HUNDREDTH SESSION

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REPORT OF THE DIRECTOR GENERAL ON

THE WORK OF THE ORGANIZATION FOR THE YEAR 2010

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This document is submitted to the Executive Committee at its Hundred and eighth Session in June 2011.

CONTENTS

ABBREVIATIONS

ASEAN	Association of the Southeast Asian Nations
CCCM	Camp Coordination and Camp Management
EAC	East African Community
EU	European Union
FRONTEX	European Agency for the Management of Operational Cooperation at the External Borders of the Member States of the European Union
GFMD	Global Forum on Migration and Development
GMG	Global Migration Group
GRULAC	Group of Latin America and Caribbean Countries
HIV/AIDS	Human immunodeficiency virus/Acquired immune deficiency syndrome
IASC	Inter-Agency Standing Committee
ICAO	International Civil Aviation Organization
IFRC	International Federation of Red Cross and Red Crescent Societies
IGAD	Intergovernmental Authority on Development
iGATOR	Integrated Global Airline Ticket Order Record
INTERPOL	International Criminal Police Organization
IOM	International Organization for Migration
IT	Information technology
MIDA	Migration for Development in Africa
MIDSA	Migration Dialogue for Southern Africa
MiMOSA	Migrant Management and Operational Systems Application
MRF	Mission with Regional Functions
NATO	North Atlantic Treaty Organization
NGO	Non-governmental organization
OAS	Organization of American States
OECD	Organisation for Economic Co-operation and Development
OHCHR	Office of the United Nations High Commissioner for Human Rights
OSCE	Organization for Security and Co-operation in Europe
PRISM	Processes and Resources Integrated Systems Management
RCP	Regional consultative process
SLM	Special Liaison Mission
SLO	Special Liaison Office
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees (Office of the)
UNICEF	United Nations Children's Fund
VoIP	Voice over Internet Protocol
WHO	World Health Organization

INTRODUCTION

1.   The Report of the Director General on the work of the Organization for the year 2010 provides concise accounts of programme activity, particularly the highlights and developments, and is complemented by a statistical annex that illustrates organizational trends (Annex I). The IOM Strategy points have also been included for reference purposes (Annex II).

2.   The year 2010 was marked by two major natural disasters – the earthquake in Haiti in January and the floods in Pakistan in August – that caused immense destruction and human suffering. In response to these crises, IOM deployed personnel and resources to undertake a broad array of project activities.

3.   Throughout the year, IOM continued its efforts to promote dialogue on migration at the national, regional and international levels through various forums, including the regional consultative processes and the Global Forum on Migration and Development. Providing support to government efforts to manage migration in a humane and orderly manner, for example through return assistance, resettlement programmes, repatriations, migrant integration and promoting capacity-building through the IOM 1035 Facility, remained at the heart of the Organization's activities.

4.   Progress was also made in the three main areas of reform within the Organization, namely the consolidation of human resources policies, the structure review and budget reform. Towards the end of 2010, preparations were under way to commemorate IOM's 60th anniversary through public events and modest media initiatives to promote IOM's partnership with Member States and take stock of advances and trends in the field of migration.

5.   In 2010, the Organization admitted Botswana, the Central African Republic, Lesotho, Swaziland and Timor-Leste as Members, bringing the total membership to 132. The FOCSIV – Volontari nel Mondo, the International Institute of Humanitarian Law and the Scalabrini International Migration Network were admitted as Observers.

6.   Total expenditures (administrative and operational programmes combined) in 2010 stood at USD 1,359 million, compared with USD 1,027 million in 2009. Expenditures under the Administrative Part of the Budget were USD 37 million. Expenditures under the Operational Part of the Budget were USD 1,322 million, compared with USD 991 million in 2009 (Annex I, section 1).

7.   In 2010, the total number of active projects was 2,302, of which 690 were started during the year (Annex I, section 2). When considered by region, the majority of these projects were carried out in Europe (33%), Africa (21%), and Asia and Oceania (19%). The full breakdown is given in Annex I, section 3.

8.   When considered in terms of service classification, the number of operational projects in 2010 fell mainly within the categories of regulating migration (38%), movement, emergency and post-crisis migration management (28%) and facilitating migration (10%). The full details are given in Annex I, section 4.

9.   With regard to projects by region and operational expenditure, in 2010, the region with the highest expenditure was Latin America and the Caribbean, followed by Asia and Oceania then Africa. Further details on the breakdown of projects by region and operational expenditure are shown in Annex I, section 5.

10.   As regards projects by service classification and operational expenditure, spending on movement, emergency and post-crisis migration management activities was the number one area in 2010, as was the case in 2009. The order of spending on the other areas remained almost the same; however, the spending on both migration and development and regulating migration increased significantly. Further details on the breakdown of projects by service classification and operational expenditure are shown in Annex I, section 6.

11.   At the end of 2010, the total number of IOM staff members stood at 7,121, consisting of 6,321 employees and 800 officials.[1] Ninety-seven per cent of staff were posted in the Field.

12.   In 2010, the number of Field locations increased slightly to 460. In 2009, the Field locations had numbered 450.

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[1]   Excluding the Director General, the Deputy Director General, interns, consultants, staff on special leave without pay and seconded/loaned officials.

STRUCTURE REFORM IMPLEMENTATION

13.   On 26 November 2009, the Council adopted Resolution No. 1186 endorsing the organizational structure contained in document MC/2287. The following text provides a summary of the activities under the IOM structural reform in 2010.

Headquarters implementation

14.   The first half of 2010 focused on the planning, preparation and implementation of the structural reform at Headquarters. The first key activity was to redefine the terms of reference and reporting lines of all Headquarters departments, divisions and units in accordance with the broad functions outlined by the Structure Review Team in its report.

15.   The second key activity was to identify the positions under each department and, consequently, the staff occupying these positions. This was followed by the planning of office space reallocation with the objective of optimizing office space and aligning departments within the main Headquarters building and the rented annex in order to facilitate coherence of operation between and among Headquarters units. The last step in this process entailed the office moves, which took place in summer 2010.

16.   The new Headquarters configuration was formally launched, as scheduled, in late August 2010 with the creation of a reconfigured Office of the Director General, now including the Senior Regional Advisers, and the four new departments: the Departments of Migration Management, Operations and Emergencies, International Cooperation and Partnerships, and Resources Management. The terms of reference and organization charts of these administrative units have been published and circulated.

Field implementation

17.   The Field Implementation Team was created in July 2010, with the aim of guiding and overseeing: (a) the setting-up of the new eight Regional Offices and two Special Liaison Offices (SLOs); (b) the separation of Regional Offices from Country Offices; (c) the conversion of the identified Missions with Regional Functions (MRFs) and the Special Liaison Missions (SLMs) into Country Offices; (d) the deployment of coordination functions to strategically located Country Offices to address migration-related specificities and of resource mobilization functions to specific Country Offices in consultation with the Member States concerned; and (e) the devolution of the project endorsement function to the new Regional Offices.

18.   In summer 2010, the Team had its on-site meeting to plan for structural reform implementation in the Field, identify potential challenges to the Field restructuring, brainstorm on an action plan and begin drafting the terms of reference and reporting lines of the IOM Field structures (Regional Offices, SLOs, Country Offices, Country Offices with Coordinating Functions and Country Offices with Resource Mobilization Functions).

19.   Within the parameters set by the 2011 Programme and Budget, the staffing configuration (i.e., the number and level of positions) of the Regional Offices was established and Heads of MRFs were requested to provide input on the types of expertise that each Regional Office would need. This information was then used in the planning process for filling positions in the Regional Offices in 2011.

Project Endorsement Working Group

20.   In April 2010, the Project Endorsement Working Group was established to begin planning for the devolution of project review and endorsement processes to the Regional Offices. As a first step, the Working Group reviewed the existing IOM tools and guidelines, including the *IOM Project Development Handbook* (2005) and the Structure Review Team recommendations, as well as current trends and practices in the area of project development and management.

21.   One of its first key deliverables was the definition of the standard IOM project cycle consisting of six stages: conceptualization; proposal development; project endorsement, submission and activation; project implementation and management; reporting; and evaluation. Based on this deliverable, the Working Group developed the processes, guidelines, templates and tools for each stage in the cycle in the new IOM Project Handbook. Throughout the drafting of the Handbook, the Working Group has regularly consulted its Reference and Resource Groups on the usability and comprehensiveness of the content being developed. In addition, an external project development and management expert was engaged to provide advice.

22.   On the basis of the new IOM Project Handbook, materials will be developed to train IOM staff on the redefined project review and endorsement processes and requirements.

I.   OFFICE OF THE DIRECTOR GENERAL

23.   The Office of the Director General manages the Organization and has overall responsibility for the formulation of coherent policies and oversight of activities to ensure compliance with strategic priorities set by the Director General. The Office comprises those units and functions that report directly to the Director General, through the Office of the Chief of Staff, and provide advisory services and/or direct support to the whole of the Organization. In 2010, the Office of the Director General was composed of the following: (a) Office of the Chief of Staff; (b) Office of the Inspector General; (c) Office of Legal Affairs; (d) Senior Regional Advisers; (e) Spokesperson; (f) Staff Security Unit; (g) Ombudsperson; (h) Gender Coordination Unit; and (i) Occupational Health Unit.

A.   Office of the Chief of Staff

24.   The Office of the Chief of Staff is the operational cell within the Office of the Director General and acts as a catalyst for all relevant information and overall support to daily functions of the Director General and the Deputy Director General in the fulfilment of the Organization's mandate. The Office of the Chief of Staff facilitates the development and strengthening of IOM's management capacity and ensures that Headquarters and Field structures respond adequately to organizational challenges. It further coordinates the Organization's complex activities, ensuring accountability, follow-up and implementation of organizational policies and procedures, and facilitates coordination between Headquarters and the Field. It also serves as a focal point in the Office of the Director General for all matters that require direct intervention, such as staffing, financial, reporting and representational aspects related to the mandates of the Director General and the Deputy Director General.

25.   As such, the activities carried out by the Office of the Chief of Staff in 2010 included the coordination of the work of the IOM 60th Anniversary Task Force, established at Headquarters and with the participation of colleagues in the Field, and leading the IOM Task Force on Protection from Sexual Exploitation and Abuse, in order to ensure the implementation of the IOM action plan within the IASC. Also, in 2010 the Office updated the Business Continuity Planning Guidelines, convened the first annual Senior Management Team retreat, and developed a new reporting format for Field Offices reporting to Headquarters.

B.   Office of the Inspector General

26.   The Office of the Inspector General contributes actively to the oversight of the Organization through its functions of internal audit, evaluation, rapid assessment and investigation. The Office is headed by the Inspector General and reports its findings to the IOM management, recommending remedial action in response to identified problems. The Office determines whether IOM's objectives are pursued efficiently and effectively, in compliance with the Organization's rules, regulations and ethical standards; detects fraud, waste, abuse and mismanagement; and plays a role in managing and minimizing risk. It provides formal and informal consulting services to the Administration on a number of management and organizational issues, policies, programmes, guidelines and external reviews of the Organization.

27.   In 2010, the Office adopted the IOM Internal Audit Charter establishing the framework for the internal audit function. The Charter lays down the purpose, authority and responsibility of the Internal Audit Unit and states that the Unit will work in compliance with the International Standards for the Professional Practice of Internal Auditing of the Institute of Internal Auditors. As part of a strengthening exercise, the Office underwent an external quality review by the Institute to assess its effectiveness in carrying out its mission, to identify opportunities to enhance its management and work processes based on worldwide leading practices and to increase its value to IOM.

28.   IOM also established the Audit Advisory Committee, which acts in an advisory capacity to assist the Director General in fulfilling his oversight responsibilities, including on the effectiveness of risk management, internal control, the adequacy and effectiveness of the Office of the Inspector General, and other internal oversight-related matters with respect to IOM's operation.

29.   During 2010, the Internal Audit Unit conducted 27 audits (11 in Africa and the Middle East, 7 in Europe, 6 in the Americas and 3 in Asia), including at five MRFs, one SLM and one Administrative Centre. In line with the multi-donor trust fund requirement, the Internal Audit Unit participated in a joint United Nations audit of the Common Humanitarian Fund in Sudan. At the request of the Office of the Director General, the Internal Audit Unit also reviewed allegations of fraud or misconduct at three Missions. In addition, the Internal Audit Unit trained IOM staff on internal controls and provided assistance and guidance to the Organization on ways to prevent, detect and investigate fraud.

30.   The Oversight Officer conducted four desk reviews providing guidance to the Field on allegations of fraud or misconduct; participated in a joint investigation with a United Nations agency; and, at the request of the Office of the Director General, conducted an investigation at Headquarters on allegations of fraud. In addition, the Oversight Officer gave

briefing sessions on the Office's activities for Associate Experts and new staff; provided inputs for IOM's contribution agreements with donors; and reviewed management and human resources issues in one of the Headquarters services.

31.   The Evaluation Officer continued to work on the reinforcement of an evaluation culture in IOM by providing technical assistance for the implementation of evaluations in IOM Field Offices; presenting evaluation at training sessions; and briefing staff and experts in meetings at Headquarters. The Evaluation Officer assisted Field Offices in establishing monitoring and evaluation mechanisms and acted as focal point for Member States, donors and the United Nations Evaluation Group on evaluation matters. The Evaluation Officer also provided feedback to the IOM Project Endorsement Working Group on monitoring and evaluation matters. The Office publicized the internal and external evaluations of IOM activities (eight evaluations conducted in 2010 are listed on the IOM Evaluation web page).

C.   Office of Legal Affairs

32.   The regular tasks of the Office of Legal Affairs include: providing advice on matters of a legal and constitutional nature, which includes providing information and keeping a record of the amendments to the IOM Constitution; preparing, negotiating and overseeing agreements on IOM privileges and immunities; providing advice on requirements for membership and observership; coordinating draft resolutions for the governing body sessions; preparing the statement of the Administration for staff appeal cases lodged with the Joint Administrative Review Board and/or the Administrative Tribunal of the International Labour Organization; conducting research and producing papers on the legal and policy aspects of IOM purposes and functions; preparing, negotiating and/or coordinating cooperation agreements, contracts, and so on; reviewing, interpreting and providing advice on the Staff Regulations and Rules, at Headquarters and in the Field, including issues related to social security, tax exemption, disciplinary actions, terminations of appointment and reductions in force. The following paragraphs outline the activities conducted by the Office in 2010.

33.   Agreements: During 2010, the Office finalized, inter alia, cooperation agreements with the Caribbean Community, the Secretariat of the African, Caribbean and Pacific Group of States, the International Institute of Humanitarian Law, UNAIDS, the Secretariat of the Integration Committee of the Eurasian Economic Community and the Universal Postal Union. In 2010, status agreements were also concluded with Brazil, Chad, Ghana, Japan, Mongolia and Viet Nam.

34.   Staff Regulations and Rules: The Office was involved in the process of preparing the revised Staff Regulations adopted by the Council in December 2010, in coordination with the Human Resources Management Division and the Staff Association Committee.

35.   Staff complaints: During 2010, twelve appeals were lodged with the Joint Administrative Review Board – two were subsequently withdrawn – and no complaints were filed with the Administrative Tribunal of the International Labour Organization.

36.   Policy documents: The Office coordinated a number of IOM policy documents throughout 2010, including the Instruction on Close Relatives in the Workplace, the Business Continuity Planning Guidelines and the IOM Procurement Manual. It was also involved in: developing IOM guidelines and other documents regarding IOM's work with respect to unaccompanied migrant children and guiding principles for private sector partnership;

revising the Guidelines for Selection and Employment of Consultants and the Guidelines for Internships at Headquarters and Field Missions; and assisting the establishment of the Audit Advisory Committee. The Office continued to promote the implementation of the IOM Data Protection Principles.

37.   Amendments to the IOM Constitution: The Office continued to promote acceptance of the amendments to the Constitution.

38.   Other institutional matters: The Office was involved in the review of the IOM Strategy conducted by the Council and in providing support to the Working Group on Budget Reform.

D.   Senior Regional Advisers

- Europe and Central Asia

39.   The Senior Regional Adviser for Europe and Central Asia continued to strengthen cooperation with relevant regional institutions in 2010, in particular the EU, the European Commission and the Eurasian Economic Community, with whom IOM concluded negotiations to sign a memorandum of understanding. He contributed to reinforcing migration policy dialogues and cooperative mechanisms, and participated in, or coordinated, inputs for meetings, workshops and conferences. An important aspect of his work was to coordinate IOM's contribution to the work of the Intergovernmental Consultations on Migration, Asylum and Refugees, and to strengthen cooperation with international organizations, including the International Centre for Migration Policy Development. Throughout the year, the Adviser focused on continued liaison with representatives from Member States, both in Geneva and the capitals.

40.   In support of institutional coherence and coordination, the Senior Regional Adviser for Europe and Central Asia liaised regularly with IOM offices in the region and Headquarters departments to promote coherent strategic and operational synergies. He assisted offices in a variety of migration-related matters, including cooperation with the Donor Relations Division for fund-raising activities.

- Asia

41.   The Senior Regional Adviser for Asia worked closely with Headquarters departments, Regional Offices and Country Offices to ensure effective organizational communication and coordination in response to migration challenges in the region – including mixed migration flows, human trafficking and smuggling, resettlement, migration for development, migrant health and promotion of migrant rights – and in responding to natural disasters and conflict-related displacement. He also facilitated IOM's support to RCPs, notably the Bali Process and the Colombo Process. Moreover, he collaborated with the IOM Migration Research and Training Centre in the Republic of Korea on migration matters and facilitated the participation of the Commissioner of the Korea Immigration Service in the Ninety-ninth Session of the Council.

42.   The Senior Regional Adviser for Asia also supported the efforts of IOM Tokyo to work in close partnership with the Government of Japan on migration policy debates and operational response to emerging migration challenges, for example on a pilot project for

refugee resettlement, the first resettlement project of its kind in Asia. Timor-Leste became a Member State of IOM at the Ninety-ninth Session of the Council. The Senior Regional Adviser for Asia continues to work with Permanent Missions of those countries expressing interest in IOM membership.

- Africa

43.   The Senior Regional Adviser for Africa supported SLM Addis Ababa and IGAD with the roll-out of the IGAD RCP and its first inter-State and intraregional dialogue on irregular migration and human trafficking. Noting the relevance of RCPs for the Organization, the Senior Regional Adviser for Africa liaised with Member States from Central Africa to establish an RCP for the Economic Community of Central African States. Similar support was extended to SLM Addis Ababa and the African Union to launch the African Union Commission Initiative against Trafficking in Abuja, Nigeria, in response to the Ouagadougou Action Plan to Combat Trafficking in Human Beings, Especially Women and Children. Similarly, support to Field Offices resulted in the successful joint IOM/UNHCR Regional Conference on Refugee Protection and International Migration, held in Dar es Salaam, the United Republic of Tanzania, and the first Ministerial MIDSA Conference on Managing Migration through Regional Cooperation, held in Windhoek, Namibia. He also supported IOM's work in partnership with the African, Caribbean and Pacific Group of States Secretariat to launch, in October 2010, the Observatory on Migration based in Brussels, Belgium.

44.   The Senior Regional Adviser for Africa provided technical inputs for project proposals and reports supported by the 1035 Facility, and supported training programmes at the IOM African Capacity Building Centre in Moshi, the United Republic of Tanzania. In support of the Director General's strategic objectives, he worked closely with both Field Missions and Permanent Missions in Geneva to follow up on amendments to the IOM Constitution and the payment of assessed contributions. Four new Member States from Africa joined IOM in 2010, namely Botswana, the Central African Republic, Lesotho and Swaziland.

- Middle East

45.   Owing to staffing changes, the position of Senior Regional Adviser for the Middle East was not occupied during most of 2010. Major issues of concern to the region were dealt with by the Chief of Staff.

- Americas

46.   The Senior Regional Adviser for the Americas collaborated with the Chair of GRULAC and its members in 2010, providing advice and briefings on regional issues. In order to increase Member States' understanding and participation in IOM issues, he coordinated and ensured funding for migration management training for government officials from GRULAC. He also supported meetings attended by the Director General and other senior officials with Permanent Representatives and governmental officials from the capitals, and maintained regular contact with regional organizations, including the OAS, the Inter-American Development Bank and the Caribbean Community. In addition, he supported the preparations of the Global Forum on Migration and Development (GFMD) that took place in Puerto Vallarta, Mexico, in November 2010.

47.   To promote information sharing in the region, the Senior Regional Adviser for the Americas produced a biannual newsletter for internal and external distribution. He travelled to four subregions in the Americas in 2010, namely the Southern Cone, the Andean region, Central America and Mexico, and North America and the Caribbean. He represented the Director General in regional forums and events and attended RCP meetings in the region: the South American Conference on Migration, held in La Paz, Plurinational State of Bolivia, and the Regional Conference on Migration, held in Tapachula, Mexico. The Senior Regional Adviser for the Americas also supported IOM's participation in the Ibero-American Forum on Migration and Development, held in San Salvador, El Salvador.

E.   Spokesperson

48.   In 2010, in close consultation with the Office of the Director General, the Senior Management Team and IOM Field Missions worldwide, the Spokesperson, who is also the Head of the Media and Communications Division, led IOM's global media and communications strategy to highlight a wide variety of migration issues, reports, partnerships and key institutional events with the media and others. He regularly advised the Director General, the Deputy Director General, senior staff and IOM Field Missions on strategic communications matters, ensuring consistent messaging across a range of often complex and sensitive migration issues.

49.   Throughout the year, in coordination with the Office of the Director General, the Spokesperson conceptualized, formulated and oversaw the implementation of IOM's global media relations and communications strategy worldwide. This included the dissemination of key institutional messages through press notes, press releases and opinion pieces. He also advised the Director General and senior staff on communications strategies in disaster-affected communities in the wake of the earthquake in Haiti and the floods in Pakistan.

50.   Over the reporting period, a meaningful dialogue was established between IOM and earthquake-affected communities in Haiti. This resulted in the publication of the book and video blog containing the testimonies of earthquake victims. This contributed to focusing the attention of the general public and the international community on the medium- and long-term needs of earthquake survivors.

51.   The Spokesperson ensured that all public information outputs were of a high standard and in line with the Organization's overall strategic objectives and key messages. He supervised the daily management of Media and Communications Division staff in Geneva, Washington, D.C., Bangkok and Manila and all budget allocations and expenditures.

52.   With the support of the Office of the Director General, the Spokesperson contributed to better information flows between IOM departments and Missions and with Member States, United Nations agencies and IOM partners worldwide.

F.   Staff security

53.   The Staff Security Unit is committed to the safety and security of all IOM staff and the protection of the Organization's assets. The United Nations Department of Safety and Security (UNDSS) remains IOM's key partner regarding global safety/security management. This partnership was strengthened in 2010 as the result of recent revisions to the IOM Memorandum of Understanding with UNDSS. In 2010, the IOM UNDSS service fee of

USD 6.4 million was paid for the first year of the United Nations Security Management System's global biennial cost-share budget (2010–2011).

54.   During the first 10 months of 2010, the Unit recorded 245 direct and indirect safety/security incidents and responded to these incidents with technical support, funding assistance, security assessments and risk analysis. Seventy IOM Missions requested funding support in addressing Minimum Operating Security Standards. The deterioration of the general security situation in a number of countries and the simultaneous requests for emergency assistance resulted in the need for additional budget support.

55.   IOM's response to the emergencies in Haiti and Pakistan presented unique security challenges to the Organization in 2010. Direct threats to IOM staff were registered in Afghanistan, Guatemala, Somalia, Sudan and Uganda. Security and safety incidents in 2010 unfortunately claimed the lives of six IOM staff members; through a heinous armed robbery, occupational incidents and motor vehicle accidents. It is clear that the diversity of IOM operations, and the often dangerous environments in which IOM staff are required to work, continues to expose staff to serious threats and risks, requiring organizational "due diligence" and the Organization's fullest attention.

G.   Ombudsperson

56.   IOM provides its staff worldwide with the services of an ombudsperson to assist in the informal resolution of conflicts and to provide confidential, neutral and independent advice on work-related issues, whether on conditions of employment or relations with supervisors and colleagues. The Ombudsperson helps staff develop options for the resolution of issues, engages in informal interventions or mediation on their behalf and provides information on formal channels to address any grievances. During 2010, the majority of consultations concerned workplace relationships, with other consultations relating to career progression, compensation and benefits, and values and ethics.

