum seekers and irregular migrants to their home countries. IOM will continue to provide VoTs, UASCs and other vulnerable migrants returning voluntarily to their home countries with health assistance as part of their respective reintegration programmes. IOM will also pursue the provision of information to migrants and their networks on AVRR through extensive outreach activities, as well as provide targeted information for vulnerable groups, such as children, VoTs, irregular migrants and families with children that will contribute to reducing the vulnerability of these returnees upon their return home, consequently easing their transition into society. IOM's AVRR programme has a holistic focus, from initial outreach activities to post-arrival follow-up to ensure safe, orderly and dignified migration.

IOM will continue to support family reunification cases with assistance in Norway, in coordination with the Directorate of Immigration.



Migrants and refugees in the Greek island of Lesbos. © IOM 2015/Amanda MARTINEZ NERO

IOM in Norway will continue to support the mobility dimensions of crises through the Norwegian refugee resettlement programme. IOM will provide pre-departure cultural orientation for quota refugees to prepare participants for the transition period upon arrival in Norway by providing factual information and coping skills to ease their integration into Norwegian society. Additionally, IOM will provide information about the refugees' country, culture and integration potential at seminars for receiving municipalities. Furthermore, IOM will continue to participate in seminars on resettlement and integration for civic societies and other stakeholders, in coordination with the Directorate of Integration and Diversity. In 2020, it is anticipated that 3,000 refugees from various countries will receive travel and pre-departure assistance.

Poland

IOM in Poland will intensify its outreach and capacity-building initiatives with the private sector to promote ethical international recruitment and regular and orderly labour migration by advocating for the usage of the International Recruitment Integrity System (IRIS). IOM will also continue to engage with the private sector to mainstream migration and migrant integration into their corporate social responsibility policies.

IOM also aims to strengthen its cooperation with local authorities and continue to provide advisory and capacity-building services in the area of migrant integration. Finally, IOM will work with relevant entities to improve identification of vulnerable migrants and provide adequate assistance.

Portugal

IOM in Portugal will continue promoting alternatives to detention and support governmental authorities in mainstreaming the human rights of migrants in border management and administrative detention settings in adherence to international and European Union human rights standards. IOM will prioritize the following: (a) information provision for migrants on their rights and duties; (b) capacity-building for staff working in detention; (c) technical support to improve conditions in detention centres; and (d) advocacy on alternative to detention.

IOM aims to promote the socioeconomic well-being of migrants and communities in Portugal as well as in countries of origin. In 2020, IOM will focus on four priorities: (a) provide enhanced and comprehensive reintegration support for returned migrants, including fostering local actors' capacity-building and referral mechanisms in priority origin countries namely Brazil; (b) provide pre-departure orientation for refugees to be resettled to Portugal, as well as early information sessions for local actors in Portugal on refugees' background, adaptation and intercultural communication; (c) provide support for the Government in defining future well-structured labour migration schemes that can swiftly respond to labour market demand, while also providing prospective workers with safe ethical migration pathways; (d) seek to reduce health disparities through the identification of psychosocial needs of refugees and asylum seekers and support for local service providers in defining effective responses to these needs.

With the growing and increasingly diversified immigration flows, IOM will also provide technical assistance to the Government to improve the response of existing national and local integration structures that represent the bedrock of Portugal's integration policies and institutional response. IOM will also remain active in providing comprehensive assistance to the Government in implementing its commitment to resettling refugees to Portugal, including pre-departure health assessment. Finally, IOM will continue to assist migrants requesting voluntary return through thorough counselling and enlarged referral partnerships with associations, public entities and NGOs, as well as operational support.

Romania

The main objective of IOM in Romania is to effectively address migration and identify priorities for action that will guide IOM's response in collaboration with the Government, migrants, international organizations, civil society and the private sector. Adapting to migrants' needs and developing targeted services for migrants will remain a guiding principle for IOM Romania in 2020. The main initiatives that IOM Romania aims to conduct in 2020 will be as follows:

- Support the expansion of refugee resettlement programmes in partnership with the Government, United Nations High Commissioner for Refugees (UNHCR) and receiving communities. Together with its strategic partners and the Romanian Ministry of Internal Affairs, IOM will continue to provide protection and assistance to refugees and migrants in crisis and in vulnerable situations. In this respect, IOM will facilitate transportation, medical screening, cultural orientation, as well as logistical and movement support to the Emergency Transit Centre (ETC) in Timisoara for refugees selected by UNHCR and the governments of the resettlement countries. Based on the previously successful ETC experiences and resettlement projects, IOM is expected to support the Government in resettling 100 refugees to Romania in 2020. This will further intensify IOM's commitment to resettlement assistance in Romania and contribute to the development of the resettlement programme in the country.
- To contribute to the socioeconomic well-being of migrants and society, IOM will provide voluntary return and reintegration support focusing on the framework for AVRR launched in December 2018 and will continue raising awareness among the governmental and civil society partners. Focus will also be put in strengthening case management-based approach in reintegration with the IOM missions in countries of origin.
- IOM will provide direct assistance to VoTs and exploitation, capacity-building and support to the Government and civil society. IOM intends to consolidate its network of NGOs active in the field of trafficking in human beings and actively contribute to prevention, victim identification and referral systems in Romania. IOM also seeks to expand its partnership with the private sector representatives and continue to use innovative financial products such as prepaid cards in providing direct assistance to VoTs.
- Support integration for migrants residing in Romania by providing tailor-made assistance and facilitating access to medical services, administrative support, educational activities, as well as Romanian language and orientation courses.

- Strengthen existing and establish new partnerships with the private sector.
- Provide migration health services in support of the refugee programme in the ETC in Timisoara. The programme aims to prevent and control transmissible diseases prior to migrants' departure.
- IOM will continue to provide health assessment and pre-departure health assistance for resettled refugees to the receiving countries, while also providing health assessments for self-payer immigrants bound for Australia, Canada and New Zealand.

Slovenia

In 2020, IOM Slovenia will work closely with partners to further develop and strengthen measures for the protection and assistance to migrants, as well as improve the prospects for successful integration, through the following activities and initiatives:

- Facilitate training opportunities and regional exchanges, IOM will work with municipal authorities and other local actors to increase their capacities for innovative integration measures that will promote diversity and support the inclusion of migrants at the community level.
- Through comprehensive assistance in family reunification procedures for beneficiaries of international protection, IOM will help refugee families exercise their right to family reunification by helping them navigate the complex administrative procedures and ensure that their family members travel and arrive safely to Slovenia.
- IOM will continue providing support to migrants with safe and dignified voluntary return to their countries of origin, tailored to the specific needs of individuals and families, with special attention given to those in vulnerable situations and ensuring sustainable reintegration in the countries of return.
- Strengthen support services in the field of gender-based violence to better address the needs and specific vulnerabilities of migrants, asylum seekers and refugees, with special attention given to issues and protection concerns related to LGBTQI persons.

Spain

IOM in Spain will pursue its efforts to support governmental and non-governmental actors in facilitating orderly, safe, regular and responsible migration and mobility. Priority interventions include the following:

- Assist the Government in the execution of the National Refugee Resettlement Programme in Spain, which aims to resettle 1,000 refugees from Turkey and Jordan.
- Promote migration policies and the implementation of the AVRR programme.
- Promote qualified circular migration schemes by enhancing skills development and training of migrants (particularly students) and capitalize on their acquired skills to enhance local development upon return.
- Contribute and enhance bilateral cooperation to foster both countries' migration governance through capacity-building and best practices exchange.
- Continue to promote migrants' well-being through sensitization and capacity-building activities.
- Develop specialized integration programmes and strengthen stakeholders' capacities, thus enhancing resettled population's integration in the host communities. IOM also aims to conduct cultural exchange between host community and migrants.
- Support European Union member States improve health-care provision for migrants through capacity-building, mainly targeting law enforcement bodies and forefront health workers.
- Empower third-countries national youth to enhance their integration and foster their engagement within the host community.
- Prevent SGBV against migrants and strengthen support for victims through strengthening the national support services for victims of SGBV.
- Build on migrants' capacity to foster their job skills and support them to navigate job market opportunities.
- Support and design innovative social integration public policies in rural areas to counter discrimination and foster equity.

Sweden

IOM will continue to provide assistance to migrants and provide migration governance support to the Government, including through existing programmes on resettlement, AVRR and counter-trafficking. Particular focus will be on supporting the increasing application of results-based management, evidence-based policymaking and a whole-of-government approach in a variety of areas. Furthermore, IOM will aim to increase understanding of migration issues among policymakers and practitioners with particular focus on migration and development in light of the SDGs, as well as migration and environment/climate change.

United Kingdom

In the United Kingdom, there is a growing need for integration support for migrants due to expanded resettlement, higher migrant numbers and support services being stretched. In 2020, IOM will focus on identifying emerging barriers to integration and assist in developing support services sensitive to migrant issues. IOM will enhance pre-departure orientation services and work in partnership with local authorities and front-line professionals to help develop targeted services and integration upon arrival for migrants, especially vulnerable women and children. IOM aims to reduce barriers to labour market integration by analysing employer and migrant needs, encouraging opportunities for migrants and creating space for increased employer and migrant engagement. IOM will continue to actively engage with job centres across the United Kingdom and develop partnership with the Department for Work and Pensions to gain a better understanding of employment support processes. IOM will also work closely with partners in the private sector to support the early labour market integration of refugees. IOM also seeks to increase understanding of the integration process of refugees resettled in the United Kingdom to inform integration policy and the implementation of concrete initiatives to support the integration of refugees in the country. IOM will provide training and capacity-building to local authorities and small community organizations in using the recently published UK Home Office Indicators of Integration Framework, which provides practical ways to design effective strategies, monitor services and evaluate integration interventions.

IOM works in cooperation with national and local governmental, intergovernmental and non-governmental partners in the United Kingdom to protect and promote the rights of all migrants, with emphasis on the rights of children, VoTs, forced labour or other forms of exploitation, refugees and other vulnerable migrants. IOM will expand its training to local authorities on human trafficking and modern slavery to encourage adherence to national frameworks around victim identification and support. IOM intends to explore the feasibility of implementing global IOM



IOM's LINK IT project aims to improve socioeconomic integration by linking pre-departure support for Syrian refugees living in Jordan, Lebanon and Turkey with post-arrival support when resettling in European countries (Germany, Portugal, Romania and the United Kingdom). © IOM 2019/Abby DWOMMOH

initiatives that seek to uphold the rights of migrant workers, such as the Corporate Responsibility in Eliminating Slavery and Trafficking programme (CREST) and IRIS, in the United Kingdom context to offer business-led solutions in addressing exploitation of their workers, both in the United Kingdom and in their global supply chains. This may include training companies on these particular issues and providing migrant communities with information about their rights. IOM also seeks to support migrant domestic workers with information about their rights and how to access support in the United Kingdom if they are being exploited.

IOM will continue to deliver training for front-line professionals and stakeholders in the United Kingdom on the rights of UMCs and promote their rights in civil society and cross-government working groups that focus on the subject. IOM will build on its work to promote family-based care for UMCs as the best type of care they can achieve. IOM will continue to advocate for more support for care leavers (children aged 17.5 who will leave the care system aged 18) and is seeking to increase its capacity in this area.

Diaspora communities in the United Kingdom include skilled professionals with expertise in a broad range of sectors. IOM intends to expand its diaspora mapping and research activities to increase understanding of how the United Kingdom's

diaspora communities can further contribute to the development in their countries of origin. Based on existing gaps regarding diaspora engagement in development, IOM aims to improve the evidence on how public policies and home and host country conditions enable and incentivize diaspora members to engage in the development of their home country, and provide guidance for home and host countries on how to support and promote diaspora engagement including diaspora investment and entrepreneurship. To support diaspora members to engage in the development of their home country, IOM will work to enhance the quality of services for local communities and the volume of beneficiaries in these countries (such as local populations and professionals) through diaspora-led interventions, as well as the provision of new services in key priority sectors not previously offered. IOM will continue to facilitate refugee resettlement to the United Kingdom, in cooperation with the Government, UNHCR, local authorities and NGO partners under the Government's resettlement programmes. The Government has confirmed its post-2020 resettlement plans, pledging to resettle in the region of 5,000 refugees in the first year of a new consolidated global scheme and broadening the geographical scope beyond the Middle East and North Africa.

IOM, in partnership with a number of CSOs and in close coordination with United Kingdom local authorities, will support vulnerable or at-risk European Union citizens and their family members to access the European Union Settlement Scheme (EUSS). EUSS has been designed by the Government to provide European Union citizens and their families with a route to living and working in the United Kingdom beyond 31 December 2020.



