

MIGRATION INITIATIVES 2018

**Leading the migration
governance agenda**



International Organization for Migration (IOM)

The UN Migration Agency

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Cover picture: Undocumented Myanmar Nationals
in Shyamlapur settlement, Cox's Bazar, Bangladesh.

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The full content of *Migration Initiatives* is available
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FOREWORD

When the International Organization for Migration (IOM) joined the United Nations in September 2016, I emphasized that this momentous occasion was the culmination of a 65-year relationship between IOM and its partner UN organizations. I added that it was a reflection of Member States' commitment to more humane and orderly migration that benefits all, a celebration of the human beings behind the numbers. I believe that the global events we have witnessed since that moment have confirmed how important it is for all actors – including States, civil society, the media, international organizations, the private sector, migrants and communities – to work effectively together to meet the migration-related objectives of the sustainable development goals.



Now, more than ever, we are called upon to address the protection needs of millions of migrants in vulnerable situations. Indeed, we are witnessing ever larger forced migration and displacement movements, related to human conflicts, but also to environmental degradation and climate change – developments that have become defining features of humanitarian crises.


It is our duty to address migrants' vulnerabilities and put in place mechanisms to assist them and protect their rights. This is an important part of the collective commitments we made in the new Sustainable Development Agenda.

There is, of course, a broader assignment to be completed. On the very day that IOM joined the UN, the international community committed to a global compact for safe, orderly and regular migration, a process in which IOM has a key role to play. IOM regards the compact as an historical opportunity for the international community to construct a much needed, solid and comprehensive migration governance framework. The global compact represents a crossroads moment for the international community, a moment when a proper appreciation of migration and its contribution to development should prevail over prejudice and intolerance. Given the cross-cutting nature of migration, the global compact is an opportunity for all migration partners to strengthen cooperation and ensure that there are safe pathways for people to move and contribute to realizing the development potential of migration.

The annual publication *Migration Initiatives* comes at a very fitting time of the year, when the annual meeting of the IOM Council gives us the opportunity to reflect upon and set specific and measurable migration governance goals for the year to come. We need now, more than ever, to develop the right tools to protect migrants while demonstrating, promoting and celebrating their contributions to development. We must and can work together to ensure safety and dignity for all and to celebrate the rich diversity that migrants and migration bring.



William Lacy Swing,
IOM Director General


William Lacy Swing
Director General

FUNDING REQUIREMENTS



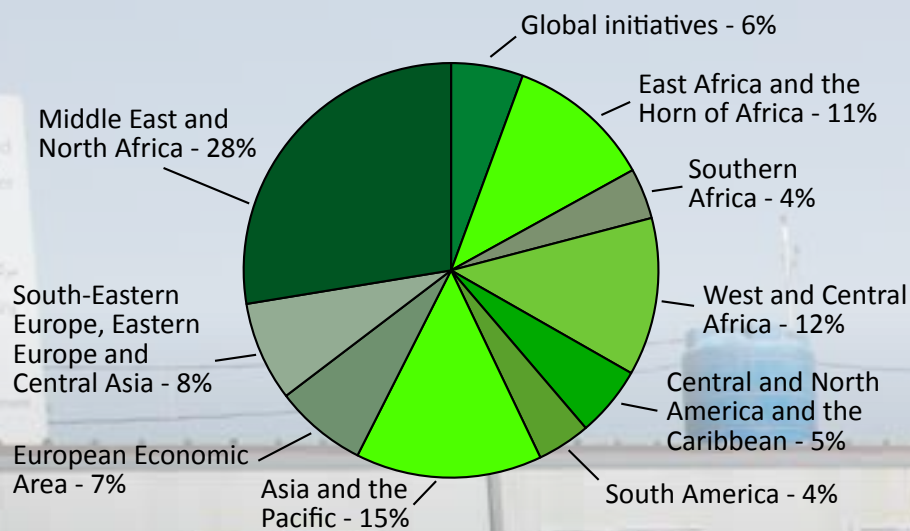
November 2016, internal
displacement in Somalia.
© IOM 2016 (Photo:
Muse Mohammed)

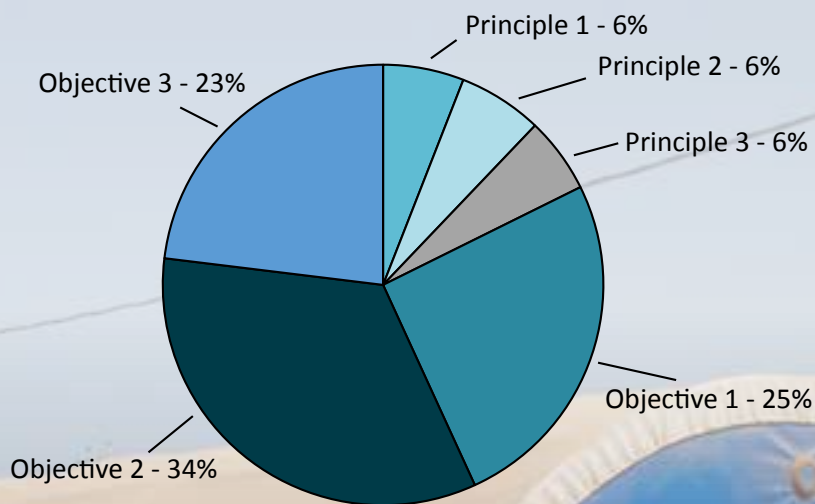
FUNDING REQUIREMENTS

	Principle 1 Adhering to international standards and fulfilling migrants' rights	Principle 2 Using evidence and whole-of-government approaches	Principle 3 Developing strong partnerships	Objective 1 Advancing the socioeconomic well-being of migrants and society	Objective 2 Addressing the mobility dimensions of crises	Objective 3 Safe, orderly and dignified migration	Total
Global and multiregional initiatives	6,257,900	10,705,000	9,652,674	4,515,000	31,227,100	95,540,000	*160,763,674
East Africa and the Horn of Africa	22,706,353	18,650,900	25,810,460	27,963,000	161,922,000	68,187,964	325,240,677
Southern Africa	5,850,000	17,950,000	10,895,000	34,455,000	24,200,000	20,055,000	113,405,000
West and Central Africa	36,583,037	27,066,642	30,931,000	141,948,973	51,267,451	65,005,594	352,802,697
Central and North America and the Caribbean	14,504,468	16,165,000	9,160,259	37,765,448	67,560,000	12,281,422	157,436,597
South America	2,762,700	4,240,000	3,010,000	22,700,000	80,650,000	5,860,000	119,222,700
Asia and the Pacific	12,156,524	18,328,771	17,418,983	136,439,148	129,792,474	102,064,810	416,200,709
European Economic Area	3,513,498	6,231,239	10,954,118	69,516,575	57,763,283	58,215,352	206,194,065
South-Eastern Europe, Eastern Europe and Central Asia	28,356,387	10,680,000	14,332,000	36,797,267	79,560,000	52,444,000	222,169,654
Middle East and North Africa	37,161,773	46,829,153	26,808,241	216,821,885	282,316,503	180,131,560	790,069,115
Total	169,852,640	176,846,705	158,972,735	728,922,296	966,258,811	659,785,702	2,863,504,889

* Includes institutional initiatives not related to Migration Governance Framework Principles and Objectives.

FUNDING REQUIREMENTS





Displaced kids at IOM psychosocial centre at Haj Ali emergency site, south of Mosul, participate in recreational activities.
© IOM 2016 (Photo: Raber Y. Aziz)

	Principle 1	Principle 2	Principle 3	Objective 1	Objective 2	Objective 3	Total
Regional initiatives	820,000	1,235,000	5,020,000	-	-	540,000	7,615,000
Burundi	3,750,000	2,850,000	900,000	6,300,000	12,250,000	1,000,000	27,050,000
Djibouti	3,500,000	1,800,000	400,000	5,000,000	3,000,000	4,000,000	17,700,000
Ethiopia	2,610,353	2,225,000	2,551,000	518,000	4,972,000	1,022,000	13,898,353
Kenya	2,400,000	5,300,000	2,100,000	4,300,000	10,000,000	2,700,000	26,800,000
Rwanda	7,000,000	100,000	2,050,000	2,000,000	1,200,000	25,000,000	37,350,000
Somalia	800,000	1,300,000	9,000,000	3,000,000	56,800,000	18,107,964	89,007,964
South Sudan	600,000	2,400,000	870,000	5,000,000	60,200,000	500,000	69,570,000
Uganda	38,000	340,900	2,919,460	1,445,000	8,500,000	13,318,000	26,561,360
United Republic of Tanzania	1,188,000	1,100,000	-	400,000	5,000,000	2,000,000	9,688,000
Total	22,706,353	18,650,900	25,810,460	27,963,000	161,922,000	68,187,964	325,240,677

SOUTHERN AFRICA

	Principle 1	Principle 2	Principle 3	Objective 1	Objective 2	Objective 3	Total
Regional initiatives	3,500,000	6,500,000	3,500,000	4,000,000	5,500,000	3,800,000	26,800,000
Angola	-	600,000	600,000	500,000	600,000	500,000	2,800,000
Botswana	200,000	600,000	300,000	750,000	650,000	850,000	3,350,000
Comoros	150,000	50,000	150,000	300,000	-	200,000	850,000
Democratic Republic of the Congo	250,000	3,250,000	3,900,000	8,980,000	4,800,000	2,400,000	23,580,000
Lesotho	100,000	250,000	100,000	1,000,000	1,000,000	500,000	2,950,000
Madagascar	100,000	250,000	195,000	500,000	600,000	450,000	2,095,000
Malawi	150,000	1,950,000	100,000	300,000	950,000	650,000	4,100,000
Mauritius	100,000	250,000	150,000	750,000	200,000	350,000	1,800,000
Mozambique	100,000	1,000,000	500,000	1,475,000	2,700,000	1,755,000	7,530,000
Namibia	1,000,000	350,000	600,000	1,500,000	350,000	4,000,000	7,800,000
Seychelles	100,000	-	-	400,000	-	-	500,000
South Africa	-	600,000	500,000	10,000,000	-	3,000,000	14,100,000
Swaziland	-	400,000	300,000	500,000	-	800,000	2,000,000
Zambia	-	900,000	-	3,000,000	350,000	500,000	4,750,000
Zimbabwe	100,000	1,000,000	-	500,000	6,500,000	300,000	8,400,000
Total	5,850,000	17,950,000	10,895,000	34,455,000	24,200,000	20,055,000	113,405,000

WEST AND CENTRAL AFRICA

	Principle 1	Principle 2	Principle 3	Objective 1	Objective 2	Objective 3	Total
Regional initiatives	410,000	3,160,684	150,000	2,550,000	150,000	150,000	6,570,684
Burkina Faso	-	100,000	-	2,682,928	-	2,768,704	5,551,632
Cabo Verde	300,000	1,400,000	-	-	200,000	700,000	2,600,000
Cameroon	-	1,500,000	-	2,500,000	500,000	3,300,000	7,800,000
Central African Republic	6,000,000	-	-	55,550,000	7,500,000	-	69,050,000
Chad	150,000	600,000	950,000	7,250,000	1,650,000	3,250,000	13,850,000
Congo, the	100,000	-	-	-	100,000	100,000	300,000
Côte d'Ivoire	2,000,000	800,000	500,000	2,000,000	200,000	3,000,000	8,500,000
Gabon	100,000	-	-	-	100,000	100,000	300,000
Gambia, the	1,300,000	925,000	1,033,000	10,770,000	100,000	1,716,000	15,844,000
Ghana	270,000	-	500,000	1,100,000	630,000	-	2,500,000
Guinea	2,000,000	750,000	2,000,000	3,500,000	1,575,000	875,000	10,700,000
Guinea-Bissau	700,000	50,000	-	6,000,000	1,140,000	200,000	8,090,000
Liberia	300,000	50,000	1,300,000	1,600,000	2,500,000	500,000	6,250,000
Mali	3,500,000	1,600,000	700,000	3,200,000	1,700,000	650,000	11,350,000
Mauritania	80,000	20,000	162,500	4,477,600	72,500	1,832,000	6,644,600
Niger	500,000	6,000,000	2,150,000	5,000,000	23,000,000	23,000,000	59,650,000
Nigeria	17,348,037	9,360,958	18,825,500	22,968,445	3,329,951	19,363,890	91,196,781
Senegal	1,350,000	650,000	2,110,000	5,000,000	5,620,000	3,500,000	18,230,000
Sierra Leone	175,000	100,000	350,000	5,400,000	1,200,000	-	7,225,000
Togo	-	-	200,000	400,000	-	-	600,000
Total	36,583,037	27,066,642	30,931,000	141,948,973	51,267,451	65,005,594	352,802,697



One of the students
at Masepla Composite
Learning School, the
Philippines. © IOM 2017

CENTRAL AND NORTH AMERICA AND THE CARIBBEAN

	Principle 1	Principle 2	Principle 3	Objective 1	Objective 2	Objective 3	Total
Regional initiatives	850,000	1,750,000	570,000	500,000	5,150,000	500,000	9,320,000
Belize	-	-	-	50,000	-	75,000	125,000
Costa Rica	310,000	-	121,000	40,000	-	919,000	1,390,000
Cuba	-	-	-	-	30,000	-	30,000
Dominican Republic	3,000,000	4,850,000	4,350,000	4,000,000	1,000,000	1,750,000	18,950,000
Guyana	500,000	660,000	90,000	510,000	200,000	115,000	2,075,000
Haiti	8,744,468	4,700,000	2,628,259	12,653,757	55,450,000	6,000,000	90,176,484
Jamaica	50,000	500,000	600,000	450,000	300,000	1,000,000	2,900,000
Mexico	200,000	280,000	380,000	920,000	330,000	200,000	2,310,000
Nicaragua	250,000	120,000	220,000	1,120,000	-	450,000	2,160,000
Northern Triangle (El Salvador, Guatemala, Honduras)	-	2,955,000	-	17,051,691	5,000,000	-	25,006,691
Panama	600,000	350,000	200,000	150,000	100,000	300,000	1,700,000
Trinidad and Tobago	-	-	-	100,000	-	200,000	300,000
United States of America	-	-	1,000	220,000	-	772,422	993,422
Total	14,504,468	16,165,000	9,160,259	37,765,448	67,560,000	12,281,422	157,436,597

SOUTH AMERICA

	Principle 1	Principle 2	Principle 3	Objective 1	Objective 2	Objective 3	Total
Regional initiatives	350,000	300,000	170,000	200,000	600,000	230,000	1,850,000
Argentina	250,000	320,000	120,000	645,000	365,000	280,000	1,980,000
Bolivia, Plurinational State of	200,000	750,000	200,000	370,000	300,000	100,000	1,920,000
Brazil	100,000	30,000	50,000	300,000	150,000	-	630,000
Chile	277,700	110,000	120,000	440,000	105,000	50,000	1,102,700
Colombia	585,000	250,000	200,000	15,150,000	74,000,000	100,000	90,285,000
Ecuador	500,000	1,500,000	1,600,000	4,400,000	2,500,000	2,500,000	13,000,000
Paraguay	150,000	500,000	100,000	130,000	100,000	610,000	1,590,000
Peru	-	450,000	430,000	1,025,000	1,500,000	1,950,000	5,355,000
Uruguay	50,000	30,000	20,000	40,000	50,000	40,000	230,000
Venezuela, Bolivarian Republic of	300,000	-	-	-	980,000	-	1,280,000
Total	2,762,700	4,240,000	3,010,000	22,700,000	80,650,000	5,860,000	119,222,700

ASIA AND THE PACIFIC

	Principle 1	Principle 2	Principle 3	Objective 1	Objective 2	Objective 3	Total
Regional initiatives	805,119	-	200,000	-	-	-	1,005,119
Afghanistan	2,264,833	5,031,570	3,194,486	1,000,000	28,100,000	17,350,000	56,940,889
Australia	-	-	-	-	-	30,330,000	30,330,000
Bangladesh	3,000,000	100,000	300,000	11,250,000	59,820,000	1,200,000	75,670,000
Cambodia	2,350,757	631,692	410,722	4,750,757	-	126,412	5,919,583
China	419,123	65,097	440,363	452,054	201,200	730,200	2,308,037
Fiji	-	-	-	2,000,000	4,000,000	-	6,000,000
Federated States of Micronesia, Marshall Islands and Palau	120,000	10,000	550,000	2,635,000	3,110,000	1,400,000	7,825,000
India	-	80,000	1,000,000	1,500,000	-	1,000,000	3,580,000
Indonesia	250,000	1,575,000	975,000	2,975,000	4,700,000	2,725,000	13,200,000
Iran, Islamic Republic of	50,000	130,000	70,000	-	150,000	100,000	500,000
Japan	-	-	-	-	-	700,000	700,000
Lao People's Democratic Republic	250,000	200,000	100,000	400,000	150,000	300,000	1,400,000
Malaysia	45,000	30,000	74,000	1,500,000	-	270,000	1,919,000
Maldives	-	-	-	1,000,000	300,000	-	1,300,000
Mongolia	24,000	195,000	62,000	-	20,000	100,000	401,000
Myanmar	1,000,000	1,200,000	4,000,000	7,400,000	1,100,000	2,150,000	16,850,000
Nauru	-	-	-	40,000	-	-	40,000
Nepal	118,449	227,012	160,012	189,735	3,700,174	1,841,015	6,236,396
New Zealand	-	-	-	-	-	2,000,000	2,000,000
Pakistan	-	1,000,000	2,579,000	11,104,502	6,500,000	4,127,800	25,311,302
Papua New Guinea	950,000	5,500,000	900,000	1,500,000	2,000,000	4,500,000	15,350,000
Philippines, the	100,000	63,400	383,400	69,696,100	10,071,100	1,485,100	81,799,100
Republic of Korea	50,000	10,000	40,000	150,000	500,000	500,000	1,250,000

Solomon Islands	-	-	-	1,500,000	-	500,000	2,000,000
Sri Lanka	500,000	-	700,000	1,500,000	700,000	1,000,000	4,400,000
Thailand	400,000	1,000,000	500,000	7,350,000	3,150,000	18,350,000	30,750,000
Timor-Leste	600,000	-	-	150,000	400,000	-	1,150,000
Tonga	-	-	-	400,000	-	-	400,000
Vanuatu	600,000	1,230,000	730,000	4,970,000	1,120,000	3,430,000	12,080,000
Viet Nam	610,000	50,000	50,000	1,026,000	-	5,849,283	7,585,283
Total	12,156,524	18,328,771	17,418,983	136,439,148	129,792,474	102,064,810	416,200,709

EUROPEAN ECONOMIC AREA

	Principle 1	Principle 2	Principle 3	Objective 1	Objective 2	Objective 3	Total
Regional initiatives	750,000	237,000	115,000	5,800,000	50,000	2,690,000	9,642,000
Austria	5,378	615,591	-	1,466,857	801,952	1,299,609	3,387,435
Belgium	400,000	100,000	1,100,000	6,140,000	1,565,000	2,600,000	11,905,000
Bulgaria	116,000	40,000	-	600,000	2,169,000	5,931,000	8,856,000
Croatia	-	378,000	855,000	3,999,000	760,000	915,000	6,907,000
Cyprus	90,000	80,000	-	500,000	3,330,000	1,700,000	5,700,000
Czech Republic	220,000	50,000	100,000	150,000	200,000	450,000	1,170,000
Estonia	143,000	-	50,000	300,000	-	400,000	893,000
Finland	-	-	1,695,000	3,259,258	861,004	4,474,996	10,290,258
France	10,000	-	-	709,000	5,904,000	1,000,000	7,623,000
Germany	200,000	400,000	200,000	300,000	5,000,000	400,000	6,500,000
Greece	160,000	150,000	150,000	19,100,000	5,600,000	4,800,000	29,960,000
Hungary	20,000	65,000	200,000	520,000	335,000	300,000	1,440,000
Iceland	-	-	-	25,000	100,000	500,000	625,000
Italy	100,000	2,300,000	2,000,000	5,450,000	1,640,000	2,060,000	13,550,000
Latvia	-	-	-	40,000	40,000	140,000	220,000
Lithuania	6,120	221,880	33,500	36,575	114,500	129,900	542,475
Luxembourg	100,000	-	250,000	350,000	250,000	450,000	1,400,000
Malta	-	36,018	-	748,373	-	156,745	941,136
Netherlands, the	-	150,000	1,725,000	480,000	1,065,000	15,290,000	18,710,000
Norway	50,000	50,000	50,000	520,000	1,425,000	6,425,000	8,520,000
Poland	-	-	200,000	700,000	-	500,000	1,400,000
Portugal	147,000	95,000	975,000	567,000	660,000	1,390,000	3,834,000
Romania	-	5,750	112,618	928,369	289,482	627,138	1,963,357
Slovakia	20,000	250,000	50,000	200,000	200,000	700,000	1,420,000

Slovenia	7,000	23,000	10,000	225,500	87,000	90,000	442,500
Spain	600,000	100,000	300,000	1,236,643	850,000	889,964	3,976,607
Sweden	-	-	10,000	9,394,000	6,268,297	491,000	16,163,297
Switzerland	-	-	-	4,530,000	2,000,000	540,000	7,070,000
United Kingdom of Great Britain and Northern Ireland	369,000	884,000	773,000	1,241,000	17,000,000	875,000	21,142,000
Total	3,513,498	6,231,239	10,954,118	69,516,575	57,763,283	58,215,352	206,194,065



IOM activities to support migrant children in Greece.