H.   Gender coordination

57.   The Gender Coordination Unit supports the implementation of IOM's gender policy by providing advice and technical guidance to Headquarters departments and the Field. The Unit aims to ensure that IOM mainstreams a gender perspective into all of its programmes and organizational policies, including its human resources management. It also strives to raise awareness at the international level of gender and migration-related issues, actively cooperating with partners at the inter-agency level in order to create synergies and visibility for IOM's measures. In 2010, the Gender Coordination Unit specifically worked on the activities outlined below.

58.   IOM published an information sheet on "Gender, Migration and Remittances" and organized two capacity-building workshops to strengthen the capacity of migrant women to lead diaspora organizations. The Gender Coordination Unit also participated on IOM's behalf in the GFMD Roundtable 2.2 on Migration, Gender and Family, including by coordinating the background paper and drafting a joint annex with UN Women.

59.   IOM published an information sheet on "Taking Action against Violence and Discrimination Affecting Migrant Women and Girls" and contributed to the preparation of several reports prepared by the United Nations Secretary-General, the Parliamentary

Assembly of the Council of Europe, the OHCHR and the Committee of the Convention on the Elimination of all Forms of Discrimination against Women.

60.   IOM has been involved in many initiatives related to female genital mutilation in the context of migration. The Organization marked the seventh International Day of Zero Tolerance for Female Genital Mutilation by co-organizing an interactive panel on the theme of men taking action for the abandonment of female genital mutilation, as well as an art exhibition at the Geneva Museum of Ethnography. It also participated in the drafting of and endorsed the Global strategy to stop health-care providers from performing female genital mutilation, along with several United Nations agencies.

61.   Following IOM endorsement of the Statement of Commitment on Eliminating Sexual Exploitation and Abuse by UN and Non-UN Personnel, the Organization has taken steps to improve its capacity to prevent and address this issue. IOM participated in the IASC Review of Protection from Sexual Exploitation and Abuse by UN, NGO, IOM and IFRC Personnel, and is part of the newly established IASC Task Force on Protection from Sexual Exploitation and Abuse.

62.   In 2010, the gender focal point network grew by 11 per cent and saw an encouraging, even if small, increase in male participation. There are now 143 gender focal points covering 90 countries.

63.   During 2010, the Unit continued to regularly monitor gender balance data within the Organization. The percentage of women officials in IOM stood at 42 per cent in 2010, registering a drop after four years of stagnation. The Organization joined the United Nations Dual Career and Staff Mobility programme to support spousal employment and facilitate the relocation of IOM staff and their families.

IOM Strategy points: 2, 3, 6, 7, 8, 9 and 12

I.   Occupational health

64.   The Occupational Health Unit, and its decentralized Health and Insurance Medical Units located at the Manila and Panama Administrative Centres, provides all IOM staff with health insurance and travel advice, facilitates their admission to hospitals worldwide and supports a healthy working environment.

Medical follow-up and support

65.   During the course of 2010, the Unit evaluated the fitness to work of 2,474 staff members and the fitness for transfer or TDY (travel on duty) of 721 staff members. The Medical Officers conducted 531 consultations and counselling sessions were also given to IOM staff, consistent with the figures for 2009 (see Figure 1).

66.   In 2010, IOM's four Medical Officers travelled on duty assignments to enhance the service provided by the Unit. Below are some examples:

• Manila and Panama Administrative Centres: Quality control of services, including random control of medical files and health claims.

- Sri Lanka: Health assessment of local medical facilities, evaluation of evacuation possibilities and listening to staff concerns.

- Haiti: Health assessment and support for 1OM staff in the weeks immediately following the January 2010 earthquake.

- New York: Participation in the United Nations Medical Emergency Response Team and training on pre-hospital life support techniques, basic life support and the incident channels of command system. Being part of this network ensures rapid support to staff and their families in the event of a major disaster.

67.   The Occupational Health Unit advanced preventive measures, including security and safety training for women travellers and training on how to address stress based on the lessons learned in Haiti. It also worked with the Staff Security Unit to develop tactical emergency first aid training for staff deployed to Missions with high levels of insecurity.

68.   The Unit initiated information campaigns on global health risks for IOM staff members (e.g. mosquito-borne infections like malaria, dengue, yellow fever) and on local outbreaks of cholera in Sudan and Haiti. For Missions in need of medical equipment for staff, the Unit sent medical kits (Afghanistan, Haiti, Pakistan).

69.   The Unit gave regular epidemiological updates and provided advice on pandemics (i.e. H1N1), other outbreaks (e.g. meningitis) and environmental health risks (i.e. volcanic ash cloud in Iceland, wildfires in the Russian Federation) to minimize the negative impact on the health of staff and their families and ensure work fluidity.

70.   Lastly, the Occupational Health Unit conducted 54 medical evacuations and travel for medical reasons from the Field, ensuring staff and their dependants access to the best available medical facilities, while controlling cost expenditures (see Figure 2).

Medical insurance aspects

71.   The Health and Insurance Medical Units in Manila and Panama reviewed 5,447 medical claims in 2010 (7% more than 2009 – when 5,065 claims were processed – for a 9% increase in participants) and proceeded to admit staff and their dependants in the insurance scheme (Figure 3).

72.   The Health and Insurance Medical Unit in Manila monitored 53 new cases of occupational incidents, corresponding to 914.5 days of paid sick leave, which corresponds to a significant improvement (30% less than in 2009) (see Figure 4).

73.   The Occupational Health Unit requested and obtained the payment of benefits for two cases of death, two cases of permanent total invalidity and various cases of permanent partial invalidity.

74.   In order to further ensure access to hospitals of reference and to control high-cost cases, the Occupational Health Unit and the Human Resources Management Division signed new agreements with hospitals (e.g. in Panama and Jordan) and tightened the follow-up procedures of high-cost cases in coordination with IOM's insurance company.

Achievements in 2010

75.   In a constant effort to detect and prevent diseases, the Unit implemented the voluntary screening for colon cancer in the staff periodic medical examination for all staff members over 50 years of age.

76.   With emphasis placed on business continuity and staff mobility, particularly in areas with limited medical facilities, the Unit developed a proposal to allow all staff medical records to be electronically captured and archived confidentially, and to make them available worldwide at anytime from the three Units based in Geneva, Manila and Panama. This project is to be implemented in 2011.

77.   The Unit participated in a United Nations Joint Inspection Unit study on the United Nations Medical Services, aimed at identifying more appropriate ways to ensure quality services, and to promote occupational health standards common to the United Nations and sister agencies. The relevant recommendations will be shared in 2011.

Figure 1: Occupational Health Unit work production in 2010
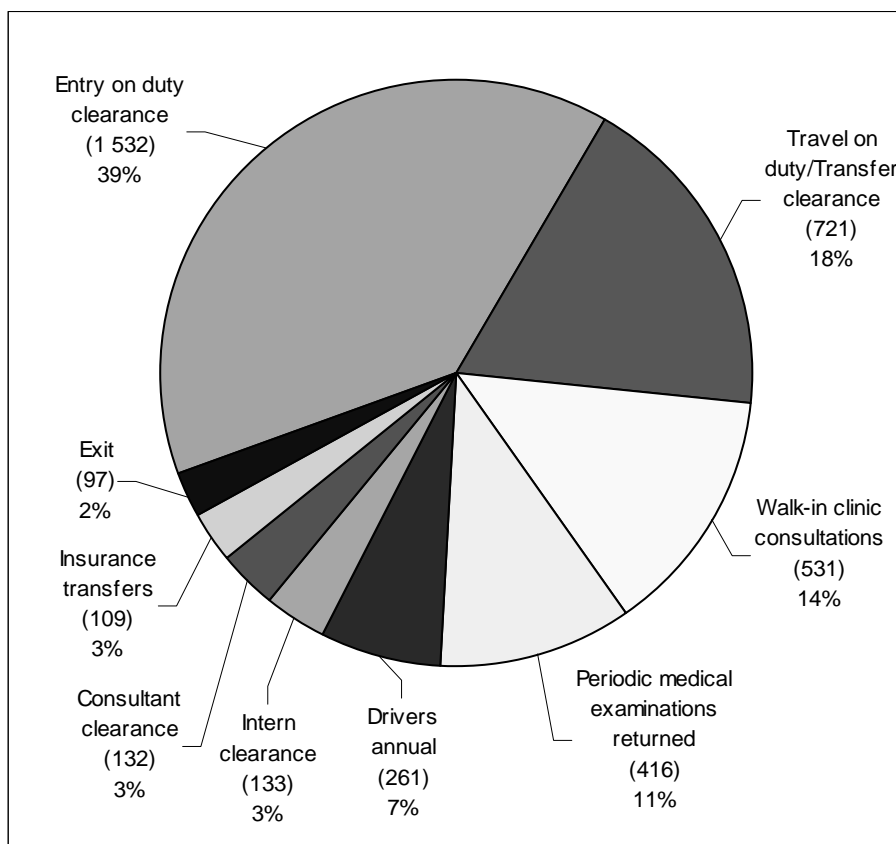
Figure 2: Countries where medical evacuation took place
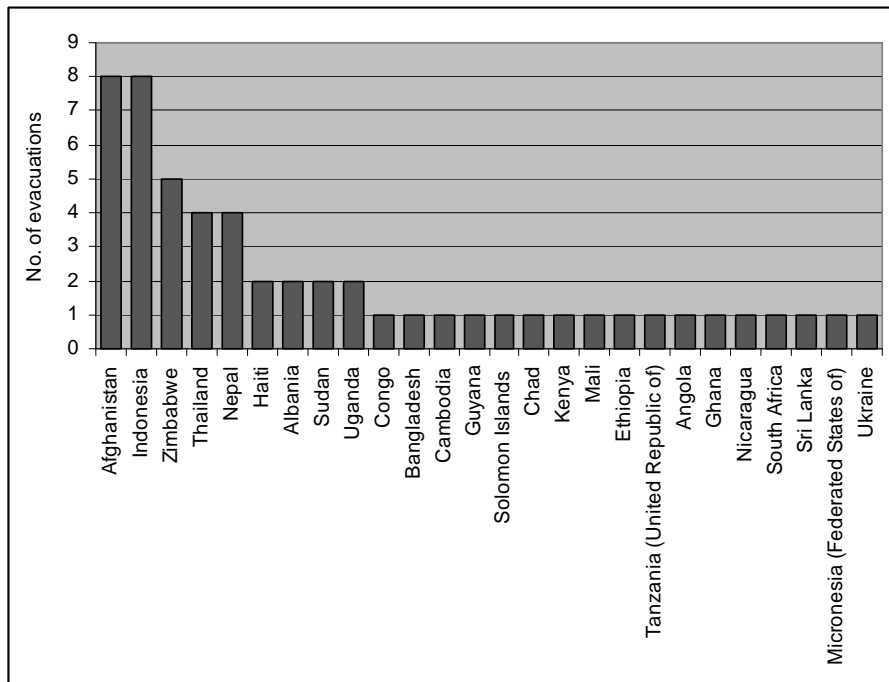
Figure 3: Insured staff and dependants
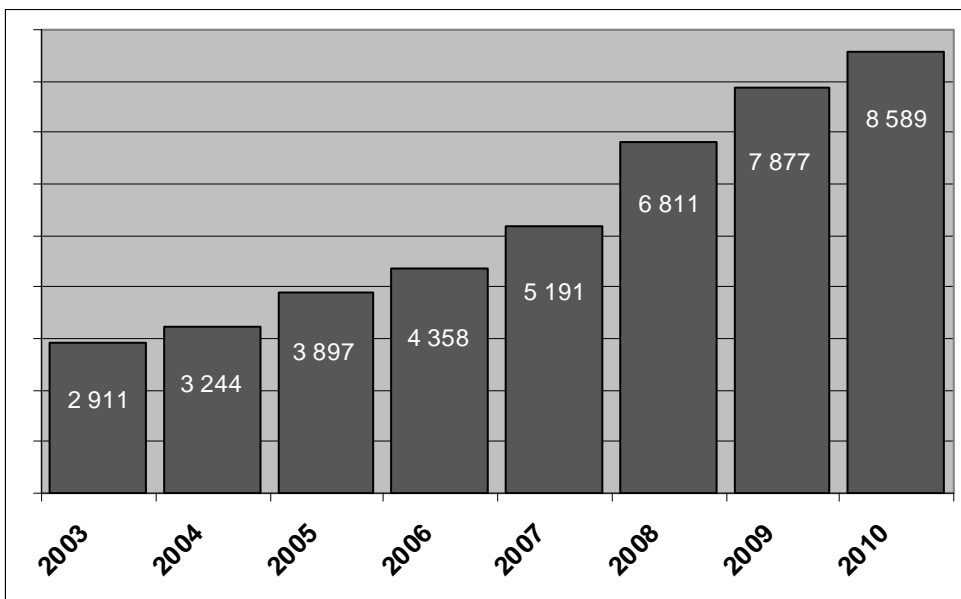
Figure 4: Occupational accident and illness sick leave in 2010

Number of days of sick leave 2010

CP Illness 63

HI Accidents and illness 258.5

CP Accidents 593

Average of sick leave per case 2010

CP Illness 15.75

CP Accidents 8.35

HI Accidents and illness 51.70
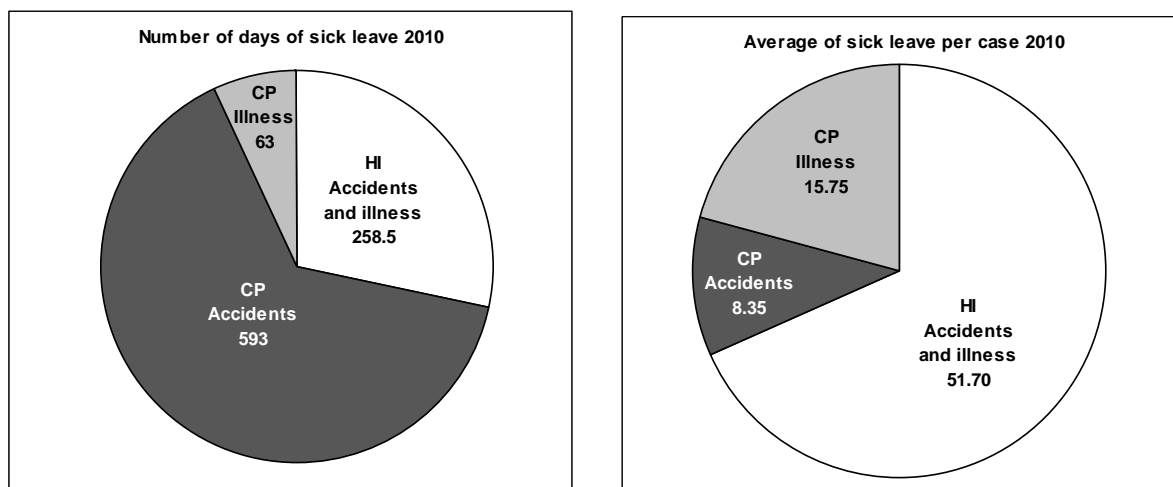
(CP: compensation plan; HI: health insurance)

CP cases in 2010

Repetitive strain injury	2	
Assault	11	
Traumatic accident	26	
Traffic accident	23	
Infections	2	
Bites	1	
Burns/ Electricity	2	
Needle prick injury	2	
Mental health	2	
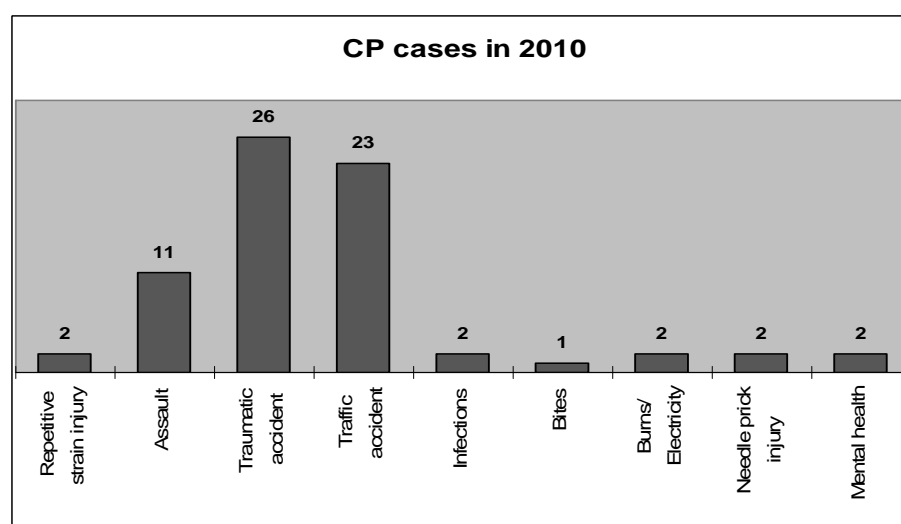
II.   INTERNATIONAL COOPERATION AND PARTNERSHIPS

A.   The Council and subordinate bodies

78.   The Organization continued to inform Member States about its activities and to consult them on matters having budgetary or financial implications and on issues concerning policies and programmes.

Sixth Session of the Standing Committee on Programmes and Finance (10 and 11 May 2010)

79.   The session was chaired by Mr. S. Kitajima (Japan). The main agenda items included: outstanding contributions to the Administrative Part of the Budget; the Financial Report for the year ended 31 December 2009; a statement by a representative of the Staff Association; the Revision of the Programme and Budget for 2010; the assessment scale for

2011; Support for developing Member States and Member States with economy in transition – 1035 Facility; an exchange of views on: (a) management of human resources; (b) project development; and (c) stranded migrants; the IOM budget reform; and an update on the structure reform implementation. The full report on the Sixth Session of the Standing Committee on Programmes and Finance may be found in document MC/EX/705.

Hundred and seventh Session of the Executive Committee (25 June 2010)

80.   The Executive Committee elected Ms. A. Navarro (Plurinational State of Bolivia) as Chairperson and Ms. E. Nee-Whang (Ghana) as Vice-Chairperson. The Executive Committee considered the Report of the Director General on the work of the Organization for the year 2009; the Financial Report for the year ended 31 December 2009; the Revision of the Programme and Budget for 2010; the assessment scale for 2011; and examined other items arising from the Report of the Standing Committee on Programmes and Finance on the Sixth Session. The full report on the Hundred and seventh Session of the Executive Committee may be found in document MC/2295.

**Seventh Session of the Standing Committee on Programmes and Finance
(2 and 3 November 2010)**

81.   The session was chaired by Mr. S. Kitajima (Japan). The Standing Committee's agenda items included: the Summary update on the Programme and Budget for 2010; the Status report on outstanding contributions to the Administrative Part of the Budget; the Programme and Budget for 2011; a progress report by the Working Group on Budget Reform; the IOM Strategy review; a statement by a representative of the Staff Association; the Report on human resources management; the Revision of Staff Regulations; an exchange of views on capacity-building in migration management; Support for developing Member States and Member States with economy in transition – 1035 Facility; IOM's 60th anniversary and an update on the structure reform implementation. Under any other business, the Standing Committee recommended that the Council nominate its Rapporteur to the Staff Pension Committee. The full report on the Seventh Session of the Standing Committee on Programmes and Finance may be found in document MC/2304.

Ninety-ninth Session of the Council (29 November to 2 December 2010)

82.   The new Bureau was elected as follows: Chairperson: Mr. I. Jazaïry (Algeria); First Vice-Chairperson: Mr. C. Strohal (Austria); Second Vice-Chairperson: Mrs. A. Arango (Colombia); and Rapporteur: Mr. K. Talha (Bangladesh).

83.   The Council approved the admission of five new Member States: Botswana, the Central African Republic, Lesotho, Swaziland and Timor-Leste, bringing the total number of Member States to 132. The Council also approved applications for observership from the International Institute of Humanitarian Law, the Federation of Christian Organizations for International Volunteer Service and the Scalabrini International Migration Network.

84.   The session continued with the following agenda items: the Report of the Director General to the Council; statements by Members and observers in the general debate; a keynote address by Ms. Cecilia Malmström, European Commissioner for Home Affairs; the launch of the *World Migration Report 2010 – The Future of Migration: Building Capacities for Change*; IOM governance, including the Draft report on the Ninety-eighth Session of the

Council; the Report on the Hundred and seventh Session of the Executive Committee; the Summary update on the Programme and Budget for 2010; the Programme and Budget for 2011; the Status report on outstanding contributions to the Administrative Part of the Budget; the IOM Strategy review; the Revision of Staff Regulations; and other items arising from the Report of the Standing Committee on Programmes and Finance.

85.   The Council was also notified of the tentative dates for the governing body meetings in 2011, as follows: Eighth Session of the Standing Committee on Programmes and Finance, 10 and 11 May 2011; Hundred and eighth Session of the Executive Committee, 29 June 2011; Ninth Session of the Standing Committee on Programmes and Finance, 1 and 2 November 2011; and the next regular session of the Council, 29 November to 2 December 2011.[2]

86.   The ensuing item on the agenda was an interactive dialogue with the Global Migration Group, with an introductory presentation by the current Chair, the United Nations High Commissioner for Human Rights. The Council was concluded by the International Dialogue on Migration with presentations and discussions on: (a) migration and social change; and (b) migration highlights – key developments.

87.   The full report on the Ninety-ninth Session of the Council may be found in document MC/2310.

Informal information meetings and consultations held with Member States

88.   During the course of the year, as part of the continuing process of consultations with Member States, the Administration invited representatives of Member States to attend eight informal consultations on financial, administrative, management and governance issues on the agendas of the IOM governing body sessions in 2010. Observers were also invited to two of these consultations on topics selected under the International Dialogue on Migration.

89.   The Department of International Cooperation and Partnerships is responsible for supporting and coordinating the Organization's relations with other intergovernmental organizations, civil society and the media. It also provides guidance and support for relations with governmental, multilateral and private sector donors. The Department leads and coordinates IOM's forum activities, including the International Dialogue on Migration, IOM's support for global and regional consultative processes, preparations for IOM's annual governing body meetings and the Organization's communications and public information functions.

B.   Governing bodies

90.   In addition to providing secretariat services for the above-mentioned meetings, in 2010, the Department of International Cooperation and Partnerships also coordinated the updating of the IOM website for the governing bodies and the corresponding sections of the IOM Intranet. The Department further provided support to Member States by organizing three meetings of the Working Group on Budget Reform.

91.   Translation Services handled the translation of all official documents and publications into the three official IOM languages, as well as other required languages.

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[2]   This date was subsequently changed to 5 to 7 December 2011.

During 2010, more than 4,000 pages of text were translated into IOM's official languages. An important achievement was the simultaneous publication of the *World Migration Report 2010* in English, French and Spanish.

92.   For the 2010 International Dialogue on Migration, Member States chose the overarching theme of "Migration and social change". Within this framework, two workshops were held on the topics of "Migration and transnationalism: Opportunities and challenges" and "Societies and identities: The multifaceted impact of migration." Each workshop was attended by more than 200 participants from 70 countries. A survey after the second workshop confirmed a very high level of participant satisfaction (80%).

93.   Migration and climate change was a prominent theme in 2010. IOM officials participated in the United Nations Climate Change Conference in Cancun, Mexico, that led to the inclusion of a reference to migration in the Cancun Agreements. Moreover, IOM worked closely with partner agencies, in particular the IASC, the United Nations Task Team on Social Dimensions of Climate Change and the United Nations Framework Convention on Climate Change.

94.   IOM has been a key partner in a number of other important high-level events on climate change, including: the Seminar on International Security Implications of Climate Change organized by the EU and the ASEAN Regional Forum (November 2010); a side event on climate change and security during the seventh African Development Forum (October 2010); and a inter-ministerial policy dialogue on migration and climate change in Bangladesh (May 2010). In the area of policy and research, IOM continued to refine conceptual models and to develop a better understanding of the nexus between migration and climate change in partnership with the Climate Change, Environment and Migration Alliance and the IASC Informal Group on Migration, Displacement and Climate Change.

IOM Strategy points: 4, 6, 7, 8 and 9

C.   International partnerships

95.   IOM's support to the fourth GFMD included substantive drafting of, and other input to, background papers, co-facilitation of segments of round-table discussions and provision of travel and related support to GFMD delegates. IOM was able to contribute to the GFMD proceedings with experiences from its global Field operations on a broad spectrum of migration and development issues.