IOM is ensuring that new arrivals in transit or destination countries are provided with direct emergency assistance and basic services, including temporary shelter and accommodation, food and non-food items, transportation and basic health care. IOM collaborates with government institutions, UN agencies and other partners to ensure the provision of assistance. © IOM 2019/Muse MOHAMMED

European Economic Area	P1	P2	P3
	Adhering to international standards and fulfilling migrants' rights	Using evidence and whole-of-government approaches	Good migration governance relies on strong partnerships
Regional Office Brussels	200 000	500 000	500 000
Austria	197 500	506 500	-
Belgium	546 162	685 205	333 704
Bulgaria	116 000	40 000	-
Croatia	-	-	250 000
Cyprus	135 000	135 000	33 670
Czechia	-	-	37 350
Denmark	-	-	-
Estonia	44 654	-	22 327
Finland	-	66 521	-
France	-	-	-
Germany	-	45 793	-
Greece	-	-	-
Hungary	1 000 000	1 000 000	100 000
Iceland	-	-	-
Italy	-	-	278 087
Latvia	-	-	-
Lithuania	-	300 000	114 000
Luxembourg	138 459	148 470	51 696
Netherlands	-	50 000	1 370 000
Norway	50 000	-	50 000
Poland	-	-	50 000
Portugal	75 000	222 470	-
Romania	-	-	-
Slovenia	12 000	10 000	5 000
Spain	166 852	15 692	448 280
Sweden	-	-	-
United Kingdom	732 888	1 370 040	865 869
Total	3 414 515	5 095 691	4 509 983

O1	O2	O3	TOTAL
Advancing the socioeconomic well-being of migrants and society	Addressing mobility dimensions of crises	Migration should take place in a safe, orderly and dignified manner	
8 000 000	250 000	4 000 000	13 450 000
495 500	401 500	2 018 500	3 619 500
532 258	1 501 668	6 324 249	9 923 246
600 000	2 031 000	4 702 000	7 489 000
700 000	-	785 000	1 735 000
33 670	1 045 000	1 015 000	2 397 340
50 000	24 170	723 000	834 520
425 000	-	375 000	800 000
-	-	156 290	223 271
1 728 422	1 448 864	1 013 081	4 256 887
70 000	6 500 000	-	6 570 000
53 026 652	-	680 190	53 752 635
14 928 235	24 586 192	14 214 183	53 728 610
4 000 000	200 000	1 500 000	7 800 000
107 310	161 343	107 310	375 963
834 260	-	2 780 868	3 893 215
30 000	-	155 000	185 000
161 000	-	250 200	825 200
107 313	-	371 718	817 656
685 000	100 000	14 840 000	17 045 000
-	5 600 000	3 200 000	8 900 000
150 000	-	165 000	365 000
968 563	57 000	603 823	1 926 856
559 672	202 071	508 741	1 270 484
150 000	50 000	65 000	292 000
333 704	2 291 015	1 779 755	5 035 298
5 243 209	8 300 012	1 205 241	14 748 462
756 996	13 120 000	3 803 820	20 649 613
94 676 763	67 869 835	67 342 969	242 909 756

South-Eastern Europe, Eastern Europe and Central Asia





Albania
Armenia
Azerbaijan
Belarus
Bosnia and Herzegovina
Georgia
Kazakhstan
Kyrgyzstan
Montenegro
North Macedonia
Republic of Moldova
Russian Federation
Serbia
Tajikistan
Turkey
Turkmenistan
Ukraine
Uzbekistan
Kosovo*

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

IOM is committed to ensuring that persons with disabilities have access to humanitarian response, both in terms of protection and assistance, without discrimination, and allowing them to fully enjoy their rights. © IOM 2016/Muse MOHAMMED

Regional Office Vienna

Migration Governance Framework principles and objectives

Principle 1: Adhering to international standards and fulfilling migrants' rights

The South-Eastern Europe, Eastern Europe and Central Asia (SEEECA) region is home to some of the most important countries of origin for migrant workers in the world. Given the evidenced labour shortages in Western and Eastern European countries, as well as select Central Asian countries, labour mobility continues to grow both from and within the SEEECA region, and this is a trend that will persist in the foreseeable future. Also, Europe's restrictive migration policies, coupled with the re-entry ban imposed by the Russian Federation since 2016, makes this region among the highest recipients of returning migrants.

IOM will reinforce cooperation with government and non-governmental institutions to promote safe, orderly and regular migration and to reap the benefits of such mobility while ensuring adherence to international standards and protection of migrants' rights and in turn ensuring protection of migrants from vulnerability, abuse and exploitation.

Advocacy and supporting ethical recruitment practices and international standards to protect migrants' rights through awareness-raising and promotion of the International Recruitment Integrity System (IRIS) will remain an IOM priority throughout 2020 and at the same time addressing brain drain resulting from increased emigration particularly of the youth from SEE and of health professionals. IOM will promote its Assisted Voluntary Return and Reintegration Framework, reintegration handbook, and *Handbook on Protection and Assistance for Migrants Vulnerable to Violence, Exploitation and Abuse*, as well as the 2018 United Nations common position paper, in which IOM, together with all other United Nations signatories are increasing efforts to end HIV, tuberculosis and viral hepatitis in the European region. IOM will likewise engage with border agencies to mainstream gender and promote gender equality within the law enforcement sector to ensure gender- and protection-sensitive border management.

Principle 2: Using evidence and whole-of-government approaches

With the continued growth of international migration over the past 17 years, and with SEEECA being among the most affected – with no signs of slowing down – IOM SEEECA is developing tools that address the increasing structural shortage of labour in some countries versus the structural excess of labour in others, specifically information and communications technology solutions and innovative programming capturing real-time information to in turn support governments, while ensuring

migrants are assisted in a timely manner. IOM will continue to refine its use of big data to better inform governments, specifically by conducting diaspora mapping and by promoting diaspora engagement with investors and trading partners in countries of origin.

To overcome the challenges of fragmented data along mixed migratory routes, IOM SEECA is establishing data standards on migrants' vulnerability to exploitation and abuse, which, in turn, contributes to, inter alia, disruption of transnational organized crime. Displacement Tracking Matrix (DTM) surveys are envisaged along select migratory routes to Europe and at the request of government applied in non-crisis and preparedness contexts to track mobility. Additionally, a regional assessment of the current situation and the impact of migration of health professionals from the Western Balkans to European Union countries is planned and a three-year regional project in Central Asia to generate evidence of the impacts of migration consequences on climate change adaptation is envisaged in 2020. IOM SEECA will continue measuring reintegration sustainability to better measure social cohesion and intergroup relations in communities with high levels of immigration.

Principle 3: Developing strong partnerships

IOM will continue to build on its engagement and partnership with diaspora communities given the importance of remittances in this region. Big data, onomastic analysis and strategic partnerships will enable complementary initiatives, such as financial investments, social remittances, skills and expertise transfer, as well as the (temporary) return of qualified nationals, to support the social and economic development in their countries of origin. Partnerships with specialized behavioural economics agencies is a key aim to this end.

As the liaison office to intergovernmental organizations based in Vienna, the Regional Office engages with the United Nations Office on Drugs and Crime, the United Nations Industrial Development Organization, the Organization for Security and Co-operation in Europe, the International Anti-Corruption Academy and the International Centre for Migration Policy Development. Regional programming in different SEECA subregions will focus on strengthening regional cooperation and dialogue between national authorities and civil society. IOM will also continue to support governments in advancing the migration agenda through inter-State consultation mechanisms such as the Almaty Process. IOM is committed to strong partnerships with academia and academic institutions on migration-related matters.

As a member of the Regional United Nations Development Group and a core member of the United Nations Regional System Meeting for Europe and Central Asia, IOM ensures partners are kept abreast of developments in the area of migration. IOM SEECA will also continue to be an active participant in the following issue-

based coalitions (IBCs) throughout 2020: the IBC on Health and Well-being; the IBC on Gender Equality; the IBC on Large Movements of People, Displacement and Resilience; and the IBC on Sustainable Development (SDG) Data and Monitoring. IOM envisages the establishment of a regional platform to mirror the United Nations Network on Migration, bringing together all relevant stakeholders to strengthen collective commitment to improving cooperation on international migration, and to advance the Global Compact for Safe, Orderly and Regular Migration.

Objective 1: Advancing the socioeconomic well-being of migrants and society

IOM will identify risk of irregular migration and facilitate protection assistance through the determinants of migrant vulnerability model. With the support of the Ministry of Foreign Affairs of Norway, IOM in Ukraine, Georgia, the Republic of Moldova and Belarus will further strengthen cooperation and dialogue in the sphere of combating trafficking in persons through regional exchange of knowledge, experiences and best practices between governments and civil society. Additional emphasis is placed on child protection, in line with IOM's mandate to protect migrant children, in particular focusing on the six pillars of data and research, policy and advocacy, capacity-building, prevention, protection and assistance, and child protection in crisis response, which ensures our work is based on the international legal framework, such as the Convention on the Rights of the Child.

Promoting strategic pre-departure communication tools that encourage prospective migrants to make informed migration-related decisions and the use of remittances towards their livelihood objectives, including increasing savings and investments, is as essential as facilitating reintegration of returning migrants for the advancement of the well-being of migrants and their societies.

IOM will also build on the interest generated by governments in integrating psychosocial initiatives into programmes that prevent violent extremism, as well as in incorporating health, psychosocial approach and intercultural mediation into border management training for immigration and border authorities. Mitigating health risks of migration, ensuring equitable access to health services for migrants and their families, and enhancing cross-border continuity of care remain a must in preventing the spread of diseases.

Objective 2: Addressing the mobility dimensions of crises

IOM will continue to address the consequences of the unrest in Ukraine and the conflict in the Syrian Arab Republic by providing durable solutions for conflict-affected populations, as well as assist the population displaced by the frozen conflict in Nagorno-Karabakh. Preparedness and disaster risk reduction will continue to be a priority given that the region is prone to rapid-onset natural disasters, as well as slow-onset climate change adversities. To the extent possible, IOM emergency

programming in the region will integrate transition and recovery initiatives from early on in the response, bridging the gap between humanitarian and development programmes.

In the Western Balkans, IOM will continue to support the governments' response to emerging mixed migration flows to the European Union. This includes building capacities in migration crisis management, including the expansion of emergency shelter capacity as well as more structural reception capacities, processing of individuals in full respect of migrants' rights, ensuring identification of vulnerabilities and access to relevant support. IOM will deploy its tools, including Migrants in Countries in Crisis (MICIC) initiative, the Migration Crisis Operational Framework (MCOF), humanitarian border management and others, which capacitate IOM partners in multiple areas such as contingency planning, simulation exercises, migrant registration, protection-sensitive interviewing at the border, staff protection and well-being, and more.

Preventing and countering violent extremism will remain a priority and IOM will continue supporting governments to provide specialized reintegration assistance. Another priority will continue to be the nexus between humanitarian assistance and development, capitalizing on diaspora communities for targeted economic development and enterprise development in countries of origin within displaced populations (Ukraine) and/or among refugee populations (Turkey).

IOM will capacitate front-line workers engaged with migrants, such as health professionals, social workers and law enforcement officers, through the project Expanding the Implementation of Re-HEALTH Electronic Personal Health Recording in Key Transit Countries of the Western Balkan Region and Turkey. The unprecedented human mobility is an opportunity to execute the electronic personal health record (e-PHR) developed in and for European Union countries to enhance knowledge among stakeholders about refugees' and migrants' health needs.

Objective 3: Migration should take place in a safe, orderly and dignified manner

IOM will continue to support governments and foster State–civic dialogue on policies and programmes that promote safe, orderly and regular migration, which, in turn, curbs irregular migration. Providing information to potential and actual migrant workers on safe and regular migration channels and helping authorities establish migrant resource centres, as well as ensuring migrant workers' rights, will remain a priority, as will strengthening national and regional systems to manage complex mixed flows and mainstream protection-sensitive procedures into migrant reception centres and identification mechanisms in line with European Union (for the Western Balkans) and international standards. Further, IOM will support health assessments in 13 countries in the SEECA region, for refugees and immigrants travelling to approximately 20 receiving countries.

Strengthened border management frameworks compliant with international and European standards will continue to be of great importance to SEECA governments, and IOM will provide support by enhancing the existing policies, legal and institutional frameworks, operational procedures, human resources and training, information management, and equipment and infrastructure. IOM will continue building national identity management (including document security) capacities; strengthening visa and immigration policies; supporting governments in addressing irregular migration, such as migrant smuggling (including in the maritime context); enhancing national readmission frameworks, including by facilitating cooperation with countries of origin and implementing Readmission Case Management Systems; improving immigration detention frameworks; and advocating alternatives to detention. Passenger data, including advance passenger information (API) and passenger name record (PNR), will be particularly important. In 2020, national and regional initiatives in Armenia, Azerbaijan, Central Asia, Georgia, Turkey, Ukraine and the Western Balkans will focus on strengthened legal, operational and IT frameworks and capacities, in collaboration and coordination with other relevant United Nations, European Union, and international organizations and agencies.

Finally, IOM will strengthen State and non-State actors' awareness of the nexus between climate change and migration and will propose solutions to gaps between policy and actual implementation of climate actions, including advancing recommendations of the United Nations Framework Convention on Climate Change Task Force on Displacement.

Albania

In 2020, IOM will continue to support the efforts of Albania to manage migration, in line with the National Strategy on Migration (2019–2022) and its Action Plan, developed with the support of IOM. Partnerships will be further strengthened with the Government, other United Nations agencies, non-governmental organizations (NGOs), academia, the private sector and other stakeholders for a strengthened response to the migration governance issues and challenges. Support will be provided to further align Albania's legislation and policy with the relevant European Union acquis.

- Support the implementation of the National Strategy on Migration by strengthening inter-institutional cooperation and coordination. Capacity-building on migration governance will be provided through the development of tailored training for government officials on migration governance. Support will also be provided for the formalization and expansion of the network of migration counters, which facilitate referral to the available services for migrants.

