



IOM International Organization for Migration
OIM Organisation Internationale pour les Migrations
OIM Organización Internacional para las Migraciones

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**REPORT OF THE DIRECTOR GENERAL ON
THE WORK OF THE ORGANIZATION FOR THE YEAR 2011**

This document is submitted to the Executive Committee at its 109th Session in July 2012.

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ABBREVIATIONS

AVRR	Assisted voluntary return and reintegration
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
HASM	Humanitarian Assistance for Stranded Migrants
HIV/AIDS	Human immunodeficiency virus/Acquired immune deficiency syndrome
IASC	Inter-Agency Standing Committee
IDM	International Dialogue on Migration
IOM	International Organization for Migration
IT	Information technology
ITC	Information Technology and Communications
MIDA	Migration for Development in Africa
MiMOSA	Migrant Management and Operational Systems Application
NATO	North Atlantic Treaty Organization
NGO	Non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
PRISM	Processes and Resources Integrated Systems Management
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDSS	United Nations Department of Safety and Security
UNHCR	United Nations High Commissioner for Refugees (Office of the)
UNICEF	United Nations Children's Fund
USAID	US Agency for International Development

INTRODUCTION

1. The Report of the Director General on the work of the Organization for the year 2011 provides concise accounts of programme activity which are complemented by a statistical annex that illustrates organizational trends (Annex I). Furthermore, an annex containing the 12 activities outlined in the IOM Strategy has also been included (Annex II).

2. The year 2011 coincided with the 60th anniversary of the Organization's founding in 1951. The 100th Session of the Council, including a high-level segment, commemorated 60 years of IOM leadership and service in support of migrants and migration. Throughout 2011, the Administration continued to place emphasis on the original three priorities outlined by the Director General when he assumed office: (a) Member State ownership through a systematic, ongoing series of measures, including consultations, information-sharing sessions and official visits; (b) partnerships with a view both to strengthen existing ones and to develop new associations; and (c) staff professionalism to further strengthen the foundational elements of human resources in the Organization. The Administration made further progress in its commitments to Member States to promote greater accountability and transparency, stronger internal controls and zero tolerance for fraud, mismanagement and waste, and to strengthen institutional capacities, including reversing the atrophying of IOM's emergency response capacity and focusing greater visibility on the Organization's resettlement activities.

3. The year was dominated by the crisis across North Africa – particularly in Libya – where IOM responded with life-saving assistance for hundreds of thousands of migrants exposed to extreme risks. Similarly, in Côte d'Ivoire, Pakistan, South Sudan, Sudan and the Horn of Africa, IOM responded to human-induced humanitarian disasters and slow- and rapid-onset natural disasters. The increasing frequency of emergencies with migration consequences led IOM to establish the Migration Emergency Funding Mechanism, with an intended balance of USD 30 million.

4. The Department of Migration Management expanded its project portfolio globally with a concerted focus on programmatic coherence and strategic partnership-building. In particular, the Department supported the mandate of the newly established regional thematic specialists in order to safeguard the standards and quality of all IOM migration projects worldwide. The Department of International Cooperation and Partnerships continued to foster dialogue and consultation on migration through various institutional mechanisms and global meetings among the membership and partners, in particular through the International Dialogue on Migration, the support given to regional consultative processes and the Organization's flagship publication the *World Migration Report*.

5. During 2011, the Organization completed the implementation of the structural reform in the Field, as endorsed by Council Resolution No. 1186 of 26 November 2009. On 1 July 2011, the eight new Regional Offices and two Special Liaison Offices assumed their new roles, and strategically located coordination and resource mobilization functions were assigned to specific Country Offices.

6. In 2011, the Organization admitted Antigua and Barbuda, Chad, the Comoros, Djibouti, Ethiopia, Guyana, the Holy See, Maldives, the Federated States of Micronesia, Mozambique, Nauru, Seychelles, South Sudan and Vanuatu, bringing the total membership to 146. The Economic Community of Central African States, the NGO Committee on Migration, the East African Community, the Southern African Development Community and the Common Market for Eastern and Southern Africa were admitted as observers.

7. Total expenditures in 2011 (administrative and operational programmes combined) stood at USD 1,309 million, compared with USD 1,359 million in 2010. Expenditures under the Administrative Part of the Budget for 2011 were USD 44 million. Expenditures under the Operational Part of the Budget were USD 1,265 million, compared with USD 1,322 million in 2010 (Annex I, section 1).