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SOUTH-EASTERN EUROPE, EASTERN EUROPE AND CENTRAL ASIA

	Principle 1	Principle 2	Principle 3	Objective 1	Objective 2	Objective 3	Total
Regional initiatives	1,203,000	710,000	650,000	3,015,000	750,000	3,870,000	10,198,000
Albania	800,000	680,000	220,000	400,000	250,000	2,000,000	4,350,000
Armenia	1,200,000	750,000	1,200,000	1,200,000	1,500,000	750,000	6,600,000
Azerbaijan	2,350,000	2,040,000	5,130,000	3,710,000	1,520,000	1,750,000	16,500,000
Belarus	450,000	550,000	400,000	250,000	150,000	1,850,000	3,650,000
Bosnia and Herzegovina	355,000	425,000	380,000	363,000	1,420,000	320,000	3,263,000
Georgia	850,000	1,700,000	950,000	800,000	750,000	12,500,000	17,550,000
Kazakhstan	433,000	435,000	312,000	486,300	-	304,000	1,970,300
Kyrgyzstan	900,000	600,000	500,000	400,000	350,000	900,000	3,650,000
Republic of Moldova	202,000	780,000	1,150,000	600,000	-	1,525,000	4,257,000
Russian Federation	1,000,000	1,000,000	1,000,000	2,700,000	-	300,000	6,000,000
Serbia	100,000	-	-	850,000	4,300,000	1,500,000	6,750,000
UNSC resolution 1244-administered Kosovo	1,500,000	-	-	5,500,000	500,000	500,000	8,000,000
Tajikistan	2,540,000	200,000	900,000	4,000,000	1,400,000	5,690,000	14,730,000
The former Yugoslav Republic of Macedonia	1,600,000	250,000	100,000	300,000	1,800,000	100,000	4,150,000
Turkey	2,483,387	-	1,000,000	5,872,967	61,570,000	17,200,000	88,126,354
Turkmenistan	300,000	400,000	250,000	3,500,000	200,000	215,000	4,865,000
Ukraine	10,000,000	160,000	40,000	2,750,000	3,100,000	1,100,000	17,150,000
Uzbekistan	90,000	-	150,000	100,000	-	70,000	410,000
Total	28,356,387	10,680,000	14,332,000	36,797,267	79,560,000	52,444,000	222,169,654

MIDDLE EAST AND NORTH AFRICA

	Principle 1	Principle 2	Principle 3	Objective 1	Objective 2	Objective 3	Total
Regional initiatives	14,544,773	582,840	4,678,604	5,745,311	7,612,341	14,000,335	47,164,204
Algeria	3,800,000	2,400,000	100,000	1,000,000	700,000	15,000,000	23,000,000
Egypt	575,000	4,075,313	-	3,105,063	-	1,150,000	8,905,376
Iraq	2,000,000	3,000,000	5,000,000	40,000,000	60,000,000	10,000,000	120,000,000
Jordan	47,000	400,000	-	8,983,000	5,954,162	31,581,225	46,965,387
Kuwait	-	20,000	-	2,130,000	-	-	2,150,000
Lebanon	4,200,000	2,000,000	5,567,000	4,700,000	2,000,000	28,000,000	46,467,000
Libya	1,765,000	23,540,000	2,000,000	6,500,000	4,000,000	24,000,000	61,805,000
Morocco	1,120,000	2,500,000	680,000	9,450,000	1,100,000	2,100,000	16,950,000
Sudan	2,800,000	6,300,000	7,030,000	24,800,000	24,950,000	19,300,000	85,180,000
Syrian Arab Republic	-	-	-	30,000,000	90,000,000	5,000,000	125,000,000
Tunisia	310,000	11,000	152,637	3,408,511	-	-	3,882,148
Yemen	6,000,000	2,000,000	1,600,000	77,000,000	86,000,000	30,000,000	202,600,000
Total	37,161,773	46,829,153	26,808,241	216,821,885	282,316,503	180,131,560	790,069,115

PRINCIPLE 1: ADHERING TO INTERNATIONAL STANDARDS AND FULFILLING MIGRANTS' RIGHTS



PRINCIPLE 1: ADHERING TO INTERNATIONAL STANDARDS AND FULFILLING MIGRANTS' RIGHTS

The first principle of the Migration Governance Framework states that “humane and orderly migration requires compliance with international law” (International Organization for Migration (IOM), Migration Governance Framework, 106th Session of the IOM Council, 2015). Fulfilling migrants' rights is paramount to IOM interventions, and a series of activities are regularly implemented to support States in upholding the rights of migrants. Compliance with international migration law is a key aspect of this process, and IOM develops capacity-building initiatives on international standards regarding migration to promote the adoption of best practices in local, national, regional and global policies.

At the same time, IOM promotes rights-based approaches within programming and policies in order to develop a wider understanding and consideration of the rights of migrants and any other persons affected by IOM programming and by partners' policies and initiatives. IOM defines a rights-based approach (RBA) as a conceptual framework and methodological tool for developing policies and practices that integrate the rights, norms and standards derived from international law. In this line, focus will be set in 2018 on adjusting RBAs to major outputs in the international arena, such as the global compact for safe, orderly and regular migration.

IOM activities to promote the fulfilment of migrants' rights also look at the vulnerabilities in specific areas, such as humanitarian settings, international recruiting, trafficking in persons and the migration, environment and climate change perspective. This enables the Organization to undertake interventions that factor in the needs of particular categories of people and cooperate with all relevant partners for the fulfilment of their rights.

Most of the world's migrants travel, stay in the country of migration and return without difficulty or the need for special assistance. That said, there are tens of millions of migrants or displaced people who are vulnerable due to personal characteristics, circumstances or legal status. Good migration governance would require particular efforts to identify and support these individuals, using child-oriented, gender-sensitive, culturally appropriate approaches.

(Migration Governance Framework, 2015)

Left side picture:
Staying in an IOM
transit centre in
downtown Phnom
Penh, beneficiaries
sit on chairs reuniting
with loved ones. A
group of fishermen
had been held captive
by Somali pirates
for nearly five years,
one of the longest
kidnappings by pirates
in the Horn of Africa.
© IOM 2016 (Photo:
Muse Mohammed)

International migration law

An RBA is a conceptual framework and methodological tool for developing policies and practices that integrate the rights, norms and standards derived from international law.

Rights-based approach to programming

Following the completion of a manual in 2016 on *Rights-based Approach to Programming*, and the launch of trainings in 2017, IOM will continue to roll out the approach in 2018 and encourage rights-based approach (RBA) to programming by identifying the international legal standards at play in projects and by incorporating rights principles into the actual programming process.

The Manual will also be translated into Spanish and available to all of IOM's Spanish-speaking missions in 2018. RBA is a conceptual framework and methodological tool for developing policies and practices that integrate the rights, norms and standards derived from international law. This means, in practice, that RBA is a conscious and systematic integration of rights and human rights principles into all stages of programming throughout the project cycle. An RBA to migration programming aims to empower rights-holders or strengthen the capacity of duty-bearers in their obligations to protect the rights of rights-holders. Although there is no standard universal understanding of how to apply RBA to projects, it generally consists of attributes including:

- The identification of rights-holders and their entitlements, and duty-bearers who bear the duty to respect, protect and fulfill the rights of rights-holders;
- An assessment of whether and the extent to which rights are being respected, protected and fulfilled;

Why take an RBA to migration programming?

Rights of individuals have gained prominence as a universal set of norms and standards that are increasingly shaping the programming of the United Nations and other intergovernmental organizations.

Adopting an RBA is highly relevant to migration programming. Migrants are often vulnerable to rights violations because many of them are not citizens of receiving States, and both internal and international migrants often live in precarious situations. For example, migrants are often subject to exploitation and discrimination in their ability to access basic services such as education and health care in host and transit States. Compounding this problem, migrants are rarely informed or aware of their rights.

(*Rights-based Approach to Programming*, IOM, Geneva, 2015).

- Strengthening the capacity of rights-holders to make their rights claims or fulfil their human rights, and duty-bearers to meet their obligations; and
- Ensuring that human rights principles and standards from international law guide the programming and are integrated into the project process.

Rights-based approach to migration policy

During 2017, IOM started developing an *Information Note on an RBA to Migration Policies*. 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. It provides concrete recommendations that

Guinean migrants return home from Libya. On 13 June 2017, a special flight chartered by IOM landed at the airport of Conakry-Gbessia, carrying 161 Guinean migrants. © IOM, 2017 (Photo: Lucas Chandellier)



International migration law, which is the international legal framework governing migration, is not covered by any one legal instrument or norm. Instead, international migration law is an umbrella term covering a variety of principles and rules that together regulate the international obligations of States with regards to migrants. Such broad range of principles and rules belong to numerous branches of international law, such as human rights law, humanitarian law, labour law, refugee law, consular law and maritime law.

can support governments in the preparatory phase and diagnosis of existing policies on migration, when applicable. 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. The note also outlines the measures that can contribute to integrate an RBA into States' legal and institutional frameworks, as well as into sectoral policies in the area of migration.

Training on international standards surrounding migration

IOM will conduct several trainings during 2018 for government officials and other stakeholders to strengthen their capacity to govern migration in compliance with international and regional law. For example, IOM will hold training courses in Geneva and New York for representatives of the permanent missions on international migration law, with the objective of providing a good understanding of the legal framework that applies to migration. Similarly, IOM will host a new edition of its international migration training in San Remo, Italy, for government officials, academia, as well as representatives of international organizations, civil society and media working on migration around the world.

In 2017, IOM has been developing a training of trainers on international migration law that will be piloted by the end of the year, in Moshi, United Republic of Tanzania, and subsequently rolled out during 2018 to other regions. The training of trainers is a three-day course that will prepare participants to conduct a short training on the foundations of international migration law. Besides covering the key legal principles surrounding migration, the training of trainers will provide participants the opportunity to learn how to address complex and politically sensitive questions, as well as how to successfully facilitate discussions.

Advanced training on international migration law

During the training on international migration law, annually organized by IOM in San Remo, participants have repeatedly expressed their wish for a second-level course, which would provide them with the opportunity to go more in-depth on certain legal topics related to international migration law. Indeed, international migration law being a complex legal framework composed of a broad range of principles and rules, which belong to numerous branches of the law, a second-level course would allow training participants in a comprehensive manner on each relevant topic.

The course aims to offer participants the possibility to acquire thorough knowledge on some of the key and most challenging



topics related to international migration law, as well as to enhance their knowledge in defining migration policies compliant with international standards. The different subjects will be addressed in a detailed and comprehensive manner to further build the participants' capacity to integrate international migration law standards into their legislation and policies.

The target group of this second-level course will be the same as the first-level course. In addition, representatives of national human rights institutions will also be invited to attend the training. Participants will include those who attended the first-level course, as well as those who demonstrate a sound knowledge of international migration law, human rights law or international law.

Comparative analysis of legislation and identification of good practices

This project 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. 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.

Border control officials attend a workshop on border management organized by IOM. © IOM 2017 (Photo: Muse Mohammed)

Fulfilling migrant rights in Rwanda

In 2018, IOM will contribute to fulfilling migrants' rights by developing the counter-trafficking capacities of government agencies and civil society organizations, including social and child protection actors. IOM will also support the establishment of improved mechanisms for the prevention of trafficking and the protection of victims. IOM will support the Government of Rwanda in its efforts to implement existing anti-trafficking legislation, policies and regulations. IOM will also enhance Rwandan law enforcement institutions' practices for victim identification, investigation of cases and prosecution of traffickers.

IOM further plans to support the Government to ensure that the rights of Rwandan migrant workers are upheld by employers and host governments through the formalization of labour movements. This involves the implementation of potential bilateral labour agreements with countries such as Botswana, Mauritius, Namibia or Zambia, as well as private employment agencies from the United Arab Emirates. Rwandans will be encouraged to work abroad for a determined period, and IOM will provide pre-departure assistance and monitor employment conditions abroad, as well as assist in the return and reintegration phase.



Victims of natural disaster receiving professional training as part of the project "Strengthening human security by enhancing resilience to natural disasters and climate-related threats in Rwanda". © IOM 2017

Advancing the International Recruitment Integrity System

The international mobility of workers often involves labour recruiters who play an important role in matching job seekers with employment opportunities abroad. When labour recruiters operate transparently and ethically, they minimize skills mismatches and facilitate affordable and 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 2018, IOM will continue further work on the implementation of the International Recruitment Integrity System (IRIS) – a voluntary, multi-stakeholder certification system for labour recruiters that is developed to support ethical recruitment of migrant workers and bring transformative change to the international recruitment industry where the business model is largely based on the exploitation of migrant workers. By promoting ethical recruitment standards, IRIS seeks to protect migrant workers and increase transparency within the recruitment industry to prevent negative consequences that affect supply chains and labour markets.

The IRIS standard has been developed through extensive consultation with stakeholders and expert communities and is based on international human rights instruments and labour standards, such as the UN Guiding Principles on Business and Human Rights, Dhaka Principles for Migration with Dignity, as well as recruitment industry best practices. It is designed to serve as a practical tool and guidance for enabling labour recruiters and employers to integrate ethical recruitment principles into recruitment-related management systems, procedures, codes of conduct and social sustainability initiatives. To achieve this, the Standard defines operational benchmarks for compliance with the IRIS ethical recruitment principles. The IRIS certification scheme, currently under development, will provide assurance of compliance with the standard.

While pilot testing IRIS along specific supply chains and labour migration corridors, IOM continues engaging with governments, private sector and other partners across the world to collect additional practical knowledge that will help build a robust certification system, identify and build capacity of labour recruiters committed to ethical recruitment and assist employers with recruitment due diligence in their supply chains.

The work carried out under IRIS is directly linked to sustainable development goal 8 (promote sustained, inclusive and sustainable

economic growth, full and productive employment and decent work for all) and the following targets:

- Target 8.7: Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking;
- Target 8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, particularly women migrants, and those in precarious employment; and
- Target 10.7: Facilitate orderly, safe and responsible migration and mobility of people.

Migrant rights in humanitarian settings

IOM will continue to engage with the primary mechanism for inter-agency coordination of humanitarian assistance, the Inter-Agency Standing Committee (IASC) on effective responses to emergencies and protracted crises.

Throughout 2018, IOM will continue to promote adherence to humanitarian principles and the effective operationalization of the Organization's institutional humanitarian policy, the IOM Principles for Humanitarian Action. IOM will continue to: (a) strengthen its own capacity to respond to complex humanitarian emergencies in a principled manner; (b) ensure appropriate, efficient, accountable and coordinated delivery of humanitarian action when working with partners; and (c) further advance policy integration and coherence.

IOM has equally invested in new global programme priorities, so as to maintain the Organization's adaptability, nimbleness and flexibility in rapidly changing operational contexts. It established reference groups on cash-based programming, supply chain management, accountability to affected populations, protection against sexual exploitation and abuse, and prevention and mitigation of gender-based violence in emergencies. Upcoming priorities for these areas include spearheading new guidance materials and policy frameworks, in a manner that is closely aligned with the Grand Bargain's respective work streams, all of which have been endorsed by IOM. The Organization is also strengthening its adherence to protection standards and their operationalization across its wide range of operations.

As part of its wider commitments on protection, IOM will develop an institutional gender-based violence prevention and risk mitigation framework for its crisis and post-crisis operations, in line with IOM's commitments to the global Call to Action on Protection Against Gender-Based Violence in Emergencies, and in accordance with the *IASC Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Actions*. This initiative will draw from the progress already made through IOM's ongoing efforts to improve gender-



Sundari considered herself lucky when an employment agency in Jakarta, Indonesia, offered her employment as a domestic worker in Saudi Arabia for a monthly wage of roughly USD 200, a wage well beyond what she might earn at home. Originally contracted to work for a single household, Sundari quickly realized that she had to clean six households for the same salary. For two and a half years, she endured difficult working conditions, forced to labour long hours, sexually harassed by one of the homeowners whenever his wife was away, only to have her salary withheld for months at a time. Eventually, she could no longer tolerate the situation and fled home to Indonesia despite being only having been paid a fraction of her promised salary. Since 2005, IOM has assisted the return of more than 8,500 Indonesian victims of trafficking like Sundari. © IOM 2017 (Photo: Muse Mohammed)

Monsoon rains and strong winds have added to the struggle of Rohingya populations in Bangladesh. Fleeing violence in Myanmar's North Rakhine State, thousands are sleeping out in the open with little or no shelter. IOM is providing tarpaulins, ropes and bamboo to build shelters. Note that the term Rohingya as used to describe the Muslim peoples of Rakhine State, Myanmar, is not accepted by the Government of the Union of Myanmar, which in June 2016 issued an order directing State-owned media to use the term "Muslim community in Rakhine State".
© IOM 2017

based violence prevention and risk mitigation in camp coordination and camp management, displacement tracking matrix, and shelter and settlements operations.

In addition, IOM also aims to continue its efforts to develop an institutional framework for accountability to affected populations. IOM established accountability to affected populations as a top priority for 2016/2017, in line with its accountability commitments under the IASC and Grand Bargain. A key focus will be to ensure that IOM's approach to accountability to affected populations is comprehensive, balanced and mainstreamed throughout key programmatic areas and that it systematically feeds into project design and modification. Furthermore, IOM will continue to engage within the IASC Task Team on accountability to affected populations to improve existing approaches and methodologies.