- Continue to support capacity-building initiatives to strengthen the central and local authorities' responses to human trafficking. The aim is to strengthen the criminal justice system, including the legal framework for victim protection and compensation, and enhance cooperation among stakeholders. Data collection and evidence-based planning will also be supported.
- Support the implementation of activities geared towards the prevention and countering of violent extremism with central and local authorities by strengthening evidence-based programming.
- Enforce ethical recruitment standards and increase relevant capacities will be supported, along with the recognition of formal and non-formal capacities, skills and competencies obtained during migration.
- Continue to engage with the Albanian diaspora and promote social and economic development of Albania. Actions will be undertaken with the aim to strengthen the development impact of remittances and lower the cost of financial transfers.
- Support the reintegration of Albanian migrants returning voluntarily to Albania. Engagement with the private sector will be increased, with the aim to further facilitate reintegration.
- Bolster efforts to prevent irregular migration from Albania, with a specific focus on unaccompanied and separated migrant children (UASC). Conduct awareness-raising and information campaigns as well as other activities. IOM will explore the possibility of providing incentives for education/training and youth employment in the regions of origin/ residence of UASC in cooperation with local authorities.
- Support Albania in adhering to international standards and ensure constant monitoring and respect for migrants' rights will continue, with the aim to ensure effective protection.
- Boost collection of data on and analysis of migration and migration flows, in particular relating to labour migration. Information exchange with countries of destination of Albanian migrants will be enhanced, in order to enable data analysis on returnees, mapping of the most affected areas in the country, and tailoring of awareness-raising and socioeconomic support.
- Enhance border management capacities through training as well as increase and upgrade border infrastructure and equipment. Efforts will aim to improve the effectiveness of return mechanisms for foreign citizens irregularly entering or staying in the territory of Albania.



#makehomeabetterplace is the slogan IOM launched to engage the Albanian diaspora in socioeconomic development. © IOM 2018

Armenia

In 2020, in line with the SDGs and the Global Compact for Migration, IOM will continue to provide professional expertise to the Government in both policy development and implementation stages. Particularly, IOM will carry out the following:

- Continue to support the Government in strengthening its identity management system for Armenian nationals and foreign citizens, including improving labour market regulations by enhancing the work permit issuance system for foreign workers in Armenia, as well as by improving business processes for new biometric passport issuance in line with the International Civil Aviation Organization standards.
- Contribute to diaspora policy development by conducting a diaspora mapping in two selected countries through big data analysis, developing an engagement/communication strategy with the diaspora and linking the diaspora human capital with local development.
- Continue to improve the layout of the annual statistics on migration in Armenia to make it more user-friendly and widely accessible. In addition, IOM aims to improve the procedures to collect and analyse reliable and comparable migration data for evidence-based policy development. Planned interventions will focus on the alignment of migration data with regional and international standards.
- Enhance the Government's capacity in border management, particularly the Border Guard Troops, to align their practices with international border management training and educational standards.

- Support the Government's efforts to mainstream the principles of the Global Operational Framework on the Health of Migrants in public health facilities in Armenia. As Armenia aligns its national health strategy and action plans with the European Health 2020 policy, IOM will work closely with the Government to ensure that migrants are accounted for in the health interventions of the country and will work to enhance consistent knowledge about HIV transmission and promote healthy habits among urban labour migrants.
- Assist individuals, including asylum seekers, victims of trafficking, refugees and displaced persons, become self-sufficient through business advising and reintegration assistance. Continue to build national capacities in the protection of human rights of migrants and in migration governance as well as address the issue of irregular migration in Armenia with a view to creating sustainable mechanisms aimed at preventing and reducing smuggling of migrants and trafficking in persons.
- Provide direct assistance to victims of trafficking and support the Government's efforts to counter trafficking through the application of comprehensive and streamlined assessment tools. Extensive capacity-building and technical assistance will be delivered to the Government to investigate and prosecute trafficking for the purpose of labour exploitation in Armenia in line with the recommendations of the report *Needs Assessment: Counter-trafficking Response in the Republic of Armenia*.¹⁰

Azerbaijan

IOM Azerbaijan will continue to actively assist the Government enhance all of its migration-related efforts by implementing projects focused on labour migration and human development; social protection; immigration and border management; assisted voluntary return and reintegration (AVRR); counter-trafficking; protection of UASC; and refugee resettlement. The priorities in 2020 include the following:

- Strengthen the Government's and local stakeholders' interventions on social cohesion and building resilience to violent extremism and radicalization by directly engaging with local communities. Additionally, income-generating activities to vulnerable population especially, youth and women, will be provided to economically empower them, increasing their resilience to violent extremism and radicalization.

¹⁰ Available at <https://publications.iom.int/books/needs-assessment-counter-trafficking-response-republic-armenia>.

- Support the Government in establishing a national master plan to revitalize the Kahriz Water Supply System. Activities will include strengthening the local capacity of Kahriz engineers and technicians in providing safe and reliable water to over 8,000 families in eight districts.
- Assist the Government in strengthening engagement with the diaspora to promote national development. In addition, IOM aims to provide internally displaced women with small business start-ups through assistance to establish micro- and small enterprises.
- Assist the Government and civil society organizations (CSOs) further improve effectiveness in preventing and combating trafficking in persons and forced labour as well as address gender-based violence, manifested through domestic violence. IOM will further enhance the capacity of the Government in identifying and delivering durable solutions for UASC, street children and orphaned children. IOM will support the Government in filling the gaps in social protection and in increasing integrated social protection and more inclusive and sustainable development for all.
- Support AVRR programmes, as well as refugee resettlement to third countries. IOM will continue to contribute to the implementation of cooperation frameworks between the European Union and the Government, particularly on readmission management.
- Enhance border management and security in Azerbaijan by strengthening legal and technical capacities and enhancing passenger processing in compliance with the international standards.

Belarus

In 2020, IOM Belarus will continue its efforts aimed at:

- Helping the country effectively address the challenges of intensified irregular migration and human trafficking and alleviate possible negative consequences;
- Promoting the human rights of migrants and providing assisted voluntary return;
- Promoting a positive image and improving the perceptions of migrants among the media and the public;
- Raising awareness among authorities and local stakeholders about the potential benefits of migration on the country's socioeconomic development and the well-being of its people; and
- Exploring the linkages between migration and health issues.



Andrey Zhukov, a famous Belarusian sound producer notable for creating music without hands was a victim of modern-day slavery. After being enslaved in Ukraine for two years, he contacted IOM and was able to return to Belarus as well as receive reintegration and medical assistance. © IOM 2017

These will be achieved through a review of respective migration-related legislation, expert research, capacity-building, visibility and public information activities and provision of technical assistance to the government, among other initiatives.

The three priorities in 2020 are as follows:

- Review national legislation and respective policies and practices related to managing irregular migration and ensure humane treatment of migrants and compliance with international standards. Migrants who prefer to voluntarily return home will be offered AVRR assistance. IOM will also continue providing reintegration assistance to those migrants who are voluntarily returning to Belarus.
- Combat trafficking in persons and help the victims of trafficking. The major focus will be on addressing the problem of child sexual abuse and exploitation. IOM aims to support the Government in developing a national referral mechanism for the identification and protection of victims of trafficking and abuse. Preventive activities will continue to engage the youth as agents of change.
- Maximize the impact of migration on the country's development by sensitizing authorities and local partners on the positive effects of migration and its potential, changing the perception of migration from a "problem" to an "opportunity". IOM will promote a positive vision of migration and offer new approaches to migration management, including diaspora engagement.

Bosnia and Herzegovina

In 2020, IOM will continue supporting the Government in a number of migration management and governance areas, ranging from the protection of vulnerable migrants to addressing violent extremism and diaspora engagement. IOM's three main priorities are as follows:

- Continue to lead as the United Nations agency responding to migration across the country, and the lead in camp coordination and camp management (CCCM); food and nutrition; shelter; water, sanitation and hygiene (WASH); and transportation and logistics. IOM will continue to advance protection and direct assistance to migrants within temporary and new reception centres.
- Assist the Government in establishing a system for the provision of reintegration assistance to returnees from conflict zones while also supporting their engagement in, with and within their receiving communities and simultaneously contributing to the Government's overall reconciliatory efforts. This IOM-led community-based approach will be adapted to also engage with Roma communities and aims to reduce their vulnerability and foster integration within their communities and the country overall.



IOM staff providing information to migrants at the opening of the new temporary reception centre in Bihac, Bosnia and Herzegovina. © IOM 2018/Munever SALIHOVIĆ

- Address the increasing challenge related to labour mobility, specifically the exodus of youth as well as health and IT professionals. IOM will initiate research to identify evidence-based policies and solutions to address the challenge pertaining to the high emigration rates.

Georgia

In 2020, IOM Georgia will continue supporting the Government in its migration-related efforts, with a special focus on aiding the sustainable reintegration of Georgian migrants returning to their communities of origin including through tailored individual-, community- and structural-level interventions; supporting safe and orderly labour migration, respect for migrants' rights, and health of migrants and migration-affected communities; integrated border management; assistance to vulnerable migrants in Georgia, including victims of trafficking and stranded migrants; and mainstreaming migration into development planning and diaspora engagement. Key priorities for IOM Georgia include the following:

- Using a pilot area-based approach, support communities affected by migration, especially those home to vulnerable populations such as persons left behind by migrating family members, returnees, IDPs, ethnic minorities and/or those who perceive migration as a single viable livelihood strategy.
- Implement return and reintegration programmes for Georgian nationals from third countries. Support will include enhancing referral mechanisms, strengthening existing social/health-care programmes and developing new initiatives to support vulnerable groups. In addition, IOM will support the Government in strengthening service provision to migrants and vulnerable populations and in developing an integrated operational framework for migrant reintegration, integration, and labour migration.
- Support the Government in establishing bilateral labour migration schemes with neighbouring destination countries and in strengthening in-country vocational programmes aimed at establishing partnerships with employers in countries of destinations to facilitate labour migration.
- Support the Government at all levels in mainstreaming migration into local development planning while also engaging the private sector and the diaspora.
- In the area of integrated border management, IOM plans to install advance passenger information (API) and passenger name record (PNR) systems as well as procure extensive border management equipment to support border authorities and the coastguard. Training will be provided to build the capacity of border and police authorities in interviewing and

enhance their knowledge and understanding of irregular migration and passenger risk assessment.

- Continue supporting migrants who are unable or unwilling to remain in Georgia and wish to return voluntarily to their countries of origin, as well as facilitating readmission, combating human trafficking and providing comprehensive protection to child migrants.

Kazakhstan

IOM Kazakhstan will continue to actively partner with the Government, United Nations agencies, NGOs, local communities, academia, research institutes, experts as well as other governments in the region to support the migration-related efforts, by means of implementing projects focused on labour migration and human development, counter-trafficking and victim protection, migration and health. IOM Kazakhstan's priorities in 2020 include the following:

- Contribute to the Government's efforts in combating trafficking in persons by promoting proactive identification of victims of trafficking, improving referral mechanisms, providing training for various stakeholders and ensuring access to social services for trafficked migrants.
- Continue to build the capacity of CSOs to more effectively protect and assist vulnerable migrants and victims of trafficking by providing return, rehabilitation and reintegration assistance, as well as empower beneficiaries, their families and communities by providing income-generation activities and supporting the establishment of sustainable small businesses.
- In cooperation with the United Nations High Commissioner for Refugees (UNHCR), provide technical, expert and administrative support to the Almaty Process and foster regional dialogue on migration and refugees' protection in Central Asia. Based on the established practice, IOM will organize regular meetings of the technical expert group, meetings of senior officials and ministerial conferences, which will lead to a better regional coordination and development of a unified approach and policies on migration management.
- Provide support to the Government in achieving migration-related SDGs, in particular Target 10.7, through enhanced understanding of the challenges and issues related to migration governance. Particularly, IOM will promote the evidence-based approach through a series of country assessments, validation meetings and government consultations to ensure that measurable indicators are included in government policies.

- Improve case finding and detection of tuberculosis among migrant workers in Kazakhstan, returned migrants and their families through the engagement of NGOs and representatives from the self-governing bodies *mahalla* and the empowerment of tuberculosis-affected women in Uzbekistan as well as through the engagement of NGOs and Uzbek diaspora in Kazakhstan.
- Address the challenges of migration, environment and climate change in Central Asia by supporting a regional dialogue among the governments in Central Asia.
- Conduct an in-depth analysis of socioeconomic factors and the radicalization potential of youth and women, as well as the role of local communities and State and non-State stakeholders in recognizing the impact of the vulnerabilities on certain groups of local residents.

Kyrgyzstan

IOM in Kyrgyzstan will intensify its outreach and capacity-building initiatives among government and non-governmental stakeholders to address humane, orderly and regular migration and will provide assistance to vulnerable migrants and victims of trafficking. The priorities in 2020 include the following:

- Protect the dignity and rights of victims of trafficking and vulnerable migrants.
- Strengthen counter-trafficking efforts.
- Empower the Government and communities to fight tuberculosis among migrants and improve tuberculosis detection and referral among migrants through women empowerment.
- Building the capacity of the Government in responding to climate change, adapting to water scarcity and human mobility.
- Enhance the implementation of the national program on API.
- Conduct regular public information awareness sessions on the human rights of migrants and use this platform to establish a dialogue on migration and migration management.