8. The total number of active projects was 2,814, of which 460 started in 2011 (Annex I, section 2). When considered by region, the majority of these projects were carried out in Europe (33%), Africa (22%) and Asia and Oceania (18%). The full breakdown is given in Annex I, section 3.

9. When considered in terms of service classification, the number of operational projects in 2011 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.

10. With regard to projects by region and operational expenditure, in 2011, 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.

11. 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 2011, as was the case in 2010. Further details on the breakdown of projects by service classification and operational expenditure are given in Annex I, section 6.

12. The total number of staff stood at 8,503 at the end of 2011, of which 7,680 were Employees and 823 were Officials.¹ Over 97 per cent of IOM staff members were posted in the Field, with the number of Field locations totalling 440 in 2011.²

13. The sections that follow this introduction give a brief account of the types and volume of activities carried out during 2011, in particular the year's highlights and significant developments.

¹ Excluding interns, consultants, staff on special leave without pay and seconded/loaned Officials.

² Field location does not necessarily refer to offices as physical premises, but to the presence of IOM staff.

STRUCTURE REFORM IMPLEMENTATION

14. On 26 November 2009, the Council adopted Resolution No. 1186 endorsing the organizational structure contained in document MC/2287. The following is a summary of the activities carried out under the IOM structural reform in 2011.

Field implementation

15. In March 2011, the terms of reference of IOM Field structures (Regional Offices, Special Liaison Offices, Country Offices, Country Offices with Coordinating Functions and Country Offices with Resource Mobilization Functions) were finalized and subsequently published, reflecting the new roles and responsibilities and clarifying the new reporting lines within the Organization. The terms of reference of the Policy Formulation and Coordinating Committee and its regional equivalent, as well as the Management Coordinating Committee, were also defined.

16. Following the establishment of key principles and parameters to guide the subsequent implementation of the structural reform in the Field, the eight new Regional Offices and two Special Liaison Offices assumed their new roles on 1 July 2011, replacing the former Missions with Regional Functions and Special Liaison Missions. Coordination and resource mobilization functions were also assigned to strategically located Country Offices. In addition, the Regional Offices were separated to the extent possible from their respective co-located Country Office to ensure the separation of functions and to allow Regional Offices to fulfil their primary role of providing advice, support and oversight to the Country Offices in their region.

Staffing of the Regional Offices

17. The staffing structure in the Regional Offices is composed of functions involving particular knowledge and experience in specific thematic areas in the field of migration, in broader migration policy matters, and/or in project development. Standard terms of reference for all positions were developed in consultation with departmental Directors at Headquarters and the Regional Directors.

18. New positions for international staff were filled through a succession of consultative human resources processes agreed with the Staff Association Committee, including a job matching exercise, rotation and a fast-track competitive selection process created to fill remaining vacant positions. A compendium comprising international vacancy notices was advertised internally. By the third quarter of 2011, all identified international staff were in their posts in their respective new Regional Offices.

19. An upgrade of existing premises of the eight Regional Offices was also undertaken so that they have the appropriate infrastructure and equipment to assume their new roles without impeding the work of the Organization.

IOM Project Handbook

20. To support the devolution of the project review and endorsement functions to the Regional Offices, the new *IOM Project Handbook* was developed by the Project Endorsement

Working Group, which regularly consulted the Reference Group and Resource Group on the usability and comprehensiveness of the Handbook's content.

21. The Handbook establishes the standard IOM project cycle, which consists of the following six stages: (a) conceptualization; (b) proposal development; (c) project endorsement, submission and activation; (d) project management and monitoring; (e) reporting; and (f) evaluation. The Handbook fully illustrates the relevant processes, guidelines, responsibilities, templates and tools used in each stage of the cycle. The Handbook also facilitates the transformation of IOM's culture towards the development of programmes and projects which adopt a more results-based approach that includes indicators to monitor and evaluate project performance.

22. By the end of 2011, final preparations were under way for the publication of the English version of the Handbook, with the aim of having a printed version ready by early 2012. In the fourth quarter of 2011, translation of the Handbook into IOM's other two official languages, French and Spanish, also commenced.

23. In addition, standard operating procedures summarizing the steps, procedures and roles involved in project review and endorsement (as established in the *IOM Project Handbook*) were developed to act as a quick reference guide. These standard operating procedures were distributed throughout the Organization to ensure coherence in the procedures applied.

