



## 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.  
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## *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,<sup>8</sup> 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

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<sup>8</sup> See page 32 of [https://interagencystandingcommittee.org/system/files/iasc\\_policy\\_on\\_protection\\_in\\_humanitarian\\_action.pdf](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

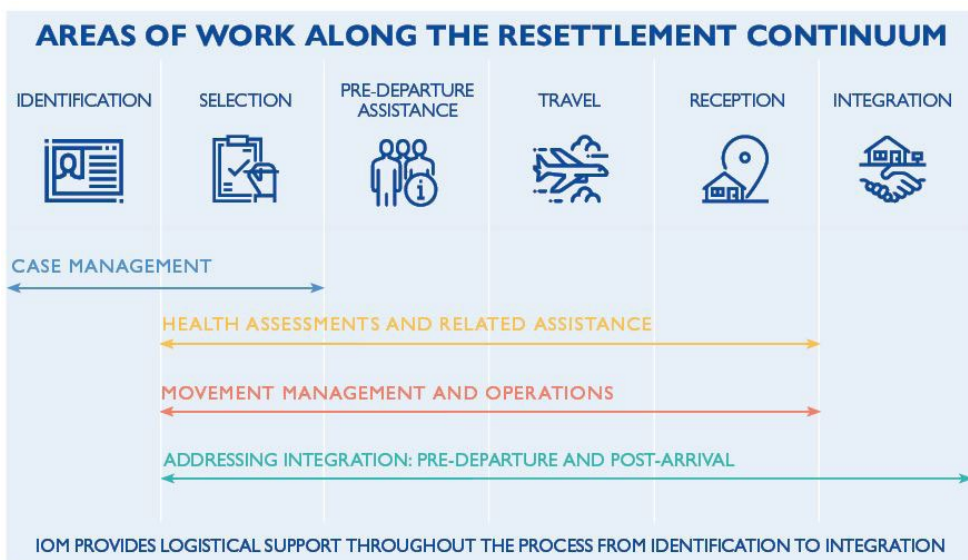
regional and in-country partnership initiatives and events and contribute to inter-agency DRR assessments, working in particular with the United Nations Office for Disaster Risk Reduction (UNISDR) and the Capacity for Disaster Reduction Initiative (CADRI), as well as other UN and non-UN partner entities.

## **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](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