96.   IOM provided support to some of the principal RCPs on migration, as follows:

•   MIDSA: Support to the Namibian Chair in planning for and hosting the first Ministerial Consultation on Managing Migration through Regional Cooperation (November 2010, Windhoek, Namibia), including drafting the Operating Modalities for MIDSA.

•   Abu Dhabi Dialogue pilot project: IOM supported a pilot project on the administration of the temporary contractual employment cycle of workers from India and the Philippines to the United Arab Emirates.

- Ministerial Consultations on Overseas Employment and Contractual Labour (under the Colombo Process): IOM supported a study on labour migration from Colombo Process countries, the preparations for the upcoming fourth Colombo Process Ministerial Consultation, and an initiative to enhance the sustainability of the Colombo Process.

- IGAD-RCP: IOM assisted the IGAD-RCP's first meeting since its launch in 2008 on the subject of migration management in the region (October 2010, Addis Ababa, Ethiopia) and the formulation of operating modalities providing a basis for future consultations.

97.   IOM engaged with the Global Migration Group (GMG), in particular with regard to its participation in the first GMG Practitioners Symposium under the UNDP Chair on "Overcoming barriers: Building partnerships for migration and human development". Under the OHCHR Chair, IOM participated in the GMG expert meeting on "Migrants in an irregular situation: Ensuring the effective promotion and protection of their human rights", resulting in a joint statement by the GMG principals. The IOM-initiated handbook, *Mainstreaming Migration into Development Planning*, was launched as a GMG initiative at the GFMD 2010. The handbook addresses the gap between rhetoric and action by providing a guide for policymakers that gives practical meaning to migration and development. Planning for national mainstreaming exercises got under way in partnership with IOM and UNDP, the Co-Chairs of the GMG Working Group on Mainstreaming Migration into National Development Strategies.

IOM Strategy points: 2, 3, 4, 5, 6, 7 and 9

D.   Media and communications

98.   As part of its media and communications strategy, IOM aimed to enhance its role as the natural point of reference regarding all migration-related issues, providing a balanced understanding of today's migration challenges and opportunities. During 2010, specific communications strategies in disaster-affected communities in the wake of the earthquake in Haiti and the floods in Pakistan are worth mentioning.

99.   The Media and Public Information Unit, IOM's principal interlocutor with the media, engaged the press on a wide variety of migration issues. During 2010, the Unit prepared nearly 600 press notes, feature stories and video news stories disseminated by e-mail and via the IOM website; and provided more than 2,000 one-on-one interviews and briefings with the media out of Geneva, Bangkok and Washington, D.C., resulting in 27,386 print media articles in the three official languages. The Unit also produced two issues (spring and winter) of IOM's *Migration* magazine in 2010.

100.   IOM carried out 20 information campaigns worldwide in areas related to the prevention of irregular migration, the promotion of safe labour migration and counter-trafficking. The Organization also defined and disseminated institutional messages for major international days, including International Migrants Day and International Women's Day.

101.   The total number of visits to the IOM website rose from 1.35 million in 2009 to over 1.5 million in 2010, representing 4.3 million page views. The IOM Intranet also expanded in 2010, recording more than 1.72 million visits from IOM staff in over 152 countries and territories. The Intranet contains more than 200 sections and subsections providing access to

more than 70,000 corporate documents. IOM's electronic image library comprises more than 11,700 photographs from 1951 to the present. Also, the GFMD website recorded 45,000 visits and 174,000 page views in 2010. Enhancements included online meeting registration tools and an online information-sharing platform for focal points from over 190 countries.

IOM Strategy points: 2, 3, 5, 6, 7, 8, 9, 10, 11 and 12

E. Donor relations

102. The 2010 *Migration Initiatives*, IOM's annual appeal document, presented the proposed programming of all IOM Missions worldwide with a total appeal of USD 1,219 million. Additionally, focused resource mobilization documents, such as the *IOM CAP Compendium 2010*, were launched.

103. In response to the two major natural disasters in Haiti and Pakistan, much work was carried out for the coordination and preparation of the IOM appeal, the sharing of regular information with donors, support to donor outreach and IOM's participation in the inter-agency planning and response measures led by the United Nations Office for the Coordination of Humanitarian Affairs. Additionally, IOM participated in 14 regional and country inter-agency Consolidated Appeals and Flash Appeals. The Organization received some USD 225 million for Consolidated Appeals Processes and Flash Appeals in 2010 from various donors. The Central Emergency Response Fund also continued to be an important source of funding for IOM humanitarian activities and, since 2006, IOM has received a total of USD 80 million to provide emergency assistance in countries hit by humanitarian crises.

104. IOM also continued to access a range of multi-donor trust funds, such as the Central Fund for Influenza Action, the humanitarian pooled funds, the United Nations Peacebuilding Fund and the One UN Fund.

F. Migration research

105. IOM's flagship publication, *World Migration Report 2010: The Future of Migration: Building Capacities for Change*, was launched in all three official IOM languages (English, French and Spanish) at the IOM Council on 29 November 2010. In addition, 19 background papers were commissioned and published in an online series. Fourteen inter-agency seminars were held to enable the authors of the background papers, as well as other prominent academics and practitioners in the migration field, to deepen the discussion of the main themes presented in the report.

106. In 2010, Migration Profiles for 10 countries in Western and Central Africa were published as well as a Migration Profile for Brazil, which provided a framework for data collection and analysis in support of strategic migration policy planning at the national and regional levels. Migration Profiles were initiated in 2010 for 14 additional countries.

107. In 2010, IOM took part in setting-up the African, Caribbean and Pacific Group of States Observatory on Migration and assisted the Group's Secretariat in order to consolidate existing migration data and respond to research and policy needs through policy-oriented research projects. In 2010, 12 country and 6 regional overviews – identifying current research needs – were developed.

108.   In partnership with the United Nations Alliance of Civilizations, IOM launched a new interactive website, Migration and Integration: Building Inclusive Societies, at the Alliance's third Annual Forum (May 2010, Rio de Janeiro, Brazil).

109.   The following titles were published in the Migration Research Series: MRS No. 38 – *An Assessment of Principal Regional Consultative Processes on Migration*; MRS No. 39 – *Angola: A Study of the Impact of Remittances from Portugal and South Africa*; MRS No. 40 – *Migrant Resource Centres: An Initial Assessment*; and MRS No. 41 – *The Role of Migrant Care Workers in Ageing Societies: Report on Research Findings in the United Kingdom, Ireland, Canada and the United States*. Furthermore, six issues of the *International Migration* journal were published in 2010.

110.   Three new reports were added to the International Dialogue on Migration series: IDM 14 – *Managing Return Migration*; IDM 15 – *Enhancing the Role of Return Migration in Fostering Development*; and IDM 16 – *Human Rights and Migration: Working Together for Safe, Dignified and Secure Migration*. All three reports are available as trilingual publications.

111.   The online bookstore continued to provide users with the possibility of ordering or downloading publications online. The store is user-friendly and organized into appropriate sections, for example according to the publication series. The publications Intranet site provided IOM staff worldwide with access to all IOM publications. The statistics for 2010 are as follows (excluding those relating to IOM staff):

- 1,800 orders placed;

- 1,817 new registered users;

- 569 publications uploaded onto the IOM online bookstore (469 of which are available for free PDF download).

112.   In 2010, the library improved access to its collection through the up-grading of its database and documenting of about 80 per cent of the holdings of the historical archives.

IOM Strategy points: 3, 4, 5, 6 and 11

G.   International migration law

113.   In September 2010, in coordination with the International Institute of Humanitarian Law, the International Migration Law Unit conducted its sixth Course on International Migration Law in San Remo for a total of 42 government officials, international organizations and members of civil society from 36 countries. The Unit provided training for government officials from the following countries: Afghanistan, Armenia, Djibouti, El Salvador, Mongolia, Namibia, South Africa, the Syrian Arab Republic and Zimbabwe. Training for diplomats at the United Nations in New York, in conjunction with the United Nations Institute for Training and Research, and in Indonesia, under the auspices of the Ministry of Foreign Affairs, was also provided in 2010. More than 440 participants received training in 2010, in various seminars, workshops and lectures on international migration law. The Unit also contributed to training activities organized by Field Offices and briefings for students visiting Headquarters.

114.   In 2010, the International Migration Law Unit responded to various requests for reviews of national migration legislation, including the provision of inputs to legislation in the Dominican Republic, Mongolia, Nepal, Timor-Leste, the Bolivarian Republic of Venezuela and Zambia.

115.   The Unit supported IOM Field Offices and Headquarters in the development of different projects, for example the Promotion and Strengthening of the Grupos Beta and the Programme Paisano as Examples of Successful Partnerships for the Benefit of Migrants project, implemented by IOM Mexico. The Unit supported several project proposals submitted to the EU, in the framework of the thematic programme of cooperation with third countries in the areas of migration and asylum and of the Fundamental Rights and Citizenship Programme.

116.   The Unit also supported Field Missions in the development, revision and implementation of training materials, for example cooperation with IOM Armenia to produce a training curriculum for border guard troops in Armenia. In cooperation with MRF Pretoria, the Unit supported the development of a training manual on the human rights of migrants.

117.   The Migration Law Database draws together relevant instruments regulating migration. At the end of 2010, the database contained close to 2,400 legal texts in various languages and 2,000 national instruments and had approximately 3,000 visitors per month (many were returning visitors). In addition to international instruments, the database contains migration legislation of some 120 States.

IOM Strategy points: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11 and 12

III.   MIGRATION MANAGEMENT

118.   The Department of Migration Management promotes effective migration management through technical expertise, standard setting, policy guidance and innovation. The Department not only endorses all IOM projects in the field of migration management and supports IOM Field Missions in project development and implementation, it also provides a range of migration management assistance directly to governments, migrants and partners in the international community.

A.   Migration health

119.   In 2010, the Migration Health Division continued to provide services designed to meet the needs of Member States in managing health-related aspects of migration. Concurrently, the Division promoted the health of vulnerable migrants and mobile populations.

120.   The Division oversaw 212 projects in 2010, with an overall expenditure of USD 64.2 million, with the majority of expenditures in Asia (40%) and Africa (33%). These figures represent an increase in both the number of projects (13%) and expenditures on health programmes (8%) compared with 2009 figures.

121.   In 2010, there was a variety of new venues for promoting the health of migrants. In March, IOM, WHO and the Government of Spain organized a global consultation, which

resulted in a widely agreed operational framework for the implementation of resolution WHA.61.17 on health of migrants adopted at the Sixty-first World Health Assembly. IOM was also actively involved in the development of the WHO Global Code of Practice on the International Recruitment of Health Personnel, a critical instrument to help address brain drain in countries experiencing a shortage of health personnel due to migration. Additionally, for the first time, the GFMD in Puerto Vallarta, Mexico, introduced a specific focus on migrants' access to health care. Recommendations included the analysis of cost-effective health-care models for various types of migration scenarios, a task that IOM is undertaking in coordination with Member States and other partners.

122.   The Migration Health Assessment Programme represented the Division's largest activity in 2010 (68% of total expenditures, or approximately USD 43 million). More than 264,000 health assessments were performed for both immigrants (66%) and refugees (34%) in over 50 countries, with a majority of the assessments conducted in Asia (67%). A large proportion of migrants were bound for the United Kingdom (42%) and the United States of America (40%).

123.   The breadth of services provided within the framework of the Programme expanded in 2010 in terms of advanced laboratory diagnostic capacity, public health activities and health education. Flagship Missions included those in Bangladesh, Kenya, Nepal and Thailand, where the presence of the US Refugee Admissions Program and collaboration with the Centers for Disease Control and Prevention enabled the enhancement of pre-departure health assessment activities.

124.   Health promotion and assistance to migrants was the Migration Health Division's second largest programme area in 2010 (22% of expenditures) with emphasis on HIV, tuberculosis and the achievement of the health-related Millennium Development Goals. Significant activities in this area included national health system capacity-building to ensure that migrants have equitable access to health services and that national consultations are organized on migration health, particularly regarding ways to address the health needs of both migrants and host communities.

125.   July 2010 marked the start of the first biregional health project, the Partnership on Health and Mobility in East and Southern Africa, which will run until 2013. In its second phase, the Caring for Trafficked Persons project continued to develop relevant training materials and curricula for health-care providers in Latin America, Southern Africa and the Middle East/North Africa. Furthermore, the Migration Health Division designed and implemented training on mental health and psychosocial assistance to victims of trafficking and separated minors in Kenya and Senegal. The Division also continued to host the secretariat for the Global Partnership on HIV and Mobile Workers in the Maritime Sector project, which aims to reduce HIV vulnerabilities among seafarers.

126.   The Migration Health Assistance to Crisis-affected Populations Unit provided increased emergency health and psychosocial programmatic responses and strengthened its partnership and collaboration with the Health Cluster at both the global and country levels in a number of natural disasters and crisis situations in 2010 (10% of total Migration Health Division expenditures). The Division also interacted closely with the IASC Task Force on HIV in Humanitarian Situations and the Reference Group on Mental Health and Psychosocial Support in Emergency Settings.

127.   In the aftermath of the Haiti earthquake, IOM's health response programme was integrated into the work of the Camp Coordination and Camp Management Cluster, and facilitated access to primary health-care services, health referrals, support for surveillance, tuberculosis and HIV services, and environmental health for internally displaced persons in camps. IOM also provided psychosocial support, in collaboration with the University of Haiti's Department of Psychology and local organizations. As Co-Chair of the IASC Technical Working Group on Mental Health and Psychosocial Response in Haiti, IOM coordinated the activities of over 90 active psychosocial organizations.

128.   Following the floods in Pakistan, IOM emergency mobile clinics helped to transport internally displaced persons with health needs and health personnel, and supported telemedicine services in affected areas.

<div align="right">IOM Strategy points: 1, 2, 3, 5, 6 and 10</div>

B.   Immigration and border management

129.   As part of the Headquarters structure reform, the Immigration and Border Management Division consolidated its portfolio with the integration of the pre-consular services portfolio, which provides immigration and visa support services to requesting governments and migrants. The Division's activities are designed as partnerships between IOM and the governments concerned and other implementing partners, all working together to identify needs and priority areas and to determine the appropriate activities. These activities may be direct project design and implementation, or involve facilitating and supporting national, bilateral and multilateral activities.

130.   In support of the IOM Strategy, the Division's activities are directed at helping governments to create the policy, legislation, administrative structures, operational systems and human resource base necessary to respond effectively to diverse migration challenges and to institute appropriate migration governance.

131.   The Division's activities continued to grow steadily in 2010, with a total of USD 95 million spent on its initiatives. Among international donors, the European Commission, together with European States, Australia, Japan and the United States of America continued to be the most important sources of financial support for new initiatives in 2010. The Division's programmes and projects are implemented in all regions of the world, with newly developed activities in 2010 distributed as follows: Europe (35%); Africa (20%); Latin America and the Caribbean (20%); Asia (14%); and the Middle East (11%).

132.   Since its inception in late 2009, the African Capacity Building Centre has trained over 1,000 persons and assisted projects in 34 African countries and regional bodies, and its staff spent 270 days in the Field to support countries and IOM Missions. The thematic areas covered included: curriculum development and travel document fraud; labour migration; international migration law; migration policy; migration and health; planning preparedness for the influenza pandemic; border management and related information systems; one-stop border posts; data and statistics; identity management; interview and investigation techniques; and trafficking in persons and smuggling of migrants.

133.   The Division provides its assistance to governments through the framework of capacity-building in migration management programmes, core areas of which include border

management; improvement of administrative, policy and legal frameworks for migration management; alignment of national policies and practices to create national coherence within regional agreements on migration management; and training and human resource development. Among others, such programmes were developed and implemented for Iraq, Mongolia, Namibia and Central America, with governmental technical expertise availed from countries including the Netherlands, Portugal and the United Kingdom, as well as from regional bodies (EAC, IGAD, OAS/Inter-American Committee against Terrorism) and the private sector.

134. The Division's core capacity-building in the area of border management is carried out through improving major operational systems and processes, including border management information systems; identity management; and other technical operational systems. Increasing importance is being placed on coordinated or integrated border management, notably in partnership with the European Commission and the World Customs Organization. Selected examples of IOM border management initiatives implemented in 2010 include those in Haiti, Mauritania, Timor-Leste and Turkey. IOM continues its collaboration in this area with partners such as INTERPOL and FRONTEX, and participates in assessments led by the United Nations Counter-Terrorism Executive Directorate.

135. The Division assists governments in assessing, planning and implementing improvements to international travel documents and their issuance systems. Selected IOM projects in identity management developed and launched in 2010 included those in Indonesia, Nicaragua and Sri Lanka. Joint needs assessments on identity management were undertaken with OSCE in Tajikistan. IOM continues to work with ICAO and relevant government experts through direct engagement in three ICAO technical working groups: the Implementation Capacity Building Working Group, the New Technologies Working Group and the Technical Advisory Group on Machine-readable Travel Documents.

136. IOM continues to provide immigration and visa-related support services to governments and migrants through the provision of services such as country of origin information, document verification, visa application assistance, passport/visa/document handling, logistical assistance and the operation of visa application centres. In 2010, IOM assisted in the processing of 56,684 individual cases, primarily in relation to migrants bound for Australia, Canada, New Zealand and the United States of America.

137. In 2010, IOM provided travel assistance to 19,977 migrants, most of whom were departing to Australia, Canada, New Zealand and the United States of America. IOM support services include special reduced migrant airfares, a more generous baggage allowance, information on air travel and country of destination, ticket issuance, advanced sponsor notification, assistance in completing the required departure and arrival documentation, medical and non-medical flight escorts, and departure, transit and arrival assistance in some countries.

IOM Strategy points: 1, 2, 3 and 4

C. Migrant assistance

138. In 2010, the Migrant Assistance Division continued to work with States and other stakeholders to ensure that migrants received both case-specific and sustainable assistance. Beneficiaries included returnees, asylum-seekers, stranded migrants, migrants with health

concerns, migrants who were victims of trafficking, exploitation or other forms of abuse, and migrants who are considered highly vulnerable to such abuse, such as unaccompanied migrant children.

139.   The Division oversaw the provision of assisted voluntary return and reintegration support through large-scale programmes that involved governments around the world and a large network of national and international partners. The programmes assisted approximately 31,220 migrants returning to more than 160 countries of origin. Iraq, Brazil and the Russian Federation received the largest number of returnees. In addition, several governments requested IOM's support in capacity-building and strengthening reintegration for returning migrants once formal readmission had taken place. For the effective delivery of assistance to both governments and migrants, the Division strengthened partnerships with other international organizations such as UNHCR and UNICEF. Moreover, the Division emphasized the importance of sustainable return by promoting the development and strengthening of multi-sector networks involving local government institutions and civil society in both host countries and countries of return.

140.   The Division also continued to oversee direct assistance for trafficked persons. While a significant proportion of beneficiaries assisted by IOM were women trafficked for purposes of sexual exploitation and prostitution, an increasing proportion of IOM beneficiaries were male, as well as migrants – both male and female – who were trafficked for forced labour and labour exploitation. The IOM Global Assistance Fund, which is funded by the US Government's Bureau of Population, Refugees and Migration and managed by the Division, constituted a major resource that allowed for the assistance of 199 individuals in 2010 (177 male, 22 female), of whom 31 were migrant children. The Global Assistance Fund is designed to provide emergency humanitarian assistance in places that lack a national or regional mechanism to protect and assist victims of trafficking.

141.   Unaccompanied migrant children became an increasingly prominent part of the Division's portfolio in 2010. In Europe, for example, several governments turned to IOM to support their efforts to find sustainable solutions for the increasing numbers of unaccompanied children crossing their borders. The support provided by the Migrant Assistance Division included family tracing, assisted voluntary return, family reunification and capacity-building for relevant State authorities in countries of origin.

142.   The Division also continued its work to prevent the exploitation and abuse of migrants, with focus on the demand for goods produced by trafficked and exploited migrant workers. It launched the "Buy Responsibly" information campaign in Vienna, Warsaw and The Hague in 2010 to encourage local consumers to ensure that the goods and services they purchase are not produced or provided by forced or exploited migrant workers.

143.   The Division's work to build migrant assistance capacities in State and non-State institutions continued apace in 2010. In addition to traditional training elements, such as shelter management and assisted voluntary return and reintegration support for victims of trafficking, capacity-building efforts included the development of regional and national action plans and referral systems, and specific requests on legislation or data collection.

144.   Data collection and research remained a core function for the Division in 2010, with the IOM Human Trafficking Database being a particularly prominent feature. As of the end of December 2010, the database contained primary data on nearly 16,000 registered IOM

beneficiaries in approximately 85 source countries and 100 destination countries, with approximately 3,500 victims assisted during the course of the year.

145.   In 2010, a total of USD 130,228,500 was spent on activities supervised by the Division. IOM assisted the largest number of assisted voluntary return and reintegration beneficiaries on behalf of the Governments of Austria, Belgium, Germany, Mexico, the Netherlands, Norway, Poland and the United Kingdom, while the main donors for broader assistance to vulnerable migrants were the European Commission, Norway, Sweden and the United States of America.

IOM Strategy points: 1, 2, 3, 5, 6, 7, 10 and 11

D.   Labour and facilitated migration

146.   In 2010, the Labour and Facilitated Migration Division consisted of three units that covered: (a) labour migration; (b) migrant training and integration; and (c) migration and development. During 2010, a total of USD 36,944,400 was spent on activities related to labour and facilitated migration globally. The Division was the institutional focal point for programme development and technical support on labour migration, including capacity-building, inter-State dialogue, policy advice, recruitment facilitation and remittances.

147.   Migration and development remains a key area of interest for many Member States, in both countries of origin and destination. In 2010, IOM continued to consolidate its work in this area. One of the most visible initiatives in which IOM is involved is the multiagency Migration for Development Community of Practice, which serves as a platform for discussion and information exchange on issues connected to migration and development.

148.   Interest in the role of diaspora in rebuilding post-conflict societies continued to grow. IOM and OECD developed a policy brief on diaspora and fragile States, which was presented at the GFMD in Puerto Vallarta, Mexico. Programmatically, interest in the MIDA framework also continues. MIDA programmes are ongoing in the Great Lakes region and expanding in East Africa. The Netherlands supported phase IV of the Temporary Return of Qualified Nationals Programme, and in the Balkans research has been undertaken and online tools developed to determine the interest of the diaspora youth in contributing to development in their countries of origin. In April 2010, a memorandum of understanding was signed between the Universal Postal Union and IOM that will facilitate the expansion of joint projects relating to electronic remittance transfers, and information provision.

149.   Labour migration projects, programmes and mechanisms aimed to promote humane and orderly labour mobility were implemented during the reporting period. The Division continued assisting Member States in identifying and establishing capacity-building on labour migration policymaking, and management was one of the main areas of focus in 2010.

150.   Comprehensive training modules on labour migration management have been developed by IOM, co-funded by OSCE and IOM (1035 Facility), to enhance the capacities of governments, social partners and civil society to better manage labour migration. Corresponding French and Spanish versions of the training material have been adapted to the sub-Saharan African and Latin American context, respectively. Three regional "training of trainers" initiatives were undertaken in Quito, Ecuador; San Salvador, El Salvador; and Dakar, Senegal. In line with the IOM Strategy, these activities contributed to strengthening

the capacity of current and potential labour source countries to assess the labour market, set policies and strategy, and efficiently manage labour migration flows.

151.   Migrant training and integration remained a high priority for countries of destination. During the reporting year, migrant training activities were carried out in 46 countries across four continents. A total of 40,749 refugees, humanitarian entrants, labour migrants, immigrants and others attended migrant training in 2010; of these, 69 per cent were resettlement cases. The Netherlands and Japan both joined the ranks of resettlement countries requesting IOM's pre-departure training. Migrant training participants included live-in caregivers from the Philippines, temporary recruits from Guatemala bound for Canada, Kenyan labour migrants bound for the Gulf States and immigrant visa holders bound for the United States of America. The gender balance remained stable, with 45 per cent of training participants being women.

152.   In the area of integration, IOM provides assistance to governments to facilitate the effective integration of migrants, recognizing that integration plays an important role as a comprehensive migration management tool. In 2010, some 25 new projects – primarily within the European context – facilitated the socio-economic integration of migrants and addressed the vulnerability of marginalized groups through media training, intercultural dialogue and sharing of best practices.