Training

24. Training materials were developed with the assistance of an external training consultant on the basis of the new *IOM Project Handbook*.

25. In coordination with the IOM Staff Development and Learning Unit, the Project Endorsement Working Group and the Structure Review Team developed and implemented a comprehensive training strategy that included:

- Pilot workshops: Two pilot workshops attended by 29 IOM staff were held, the feedback from which was subsequently incorporated into the training materials and used to further improve the content of the Handbook.
- Training for Regional Offices: In September, training for all Regional Thematic Specialists, Regional Liaison and Policy Officers and Regional Project Developers was given with the objective of: (a) strengthening thematic networks; (b) providing theoretical and practical knowledge on the new institutional tools and procedures in each phase of the IOM project life cycle; and (c) clarifying roles and responsibilities within the IOM project life cycle vis-à-vis the new IOM structure.
- Training of trainers: Two training of trainers sessions were held in 2011 to expand training capacity within the Organization, particularly in the Regional Offices. To date, 17 IOM staff have been trained to be trainers, supplementing the 11-member Project Endorsement Working Group.

- “Cascade” learning for all Country Offices within each region began in late 2011 in the Eastern Europe, South-Eastern Europe and Central Asian region. The bulk of this “cascade” training was scheduled to take place in the first half of the following year.

Coordinating Committees

26. The Management Coordinating Committee and the Policy Formulation and Coordinating Committee, which were created as part of the new structure to foster communication and coordination between Headquarters and the Field and to enhance the quality of corporate-level decision-making and compliance, both held their first meeting in 2011.

27. Both Committees started by refining their roles and responsibilities and discussing internal issues and recommendations concerning the day-to-day operations of the Organization and global strategy formulation. Regional Policy Formulation and Coordinating Committees have also been established and have either held their first meeting or are in the process of preparing one.

I. OFFICE OF THE DIRECTOR GENERAL

28. 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 of the Director General is composed of: (a) the Office of the Chief of Staff; (b) the Office of the Inspector General; (c) the Office of Legal Affairs; (d) the Senior Regional Advisers; (e) the Spokesperson; (f) the Staff Security Unit; (g) the Ombudsperson; (h) the Gender Coordination Unit; and (i) the Occupational Health Unit.

A. Office of the Chief of Staff

29. 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 for the 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 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.

30. Specific activities carried out by the Office in 2011 included the coordination of worldwide activities to celebrate IOM’s 60th anniversary, including the organization of the Council from 5 to 7 December 2011 and its high-level segment. Furthermore, the Office of the Chief of Staff continued to lead the work of the IOM Task Force on the Prevention of Sexual Exploitation and Abuse. Also, in 2011 the Office convened the second annual Senior Management Team retreat and launched the Policy Coordinating Committee and the Management Coordinating Committee. Last, but not least, the Office is heading the Knowledge Management Working Group established to enhance IOM’s capacity to capture and share the Organization’s experience and knowledge.

31. The Office of the Chief of Staff further liaised on a monthly basis, or as required, with the Staff Association Committee and prepared and facilitated quarterly town hall meetings with IOM staff in Geneva, with the rotating participation of Field Offices via video teleconferencing. In close consultation with the Senior Regional Advisers and IOM Officials in the Field, the Office oversaw the preparation of remarks, presentations, talking points and background materials for Geneva-based meetings and official visits undertaken by the Director General and the Deputy Director General.

B. Office of the Inspector General

32. 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 reports its findings to IOM management and recommends remedial action. 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 consulting services to the Administration on management and organizational issues, policies, guidelines and external reviews.

33. In 2011, the IOM Audit Advisory Committee met three times. The Committee acts in an advisory capacity to assist the Director General in fulfilling his oversight responsibilities, including on risk management, internal control, the adequacy and effectiveness of the Office of the Inspector General and internal oversight related to IOM's functioning. The Committee actively contributes to the transparent management of IOM's work.

34. During 2011, the Internal Audit Unit conducted 27 audits (11 in Africa and the Middle East, 7 in Europe, 7 in Asia and 2 in the Americas), including 2 audits in Geneva at Headquarters. In addition, the Unit performed desk reviews of three IOM offices in Europe and Africa. The Internal Audit Unit also implemented the majority of the external quality review recommendations of the Institute of Internal Auditors for the internal audit function.