Families left behind is a reality in Central Asia, a region that has more than 10 million migrants on the move looking for better employment and living opportunities beyond the borders of their countries. © IOM 2014/Elyor NEMATOV

Montenegro

IOM Montenegro will be involved in subregional initiatives (covering the Western Balkans), which pertain to countering the smuggling of migrants and trafficking in persons as well as the protection of migrants along the Western Balkan coastal route. One of the highlights for 2020 will be to develop and operationalize a comprehensive migration management system focused on protection, resilience and human rights promotion as well as prevention of violent extremism. At the national level, IOM Montenegro will focus on providing technical support to the Ministry of Interior in order to upgrade the Central Registry of Citizens and to support the Government in responding to the increased mixed migration flows. The priorities are as follows:

- Enhance the capacities of law enforcement authorities and the judiciary in preventing, investigating and prosecuting cases of smuggling of migrants and human trafficking and in strengthening coordination of services in the process of victim identification, referral and protection. In order to enhance understanding of human smuggling and trafficking in persons, IOM will organize regional meetings between Montenegro, Bosnia and Herzegovina, and Albania. Furthermore, regional training sessions for the police and prosecutors will be organized, aimed at applying modern investigation techniques, investigating real-life case scenarios and ensuring the application of a victim-centred approach. Additional training activities will target social workers, health-care providers, shelters and other civil society staff.

- Conduct information sessions in local communities on migrant vulnerabilities and risks of smuggling.
- Improve the identification, registration and referral of mixed migration flows at first and second points of contact. This data will support evidence-based policies on migration governance procedures, gender-sensitive service and cultural mediation.
- Set up information exchange mechanisms in the Western Balkans to strengthen data analysis, coordination and transparency with regard to migration, with the aim of developing national road maps for migration statistics in line with the European Union standards.
- Establish return mechanisms as well as operational cooperation agreements at the regional level to enhance readmission, dialogue and readmission assistance throughout the Western Balkans.
- Improve social cohesion between local communities, asylum seekers, refugees and migrants by actively fostering community development.
- Prevent violent extremism by conducting research on alternative and counternarrative campaigns. Based on the research finding, conduct targeted pilot online campaigns.
- Provide assistance (food, NFIs and health) to migrants and asylum seekers in the transit reception centre in Karaula Bozaj. Additionally, support the Government in establishing new accommodation/transit centres or refurbish existing centres.
- Support the Government in updating the Registry of Citizens database by providing technical expertise and software.

North Macedonia

IOM in North Macedonia will continue to strengthen the capacities of relevant stakeholders in the area of migration management, community stabilization, and migration and development in accordance with the international standards and the national strategic documents. The three priorities in 2020 are as follows:

- Strengthen capacities in border management and migrant protection with a focus on combating and preventing migrant smuggling, human trafficking and cross-border crime, in line with the rule of law and international standards.
- Prevent violent extremism by enabling institutional stakeholders to directly engage with local communities and build their resilience.

- Support the Government in strengthening diaspora engagement to promote national development, as well as implement other initiatives in the area of migration and development.

Republic of Moldova

IOM will continue to actively support the Government in all its migration-related efforts by implementing projects focused on migration and development, including diaspora engagement, migration management, counter-trafficking, migration and health, return and reintegration of Moldovan nationals, and refugee resettlement in third countries.

IOM Moldova's priorities in 2020 include the following:

- In collaboration with the Government, relaunch and implement a diaspora engagement programme aimed at incentivizing investment, entrepreneurship, circular migration and knowledge transfers. This programme will complement ongoing and new programming on financial literacy, livelihood creation and local development through hometown associations.
- Support the Government in establishing a new integrated border management strategy and continue the construction and upgrade of border management infrastructure, training facilities and systems to strengthen management along the Republic of Moldova–Ukraine border.
- Coordinate with the Government and the de facto authorities in the territory of Transnistria to combat trafficking in persons. Reinforce prevention, protection and prosecution activities, and support the national referral system as well as train law enforcers, prosecutors and jurors, and service providers in providing direct assistance to potential and actual victims of trafficking.
- Implement migration and health programming in support of the national public health system. Specifically, combat the spread of communicable diseases such as tuberculosis and HIV/AIDS among populations at risk.

Russian Federation

IOM will continue to actively support the Government in the implementation of its National Migration Policy, in order to optimize migration management processes and regularized migration flows, with an overall aim to promote the well-being of the population as well as address the occupational and labour needs of the Russian economy.

IOM will focus on developing and implementing projects on counter-trafficking, migration and health, return and reintegration of Russian nationals, labour migration and human development. IOM in the Russian Federation will prioritize the following, among others, in 2020:

- To collectively improve cooperation on international migration, IOM will support national efforts to achieve the SDGs and the objectives of the Global Compact for Migration and to promote migration-related principles, service provision, and best practices.
- Contribute to the Government's efforts to implement short-, medium- and long-term programmes for the selection, recruitment, and residency rights of foreign and Russian labour migrants, including seasonal and circular migration. To this end, IOM in the Russian Federation will promote international standards in the sphere of ethical recruitment and decent work.
- Enhance cooperation with relevant government partners and CSOs to counter migrant trafficking and smuggling. IOM will continue its activities in sharing best practices and international experience and in providing direct assistance to vulnerable people. IOM also aims to update the comparative analysis of legislation in the sphere of human trafficking and irregular migration of the Collective Security Treaty Organization member States.
- Promote and improve management of migration health and reduce migrants' vulnerability. This will be achieved through the provision of sustainable prevention and care services in response to migrants' health needs.

Serbia

IOM in Serbia will continue to respond to the challenges of the migration situation, especially those related to mixed migration. Focus will be on establishing a protection-sensitive migration management framework, as well as on supporting community stabilization, social cohesion and protection services for migrants, in close partnership with the Government. In 2020, the mission office will focus on the following:

- Respond to the needs of migrants located in the region, ensuring their access to rights and services (including accommodation, health and social care).
- Support management of mixed migration flow including community stabilization, social cohesion and protection services for migrants.

- Increase access to AVRR programmes through extensive outreach to migrants, enhanced information provision and raising awareness of reintegration sustainability among interested migrants.
- Enhance links between internal migration and development by providing support to the Government in managing internal migration through a coherent and comprehensive migration governance approach at both national and local levels.

Tajikistan

IOM Tajikistan will continue to support the Government in the design and implementation of strategies that contribute to safe and orderly migration, particularly in the areas of trafficking in persons, border management, migration health and labour migration, and human development. In 2020, these are the priorities of IOM Tajikistan:

- Support the Government in implementing the recommendations outlined in the 2019 report “The International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families”.
- Support the coordination of the government response to counteract trafficking in persons, which includes providing assistance to the Inter-Ministerial Commission for Combating Trafficking in Persons and national stakeholders to further implement the National Action Plan 2019–2021, the national referral mechanism and the anti-trafficking in persons law; training law enforcement on recent amendments to the Penal Code and the anti-trafficking in persons law; promoting the human rights of victims of trafficking and other vulnerable migrants; and raising awareness of communities about safe migration and risks of irregular migration.
- Promote migrants’ right to health services by addressing the recommendations of the World Health Organization Resolution on Migration Health and establish a minimum health package at border crossing points for tuberculosis, HIV and general health assistance. IOM will further strengthen the capacity of key stakeholders to contribute to policy development and improve social partnerships and continue to improve intersectoral approaches for the promotion of migrants’ health.
- Build the capacity of the Ministry of Labour, Migration and Employment of Population in using a whole-of-government approach in the development of a new migration law and strategy plan, including integrating gender, climate change and local development needs. IOM will further provide



Sadorat Alimurodova received tailoring equipment from IOM, which empowers her to earn a living and take care of her family. © IOM 2019/Abdulfattoh SHAFIEV

technical support for integrating migration data collection into the upcoming population census 2021 and build the capacity of government actors in collecting reliable migration-related data.

- Continue to co-chair the Working Group on Migration under the Development Coordination Council and strengthen partnerships with key development agencies, including partnerships with the Food and Agriculture Organization of the United Nations on migration and climate change and with UNHCR on emergency response.
- Reinforce disaster preparedness and emergency response to fill existing gaps in capacity-building efforts with the Committee on Emergency Services in the areas of (a) camp coordination and camp management, (b) humanitarian communications and (c) mass evacuation in disaster. IOM Tajikistan will support the Government and other responders in the early stages of emergency response.
- Support border security priorities, including an increase in the enrolment, integration and retention of women in the ranks in the Border Forces of Tajikistan. This will be achieved through the establishment of a specialized training centre and further mainstreaming gender into training curricula, including ensuring the dignity of women and girls at checkpoints, identifying victims of trafficking or domestic violence, and addressing and eradicating corruption.
- Conduct mitigation activities in communities prone to conflicts on the Tajikistan–Kyrgyzstan border by replicating successful models used on the Tajikistan–Afghanistan border.

- Promote the needs and aspirations of women by leveraging the skills of returned migrants and providing economic and social options for returned women migrants and women left behind. IOM will further support the Government to better understand the relationship between women, agriculture, climate change and the use of remittance income.
- Build the capacity of the Government in better utilizing remittance streams for development, and for the benefit of the most vulnerable. IOM will work to build partnerships with the private sector in the tourism industry to build opportunities for returned women migrants.

Turkey

IOM Turkey will continue to support the Government to establish effective, comprehensive and human rights-based approaches to the country's migration challenges. There are roughly 3.6 million Syrians who have been granted temporary protection in Turkey. As such, the IOM multisector approach will focus on improving provision of effective humanitarian assistance, enhancing resilience and supporting recovery efforts through enhanced capacity of key stakeholders.



On Children's Day, IOM organized entertainment and games to bring together Turkish and Syrian refugee children and families in a settlement in Torbalı District, Izmir province. © IOM 2019/Lanna WALSH

The refugee response will focus on actions in the following sectors: livelihoods (cash grants for small business start-ups, job placement with existing companies, entrepreneurship training, community farming); protection (case management, legal assistance, mobile outreach, psychosocial support, social support services); basic needs; school transport; migrants' presence monitoring; and social cohesion (supporting community centres, sports and cultural events).

In line with IOM's vision to support the institutional and legal reforms of migration management of Turkey, interventions in 2020 will focus on the following areas:

- Efforts will focus on facilitating legal labour migration opportunities for migrants, developing a comprehensive labour migration management system, supporting the integration (harmonization) of migrants in Turkey, enhancing access to protection services for victims of trafficking, supporting the implementation of the law for foreigners under international protection, expanding AVRR operations, and building a sustainable AVRR system through the development of the policy, legislative and operational framework supporting the Government as required.
- In regard to irregular migration, initiatives in this area will focus on supporting law enforcement authorities (Turkish National Police, Turkish Coast Guard, Ministry of Customs, Ministry of interior) in their efforts to enhance Turkey's integrated border management system. This includes building capacities in forgery detection, customs operations at border crossing points, search and rescue operations at seas, and trilateral cooperation on integrated border management with Bulgaria and Greece. In addition, IOM continues to work with the Directorate General of Migration Management to support human-rights based frameworks in removal centres.
- IOM will continue to facilitate the resettlement and family reunification of refugees and their family members including both Syrians and non-Syrians in the United States, Canada, Australia and European Union countries through the provision of information, transportation to the final destinations and administration of travel loans. IOM will further continue to provide health assessment services and cultural orientation and other counselling programmes through its resettlement programme.

Turkmenistan

IOM Turkmenistan will focus on assisting the Government in implementing the National Counter-trafficking Action Plan as well as in launching the National Referral Mechanism 2019–2021 with a focus on identifying and assisting victims of trafficking.

The National Referral Mechanism 2019–2021 includes prevention of trafficking in persons through countrywide information campaigns especially targeting the youth and potential migrants, protection of victims of trafficking and vulnerable migrants working through the network of NGOs, capacity-building of law enforcement and judiciary on prosecution of trafficking-related crimes and building partnerships for successful cooperation. In addition, IOM will continue to support counter-trafficking hotlines and shelters.

IOM will also continue working with the Government to establish the API system to further promote cooperation with other Central Asian countries.

Ukraine

IOM Ukraine will continue supporting the development of a national migration and border policy, building the capacity of the Government in managing migration processes and in harnessing the development potential of migration, providing assistance to vulnerable migrants (e.g. victims of trafficking and IDPs) and building the resilience of conflict-affected population. In 2020, responding to the complex challenges posed by the protracted crisis, economic turmoil and increasing labour migration, IOM Ukraine will prioritize the development of new strategic initiatives in the following areas:

- Improve the collection and analysis of data related to in- and out-migration that can be used for evidence-based programming.



An IOM beneficiary participated in an economic empowerment programme and received a grant to establish a farm. © IOM 2018/Volodymyr SHUVAYEV

- Strengthen the Government's institutional capacities in integrating migration-related issues in Ukraine's national development priorities, and mobilize the capital and skills of migrant and diaspora networks.
- Provide migrant protection, promote ethical recruitment of migrant workers, improve information and services for returning migrants, and protect the rights of migrants in Ukraine.

Uzbekistan

IOM Uzbekistan will continue to actively partner with the Government, NGOs, local communities (known as *mahalla*), academia, business entities, mass media, individual activists and experts to support the migration-related efforts by means of implementing projects focused on labour migration and human development, counter-trafficking and victim protection, immigration and border management, and migration and health. IOM Uzbekistan's priorities in 2020 include the following:

- Contribute to policy improvement, promotion of whole-of-government approach to migration and development, as well as to advancing institutional set-up and protection mechanisms for migrants. IOM will continue to follow up on earlier produced and submitted recommendations to the Government, as well as take on new research and studies to gather up-to-date evidence for effective programming in the country.
- Contribute to the enhancement of access to skills development and pre-departure orientation for prospective migrants, in line with the requirements and demand in local and external labour markets.
- Deliver assistance and support to victims of trafficking and vulnerable migrants, as well as contribute to the enhancement of access to services and promotion of new approaches to victim and migrant protection, by adhering to international standards and safeguarding the rights of migrants.
- Promote cross-border cooperation among the countries in Central Asia on immigration and border management, in particular by implementing a project on institutionalizing the API system in the country.
- Improve the management of migration health and reduce migrants' vulnerability. This will be achieved by providing sustainable prevention services, strengthening referral mechanisms and fostering cross-border cooperation in response to health needs of migrants.
- Strengthen partnerships with stakeholders in the country by means of concluding cooperation agreements, developing and implementing joint work plans (road maps), and mapping potential partners in the country.