Migration, environment and climate change

Unpacking human rights from a migration, environment and climate change perspective

Several existing legal principles and branches of law can be applied to environmental and climate migration. These include provisions under human rights law, as well as principles of international humanitarian law and environmental law, even though the 1951 Refugee Convention is not applicable to environmentally driven movements.

With the development of a universally applicable and all-inclusive human rights framework, the concept of protection evolved and acquired a broader meaning, to encompass the protection of the rights granted to every human being at all times without any



discrimination. Protection, as understood in the human rights context, allows to cover gaps in the protection as identified under the refugee and humanitarian context, since the human rights framework is concerned with the respect for the rights of all individuals and at all times.

The adherence to international standards to fulfil migrants' rights is key, considering the impacts of climate change and environmental degradation on human mobility. In 2018, IOM will continue to work on climate change, human rights and human mobility as a follow-up to the implementation of the Geneva Pledge on Human Rights and Climate Action and the Human Rights Council Resolution on Climate Change and Human Rights adopted in 2017.

“Environmental migrants are persons or groups of persons who, predominantly for reasons of sudden or progressive change in the environment that adversely affects their lives or living conditions, are obliged to leave their habitual homes, or choose to do so, either temporarily or permanently, and who move either within their country or abroad.”

Glossary on Migration, 2nd Edition. International Migration Law No. 25 (IOM, Geneva).

Migrant assistance

In 2018, IOM will also continue to promote adhesion to international standards and the fulfilment of migrants' rights through the facilitation of the identification of deceased migrants, disseminating “stay safe” message along perilous migration routes, and providing information and support to families of missing migrants.

Activities will also be designed to consider the needs of unaccompanied minors. In Bulgaria, IOM will support the establishment of a transit accommodation centre for unaccompanied migrant children and promote adherence to international standards on child protection and safeguarding through the promotion of an integrated child protection system. In Italy, IOM will continue monitoring Italian reception capacities, including hotspots and centres for unaccompanied migrant children. Efforts will be deployed to build capacities of relevant stakeholders to support dignified reception conditions and the protection of human rights in line with European and international standards.

PRINCIPLE 2: USING EVIDENCE AND WHOLE-OF-GOVERNMENT APPROACHES



PRINCIPLE 2: USING EVIDENCE AND WHOLE-OF-GOVERNMENT APPROACHES

Well-managed migration policies significantly rely on the availability of credible, comprehensive and updated data and information to relevant stakeholders and the public. Through its own research and by providing support for dialogue among States and other stakeholders, IOM seeks to better understand migration flows, migrants' contributions to home and host communities, and the opportunities and challenges encountered by States, migrants and other stakeholders in maximizing the benefits of migration.

IOM develops and implements different initiatives aimed at shedding light on migration, which range from the collection and dissemination of data in humanitarian settings through the displacement tracking matrix, to national migration profiles and research studies, flagship publications such as the *World Migration Report* and thematic studies on issues like missing migrants. Through these initiatives, IOM aims at providing accurate and relevant information that can help partners to better design their interventions and monitor their impact. Migration research enables the Organization to make informed decisions and ensures its capacity to provide reliable input to its partners.

At the same time, IOM promotes the adoption of whole-of-government approaches to migration governance, effectively engaging multiple departments, civil society actors at large and the private sector on migration-related discussions. The global conversations on migration issues in the framework of the 2030 Agenda and the global compact for safe, orderly and regular migration have shed light on the need to engage a wide range of partners on migration discussions. IOM has spearheaded this movement and is in constant communication with its partners at the local, national, regional and global levels to move forward a coherent migration governance agenda.

In 2018, IOM aims to continue fostering cooperation at all levels of governance on migration and reinforcing mutual linkages between migration and other relevant policy areas (such as development, climate change, security and health). Whole-of-government approaches to migration entail in particular a strengthened attention to issues related to migration, the environment and climate change. IOM plays a key role in ensuring that mobility questions are integrated into environment and climate change debates, and that the latter is featured in migration initiatives. Supporting policy

Left side picture:
Celebration of
International Migrants
Day 2016 in Egypt.
© IOM 2016 (Photo:
Ingy Mehanna)

dialogue, building capacities and fostering resilience are major areas of intervention for IOM in the migration and environment arena.

Migration policy research

Migration policy must be based on evidence and robust analysis. In this line, 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.

The *World Migration Report* is IOM's flagship publication and is designed to provide clear and accessible migration data, research and analysis that are relevant to policy deliberations and academic and applied research. The *World Migration Report* enables IOM to leverage its institutional programmatic knowledge and experience and the skills and expertise of academic and applied researchers from around the world.

Produced since 2000, the *World Migration Report* has become an authoritative source of information and analysis on international migration.

Irregular Cambodian migrants arrive at the IOM reception centre in Poipet and receive an information awareness session on the dangers of irregular migration.
© IOM 2016 (Photo: Muse Mohammed)





Marie McAuliffe, Head, Migration Policy Research Division, Co-convenor of the Migration Research Leaders Syndicate

What is the role of the Syndicate, and what gap does the Syndicate aim to fill?

The Syndicate brings together some of the world's leading migration policy scholars so they can contribute their evidence-based ideas on how policy responses can effectively encourage and actively support safe, orderly and regular migration. An IOM publication containing Syndicate contributions is due out in November 2017 to help inform the compact.

What was the idea behind asking Syndicate members for their top three migration-related reads (www.iom.int/migration-research-leaders-syndicate)?

Like many of us, policymakers are super busy, and providing top reads is one tool to help make sense of the mountain of material we receive on migration in this era of "information overload". Advice from experts on "top reads" helps save time and can support better policy.

Which would be your top three reads?

It is tough to answer because there is so much insightful material available, but on the critical topic of the blurry overlap of irregular and forced migration, and keeping in mind that the list is for policymakers (so succinct material is best), I would suggest:

- (a) David Turton's 2003 paper "Conceptualising forced migration" (Refugee Studies Centre Working paper no. 12. University of Oxford, Oxford);
- (b) Anna Triandafyllidou's 2017 article "Beyond irregular migration governance: Zooming in on migrants' agency" (*European Journal of Migration and Law*, 19(1):1–11);
- (c) An article Khalid Koser and I wrote in 2015 on migrant smuggling, "Unintended consequences: How migrant smugglers are exploiting the international protection system" (*Advance*, Winter 2015);

And, once it is published, the *World Migration Report 2018*, will provide a useful reference on complex and emerging issues in migration globally.

In order to promote cohesive and integrated migration research, IOM has recently established a Migration Research Leaders Syndicate to support the development of the global compact on migration. The syndicate brings together 33 experts who have deep knowledge of a wide variety of aspects of migration from all continents, encompassing origin, transit and destination country perspectives. The Syndicate members will contribute to a report on migration myths and conundrums by suggesting effective solutions that draw on the existing, substantial evidence base and are focused on practical implementation at the global level.

European Migration Network

In different European countries, IOM is the National Contact Point of the European Migration Network, an initiative aimed at meeting the information needs of the European Union, Norway authorities and the public, on migration and asylum. In Austria, for instance, IOM supports the European Commission and the Government in the provision of factual information and data to facilitate programming. In 2018, IOM plans to conduct four research studies in Austria, produce the Annual Policy Report, answer ad hoc queries, disseminate information through newsletters and websites, present research findings at various events and organize meetings to foster cooperation. A special activity foreseen for 2018 is the organization of the European Migration Network Annual Conference under the framework of the Austrian Presidency of the Council of the European Union.

The smuggling of people across international borders is a global phenomenon, occurring on all continents and generating billions of US dollars each year. However, both migrant smuggling and irregular migration in general are currently not well understood, particularly compared to other aspects of international migration theory, research, policy and practice. Volume II of the global review of migrant smuggling data and research, to be published in 2018, provides the opportunity to assess the extent to which data and research are currently able to answer key research and policy questions: (a) To what extent does smuggling affect migration processes? (b) How does smuggling affect migration processes in different regions and in relation to specific categories of migrants? The answers will inform law enforcement/border management strategies, humanitarian responses and longer-term migration management.



Global Migration Data Analysis Centre

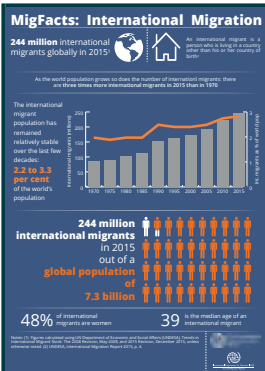
Established in Berlin in September 2015, at the invitation of the Government of Germany, IOM's Global Migration Data Analysis Centre (GMDAC) aims to contribute to IOM's overall effort to compile, analyse and share data on international migration.

The Global Migration Data Portal is the flagship project of the GMDAC. It provides a one-stop shop on international migration data, aiming to increase the understanding of strengths and weaknesses of existing statistics and global migration trends.

The Missing Migrants Project began in 2014 as an initiative to track migrant fatalities around the globe, publishing data and analysis on an online platform. Data on migrant deaths is extremely patchy and difficult to access; IOM partners with various government and non-governmental entities to collect data, and also draws on media and other available sources of information to create the most current and comprehensive global database. Since 2014, IOM has published three volumes of its *Fatal Journeys* report, bringing together research and data on migrant deaths around the world. A new section on regional challenges will be published in early 2018.

Through the GMDAC, IOM also contributes to building the capacities of governments on international migration data to facilitate collection, processing, harmonization and monitoring of the sustainable development goals (SDGs). In this framework, the

Migrants transiting through Niger. © IOM 2016 (Photo: Miguel Almario)



MigFacts 1:
International
migration

Mixed migration routes to Europe



GMDAC, in 2018, seeks to prepare the first IOM Migration Data Handbook, which will provide a comprehensive and thematic guide to collecting and analysing migration data for policymakers.

Efforts are also deployed to communicate on relevant data in a clear and visual manner. MigFacts publications aim to boost an understanding of migration and migration data among policymakers, other stakeholders and the general population. Topics addressed by MigFacts include issues such as global international migration and the situation of migration in the G20. Only the most relevant core data is presented to facilitate an easy understanding of the migration scenario for a wide range of stakeholders and the public.

IOM produces and possesses a wealth of data and information on different areas of migration. Some of this information is collected from partners, while others are produced by IOM and may be the most comprehensive sources of data on areas such as assistance to victims of trafficking. Every quarter, GMDAC is compiling information on IOM-collected data, including for operational and programmatic purposes. This enables GMDAC to build on several core indicators, and data disaggregated by sex and migratory status where possible.



sharing their stories

through open data

Available information enables GMDAC to take a more in-depth look at some regions, such as West and Central Africa and North Africa to examine migration trends, routes and protection issues. IOM will be analysing information related to flows through Central and Western Mediterranean routes, and assessing impacts of route changes on protection risks experienced by migrants. The planned work will include cross-regional analysis of IOM's displacement tracking matrix data from various countries and contextualizing the collected evidence to facilitate informed policy responses.

Evidence on migrants' vulnerabilities and assistance

In 2018, IOM will continue to address the lack of evidence on migrant vulnerabilities to trafficking in persons and associated forms of exploitation and abuse, by expanding the scope and capacities of the counter-trafficking data collaborative (CTDC); developing and deploying innovative solutions to collect and manage data on migrants in vulnerable situations; and putting new primary data to use in data analysis and visualization systems, as well as research.

The Counter-Trafficking Data Collaborative

IOM is partnering with other leaders in this field to take the data revolution to the fight against trafficking in persons by making IOM and its partners' data available to researchers, academics,

policymakers and practitioners on a systematic basis through an open source data publishing platform, while ensuring the anonymity of victims. The CTDC will be the first primary global data repository on human trafficking, with data contributed by counter-trafficking organizations around the world. Not only does the CTDC serve as a central repository for this critical information, it also publishes normed and harmonized data from various organizations using a unified schema. This global data set will facilitate an unparalleled level of cross-border, transagency analysis and provide the counter-trafficking movement with a comprehensive understanding of this complex issue.

Equipped with this information, decision makers will be empowered to create more targeted and effective intervention strategies. Through the foundational work of IOM and Polaris, a 1.0 version of the CTDC includes information from about 60,000 survivors of human trafficking served through IOM's direct services work or identified by the United States of America national human trafficking hotline operated by Polaris. While this will be the largest known data set of its kind to date with more than 130 nationalities included, it only represents a fraction of the global caseload. More work will be done to progressively expand the scope and capabilities of the platform.

Migrants returning to their countries of origin in May 2017 from Helsinki airport, Finland. © IOM 2017

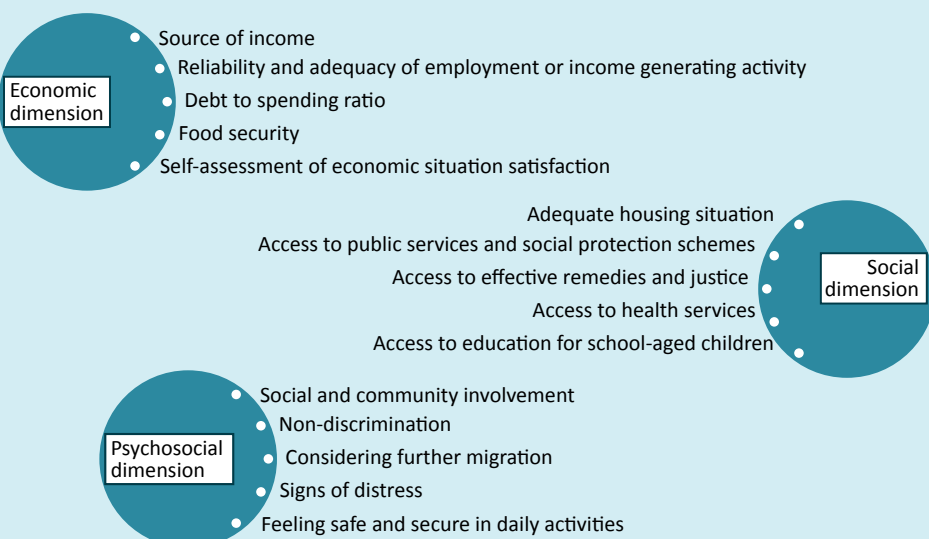


Tracking migrants' experience of trafficking and exploitation on the Mediterranean routes

Since 2015, IOM has surveyed over 22,000 migrants on the journey through the Eastern and Central Mediterranean routes. This is the largest-scale survey yet to explore migrants' vulnerability to trafficking and exploitation on the Mediterranean routes to Europe. Around 39 per cent of individuals interviewed had a personal experience that indicates the presence of trafficking in persons or other exploitative practices along the route, with many reporting direct experiences of abuse, exploitation and practices that can amount to trafficking in persons. Data is collected by IOM through displacement tracking matrix flow monitoring survey operations carried out in Bulgaria, Greece, Hungary, Italy, Serbia, Slovenia and the former Yugoslav Republic of Macedonia. In 2018, the survey will be rolled out in pilot countries along the Central Mediterranean route.

Enhanced information on assisted voluntary return and reintegration

Adequate return and sustainable reintegration assistance of returnees in the long term cannot be ensured without a common understanding among stakeholders and strong capacities of authorities of origin, transit and destination countries. The challenge of sustainability is critically linked to the necessary responsibility and capacities of governments, as well as the capacities and resilience of receiving communities in the long run.

The MEASURE project: Defining indicators to assess successful reintegration

In addition to that, monitoring and evaluation is key in determining the impact of assisted voluntary return programmes on the sustainability of reintegration. Data collected on direct assistance to returnees, including their feedback, provides an important source of information on the effectiveness, impact and sustainability of measures implemented. Long-term monitoring also helps assess the impact of the different types of reintegration support on the individual returnee and the community as a whole.

A knowledge management hub will be established to foster information and expertise sharing of good practices and lessons learned in the context of European Union and IOM initiatives on migrant protection, sustainable voluntary return and reintegration funded under the development cooperation instrument. The knowledge management hub will also strengthen links with other initiatives in support of return and reintegration funded by the European Union, notably through the Emergency Trust Fund for Africa. The work of the hub will be based on a global review of existing practices and research on voluntary return and reintegration, as well as the regular monitoring and evaluation of innovative approaches. Information will be disseminated through an online portal, including a virtual community of practice that will be supported through knowledge-sharing workshops.

Refugees in a detention centre receive medical check-ups, as well as dental inspections. While awaiting for their refugee caseload to be processed, many staying at the detention centre have access to basic health-care needs. © IOM 2017 (Photo: Muse Mohammed)



In 2018, IOM will also continue promoting evidence-based reintegration programming by encouraging long-term and systematic implementation of comprehensive and harmonized data collection and monitoring and evaluation schemes. In particular, IOM is planning comparative research on reintegration using the standardized indicators for sustainability developed in 2017 to measure returnees' economic self-sufficiency, social stability within their community and psychosocial well-being upon return. The study will compare the situation of migrants returned to their home countries at different times and under different schemes (for example, returns implemented by governments and voluntary returns implemented by IOM with diverse types of reintegration assistance). This will allow for the assessment and comparative analysis of the relevance, effectiveness and impact on sustainability of various forms of return and reintegration interventions.

Migration health

IOM closely monitors the integration of migrants' health across both health and non-health policies of IOM Member States. IOM aims to continue to support and expand the migrant integration policy index as a unique tool to evaluate and compare the integration of migrants in the European Union and other traditional migrant destination countries. The index includes 167 policy indicators developed across eight programmatic areas, one of them being health. The migrant integration policy index comprises four health components that are scored across countries and various migration categories, including entitlements to health services, policies to facilitate access to these services, responsive health services and measures to achieve change. IOM plans to continue assisting interested Member States across regions to implement the mechanism.

In 2016, IOM launched a global initiative to enhance evidence-based approaches supporting migration health programming. The migration health and development research initiative brought together leading migration health scholars and experts to address major gaps in data for migration health by advancing tools, methods, approaches and research collaboration. The formative phase of the intervention has already yielded major outputs for Member States, including technical policy papers for the Second Global Consultation in Migration Health and the development of multi-country studies. The network continues to grow, and in 2018 will be anchored into regional mechanisms to promote greater partnerships and contribute to evidence-based health policy and practice.

Mainstreaming can be defined as a process aimed at inserting migration as a parameter across different policy areas, through multi-stakeholder and multi-level mechanisms.

Mainstreaming migration into development strategies

IOM seeks to continue supporting its Member States and partners in their efforts to ensure policy coherence in migration and development as a key success factor for the achievement of the migration-related aspects of the SDGs. Migration affects and is affected by all areas of governance and thus, its management necessitates a policy coherence approach that considers how policies on issues such as housing, health or agriculture affect and are affected by migration and what sectors and actors are involved in these processes. Policy coherence is now at the heart of overall development cooperation efforts in a bid to enhance coordination and effectiveness. Given the multifaceted nature of migration, policy coherence in migration and development is crucial if we are to achieve all 17 SDGs and truly ensure that no one is left behind: (a) unhealthy migrants cannot participate in and contribute to society; (b) irregular migrants cannot access decent work; (c) global labour demand and supply cannot be met without safe, orderly and regular migration and others.