35. The Oversight Officer conducted seven rapid assessments in the Field (in Europe, Africa and the Americas). Desk reviews were performed and management advice provided to two Headquarters divisions. Moreover, the Oversight Officer performed one investigation and management review in the Field; completed six desk reviews providing guidance to the Field on allegations of fraud and wrongdoing; and participated in a documentation and proof review of a sexual harassment case. The Oversight Officer drafted a document entitled Model Complaints and Guidance Related to Sexual Exploitation and Sexual Abuse, and gave briefings on the activities of the Office of the Inspector General for Associate Experts and new staff.

36. The Evaluation Officer continued to work on reinforcing an evaluation culture in IOM by providing technical assistance on the implementation of evaluations in IOM Field Offices and for establishing monitoring and evaluation mechanisms. The Officer acted as the focal point on evaluation matters for Member States, donors and the United Nations Evaluation Group.

37. The Evaluation Officer made a presentation on IOM oversight and evaluation at the Eighth Session of the Standing Committee on Programmes and Finance in May 2011. He conducted the third evaluation of the 1035 Facility (now called the IOM Development Fund),

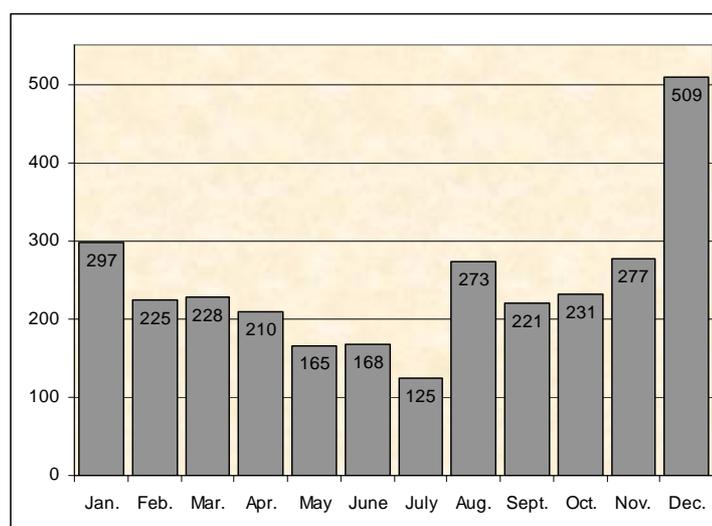
which was presented at the same session of the Standing Committee, and piloted the external evaluation process of IOM's response to the crisis in Libya which was shared with IOM Member States in December 2011. The Office of the Inspector General published the internal and external evaluations conducted in IOM (13 evaluations are listed on the IOM Evaluation web page for 2011).

C. Office of Legal Affairs

38. The regular tasks of the Office of Legal Affairs include: providing advice on matters of a legal and constitutional nature, which includes providing information on and keeping a record of the amendments to the 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 for Officials and Employees at Headquarters and in the Field, including issues related to social security, tax exemption, disciplinary actions, terminations of appointment, reductions in force. The Office also acts as the focal point on IOM data protection issues.

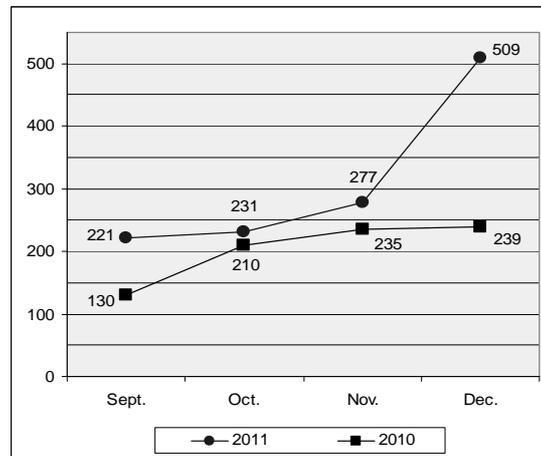
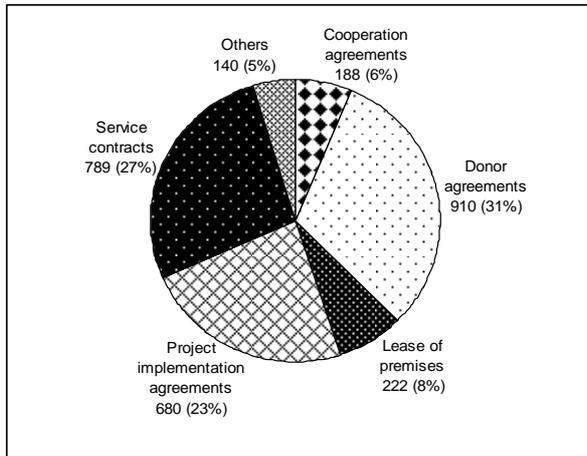
39. The Office of Legal Affairs coordinated all contracts and agreements entered into by IOM. In 2011, 2,929 contracts and agreements were reviewed and approved by the Office, of which approximately 30 per cent were donor agreements (910 agreements) (see Figures 1 and 2 for more details). The number of agreements approved by the Office in the last four months of 2011 was 1,238, which is a 52 per cent increase compared with the same months in 2010 (see Figure 3).³