Kosovo*

IOM Kosovo* will continue to actively support the Kosovo* authorities in all its migration-related efforts through the implementation of its projects in the field of community stabilization, return and reintegration of displaced persons, AVRR, social inclusion and cohesion as well as prevention of violent extremism. Furthermore, IOM will continue to support Kosovo* authorities in developing strategies, policies and laws, as well as in increasing their capacities in the field of migration management and contingency planning, diaspora engagement, social inclusion, return and reintegration as well as prevention of violent extremism and reintegration of former terrorist fighters and their family members. Priorities in 2020 are as follows:

- Promote multilingualism in Kosovo* to contribute to durable social cohesion and (re)integration. This will be the first innovative initiative of its kind, through which IOM will contribute to a more socially cohesive Kosovo* by improving intergroup interaction between different ethnicities.
- Ensure the return and reintegration of displaced minorities within Kosovo* and the region. IOM will continue to promote sustainable voluntary return and reintegration through measures to improve economic prospects for both the returnees and members of the receiving communities, thereby enhancing the capacity of return communities to continue to attract, absorb and retain returning migrants and other displaced people and to prevent further irregular migration.
- Contribute to the socioeconomic well-being and inclusion of minorities in the Kosovo* society. IOM will continue the successful implementation of the community stabilization and social inclusion projects, thus advancing the socioeconomic well-beings of migrants and society.

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



Children participate in IOM's social integration and reconciliation event in Kosovo* to support cooperation and reconciliation between different communities. © IOM 2017/Arben LAPASHTICA

South-Eastern Europe, Eastern Europe and Central Asia	P1	P2	P3
	Adhering to international standards and fulfilling migrants' rights	Using evidence and whole-of- government approaches	Good migration governance relies on strong partnerships
Regional Office Vienna	2 800 000	2 570 000	350 000
Albania	1 200 000	1 500 000	200 000
Armenia	1 000 000	800 000	2 000 000
Azerbaijan	-	400 000	-
Belarus	1 850 000	250 000	300 000
Bosnia and Herzegovina	12 200 000	120 000	-
Georgia	900 000	1 500 000	450 000
Kazakhstan	200 000	300 000	500 000
Kyrgyzstan	500 000	400 000	50 000
Montenegro	130 000	96 000	-
North Macedonia	568 000	170 500	-
Republic of Moldova	900 000	600 000	100 000
Russian Federation	700 000	500 000	1 200 000
Serbia	1 130 000	450 000	-
Tajikistan	750 000	160 000	500 000
Turkey	250 000	7 270 113	500 000
Turkmenistan	57 914	-	-
Ukraine	350 000	550 000	350 000
Uzbekistan	300 000	200 000	300 000
Kosovo*	156 000	400 000	220 000
Total	25 941 914	18 236 613	7 020 000

O1	O2	O3	TOTAL
Advancing the socioeconomic well-being of migrants and society	Addressing mobility dimensions of crises	Migration should take place in a safe, orderly and dignified manner	
2 100 000	1 600 000	900 000	10 320 000
600 000	1 000 000	2 000 000	6 500 000
850 000	1 500 000	750 000	6 900 000
3 033 216	-	350 000	3 783 216
570 000	-	1 830 000	4 800 000
125 500	3 820 000	564 500	16 830 000
2 000 000	450 000	4 000 000	9 300 000
200 000	-	-	1 200 000
100 000	-	500 000	1 550 000
55 000	264 000	91 250	636 250
341 000	4 546 000	341 000	5 966 500
100 000	-	2 700 000	4 400 000
300 000	-	500 000	3 200 000
2 000 000	4 000 000	3 980 000	11 560 000
1 000 000	250 000	2 864 764	5 524 764
3 209 216	54 885 000	55 535 671	118 440 784
243 382	-	-	301 296
900 000	-	850 000	3 000 000
700 000	-	200 000	1 700 000
3 000 000	100 000	-	3 876 000
18 218 098	72 415 000	77 957 185	219 788 810



**Middle East
and North Africa**



Algeria
Bahrain
Egypt
Iraq
Jordan
Kuwait
Lebanon
Libya
Morocco
Sudan
Syrian Arab Republic
Tunisia
Yemen

Since 2011, IOM has provided life-saving assistance, early-recovery and resilience programmes to many affected by the conflict in the Syrian Arab Republic and across the region. © IOM 2016/Muse MOHAMMED

Regional Office Cairo

Migration Governance Frameworks principles and objectives

Principle 1: Adhering to international standards and fulfilling migrants' rights

Upholding and protecting the fundamental human rights of all migrants, regardless of their legal status, is central to the International Organization for Migration's (IOM) work in the Middle East and North Africa (MENA) region. The IOM Regional Office for MENA will continue working in cooperation with local and national governmental, intergovernmental and non-governmental partners to protect and promote the rights of all migrants, with special focus on the rights of children, irregular migrants, those with health needs, single-parent households, victims of human trafficking, vulnerable smuggled migrants, victims of forced labour or other forms of exploitation and other vulnerable migrants. IOM also aims to strengthen existing mechanisms supporting migrants' rights and the provision of sustainable solutions for migrants in need of assistance.

In line with the commitments set out in the Global Compact for Safe, Orderly and Regular Migration, IOM will seek to provide technical support to Member States in achieving the objectives of the Global Compact for Migration.

IOM will continue to ensure gender inclusion in all projects and reinforce international frameworks, such as the Sustainable Development Goals (SDGs) and the Global Compact for Migration, and thus seek to enhance the position of women in migration management institutions, as well as promote their active participation in dialogues and policy formulation activities.

In the spirit of partnership and collaboration, IOM plans to create the conditions for enhanced integration of migrant women by promoting gender-responsive policies in the target countries. As a first step, the programme will map the competences of women migrant workers and economic opportunities in the labour market. It will further engage the private sector and the media by promoting the role of migrant women in economic development.

Furthermore, in 2020, IOM aspires to organize the first regional Women in Law Enforcement Conference in MENA. Female staff in law enforcement agencies will be invited to improve their knowledge on law enforcement, share their experiences and inspire others. The conference aims to improve the quality of law enforcement, empower female officials and ultimately enhance the position of women in law enforcement. Moreover, the conference will create an opportunity to strengthen international cooperation between national law enforcement agencies.

Principle 2: Using evidence and whole-of-government approaches

Timely, reliable and disaggregated data and contextual information related to populations on the move across the MENA region is imperative to a well-informed, well-managed, humane and collective response. The 2030 Agenda for Sustainable Development calls upon all States to implement well-managed migration policies, and facilitate safe, orderly and regular migration. In the MENA context – where migration flows result from conflict, violence, climate change, economic opportunities, among others, impacting countries, regions and continents – it is important to enhance a collective understanding of drivers, routes and profiles to inform targeted protection measures, safe alternatives and effective responses. A more comprehensive, longitudinal and route-based approach is critical to inform a coordinated response, improve understanding of migration patterns over time and promote effective, sustainable policy responses.

IOM's proposed activities will address gaps in route-based understandings of migration flows by linking capacities at country, regional and cross-regional levels for the following: (a) undertake targeted data collection and analysis; (b) conduct topical and in-depth research on migration trends, as well as migrant characteristics and vulnerabilities; (c) ensure regular dissemination of information products with actionable content for operational actors and policymakers; (d) prepare future trend forecasting to promote proactive responses; and (e) enhance cooperation and exchange of information across the route. With increased information, authorities and multilateral agencies can meet their obligations to migrants and refugees as they are able to better understand and respond to changing needs along the route and can take preventative measures if necessary.

Strengthening knowledge management tools will be an important priority, ensuring an integrated knowledge generation and ensuring effective dissemination to support meaningful migration governance policy dialogue across the region under the umbrella of the IOM MENA regional strategy.

Furthermore, IOM will strengthen its regional data and research unit, currently working on four main workstreams related to migration data and research, namely: (a) primary data collection and field-based research; (b) secondary data compilation, analysis (non-field-based research); (c) national capacity-building for Member States, National Statistics offices, line ministries on data production and use as well as internal capacity-building on data; and (d) fostering national and regional dialogues and the exchange of innovative practices on migration data. Dissemination of information and good practices will also be enhanced through online platforms and innovative knowledge management and communication strategies.

RO MENA will further its roll-out of a Multi-Country Joint Programme together with UN sister agencies (United Nations Educational, Scientific and Cultural Organization, United Nations Office on Drugs and Crime, United Nations Population Fund and World Health Organization) on Improving Health, Well-being and Protection of People on the Move and Host Communities that seeks to build upon ongoing regional- and national-level initiatives addressing migration-related challenges in the MENA region to contribute to the improvement of the health and protection of individuals impacted by mixed migration, in particular women and youth, before, during and after migration. It seeks to enhance migration management through informed national policies and legal frameworks in line with international standards. This comprises the capacity development and awareness-raising activities for relevant staff of national governments and institutions, including policymakers and parliamentarians, civil society organizations (CSOs), the private sector and journalists. In coordination with other UN agencies, IOM will directly support national governments in establishing mechanisms for coordination (including bilateral and regional dialogues and exchanges) to strengthen cooperation and sharing of information and experiences in the region for better migration management.

Principle 3: Developing strong partnerships

Partnerships are a quintessential element to mobilize multisectoral advocacy alliances towards improving the well-being, protection and safety of vulnerable men, women and children on the move. Under the current UN reform, collaboration is grounded in genuine partnership under the UN guidelines of “delivering as one”.

Partnership furthermore continues to be a key strategic priority in IOM’s MENA strategic framework (2017–2020), as IOM partnerships with government and development actors seek to be further strengthened throughout 2020. This is further in line with Objective 23 of the Global Compact for Migration and Goal 17 of the SDGs. At the regional level, IOM is leading and co-leading on a number of ongoing inter-agency coordination mechanisms and collaboration and will seek to scale up and continue to strengthen its partnership alliance in 2020 on various migration-related thematic areas, including protection of vulnerable migrants, labour migration, health promotion, climate change, water scarcity and migration, as well as strengthening the understanding of migration phenomenon in the region through research. This will be done in partnership with academic institutions and UN partners to strengthen capacity and broaden IOM’s subject knowledge. Partnerships will be sought not only to produce new pieces of research but also on the use of existing data collected by IOM to enhance and enrich analysis with different thematic perspectives. This will be sought to ensure diverse angles and aspects of the migration phenomenon are considered to improve assistance for people on the move, dissemination and outreach potential.

IOM will continue to prioritize requests by members of the League of Arab States (LAS) for technical support in reviewing/revising migration-related policies and legislations, in accordance with international standards and in line with the IOM's Migration Governance Framework (MiGOF) and MENA regional strategy. Specifically, RO MENA will continue to collaborate with LAS to strengthen its capacities and policy dialogue among LAS members with special focus on promoting MiGOF and the SDGs. IOM's Regional Office will continue its advocacy to ensure international standards and prioritize supporting governments in upholding protection principles in humanitarian response in line with international protocols and conventions. In addition, IOM will work to strengthen its central role within the UN Migration Network, working with Member States in MENA in the planning and roll-out of the objectives of the Global Compact for Migration. Priorities will include capacity-building and sensitization of key governmental and non-governmental stakeholders at regional and national levels, in close collaboration and coordination with LAS.

Objective 1: Advancing the socioeconomic well-being of migrants and society

In 2020, IOM will continue to work with its strategic development partners in strengthening intervention geared towards an integrated and migrants-inclusive community. This is in addition to socioeconomic development across the region. Specifically, in collaboration with UN-Women, IOM will address the particular vulnerabilities of migrant women to ensure that their basic needs are met and mitigate the risks of forced labour, exploitation, abuse, human trafficking and other forms of violence. Together, IOM and UN-Women also will create new opportunities for migrant women by working with employers to promote the use of gender-responsive and gender-inclusive business development policies and programmes. In parallel, they will highlight the benefit of migrant women workers' engagement with labour market towards sustainable economic growth.

Objective 2: Addressing the mobility dimensions of crises

IOM in the MENA region will continue to address the mobility dimensions of crises. The Regional Office will strengthen its efforts to support the implementation of a contingency plan for Libya. It will continue capacity-building for countries, as well as at the regional level on migration, environment and climate change and the Migration Crisis Operational Framework. IOM will work with relevant governments to strengthen their capacities to prepare, withstand and recover from mobility dimensions of crises.

Objective 3: Migration should take place in a safe, orderly and dignified manner

Across the MENA region, IOM will continue working to strengthen identification and referral mechanisms to support migrants in vulnerable situations, while building government and CSO capacities to provide adequate protection for migrants in

transit. In cases where migrants face protection gaps and vulnerabilities, IOM will also continue to provide direct assistance to ensure basic needs are met. While the nature of the country-level interventions varies from context to context, they include provisions, such as shelter rehabilitations and support, alternatives to detention and assisted voluntary return and reintegration (AVRR). Information campaigns are also included in some countries to ensure migrants in transit are aware of the rights and responsibilities, as well as services available to them.

Building on IOM's extensive experience in delivering migrant protection programmes, AVRR and capacity-building support for safer migration management, IOM will continue to scale up AVRR assistance in the context of increased demands for this support, and prioritize extremely vulnerable cases, as well as promote regular and safe migration.