A tried-and-tested mechanism to achieve such policy coherence has been to mainstream migration into development and other governance policies. IOM has been extremely active on this process particularly through programmes like the joint IOM-United Nations Development Programme (UNDP) mainstreaming migration into national development strategies initiative, implemented since 2011. Through this programme, IOM has supported eight national governments (Bangladesh, Ecuador, Jamaica, Kyrgyzstan, Morocco, Republic of Moldova, Serbia and Tunisia) mainstream migration into their national development plans and strategies for more effective migration governance. IOM has achieved this through the provision of technical assistance, capacity-building and supporting intergovernmental coordination across various governance sectors, as well as with migrants, diaspora and civil society.

Moreover, from IOM's involvement in the UN joint migration and development initiative, it has become clear that policy coherence is also necessary at the local level and between the local and national levels. When this alignment and coordination does take place, this allows for multilevel coherence, 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 has developed training and knowledge tools gathering the lessons learned and good practices identified in IOM mainstreaming efforts to provide global guidance to interested actors. This

Due to sedimentation in Udaipur, Nepal, intensified by the heavy rains and deforestation, rivers are becoming shallower and broader contributing to floods during monsoon. Several families have lost their houses and livelihoods due to flooding. They also face difficulties with their plantations because of changes in rain patterns. © IOM 2017 (Photo: Amanda Nero)



includes an IOM-UNDP white paper on mainstreaming migration into local development planning and beyond, joint migration and development initiative training materials on migration and local development, two sets of guidelines on mainstreaming migration into local and into national development planning and guidelines on implementing the migration-related aspects of the SDGs.

Building on its experience, IOM's future efforts to support mainstreaming will therefore take a multilevel approach at both national and local levels and ensure multilevel coordination for enhanced effectiveness in migration governance. IOM will also focus on refining existing tools and developing new instruments and knowledge to continue supporting local and regional authorities to mainstream migration within the framework of the SDGs.

Madagascar is one of the countries most affected by climate change, cyclically ridden by droughts and floods, and battered by cyclones of increased intensity. The district of Ambovombe in the Androy region is chronically affected by drought and famine resulting in a daily fight to find food and water. © IOM 2017 (Photo: Natalie Oren)

Migration, environment and climate change

In 2018, IOM will continue and expand on its capacity-building programme, based on the *Migration, Environment and Climate Change: Training Manual (A Facilitator's Guide)* (2016). Since 2013, capacity-building workshops for policymakers have been implemented at regional and national levels and benefited about 40 countries and over 350 policymakers. IOM will use the Manual and the *Atlas on Environmental Migration* to implement regional and national training workshops at the request of Member States, and build internal capacities.



Since the establishment of the platform on disaster displacement in July 2016 as a follow-up to the Nansen Initiative, IOM supports directly the implementation of the platform's strategic framework and workplan in close collaboration with the platform's coordination unit. As part of this work, IOM:

- Contributes to strengthening evidence and addressing data gaps on cross-border displacement in the context of disasters and climate change;
- Supports the development and implementation of effective practices to address cross-border displacement in the context of disasters and climate change; and
- Promotes policy coherence and mainstreaming, as well as policy dialogue and policy development.

In 2016 and 2017, IOM promoted the inclusion of these topics in key international and regional policy processes (United Nations Framework Convention on Climate Change (UNFCCC), Global Forum on Migration and Development, Global Platform on Disaster Risk Reduction, Intergovernmental Authority on Development-Regional Consultative Process), supported capacity-building in Central America and the Caribbean, contributed to the development of guidance on planned relocation and promoted activities on climate change adaptation. In 2018, IOM will continue to develop activities to support the platform on disaster displacement globally, with a focus on strengthening the evidence base, building governmental capacities, promoting policy dialogue and exchange of good practices, as well as supporting pilot projects in the field.

IOM will continue to collect data and fill the evidence gap needed for policymaking, specifically to contribute to the UNFCCC Task Force on Displacement, of which IOM is a member. Series of national-level country reports on migration, environment and climate change will be conducted to provide an overview of existing evidence on the links between migration and environmental and climatic challenges, how policies currently address the migration, environment and climate change nexus, and mechanisms to improve data collection to inform future policymaking. These country reports have already been developed for over 15 countries, and IOM will pursue this exercise starting with countries most vulnerable to climate change.

In line with IOM's Asia-Pacific Strategy for 2020, IOM will expand its work in the Pacific region to better understand vulnerabilities due to climate change, and especially how slow-onset processes, such as sea-level rise, ocean acidification and ecosystem degradation, will affect human mobility patterns. In addition to strengthened research, capacities of the governments will be developed to address vulnerabilities, consider migration as adaptation, and provide dignified solutions to affected populations.

PRINCIPLE 3: DEVELOPING STRONG PARTNERSHIPS



PRINCIPLE 3: DEVELOPING STRONG PARTNERSHIPS

Governing migration requires the establishment of partnerships to broaden the understanding of mobility and develop comprehensive and effective approaches. By their very nature, migration and mobility implicate multiple actors: States and their neighbours, subnational authorities, local communities, civil society organizations (CSOs), migrants and their families, diasporas, employers and unions, among others.

IOM has continued holding a leading role in international discussions on migration issues since its accession to a UN-related Organization status in September 2016. The New York Declaration of 2016 and the UN resolution on Modalities for the Intergovernmental Negotiations for the global compact for safe, orderly and regular migration have required IOM to provide its policy and technical expertise to guide the negotiations phase of the global compact. In the framework of the Global Migration Group, IOM also plays a strong role in enabling cooperation between UN entities involved in the migration portfolio. The humanitarian setting is another great example of IOM's cooperation with UN agencies and other entities included in the Inter-Agency Standing Committee system.

Partnerships developed for good migration governance also include IOM's strong involvement in promoting the work of Regional Consultative Processes on migration (RCPs) and IOM's support to a wide range of departments within national governments to enhance their performance. Similarly, cooperation with the civil society includes partnerships ranging from the local level to national cooperation and regular global consultations.

The multidimensional nature of migration makes the involvement of the private sector an essential component of a coherent and comprehensive approach. In this sense, the private sector has a significant and valuable role to play in realizing the positive benefits of migration and in minimizing its costs. Cooperation with the private sector has been identified by IOM as a key priority for the years to come. Under the umbrella of its Private Sector Strategy, IOM has launched partnerships with the private sector that include areas, such as resource mobilization, capacity-building, visibility, technical cooperation and others.

Finally, IOM coordinates its activities with migrant and diaspora associations, which provide an insightful contribution to the design

Left side picture:
IOM's first International Dialogue on Migration (IDM) meeting at the United Nations Headquarters in New York, since joining the UN, took place on 18 and 19 April 2017. Under the theme Strengthening International Cooperation on and Governance of Migration towards the Adoption of a global compact for safe, orderly and regular migration in 2018, the IDM gathered over 300 representatives of States, civil society and other key actors from all relevant sectors. © IOM 2016 (Photo: John Walder)

of grass-rooted innovative strategies. Engaging diaspora associations has enabled IOM to launch some of its most successful projects to promote the development of countries of origin of migrants.

Global compact for safe, orderly and regular migration

The global compact on migration is a UN Member State-led effort to set out a range of principles, commitments and understandings regarding international migration in all its dimensions and elaborate a comprehensive international cooperation framework on migration and human mobility, grounded in the 2030 Agenda for Sustainable Development.

In line with UN resolution A/RES/71/280 on Modalities for the Intergovernmental Negotiations for the global compact on migration, IOM has been playing an active role in the development of the compact, including through the provision of policy and technical expertise during the consultations phase. This has included extensive drafting assistance for the inter-agency issue briefs required for the thematic sessions, the organization of consultations and the provision of support to the Special Representative of the Secretary-General, the Office of the President of the General Assembly and the co-facilitators. IOM has also provided significant substantive background and technical support to staff from the office the Special Representative of the Secretary-General on a range of migration issues, and has seconded two staff members to the same office. In addition, IOM provided financial contribution to the second informal interactive multi-stakeholder hearing in Geneva to ensure greater involvement of Geneva-based experts.

IOM has also been active in supporting a range of initiatives designed to ensure that the voices and perspectives of diverse stakeholders are given an opportunity to feed into the global compact on migration process. This includes:

- Collaborating closely with UN Regional Economic Commissions on regional and subregional consultations to help regional perspectives inform the global compact process;
- Assisting national governments around the world in organizing national multi-stakeholder consultations on the global compact on migration, to ensure the compact reflects valuable experiences and realities at the national and subnational levels;
- Assisting CSOs to organize their own regional consultations, including a civil society stocktaking meeting preceding the

Through the contribution of the IOM Development Fund, IOM supports African countries by assisting research aimed at producing a Common African Position on the global compact on migration.

official global compact on migration stocktaking meeting in Mexico, to ensure CSOs have adequate opportunities to feed into the process;

- Committing the Seventh Global Meeting of Regional Consultative Processes, as well as IDM meetings, to focus on the global compact on migration;
- Drafting and making available to all stakeholders a series of thematic papers on many of the elements set forth in Annex II of the New York Declaration;
- Bringing together the world's leading migration researchers to share their knowledge in support of the global compact through the Migration Leaders Research Syndicate; and
- Providing ongoing media and communications outreach throughout the global compact on migration process, aimed at raising awareness on the human dimension of migration, and reinforcing positive narratives of migration.

In 2018, IOM will continue to support the office of the Special Representative of the Secretary-General and the broader global compact process through the provision of policy and technical expertise during the stocktaking and negotiations phases, ahead of the intergovernmental conference at which the compact will be adopted by Member States. IOM will finally deploy efforts to prepare the support that will be required by Member States in the future for the implementation of the adopted compact.

IOM raises awareness among the youth on migration issues through educational tools. In April 2017, IOM organized an event at ExpoSciences in Brussels targeting schools, youth and families. © IOM, 2017



Migration and development

IOM has built strong inter-agency cooperation with other UN agencies in the area of migration and development. In particular, and through the UN Joint Migration and Development Initiative, IOM has supported various local and regional authorities in enhancing their migration governance in order to tap into its development potential. IOM will continue to build on the experience, training and knowledge tools developed to further provide technical and capacity-building support to local, regional and national authorities in their efforts to harness the development potential of migration. These initiatives will be notably deployed through the foreseen IOM-United Nations Development Programme under the Mainstreaming Migration into National Development Strategies programme.

A crucial outcome of this joint initiative has been the launch of an annual 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, including IOM. It provides an incubating space where local leaders can build partnerships, share knowledge and inventive solutions for governing migration, protecting rights and promoting inclusive urban economic growth. IOM will continue to support this crucial forum to ensure local and regional authorities are recognized as key partners in migration governance and given a voice at the discussion tables at national and global levels.

In the Netherlands, IOM will further strengthen its partnership with the private sector by engaging companies, such as Manpower, Deloitte and Adecco in the development of projects related to the labour market integration of migrants and refugees. This approach can represent a potential local continuation of the successful regional Skills2Work project.

IOM Director General at a discussion group with internally displaced persons in the hardest-hit areas of Borno state, Nigeria. © IOM, 2017



Humanitarian partnerships

The New Way of Working, summarized in the Commitment to Action and signed by the UN Secretary-General and UN Principals at the World Humanitarian Summit, is a commitment to strengthening the humanitarian development nexus. Humanitarian and development actors must work together towards collective outcomes to reduce need and vulnerability, while ensuring the full respect of humanitarian principles and in support of national and local efforts. Towards this end, IOM aims to strengthen the capacity of national stakeholders and diaspora organizations to act as first responders to migration crises, while also enhancing cooperation with international actors to ensure harmonized and complementary approaches in response to displacement crises.

In this regard, IOM has initiated a dialogue with civil society partners to raise awareness on the fundamental principles that underpin IOM's response and to further improve cooperation in response to crises. IOM's humanitarian policy stresses the importance of humanitarian partnerships and restates IOM's commitment to the principles of partnership. Building on previous experiences, IOM will host annual IOM–non-governmental organizations (NGO) humanitarian consultations with the overarching goal to contribute to better protection and assistance of crisis-affected people and displaced populations. As a global humanitarian partner, IOM strengthens local and national responders including through access to financial resources and capacity-building.

As part of its commitments to the Grand Bargain, IOM seeks to introduce a new framework to facilitate financial support to NGO partners in conducting field operations in areas where IOM is not in a position to implement activities on its own. While IOM continues to directly implement most of its activities, it recognizes that in certain instances, other partners may be better placed to respond in a swift and effective manner.

Moreover, in partnership with the Office of the United Nations High Commissioner for Refugees (UNHCR), IOM also aims to further strengthen global cluster governance in camp coordination and camp management to facilitate greater engagement of local actors in global decision-making and strategy development. IOM will also work to strengthen collaboration with development actors, the private sector, diaspora organizations and international financing institutions on humanitarian programming that will contribute to the 2030 Agenda.

Finally, IOM will continue to provide technical input to the Shelter Cluster's Strategic Advisory Group to develop and improve effective tools and guidance for shelter actors responding to crises and to

As a global humanitarian partner, IOM strengthens local and national responders including through access to financial resources and capacity-building.

In line with commitments made towards the Call to Action, IOM seeks to strengthen its partnership with the gender-based violence (GBV) area of responsibility to advance the work on GBV prevention and mitigation.

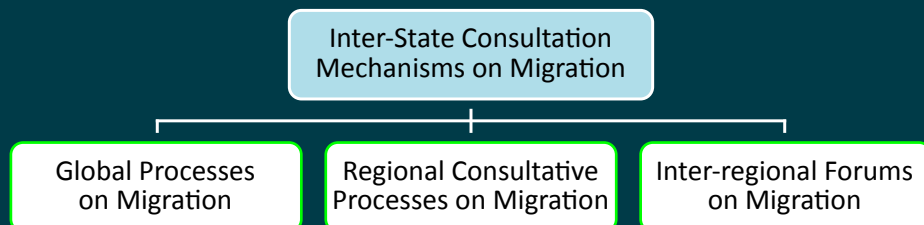
facilitate the exchange of best practices, lessons learned and tools among practitioners. IOM aims to establish global deployable capacity in housing, land and property to support coordination of shelter responses to those displaced by crises.

International partnerships

In 2018, IOM aims to enhance dialogue on migration among Inter-State Consultation Mechanisms on Migration (ISCM) and reassess ISCM contributions to policymaking processes, especially vis-à-vis global initiatives, such as the global compact on migration and the 2030 Agenda for Development. IOM will continue making recommendations on how to enhance existing capacities among ISCM and organize intraregional meetings, bringing together ISCMs and other regional partners – specifically Regional Economic Commissions and Regional Economic Organizations.

IOM contributes to common approaches and principles on international migration through the Global Meeting of Inter-State Consultation Mechanisms on Migration (GRCP). This events brings together all active ISCMs with the aim to foster synergies, exchange information and good practices, and thereby improve policy coherence nationally and regionally. In 2018, GRCP 8 will build on the experiences of previous meetings (the first GRCP was held in 2005), notably the October 2017 GRCP 7 on the global compact on migration and the October 2016 GRCP 6 on SDGs.

Inter-State Consultation Mechanisms on Migration (ISCM) are State-led, information-sharing and policy dialogues at the regional, interregional or global level for those States with an interest in promoting cooperation in the field of migration. ISCMs may either be officially associated with formal regional institutions, or be informal and non-binding. ISCMs include global processes on migration, interregional forums on migration (bridging two or more regions) and RCPs on migration (covering one region).



IOM has a different degree of involvement in different ISCM, which ranges from serving as technical secretariat to providing secretariat support, administratively hosting, participating as a member and as an observer in different groups.



IOM supports the initiatives and consultations of the Colombo Process by providing secretariat services to this 12-Member States RCP focused on labour mobility. This includes facilitating the piloting of operational initiatives and assisting in hosting regular meetings of the Colombo Process Expert Group from the 12 countries' Permanent Missions in Geneva.

Engagement with inter-State mechanisms at the global level is complementary to IOM's coordination and sustainable dialogue with CSOs. IOM holds annual CSO consultations on humanitarian programming and on migration governance respectively. In 2018, IOM aims at upgrading its database of CSOs contacts and enable data sharing with IOM field offices to consolidate a whole-of-organization approach and institutional memory on interactions, partnerships and dialogue with CSOs.

Sri Lanka is one of the countries involved in the Colombo Process. A Sri Lankan migrant, returned from West Africa, engaged in a livelihood activity supported by IOM's reintegration assistance. © IOM, 2017

Building evidence on the migration, environment and climate change nexus through partnerships

IOM has developed a range of innovative partnerships with stakeholders dealing with climate change (in particular the Intergovernmental Panel on Climate Change), environment (such as the United Nations Environment Programme), ecosystems, land, oceans and global warming. Working in collaboration with partners enables IOM to collect new data and enhance the knowledge base on how slow-onset phenomena (ocean acidification, ecosystem degradation, desertification, land salinization, sea-level rise,



IOM Chief of Mission in Papua New Guinea talks to local children on the Carteret islands. © IOM, 2017 (Photo: Muse Mohammed)

repeated spells of drought) or human-made processes affect human mobility patterns. These partnerships also aim at defining potential solutions to support and protect migrants and communities and seize positive opportunities to invest in sustainable green activities. IOM is also contributing to the efforts of key stakeholders under the platform on disaster displacement to address knowledge and data gaps on cross-border displacement in the context of disasters and climate change.



PLATFORM ON DISASTER DISPLACEMENT

FOLLOW-UP TO THE NANSEN INITIATIVE

The main objective of the platform on disaster displacement is to follow-up on the work started by the Nansen Initiative consultative process, and to implement the recommendations of the Nansen Initiative Protection Agenda, endorsed by 109 governmental delegations during a Global Consultation in October 2015.

Partnerships at the GMDAC

GMDAC's Global Migration Data Portal builds on partnerships with various stakeholders. It was developed jointly with the Economist Intelligence Unit, which continues to provide content. Several partners from within and outside IOM contribute to the website, including through videos and blog posts.

In 2018, IOM plans to start a new project based on previous work carried out on the challenges facing families and authorities seeking to identify and trace missing migrants. IOM plans to partner with the border deaths database team at Vrije University Amsterdam in order to train coroners, medical examiners and relevant local authorities in Spain, Italy, Greece and Malta to improve the quality of post-mortem data collection from migrant bodies in the Mediterranean. IOM will also partner with the International Committee of the Red Cross in West Africa to establish a pilot database containing ante-mortem data from family members of missing migrants to foster improved systems of identification.

GMDAC seeks to prepare IOM's first Migration Data Handbook, which will be produced in partnership with other agencies, and will provide a comprehensive and thematic guide to collecting and analysing migration data for policymakers. On this basis, a pilot Summer School on Migration Data for Policy is being prepared for the summer of 2018. In collaboration with the Worldwide Universities Network and the University of Bristol, this four-day training course is designed to familiarize participants – officers from national ministries, national statistics offices and policymakers – with the obligations, strengths and constraints involved in all aspects of SDG-relevant migration statistics: collection, management, metadata, analysis, dissemination, reporting and application to policy.

Together with the United Nations Department of Economic and Social Affairs, IOM is working on measuring SDG indicator 10.7.2: well-managed migration policies.

Migration health partnerships

Awareness is continuously raised on migrants' active contribution to positive development outcomes in both host and origin countries. However, as migrants still face significant barriers in accessing quality health-care services, their ability to remain healthy and productive is compromised. Following the 2030 Agenda call to leave no one behind, governments are encouraged to integrate health needs of migrants into national plans, policies and strategies across sectors.