Figure 1: Approved contracts and agreements



³ The comparative statistics for 2010 are available only from 1 September 2010.

Figure 2: Types of contracts and agreements **Figure 3: Approved contracts and agreements (2010–2011 comparison)**



40. In 2011, major cooperation agreements were concluded with, among others, the Council of Border Troops Commanders of the Participating States of the Commonwealth of Independent States, the European Commission, the Institute for Sustainable Development and International Relations, UNAIDS, the Scalabrini International Migration Network and the USAID Office of Transition Initiatives. The Office of Legal Affairs also finalized the status agreements with Cyprus,⁴ Lesotho, Maldives, South Sudan and Vanuatu in 2011. A number of agreements with donors and transportation and other service providers in relation to the emergency response for Libya were reviewed and endorsed by the Office in a timely manner.

41. Staff Regulations and Rules: The Office was involved in the ongoing process of providing advice on the revised set of Staff Rules to implement the revised Staff Regulations adopted by the Council in December 2010, in coordination with the Human Resources Management Division. The Office has also provided legal advice on a number of occasions to the Division on the interpretation and application of the Staff Rules and Regulations and IOM Instructions, including those related to disciplinary measures and separation of staff members. This included extensive day-to-day legal advice on the major downsizing of one IOM Field Office where 54 staff from a total of 81 were separated from the Organization.

42. Staff complaints: During 2011, four appeals were lodged with the Joint Administrative Review Board and IOM was notified of four complaints filed with the Administrative Tribunal of the International Labour Organization, one of which is a group appeal involving five staff members.

43. Policy documents: The Office coordinated a number of IOM policy documents throughout 2011, including the Instruction on the Staff Pension Committee and revised Instructions on internships; sick leave administration; and the Compensation Plan for occupational injuries and accidents. The Office also assisted the Human Resources Management Division in developing the policy on the Staff Evaluation System and in revising the policy for a respectful working environment. The Office continued to be an active member of the Action Plan Group of the Headquarters Task Force on the Prevention of Sexual Exploitation and Abuse. In 2011, it prepared a first draft of the IOM policy on preventing and

⁴ The status agreement with Cyprus is still to be signed.

responding to sexual exploitation and abuse and included a related clause in all IOM contract templates. The Office was also involved in coordinating IOM Guidance Notes on various subjects relating to migration management. It also continued to promote the implementation of the IOM Data Protection Principles.

44. Amendments to the Constitution: The Office has led the concerted promotion of the acceptance of the amendments to the IOM Constitution by visiting Member State Missions in Geneva.

D. Senior Regional Advisers

- Europe and Central Asia

45. The Senior Regional Adviser for Europe and Central Asia continued to strengthen cooperation with relevant regional institutions in 2011, in particular the European Union (EU) and the European Commission, with whom a framework agreement was signed in 2011. 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, to support IOM's role in the Söderköping Process 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 their capitals.

46. 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

47. The Senior Regional Adviser for Asia continued to assist the Regional Office and Country Offices in responding to growing and diversified migration challenges in the region. He contributed to the efforts of the Country Offices through participating in and coordinating inputs for workshops and seminars and for programme-based cooperation on migration. In the area of labour migration, he coordinated IOM's involvement in the initiatives taken by the Government of India in skilled migration. The Asia and Pacific region faced significant challenges caused by natural and man-made disasters in 2011. The Senior Regional Adviser for Asia supported the Country Office in Japan in the aftermath of the earthquake by providing humanitarian assistance to affected migrants mainly from Asia and Latin America. He also supported liaison with Asian countries during the response to the crisis in Libya through which a large number of Asian migrants were assisted with humanitarian evacuation. In the area of humanitarian programmes, he supported IOM's involvement in the concerted efforts to find solutions for the remaining Afghan migrants in neighbouring countries.