IOM's response takes a twofold approach to improve migrants' access to protection, while supporting migrants' sustainable reintegration. This includes a combination of capacity-building efforts, direct protection and voluntary return, and pilot initiatives to operationalize an integrated approach to sustainable reintegration.

Reintegration as a sustainable solution for migrants returning home has emerged as one of the top priorities for policymakers, humanitarian and development actors due to the rise in the number of migrants reaching or trying to reach Europe and subsequent increases in volume of individuals who are returning to their countries of origin. IOM will continue to reinforce the sustainability of reintegration ranging from piloting new or innovative reintegration approaches (such as using case managers to support returnees, introducing livelihood/business management trainings at new times (such as before the return has taken place), and for different periods of time after return, to embedding stronger monitoring and evaluation and learning frameworks to reintegration initiatives for systematically building the evidence base in terms of what works and where. Additional support for especially vulnerable returnees, including victims of trafficking (VoTs) is also envisioned in some countries where existing funds are not sufficient to offer the targeted support required for this vulnerable group.

Furthermore, IOM will assist communities to achieve strengthened resilience, social cohesion and sustainable capacity to address vulnerabilities associated with mixed migration. In coordination with UN partners, IOM will promote mutual respect for the cultures, traditions and customs of communities of destination and of migrants and create awareness on the negative effects of harmful practices and negative coping mechanisms, by exchanging and implementing best practices on integration policies, programmes and activities, including on ways to promote acceptance of diversity and facilitate social cohesion and inclusion.

Algeria

IOM Algeria works to help ensure the orderly and humane management of migration, promote international cooperation on migration issues, assist in the search for practical solutions to migration problems and provide humanitarian assistance for migrants in need, including refugees and internally displaced persons (IDPs).

Following the recent emigration pattern related to skilled and highly skilled migration, engaging with the Algerian community abroad and finding new policies and instruments, this will allow its involvement in the socioeconomic development of the country. This is equally one of the priorities expressed by the Government, as well as addressing the needs and protecting the rights of the Algerian community abroad. As a country of transit, due to its geographical situation, and also progressively one of the destinations, Algeria is confronted with socioeconomic issues resulting from the influx of irregular migrants. Algeria supports international cooperation on migration and development and promotes a common regional approach on migration issues and management by actively participating in dialogue initiatives both in African and Mediterranean countries. Within this framework, IOM aims at supporting the efforts of the Government through technical cooperation and migration and development activities.

In Algeria, where HIV prevalence is low, mobility is considered a determining factor for the epidemic. Therefore, the Government has identified migrants as priority at-risk populations in the fight against HIV/AIDS. In this context, IOM is planning to work with the Ministry of Health to support the implementation of Algeria's National Strategic Plan against sexually transmitted infections/HIV/AIDS and facilitate improved access to health care, including HIV prevention, care, treatment and support services, among migrant populations in Algeria. IOM seeks to strengthen the capacity of health-care providers to give quality and culturally sensitive health services, including HIV services, for migrants, as well as enhance outreach, health promotion information and referrals through the establishment of a network of community health workers.

Poor economic conditions and the lack of employment opportunities cause certain rural regions in Algeria to continually experience high levels of emigration in the form of both internal rural-to-urban migration and, in some cases, irregular migration to international destinations. The phenomenon is particularly prevalent among the youth, and it serves to exacerbate the economic decline of these regions as the population base and labour force diminish. To reverse this trend, the Ministry of Agriculture, Rural Development and Fisheries is engaged in a strategy for the sustainable economic development of rural regions through projects that provide employment opportunities and improve land management strategies for sustainable

and economically viable agricultural projects. IOM is planning to work with the Algerian Ministry of Agriculture, Rural Development and Fisheries to improve economic and employment opportunities in the wilaya of Khenchela and Souk Ahras by improving agricultural infrastructure and building the capacity of the local community to engage in productive and sustainable agricultural practices.

Bahrain

IOM Bahrain provides comprehensive support to the Government and other stakeholders across a number of key areas relating to labour migration. IOM aims to ensure that human mobility is well governed and leads to a positive force for national sustainable development. Key priorities for 2020 include the following:

- Combat trafficking in person. As Bahrain has become the first Arab State to reach Tier 1 in the United States' Department of State Trafficking in Persons Report in 2018, IOM aims to support the Government to continue strengthening its capacities to combat trafficking and providing victims and vulnerable migrant workers with high-quality assistance and care.
- With a significant number of migrant workers in the country, IOM seeks to conduct capacity-building activities aimed at promoting ethical recruitment, including through the use of technology.
- Continue to support migrant workers and intends to design orientations and document to support migrants in the labour migration process.

Egypt

Egypt is a receiving and sending country and is encountering challenges due to an increased number of stranded migrants with higher level of vulnerabilities and a growing youth unemployed rate. In this context, IOM Egypt aims at enhancing for the following three pillars in 2020:

- IOM plans to expand the mobile teams' operations that provides life-saving assistance and health support to cover more migrant dense areas and reach vulnerable migrants in their communities. In detail, IOM aims to enhance its assistance to specific vulnerable groups, such as migrants in detention centres, VoTs, trauma and torture, including children and women, as well as survivors of sexual and gender-based violence.
- IOM seeks to foster its collaboration with the Government to enhance employability of Egyptian youth, focusing on sectors, such as tourism, textile and green technologies. In particular, the mission aims at building on expatriates' engagement to promote local economic development and at supporting tailored trainings to support employment.

- IOM intends to enhance regional and international leadership of Egyptian authorities in migration governance. Through information exchange and knowledge platforms, IOM plans to enhance the human and structural capacities of governmental institutions mandated with migration governance in a broad range of sectors, including trafficking and smuggling, document examination, forensic medicine, border management, search and rescue operations, migrant-friendly services and institutions.



IOM provides paediatrician screening at a mobile health clinic in Greater Cairo. © IOM 2016/Ingy MEHANNA

Iraq

Humanitarian needs, including for protection, shelter and non-food items (NFI), are still critical for the 1.6 million people in displacement, many of whom are facing protracted displacement. There are currently still over 100 formal and informal camps in Iraq. New arrivals in camps due to secondary displacement continue to be reported, often occurring after a rapid camp closure or when IDPs attempt to unsuccessfully return to blocked areas, placing them back in situations of displacement. Protection needs remain critical, particularly in highly securitized areas. In 2020, IOM will be supporting vulnerable populations in need through increased protection and mental health and psychosocial support (MHPSS), along with camp coordination and camp management (CCCM), health, shelter and NFI initiatives, and increasingly supporting capacity-building for local government and the camp consolidation and closure process as the country supports recovery efforts.

IOM's Community Stabilization approach aims to address the still-critical drivers of conflict and displacement through a community-driven and led approach to promote resilience, social cohesion and improved mental and emotional well-being. In 2020, IOM will continue to focus on five integrated pillars: (a) social cohesion; (b) MHPSS; (c) livelihoods; (d) community service projects; and (e) support for the reintegration of former combatants in their communities. Programming is supporting IDPs and returnees to regain a sense of safety and security, increase self- and community efficacy, and develop tools to deal with the past and regain hope and agency in the future. Furthermore, IOM is working with the range of local actors for meditation and consultation sessions for localized reconciliation agreements.

Returns and recovery programming acknowledges that the pace of returns of IDPs has slowed, indicating that most of those who could have returned without substantial assistance have done so. Those remaining in displacement face major obstacles that must be overcome before they can achieve durable solutions. In 2020, IOM aims to invest in reducing barriers to return; this involves investment in rebuilding infrastructure and job creation strategies in areas of anticipated high returns, and areas defined as "severe" on IOM's Return Index, where returns may be permitted but where conditions remain perilous. As such, IOM strives to scale up the innovative Enterprise Development Fund that provides small-scale loans to small and medium enterprises, as a job creation strategy and to support economic recovery at the community level. IOM is also working with the Government for community resource centres as hubs for information, referrals and services. However, a challenge is that most funding received for Iraq's major two appeals (Humanitarian Response Plan and the Resilience and Recovery Programme) has the target populations of camp populations, with less for out-of-camp populations and the least amount for "returnees".

REINTEGRATION SUPPORT

In 2018, after returning voluntarily from Germany and with support from IOM, Abdulqadir was enrolled in the beekeeping vocational training course and received a small grant to open his beekeeping business. Today, Abdulqadir has 30 hives, and he gets around 150 kg of pure honey from every harvest.



© IOM 2019/Raber AZIZ

In 2020, IOM aims to also support the Government to develop a national migration strategy and undergo a Migration Profile process. IOM has established a whole-of-government Technical Working Group to support and develop the initiatives. IOM is implementing immigration and border management interventions at the borders of the Syrian Arab Republic and Jordan across these dimensions: (a) contributing to maintaining peace and security at borders; (b) facilitating regular cross-border movements and enhancing assistance and protection of most vulnerable migrants; (c) reducing unsafe, irregular migration by contributing to the stabilization of at-risk communities; and (d) supporting local, national and regional economic development through effective border crossing points, cross-border dialogue and coordination. In 2020, this includes continuing community policing interventions, such as further supporting the new government-led High Institute for Community Policing in Baghdad and investments in technical trainings to mainstream the community policing approach across areas of return. IOM is scaling up counter-trafficking initiatives in partnership with other UN agencies.

Jordan

In 1990, IOM established its presence and conducted its first operation in Jordan with the evacuation of 165,000 third-country nationals who fled the first Iraqi crisis. In 1999, Jordan became a Member State of the Organization being the first Arab State to do so. Historically, Jordan has been both a country of origin and destination for migrant workers. Furthermore, due to its strategic location at the crossroads of two major areas of instability and protracted conflict in the Middle East, the country continues to be involved in major humanitarian emergencies and continues to cope with massive influxes of refugees and migrant workers. Jordan has also hosted/absorbed migrants and refugees. As of June 2019, the United Nations High Commissioner for Refugees (UNHCR) has registered 753,376 refugees of 57 nationalities residing in Jordan.

In order to address and support current and upcoming challenges for people on the move, IOM Jordan proposes the following priorities for 2020 (subject to confirmation/availability of funds):

- Implement comprehensive programme supporting government capacities aimed at border strengthening and implementation of best practices in line with an advanced Integrated Border Management and Humanitarian Border Management concepts. IOM will facilitate infrastructure development and provide technical support to beneficiaries as well as enhance skills and knowledge of government officials, thus further contributing to improvement of border management. Specific focus will be made to enhancement of security of Jordan borders with the Syrian Arab Republic and Iraq. Identification of the Global Compact

for Migration as a priority for the UN Country Team operation, as well as setting up of a national migration working group in partnership with key government and UN agencies.

- Contribute to protection of workers on the move in cooperation with other countries within the MENA region. Government and private sector actors will be empowered to take more comprehensive measures in addressing exploitative practices in their supply chains. Moreover, awareness-raising campaigns and technical support will be provided to the beneficiaries with the consideration of the best-known practices in labour migration domain.
- Promote migration management tools to ensure humane and orderly migration to benefit migrants and societies including an introduction of the Migration Information and Data Analysis System (MIDAS) in Jordan. IOM's interventions shall combine both capacity-building of relevant staff by delivering tailored trainings, as well as procurement and installation of relevant equipment.
- Facilitate research on remittances from Jordanian expatriates in the Gulf countries. Research shall add to IOM's previous intervention that involved study on remittances coming from Jordanian expatriates in the United Arab Emirates. Additionally, to further support migration data aggregation and analysis and to better understand impact of refugee returns to the Syrian Arab Republic, IOM's assessment on the perceived and actual impact of Syrian refugee returns on Jordanian communities, specifically the local economy, will be continued and expanded.
- Support the Ministry of Health (MoH) through ongoing interventions to ensure continuity and accessibility to essential health services specifically for tuberculosis and HIV and extending the reach of the respective national programmes to Syrian refugees and hard-to-reach vulnerable and key affected populations. Such interventions will include capacity-building of the MoH human resources, provision of laboratory consumables, supplies and essential drugs, improving the quality of health services through developing and updating national guidelines and policies and standard operating procedures.
- Provide support to vulnerable refugees in Jordan, ensuring they meet basic household needs through cash-based interventions, contributing to water, sanitation, rent and utility costs for vulnerable families living outside of camps. In close coordination with government and humanitarian partners, IOM will also continue to assist refugees living in camps in Jordan with access to safe and dignified transportation to meet a variety of needs, including support for informed and voluntary returns on a case-by-case basis.

- Contribute to facilitation of safe, orderly and regular migration for refugees via continuing operation of the Resettlement Support Centre for the MENA region. IOM will continue providing various services for refugees and countries of resettlement, including medical health assessments and travel health assistance to refugees accepted for resettlement to third countries. Those accepted for resettlement will be provided with cultural orientation and support during travel and upon arrival. Resettled refugees included in the programme are mainly those from Iraq and the Syrian Arab Republic, although there are also nationals from Somalia, Sudan and other countries.
- Facilitation of effective operation of the United Nations Sustainable Development Framework in Jordan. IOM will coordinate its programme interventions with other stakeholders operating in the country to ensure “delivering as one” approach pioneered by Jordan to plan, implement, monitor and evaluate UN operation.