The health of many migrants is at risk due to conditions surrounding the migration process including the lack of equitable access to affordable health and social services. IOM will therefore continue to

contribute to the mainstreaming of migrants' health into global and regional economic, health and development processes, responding to the SDGs and a whole-of-government and whole-of-society approach. The health of migrants can only be fully addressed when acting on all relevant sectors and policy domains involved, well beyond the health sector.

Linkages between the SDGs and the migrant health agenda



Mainstreaming migrant health in global migration and development debates

In January 2017, the World Health Organization (WHO) Executive Board called for action to ensure health needs of migrants are adequately addressed in the global compact on migration and

global compact for refugees processes. IOM has cooperated with partners to organize side events on migrants' health for the global compact on migration, as well as the Second Global Consultation on Migrant Health in early 2017. Furthermore, the WHO, in cooperation with UNHCR and IOM, prepared a draft framework of priorities and guiding principles to promote the health of refugees and migrants, which was presented to the 70th World Health Assembly in May 2017. In response to the call for joint actions and partnerships, IOM aims to strengthen its already robust efforts to mainstream migrant health in global compact processes, take active part in Global Migration Group deliverables, and join partners in sharing good practices in addressing the health needs of migrants through regional and global multisectoral processes, such as RCPs and global technical meetings. These efforts require resources to increase IOM's capacity to produce key documents and support the organization of Member States briefings and events.

Partnership on Health and Mobility in East and Southern Africa, with expansion in West and Central Africa

Through funding from Sweden, IOM currently implements the second phase of Partnership on Health and Mobility in East and Southern Africa in 11 countries. Its overall goal is to contribute to the improved standard of physical, mental and social well-being of migrants and migration-affected communities in the two regions, enabling them to substantially contribute to the social and

Four pillars of the World Health Assembly Resolution 61.17 on the Health of Migrants: (a) monitoring of migrant health; (b) advocating for migrant-inclusive policies and legal frameworks; (c) migrant-sensitive health service delivery; and (d) strengthening multi-country and sectoral partnerships.

IOM pediatrician screens a Syrian child during a mobile health clinic in Greater Cairo. © IOM, 2017 (Photo: Pedro Costa Gomes)



economic development of their communities. The programme's strategic objectives respond to the World Health Assembly Resolution 61.17 on the Health of Migrants. As the second phase is coming to an end, IOM plans to continue the initiative, as well as replicate similar efforts in selected countries of West and Central Africa (approximately three per region).

Continuation and expansion of the Global Tuberculosis and Migration Portal

In 2017, IOM – with funding from the stop tuberculosis partnership – launched the knowledge platform on tuberculosis and migration. Designed by IOM, the portal aims to offer a platform where global partners will easily be able to access and exchange the latest information, research and knowledge, as well as identify and address gaps on tuberculosis and migration issues. IOM seeks to continue building on the content of the platform and further disseminate it to a growing network of partners and stakeholders working on tuberculosis and migration-related matters.

Partnerships to foster migrants' assistance

IOM will continue to promote dialogue and cooperation on the protection of migrants in vulnerable situations and counter-trafficking efforts at the local, national, regional and international levels. Such initiatives include the following: (a) developing transnational victim identification and assistance mechanisms; (b) promoting regional protection initiatives in the framework of RCPs and regional bodies; and (c) participating in international initiatives and coordination mechanisms, such as the Inter-Agency Coordination Group against Trafficking in Persons and Alliance 8.7.

The return, reintegration, and family reunification programme for victims of trafficking in the United States of America

Although there is an extensive network of NGOs assisting victims of trafficking in the United States of America, most lack the capacity to provide reunification assistance to survivors' family members abroad. This programme fills in this gap by developing strong partnerships with referring NGOs, pro bono attorneys, faith-based organizations and law enforcement agencies working directly with victims of trafficking to facilitate safe travel arrangements. In order to promote a continuum of care, IOM also works to nurture close working relationships with local agencies in the countries of origin for victims of trafficking wishing to return home. Partnerships between IOM and NGOs, attorney and law enforcement counterparts allowed for a total of 279 family members to be safely reunited with victims of trafficking in fiscal year 2016.

In the past year, IOM has strengthened its partnership with the London Borough of Croydon through the Child Trafficking Protection Fund pilot project. This initiative provides support to foster carers of Albanian and Vietnamese unaccompanied children who are victims of human trafficking and modern slavery (or potential victims), and assists the children themselves. The objective is to reduce the number of children who go missing from care. IOM has also begun a joint project with the University of Bedfordshire through the Modern Slavery Innovation Fund to carry out research on vulnerabilities to trafficking in Albania, Nigeria and Viet Nam. Additional funding outside the framework of these projects would allow these partnerships to be further strengthened and for new activities to be explored.

Former victims of human trafficking in Cambodia. © IOM, 2017



OBJECTIVE 1: ADVANCING THE SOCIOECONOMIC WELL-BEING OF MIGRANTS AND SOCIETY



OBJECTIVE 1: ADVANCING THE SOCIOECONOMIC WELL-BEING OF MIGRANTS AND SOCIETY

The advancement of the socioeconomic well-being of migrants and society, both in communities of origin and destination, is arguably the most positive impact of migration. Migration contributes to development through a wide range of channels, and IOM has traditionally been at the forefront of innovative initiatives aimed at facilitating migrants' involvement in development processes. This includes diaspora engagement initiatives, remittances programmes, labour migration initiatives and many other interventions that have made a strong impact in communities of origin and destination.

IOM's action is also strongly oriented towards ensuring the well-being of migrants themselves and the fulfilment of their rights. This includes a wide range of interventions aimed at facilitating the integration of migrants in society, through pre-departure programmes, public communication initiatives, migrant health activities and many other projects. IOM believes that the positive integration of migrants in a society free from discrimination and xenophobia is directly proportionate to the migrants' potential contribution to development. The protection of migrants in vulnerable situations is a cornerstone of IOM's action, and multiple initiatives have been developed to ensure the adequate provision of services to those in need.

Enhancing the well-being of migrants and society enables IOM to root its interventions in the achievement of the SDGs. Major areas of work include health, education, decent work, reducing poverty and hunger, water and sanitation, gender equality and climate action. IOM believes that all 17 SDGs and most corresponding targets have links to migration, and that migration itself can contribute to achieving them.

IOM is launching the third phase of its Migration Governance Indicators initiative, with the objective of expanding the coverage of the system to new countries and promoting national migration policies that facilitate orderly, safe and well-managed migration in line with SDG target 10.7. The outcomes of this process have been designed to feed into the global compact and help States define their priorities in terms of migration governance.

Left side picture:
Young Ethiopian migrant, who had been stranded in Djibouti on his way to Gulf countries, is returned home to his family. © IOM 2016 (Photo: Nathalie Oren)

Governing migration well would therefore mean promoting stability, education and employment opportunities and reducing the drivers of forced migration, including by promoting resilience, thereby enabling individuals to make the choice between staying or migrating.

IOM, Migration Governance Framework, 106th Session of the IOM Council (2015).

Migrants of all categories can face multiple stresses throughout the migration process, including “loss of cultural norms, religious customs, and social support systems, adjustment to a new culture and changes in identity and concept of self”.

D. Bhugra and M. Becker, “Migration, cultural bereavement and cultural identity”, *World Psychiatry*, 4(1):18–24 (2005).

A client preparing for an X-ray as part of a pre-departure assessment at the IOM Medical Health Unit in Colombo, Sri Lanka. © IOM, 2017

Pre-departure orientation programmes

Migration contributes to rich cultural and ethnic diversity around the world. This diversity, however, may pose challenges for migrants who move to countries with vastly different cultures, social norms and traditions from their own. Additionally, migrants may have unrealistic and often inaccurate expectations of life in their new communities. These expectations will not only cause stress to migrants upon their arrival, they can also cause pressure on the social service providers of the receiving community who work to help migrants adjust. IOM’s pre-departure orientation programmes aim to minimize these stresses and maximize the skills and strengths of migrants to facilitate integration. They do so by providing practical information on the country of destination, assisting migrants in setting realistic goals and developing the skills and attitudes needed to succeed in their new environment.

Equipping and empowering migrants prior to their departure has shown to have positive benefits all along the integration continuum, ensuring that migrant rights are upheld and their responsibilities and obligations are understood, and that they are able to integrate meaningfully and sustainably into their new communities. Pre-departure orientation provides an opportunity to establish links between countries of origin and destination, as well as a chance for the receiving community to learn more about the culture and profile of these new members of society. Intercultural competences gained through pre-departure orientation also facilitate the smooth social and labour market integration of migrants, ensuring that they can access services and develop skills in order to become active participants in their new communities.



Pre-departure orientation for migrant integration contributes to better migration management and aligns with the global effort to achieve the SDGs. Specifically, it: (a) provides migrants with the knowledge and skills to promote sustainable development and become global citizens (target 4.7); (b) reduces the inequalities that migrants face upon arrival in their destination community (target 10.2); and (c) facilitates decent work and economic growth for the migrant and the destination country (goal 8). Additionally, orientation also contributes to creating sustainable cities and communities (goal 11), ensuring that migrants can access basic social services safely by working with local authorities to increase their intercultural competencies.



IOM is committed to providing the most relevant and targeted training possible in order to prepare migrants for their new life, whether they are permanent or temporary migrants. IOM works closely with governments and relevant institutions when designing training programmes, and develops curricula tailored for individual migrant populations. IOM reviews and modifies its approach and techniques in order to empower and better prepare migrants for the challenges they may face. IOM works with a wide range of beneficiaries ranging from refugees, asylum seekers and beneficiaries of international protection, to immigrants, labour migrants, family reunification cases, unaccompanied minors and international students.

Successful pre-departure orientation benefits not only migrants but also the receiving country government and national service

In **2016** a total of **71,325 migrants** benefited from either pre-departure or post-arrival orientation sessions held in **70 countries worldwide**, comprising 92 nationalities. About **85 per cent were humanitarian cases** including refugees, asylum seekers, and beneficiaries of international protection, while the remaining 15 per cent were immigrants including labour migrants, family reunification cases and students. The 2016 figure represents an increase of 29,858 individuals, or **a 42 per cent growth over the previous year**.

Gender breakdown of training participants remained steady, with **56 per cent men and 44 per cent women**.

IOM's pre-departure orientation approach goes well beyond the dispensing of facts and information; it addresses the psychosocial well-being of participants and provides a non-threatening environment in which to express their hopes, fears and ask questions. Assisting migrants during periods of transition with compassion and respect significantly contributes to raising their self-esteem and reduces their levels of anxiety, which facilitates the overall integration process.

providers. At its most effective, the training helps reduce the costs associated with integrating migrants by enabling newcomers to rapidly become self-sufficient and productive members of the receiving society. Intercultural understanding, both by migrants and members of the receiving country (government officials, private sector actors and service providers) helps create peaceful, inclusive and economically thriving societies. The needs of families, women, youth, LGBTI and the elderly are also addressed through special sessions designed to address their concerns and questions. IOM strongly supports a holistic approach, which includes all family members in the learning process, and has provided mechanisms whereby family orientation can also take place in some instances.

Over the years, IOM has established its reputation by developing a wide range of resources and materials in partnerships with receiving Member States. This experience, coupled with an impressive global footprint, has contributed to IOM's ability to implement over 30 different migrant training and pre-departure programmes worldwide at any given time. IOM has several flagship orientation programmes, including the Australian Cultural Orientation, Canadian Orientation Abroad, Norwegian Cultural Orientation and United States of America Cultural Orientation. IOM also facilitates pre-departure orientation for labour migrants to inform them about the specifics of their employment conditions and responsibilities, their rights as workers, workplace safety, access to recourse mechanisms and general information about the cultural norms and customs of their destination country.

IOM's training methodology is based on a learner-centred, interactive, participatory approach designed to heighten participants' retention of new information. The primary goal of any training is to encourage participation as much as possible, and to strive to empower participants through creating meaningful and experiential learning opportunities. Thus, participants are not simply told about life in their new country, but are given the opportunity to experience it through role-plays, case studies, problem-solving activities and group work that address many different learning styles. One strategy that has found to be particularly helpful in effective delivery of pre-departure orientation is the use of skilled cross-cultural or bicultural trainers. These trainers are well positioned to act as a bridge between the migrants and the new society into which they will soon integrate.

The Canadian Orientation Abroad Programme

IOM has been implementing pre-departure orientation programmes for refugees and immigrants bound to Canada since the early 1990s.



Since its inception, up to March 2017, the Canadian Orientation Abroad Programme (COA) has provided pre-departure support to approximately 220,000 eligible beneficiaries preparing for their move to Canada, including refugees, economic immigrants, family-class immigrants, as well as (exceptionally) caregivers in the Philippines (from 2002 to 2015).

Over the years, COA has increased its capacity and demonstrated its flexibility in providing training under a myriad of different and challenging circumstances. Today, COA operates 20 permanent training sites, delivering orientation to immigrants and to adult and youth refugees in more than 35 countries and 50 locations every year. Building on IOM's extensive global footprint, COA is dedicated to reaching eligible beneficiaries even in the most difficult or remote parts of the world.

COA provides newcomers with relevant, accurate, consistent and timely information needed to make informed settlement decisions. Refugees, adults and youth receive a three-day orientation session in their mother tongue. In addition, youth refugees receive a one-day, youth-only briefing. Partnerships have been established with Canada-based organizations to deliver specific sessions for the youth and about the labour market.

An IOM staff delivers a cultural orientation session on Canadian culture and society to Syrian refugees in preparation for their upcoming resettlement. © IOM, 2016 (Photo: Muse Mohammed)

Fifty-eight per cent of AUSCO beneficiaries are from the Middle East, 20 per cent from South-East Asia, and 11 per cent from both Africa and South Asia. It is anticipated that beneficiaries from Latin America will not be numerous.

Australian Cultural Orientation

The Australian Cultural Orientation Programme (AUSCO) prepares refugees and other humanitarian entrants for their initial settlement in Australia. AUSCO implements a five-day programme of orientation focusing on travel, on-arrival assistance, practical information on post-arrival settlement services and managing cultural, social and economic expectations. It is estimated that the programme reached more than 50 per cent of Australia-bound refugees and humanitarian entrants in five regions, namely Africa, Middle East, South-East Asia, South Asia and Latin America.

AUSCO prepares beneficiaries for life in Australia and is delivered in a variety of settings around the world, including refugee camps and urban centres, by fully trained personnel with a sound understanding of Australia. Sessions are delivered in the language of the refugees or through a qualified interpreter. They are interactive and dynamic and use a variety of teaching resources. Teaching methodologies are learner-centred and vary according to the profile of groups being trained. It began as a pilot project in 2003, and since its inception, close to 80,000 beneficiaries have been reached.

Promoting the positive contributions of migrants and enabling informed migration decisions

To promote the positive contributions of migrants, IOM is taking a leading role in the UN *Together* campaign through the expansion of its successful *I am a Migrant* campaign, which promotes diversity and inclusion of migrants in society. IOM is developing a digital platform and mobile application for the *Together* campaign to acknowledge and map the existing global movement for tolerance in support of migrants. This initiative has received a strong support from UN partners. With the app, anyone can share personal testimonies of migration, tolerance and diversity and can also describe positive activities and actions in support of migrants. Through the collection and publication of stories of individual migrant journeys, as well as highlighting positive actions, IOM will continue to promote the positive contribution of migrants in host communities and for their countries of origin, as well as facilitate a global movement by enabling grass-roots organizations and actors to get involved in the *Together* campaign.

IOM is also working to promote informed migration decisions through information campaigns in countries of origin. The strategy of these innovative information campaigns leverages powerful

testimonials of returning migrants – via their own social media networks and local FM radio stations – to inform and influence their home communities. The grass-roots approach supports returning migrants by informing their communities and more broadly public opinion in target countries of origin about the extreme risks of irregular migration and where relevant, highlighting positive local alternatives. Thus, at its core, this is a digitally enabled campaign to transform the hardships and bad experiences of returning migrants and turn each one of them into a potential changemaker in his or her community of origin.

Health promotion and assistance for migrants

IOM activities enhance the well-being of migrants by promoting access to equitable and quality health services for migrants and mobile populations. These interventions support governments in managing migration health through the provision of technical assistance, research and data dissemination to inform evidence-based advocacy, as well as migrant-inclusive policy development and programme implementation at global, regional and national levels. Strengthening the capacities of governmental and non-governmental partners from both health and non-health sectors, the private sector, migrants and host communities is critical to ensure the sustained delivery of comprehensive quality health services throughout the course of the migration cycle. Overall, these activities are intended to facilitate the strengthening of migrant-friendly and migrant-inclusive health systems that benefit migrants and the communities in which they live.

IOM seeks to engage international health professional associations or bodies with the aim of ensuring that these entities begin to consider migration health and all its associated elements at the level of practitioners in national charters. These national charters would subsequently be sensitized to the health needs of migrants and promote an enhanced commitment at the national level to provide migrant-friendly health services. IOM plans to commission a series of background papers and organize a consultative meeting inviting members from international health associations or bodies in order to begin discussions to pave the way forward on this initiative.

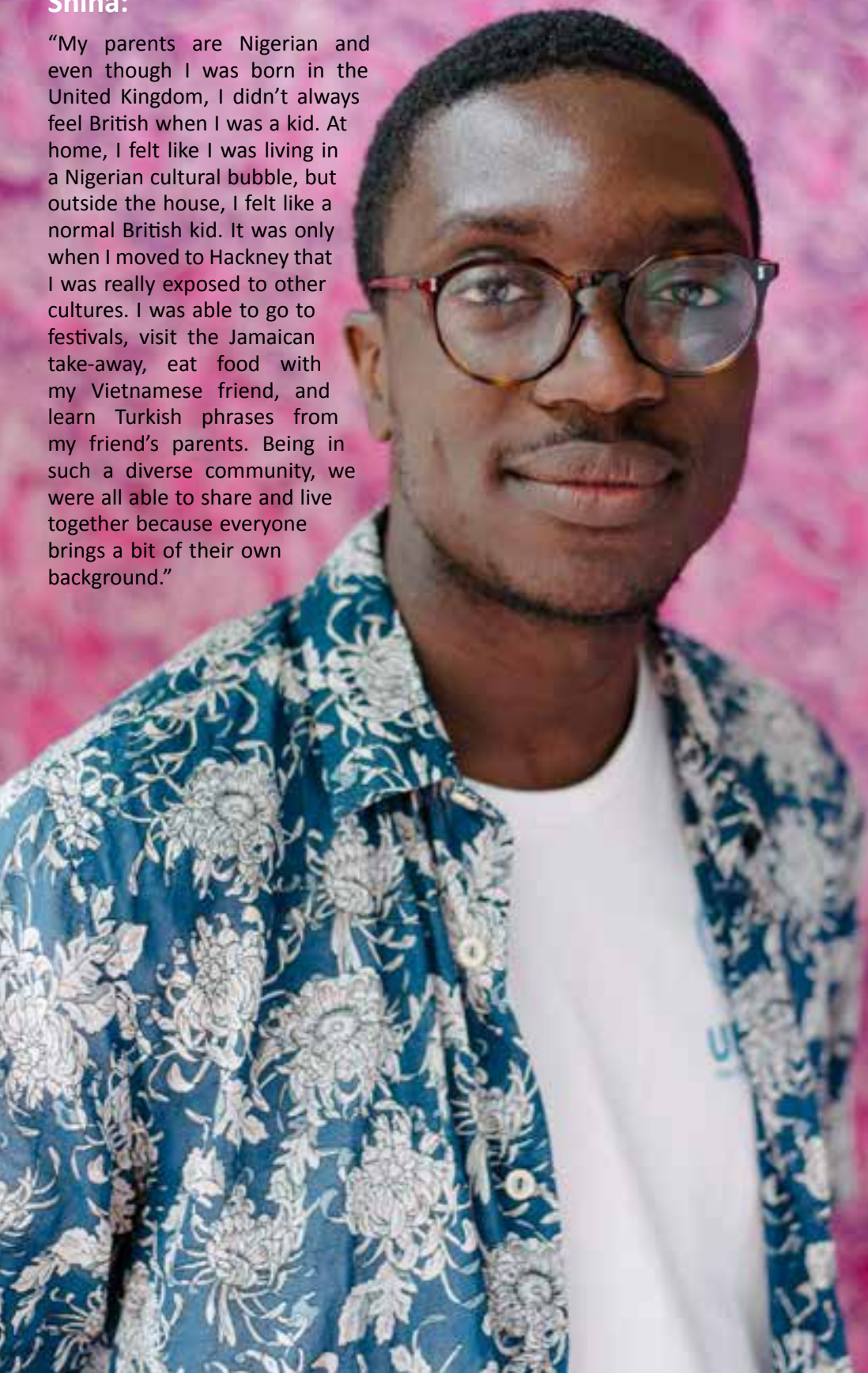
IOM's coordinated communications approach aims to address irregular migration along key routes including from West Africa, across the Sahara Desert and the Mediterranean Sea, by enabling migrants to be the messengers to help their communities make informed decisions, thereby saving lives.