48. The Senior Regional Adviser for Asia supported enhanced regional cooperation through the Bali Process and the Colombo Process, both of which held their ministerial conferences in 2011. He also contributed to the 10th Asia-Europe Meeting Conference of the Directors-General of Immigration and Management of Migratory Flows, hosted by the Government of Mongolia. In terms of membership, Maldives, Nauru, the Federated States of Micronesia and Vanuatu joined IOM in 2011.

- Sub-Saharan Africa

49. The Director General and the Senior Regional Adviser for Sub-Saharan Africa intensified their efforts to encourage non-Member States to become members of IOM to increase their voice in migration issues. This sustained engagement resulted in membership applications from Chad, the Comoros, Djibouti, Ethiopia, Mozambique, Seychelles and South Sudan, bringing African membership in the Organization to 50 (34%). Throughout 2011, the Senior Regional Adviser for Sub-Saharan Africa assisted the Director General in follow-up with African Member States concerning arrears in assessed contributions to the Administrative Part of the Budget and the ratification of the amendments to the IOM Constitution.

50. In a similar fashion, the Director General, with the support of the Senior Regional Adviser for Sub-Saharan Africa, had several engagements with the chief executives of a number of the regional economic communities on both programmatic and policy issues. As a result of these initiatives, the Common Market for Eastern and Southern African States, the East African Community, the Economic Community of Central African States and the Southern African Development Community were granted observer status. The Director General participated in the African Union Summits of Heads of States and Government held in Addis Ababa, Ethiopia, and Malabo, Equatorial Guinea, where he engaged a number of African Heads of State and Foreign Ministers on a number of migration-related issues of mutual interest and importance to the governments and IOM. The Director General had two briefing sessions for the African Permanent Representatives in Geneva on migration and related issues of interest to Member States and governments.

51. With regard to staff development, many more women were appointed as Chiefs of Mission and Heads of Office in Africa, with the first female Regional Director in Africa being appointed at the Regional Office in Dakar and female Chiefs of Mission in Angola, Liberia and Mali, thereby increasing the number of women in senior management positions in the Organization.

- North Africa, the Middle East and the Gulf States

52. The Chief of Staff remained engaged in addressing the major issues in the region until October 2011, when the new Senior Regional Adviser for North Africa, the Middle East and the Gulf States assumed his position. 2011 witnessed the Arab spring, which had an impact on the activities of the Organization in the region. The Senior Regional Adviser participated in the regional meeting for Chiefs of Mission held in Jordan from 10 to 12 December 2011 which was aimed at developing a practical and coherent IOM strategy for the region.

- Americas

53. The Senior Regional Adviser for the Americas has been working with Headquarters departments, Regional Offices and Field Offices in support of their programmes and activities. He contributed to the preparation of a briefing by the Director General and the Deputy Director General for the Group of Latin American and Caribbean Countries given in Geneva in 2011. He also supported the Director General's participation in the annual meeting of the South American Conference on Migration, which took place in Brasilia, Brazil, and of the Regional Conference on Migration, held in Punta Cana, the Dominican Republic. He also assisted the Director General and the Deputy Director General in their visits to other countries in the region. The Senior Regional Adviser collaborates with the Department of International Cooperation and Partnerships, Regional Offices and Country Offices in developing relationships with regional organizations such as the Organization of American States and regional integration groups (the Southern Common Market, the Andean Community, the Union of South American Nations, the Caribbean Community and the Central American Integration System). The Senior Regional Adviser has also been contributing to coordination with other organizations, such as the Ibero-American Secretariat, and supported the organization of a regional thematic meeting of the Global Forum on Migration and Development (GFMD) that took place in El Salvador.

54. In support of the Director General's strategic objectives, the Senior Regional Adviser has been working closely with both Field Offices and Permanent Missions in Geneva to follow up on the amendments to the IOM Constitution and the payment of assessed contributions. He has liaised and collaborated on the follow-up to increasing IOM membership. In 2011, two new countries from the region joined the Organization: Antigua and Barbuda, and Guyana.

E. Spokesperson

55. In coordination with the Office of the Director General, the Spokesperson sought to highlight a wide range of migration issues, partnerships, major events and reports, including the successful launch of IOM's flagship publication, *World Migration Report 2011: Communicating Effectively about Migration*.