IOM provides humanitarian border management training for law enforcement officials in Jordan.
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Kuwait

IOM will capitalize on its experience with the regional context to support the Government in enhancing its migration governance and management framework. Three key priority areas for 2020 include the following:

- Intensify efforts and capacity-building trainings with law enforcement officials and members of the judiciary to standardize criminal investigation procedures and mainstream victim protection procedures. The lack of capacities of the relevant entities significantly impacts the well-being of migrants and the society; it also falls short of adhering to international standards. IOM will also organize intensified trainings for shelter staff to align their efforts and operations with international standards. By working with shelter staff, law enforcement and judiciary, IOM will engage with relative partners to address migration and related issues, such as protection and prosecution.
- Capitalize on its outreach efforts to develop stronger messaging and promote awareness-raising of employers and employees in Kuwait on the domestic workers' law and ethical recruitment. IOM will work closely with different non-governmental organizations (NGOs) and national stakeholders to address migration and related issues, such as ethical recruitment and social integration of migrants in the society, which in turn will affect the socioeconomic well-being of migrants and the host society.
- Assist the Ministry of Justice lead on the National Committee to Prevent Trafficking in Persons. IOM will provide technical support to finalize and operationalize the National Referral Mechanism (NRM). In addition, IOM will work with the Ministry of Interior to strengthen their roles and responsibilities pertaining to the NRM and provide protection to VoTs through border management entities. Thus, the mission will capitalize on its experience with integrated border management and the migration governance to guide the operationalization of the NRM and formulate policies using evidence and "whole-of-government" approaches.

Lebanon

Lebanon is gradually recovering from the 2006 conflict, as well as localized violence; IOM is supporting the Government and civil society in reconstruction and community stabilization initiatives. Key priorities for IOM Lebanon include facilitating the resettlement of the most vulnerable displaced people. Resettlement operations offer protection to vulnerable people in safe third countries. Over 100,000 refugees have now been resettled by IOM since the start of the crisis in the Syrian Arab

Republic in 2011. During this time, IOM Lebanon has resettled refugees to 25 countries including Australia, Canada, the United Kingdom and European Union member States. IOM supports resettlement countries in their interview processes, with visa applications and safe and dignified travel arrangements, including assistance at airports.

- Conduct community stabilization programming to respond to the raising levels of tension between displaced and host communities. The expansion of IOM Lebanon's existing stabilization programming will seek to enhance social cohesion nationally through community support projects, where members of the host and displaced communities positively collaborate to implement small-scale infrastructure projects that enhance the local community, such as the refurbishment of schools and roads.
- Expand available health services to migrants, as well as vulnerable Lebanese. Migrants being resettled will continue to get comprehensive health assessments before departure to ensure that any underlying conditions are fully understood by the new host country. Often not considered as priority, dental/oral checks will be conducted during the health assessment. IOM will also seek to continue its work on enhancing health services at border crossing points. Initiatives will contribute to the training of individuals on first aid and life-saving basic procedures within national institutions, government entities and vulnerable communities. Advocacy related to policy changes in the incorporation of a first aid exam for driving licenses will be a mandatory component that will lead to an increase in first aid and life-saving awareness, the end result being to lower mortality of road traffic accidents, as well as increased number of first responders during potential human-made or natural disasters.
- Mental health will continue to be an area of priority for IOM, and psychosocial support (PSS) services will continue to be expanded throughout IOM's current network of PSS centres. The aim is to keep the process of improving the services of the centres to become more effective "community centres". This will be done by involving the communities more and taking inputs from them concerning PSS services. Also, one of the highest priorities is working with each centre alone on the development and sustainability plan, which already has started taking place. The community centres are a safe space for all community members to attend, participate or even initiate new ideas for supporting themselves. This is ultimately serving in enhancing the individuals and communities' resilience leading to a better and healthier community.

- Trafficking persons continues to be a regional issue, particularly impacting “crisis-affected” populations in Iraq, Jordan, Lebanon, the Syrian Arab Republic and Turkey. IOM wishes to expand its current programming and further mainstream counter trafficking through all elements of IOM’s work in Lebanon.
- With the aim of preparing vulnerable people who have been accepted for resettlement, IOM will continue to provide pre-departure orientation sessions for different countries, including Australia, Canada, the United Kingdom and different European Union member States. Through pre-departure orientation sessions, IOM attempts to enhance the knowledge, skills and attitudes of participants, as well as instil realistic expectations prior to their travel. The mission will continue to provide reintegration assistance to Lebanese nationals returning to Lebanon under voluntary return and reintegration projects. Assistance provided may include any or several of the following, in coordination with IOM missions in host countries: (a) airport arrival assistance; (b) counselling; (c) medical assistance; (d) housing support; (e) in-kind reintegration such as microbusiness set-up and cash assistance.



IOM staff await to provide pre-departure assistance to resettlement beneficiaries. © IOM 2016/Muse MOHAMMED

Libya

For the upcoming year, IOM Libya plans to further expand in staff and operations across the country to strengthen IOM's humanitarian response. Working in close cooperation with the Government, IOM will continue reaching displaced and conflict-affected Libyans and migrants in need of vital humanitarian and development assistance. IOM Libya will make sure to mainstream human rights, gender issues and environmental and climate change into all its programming.

In 2020, IOM Libya will continue to strengthen principled humanitarian action to effectively access and respond to people in need of humanitarian assistance and protection through its active engagement in the Inter-Agency Standing Committee. Guided by the Organization's institutional humanitarian policy, the Principles for Humanitarian Action, IOM Libya will further invest in operational policy development and capacity-building with a focus on hard-to-reach and high-risk settings. Operational guidance will include strengthened risk management, due diligence and accountability mechanisms. To further advance policy integration and coherence, more efforts will be undertaken to develop a shared understanding of opportunities, gaps and barriers in the humanitarian, development and peace nexus, with a view to safeguarding principled humanitarian action.

Working to enhance the accountability of the Government concerning migrants in detention and upon disembarkation through enhanced registration systems, IOM will effectively contribute to improving protection of their fundamental human rights. IOM aims to introduce a comprehensive system of registration for all migrants rescued at sea and in detention centres, as this is a cornerstone of the procedural and judicial oversights that are enshrined in the international human rights framework. In line with the Global Compact for Migration, IOM will provide the Directorate for Combating Illegal Migration with technical equipment and capacity-building training. Emphasis will be placed on establishing clear standards for data-sharing and protection to ensure Libyan authorities have enhanced skills in collecting and handling migration data. Concurrently, the Migration Working Group will continue working to advise on the strategic direction of Libya's migration management, legal and policy framework. As co-chair, IOM aims to work closely with Libyan authorities to enhance the Government's capacity on the development of migration governance and policy.

IOM will establish and expand the network of local and international researchers and experts, academia and policymakers working on migration in Libya. This will be done in partnership with prominent academic institutions not only to ensure the compliance with international standards and the 2030 Agenda, but also to realize comparative analyses on the good practices in legislation and thus formulate recommendations on improvements.

The newly launched Migrant and Refugee Platform (MRP) will work to develop policy and strategy guidance with respect to refugees and migrants in Libya including through coordination and collaboration and coordination with relevant institutions and authorities. The MRP will also facilitate advocacy activities regarding migrants and refugees' rights and access to services in Libya, liaising closely with other coordination fora to develop such strategies and their implementation.

In order to provide direct assistance, further field assessments of the needs of IDPs, returnees and host communities will be carried out. Assistance will include distributions of in-kind NFI, hygiene kits and shelter kits to IDPs, returnees and host communities and cash-based assistance, as well as repair and rehabilitation of shelters.

The Migration Response and Resources Mechanism will work on support services such as urgent health care, direct assistance, psychological support, counselling, facilitation of contact with families and referral services based on the identified needs. The mechanism will also provide information and awareness-raising on the risks of irregular migration, the available channels to employment within the hosting community/municipality, and voluntary humanitarian return (VHR) to countries of origin, as well as conducting health promotion campaigns.

In 2020, the VHR programme is planning to assist and provide reintegration support to 15,000 migrants will reach home in more than 25 different countries of origin or habitual residence.

Mobile health outreach services will continue through the deployment of mobile clinics in the cities hosting high concentrations of migrants, IDPs and returnees. IOM will support with the rehabilitation/installation of critical infrastructure and provision of equipment and supplies to public health facilities and offer technical support to strengthen existing government programmes for the prevention and control of infectious diseases. At the same time, community stabilization interventions will continue to work to provide basic service delivery, promoting social cohesion and supporting the regeneration of livelihood opportunities to create the conditions for normality to return to communities in Libya. Moreover, to ensure the equal participation of communities, oversight and local ownership, IOM will work through community representatives who provide project recommendations based on community needs. In addition, the MHPSS will include, among others: (a) awareness-raising, basic counselling, individual/group support and referral of most vulnerable migrants at disembarkation points/detention centres; and (b) provision of comprehensive MHPSS care for VoTs and/or survivors of gender-based violence and people with psychological distress and mental health problems.

IOM aims to also enhance the operational capacity for Libyan Border Guards and Immigration and Passport authorities, through the following: (a) comprehensive humanitarian border management assessment for Libya; (b) border security dialogue among the border communities; (c) community policing in border areas; and (d) enhancement of national capacity to manage dead bodies, including through DNA analysis and identification.

In 2020, IOM's counter-trafficking interventions will work on strengthening the identification of VoTs and persons at risk to provide them with adequate assistance. To enhance governmental response, IOM will provide continuous technical support and assistance to promote establishment of legal and policy frameworks to counter trafficking, as well as implement community-based prevention activities to address the root causes.

IOM is currently working to enhance the identification of vulnerable children in and outside of detention, as well as developing and offering child protection services, including case management and advocacy activities for the release of children in detention. IOM will continue to work on the alternatives to detention along with thematic capacity-building activities, relying on strengthened capabilities for preparedness and responses to crisis. To do so, IOM Libya integrates protection in its Displacement Tracking Matrix (DTM) activities, which includes flow monitoring, mobility tracking, detention centre profiling and emergency event tracking.

Additionally, IOM aims to promote more regularization schemes and further explore labour market integration as an alternative to detention (ATD). In the coming year, IOM Libya plans to continue to advocate for release from detention and expand more its activities under the ATD programme. Therefore, based on the ongoing national research, IOM aims to examine and highlight labour market needs and skills gaps and enhance the relationship between technical and vocational education and training institutions and current labour market demands.

Morocco

IOM aims to support the implementation of the Global Compact for Migration in Morocco and continue our support to the Government in operationalizing National Strategy for Immigration and Asylum (SNIA) established in 2014. Priorities intervention areas for 2020 include the following:

- Reinforce data collection mechanism on Migration, which includes supporting the government elaborate a national road map of Migration Data Governance, as well as mainstream migration into data collection mechanism conducted by the National Statistic Agency and provide capacity-building training to relevant stakeholders.

- Support Morocco in establishing an African Observatory of Migration.
- Foster dialogue and mainstream migration into sectorial/local policies and strategies. IOM will continue to support to regional councils to operationalize and integrate SNIA at the local level.
- Support the operationalization of health strategy at the national and local levels.
- Enhance invention in the areas of environment and urban planning.
- Engage the private sector to promote employability of migrants and vulnerable youth by organizing sensitization sessions and workshops.
- Enhance international dialogue and research on children on the move by facilitating the elaboration of standard operating procedures and guidelines on referral, protection and assistance.
- Enhance regional dialogue on human mobility and labour migration within MENA and between Morocco and the European Union.
- Enhance research and regional cooperation (South–South cooperation) by organizing international conferences and pilot activity on regional mobility.
- Provide direct assistance to vulnerable migrants through CSOs while reinforcing their capacities.
- Organize joint training with the Ministry of Health on rights and needs of vulnerable migrants including women, girls, VoTs and children on the move.
- Support socioeconomic inclusion of vulnerable migrants and refugees through the National social security agency and other relevant stakeholders.
- Reinforce resilience against climate change and natural disasters.

PROTECTING AND EMPOWERING CHILDREN AND THE YOUTH IN MOROCCO

Through an inter-agency partnership, IOM is improving the protection of vulnerable refugees and migrant children and youth by promoting social norms and acceptance in host communities as well enhancing social cohesion and facilitating local integration measures.

Sudan

In 2020, in an effort to assist all types of migrants and shape a more positive understanding and narrative around migration, IOM Sudan is taking a comprehensive approach to facilitating and managing migration, meeting the immediate needs of populations affected by humanitarian crises, while also addressing protracted displacement and underdevelopment. IOM plans to assist the Government to focus on several strategic priorities in line with IOM's MiGOF. These initiatives will include the following:

- Conduct research and collect data on migration trends and routes, as well as establish mobility tracking, registration and verification of migrants, including IDPs, returnees and other affected populations through DTM. Conduct profiling surveys on migrants' needs, intentions, motivations and site assessment exercises covering all basic services to identify the needs and gaps of affected populations at camp sites and settlements to provide an evidence base to help inform programming and policymaking on migration issues in Sudan.
- Provide life-saving items for affected populations to respond to the emergency needs of vulnerable populations affected by natural disasters or conflict, particularly those living in rural areas with limited access to basic services.
- Distribute NFIs (such as plastic sheets, sleeping mats, blankets, kitchen sets, jerry cans, mosquito nets and soap) and improved emergency shelters or transitional/permanent shelters for vulnerable IDPs, returnees and host communities.
- Provide life-saving access to water, sanitation and hygiene services to underserved IDPs, returnees, refugees and host communities and ensure sustainability of the water schemes, as well as sanitation facilities and continued hygiene awareness/garbage collection campaigns.
- Build the capacity of health-care workers, rehabilitating health-care facilities and providing the minimum basic health package through outpatient primary health-care facilities and mobile clinics, as well as referrals for beneficiaries to inpatient secondary and tertiary facilities.
- Utilize the Rapid Response Fund to disburse grants for international and national NGOs to ensure that the acute emergency NFIs, shelter, water, sanitation and hygiene, protection, health and humanitarian coordination needs of newly displaced IDPs, returnees and disaster/conflict-affected communities are met in a timely manner.