Providing assistance to migrants in need

In 2018, IOM will continue to work with government, civil society and private sector partners for the effective protection of victims of trafficking and other migrants in situations of vulnerability. IOM's

Shina:

"My parents are Nigerian and even though I was born in the United Kingdom, I didn't always feel British when I was a kid. At home, I felt like I was living in a Nigerian cultural bubble, but outside the house, I felt like a normal British kid. It was only when I moved to Hackney that I was really exposed to other cultures. I was able to go to festivals, visit the Jamaican take-away, eat food with my Vietnamese friend, and learn Turkish phrases from my friend's parents. Being in such a diverse community, we were all able to share and live together because everyone brings a bit of their own background."



Portraits of welcome

In the United Kingdom, IOM ran the second edition of its participatory arts project, Portraits of Welcome, by inviting members of the public to reflect on what the future may hold for their shared community. Photographer Marcia Chandra captured engaging portraits to put public faces to their thoughts for the future. Portraits and accompanying quotes were printed on the spot for participants to take away with them, and to add to a growing exhibition for the public.



Teresa:

“Our two daughters have a very rich heritage, but they are also so proud to be British. My grandparents are from Goa, India, but my father is from Kenya, where I was born. We moved to the United Kingdom when I was 18. My husband’s family is also from Goa, but he grew up in Uganda and arrived to England as a refugee from Italy, after Idi Amin’s rule. My daughter has just got married to a man of Chinese descent, so we are continuing to build this heritage, adding another culture to the mix.”

approach focuses on restoring the rights of trafficked persons and other vulnerable migrants through the provision of humanitarian, health, legal and other forms of direct assistance, as well as technical assistance to partners. IOM works to strengthen legal frameworks, as well as policies, procedures and programmes to combat human trafficking and associated forms of exploitation, and protect the rights of all migrants.

Developed with inputs from other UN agencies, civil society actors, experts in the field and victim representatives in 2017, the IOM *Handbook on Assistance and Protection of Migrants in Vulnerable Situations* elaborates the analytical framework and operational processes required for identifying and assisting migrants in vulnerable situations. It will guide practitioners on how to assess vulnerability to violence, exploitation, abuse and/or rights violations, how to determine if such abuses or violations have occurred, and the appropriate procedures for individual case management in pursuit of long-term and sustainable resolution of individual cases.

Flow monitoring
survey at the Winter
Reception and Transit
Centre in Slavonski
Brod, Croatia.
© IOM, 2016

Funded by the United States of America Department of State, IOM's Regional Migration Programmes provide technical assistance to help build the migration management and protection capacities of origin, transit and destination countries, and directly assist the most vulnerable migrants. These programmes operate under a five-pillar approach tailored to each region:



- Capacity-building: Engage governments and local stakeholders in origin, transit and destination countries to advance effective and humane migration management, and promote safe, orderly and regular migration.
- Direct assistance: Protect and assist the most vulnerable migrants, such as unaccompanied children, persons rescued at sea and trafficked victims, while building local and government stakeholders' ownership of migrant protection.
- Regional dialogue: Support regional-level information exchange and cooperation between governments, to address regional migration challenges and uphold the rights of migrants.
- Inter-agency cooperation: Partner with UNHCR and other UN organizations, civil society organizations and the private sector to promote multi-stakeholder coordination on migration issues, advance information-sharing and cooperation and leverage complementarities.
- Emergency migration management: Promote the capacities of governmental and non-governmental stakeholders to anticipate migration crises and better respond to the needs of migrants affected by crises.

In addition, IOM – under the Global Knowledge Management Project – strengthens regional programming through streamlined monitoring and evaluation, enhanced systems and processes for knowledge management, and the increased visibility of promising practices from this portfolio.

IOM's Global Assistance Fund is an emergency support mechanism that provides case-specific assistance to men, women and children who have been exploited, trafficked or are in vulnerable situations, and who are not eligible for assistance through comparable regional or national-level projects. Furthermore, since October 2016, the Global Assistance Fund has broadened its mandate to include unaccompanied and separated migrant children, vulnerable individuals at risk of exploitation, abuse and violence and those experiencing severe medical and psychological conditions.

The Global Assistance Fund provides assistance in countries of destination, transit and origin, which can include safe accommodation, medical care, psychosocial support, legal assistance, as well as assisted voluntary return and reintegration. The Fund has directly assisted more than 2,630 victims of trafficking from more than 70 nationalities since its inception in August 2000. In one recent case, the Global Assistance Fund supported 100 domestic workers from Zimbabwe who were enslaved and tortured

IOM currently implements 10 regional migration programmes in the following regions/countries: Mesoamerica; the Caribbean; Southern Africa; the Horn of Africa and Yemen; the Greater Mekong Subregion and Malaysia; China; Western Balkans; North Africa; West Africa; and Central Asia.



Former victim of
human trafficking in
Cambodia. © IOM,
2016 (Photo: Muse
Mohammed)

in Saudi Arabia. The IOM mission in Harare is currently assisting the victims with individual reintegration assistance plans. The local government, including the Ministry of Public Service, Labour and Social Welfare, as well as the Ministry of Small to Medium Enterprises and the Zimbabwean Police are heavily involved in supporting and facilitating IOM's activities.

Assisted voluntary return and reintegration

In line with the Valletta Action Plan priority domain on return and sustainable reintegration and the priorities of the European Agenda on Migration, IOM and the European Union jointly developed four actions focusing on migrant protection, sustainable voluntary return and reintegration, which will be implemented in 2018. Within the framework of the 2030 Agenda for Sustainable Development, these initiatives will contribute to achieving SDG target 10.7 through: (a) facilitating voluntary returns, which form part of the cycle of international migration and are essential to comprehensive migration management; and (b) assisting returning migrants, as well as Member States to address challenges associated with return migration and reintegration.

The implementation of a new approach to return and reintegration required IOM to design an intervention that is comprehensive (addressing the economic, social and psychosocial dimensions) and integrated (intervening through the individual, community and structural levels). The objective is to broaden reintegration programming beyond the returnee to migrant communities of origin and to the external environment.

The joint initiative for migrant protection and reintegration in Africa will support the efforts of African partner countries along the Central Mediterranean migration route to strengthen migration governance and respond to urgent protection needs of migrants. The initiative will implement projects in 14 countries: Burkina Faso, Cameroon, Chad, Côte d'Ivoire, Guinea-Bissau, Guinea, Ghana, the Gambia, Libya, Mali, Mauritania, Niger, Nigeria and Senegal. Main areas of activity include: (a) increasing protection and assistance for vulnerable and stranded migrants; (b) facilitating voluntary return; (c) achieving sustainable reintegration; (d) enhancing government and stakeholder policies and responses; (e) giving access to accurate information; and (f) improving data on migration flows, routes and trends, as well as migrants' needs and vulnerabilities.

In 2018, the Facility on Sustainable and Dignified Return and Reintegration in support of the Khartoum Process will assist the Khartoum Process countries to facilitate orderly, safe, regular and responsible migration management through the development and implementation of right-based, development-based and sustainable return and reintegration policies. The intervention foresees increasing the capacities of partner countries and relevant stakeholders to develop and strengthen return and reintegration policies and processes. IOM will also facilitate assisted voluntary return and reintegration processes among partner countries along main migration routes. Finally, the initiative will also enhance the provision of economic, social, psychosocial and legal support for the reintegration of returnees.

IOM gives great importance to reinforcing the capacities of relevant stakeholders involved in the delivery of reintegration assistance at the local level.

The IOM Pilot Action on Voluntary Return and Sustainable, Community-based Reintegration in Southern Africa will contribute to the development of sustainable voluntary return and community-based reintegration approaches in targeted countries along a selected migration corridor to be identified in the inception phase.

Finally, IOM will deploy efforts to build capacities for an integrated approach to the reintegration of migrants. This includes the development of a handbook for the effective implementation and monitoring of a comprehensive and integrated approach to reintegration. A training curriculum will be developed and implemented on the basis of the handbook to build the capacities of focal points, governmental and non-governmental partners and service providers.

OBJECTIVE 2: ADDRESSING THE MOBILITY DIMENSIONS OF CRISES



OBJECTIVE 2: ADDRESSING THE MOBILITY DIMENSIONS OF CRISES

Good migration governance relies on effective responses to the mobility dimensions of crises. The year 2017 has been marked by multiple emergencies and the persistence of different protracted crises, which generated a noticeable increase in the need for humanitarian assistance. IOM has been actively involved in virtually all emergency responses with a migration or displacement component worldwide, recently including the situation in Bangladesh, as well as the response in the Caribbean following hurricanes Irma, José and Maria.

The Migration Crisis Operational Framework (MCOF) is used across IOM operations. It is deployed at the country level to target all phases of emergency response, and enable bridging the humanitarian development nexus. Protection and assistance to the most vulnerable are mainstreamed and integrated in IOM's core sectors of activity, including camp coordination and camp management, displacement tracking, shelter and settlements, and transportation and evacuation assistance.

Through partnerships, trainings and institutional knowledge exchange, IOM builds its capacity to prepare and respond to emergencies worldwide. The displacement tracking matrix is deployed in a wide range of countries to track and monitor displacement and mobility, and offers data-driven and evidence-based solutions. The needs of displaced persons and host communities are identified to facilitate adequate responses from humanitarian actors. In addition to robust data collection methodologies and coordinated responses, IOM promotes timely responses through rapid resource mobilization and the implementation of global programmes.

IOM plays a central role in mitigating risks associated with the movement of people. IOM will actively engage in global discussions on the humanitarian development nexus and promote resilience and stabilization. In situations ranging from fragile and crisis settings, to recovery and transition scenarios, IOM employs conflict-sensitive approaches, and builds community stabilization through a wide range of initiatives. The following chapter showcases IOM's approaches and strategies in addressing the mobility dimension of crises for the upcoming year.

Left side picture:
Family in Somalia
affected by the
devastating drought.
© IOM 2016 (Photo:
Muse Mohammed)



Cash-for-work
activities in the
Central African
Republic. © IOM
2017 (Photo:
Amanda Nero)



Preparedness and response

Respecting the primacy of humanitarian principles, IOM's crisis response is guided by the MCOF, a tool that integrates humanitarian activities, transition, recovery, and development perspectives thereby enabling the Organization to bridge humanitarian development gaps and deliver protection and assistance to the most vulnerable in a manner that aims at restoring opportunity and dignity. Throughout 2018, IOM will continue to strengthen strategic planning capacities based on the MCOF to develop flexible, comprehensive and forward-looking responses to migration crises.

IOM continues to focus on its systems and protocols to respond to emergencies, as well as its ability to develop sector-specific expertise and leadership, across the following core areas of work: (a) camp coordination and camp management; (b) displacement tracking; (c) shelter and settlements; and (d) transportation/evacuation assistance for mobile populations. These core sectors will continue to mainstream and integrate protection throughout their interventions.

IOM's rapid response mechanism, which was developed as a result of the 2013–2016 capacity-building initiative, now supports country operations across all sectors of humanitarian intervention. Planned activities will focus on reinforcing and sustaining surge capacity, both institutionally and through partnerships. This includes furthering the capacity of staff to carry out comprehensive emergency response operations through trainings and tool development, and by fostering communities of practice.

Through ongoing enhancement and continued deployment of the displacement tracking matrix 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 effective targeting of life-saving assistance and enable data-driven operations, while also contributing to transition and recovery processes and longer-term solutions. Sustained partnerships and collaboration with key stakeholders remain a priority to promote interoperability of data and information systems, joint analysis and complementary responses.

Moreover, as a major stakeholder within the camp management and shelter sectors, IOM aims to continue to strengthen humanitarian responses by ensuring high standards of predictability, accountability and partnerships within these two areas.

Upon the request of governments, IOM has recently deployed the MCOF in different countries of the Americas and the Caribbean. Strategic plans have been developed to support target governments in migration crisis responses with a focus on preparedness and response.

IOM also intends to further gain efficiencies through the implementation of global programme priorities, such as cash-based programming, supply chain management and procurement, protection from sexual exploitation and abuse, and mitigating risks of gender-based violence in emergencies. IOM will continue to improve its ability to rapidly source, move and distribute essential shelter and non-food item materials through supply chain management systems that will contribute to increased effectiveness of the overall response. Further, IOM will enhance its global institutional mechanisms and country-level preparedness systems and staff capacity to effectively implement cash-based programming.

IOM works to harmonize its engagement in activities addressing complex migratory flows through mapping existing mixed migration initiatives and task forces. IOM will also consolidate institutional approaches to mixed migration and continue building institutional expertise on search and rescue and protection at sea activities.

IOM participated in the discussions leading to the set-up of the Grand Bargain and has made ambitious commitments in most of the Grand Bargain workstreams. IOM actively contributes to the Grand Bargain process and provides updated information on the progressive achievement of its objectives.



Transition and recovery

In 2015, 65.6 million individuals were displaced as a result of persecution, conflict, violence or human rights violations, and 19.2 million people were newly displaced by disasters. A large number of forced migrants remain in protracted displacement situations, including in urban areas. Crises have significant long-term effects on migrants and society. Therefore, continued action by the international community is required to prevent and prepare for crises, support migrants, including displaced persons, and communities affected by crises in accordance with humanitarian principles and promote durable solutions to progressively resolve displacement situations. Addressing the root causes of crises and associated population movements needs to be part of longer-term approaches towards recovery, stabilization and resilience, transition and sustainable development. In addition, the international community should respond to crises with the understanding that migration is an inevitable consequence, and that recovery and transition efforts require consideration of the needs of migrants and their communities.

Operationalizing the humanitarian development nexus and the New Way of Working

Following the 2016 World Humanitarian Summit and the Grand Bargain commitments to bridging humanitarian and development assistance by reducing needs, risks and vulnerabilities, IOM has sought to better articulate its approach to the humanitarian development nexus and the New Way of Working and contribute to these global discussions. As an implementing organization that delivers across the spectrum from humanitarian response, to transition and recovery initiatives and 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, as well as ensure that migration contributes to development and peacebuilding.

In bridging the gap between humanitarian-principled immediate responses and development programmes in pursuit of the 2030 Agenda, IOM considers that there is an additional step, the “missing middle” of development-principled interventions beyond the humanitarian response which set the stage for traditional development cooperation. IOM’s transition and recovery programming fills this gap in many crisis countries, despite the lack of a framework at the country or global level. This portfolio includes efforts to promote stability, resilience and the progressive resolutions of displacement situations through participatory, community-centered programming.

Left side picture:
A young girl near
her home in the
Kutupalong settlement
in Bangladesh.
© IOM 2016

Over the course of 2018, IOM aims to articulate its unique approach to the New Way of Working, provide its experience to global discussions on the humanitarian development nexus and support the operationalization of these concepts at the country level. This will include the participation in a number of global, regional and country forums on the topic as well as the production of a study looking at how to best understand, agree upon and articulate collective outcomes. Furthermore, IOM will provide support to country level inter-agency mechanisms to produce joint analysis, and implement multi-year responses to reduce needs and vulnerabilities in pursuit of the goal of leaving no one behind.

Strengthening IOM capacity to promote recovery and stabilization in crisis contexts

IOM works to create conditions for the restoration of normal social, economic and political life after crises, by contributing to the restoration of basic rights, and by promoting social cohesion, functioning State governance, non-violent political processes, effective social policy and service delivery. Through its recovery and stabilization programming, IOM works at the local, community level to promote stability as a step out of crisis or fragility, toward more sustainable development approaches.

IOM's approach to community stabilization remains adaptable by employing a community-driven approach whereby interventions are guided and shift according to priorities identified by affected communities. Drivers addressed by IOM include community rifts caused by historic or sudden-onset conflict, poor social cohesion, ineffectual or inequitable local governance, inaccessibility of decision-making platforms to communities, difficult access to livelihoods opportunities and poor access to information.

Over the course of 2018, IOM seeks to strengthen its global technical guidance, as well as country-level contextual analysis and rapid response capacity within the scope of its transition and recovery portfolio. This requires the development of evidence-based models and advice to identify when environments are poised to engage communities in transitional processes following, or amidst, crises. Simultaneously, where recovery and stabilization programmes are ongoing, enhanced analytic and rapid response capacity will enable IOM to rapidly react to shifts in country and regional operational contexts.

Progressively resolving displacement situations

The Progressive Resolution of Displacement Situations (PRDS) Framework, finalized in late 2016, highlights the central role

Transition out of instability is, by design, filled with uncertainty as the surrounding political, security and socioeconomic environment continues to shift in attempts to normalize.

Safaa, 9, has been living in displacement with her family for two years. She is currently living with her family in a camp for displaced Iraqis, Chamakor, on the east of Mosul. She visits the IOM psychosocial centre every day to spend time with other children and engage in recreational activities such as drawing.

© IOM 2017 (Photo: Raber Aziz)



resilience-building and livelihoods restoration play in promoting durable solutions. IOM will continue to build on the PRDS Framework to promote solutions-orientated programming, in close collaboration with key partners. IOM's approach recognizes the central role of mobility in allowing people to preserve or increase available resources and opportunities, enabling them to save lives, access basic assistance and/or to enhance livelihood opportunities.

"The operational roll-out of the PRDS Framework and livelihoods capacity will consist of: (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; 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."

IOM, The Progressive Resolution of Displacement Situations Framework (IOM, Geneva, 2016). Available from www.iom.int/sites/default/files/our_work/DOE/humanitarian_emergencies/PRDS/IOM-PRDS-Framework.pdf.

Agreed in March 2015, the Sendai Framework for Disaster Risk Reduction 2015–2030 outlines global commitments to reduce risk and promote resilience.