IOM Strategy points: 1, 3, 4, 8 and 12

E.   1035 Facility

153.   In 2010, a total of USD 5,783,072 was allocated to 37 different initiatives in 50 IOM Member States. As in previous years, the distribution of allocations to each region was closely aligned with the representation of eligible Member States in those regions. In Africa, the 1035 Facility supported 15 initiatives with over USD 2,161,112, benefiting 20 eligible Member States. In Latin America and the Caribbean region, USD 1,469,643 was allocated to nine initiatives, benefiting 17 eligible Member States. In Asia, seven initiatives, benefiting seven Member States, were funded for a total of USD 1,170,171. In Europe, USD 832,146 was allocated to six projects, benefiting six Member States.

154.   The total of USD 5,783,072 allocated in 2010 included the following:

- USD 1,400,000 from Discretionary Income and USD 23,486 in recovered funds from completed projects for Line 1;

- USD 4,148,023[3] from Discretionary Income and USD 20,087 in recovered funds from completed projects from Line 2 and contributions of USD 124,000 and EUR 50,000 from the Governments of Austria and Italy, respectively, for Line 2.

155.   In late 2010, the Government of Italy made a further contribution of EUR 25,000, which was carried forward to be allocated to projects in 2011.

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[3]   The Governments of Belgium and the United States of America provide unearmarked contributions which are part of the Discretionary Income that funds the 1035 Facility.

156.   In 2010, the 1035 Facility funded a wide range of initiatives across various thematic areas, including counter-trafficking, labour migration, migration and development, migration and health, migration management systems, and research and training. The Facility found that in 2010 there was a particular interest in counter-trafficking and labour migration projects, with over 30 per cent of available funding allocated to programme areas including capacity-building to prevent trafficking, training and assistance for victims of trafficking, and information and awareness-raising for migrants. Other programme areas receiving assistance included remittances, regional cooperation and inter-State dialogue.

IOM Strategy points: 1, 2, 3, 4, 5, 6, 7, 8, 11 and 12

**Figure 5: Percentage distribution of 1035 Facility allocations
per project category in 2010**
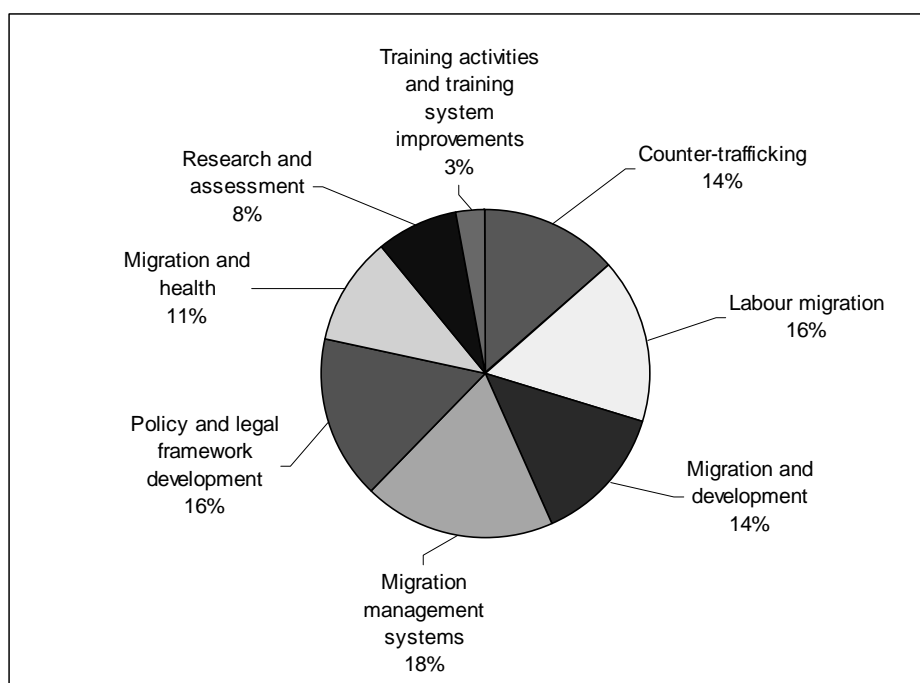
IV.   OPERATIONS AND EMERGENCIES

157.   The Department of Operations and Emergencies is responsible for overseeing IOM's activities related to resettlement, movements, logistics, preparedness and response in humanitarian emergencies, and recovery and stabilization in post-crisis situations.

A.   Resettlement and movement management

158.   In 2010, the Resettlement and Movement Management Division directed, oversaw and coordinated IOM's resettlement work and transport operations. In particular, it was the focal point for the logistics and management of air, land and sea transport operations.

159.   Given the cross-cutting nature of its activities, the Division worked closely with other IOM departments, Regional Offices and Field Offices.

160.   As the institutional focal point for IOM's work on resettlement and transportation, the Division coordinated the policy, programmatic and resource management aspects of IOM's work in these areas and provided direction, guidance and support to the Organization's Field managers of resettlement and transport operations.

161.   In January 2010, IOM adopted MiMOSA as its institutional tool for processing all the movement data it manages. Data are consolidated in the Central Data Repository, which can be searched for specific reports using a Web application. The MiMOSA Central Data Repository replaced the Mosaic database, which contains statistics for IOM movements dating back to January 1992.

Resettlement and movement operations support

162.   IOM provided movement assistance to 269,931 persons during 2010, a decrease of 19 per cent compared with 2009 (334,708 assisted persons). The movements carried out as part of the resettlement/repatriation of refugees relate to 114,881 persons – or 68 per cent of the overall assistance provided by IOM to persons in need of international support. Movement assistance in other areas was carried out as follows:

- 102,097 persons were supported through assistance for internally displaced persons and relocation;
- 32,813 persons were assisted under activities to regulate migration;
- 19,977 persons were assisted under activities to facilitate migration;
- 154 persons were assisted under general programme support;
- 9 persons were supported under migration and development activities.

Repatriation

163.   A total of 13,196 persons were assisted under IOM repatriation activities, a significant drop in comparison with 2009 (18,035). Sporadic repatriation activities in 2010 were essentially directed at assistance for the return of individuals or small groups of refugees to their countries of origin, such as the Democratic Republic of the Congo (9,423), Ethiopia (2,968), Iraq (193), Sudan (253) and Liberia (80). Repatriation support was provided under the auspices of the memorandum of understanding between UNHCR and IOM.

Resettlement assistance

164.   Movement assistance under this category decreased in 2010. A total of 101,685 persons benefited from resettlement assistance, which represented a decrease of 15 per cent compared with the 2009 figure of 119,717. This decrease stems from smaller numbers in the Middle East (23,748) (2009: 28,573), South-East Asia (20,755) (2009: 26,409) and South Asia (16,118) (2009: 18,753).

165.   A total of 72,975 persons flew to the United States of America, representing a decrease of 12 per cent compared with 2009 (82,473).

166.   A total of 11,557 persons were provided with assistance to resettle in Canada, a decrease of 5 per cent compared with those resettled in 2009 (12,177). A total of 6,754 persons were provided with assistance to resettle in Australia, a decrease of 22 per cent compared with those resettled in 2009 (8,651).

167.   A total of 5,495 persons were provided with assistance to resettle in Nordic countries (a decrease of 37%), while 2,751 persons were resettled in Western Europe, principally in the United Kingdom, Germany and France.

Airline agreements

168.   2010 was a challenging year for the airline business. In April, European traffic was paralysed for a week following the ash eruption from Mount Eyjafjallajökull in Iceland. As the events unfolded after Easter, passengers were stranded all over the world. The backlog of flights resulted in heavy losses for all airline companies. Strikes organized by staff unions at Lufthansa and British Airways in 2010 also affected refugees who were unable to depart. Furthermore, at the end of the year, severe weather conditions across Northern Europe forced airports to close at the busiest time of the year.

169.   Despite the changing landscape of the airline industry, characterized in recent years by company mergers to reduce competition, IOM has maintained a good working relationship with this industry, managing to offset most of the price increases, while maintaining the conditions for IOM-sponsored travellers.

170.   Intensive use of the Amadeus reservation system resulted in an increase in segments booked. Staff are still being trained on how to use the Amadeus system and the Organization currently has 220 licences, compared with 195 in 2009.

171.   Operations training is a priority and ongoing.

Statistical tables for 2010

172.   The statistical tables outlined below provide details of IOM movement activity during the reporting period.

173.   Table 1 (Movements by region of departure and destination) summarizes IOM movement activity by geographical region and area of departure and destination.

174.   Table 2 (Movements by service and region of departure/countries or regions of destination) summarizes IOM movement activity broken down by service, programme/projects and geographical region of departure and main countries or regions of destination. All other countries or regions of destination are grouped under their respective geographical region.

175.   Table 3 (Movements by budgetary region and service classification) summarizes IOM movement activity broken down by budgetary region and regional service classification (corresponding to the Programme and Budget for 2010, document MC/2281).

176.   Table 4 (Statistics by gender and age group) provides the gender and age group breakdown of migrants assisted by IOM. The table shows that male migrants outnumber female migrants by a margin of 15 per cent.

IOM Strategy points: 1, 2, 3, 5, 8, 9, 10 and 11

Table 1: Movements by region of departure and destination

Region of departure	Area of departure	Grand total	Africa and the Middle East								Americas						
			Central Africa	East Africa	Horn of Africa	Middle East	North Africa	Southern Africa	West Africa	Africa and the Middle East total	Andean countries	Caribbean	Central America and Mexico	North America	South America, other	Southern Cone	Americas total
Africa and the Middle East	Central Africa	1 336	47					1	4	52	1		5	543		1	550
	East Africa	12 437	183	64	669	1		6	4	927				8 246			8 246
	Horn of Africa	10 759			3 388				3	3 391				4 490			4 490
	Middle East	27 654		4	3 548	182				3 734				20 813		5	20 818
	North Africa	3 918	70	2	311	1	3	1	1 637	2 025	3			1 550		4	1 557
	Southern Africa	12 159	9 314	14	50			183	5	9 566		1		1 392			1 393
	West Africa	2 462	1						127	128			1	1 225		7	1 233
Africa and the Middle East total		**70 725**	**9 615**	**84**	**7 966**	**184**	**3**	**191**	**1 780**	**19 823**	**4**	**1**	**6**	**38 259**		**17**	**38 287**
Americas	Andean countries	2 971				2		2	1	5	10	11	141	1 549		296	2 007
	Caribbean	5 185				1				1	3	3	1	5 014		5	5 026
	Central America and Mexico	5 822	1			1	1	3		6	724	195	516	4 031	1	196	5 663
	North America	251						24		24	5		99	52		48	204
	Southern Cone	1 702				7	3	2		12	39	10	5	448		110	612
Americas total		**15 931**	**1**			**3**	**8**	**30**	**6**	**48**	**781**	**219**	**762**	**11 094**	**1**	**655**	**13 512**
Asia and Oceania	Australia and New Zealand	489		6	2	12	6	45	3	74	24			28		27	79
	Central Asia	876	1							1				724			724
	Far East	137									2			75		2	79
	Melanesia	5												1			1
	Micronesia	20												11			11
	Polynesia	7															
	South Asia	114 182				1				1				13 977			13 977
	South-East Asia	25 277		1		75			6	82	4		3	21 322			21 329
	South-Western Asia	2 025				13				13				857			857
Asia and Oceania total		**143 018**	**1**	**7**	**2**	**101**	**6**	**45**	**9**	**171**	**30**		**3**	**36 995**		**29**	**37 057**
Europe	Baltic States	62					1			1				5			5
	Caucasus	134							1	1				83			83
	Central Europe	9 265	3	3	7	91	67	3	184	358	18	6	3	2 912		12	2 951
	Eastern Europe	2 432	1			5			15	21		1		2 071			2 072
	Nordic countries	1 874	28	18	36	710	11	5	104	912	3	2	4	18		15	42
	South-Eastern Europe	6 184		1	2	2	17	1	2	25			3	4 732			4 735
	Southern Europe	2 867		1	29	64	14	53	107	268	460	3	75	500		958	1 996
	Western Europe	17 439	61	147	89	1 848	293	719	872	4 029	395	88	37	576	33	1 933	3 062
Europe total		**40 257**	**93**	**170**	**163**	**2 720**	**402**	**782**	**1 285**	**5 615**	**876**	**103**	**119**	**10 897**	**33**	**2 918**	**14 946**
Grand total		**269 931**	**9 710**	**261**	**8 131**	**3 008**	**419**	**1 048**	**3 080**	**25 657**	**1 691**	**323**	**890**	**97 245**	**34**	**3 619**	**103 802**

	Region/Area of destination																	
Asia and Oceania										Europe								
Australia and New Zealand	Central Asia	Far East	Melanesia	Micronesia	Polynesia	South Asia	South-East Asia	South-Western Asia	Asia and Oceania total	Baltic States	Caucasus	Central Europe	Eastern Europe	Nordic countries	South-Eastern Europe	Southern Europe	Western Europe	Europe total
147									**147**			16		381			190	**587**
1 298		1				2			**1 301**					719		620	624	**1 963**
541									**541**			4		1 580		1	752	**2 337**
730	9					10	3		**752**			129	29	1 071		55	1 066	**2 350**
123								3	**126**		6		13	169			22	**210**
1 097						4	13		**1 114**			6	4	36			40	**86**
708						4			**712**			11		87			291	**389**
4 644	**9**	**1**				**20**	**19**		**4 693**		**6**	**166**	**46**	**4 043**		**676**	**2 985**	**7 922**
491	1								**492**					32		133	302	**467**
3						1			**4**					4	4		146	**154**
4		65				49	5		**123**			17	1			11	1	**30**
23									**23**									
245		6				1	1		**253**			3	3	15		437	367	**825**
766	**1**	**71**				**51**	**6**		**895**			**20**	**4**	**51**	**4**	**581**	**816**	**1 476**
1	1	28	8		12	87	98	8	**243**	1		7	2	8	8	8	59	**93**
5	13							8	**26**			2	1	108			14	**125**
10		11		1		1	20		**43**					4			11	**15**
4									**4**									
2			6				1		**9**									
7									**7**									
1 767						98 016		12	**99 795**					93		1	315	**409**
2 256	5	27		6		41	288	385	**3 008**			46	10	678			124	**858**
634							3		**637**			2		485			31	**518**
4 686	**19**	**66**	**14**	**7**	**12**	**98 145**	**410**	**413**	**103 772**	**1**		**57**	**13**	**1 376**	**8**	**9**	**554**	**2 018**
	7					3	3		**13**		25		17			1		**43**
	5								**5**			5	1	11	1		27	**45**
67	326	195				181	94	77	**940**	13	611	170	2 263	18	1 879	50	12	**5 016**
84	11					1	8	16	**120**	3	69	5	19	111	3		9	**219**
10	39	11				111	9	141	**321**		21	14	186	7	365	4	2	**599**
198	417	2				16	4	207	**844**		21	1	34	234	187	89	14	**580**
9	3					29		252	**293**	1	5	27	37		27	7	206	**310**
221	439	1 024	5		3	938	534	1 208	**4 372**	8	951	236	1 221	2	3 405	112	41	**5 976**
589	**1 247**	**1 232**	**5**		**3**	**1 279**	**652**	**1 901**	**6 908**	**25**	**1 703**	**458**	**3 778**	**383**	**5 867**	**263**	**311**	**12 788**
10 685	**1 276**	**1 370**	**19**	**7**	**15**	**99 495**	**1 087**	**2 314**	**116 268**	**26**	**1 709**	**701**	**3 841**	**5 853**	**5 879**	**1 529**	**4 666**	**24 204**

Table 2: Movements by service and region of departure/countries or regions of destination

Service	Programme/Project	Region of departure	Total migrants	Afghanistan	Australia	Brazil	Canada	China	Democratic Republic of the Congo	Denmark	Ecuador	Ethiopia	Finland	France	Georgia
Movement, Emergency and Post-crisis Migration Management	**Resettlement Assistance**	Africa and the Middle East	**45 688**		3 093		7 250			296			662	282	
		Americas	**5 663**		8	28	419						1	12	
		Asia and Oceania	**39 249**		3 450		2 918			258			186	18	
		Europe	**11 085**	1	203	19	970		2	27	22	6	11	129	47
		Subtotal [a]	**101 685**	**1**	**6 754**	**47**	**11 557**		**2**	**581**	**22**	**6**	**860**	**441**	**47**
	Repatriation Assistance	Africa and the Middle East	**12 888**						9 242			2 967			
		Americas	**275**						1					140	
		Asia and Oceania	**3**												
		Europe	**30**	1	3							1			
		Subtotal	**13 196**	**1**	**3**				**9 243**			**2 968**		**140**	
	Internally Displaced Persons	Africa and the Middle East	**4 070**						4			1 210			
		Asia and Oceania	**98 027**												
		Subtotal	**102 097**						**4**			**1 210**			
		Movement, Emergency and Post-crisis Migration Management total [a]	**216 978**	**2**	**6 757**	**47**	**11 557**		**9 249**	**581**	**22**	**4 184**	**860**	**581**	**47**
Facilitating Migration	**Migrant Processing and Integration**	Africa and the Middle East	**5 137**		1 378		283	1		4			87	103	
		Americas	**4 039**		700	22	1 071	4		4	5			208	
		Asia and Oceania	**4 521**		824		1 325			2			4	11	
		Europe	**2 262**		272	2	964	15			8			3	35
		Subtotal	**15 959**		**3 174**	**24**	**3 643**	**20**		**10**	**13**		**91**	**325**	**35**
	Labour Migration	Africa and the Middle East	**13**				13								
		Americas	**4 005**				3 866								
		Subtotal	**4 018**				**3 879**								
		Facilitating Migration total	**19 977**		**3 174**	**24**	**7 522**	**20**		**10**	**13**		**91**	**325**	**35**
Regulating Migration	**Return Assistance for Migrants and Governments**	Africa and the Middle East	**1 808**						30			659			
		Americas	**1 763**		1	137	5	63			499				
		Asia and Oceania	**1 035**	358		6	8	23				2		2	
		Europe	**26 744**	949	102	2 299	501	1 190	42	1	182	73			971
		Subtotal [a, b]	**31 350**	**1 307**	**103**	**2 442**	**514**	**1 276**	**72**	**1**	**681**	**734**		**2**	**971**
	Counter-trafficking	Africa and the Middle East	**456**						184			53			6
		Americas	**140**					1							
		Asia and Oceania	**142**												
		Europe	**70**												
		Subtotal	**808**					**1**	**184**			**53**			**6**
	Technical Cooperation on Migration Management and Capacity-building	Africa and the Middle East	**593**									5			
		Americas	**24**												
		Europe	**38**	1											4
		Subtotal	**655**	**1**								**5**			**4**
		Regulating Migration total [a, b]	**32 813**	**1 308**	**103**	**2 442**	**514**	**1 277**	**256**	**1**	**681**	**792**		**2**	**981**
General Programme Support	**Humanitarian Assistance for Stranded Migrants**	Africa and the Middle East	**72**			4			1			2			
		Americas	**22**								4				
		Asia and Oceania	**36**	8					1						
		Europe	**19**			1									
		Subtotal	**149**	**8**		**5**			**2**		**4**	**2**			
	Services covered by miscellaneous income	Asia and Oceania	**5**												
		Subtotal	**5**												
		General Programme Support total	**154**	**8**		**5**			**2**		**4**	**2**			
Migration and Development	**Return and Reintegration of Qualified Nationals**	Europe	**9**	9											
		Subtotal	**9**	**9**											
		Migration and Development total	**9**	**9**											
		Grand total	**269 931**	**1 327**	**10 034**	**2 518**	**19 593**	**1 297**	**9 507**	**592**	**720**	**4 978**	**951**	**908**	**1 063**

[a] Some of the movements of migrants resettled to a third country are also assisted in the programmes classified under Assisted Voluntary Returns; likewise, some Assisted Voluntary Returns movements are implemented in projects under Movement.

[b] Some of the trafficked persons assisted by IOM are moved under projects falling under the service for Assisted Voluntary Returns and Integration.

Columns 1–21 fall under **Countries/Regions of destination**; the final 4 columns (Africa and the Middle East, Americas, Asia and Oceania, Europe) fall under **Other countries in**.

Germany	India	Iraq	Italy	Mongolia	Netherlands	New Zealand	Nigeria	Norway	Pakistan	Russian Federation	Serbia	Kosovo/UNSC 1244	Sri Lanka	Sudan	Sweden	Switzerland	The former Yugoslav Rep. of Macedonia	Ukraine	United Kingdom	United States	Africa and the Middle East	Americas	Asia and Oceania	Europe
436			55		210	104		1 137						43	1 627	501			582	29 231	14	11		154
					5	46		3							25					5 013		97		6
		1			236	405		365							554	27			162	30 374	9		237	49
96	4	190		23	2	3	156	164	4	18	59	98	43	3	173	8	20	5	10	8 357	73	39	11	89
532	**4**	**191**	**55**	**23**	**453**	**558**	**156**	**1 669**	**4**	**18**	**59**	**98**	**43**	**46**	**2 379**	**536**	**20**	**5**	**754**	**72 975**	**96**	**147**	**248**	**298**
		181												253							239			6
		1											1			14				91		15	1	11
		1							2															
		10								3											6	5	1	
		193							**2**	**3**			**1**	**253**		**14**				**91**	**245**	**20**	**2**	**17**
														2 738							118		4	
													98 016					7						
													98 016	**2 738**				**7**			**118**		**4**	
532	**4**	**384**	**55**	**23**	**453**	**558**	**156**	**1 669**	**6**	**21**	**59**	**98**	**98 060**	**3 037**	**2 379**	**550**	**20**	**12**	**754**	**73 066**	**459**	**167**	**254**	**315**
23	2		621		365	69	4	150							80	9			47	1 478	8	4	1	420
89	1		59		20	11		3		3					9	26			280	478	12	526	3	505
1		1			8	6		2								6			1	2 269		26		35
7	8	4	4	9	2	5	20		4	21	92	144	1		1		33	28		36	25	189	6	324
120	**11**	**5**	**684**	**9**	**395**	**91**	**24**	**155**	**4**	**24**	**92**	**144**	**1**		**90**	**41**	**33**	**28**	**328**	**4 261**	**45**	**745**	**10**	**1 284**
8			2																3		22	98		6
8			**2**																**3**		**22**	**98**		**6**
128	**11**	**5**	**686**	**9**	**395**	**91**	**24**	**155**	**4**	**24**	**92**	**144**	**1**		**90**	**41**	**33**	**28**	**331**	**4 261**	**67**	**843**	**10**	**1 290**
11							131			1											968	6		2
1	49									1										32	4	942	1	28
3	53	75	1	1	1	1	2	4	11	1	1	1	50		1	1		1	39	12	73	21	258	25
37	594	2 082		750		1	518	5	728	2 430	1 579	1 886	241	71	1		1 164	734	3	66	2 314	1 283	1 691	2 256
52	**696**	**2 157**	**1**	**751**	**1**	**2**	**651**	**9**	**739**	**2 433**	**1 580**	**1 887**	**291**	**71**	**2**	**1**	**1 164**	**735**	**42**	**110**	**3 359**	**2 252**	**1 950**	**2 311**
																		1		4	140	1	27	40
																				119	4	11	5	
																				89		4	44	5
							1											5		3	2		25	34
							1											**6**		**215**	**146**	**16**	**101**	**79**
							72														516			
																					1	23		
		3					1			7								1			10		3	8
		3					**73**			**7**								**1**			**527**	**23**	**3**	**8**
52	**696**	**2 160**	**1**	**751**	**1**	**2**	**725**	**9**	**739**	**2 440**	**1 580**	**1 887**	**291**	**71**	**2**	**1**	**1 164**	**742**	**42**	**325**	**4 032**	**2 291**	**2 054**	**2 398**
		3					3							4	8				4		27	2	14	
																		4			3	11		
		2					2		10					1							1	3	8	
			1				1		4	3				1							1		1	6
		5	**1**				**6**		**14**	**3**				**7**	**8**			**4**	**4**		**33**	**18**	**24**	**6**
														1							1	2	1	
														1							**1**	**2**	**1**	
		5	**1**				**6**		**14**	**3**				**7**	**8**			**4**	**4**		**33**	**18**	**24**	**6**
712	**711**	**2 554**	**742**	**784**	**849**	**651**	**911**	**1 833**	**763**	**2 488**	**1 731**	**2 129**	**98 359**	**3 116**	**2 471**	**592**	**1 221**	**786**	**1 127**	**77 652**	**4 591**	**3 319**	**2 342**	**4 009**