56. The Spokesperson regularly advised the Director General, the Deputy Director General and senior staff at Headquarters and in the Field on strategic communications matters to ensure consistent messaging across a range of often complex and sensitive migration issues.

57. He also advised the Director General and senior staff on communications strategies during major humanitarian emergencies such as the high-profile joint evacuation programme by IOM and the Office of the United Nations High Commissioner for Refugees (UNHCR) for stranded migrants in Libya.

58. Throughout the reporting period, the Spokesperson ensured the dissemination of key institutional messages through press notes, press releases and opinion pieces and ensured all public information outputs were of a high standard and in line with the Organization's overall strategic objectives and key messages.

59. 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.

60. With the support of the Office of the Director General, the Spokesperson contributed to enhancing information flows between IOM departments and offices and with Member States and civil society partners. He also worked towards stronger inter-agency cooperation by taking an active role in meetings of the United Nations Communications Group.

F. Staff security

61. The Staff Security Unit is committed to providing leadership in terms of the safety and security of all IOM staff, the safe, effective implementation of IOM programmes and the protection of the Organization's assets through sound security management processes. The Unit consists of a small core team of three international and seven national staff, addressing global safety and security management, security operations, risk analysis capabilities, training and technical support for approximately 8,500 staff worldwide.

62. As a member of the United Nations security management system, IOM's Field Offices work in partnership with the United Nations Department of Safety and Security (UNDSS) in managing their safety and security. In 2011, as a sitting member of the Inter-Agency Security Management Network, IOM joined this forum's specialized agency advisory group, which addresses specific safety and security management and policy matters.

63. In 2011, IOM's contribution to the UNDSS cost-share budget for the current biennium was USD 5.85 million. Furthermore, the Staff Security Unit provided safety and security funding support to over 80 IOM offices worldwide, amounting to USD 2.21 million. A significant portion of these funds (USD 652,000) supported a number of staff evacuations and emergency operations, predominantly in the Middle East and North Africa. There was a significant increase in funding support requests from IOM offices for Minimum Operating Security Standards compliance and UNDSS country-level shared security costs. Comparative assessments have shown that offices are becoming more reliant on the staff security mechanism to effectively address security management costs.

64. Throughout 2011, the Staff Security Unit recorded 552 direct and indirect safety and security incidents, which unfortunately included the deaths of six IOM staff members as a result of criminality and occupational and road accidents. The majority of these recorded incidents are related to acts of civil unrest, terrorism, direct threats to staff and various forms of criminality.

65. The Staff Security Unit supported a number of emergency operations by deploying Field Security Officers and/or conducted safety and security assessments in Chad, Kenya, Libya, Somalia, the Syrian Arab Republic, Thailand, Tunisia and Yemen. Moreover, the Unit conducted office and programme security assessments in Guatemala, Haiti, Kenya, the Philippines and Yemen, and at IOM Headquarters in Switzerland.

66. The Staff Security Unit conducted several specialized training sessions/briefings on: disaster preparedness; emergency communications for wardens; and standard security measures. The Unit also provided trainers to support UNDSS in its Safe and Secure

Approaches in the Field Environments programme. In 2011, the IOM–United Nations Iraq Security Awareness Induction Training ended after seven successful years. IOM continues this specialized training in Pakistan on a smaller scale for IOM staff, our partners and various non-governmental organizations (NGOs).

67. In 2011, the Arab spring created a significant regional security paradigm shift in terms of safety and security management and further presented new challenges for IOM, its partners and the international community. Based on a number of lessons learned, the Staff Security Unit recognizes the need for an enhanced proactive engagement with our Field Offices, relevant departments/units and UNDSS to ensure, to the extent possible, that we are prepared for these challenges. The Unit continues to revise its strategic plan, its standards of service manual and its operational support capabilities, in further efforts to meet these recurrent challenges.

G. Ombudsperson

68. 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 grievances. During 2011, the Ombudsperson conducted 131 consultations (31 for Headquarters staff and 100 concerning Field staff). The majority of consultations concerned administrative grievances or conditions of service, while others were related to workplace relationships and prevention of conflicts.

H. Gender coordination

69. The Gender Coordination Unit continued to support the implementation of IOM’s gender policy by providing advice and technical guidance to Headquarters departments and the Field, raising awareness at the international level of gender and migration-related issues and actively cooperating with partners at the inter-agency level. In 2011, the Unit specifically worked on the activities outlined below.