Considered a cornerstone of the 2030 Agenda, the Sendai Framework is the first global agreement on disaster risk reduction to incorporate clear references to mobility and displacement.

Strengthening disaster risk management

Mass displacement continues to be one of the most visible consequences of disasters globally. The synergy of natural hazards, climate change, water scarcity, rapid urbanization and poverty are expected to intensify impacts on vulnerable populations, which is likely to increase internal and cross-border migration, including displacement.

IOM is committed to support its Member States to deliver on the priorities of the Sendai Framework and has begun to take concrete action on these areas as outlined in IOM's Strategic Work Plan on Disaster Risk Reduction 2017–2020. In 2018, IOM will strengthen its institutional capacity to contribute to national-level efforts that: (a) reduce disaster-induced displacement by harnessing the dimensions of mobility in disaster prevention and preparedness; (b) mitigate the impacts of displacement through risk-informed humanitarian action; (c) strengthen resilience and promote durable solutions by building back better in recovery and reconstruction; and (d) expand and strengthen strategic and operational partnerships to support integration of mobility perspectives in global disaster risk reduction efforts.

Enhancing conflict-sensitive approaches to transitions and solutions

IOM operates in many high-risk contexts characterized by 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.

IOM will benefit from an enhanced capacity to employ conflict-sensitivity models in the identification, design and implementation of interventions and the monitoring of their impact. During 2017, IOM formalized its conflict-sensitivity guidance, which includes parameters and tools to strengthen do-no-harm and risk mitigation analysis, planning, monitoring and evaluation capacity. This guidance ensures that IOM's operational approach to transitions and durable solutions is soundly supported by a conflict-sensitivity framework.

Migration health assistance for crisis-affected populations

Humanitarian crises result in increasingly complex and often large-scale migration flows and mobility patterns, which typically expose affected populations to a plethora of vulnerabilities and generate serious and longer-term migration management challenges. As a member of the global health and country health clusters, as well as partnering with the World Health Organization, IOM's health emergency activities are extensive and include primary health-care provision and community health revitalization, medical evacuation and rehabilitation, border and mobility management, among others.

Governments and health actors increasingly recognize the need for a comprehensive multisector approach to migration and health that goes beyond infectious diseases and border control. Migrant-inclusive policies that address migration-related health vulnerabilities, non-communicable diseases, mental health, occupational health, environmental health and access to migrant-sensitive health-care services must be promoted in order to achieve the SDGs and universal health coverage. Delivering equitable access to health through an RBA will contribute to healthier migrants in healthier communities.

Advancing the Global Health Security Agenda through rapid response to humanitarian and public health emergencies

The causal relationship between humanitarian emergencies and disease outbreaks is interchangeable, with the possibility of either one initiating the other. The risk for disease outbreaks during a humanitarian emergency is commonly associated with population displacement and the disruptions to health systems. International



At the Polyclinique Le Bon Samaritan in Kagali, Rwanda, IOM runs health checks before migrants are resettled in third countries. © IOM 2017 (Photo: Amanda Nero)

human mobility is capable of amplifying the spread of communicable diseases and the impact of public health emergencies. The ebola virus disease outbreak in West Africa is a clear reminder of this risk.

In 2018, IOM, in collaboration with key partners such as the United States of America's Center for Disease Control and Prevention, the World Health Organization and Ministries of Health, aims to expand on its existing contribution to the Global Health Security Agenda by building its technical and operational capacity to rapidly respond to the public health aspects of humanitarian emergencies and public health emergencies throughout the world. This requires: (a) improving mechanisms for coordination, resource

In September 2015, IOM received a funding award from the United States of America's Center for Disease Control and Prevention to implement a set of activities aimed at building the capacities of six West African States to better prevent, detect and respond to the prevailing threat of ebola virus disease, as well as other communicable diseases and health threats. In this framework, IOM has worked with the governments of Ghana, Guinea-Bissau, Guinea, Liberia, Senegal and Sierra Leone, as well as international counterparts in each of these countries in three priority areas: (a) point of entry capacity development according to the international health regulations; (b) border health risk mitigation through strengthened surveillance and incorporating a strong human mobility perspective; and (c) bilateral and regional international health regulations coordination.

mobilization and management, data collection and communication; (b) establishing emergency health response surge capacity hubs; and (c) developing and rolling out appropriate training systems to respond rapidly and effectively to public health emergencies and set standards for essential health-care services, infection prevention and control, mental health and psychosocial services in IOM's emergency health response operations in priority countries.

Migrant assistance in crisis settings

The issue of human trafficking in times of crises has recently gained traction on the international agenda, and there is a growing recognition by States and humanitarian actors alike that responding to trafficking and exploitation should be an integral part of emergency humanitarian programming. In 2018, IOM will continue to work with internal and external stakeholders to advocate for and respond to trafficking in persons and exploitation in humanitarian settings, through fieldwork and engagement with the IASC Cluster System, relevant UN agencies and other humanitarian actors, as well as members of the Alliance 8.7. action group on conflict and humanitarian settings.

Addressing trafficking and exploitation in emergency settings

In 2015 and 2016, IOM published several studies on trafficking and exploitation in emergency settings, which establish a clear link between trafficking and emergency contexts, and identify a critical gap in the humanitarian response system. To address this gap, IOM has started advocating for the integration and operationalization of counter-trafficking measures in the humanitarian response architecture. IOM has activated a specialized roster able to intervene from the outset of crises to implement counter-trafficking prevention, protection and assistance activities, in coordination with the humanitarian, development and donor communities. IOM has also set up an anti-trafficking task team within the Global Protection Cluster to systematically address trafficking within existing crisis response mechanisms.

OBJECTIVE 3: SAFE, ORDERLY AND DIGNIFIED MIGRATION



OBJECTIVE 3: SAFE, ORDERLY AND DIGNIFIED MIGRATION

Migration has undergone considerable changes in scope and volume over the last decade. On 19 September 2016, UN Member States agreed on the importance of working together to achieve safe, orderly and regular migration, in line with objectives set up by the Sustainable Development Agenda. In order to meet its commitments and support the efforts of Member States, IOM develops and implements a wide range of initiatives in the areas of integrated border management, transition and recovery, global migration data management, information, communications and technology, and migration health and assistance, among others.

On the basis of a protection-based approach, IOM manages visa application centres and provides technical assistance to Member States to ensure border safety and facilitate legal movements of persons. IOM has an established expertise on counter-trafficking and migrant assistance interventions. These actions have enabled the provision of adequate protection to vulnerable migrants and the prosecution of criminals.

IOM's activities will also continue to focus on addressing the root causes of irregular and forced migration. Evidence-based policymaking for safe and regular migration is also promoted through applied research and capacity-building. The objective is to ensure that migration is a choice for migrants rather than an obligation, and that the conditions are in place for migrants to move in a safe and dignified manner.

Considering the complexity of the migration process, many migrants, both in regular and irregular situations, encounter practical challenges during all phases of their movement. These difficulties include the complex access to reliable information, inadequate access to services, language barriers and others. Promoting safe and dignified migration also entails providing migrants the tools to empower themselves during the migration process.

Contributing to IOM's overarching focus on healthy migrants in healthy communities, IOM will continue providing a wide range of health assessment services for migrants worldwide. IOM perceives its health assessments services as a great opportunity to promote the health of migrants and communities and initiate preventive and curative interventions to ensure migration takes place in a safe manner.

Left side picture:
Under the
EU relocation
programme, asylum
seekers are relocated
from Greece to
European Union and
other States. © IOM
2016 (Photo: Muse
Mohammed)

Immigration and border management

While the work that IOM implements on immigration and border management is cross-cutting and features in many areas of the Migration Governance Framework, the focus is primarily set on the elements mentioned under paragraphs 21 and 22 of the Framework, which are aimed at ensuring that migration takes place in a safe, orderly and dignified manner.

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 prosecuting migrant smugglers and enhancing border security through cooperation between relevant State agencies. The objective of this process is to reduce incidences of cross-border and transnational crime of all types.

Developed by IOM in 2009, 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 operational in 19 countries, MIDAS has been designed to be compliant with international standards.

With the capability to collect, process, store and analyse traveller information in real time and across an entire border network, MIDAS enables States to more effectively monitor those entering and exiting their territory while providing a sound statistical basis for migration policy-related planning. IOM ensures that governments have full and exclusive ownership of any data recorded by MIDAS.

The focus in 2018 will be set on promoting the system in new countries of deployment and further developing the structure to match current border management challenges and requirements, including the integration of advance passenger information.

In addition, IOM manages visa application centres for humanitarian and regular migratory flows, with limited wait times and reasonable fees. All this is implemented while sharing with States examples of good practices in line with international standards, both in terms of operational efficacy and from a human rights perspective. Promoted initiatives should be aligned with target 10.7 of the SDGs. Through a protection-based approach, migrants are dissuaded from seeking unsafe, irregular and life-threatening journeys and from misinformation and exploitation by unscrupulous visa brokers, along with private actors who charge unreasonable fees.



In the early 2010s, Fathuma worked as a door-to-door saleswoman selling clothes to make a living in Somalia. Over the years, she struggled to make ends meet and, in 2012, decided to make the same decisions that several Somalis made before her – travel to Yemen for find better work. She made the dangerous voyage across the Gulf of Aden through known illegal smuggling channels. Fathuma cleaned houses for local Yemeni homes at wages barely higher than what she had at home.

Then the war in Yemen broke out in early 2015. Any jobs Fathuma might have had completely fell apart as people began to flee their homes from the violence. Rather than waiting for the next shell to land on her, she chose to leave on a boat with other Somalis back to Somalia in the first few months of the war.

Back in the calmness of Burao, Somalia, Fathuma found herself back at square one for job prospects. However, through a livelihoods project implemented by IOM, she and a relative managed to open up a general store as partners. Figuring that they will have a steady flow of customers needing basic goods and necessities, the pair hope that their business will cater to their needs as the drought begins to cripple local businesses and livestock. © IOM 2017 (Photo: Muse Mohammed)

Annex 9 of the Chicago Convention contains Standards and Recommended Practices, and related definitions and appendices concerning the facilitation of international air transport.

An immigration official in the United Republic of Tanzania is trained on document detection at a border post. © IOM 2006

Enhanced International Civil Aviation Organization Traveller Information Programme strategy implementation

Building on the IOM-International Civil Aviation Organization (ICAO) Memorandum of Understanding, IOM will provide technical assistance to Member States in the implementation of the Traveller Identification Programme strategy, a global framework urging States to develop capacities to uniquely identify individuals in order to ensure border security and facilitate legal movements. The international regulatory framework consists of Annex 9 to the Chicago Convention, the ICAO document 9303 standards, and a range of guidance materials and assessment tools. Project activities include technical field visits, assessments, advocacy events and technical consultations, developing and delivering professional training, equipment procurement, and setting up the adequate processes and inspection tools aligned with international norms. The project will be implemented in close cooperation with experts from the ICAO Implementation and Capacity-Building Working Group, where IOM is an active member.



Evidence of identification

Weaknesses in national identification systems remain the soft underbelly of passport security and border integrity. The emerging evidence of identification framework offers a set of best international practices to verify people's identity with certainty. IOM, working as part of the ICAO Implementation and Capacity-Building Working Group, contributed to the evidence of identification guide and other guidance materials to strengthen and inform future capacity-building activities. In addition to advocacy and awareness raising, IOM – in close cooperation with ICAO Implementation and Capacity-Building Working Group experts – will assist States in setting up the right processes and workflows to strengthen evidence of identification. A related area is IOM's integrated border management assistance to help States with strengthening civil registries, the security of breeder documents (such as birth certificates), digitizing manual civil registry records, and installing civil registry infrastructure and communication capabilities between offices.

Strengthening global capacity to combat travel document and identity fraud

IOM will focus on strengthening international standards and resources on travel document integrity. This entails further developing and codifying curricula, trainers' resources and guidance material on travel document examination and impostor recognition. The main objective is to extend training resources and develop the skills of States facing border integrity gaps and high instances of travel document and identity fraud. Sustainability will be ensured through a training of trainers approach and enhancing in-house training capacities on document fraud in beneficiary States. Joint ICAO-IOM training initiatives on travel document examination and impostor recognition are also to be explored, including the prospects of integrating the second version of IOM's Passport Examination

The 2016 version of IOM's *Passport Examination Procedure Manual* has been developed as an update to the first edition (2007) in response to the development of new security features in the production of identity and travel documents. For example, the new manual now includes sections providing information on biometrically enabled documents with radio frequency identification and more detail on the use of polymer substrates. The manual is separated in two main parts: (a) part I centres on travel document production and security features; and (b) part II deals with travel document examination. In addition, the second edition of the Manual contains a glossary of terms for passport production and security features.



Since the beginning of the crisis in Ukraine, IOM has provided aid to over 100,000 vulnerable displaced persons and conflict-affected people.

Kostiantyn lives in Peredilske village, Luhansk region.

In spite of his age and poor health, he helped IOM staff to unload humanitarian aid. His children left the village in 2014 after the beginning of the conflict.

© IOM 2017 (Photo: Volodymyr Shuvayev)

Procedures Manual and ICAO's training package "Control of the authenticity and validity of travel documents at airport borders – Level 1".

Transition and recovery

Ensuring safe and orderly migration also means mitigating the risks associated with the movement of people. This includes applying effective cross-border health measures and strengthening public health strategies to prevent the spread of diseases and protecting the health of migrants and society. Maintaining the integrity of migration and mobility schemes requires an ability to detect irregular migration and prohibit illegal cross-border activity. Migration and border agencies should work with national and international justice and security agencies to collect, analyse and use information intelligence, including to address terrorism, as well as trafficking in persons, smuggling in migrants and other cross-border criminal activity.

Reducing the exploitation of migrant vulnerabilities by violent extremist groups

Recent global events have demonstrated a worrying shift in political and social discourse that has permitted the mainstreaming of xenophobic generalizations and placed migrants and migrant communities at added vulnerability to exploitation by violent groups. Potential exposure to discrimination, marginalization, lack of services and abuses, among other vulnerabilities, throughout the migration process has the potential to compound initial root drivers of migration, placing forced and irregular migrants at added risk of exploitation. Although these pressures and conditions are not novel, the presence and capacity of extremist groups to exploit individual grievances of vulnerable forced or irregular migrants for violent action raises new challenges in addressing root causes and migrant protection.

As part of institutional efforts to address root causes of irregular and forced migration, IOM efforts to prevent and counter violent extremism 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: (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.

Information, communication and technology solutions

The MigApp

Given the complexity of the migration process, many migrants encounter tremendous challenges throughout their journeys, from limited access to reliable and practical information about the migration process to the unfamiliar social norms and sometimes dangerous conditions in the destinations they arrive to. Many migrants struggle to find assistance, but the reality is that assistance is often difficult to find if, and when, information is not easily available. This often drives migrants to seek help from unauthorized agencies who may exploit migrants' lack of knowledge to advance their own interests.

The use of smartphones is widespread nowadays. Many migrants themselves use mobile devices as a link to their families and social



An IOM staff checks the balance of an e-voucher card using a phone app. © IOM 2016 (Photo: Muse Mohammed)

media. These same mobile devices have the potential to be turned into tools that provide access to reliable and practical information on the migration process, as well as to relevant migration services. This not only empowers migrants to take charge of their own journey but also reduces their dependency on unauthorized entities and processes.

The MigApp is a secure and user-friendly downloadable app that serves as a one-stop-shop where migrants can access information and services relevant to their own migration process. MigApp brings the following information and services to migrants:

- MigApp responds to the need to help migrants make informed decisions throughout their migration process. Irregular and unsafe migration is often a result of lack of awareness about the risks involved in the process, ill-informed knowledge of visa, health risks and travel regulations, limited or non-existent interaction with legitimate service providers, and the absence of a balanced and unified platform for reliable and updated migration information and services. MigApp aims to offset the volume of misinformation on migration in circulation today.

- IOM has a wide range of services that practically address every aspect of migration. MigApp aims to make IOM services directly available to a wider group of migrants. Migrants who are therefore already benefiting from specific existing IOM projects will be able to participate in the project via the MigApp.
- MigApp facilitates communication from migrant communities by providing a platform for migrants to share their experiences, including reports of abuse and needs. Such contributions from migrants will serve to flag risks and help inform other migrants. A feedback mechanism also allows migrants to provide comments on their experience from using the MigApp, which IOM can use to improve the services that MigApp provides.
- For migrants, every cent they send back home counts. Being able to find the service provider with the best exchange rate is therefore key. MigApp offers a platform to compare remittance costs across several service providers, making this task less tedious for the migrant while helping them to make the most of the money they send back home.

MigApp facilitates the analysis of global, regional or local migration patterns in order to feed into future migration-related programming, research and studies, or life-saving operations that will help IOM to proactively respond to emerging issues.

Migration health assessments and travel health assistance

Travel health assessment services are offered by IOM at the request of different destination countries. IOM carries out approximately 300,000 health assessments annually in over 70 countries. The Organization provides an assessment of the physical and mental health status of migrants for the purposes of resettlement, obtaining a temporary or permanent visa, assistance in integration or return, enrolment in specific migrant assistance programmes or in relation to employment. These services protect the health of migrants and communities and promote migrant health through a comprehensive package including the diagnosis and treatment of conditions of public health importance in addition to health education and related assistance.

Migrants have health profiles that vary according to their pre-migration or displacement experiences, and pre-existing health conditions and epidemiological profiles, among other factors. Pre-departure health assessments and related services, including travel health assistance, ensure that migrants are fit to travel and meet the requirements of the receiving country. IOM approaches its pre-departure health assessment services as an opportunity to promote the health of migrants through the initiation of preventive and

The Emerging Resettlement Countries Mechanism

The Emerging Resettlement Countries Mechanism (ERCM) is a global support platform designed to facilitate and channel, in a strategic and coordinated manner, the support needed for new and emerging resettlement countries to start or strengthen resettlement programmes. The ERCM is jointly led by UNHCR and IOM.

2015 and 2016 saw a renewed interest and political commitment on the part of States to the resettlement of refugees. The ERCM was formally launched at the Leaders' Summit on Refugees hosted by then United States of America President Barack Obama in New York on 20 September 2016, to support States committed to establishing or expanding resettlement programmes.

Through the ERCM, emerging resettlement programmes can obtain two types of assistance:

- Technical support: ERCM can mobilize and deploy experts to assist governments throughout the process of setting up and implementing a resettlement programme for the first time. In addition, ERCM can provide training on areas relevant to the resettlement process to both States and civil society.
- Financial assistance: ERCM can provide direct financial assistance in relation to the provision of pre-departure services, such as health assessments, pre-departure orientation and safe and dignified movements, including international air travel from the country of asylum to the resettlement country.

While the ERCM was set up to focus on resettlement programmes, other humanitarian admission programmes could benefit from the ERCM as long as: (a) they are humanitarian in principle; (b) they bring a durable solution to the refugees or individuals concerned; (c) they are additional (should not be set up at the expense of other existing humanitarian programmes); (d) they are non-discriminatory (should not focus on a specific refugee profile); and (e) the government is involved in all areas of programming and demonstrates a commitment to the long-term sustainability of the programme.