Table 3: Movements by budgetary region and service classification

Region	Service area classification	Total migrants
Africa	Resettlement Assistance	12 430
	Repatriation Assistance	9 737
	Internally Displaced Persons	3 515
	Migrant Processing and Integration	2 936
	Return Assistance for Migrants and Governments	1 721
	Counter-trafficking	383
	Labour Migration	35
	Return and Reintegration of Qualified Nationals	9
	Humanitarian Assistance for Stranded Migrants	1
	Africa total	**30 767**
Asia and Oceania	Internally Displaced Persons	98 027
	Resettlement Assistance	36 941
	Migrant Processing and Integration	6 495
	Return Assistance for Migrants and Governments	1 025
	Counter-trafficking	64
	Community Stabilization	4
	Miscellaneous	1
	Asia and Oceania total	**142 557**
Europe	Return Assistance for Migrants and Governments	25 847
	Resettlement Assistance	11 912
	Migrant Processing and Integration	2 578
	Technical Cooperation on Migration Management and Capacity-building	631
	Counter-trafficking	99
	Repatriation Assistance	3
	Europe total	**41 070**
Latin America and the Caribbean	Labour Migration	3 983
	Migrant Processing and Integration	2 806
	Return Assistance for Migrants and Governments	1 768
	Repatriation Assistance	274
	Counter-trafficking	228
	Technical Cooperation on Migration Management and Capacity-building	24
	Latin America and the Caribbean total	**9 083**
Middle East	Resettlement Assistance	17 150
	Repatriation Assistance	3 162
	Internally Displaced Persons	555
	Counter-trafficking	3
	Middle East total	**20 870**
North America	Resettlement Assistance	17 166
	Migrant Processing and Integration	1 144
	North America total	**18 310**
Global Support/Services	Resettlement Assistance	6 086
	Return Assistance for Migrants and Governments	989
	Humanitarian Assistance for Stranded Migrants	148
	Counter-trafficking	31
	Repatriation Assistance	20
	Global Support/Services total	**7 274**
	Grand total	**269 931**

Table 4: Statistics by gender and age group

Age group	Gender		Total
	Female	Male	
0–9	16 344	17 281	33 625
10–17	11 236	12 164	23 400
18–29	20 117	30 346	50 463
30–39	12 448	20 270	32 718
40–49	7 333	10 049	17 382
50–59	4 031	4 235	8 266
60–69	2 019	2 027	4 046
70–79	796	807	1 603
80–89	207	174	381
> 90	15	16	31
No data*	51 159	46 857	98 016
Total	**125 705**	**144 226**	**269 931**
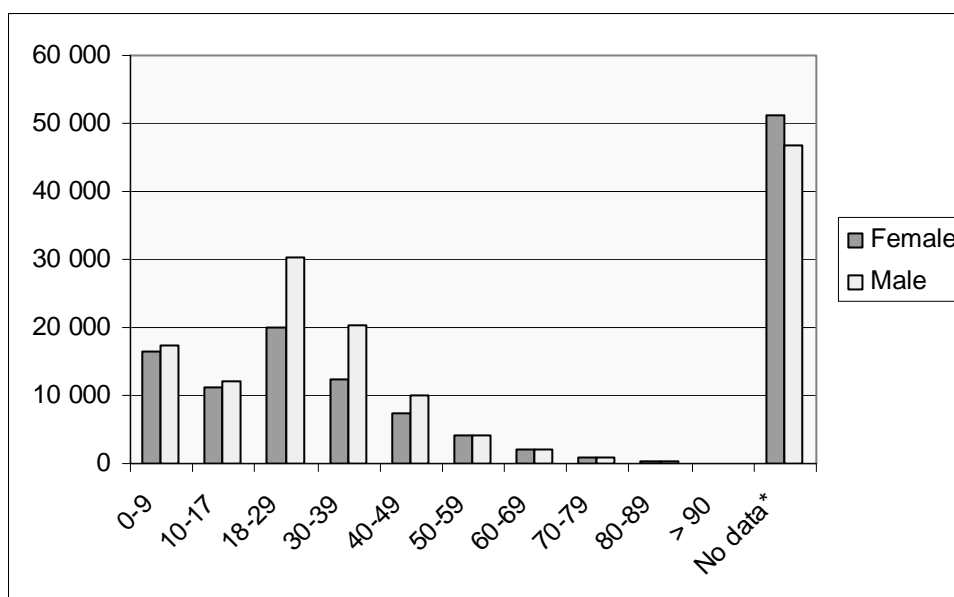
∗ Relates to internally displaced persons in Sri Lanka.

B.   Emergency and post-crisis activities

177.   In 2010, within the Department of Operations and Emergencies, the Emergency and Post-crisis Division facilitated IOM's migration crisis management through a coordinated internal and external pool of services.

Technical support and programming

178.   During 2010, the Division provided technical support for the development of more than 164 projects that were subsequently initiated in the course of the year. In addition, 20 projects endorsed in 2009 received funding in 2010 and were hence initiated during the year. Of the combined 184 projects activated in 2010, 98 related directly to emergency response and preparedness and 86 to recovery, mitigation, and community stabilization activities under post-crisis operations. These initiatives have benefited millions of crisis-affected migrants, including:

- almost 6.5 million internally displaced persons, who were provided with different basic services, ranging from registration to shelter support and sustainable livelihoods;
- over 14,993 former combatants, who were provided with reintegration services;
- over 3.5 million persons in host and receiving communities, who received livelihood recovery and infrastructure rehabilitation support;
- 60,219 migrants, who registered to participate in out-of-country voting processes.

179.   The main donors supporting IOM emergency and post-crisis activities were the Governments of Australia, Canada, Colombia, Japan and the Netherlands, UNDP, the Humanitarian Aid Department of the European Commission, the UK Department for International Development, the United States Agency for International Development, the Central Emergency Response Fund, the Peacebuilding Fund and the Common Humanitarian Fund for Sudan. A number of IOM projects also received funding from the private sector.

Emergency activities

180.   The Division's approach to emergency activities focused on life-saving support and covered the provision of shelter; distribution of non-food items; assistance related to water and sanitation; camp management and coordination; protection; transportation; and logistics.

181.   In 2010, the Division advised 24 IOM Missions on the development of over 97 new emergency projects. Overall, emergency response activities received a total of USD 201,412,258.

182.   The regional division of emergency projects that were developed and implemented was as follows: 25 projects in response to situations in Africa (e.g. internal displacement in Sudan, the Democratic Republic of the Congo and Zimbabwe, and floods in Ethiopia and West Africa); 35 projects in the Caribbean and the Americas (e.g. the earthquake in Haiti and floods in Colombia); 37 projects in Asia and the Middle East and North Africa region (e.g. the floods in Pakistan, a cyclone in Myanmar, Bangladesh and Indonesia, and internal displacement in Iraq and Yemen).

Post-crisis activities

183.   Post-crisis activities included the provision of technical assistance in the areas of return and reintegration of internally displaced persons; disarmament, demobilization and reintegration; community stabilization; security sector reform; early recovery; and disaster risk reduction.

184.   In 2010, the Division provided technical support for the development of 67 new projects in 28 IOM Field Offices which were subsequently activated. These, combined with the 19 projects endorsed in 2009, account for the implementation of 86 new projects with a total portfolio of USD 505,548,295.

185.   By designated regions, the following number of projects were developed and implemented in 2010: 36 projects in Africa (e.g. stabilization efforts and the protection of migrants in the Democratic Republic of the Congo, Somalia, Sudan and Zimbabwe); 22 projects in the Caribbean and the Americas (e.g. recovery and community stabilization in Haiti, and disarmament, demobilization and reintegration and return and reintegration in Colombia); 21 projects in Asia and the Middle East and North Africa region (e.g. reintegration and stabilization in Afghanistan, Iraq and Sri Lanka, and disaster preparedness in Cambodia, Indonesia and Pakistan); and 8 projects in Europe (e.g. security sector reform in Bosnia and Herzegovina and Serbia, and income-generation enhancement in Georgia).

Support for the humanitarian reform and the global and Field-based clusters

186.   At the Field level, IOM held the Camp Coordination and Camp Management (CCCM) Cluster leadership in seven countries: Bangladesh, El Salvador, Ethiopia, Haiti, Nepal, the Philippines and Timor-Leste. In Pakistan – upon the request of the humanitarian community – IOM was designated as cluster lead for the Emergency Shelter and Non-Food Items Cluster and the mass communication sub-cluster. Lastly, IOM led the Emergency Shelter Cluster in Colombia.

187.   At the same time, IOM remained a key partner in several other clusters at the Field level: the CCCM Cluster in Pakistan; the Logistics Cluster in Indonesia, Nepal and Pakistan; the Health Cluster in Indonesia, Kyrgyzstan, Myanmar, Nepal, the Philippines and Yemen; the Protection Cluster in the Philippines, Sudan and Zimbabwe; the Emergency Shelter Cluster in Yemen; the Water, Sanitation and Hygiene Cluster in Yemen; and co-lead for the Early Recovery Cluster in Colombia.

188.   Lastly, throughout 2010, the Division hosted the GenCap Adviser to the Global Clusters, whose role is to provide technical guidance to global clusters so as to ensure that gender is seen as a cross-cutting issue.

Property, land and reparations activities

189.   In the area of post-crisis property, land and victim reparation activities, the Emergency and Post-crisis Division provided policy guidance, expert advice and capacity-building services. These services are usually provided through the relevant IOM Field Offices or, less frequently, directly to governments or other national or international actors.

190.   In 2010, the Division was operationally engaged in a number of countries, including Cambodia (victim reparations), Colombia (victim reparations, land restitution), Haiti (land rights clarification), Iraq (land and property disputes), Nepal (victim reparations) and Sierra Leone (reparations).

Election support activities

191.   In 2010, several projects started in 2009 were successfully implemented, including a capacity support project for the Lebanese National Youth Parliament and an EU election observation project in Uganda, to be implemented in 2011. Technical and operational support was also provided to the Southern Sudan Referendum Commission to organize voting in eight countries for Sudanese outside their country for the referendum on 9 January 2011.

Partnerships

192.   The Emergency and Post-crisis Division continued its collaboration and partnerships with various United Nations agencies and IASC members in a broad variety of areas, including the development of guidance and tools; the provision of training; the development of operational plans; the establishment of operations and logistics; and the stockpiling of material and equipment.

193.   Within the scope of civil–military coordination, IOM met with NATO officials in Brussels to discuss ongoing cooperation in the areas of disarmament, demobilization and reintegration, and security sector reform funded by the NATO Partnership for Peace Trust Fund.

Knowledge management

194.   In 2010, the Division launched its Knowledge Repository, an online information-sharing system hosted on the IOM Intranet. The Knowledge Repository is based on the IOM Knowledge Management Framework.

195.   The Division worked closely with the Department of International Cooperation and Partnerships on the production of the IOM Policy perspective on disaster risk reduction, climate change adaptation and environmental migration.

196.   In 2010, the Division provided training for, or referred to training courses, 97 staff members (54 men and 43 women) from 23 IOM offices. Training covered areas such as CCCM training and workshops; civil–military cooperation-related training; land, property and conflict-related training; logistics; humanitarian actions; and disarmament, demobilization and reintegration.

Response funds and mechanisms

197.   In 2010, under the Humanitarian Assistance to Stranded Migrants mechanism, IOM assisted a total of 152 persons to return to their country of origin (72 female, 80 male), 87.5 per cent of whom were above 12 years of age. Requests for assistance were received from four continents, with Africa representing 54 per cent of the total number of requests. Final destinations concerned all continents, in particular Africa, which accounted for 52 per cent of returns.

198.   The Emergency Preparedness Account granted revolving funds to kick-start operations in the Plurinational State of Bolivia, Kyrgyzstan, Mongolia, Pakistan and Sudan for a total amount of USD 282,393, of which USD 199,500 was refunded by the end of the year.

Duty travel/support missions

199.   In 2010, staff from the Emergency and Post-crisis Division undertook duty travel to Belarus, Cambodia, Colombia, the Dominican Republic, Haiti, Jordan, Nepal, Pakistan, Rwanda, Sierra Leone, Sri Lanka and Sudan. This represented 550 days of travel in total, with Haiti representing the highest number of days, at 121.

Statistical table for 2010

200.   Table 5 (Beneficiaries of emergency and post-crisis operations by country and target population) shows the number of beneficiaries assisted through the emergency and post-crisis projects. The groups assisted include internally displaced persons, former combatants, receiving communities and migrants assisted in out-of-country voting processes.

IOM Strategy points: 1, 2, 3, 5, 8, 9 and 10

Table 5: Beneficiaries of emergency and post-crisis operations by country and target population

Country	Internally displaced persons	Refugees	Former combatants	Vulnerable persons in host communities	Beneficiaries of compensation/ reparation	Out-of-country voting	Emergency operations	Post-crisis operations	Total
Afghanistan	91 378			334 276			X		425 654
Angola				4 000			X		4 000
Armenia	48	4		93				X	145
Australia						9 463			9 463
Bangladesh	120 000	211						X	120 211
Bolivia (Plurinational State of)	7 750						X		7 750
Bosnia and Herzegovina		27	840					X	867
Cambodia				1 579				X	1 579
Canada						2 294			2 294
Chile	8 750						X		8 750
Colombia	135 317		5 109	692 911	48 269			X	881 606
Côte d'Ivoire	12 000							X	12 000
Democratic Republic of the Congo	3 671		138	248 000				X	251 809
Egypt						3 344			3 344
Ethiopia	64 465			2 097		7 372		X	73 934
Georgia	730							X	730
Ghana	4 000						X		4 000
Guatemala	17 307						X		17 307
Haiti	1 360 319			141 601			X	X	1 501 920
Indonesia	103 623	1 122		128 327				X	233 072
Iraq	13 085			912 894			X	X	925 979
Kenya	7 089			105 000		15 057		X	127 146
Kyrgyzstan	5 000							X	5 000
Liberia			48	352				X	400
Myanmar				282 025				X	282 025
Pakistan	4 057 061			548 434			X		4 605 495
Philippines	137 400	324		36 190				X	173 914
Serbia	60	95	1 100					X	1 255
Somalia				62 000				X	62 000
Sri Lanka	275 284	93	5 106				X	X	280 483
Sudan	129 134		2 652				X		131 786
Thailand	5 000								5 000
Timor-Leste	13 601			23 733				X	37 334
Uganda	481			3 268		13 245		X	16 994
United Kingdom						653			653
United States of America						8 791			8 791
Yemen	31 058			7 240			X		38 298
Zambia		9 220					X	X	9 220
Zimbabwe	100 488	550			5 100		X		106 138
Total	6 704 099	11 646	14 993	3 534 020	53 369	60 219			10 378 346

V.   RESOURCES MANAGEMENT

A.   Overview

201.   The Department of Resources Management is responsible for establishing and implementing policies to ensure sound financial, personnel and IT management and planning; coordinating financial, IT and human resources proposals and policies and their dissemination to internal and external stakeholders; and assisting the Director General in making overall management decisions. In 2010, the Department advised both internal and external partners on various aspects of the Organization's resources management policies, proposals and challenges. Regular consultations and coordination with Members States and donors were carried out on a number of financial and administrative matters.

202.   In order to ensure that human and financial resources are utilized in an economic, effective and efficient manner, the Department continued to place emphasis on improving internal control measures in Field Offices and administrative centres, and ensuring that operating procedures guaranteed internal controls.

203.   In 2010, the Department of Resources Management was composed of six divisions and one unit, as follows: (a) Human Resources Management Division; (b) Information Technology and Communications Division; (c) Accounting Division; (d) Budget Division; (e) Treasury Division; (f) Common Services Division; and (g) Staff Travel Coordination Unit.

204.   In 2010, the Accounting Division continued its work towards adopting the International Public Sector Accounting Standards together with United Nations organizations for the purpose of preparing the annual financial reports.

205.   Projects mostly funded by the European Commission requiring co-funding continued to be a challenge in 2010. The Co-funding Group met regularly to manage the Organization's co-funding exposures.

206.   The Budget Division prepared documents relating to a number of budget issues for the governing body meetings, as well as for decisions by the Administration.

207.   Taking into account decisions on the structure reform, the 2011 Programme and Budget was prepared in line with the newly established organizational structure. This required close consultations within the Organization to ensure that the new configuration was aligned with available core funding. New project structures also had to be established for all the departments in line with the approved budget.

208.   The Budget Division also provided technical assistance to the Structure Review Team and later to the Headquarters and Field Implementation Teams in the implementation of the Headquarters structure and planning for the implementation of the Field structure. Various related issues with budgetary implications were reviewed and recommendations presented to the Office of the Director General.

209.   For the first time in the budget preparation exercise, the projection for 2010 Discretionary Income had been based on the three-year average formula endorsed by the Member States. This enabled the Administration to determine upfront the Discretionary

Income level available for distribution during the budget year, thereby facilitating planning and control.

210. The Budget Division prepared a number of documents to support the Working Group on Budget Reform established by the Member States during the 2010 spring governing body meetings. With the change in the members of the Bureau, and at the request of certain delegations, various explanations and briefings were provided to facilitate discussions on the subject.

211. Work was revived in the latter part of the year on the implementation of PRISM Integrated Planning (PRSM IP), a module that will integrate and manage the planning and budgeting processes. To move this work forward, great efforts were made to upload budget data into PRISM and discussions were held to enhance the interim solution currently being used. Plans are being formulated to pilot PRISM IP in more locations in 2011.

212. The Treasury Division continued to exercise responsibility over cash management and investment of the Organization's funds. It oversaw and executed the receipt and disbursement of funds and managed the Organization's foreign exchange exposures. Operations were shared between Manila Treasury Support and Headquarters using Web-based banking platforms. In 2010, the Treasury Division was involved in managing currency risks and cross-currency liquidity and the maximization of returns on investments. The Division also focused on increased support for Missions in terms of technical developments and purchased local currency at best value.

213. The Staff Travel Coordination Unit continued to plan, coordinate, strengthen and exercise control over expenditures for long-distance and entitlement travel and provided support and guidance to Missions worldwide by answering travel-related questions. Over 2,700 staff travel arrangements were handled during 2010, of which almost 1,300 were tickets (including tickets purchased on the Internet) for travel from Geneva, and 262 visas were issued to multiple destinations. The Unit also supported staff arriving at Headquarters by finding them cost-effective accommodation in hotels and short-let studios.

214. In 2010, the Common Services Division continued to provide administrative and other support services, including the maintenance of the Headquarters building, office space coordination and the removal of equipment, and assessed and made recommendations on the effectiveness of existing services. During the reporting period, the Division undertook the following: (a) facilitated the reallocation of office space at Headquarters; (b) identified office space and made arrangements to accommodate new staff and consultants at Headquarters; (c) dealt with the daily management of the Headquarters building and the security access control system; (d) ensured that security measures and access control were maintained for the security of Headquarters staff and premises; (e) provided removals assistance for staff arriving in/departing from Geneva; (f) processed the payment requests of all Headquarters departments in the PRISM procurement module; (g) received and delivered internal and external mail at Headquarters and mail to worldwide locations; and (h) printed all documentation for IOM consultations with Member States and governing body meetings.

215. The Information Technology and Communications Division directs, plans and implements a global IT, communication and information systems strategy to help the

Organization achieve its goals and objectives. In 2010, the Division continued with its mandate to optimally support the expanding data-processing and communication needs of the IOM Administration and Field operations to best serve its Member States and donors. Some highlights are outlined below.

216.   Following the global roll-out of PRISM Financials in 2009, focus in 2010 was on improving user experience through: (a) system enhancements, such as the development of new reports tailored to the financial reporting requirements of IOM and its Member States; and (b) further training to meet the stated objective of providing continuous learning and knowledge sharing. Examples of the latter included advanced training for PRISM super-users from over 40 Field Offices; the inclusion of PRISM sessions in the training provided by the Staff Development and Learning Unit to Chiefs of Mission and Project Managers; information sessions for the new External Auditors and the Office of the Inspector General, and specific training for Missions such as those in Kabul, Pretoria and Sana'a.

217.   An external audit and post-implementation review of PRISM was conducted by PricewaterhouseCoopers to assess whether the PRISM system is used as intended by the end-users; identify and recommend potential business process improvements and system changes leading to efficiencies; and collect and analyse direct feedback from five visited IOM Missions. Key recommendations included: to enhance user knowledge for procurement processes and asset management in the system; to sustain change management and training activities; and to implement a disaster recovery and business continuity plan to ensure the availability of the system.

218.   In 2010, PRISM HR was rolled out to Vienna, Helsinki, Oslo, Moscow, Budapest, Belgrade, London, Quito, Buenos Aires, San José, Canberra, Kathmandu, Islamabad, Hanoi, Dushanbe, Dar es Salaam, Addis Ababa, Minsk, Cairo, Damascus, Ankara and Bratislava, bringing the total number of Field Offices using the system to 40, covering around 65 per cent of IOM staff. In addition, the development of the PRISM-based Staff Evaluation System was launched in coordination with the Human Resources Management Division.

219.   IOM's internal custom-built system MiMOSA, which records the biographic and demographic information of the migrants it provides with medical, assisted voluntary return, counter-trafficking and movement services, is currently operational in 94 Field Offices with 674 active users. System enhancements in 2010 extended MiMOSA data-collection capabilities in the context of replacing the legacy financial system Mosaic with migrant statistics and donor reporting. MiMOSA interfaces facilitate the operational data flow within IOM and among its partners.

220.   The IOM Wide Area Network (WAN), which facilitates the secure connection of IOM Field Offices to IOM enterprise applications via the Virtual Private Network (VPN), was expanded to a total of 181 sites on VPN, with an additional 49 VPN clients by the end of 2010. The "Quality of service" application introduces the option of providing different priority to different systems and users to guarantee a certain level of performance to a data flow that now covers 108 locations, and enables IOM WAN traffic to be managed more efficiently. The IOM VoIP network was increased to a total of 53 locations, allowing a further reduction in telephone costs.

221.   The upgrade of IOM's e-mail and Windows system was initiated in 2010 and should be completed in Geneva, Manila and some Field Offices during 2011. A complete upgrade is expected by 2012.

222.   Over 21,900 technical support requests were successfully processed by the Helpdesk in Manila. The Information Technology and Communications Division team also provided on-site support and reviews for Field Offices in Nairobi and Cairo and assisted in special projects, for example on the emergency situations following the earthquake in Haiti and the floods in Pakistan, out-of-country voting for Sudan and the implementation of new offices such as Yemen.

B.   Financial highlights

223.   Combined total expenditure for the administrative and operational programmes once again exceeded USD 1 billion in 2010, standing at USD 1,359 million, compared with USD 1,027 million in 2009. The expenditures under the Administrative Part of the Budget were USD 37.3 million, while expenditures under the Operational Part of the Budget were USD 1,322 million, as shown in the table below.

Expenditure (excluding exchange rate differences)	2010 USD million	2009 USD million
Administrative programme	37.3	36.0
Operational programmes	1 322.1	991.3
Total expenditure for the year (excluding exchange rate differences)	1 359.4	1 027.3

224.   With regard to projects by region and operational expenditure, in 2010, the region with the highest expenditure was Latin America and the Caribbean, followed by Asia and Oceania then Africa. Further details, including the figures for 2009, are shown in the table below.

	2010 Operational expenditure USD million		2009 Operational expenditure USD million	
Africa	197.9	(3)	171.0	(4)
Asia and Oceania	275.2	(2)	245.3	(2)
Europe	168.1	(4)	178.8	(3)
Global support/activities	47.4	(6)	35.6	(6)
Latin America and the Caribbean	531.4	(1)	266.0	(1)
Middle East	74.4	(5)	60.5	(5)
North America	27.07	(7)	34.0	(7)

225.   With regard to projects by category and operational expenditure, spending on movement, emergency and post-crisis migration management activities was the number one area in 2010, as was the case in 2009. The spending both on movement, emergency and post-crisis migration management and migration and development increased significantly, as shown in the table below.

	2010 Operational expenditure USD million		2009 Operational expenditure USD million	
Facilitating Migration	49.1	(5)	40.2	(5)
General Programme Support	4.0	(6)	15.2	(6)
Migration and Development	257.5	(3)	103.0	(3)
Migration Health	64.1	(4)	56.1	(4)
Migration Policy and Research	3.9	(7)	3.6	(8)
Movement, Emergency and Post-crisis Migration Management	676.5	(1)	527.8	(1)
Regulating Migration	265.6	(2)	239.8	(2)
Reparation Programmes	1.4	(8)	5.6	(7)

226.   Five new Member States joined IOM in 2010, bringing the total membership to 132 (up from 127 in 2009). The number of active operational projects remained steady between 2009 and 2010 at over 2,300. Some 7,000 staff were deployed, primarily in the 460 Field locations throughout the world.