A local carpenter attended an IOM workshop on business management and received equipment to kick-start his business. © IOM 2016/Muse MOHAMMED

- Support local authorities and communities to develop diverse disaster risk reduction strategies and plans to mitigate and manage the impact of disasters and build communities' resilience to shocks and stresses.
- Promote the socioeconomic development of vulnerable migrants and local communities through the following: (a) distribution of improved seeds, tools and livestock; (b) installation of irrigation systems; (c) upgrading veterinary facilities and training community animal health workers to vaccinate/treat livestock; and support for small business initiatives and income-generating activities.
- Promote sustainable local integration and reintegration for vulnerable individuals, households and communities by constructing or rehabilitating infrastructure that increases access to services and promotes social cohesion, such as community-owned water points, schools and health-care facilities. Support community-led committees to develop action plans for maintenance of basic services. Provide market-oriented vocational and essential livelihood training based on community identified priorities and value chains to members from different tribes and including underrepresented groups, such as women and the youth in obtaining access to employment opportunities and decision-making processes.

- Promote community stabilization and manage tensions between pastoralist and sedentary communities through the following: (a) strengthening climate change adaptation strategies and social cohesion through training communities on drought-resistant agricultural techniques; (b) managing water, land and other natural resources along migration corridors; (c) facilitating regulated access to pastures for livestock and resolving land disputes; and (d) building the capacity of local institutions to facilitate dialogue and enhance traditional conflict resolution mechanisms.
- Establish migrant resource and response centres and mobile teams strategically along major migration routes to provide vulnerable migrants with direct assistance services including the following: (a) information on the risks of irregular migration through outreach initiatives; (b) medical and psychosocial support and referrals to specialized service providers for support; (c) legal aid; (d) food items and NFIs; and (e) AVRR support to individuals, groups and their communities to encourage sustainable return and reintegration.
- Provide vulnerable refugees who fit the eligibility criteria with the option to resettle to a third country and family reunification as a durable solution.
- Build the capacity of national policymakers and government officials to improve migration governance by developing a comprehensive, cohesive and complimentary framework of national policies and laws on migration that avoids contradictions or duplications in line with regional and international policies and laws.
- Support the Ministry of Labour, Public Service and Human Resource Development to raise awareness and build capacity among government officials, embassies, private recruiters and CSOs in order to effectively protect the rights and well-being of prospective and actual labour migrants.
- Facilitate the temporary return of qualified Sudanese nationals living abroad with the necessary skills who can transfer their knowledge through trainings, workshops and consultancy services to build the capacity of governmental and non-governmental institutions in Sudan. Engage with the diaspora on remittance flows, investment and creation of practical pilot projects that facilitate national development.
- Train police, members of the criminal justice system and social service providers on the identification, protection and human rights-based approaches to dealing with irregular migrants, VoTs and smuggled migrants by establishing referral networks, drafting standard operating

procedures and codes of conduct to facilitate inter-agency work and protect vulnerable people at risk of human trafficking and migrant smuggling.

- Train government officials on border management techniques/best practices and install an electronic border management system (MIDAS) and other equipment to upgrade passport control facilities. IOM will also support the Government to improve border management policies and procedures that reform the existing visa system, encourage efficient regulation of passenger flows and promote inter-agency work, while balancing security considerations.

Syrian Arab Republic

IOM will continue to implement multisector emergency programmes and movement operations inside the Syrian Arab Republic. The priorities for 2020 include the following:

- Provide assistance to internationally displaced, returnees and vulnerable host communities in the Syrian Arab Republic. IOM's response will include shelter, NFI, WASH, CCCM, protection, coordination and early recovery in accordance with the Humanitarian Response Plan.
- Continue to assist refugees and third-country nationals residing in the Syrian Arab Republic by providing pre-departure medical assistance before voluntary repatriation, family reunification and/or resettlement.



Syrian family receiving assistance from IOM to resettle in France. © IOM 2019/Muse MOHAMMED

Tunisia

In 2020, IOM in Tunisia will continue to support the Government by providing protection to vulnerable migrants including VoTs, responding to migration-related crisis and humanitarian needs and addressing the relationship between migration and development through community stabilization and employability.

The priorities for 2020 include the following:

- Enhance protection of vulnerable migrants in Tunisia through emergency assistance and support to health surveillance and service providers.
- Reinforce the capacity of the Government to guarantee the protection of VoTs through the implementation of the national law adopted in 2016 criminalizing trafficking in persons.
- Contribute to strengthening the resilience of migrants and internally displaced populations together with their host communities, by addressing challenges to socioeconomic integration and promoting a culture of rights, dialogue and social cohesion.
- Target Tunisians at risk of irregular migration through a comprehensive awareness-raising campaign, community stabilizing activities such as promoting entrepreneurial initiatives and providing professional training and employment.

Yemen

Yemen remains a critical transit and destination country for migrants. In 2018 alone, at least 150,000 migrants entered Yemen. Given the direct risks associated with open conflict, migrants transiting Yemen are extremely vulnerable during every phase of the journey and are often subjected to serious human rights violations, including abduction, torture, starvation, captivity, extortion, enslavement and sexual violence at the hands of smugglers and other opportunistic criminals operating in the Horn of Africa and Yemen. Migrants in Yemen are also increasingly vulnerable to the following: (a) arbitrary arrests and detention in deplorable conditions; (b) lack of legal support and access to due process; (c) limited freedom of movement or integration; and (d) discrimination and neglect. Authorities have adopted a zero-tolerance policy towards migrants across the country, often implicating migrants in active hostilities. The circumstances have rendered migrants, often trapped between the conflict front lines, in acute need of access to multisectoral life-saving assistance. In 2018, IOM also monitored 73,190 Yemeni national returns from Saudi Arabia through the one-flow monitoring point (FMP) on the northern border in the Hadramaut governorate. Most of the Yemeni returns were working in Saudi Arabia and forced to leave as they are unable to pay taxes on their income. Many arrive with

very little, and it is not uncommon for third-country nationals – such as Ethiopians, Somalis, Sudanese, Egyptians and small numbers of other nationalities – to enter Yemen through the same route and for similar reasons.

IOM is committed to providing multisectoral assistance to stranded migrants and VHR services for those who are unable or unwilling to remain in Yemen and wish to return to their country of origin. IOM in Yemen in 2020 will continue to strengthen its protection programming to ensure a whole-of-crisis approach that supports vulnerable migrants, particularly individuals facing extreme exposure to violence, abuse, coercion and deprivation. Key priorities will include the following:

- Provide tailored life-saving humanitarian services through the following: (a) strengthening current capacities and expanding migrant response points in strategic areas to provide migrants with access to immediate medical, NFI, food, risk and legal information, and options for VHR/ repatriation; (b) strengthening capacities of migrant mobile response teams to support people on the move with immediate life-saving items/ kits, information and awareness and referral if required; (c) providing life-saving medical support for migrants at IOM service points (mobile and static); and (d) providing assisted spontaneous returns support in coordination with UNHCR.
- Strengthen analyses of mixed migration flows, risks and mitigation measures through the following: (a) conducting context-appropriate research into migration issues including legal framework mapping, analysis of protection dynamics related to migrants in Yemen and understanding of push/pull factors; and (b) expanding IOM's data monitoring and tracking of migrant movements to further inform patterns and types of migration by establishing five additional FMPs along Yemen's Red Sea Coast lines (bringing the total FMPs in Yemen to 11).
- Increase Protection Cluster engagement on migrant protection, ensuring clear referral mechanisms and advocacy to strengthen migrant protection assistance within regularized protection responses.
- Enhance migration management in Yemen by carrying out capacity-building activities and providing national/local-level technical support on migration management.
- Develop and implement a regional approach to safe and humane migration practices, including the development of a regional migration approach to promote dialogue and engagement of Yemeni authorities in the process and planning for longer-term engagement to shift away from current harmful practices.



IOM conducts non-food item distribution to internally displaced persons living in a camp in Lahij governorate, Yemen. Many of those living within the camp have fled from nearby governorates where clashes are ongoing.
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Middle East and North Africa	P1	P2	P3
	Adhering to international standards and fulfilling migrants' rights	Using evidence and whole-of- government approaches	Good migration governance relies on strong partnerships
Regional Office Cairo	651 000	2 553 484	-
Algeria	200 000	500 000	600 000
Bahrain	80 000	5 000	30 000
Egypt	6 000 000	4 000 000	2 000 000
Iraq	-	-	-
Jordan	300 000	300 000	100 000
Kuwait	129 000	72 000	79 000
Lebanon	5 460 000	2 600 000	5 567 000
Libya	4 000 000	25 000 000	4 000 000
Morocco	1 550 000	1 050 000	1 000 000
Sudan	2 800 000	3 517 000	2 600 000
Syrian Arab Republic	-	-	-
Tunisia	370 585	76 404	1 089 433
Yemen	1 500 000	500 000	3 000 000
Total	23 040 585	40 173 888	20 065 433

O1	O2	O3	TOTAL
Advancing the socioeconomic well-being of migrants and society	Addressing mobility dimensions of crises	Migration should take place in a safe, orderly and dignified manner	
1 500 000	-	19 246 192	23 950 676
1 500 000	500 000	1 000 000	4 300 000
834 836	-	-	949 836
15 000 000	7 000 000	7 000 000	41 000 000
130 000 000	40 000 000	15 000 000	185 000 000
330 000	24 800 000	11 000 000	36 830 000
63 000	-	40 000	383 000
8 550 000	4 000 000	28 000 000	54 177 000
25 000 000	20 000 000	30 000 000	108 000 000
2 650 000	450 000	5 550 000	12 250 000
25 500 000	26 400 000	22 900 000	83 717 000
-	2 000 000	80 000 000	82 000 000
1 239 585	1 000 000	1 800 000	5 576 007
-	1 000 000	2 000 000	8 000 000
212 167 421	127 150 000	223 536 192	646 133 519

Acronyms

API	Advance passenger information
ATD	Alternatives to detention
ASEAN	Association of Southeast Asian Nations
AVRR	Assisted voluntary return and reintegration
CADRI	Capacity for Disaster Reduction Initiative
CARICOM	Caribbean Community
CBO	Community-based organization
CCCM	camp coordination and camp management
CMC	Caribbean Migration Consultation
COMESA	Common Market for Eastern and Southern Africa
CSME	CARICOM Single Market and Economy
CSO	civil society organization
CTDC	Counter-Trafficking Data Collaborative
CVR	community violence reduction
DRR	disaster risk reduction
DTM	Displacement Tracking Matrix
ECLAC	United Nations Economic Commission for Latin America and the Caribbean
ECOWAS	Economic Community of West African States
EEA	European Economic Area
EMN	European Migration Network
ETC	Emergency Transit Centre
EVD	Ebola virus disease
GAF	Global Assistance Fund
GBV	gender-based violence
GBViC	gender-based violence in crises
GFMD	Global Forum on Migration and Development
GMDAC	Global Migration Data Analysis Centre
GPC	Global Protection Cluster
GRCP	Global Regional Consultative Processes on Migration (GRCP)
IASC	Inter-Agency Standing Committee
IATI	International Aid Transparency Initiative
IBM	Integrated border management
ICAO	International Civil Aviation Organization
ICT	Information, Communications and Technology Division
IDM	International Dialogue on Migration
IDP	internally displaced person
IGAD	Intergovernmental Authority on Development
ILO	International Labour Organization
IMCM	Interministerial Committee on Migration
IOC	Indian Ocean Commission

IOM	International Organization for Migration
IRF	Interregional forum on migration
IRIS	International Recruitment Integrity System
LGBTQI	Lesbian, gay, bisexual, transgender, queer and intersex
MCOF	Migration Crisis Operational Framework
MECC	Migration, environment and climate change
MECLEP	Migration, Environment and Climate Change: Evidence for Policy
MENA	Middle East and North Africa
MGI	Migration Governance Indicator
MHPSS	Mental health and psychosocial support
MICIC	Migrants in Countries in Crisis
MIDAS	Migration Information and Data Analysis System
MIDSA	Migration Dialogue for Southern Africa
MiGoF	Migration Governance Framework
MiMOSA	Migrant Management and Operational System Application
MRRM	Migrants Resource and Response Mechanism
NFI	non-food item
NGO	non-governmental organization
OEC	Office of Ethics and Conduct
OECS	Organisation of Eastern Caribbean States
OHCHR	Office of the United Nations High Commissioner for Human Rights
PNR	Passenger name record
PRIMA	Project Information and Management Application
PRISM	Processes and Resources Integrated Systems Management
RCM	Regional Conference on Migration
RCP	Regional consultative processes on migration
RDH	Regional Data Hub
SACM	South America Conference on Migration
SADC	Southern African Development Community
SDG	Sustainable Development Goal
SGBV	Sexual and gender-based violence
UASCs	unaccompanied and separated children
UMCs	unaccompanied migrant children
UNHCR	United National High Commissioner for Refugees
UNSDG LAC	United Nations Development Group for Latin America and the Caribbean
VAC	Visa application centre
VHR	Voluntary humanitarian return
VoT	victim of trafficking
WASH	water, sanitation and hygiene
WHO	World Health Organization

MIGRATION INITIATIVES 2020

Established in 1951, the International Organization for Migration (IOM) is the principal intergovernmental organization in the field of migration.

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.

IOM works closely with governmental, intergovernmental and non-governmental partners.



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