A Somali woman waits at the IOM Transit Centre in Nairobi for her upcoming resettlement. © IOM 2016 (Photo: Muse Mohammed)



curative health interventions for conditions that, if left unaddressed, could have a negative impact on their health status and successful integration. Health assessment services thus play a vital role in the safe, orderly and dignified migration of individuals in IOM's care, and contribute to IOM's overarching vision of "healthy migrants in healthy communities."

IOM staff review data collection forms at a flow monitoring point in Liberia. © IOM 2015

Migrant assistance

As a leader agency in the provision of assisted voluntary return and reintegration services, in 2018, IOM will continue implementing its communication strategy with the global objectives of: (a) increasing migrant awareness of assisted voluntary return and reintegration and building trust on IOM as a service provider; (b) fostering engagement on assisted voluntary return and reintegration among involved stakeholders and donors; and (c) broadening the understanding of assisted voluntary return and reintegration among the general public.

In 2017, IOM launched a project aimed at "strengthening and promoting engagement on assisted voluntary return and reintegration (SPEAK)". This pilot initiative intended to offer a realistic insight on the return process from the perspective of the returnees, providing a space for migrants to speak about their personal experiences, achievements and challenges, as well as a visible space for return stories to be showcased. Based on the promising results of the pilot project, including the development of a mobile app, IOM will produce audiovisual material on returnees' experiences, achievements and challenges in an open, objective and empathetic manner.

A STRONGER ORGANIZATION



A STRONGER ORGANIZATION

While *Migration Initiatives* traditionally portrays the IOM programmes that contribute to improved migration governance, it is also important to mention some of the internal initiatives that make IOM a stronger organization, more prepared to undertake its role and ready to respond to the expectations of Member States and migrants.

IOM has launched strong internal initiatives that have resulted in reinforcing internal systems and mechanisms, notably through the Budget Reform approved by Member States to enable the Organization to keep pace with the growth of its programming area. IOM is implementing more projects than ever, and its budget and expenditure are constantly on the rise, which entails bigger needs in terms of internal control mechanisms, monitoring and evaluation and knowledge management.

At the same time, IOM is conscious of the expectations of its Member States in terms of value for money, efficiency and transparency. In the humanitarian arena, the Grand Bargain process represents an important commitment to improve emergency response and better establish linkages with transition, stabilization and longer-term development initiatives. IOM is fully engaged in achieving its Grand Bargain commitments, which range from transparency to cash-based interventions and accountability to affected populations, among others.

IOM has also received support from its Member States in the set-up of internal funds and mechanisms that enable the Organization to make strategic allocations of funding. These funds include the IOM Development Fund, which was created in 2001 to strengthen the migration management capacity of Member States. The Migration Emergency Funding Mechanism represents for the Organization an instrument to provide rapid assistance during emergencies to respond to initial needs while voluntary contributions are received.

In line with the Grand Bargain process, IOM is also promoting increasingly flexible contributions from its Member States. The systems have been internally established to intake these allocations, which are directed to fund strategic areas of IOM's activities. The progressive development of hybrid system consisting of flexible contributions and tightly earmarked allocations represents an opportunity for IOM to maintain the expectations of Member States in terms of strong accountability and transparency while allowing the strategic use of resource to important underfunded initiatives.

Left side picture:
Irregular Cambodian
migrants arrive at the
IOM reception centre
in Poipet and receive
an info awareness
session on the dangers
of irregular migration.
© IOM 2016 (Photo:
Muse Mohammed)

Results-based management

What is results-based management?

Results-based management (RBM) is a management strategy that sets out clear objectives and outcomes to define the way forward, and uses specific indicators to verify the progress made. Instead of reacting to external events, RBM prompts managers to take a proactive approach to clearly articulate which objectives the Organization wants to achieve, what it needs to have or do to achieve them, whether the objectives have been achieved, and then how to improve performance to close any gaps in the future.

RBM should be implemented across all stages of IOM's action, including planning, managing, monitoring, reporting and evaluating. The aim of RBM is to provide valuable information for decision-making and lessons learned for the future, including:

- (a) Planning, setting the vision and defining a results framework;
- (b) Implementation to achieve the results;
- (c) Monitoring to ensure results are being achieved; and
- (d) Reporting and evaluation.

Since 2011, IOM began a more conscious move towards an RBM methodology in its projects and developed the IOM Project Handbook. To strengthen project development and management, a results-based approach was introduced, including requiring a results matrix.

At the Council of 2015, IOM Member States approved the Migration Governance Framework (MIGOF) which now provides the overall framework for IOM's engagement, planning and reporting. In 2016, an important aspect of the recent organizational changes within IOM was the introduction of two organization-wide results frameworks. These pilot results frameworks set out the overall, global objectives that IOM want to reach and contribute to by 2020.

- The MIGOF results framework : how IOM contributes to good migration governance through its operations;
- The organizational effectiveness results framework : how IOM aims to demonstrate that it is Principled, Purposeful and Prepared.

The two results frameworks have been piloted for one year, helping IOM missions to strengthen the link between IOM's strategic vision and IOM's activities at a global level. The MIGOF results framework should be used as the basis for the development of targeted, impactful and strategic programmes at all levels of the Organization

Among other aspects, a RBM approach requires strong monitoring and evaluation, and knowledge management systems.

The second edition of the IOM Project Handbook, published in 2017, further strengthens results-based approaches by providing more guidance and tools for development, management, monitoring and evaluation of projects.



(global, regional, country-based strategies). In order to aggregate and report on IOM global results, two global questionnaires were developed : the institutional questionnaire and the organizational effectiveness questionnaire.

IOM is currently reviewing the two corporate results framework and designing an interactive platform which enhance the analysis of results, reflection and informed decision-making based on the information gathered in the field. In parallel, IOM has made significant progress on knowledge management and sharing of results across the Organization.

In 2018, IOM strives to reinforce these two pilot results frameworks and the questionnaires, as well as further refine the above online results platform (a prototype interactive website which will be used internally first and be made accessible to third parties in a future phase, in accordance with IOM's commitment to greater transparency. In addition, IOM will carry out an evaluation of its current Knowledge Management Strategic Framework (2012–2017) and design a follow-up plan on the recommendations to ensure that IOM learns from its results.

IOM staff during
a non-food items
distribution for Syrian
refugees in Turkey.
© IOM 2016 (Photo:
Muse Mohammed)

The Project Information and Management Application

In 2012, the first version of the IOM Project Handbook was launched, standardizing a results-based approach to programming within the Organization. The second edition of the Handbook has been launched in 2017, but one key missing piece that will ensure

its application is an online project information and management system that will:

- (a) Reinforce the project development and endorsement process;
- (b) Allow IOM to better operationalize a RBM approach that incorporates monitoring and evaluation of project implementation performance; and
- (c) Address the ever-growing requirement of Member States to enhance the capacity of IOM to capture, monitor and report on project results, learn lessons and replicate good practices.

The Project Information and Management Application (PRIMA) was conceptualized in late 2013 by the IOM Development Fund and was rolled out to all IOM Development Fund-funded IOM offices in 2016 as an initiative to deploy an institutional project information management solution that will assist IOM to develop, manage, monitor and report on projects funded by the IOM Development Fund and their results.

However, IOM Development Fund projects represent less than 10 per cent of the 2,000 active projects that IOM implements on average at any given time. Expanding the scope of PRIMA's use to all IOM projects will support project managers to: (a) conduct more in-depth project management and operational oversight; (b) enable consistent, insightful analysis across projects; (c) facilitate capture and sharing of operational data and project information; and (d) simplify reporting at the project and aggregated IOM-wide levels.

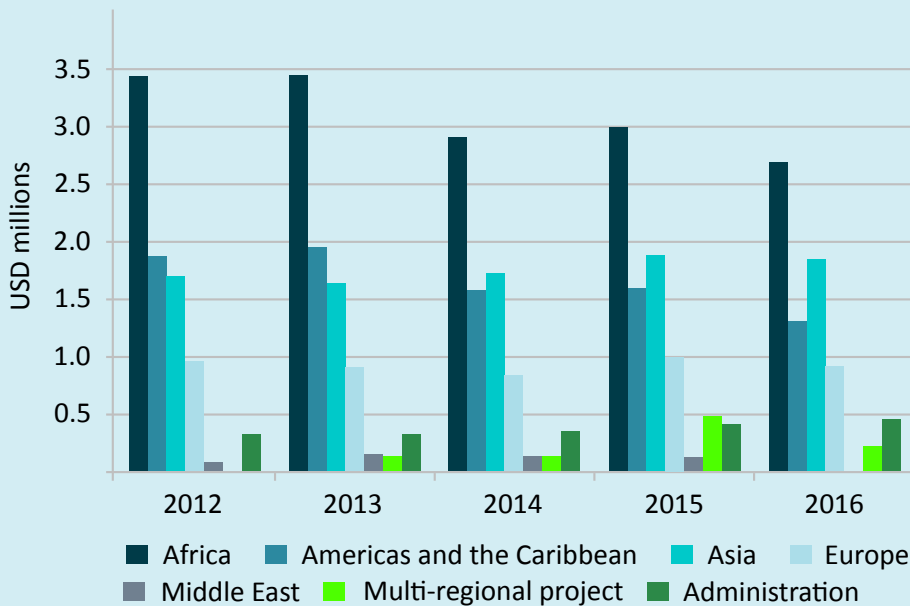
IOM Development Fund

Since 2001, the IOM Development Fund has provided a unique global resource aimed at supporting developing Member States in their efforts to strengthen their migration management capacity. With over 600 projects implemented in more than 119 countries worldwide, the 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 2017, with a budget of USD 8.9 million, the IOM Development Fund-financed capacity-building projects, which range from increasing the capacity of Migrant Resource Centres in Nepal to combating trafficking

More information on
the IOM Development
Fund is available
from [https://
developmentfund.
iom.int/](https://developmentfund.iom.int/).

IOM Development Fund allocation per region and year (2012–2016)



in persons in Madagascar, as well as building the capacity of the Government of Colombia to manage irregular migration in the border zone with the Bolivarian Republic of Venezuela.

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 private sector and 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.

Publishing data via the International Aid Transparency Initiative

IOM is a signatory to the Grand Bargain and has made ambitious commitments in many workstreams identified in the process. In terms of transparency, IOM is expected to:

- (a) Publish timely, transparent, harmonized and open high-quality data on humanitarian funding within two years of the World Humanitarian Summit in Istanbul;

- (b) Make use of appropriate data analysis, explaining the distinctiveness of activities, organizations, environments and circumstances (for example, protection and conflict zones);
- (c) Improve the digital platform and engage with the open-data standard community; and
- (d) Support the capacity of all partners to access and publish data.

As specifically required in the Grand Bargain process, the International Aid Transparency Initiative (IATI) should provide IOM with a common standard to achieve these objectives. IATI is a voluntary, multi-stakeholder initiative that seeks to improve the transparency of aid, development and humanitarian resources in order to increase their effectiveness in tackling poverty. IATI brings together donor and recipient countries, civil society organizations and other experts in aid information who are committed to working together to increase the transparency and openness of aid. IOM joined IATI in March 2017 and is working to put in place the adequate systems in the Organization to meet transparency commitments.

“IOM considers transparency as key in making humanitarian action accountable, towards beneficiaries, donors and the general public. IOM’s reporting in accordance with the IATI Standard will benefit already existing initiatives, with the aim of improving accountability and efficient humanitarian programming.”

William Lacy Swing, IOM Director General

Environmental sustainability

Environmental concerns are a major challenge of our time, and organizations are expected to respect environmental sustainability principles in all their activities. Aligned with the 2030 Agenda for Sustainable Development and the UN Climate Neutral Strategy, IOM launched its environmental sustainability programme of work in 2017. The initiative envisages to mainstream environmental sustainability principles into IOM’s policies, programmes and operations with the commitment to “go green”, which means managing the environmental impact of the Organization and ensuring activities are climate neutral and environmentally sustainable.

This requires adapting and integrating precautionary environmental considerations into decision-making processes in order to adhere to international standards and reduce institutional ecological (including carbon) footprint. IOM’s goal for 2018 is to set

internal sustainability principles through in-house and external consultations, and identify and promote best practices available on the field for green, environmentally sustainable operations.

Gender coordination

Making gender an operational tool in every context

The link between gender and migration is unanimously recognized as important and often mentioned in international forums. However, when it comes to developing policies on migration management and implementing them, often the gender dimension remains a statement of commitment with limited concretization.

When gender is mentioned, it is often only to underline the special vulnerabilities of women and children in the migration process, forgetting that women and children also have important capacities and overlooking the vulnerabilities of men and other groups of people, such as those identifying as lesbian, gay, bisexual, trans, and/or intersex, disabled people and so forth. An empowering and proactive role for migrant women is often disregarded, as is the positive contribution that all migrants can bring to countries of origin, transit and destination when their capacities are taken into consideration.

For all these reasons and in line with IOM Gender Equality Policy, as well as IOM's commitments to the UN-System Wide Action Plan (SWAP) on gender equality and advancement of women, three priorities have been identified for 2018:

Gender marker
training in the IOM
Regional Office for
East Africa and the
Horn of Africa in June
2017. © IOM 2017



Gender mainstreaming, an IOM reality?

Because gender equality is an issue that cuts across all of IOM's operations, an important component of the Gender Equality Policy is ensuring that gender is mainstreamed throughout all activities. To do this, IOM must ensure that its staff is fully skilled in incorporating gender considerations in their work. This begins with staff in charge of developing regional- and country-level strategic planning documents, as the full integration of gender considerations in all strategies is critical for advancing gender equality in the Organization's programming.

IOM Regional Offices will receive training and support in conducting thorough gender analyses in their regions, which would in turn support the development of gender-sensitive results statements and indicators, including specific outcomes on gender equality in regional and country strategies and programmes.

Promoting gender equality: Are we walking the talk?

IOM takes gender seriously, and gender is a serious issue. IOM's Gender Equality Policy, approved by IOM's Member States in November 2015, is ambitious and forward looking. While many of its components can be, and are being achieved with existing human and financial resources, significant additional resources will be required to fully implement the entire Policy.

The Policy is closely aligned with the UN-SWAP, which is a framework of common performance standards for promoting gender equality throughout all UN agencies, both internally and externally. IOM currently meets or exceeds 6 of the 15 UN-SWAP performance

Cash-for-work
initiatives in Boda,
Central African
Republic. © IOM 2017



indicators, and is on track to meet or exceed 13 performance indicators by the end of 2017 if current funding goals are met. Fulfilling the requirements of both the UN-SWAP and the Gender Equality Policy is essential to meet IOM's mandate on gender equality for both assisted people and staff members, and ensure that IOM remains at the forefront of promoting safe, humane and orderly migration for all.

IOM-wide gender marker system

A major component of both the Gender Equality Policy and the UN-SWAP is the development of an IOM-wide gender marker system to track financial resource allocations for the promotion of gender equality. Many UN entities, donor agencies and other humanitarian and development organizations currently have gender marker systems already in place for their projects. In addition to tracking resources, these marker systems can also be a good indicator of how much an organization values gender equality, while also encouraging project staff to be more attentive to gender considerations in their work.

IOM has developed its own gender marker system and is currently piloting it in several field missions. The aim is to make the gender

IOM progression on the UN-SWAP Performance indicators

UN-SWAP Performance Indicator	2014	2015	2016
1. Policy and plan	Approaches	Meets	Meets
2. Performance management	Approaches	Meets	Meets
3. Strategic planning	Missing	Approaches	Approaches
4. Monitoring and evaluation	Missing	Approaches	Approaches
5. Evaluation	Approaches	Approaches	Approaches
6. Auditing	Meets	Meets	Exceeds
7. Programme review	Approaches	Approaches	Approaches
8. Financial tracking	Missing	Approaches	Approaches
9. Financial allocation	Approaches	Approaches	Approaches
10. Gender architecture/parity	Missing	Approaches	Approaches
11. Organizational culture	Approaches	Approaches	Approaches
12. Capacity assessment	Approaches	Approaches	Approaches
13. Capacity development	Approaches	Approaches	Meets
14. Knowledge generation and communication	Approaches	Approaches	Meets
15. Coherence	Meets	Exceeds	Exceeds

marker compulsory for all IOM projects by early 2018. As the gender marker is only useful if well used and properly understood by all, IOM aims at setting up validation mechanisms to exchange information and refine the final tool that will be implemented across the Organization.

Ethics and conducts

More people than ever are on the move, and IOM finds itself assisting migrants in humanitarian emergencies, conflict zones and the aftermath of climate disasters.

Ethical conduct by IOM staff members is the foundation for a strong and enduring organization and is critical to achieving its mandate. Throughout its 65-year history, IOM has consistently maintained a reputation for efficiency and excellence. This is based on staff members' high ethical and professional standards, which must be preserved and enhanced. IOM's effort to maintain and strengthen an ethical culture is a battle that needs to be continuously fought in order to provide the highest quality services to beneficiaries, donors and partners.

The Ethics and Conduct Office was established in 2014 with the goal of professionalizing and systematizing the preventive, investigative and coordination processes related to ethics and conduct in IOM. The Office promotes ethical awareness and behavior at IOM through training, communication, policy development and liaison. In 2016, IOM embarked on an ambitious project to develop an online training to target all persons employed by, or working for, IOM worldwide, whether internationally or locally recruited, regardless of the type or duration of their contract.

In designing the training, IOM specified that each participant must achieve the following objectives:

- (a) Understand why ethical conduct is important for IOM and all its staff;
- (b) Appreciate that IOM needs to safeguard its strong reputation with all stakeholders;
- (c) Be able to identify and understand the key areas of ethics and conduct;
- (d) Use the standards in day-to-day work with beneficiaries, partners and colleagues;
- (e) Recognize misconduct in practice, monitor own behaviours and be ready, willing and able to report potential violations.

By early 2017, the course was rolled out under the title of "Ethics and Conduct at IOM: The Values We Share." Six months after its launch, more than 3,000 staff members had taken the course, with

97 per cent agreeing that the skills learned are relevant to their work for IOM.

Despite initial successes, much remains to be accomplished. In 2018, IOM plans to build upon the foundation established by the ethics e-learning with a trifold strategy:

- (a) An online programme will continue to be promoted in order to achieve a 100 per cent participation rate among staff;
- (b) Trainers will be deployed to the staff to conduct in-person trainings that underscore main concepts of ethics and conduct; and
- (c) New online trainings will be developed to expand on the seven modules of the initial course: core values, integrity, fraud and corruption, conflicts of interest and outside activities, harassment, sexual exploitation and abuse and reporting misconduct.

An elderly man receives a chest X-ray as part of the services offered by IOM's tuberculosis active case finding mobile clinic. © IOM 2016 (Photo: Muse Mohammed)



ACRONYMS

CSO	Civil Society Organization
EU	European Union
GBV	Gender-based violence
IASC	Inter-Agency Standing Committee
ICAO	International Civil Aviation Organization
IDM	International Dialogue on Migration
IOM	International Organization for Migration
IRIS	International Recruitment Integrity System
MCOF	Migration Crisis Operational Framework
MIGOF	Migration Governance Framework
NGO	Non-governmental organization
PRDS	Progressive Resolution of Displacement Situations
PRIMA	Project Information and Management Application
SDG	Sustainable Development Goals
RBA	Rights-based approach
RBM	Results-based management
UN	United Nations
UNFCCC	United Nations Framework Convention on Climate Change
UNHCR	Office of the United Nations High Commissioner for Refugees

MIGRATION INITIATIVES 2018

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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