Administrative programme

227.   The administrative programme remained a very small part of total expenditure, accounting for only 2.7 per cent of consolidated expenditure in 2010.

228.   At 31 December 2010, total outstanding assessed contributions amounted to CHF 6,279,983 (2009: CHF 7,297,165). Eleven Member States concluded repayment plans, accounting for CHF 1,494,729 of the total amount outstanding. A limited number of Member States accounted for most of the overdue amount.

229.   Outstanding assessed contributions being less than the previous year, the provision for doubtful receivables was decreased in 2010 by CHF 562,382 (2009: CHF 117,925 increase). The total outstanding assessed contributions requiring a provision decreased to CHF 5,160,236 at 31 December 2010 (2009: CHF 5,722,618).

230.   The approved budget for the 2010 administrative programme was CHF 39,388,000 (2009: CHF 38,806,000). Programme expenditures during the course of the year of CHF 39,486,295 resulted in an over-expenditure of CHF 98,295. Fortunately, this was offset by the above-mentioned decrease in the provision for doubtful receivables of CHF 562,382. After absorbing the over-expenditure from 2009 of CHF 88,939, the administrative programme ended with a surplus of CHF 375,148, which was carried forward for use in accordance with Council Resolution No. 1077 of December 2002 (Systematic solution for the use of surplus in the Administrative Part of the Budget).

Operational programmes

231.   Total expenditure under the Operational Part of the Budget increased by USD 330.8 million from USD 991.3 million in 2009 to USD 1,322 million in 2010, a 33.4 per cent increase overall. All service classifications experienced increases, except reparation programmes, with the biggest increases occurring in migration and development and movement, emergency and post-crisis migration management (primarily in Latin America and the Caribbean).

232.   The Field locations with the highest levels of expenditure were Colombia, Peru, Haiti, Afghanistan and Iraq, all with expenditure exceeding USD 49 million.

233.   The operational programmes ended in 2010 as follows:

- a carry-forward relating to the staff security mechanism of USD 6,009,146 (2009: USD 6,213,121);

- an increase to the Discretionary Income reserve of USD 3,174,257 (2009: USD 1,009,280).

234.   Discretionary Income is composed of project-related overhead and miscellaneous income (unearmarked contributions from governments and net interest and other income). It is used to cover core structures and other priority needs of the Organization which are not covered by the Administrative Part of the Budget.

235.   Using the formula adopted by the Member States to estimate the level of Discretionary Income on the basis of a three-year average, Discretionary Income was set for the year at USD 41 million. Discretionary Income fluctuates from year to year, depending on the activities carried out. Thus, funds need to be drawn from the Discretionary Income reserve if the amount of Discretionary Income available at the end of a financial year is less than the three-year average.

236.   Actual Discretionary Income, excluding staff security, amounted to USD 43.3 million (2009: USD 37.1 million), while staff security-related overhead amounted to USD 8.8 million (2009: USD 7.2 million), bringing the total Discretionary Income during 2010 to USD 52.1 million (2009: USD 44.3 million). This increase was due to higher than budgeted project- and security-related overhead.

C.   Human resources management

237.   The Human Resources Management Division continues to ensure that the most valuable resources of the Organization – its personnel – are positioned appropriately within IOM and given the opportunity to develop themselves professionally.

Summary of activities

238.   During the course of 2010, important organization-wide human resources reforms took place, including the conclusion of the structural reform at Headquarters, the initiation of the structural reform in the Field, and the finalization of the unified Staff Regulations applicable to all IOM staff members.

239.   In November 2010, a new Director, with extensive human resources experience in the multilateral sector, was recruited to head the Human Resources Management Division following the retirement of the previous Director.

240.   The implementation of the staff rotation policy continued in 2010 and efforts were made to ensure a healthy policy on senior staff mobility between Headquarters and the Field, contributing to bringing different perspectives to IOM operations.

241.   Further professionalizing the human resources landscape, in 2010 the Division initiated and designed the new Staff Evaluation System, which uses a new job architecture and standardized competencies, and is fully integrated within the current PRISM human resources system. This new system, along with a concerted effort to address the performance culture in IOM, is planned to be launched in the second half of 2011; it will improve IOM's ability to capture the performance and utilize the full potential of its staff worldwide.

Staffing trends

242.   In 2010, staff numbers decreased by 1.89 per cent compared with the previous year, totalling 7,121 (in approximately 420 offices worldwide). The recruitment trends for the Organization in 2010 were as follows:

- 46 vacancy notices issued for officials (39% decrease);
- 3 vacancy notices issued for employees at Headquarters;
- 73 short-term vacancy notices issued for officials (56% increase).

243.   Significant recruitment and deployment of staff continued for programmes in countries in crisis and post-crisis situations, including Afghanistan, the Democratic Republic of the Congo, Haiti, Iraq, Pakistan and Sudan. The highest volume of recruitments was processed for the Americas and Africa.

Associate Experts, United Nations Volunteers and secondments

244.   The following trends were observed for gratis personnel during the course of 2010:

- 4 new Associate Experts [4]
- 22 Associate Experts (total) [5]
- 213 interns
- 9 United Nations Volunteers.

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[4]   Funded by Germany, Japan and Norway.
[5]   Associate Experts from Austria, Belgium, Denmark, Finland, France, Germany, Italy, Japan, Norway, Sweden and the United States of America, three of whom were retained in 2010.

Human resources management policies and services

245.   Human Resources Management Division staff at Headquarters and the Administrative Centres continued to support IOM staff worldwide by maintaining regular communication. In 2010, its staff provided in situ country office support, including:

- staffing support in quick response to the emergency situation in Port-au-Prince, Haiti;

- administrative support for the out-of-country voting programme in Nairobi;

- extensive training sessions in IOM Regional Offices and Headquarters;

- organizational structural review of the ports of entry in the United States of America;

- alignment of the conditions of service of locally recruited staff at IOM The Hague;

- development of the unified set of Staff Regulations applicable to all IOM staff members.

246.   Efforts are ongoing to roll-out and implement a PRISM-based payroll. In 2010, payroll roll-out was extended to 22 countries, which implies that various human resources management functions are now carried out using PRISM. In addition, PRISM capacities are constantly being enhanced, allowing for its increased use and reflecting IOM's commitment to transparency and a cost-effective use of its assets.

247.   The new Staff Evaluation System will make full use of the PRISM HR components and provide added value, such as allowing IOM to create a skills database, or, in emergency situations, making it possible to identify staff with the relevant experience.

Insurance administration and occupational health

248.   In 2010, negotiations were undertaken by the Occupational Health Unit and the Human Resources Management Division to establish special agreements with three hospitals in proximity to IOM Field Offices to facilitate hospital admission procedures and improve the cost-effectiveness of health services.

249.   Effective management of the Staff Insurance Unit in the past year resulted in insurance premium percentages being maintained, as well as an improvement in insurance policies to guarantee that an appropriate coverage was offered to staff members and their eligible dependants.

Staff development and learning

250.   In 2010, the Human Resources Management Division facilitated 136[6] learning activities for the benefit of 1,470 staff worldwide. Efforts have been focused on enhancing knowledge and expertise in areas such as specialized migration management, leadership, and project and resources management.

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[6]   This figure reflects learning activities that were either organized, financed or implemented in coordination with the Staff Development and Learning Unit.

**Table 6: Officials by category/grade, location and gender
as at 31 December 2010**

Category/Grade	Headquarters		Field		Total IOM officials		
	F	M	F	M	F	M	Total
D-2							0
D-1	3	7	5	19	8	26	34
P-5	10	14	6	25	16	39	55
P-4	14	14	33	75	47	89	136
P-3	16	7	86	116	102	123	225
P-2	5	5	59	75	64	80	144
P-1			18	17	18	17	35
UG	6	2	23	30	29	32	61
Short-term officials	7	4	36	46	43	50	93
Associate Experts	3	2	9	3	12	5	17
Total	**64**	**55**	**275**	**406**	**339**	**461**	**800**

Excluding:
– Director General, Deputy Director General, interns, consultants and staff on special leave without pay.
– Seconded/loaned officials.

**Table 7: Distribution by category/grade and country of nationality of officials employed
as at 31 December 2010**

Nationals of IOM Member States	Category/Grade										Total
	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Short-term officials	Associate Experts	
Afghanistan					1	2					3
Albania					1						1
Algeria											0
Angola											0
Argentina				1	1						2
Armenia											0
Australia		2	3	6	11	4	1	4	3		34
Austria		1		2	6			1		1	11
Azerbaijan				1							1
Bahamas											0
Bangladesh		1	1	1		1					4
Belarus					1	1					2
Belgium			2	3	2	3	1	1		1	13
Belize											0
Benin											0

Table 7: Distribution by category/grade and country of nationality of officials employed as at 31 December 2010 (continued)

Nationals of IOM Member States	Category/Grade										Total
	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Short-term officials	Associate Experts	
Bolivia (Plurinational State of)				1	1						2
Bosnia and Herzegovina				2	3						5
Botswana									1		1
Brazil						1		2	1		4
Bulgaria				1							1
Burkina Faso						1			1		2
Burundi								1			1
Cambodia											0
Cameroon											0
Canada		3	5	5	5	1		2	7		28
Cape Verde											0
Central African Republic											0
Chile		1									1
Colombia						2	1	2	9		14
Congo											0
Costa Rica			2	2	4	1		1			10
Côte d'Ivoire				2		1	1				4
Croatia				2	1		1	1			5
Cyprus											0
Czech Republic											0
Democratic Republic of the Congo					1			1	1		3
Denmark				2	2				1	1	6
Dominican Republic											0
Ecuador				1							1
Egypt		1			2	3	4	1	1		12
El Salvador								1			1
Estonia					1						1
Finland					1					1	2
France		1	5	7	9	5	2	3	11	1	44
Gabon											0
Gambia											0
Georgia				1	1	2					4
Germany		5	2	6	10	3		3	6	4	39
Ghana			2	1	4						7
Greece				1							1
Guatemala									1		1
Guinea								1			1
Guinea-Bissau											0
Haiti					2						2
Honduras						1					1
Hungary		1		1							2
India		1	2	2	3	1	1		1		11

Table 7: Distribution by category/grade and country of nationality of officials employed as at 31 December 2010 (continued)

Nationals of IOM Member States	Category/Grade										Total
	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Short-term officials	Associate Experts	
Iran (Islamic Republic of)			1	1							2
Ireland				1	1	1			1		4
Israel				1							1
Italy		4	4	13	10	7	1	3	4	1	47
Jamaica											0
Japan			1		7	6				3	17
Jordan				2	5	2	6	1			16
Kazakhstan				1							1
Kenya			3	1	11	5			1		21
Kyrgyzstan									1		1
Latvia					1						1
Lesotho											0
Liberia					1	1					2
Libyan Arab Jamahiriya											0
Lithuania				1							1
Luxembourg											0
Madagascar											0
Mali					1						1
Malta											0
Mauritania											0
Mauritius					1			2			3
Mexico						1					1
Mongolia											0
Montenegro						1					1
Morocco											0
Namibia											0
Nepal						1					1
Netherlands			1	3	3			2	1		10
New Zealand		2			1						3
Nicaragua				1	1		1				3
Niger											0
Nigeria											0
Norway		1		1	2		1		1	1	7
Pakistan					2	1		2	1		6
Panama			1		1	1					3
Paraguay											0
Peru			1		1	1			1		4
Philippines			3	1	11	10	1	2	1		29
Poland						2					2
Portugal			1	1	3	4	1				10
Republic of Korea				1							1
Republic of Moldova						1					1
Romania			1	3	1	2					7
Rwanda									1		1
Senegal					1	2					3

Table 7: Distribution by category/grade and country of nationality of officials employed as at 31 December 2010 (continued)

Nationals of IOM Member States	Category/Grade										Total
	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Short-term officials	Associate Experts	
Serbia				5	9		1				15
Sierra Leone				1		2					3
Slovakia						1			1		2
Slovenia											0
Somalia											0
South Africa					1	2					3
Spain				1	2	2		1	4		10
Sri Lanka					1	2			1		4
Sudan		1			1		1				3
Swaziland											0
Sweden		1		2	5				4	2	14
Switzerland	2		4	3	4	1			6		20
Tajikistan					3		1				4
Thailand				1	3	3		2	1		10
Timor-Leste											0
Togo											0
Trinidad and Tobago											0
Tunisia											0
Turkey					1			1			2
Uganda				1				2			3
Ukraine					2	1					3
United Kingdom of Great Britain and Northern Ireland		1	3	10	10	4	2	1	9		40
United Republic of Tanzania											0
United States of America		6	5	22	22	20	5	9	9		98
Uruguay		3	2		2			1	1		9
Venezuela (Bolivarian Republic of)											0
Viet Nam					1						1
Yemen											0
Zambia								1			1
Zimbabwe					2			1		1	4
Nationals of Observer and non-Member States											
Chad						1					1
China, including Hong Kong Special Administrative Region				1							1
Eritrea					1	1					2
Ethiopia					3	3					6
Indonesia					3	5		1			9

Table 7: Distribution by category/grade and country of nationality of officials employed as at 31 December 2010 (continued)

Nationals of Observer and non-Member States	Category/Grade										Total
	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Short-term officials	Associate Experts	
Iraq					2			1			3
Lebanon				1		2					3
Malaysia				1	1						2
Mozambique		1		2	1						4
Myanmar								3			3
Russian Federation				2	4	3					9
The Former Yugoslav Republic of Macedonia				1	5	1					7
Turkmenistan					2						2
Total	**0**	**34**	**55**	**136**	**225**	**144**	**35**	**61**	**93**	**17**	**800**

Table 8: Breakdown of Headquarters and Field employees by nationality and gender as at 31 December 2010

Nationals of IOM Member States	Headquarters		Field				Total
			General Service		National Officers		
	F	M	F	M	F	M	
Afghanistan			20	189		5	214
Albania		1	18	25	2		46
Algeria							0
Angola			4	17			21
Argentina			18	6			24
Armenia			9	9	2	1	21
Australia			15	4		1	20
Austria			11	7		1	19
Azerbaijan			14	12		1	27
Bahamas							0
Bangladesh			28	44	6	10	88
Belarus			10	6	1		17
Belgium			20	13			33
Belize							0
Benin				1			1
Bolivia (Plurinational State of)			7	7			14
Bosnia and Herzegovina	1		12	10			23
Botswana			1				1
Brazil			5	2			7
Bulgaria	1		4	2			7
Burkina Faso							0
Burundi			1	1		1	3

**Table 8: Breakdown of Headquarters and Field employees
by nationality and gender as at 31 December 2010 (continued)**

Nationals of IOM Member States	Headquarters		Field				Total
			General Service		National Officers		
	F	M	F	M	F	M	
Cambodia			14	15		1	30
Cameroon			3	4			7
Canada	1		4	4			9
Cape Verde							0
Central African Republic							0
Chile			6	1			7
Colombia	1		142	85	24	18	270
Congo		1					1
Costa Rica			16	11	1	1	29
Côte d'Ivoire			2	4			6
Croatia			1	1			2
Cyprus							0
Czech Republic			5	1	1		7
Democratic Republic of the Congo			25	107		2	134
Denmark			1	1		1	3
Dominican Republic			6	5			11
Ecuador			26	31	1	2	60
Egypt			17	22	1	1	41
El Salvador			12	7			19
Estonia			5				5
Finland			9	4		1	14
France	16	6	17	7			46
Gabon			1				1
Gambia			1	1			2
Georgia			35	24	3		62
Germany		1	20	10	1		32
Ghana	1		20	23	3	2	49
Greece			8	5		1	14
Guatemala			9	15			24
Guinea			8	11		2	21
Guinea-Bissau							0
Haiti			42	146	4	2	194
Honduras			11	6			17
Hungary			7	5			12
India			6	8			14
Iran (Islamic Republic of)			6	8		3	17
Ireland			2	1	1		4
Israel							0
Italy	3	1	41	14	3	1	63
Jamaica			2	1			3

**Table 8: Breakdown of Headquarters and Field employees
by nationality and gender as at 31 December 2010 (continued)**

Nationals of IOM Member States	Headquarters		Field				Total
			General Service		National Officers		
	F	M	F	M	F	M	
Japan			9	1	1		11
Jordan			142	116	6	3	267
Kazakhstan			8	6	3		17
Kenya			113	128	6	7	254
Kyrgyzstan			3	11	2		16
Latvia			2			1	3
Lesotho							0
Liberia			3	5			8
Libyan Arab Jamahiriya			7	10		1	18
Lithuania			9	1	2		12
Luxembourg							0
Madagascar							0
Mali			1				1
Malta			1				1
Mauritania				3		1	4
Mauritius			3				3
Mexico	1		10	11			22
Mongolia			1				1
Montenegro			8	1			9
Morocco			7	8			15
Namibia							0
Nepal			151	215	3	6	375
Netherlands	1		38	28			67
New Zealand			1				1
Nicaragua			4	1			5
Niger			1	3			4
Nigeria			7	11	2	1	21
Norway			8	6			14
Pakistan			51	122	3	11	187
Panama			11	10	2	2	25
Paraguay			2	1			3
Peru		1	18	27		2	48
Philippines	2		139	85	15	12	253
Poland			24	5	3	1	33
Portugal			3	2			5
Republic of Korea			3				3
Republic of Moldova			33	19	2	3	57
Romania		1	10	5	1		17
Rwanda			2	11		1	14
Senegal		1	11	13	1	1	27

**Table 8: Breakdown of Headquarters and Field employees
by nationality and gender as at 31 December 2010 (continued)**

Nationals of IOM Member States	Headquarters		Field				Total
			General Service		National Officers		
	F	M	F	M	F	M	
Serbia	1		21	11	2	2	37
Sierra Leone			1	13		1	15
Slovakia			15	8	1		24
Slovenia				1			1
Somalia			4	21		1	26
South Africa			18	9	8	1	36
Spain	1		11	4	2		18
Sri Lanka		2	40	142		5	189
Sudan			54	302	2	15	373
Swaziland							0
Sweden			5				5
Switzerland	23	6					29
Tajikistan			10	16		1	27
Thailand			139	98	2	5	244
Timor-Leste			18	56			74
Togo				1			1
Trinidad and Tobago			2	1			3
Tunisia			2	2		1	5
Turkey			16	9			25
Uganda		1	23	31	1	2	58
Ukraine			41	16	4	2	63
United Kingdom of Great Britain and Northern Ireland	6	1	28	26		2	63
United Republic of Tanzania	2		10	15		2	29
United States of America			29	20			49
Uruguay	2		3				5
Venezuela (Bolivarian Republic of)			4	3	1		8
Viet Nam			55	17	1	5	78
Yemen			16	13		2	31
Zambia			9	11		1	21
Zimbabwe			58	80	2	7	147
Nationals of Observer and non-Member States							
Bahrain				1			1
Barbados		1					1
Chad			8	15		1	24
China, including Hong Kong Special Administrative Region			5	1		1	7
Cuba			2				2
Djibouti			1	4			5

**Table 8: Breakdown of Headquarters and Field employees
by nationality and gender as at 31 December 2010 (continued)**

Nationals of Observer and non-Member States	Headquarters		Field				Total
			General Service		National Officers		
	F	M	F	M	F	M	
Eritrea			3	5			8
Ethiopia		1	31	69	2	5	108
Guyana			1	2	1		4
Indonesia	1		117	154	2	2	276
Iraq			19	63	1	4	87
Lao People's Democratic Republic			2	2			4
Lebanon			9	5			14
Malaysia			2				2
Mozambique				3	1		4
Myanmar			87	71	3	1	162
Papua New Guinea			4	2		1	7
Russian Federation			76	28	2		106
Syrian Arab Republic			71	81	3	2	157
The Former Yugoslav Republic of Macedonia	1	2	8	2			13
Turkmenistan			2	2			4
Uzbekistan			3	1			4
Total	**65**	**27**	**2 654**	**3 245**	**147**	**183**	**6 321**

VI. ADMINISTRATIVE CENTRES

A. Manila Administrative Centre

251. The Manila Administrative Centre provides a full range of essential global administrative, human resources, financial, procurement and IT services and research and operational support to IOM Headquarters, Field Offices and Member States worldwide.

252. Based in Manila, the Centre operates in a highly favourable environment that allows the delivery of these services in a timely and cost-efficient manner.

253. Throughout 2010, the Manila Administrative Centre provided global administrative and programme support to Missions through its strong technical links with functionally related units at Headquarters.

254. The Field Procurement Unit provides efficient procurement assistance to all IOM Missions and responds to their various operational and procurement needs in adherence to the established procurement policies of IOM. In 2010, the Unit issued purchase orders valued at USD 11.8 million for the emergency, IT, communications and other requirements of Field Missions. The Unit also reviewed procurement orders with a purchase value of USD 85 million.

255.   Financial Services, composed of Central Accounting Support, Regional Accounting Support, Manila Budget Support, Manila Treasury Support, PRISM Central Support Team and Project Monitoring, provides IOM offices worldwide with overall financial management support services, including accounting, budget, treasury and financial project monitoring.

256.   Manila Human Resources Operations provides global and regional human resources administration support to international staff (officials) and General Service staff in Switzerland. It is responsible for the recruitment, personnel administration and payroll of officials and General Service staff at Headquarters, and the provision of administrative services relating to health and other types of staff insurance.

257.   The Information Technology and Communications Service Centre consolidates the Organization's information technology and communications (ITC) support through a 24 hours a day, seven days a week global service and provides IOM staff with the tools and technologies they need to do their work effectively. The Service Centre acts as the focal point for IOM offices and Missions around the globe on matters related to ITC service delivery. It defines ITC standards and solutions and facilitates the development and support of PRISM and IOM operational applications such as MiMOSA and iGATOR. In 2010, the Service Centre responded to around 20,000 service requests. It rolled out a functionally enhanced and technically upgraded PRISM in 22 new Missions and conducted a series of training sessions for end-users.

258.   The Staff Security Unit provided technical advice on safety and security issues, Mission security assessments, specialized training and/or funding assistance to over 60 IOM Missions in 2010. The Unit also responded to about 839 safety and security incidents.

259.   The Pension Fund Administration is principally responsible for all matters related to the United Nations Joint Staff Pension Fund for IOM and acts as the fundamental focal point and contact for the Fund, affiliated Missions and participating staff members. The Unit also serves as the Staff Pension Committee's secretariat. In 2010, the Pension Fund Administration managed pension fund contributions of 4,038 staff members in 64 Missions worldwide, averaging a monthly transaction volume of USD 2.6 million.

260.   As the institutional source of current and past project information, the Project Information Unit is responsible for monitoring the development of all IOM projects worldwide. The Unit provides support to Missions by conducting research on IOM's past experiences in delivering particular project activities for use in project development, liaison and other functions. In 2010, it registered 905 new projects and responded to 604 project code requests, bringing the total number of IOM projects to 7,372. Over 64,459 project documents had been uploaded to FileNet as of 31 December 2010.

261.   The Research and Publications Unit supports the production of IOM's main publications by providing editing, layout and cover design services, coordinating with printers, distributing publications to Field Offices, sending electronic alerts on new publications and managing the publications page on the Intranet and the online bookstore section of the IOM website. The Unit also provides administrative assistance to the Migration Research Division at Headquarters.

262.   Website, Intranet and Digital Assets Management is the principal entity responsible for meeting IOM's internal and external online communication needs in a systematic,

coherent and timely manner. It supervises the development and management of IOM's main website, the Intranet, FileNet and the image library.

263.   The Global Migration Health Support Unit is the delocalized portion of the Migration Health Division at Headquarters. It provides global support services to Headquarters, Field Missions and IOM donors on administrative and financial matters, statistics, reports, research, health informatics and knowledge management, in order to facilitate monitoring and standardization and to increase the efficiency and quality of Migration Health Division programmes worldwide.

264.   The Movement Systems Support Unit, composed of the Airline Invoice and Settlement Section and the Data and Statistics Unit, is responsible for expediting the settlement of airline invoices, monitoring refunds and identifying discrepancies related to unused airline tickets. It also collates Field movement statistics and reviews the suitability of existing movement- and migration-related systems. In 2010, the Unit processed about 25,739 airline invoices worth USD 78.9 million.

265.   The Resource Management Unit is responsible for the local human resource management for close to 300 staff. The Unit also provides the day-to-day management of office premises and vehicles and is responsible for staff travel, which includes facilitation of entry visas and travel documents for staff on official travel. The Unit also oversees the Accounts Payable Unit, which processed more than USD 16 million in 2010. In addition, it provides logistical and administrative support to other programme-related activities such as study tours, training and workshops.

B.   Panama Administrative Centre

266.   The Panama Administrative Centre provides IT and administrative support to offices in the western hemisphere and some global support services. In 2010, IOM continued to consolidate and expand the services provided by the Centre.

267.   In 2010, the Staff Security Unit was established at the Panama Administrative Centre and has since been providing technical guidance and support to Missions on security management concerning staff and premises located in the Americas region.

268.   By the end of 2010, the number of staff members at the Centre had risen from 24 to 34. In addition to the new position established in the Staff Security Unit, staff numbers increased following the creation of new positions for the implementation of projects in the country.

269.   During 2010, the Field Personnel Unit continued to provide support to IOM Missions worldwide in their management of local staff. The Unit also undertook travel to Field Missions in order to assess the local conditions and provide specific support as required. At the end of 2010, the total number of staff locally recruited by IOM worldwide and served by this Unit was approximately 7,000.

270.   The Health and Insurance Medical Unit at the Panama Administrative Centre continued to provide occupational health advice and services to Missions in the Americas and Africa. During 2010, a total of 1,671 medical actions were processed, involving medical clearances, advice and approval of procedures for IOM staff. The Health Claims Processing

Unit provided services to IOM staff in the Americas and Africa by processing their medical insurance claims. In 2010, a total of 2,889 claims were processed and 591 staff and their dependants were included in the medical insurance scheme.

271.   During 2010, Panama Accounting Services provided technical support to IOM Missions in the areas of accounting and financial control services. The regional accountants focused on monitoring the complete accounting processes and providing technical advice to Missions in the Americas.

272.   The Information Technology and Communications Unit acts as an IT helpdesk for the region, providing IT support services to Missions in the Americas. The Unit takes advantage of the time zone and language to offer real-time support.

273.   The Emergency Response and Preparedness Unit participates in REDLAC, a regional network for exchanging information and coordinating efforts to enhance preparedness for and response to natural disasters in Latin America and the Caribbean. The Unit was also actively involved in the major emergencies that occurred in the region during 2010, providing technical support to Missions and ensuring close coordination with United Nations agencies and other humanitarian partners in joint efforts to respond to the emergencies caused by natural disasters.
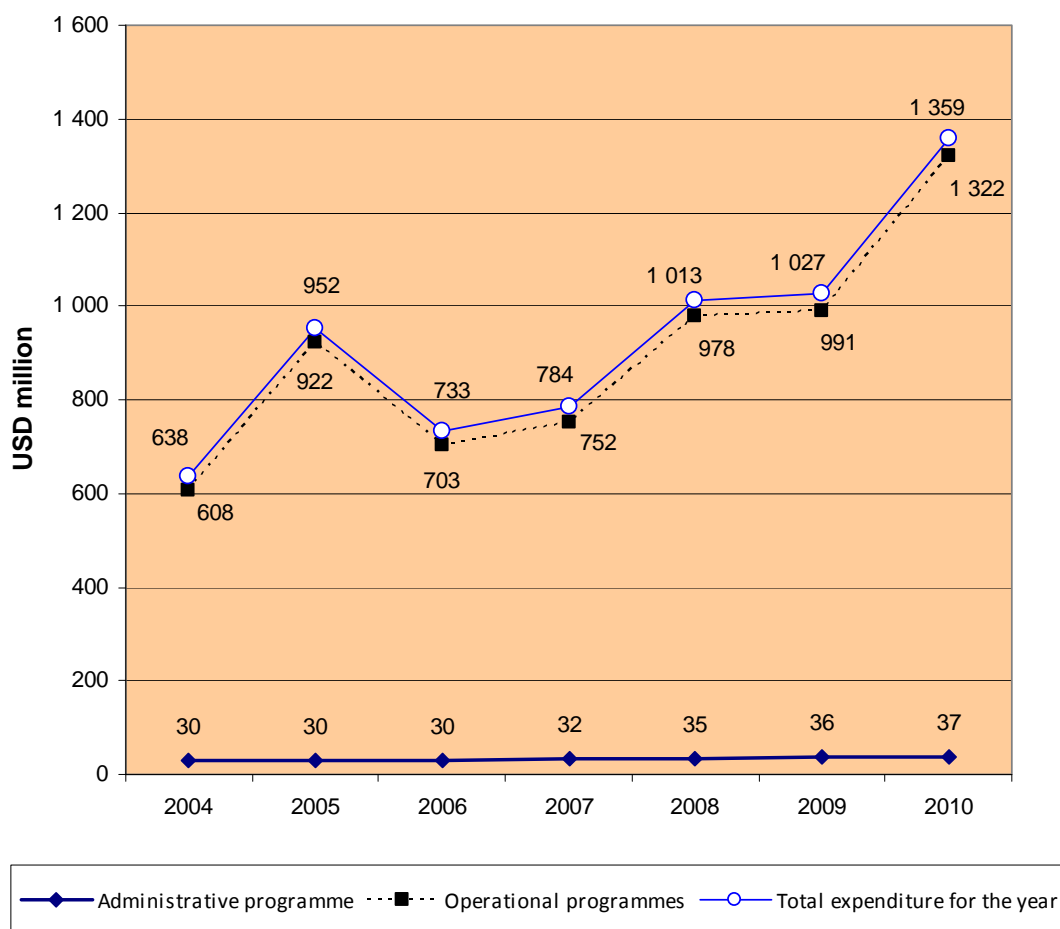
Annex I

STATISTICS ON IOM ACTIVITIES FOR THE YEAR 2010

1. IOM total expenditures, 2004–2010 (USD million)

	2004	**2005**	**2006**	**2007**	**2008**	**2009**	**2010**
Administrative programme	30	30	30	32	35	36	37
Operational programmes	608	922	703	752	978	991	1 322
Total expenditure for the year	638	952	733	784	1 013	1 027	1 359

Source: IOM's annual Financial Reports.

2. Active projects, 2004–2010

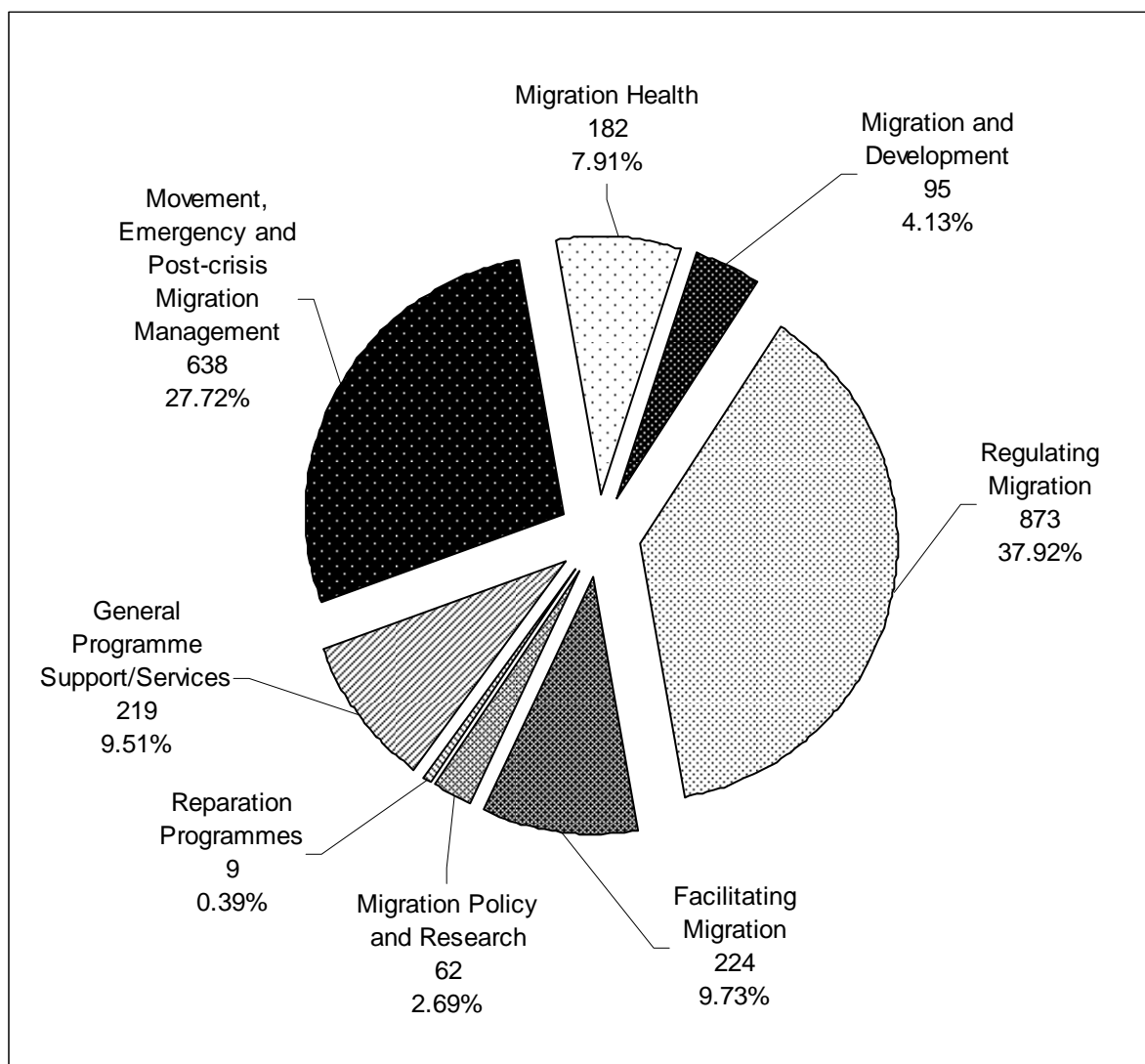Legend: ■ Active projects during the year   □ Number of projects started during year
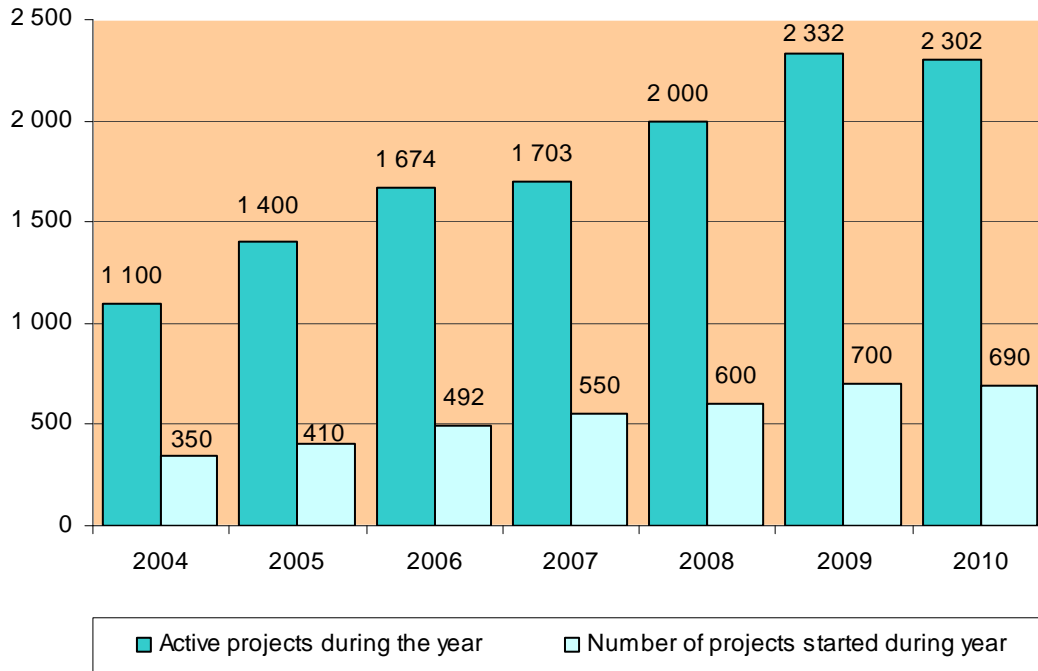
3. Breakdown of operational projects by region, 2010
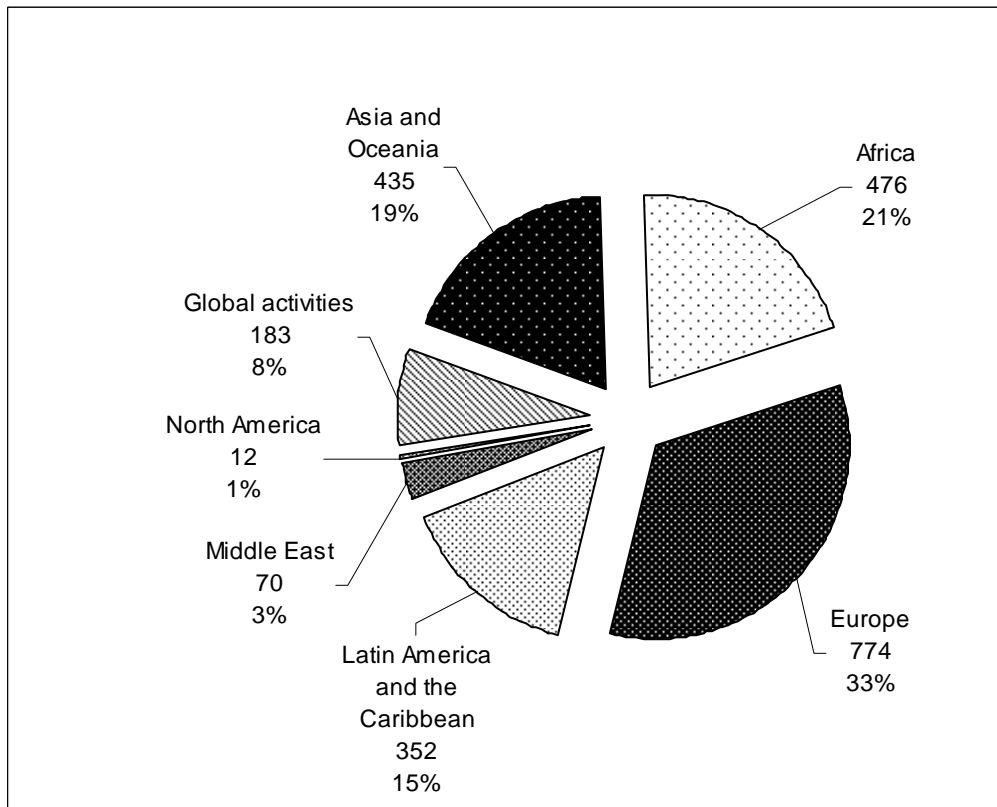
4.   Breakdown of operational projects by service classification, 2010

Migration Health
182
7.91%

Migration and
Development
95
4.13%

Movement,
Emergency and
Post-crisis
Migration
Management
638
27.72%

Regulating
Migration
873
37.92%

General
Programme
Support/Services
219
9.51%

Reparation
Programmes
9
0.39%

Migration Policy
and Research
62
2.69%

Facilitating
Migration
224
9.73%

5. Breakdown of projects by region and operational expenditure, 2010

	Number of projects	Operational expenditure (USD million)*
Asia and Oceania	435	275.2
Africa	476	197.9
Europe	774	168.1
Latin America and the Caribbean	352	531.4
Middle East	70	74.4
North America	12	27.7
Global activities	183	47.4
Total	**2 302**	**1 322.1**

* Source: 2010 annual Financial Report, Appendix 3 – Statement of financial performance by region.
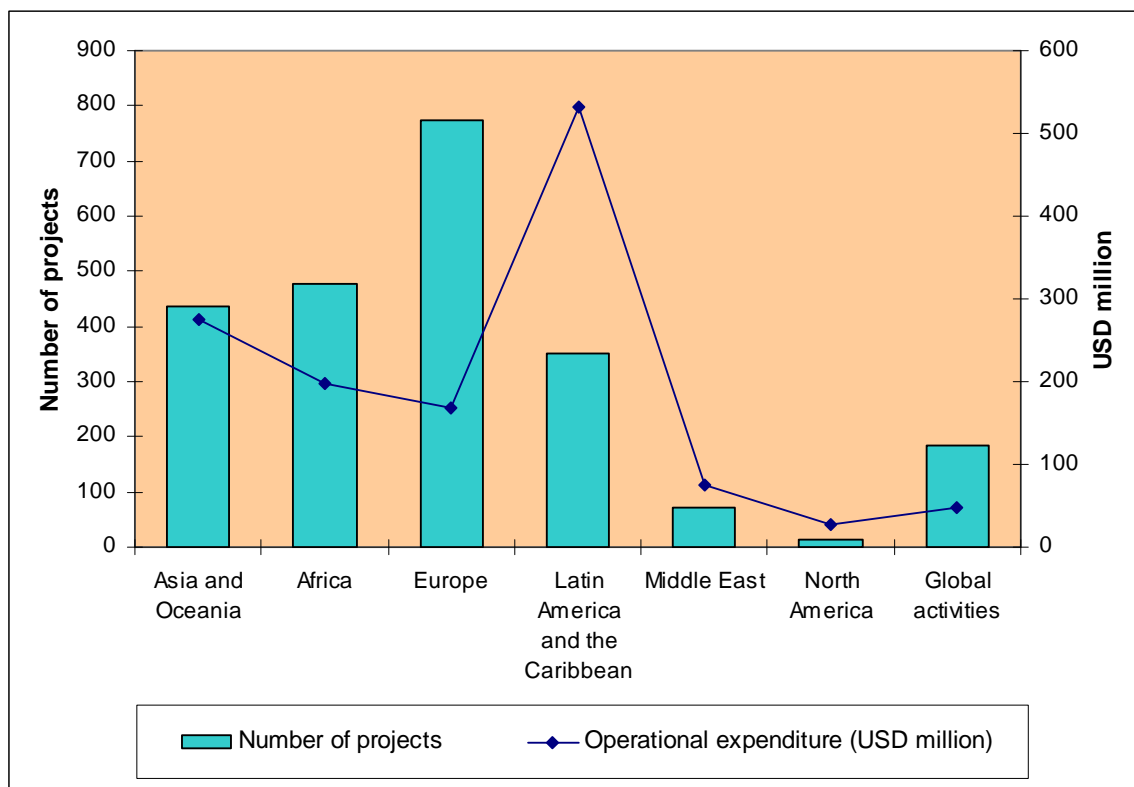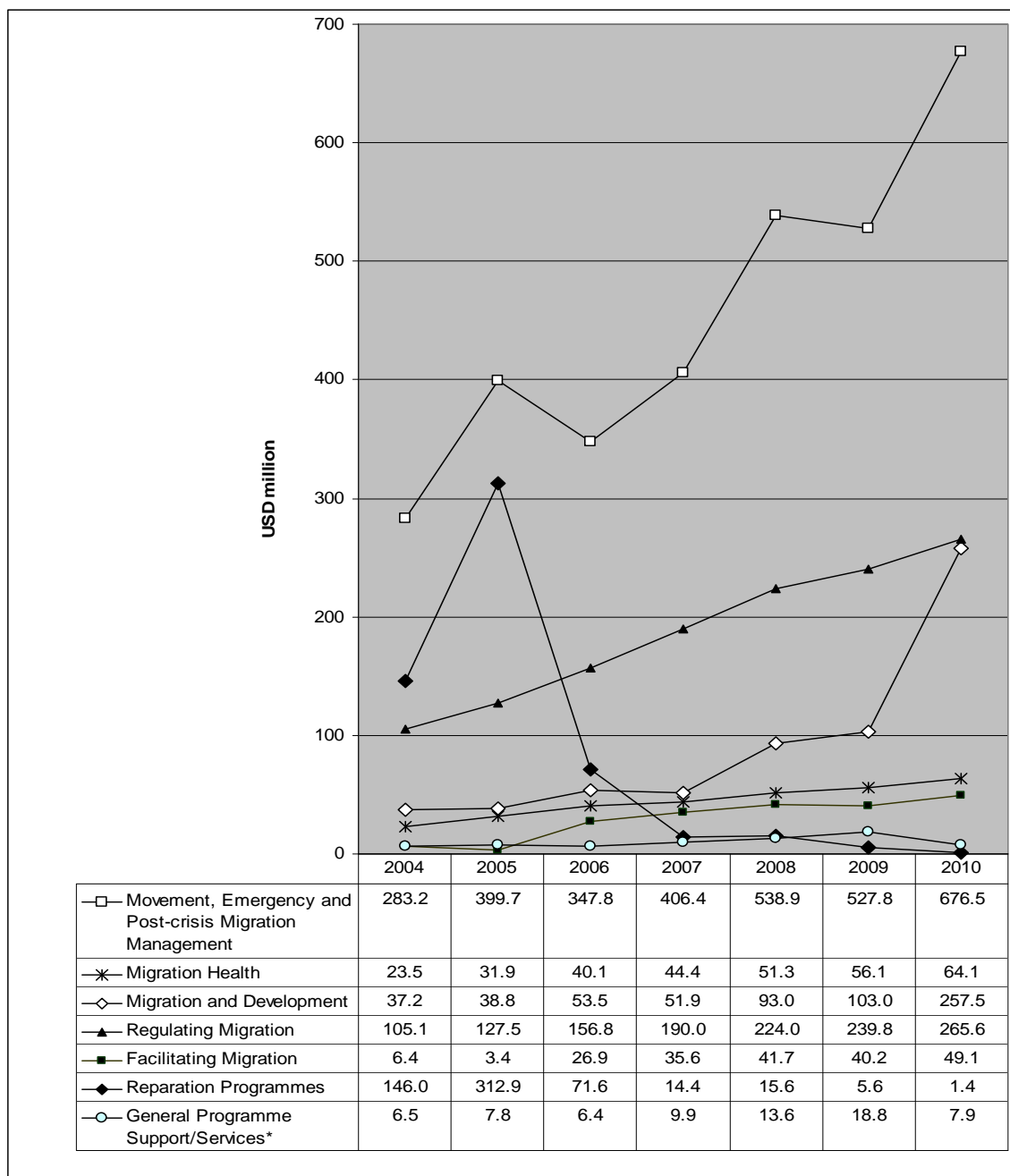
6. Breakdown of projects by service classification and operational expenditure, 2010

	Number of projects	Operational expenditure (USD million)*
Movement, Emergency and Post-crisis Migration Management	638	676.5
Migration Health	182	64.1
Migration and Development	95	257.5
Regulating Migration	873	265.6
Facilitating Migration	224	49.1
Migration Policy and Research	62	3.9
Reparation Programmes	9	1.4
General Programme Support/Services	219	4.0
Total	**2 302**	**1 322.1**

* Source: 2010 annual Financial Report, Appendix 3 – Statement of financial performance by service.
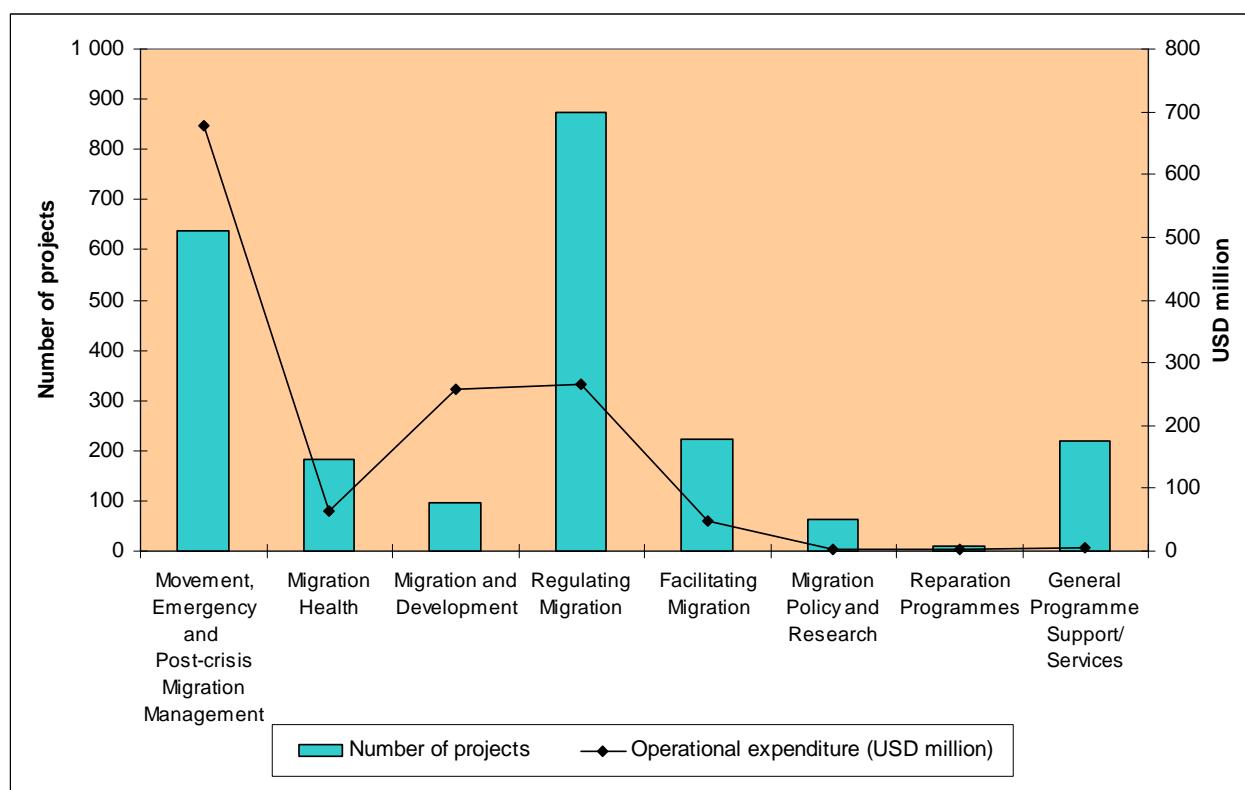
7.   Operational expenditures, 2004–2010 (by service classification) (USD million)

	2004	2005	2006	2007	2008	2009	2010
—□— Movement, Emergency and Post-crisis Migration Management	283.2	399.7	347.8	406.4	538.9	527.8	676.5
—✳— Migration Health	23.5	31.9	40.1	44.4	51.3	56.1	64.1
—◇— Migration and Development	37.2	38.8	53.5	51.9	93.0	103.0	257.5
—▲— Regulating Migration	105.1	127.5	156.8	190.0	224.0	239.8	265.6
—■— Facilitating Migration	6.4	3.4	26.9	35.6	41.7	40.2	49.1
—◆— Reparation Programmes	146.0	312.9	71.6	14.4	15.6	5.6	1.4
—○— General Programme Support/Services*	6.5	7.8	6.4	9.9	13.6	18.8	7.9

* General Programme Support/Services includes projects relating to Migration Policy and Research.
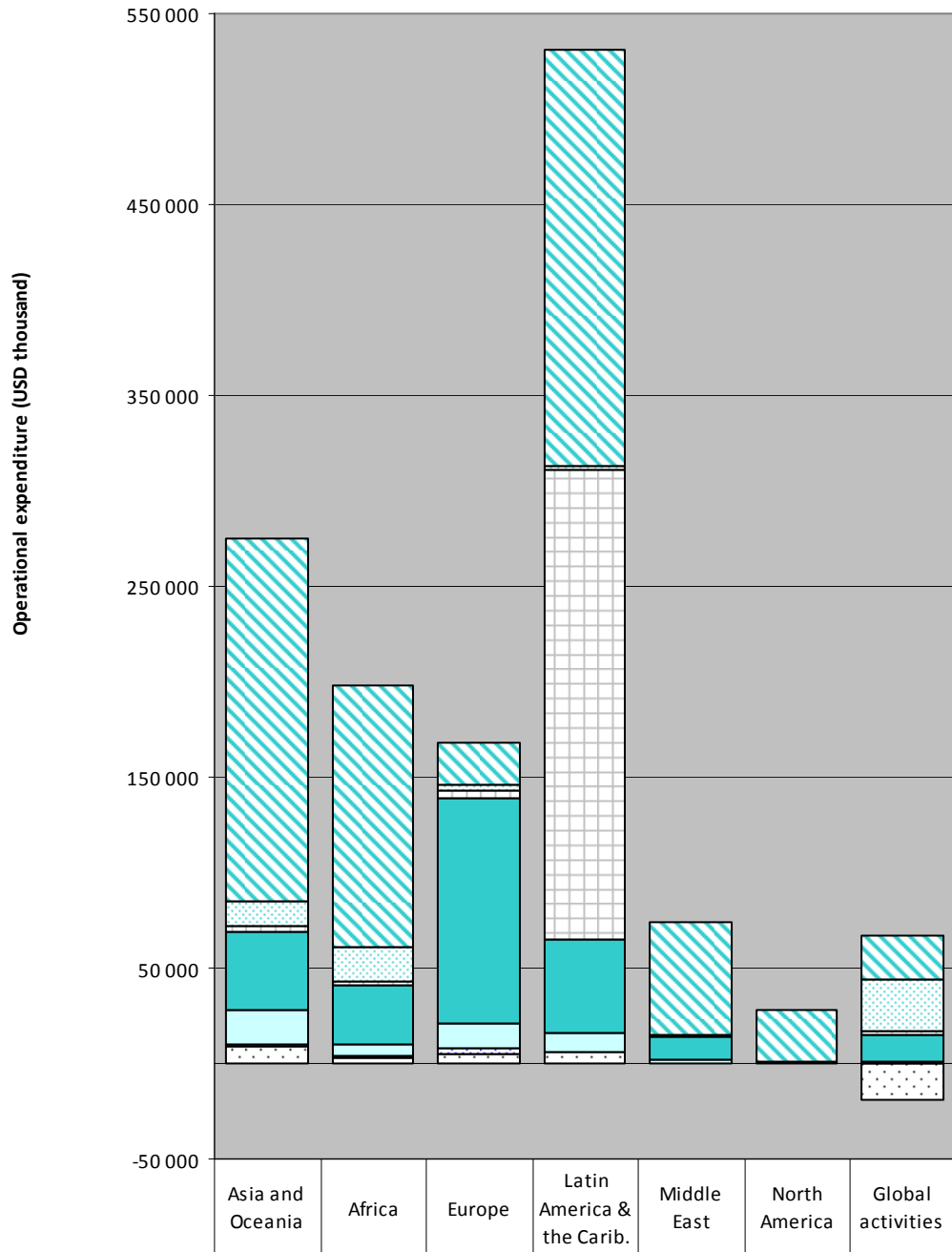
Total expenditures, 2004–2010

	2004	2005	2006	2007	2008	2009	2010
—■— Total	608	922	703	752	978	990	1 322
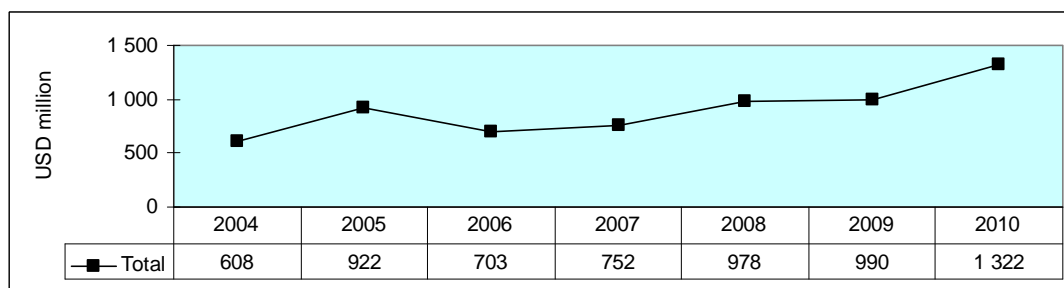
8. Number of active projects in 2010 (by service and regional classification)
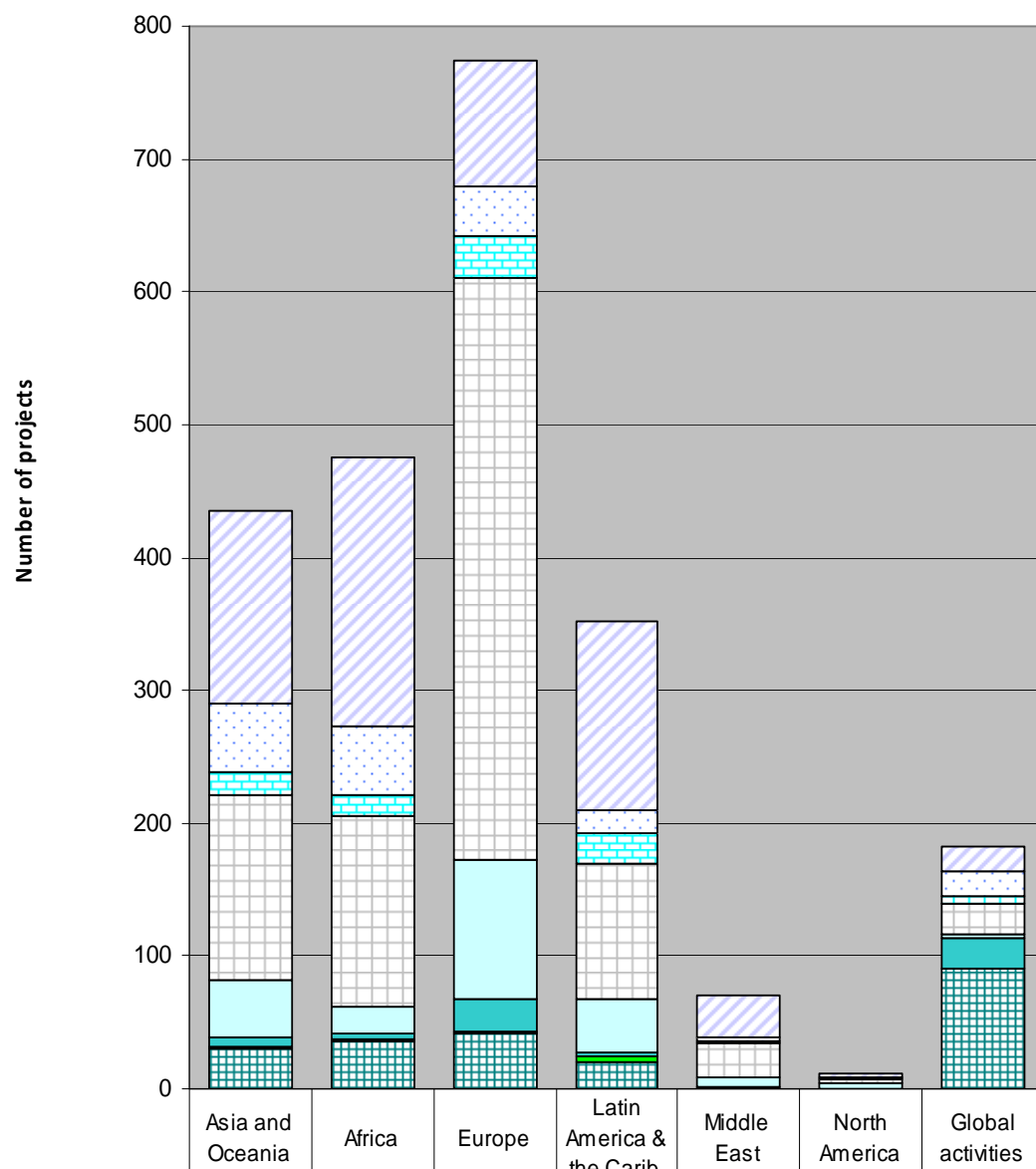
	Asia and Oceania	Africa	Europe	Latin America & the Carib.	Middle East	North America	Global activities
Movement, Emergency and Post-crisis Migration Management	145	203	94	142	31	4	19
Migration Health	52	52	38	17	3	1	19
Migration and Development	17	16	32	23	2		5
Regulating Migration	139	143	438	102	25	3	23
Facilitating Migration	43	21	104	40	8	4	4
Migration Policy and Research	8	4	25	3			22
Reparation Programmes	1	1	2	5			
General Programme Support/Services	30	36	41	20	1		91

9. **Operational expenditure in 2010 (by service and regional classification) (USD thousand)**

|	Asia and Oceania	Africa	Europe	Latin America & the Carib.	Middle East	North America	Global activities
Movement, Emergency and Post-crisis Migration Management	190 291	137 024	22 090	218 184	59 302	26 511	23 075
Migration Health	13 034	17 566	3 361	1 950	1 087	11	27 135
Migration and Development	3 033	2 644	3 642	246 182	81	0	1 866
Regulating Migration	40 668	30 930	118 277	49 102	12 340	510	13 756
Facilitating Migration	18 169	5 627	12 497	9 828	1 569	705	705
Migration Policy and Research	98	489	2 817	120	7	0	319
Reparation Programmes	445	149	341	418	0	0	0
General Programme Support/Services	9 409	3 432	5 111	5 630	-17	4	-19 447

10.   IOM staff worldwide (breakdown by category), 2004–2010
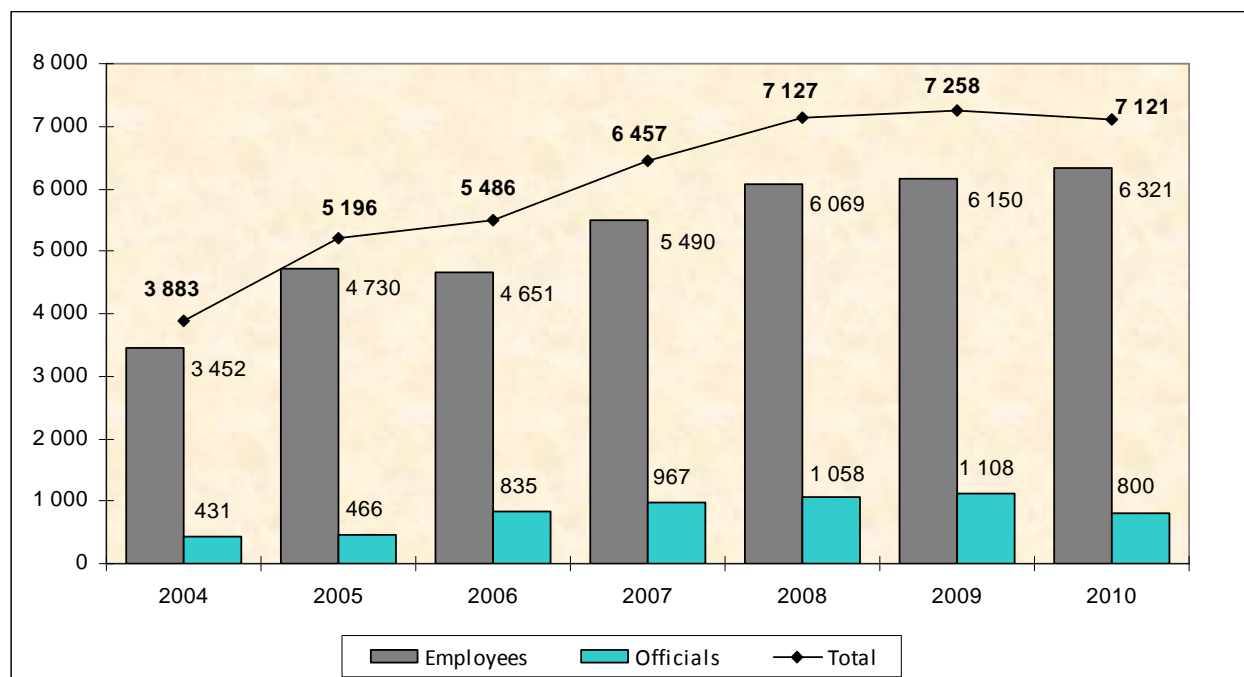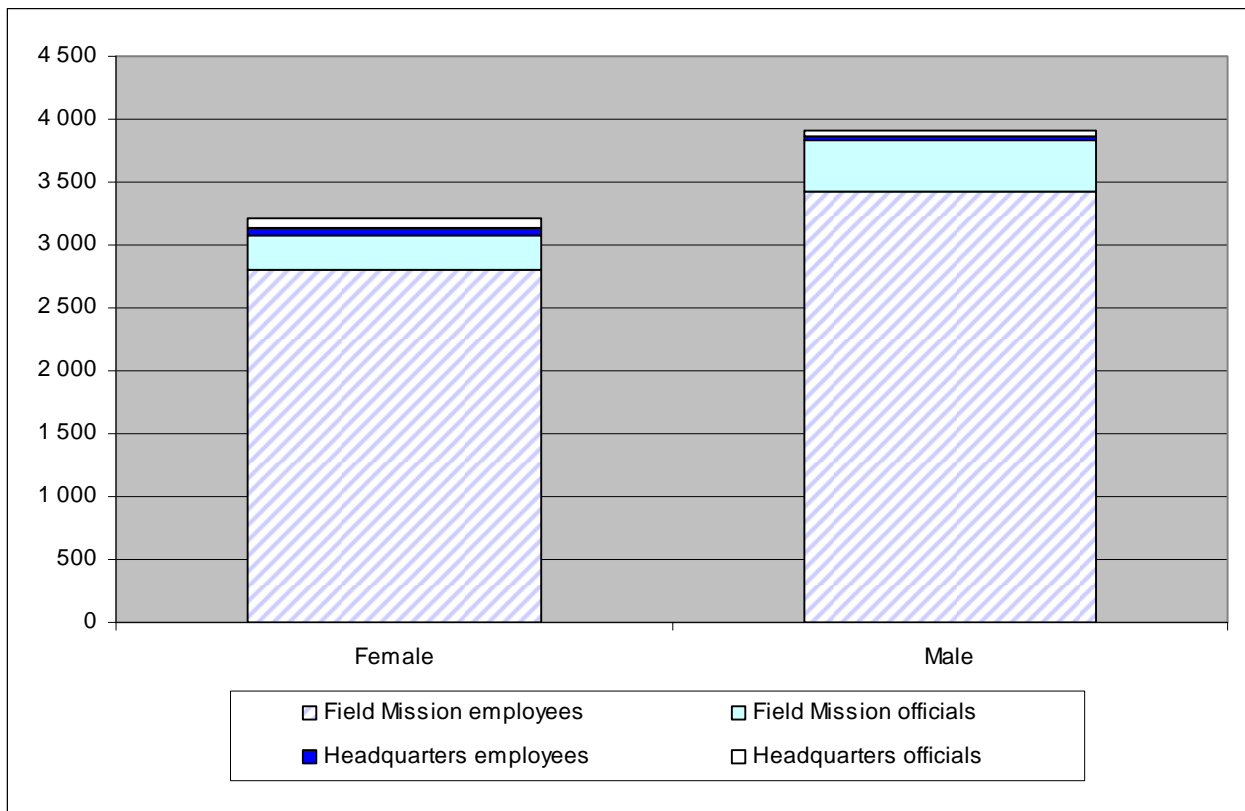

11.   IOM staff worldwide (breakdown by location), 2004–2010
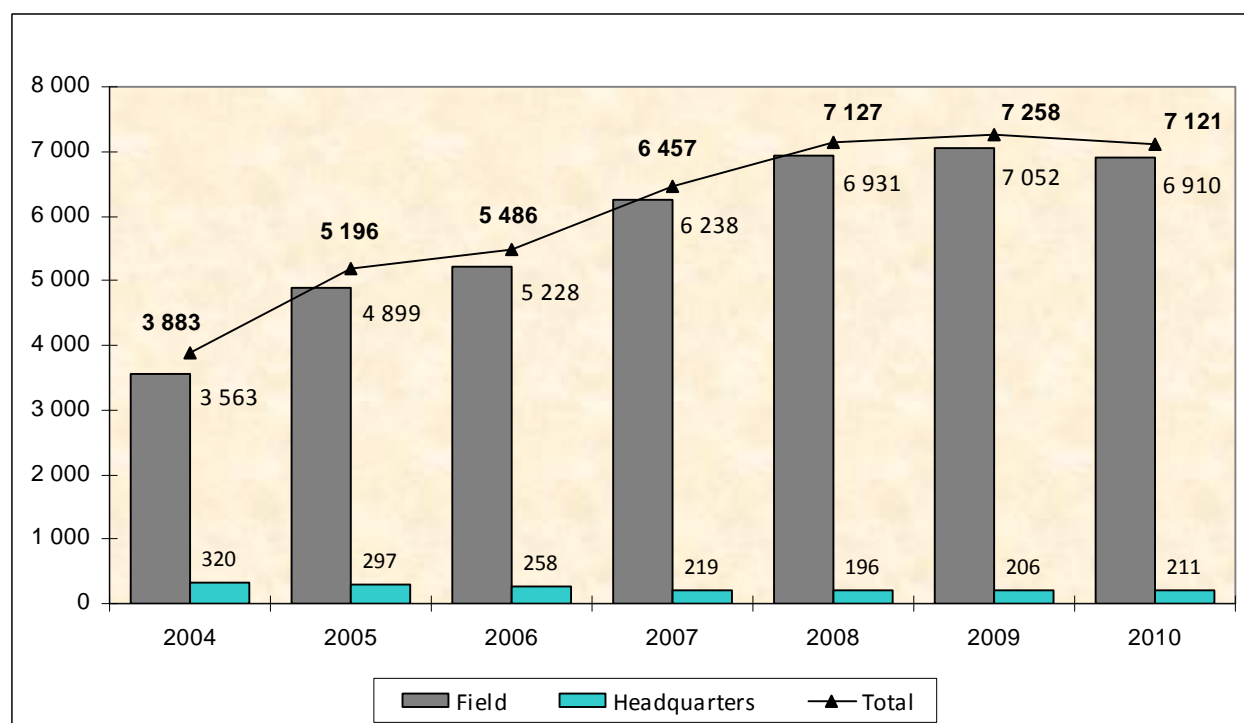
12. IOM staff worldwide (breakdown by location and gender), 2010

Gender	Field Missions		Headquarters		Total
	Employees	Officials	Employees	Officials	
Female	2 801	275	65	64	3 205
Male	3 428	406	27	55	3 916
Total	**6 229**	**681**	**92**	**119**	**7 121**

Note: More statistics on IOM staff members are available in the yearly human resources management reports.

Annex II

IOM STRATEGY POINTS

The IOM Strategy, as approved through Council Resolution No. 1150 of 7 June 2007, outlined 12 points that would assist the Organization in achieving its primary goal of facilitating the orderly and humane management of international migration. Through Resolution No. 1204 of 1 December 2010, the Council decided to renew the commitment of the Organization to the Strategy and to review it again in three years time. Therefore, the 12 Strategy points remain as follows:

1.   To provide secure, reliable, flexible and cost-effective services for persons who require international migration assistance.

2.   To enhance the humane and orderly management of migration and the effective respect for the human rights of migrants in accordance with international law.

3.   To offer expert advice, research, technical cooperation and operational assistance to States, intergovernmental and non-governmental organizations and other stakeholders, in order to build national capacities and facilitate international, regional and bilateral cooperation on migration matters.

4.   To contribute to the economic and social development of States through research, dialogue, design and implementation of migration-related programmes aimed at maximizing migration's benefits.

5.   To support States, migrants and communities in addressing the challenges of irregular migration, including through research and analysis into root causes, sharing information and spreading best practices, as well as facilitating development-focused solutions.

6.   To be a primary reference point for migration information, research, best practices, data collection, compatibility and sharing.

7.   To promote, facilitate and support regional and global debate and dialogue on migration, including through the International Dialogue on Migration, so as to advance understanding of the opportunities and challenges it presents, the identification and development of effective policies for addressing those challenges and to identify comprehensive approaches and measures for advancing international cooperation.

8.   To assist States to facilitate the integration of migrants in their new environment and to engage diasporas, including as development partners.

9.   To participate in coordinated humanitarian responses in the context of inter-agency arrangements in this field and to provide migration services in other emergency or

post-crisis situations as appropriate and as relates to the needs of individuals, thereby contributing to their protection.[1]

10. To undertake programmes which facilitate the voluntary return and reintegration of refugees, displaced persons, migrants and other individuals in need of international migration services, in cooperation with other relevant international organizations as appropriate, and taking into account the needs and concerns of local communities.

11. To assist States in the development and delivery of programmes, studies and technical expertise on combating migrant smuggling and trafficking in persons, in particular women and children, in a manner consistent with international law.

12. To support the efforts of States in the area of labour migration, in particular short-term movements, and other types of circular migration.

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[1] Although IOM has no legal protection mandate, the fact remains that its activities contribute to protecting human rights, having the effect, or consequence, of protecting persons involved in migration.