70. To mark the International Day of Zero Tolerance for Female Genital Mutilation, the Unit co-organized a press conference where the Director General raised awareness about the impact of migration on the practice and related challenges.

71. In the framework of the Fifty-fifth Session of the Commission on the Status of Women, the Gender Coordination Unit initiated a publication entitled “Crushed hopes: Underemployment and Deskilling among Skilled Migrant Women” and organized a side event. On the occasion of International Women’s Day, the Unit issued a press release and organized a panel discussion on “When education does not lead to decent work and full employment: the plight of underemployed and deskilled migrant women”.

72. In collaboration with UN-Women and the European Commission–United Nations Joint Migration and Development Initiative, the Unit organized an e-discussion on “Domestic workers count too: Visibilising and protecting women migrant domestic workers through legal and social protections”, launched on 8 March 2011.

73. During the fourth United Nations Conference on the Least Developed Countries, the IOM Director General participated in the high-level interactive thematic debate on “Human and social development, gender equality and empowerment of women” and co-hosted a special event with the Executive Director of UN-Women, Ms. Michelle Bachelet.

74. In February 2011, in collaboration with the IOM Office in the United Kingdom, the Gender Coordination Unit facilitated the visit to the United Kingdom of Ms. Pernille Frahm, Rapporteur of the Committee on Migration, Refugees and Population of the Parliamentary Assembly of the Council of Europe. The visit conclusions fed into a report, *Protecting migrant women in the labour market*, which led to the adoption of a resolution on the same subject.

75. As part of its collaboration with the United Nations, the Unit contributed to the reports of the Secretary-General on Women, the girl child and HIV and AIDS, and on Violence against women migrant workers, as well as to the work of the Committee on the Elimination of Discrimination against Women.

76. In 2011, the gender focal point network continued to grow in terms of the total number of focal points, the number of men focal points and geographical coverage.

77. In the area of the prevention of sexual exploitation and abuse, the Gender Coordination Unit supported the endorsement of an action plan and the creation of the Headquarters Task Force on the Prevention of Sexual Exploitation and Abuse, in which the Unit participates. The Gender Coordination Unit is actively involved in the implementation of the action plan and has led the development and roll-out of a mandatory sensitization session on the prevention of sexual exploitation and abuse for all IOM staff at Headquarters and in the Field.

78. The Director General and the Deputy Director General announced, on the occasion of International Women’s Day and during a special town hall meeting, nine special measures aimed at accelerating progress in achieving a higher representation of women in all categories and at all levels within the Organization.

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

I. Occupational health

79. The Occupational Health Unit and the Health and Insurance Medical Units in Manila and Panama provide staff with travel advice, facilitate their admission to hospitals worldwide, ensure a healthy working environment by promoting health in the workplace and are the health insurance medical advisers.

80. The Occupational Health Unit and the Health and Insurance Medical Units evaluated the fitness to work of 2,665 staff and the fitness for transfer or TDY (travel on duty) of 406 staff. Staff benefitted from 454 consultations, counselling and advice from the Medical Officers, consistent with the figures for 2010 (see Figure 4). With regard to offices in need of medical equipment for staff, the Occupational Health Unit sent medical kits and mosquito domes to offices in Sudan and Tunisia, and supported staff during the crisis situation that followed the earthquake and tsunami in Japan. The Unit initiated information campaigns on global health risks (e.g. mosquito-borne infections like malaria, dengue, yellow fever),

particularly in Haiti, Indonesia and Sudan, and during local outbreaks (e.g. cholera, malaria). The Occupational Health Unit also provided updates and guidance on environmental health risks (e.g. Japan nuclear risk) to minimize the impact on the health of staff and their families.

81. Lastly, the Units conducted 79 medical evacuations and travel for medical reasons from the Field, ensuring staff and their dependants access to the best medical facilities, while at the same time controlling cost implications. The assistance of an external service provider was required only once. The Occupational Health Unit provided travel preparedness assistance to the staff of EU observer programmes (Democratic Republic of the Congo, Nicaragua, Peru, Sudan, Tunisia and Zambia). The Unit also facilitated access to counselling services, in particular in offices where international staff were being evacuated (e.g. Libya).

82. To constantly improve services and align them with the highest international standards, the Occupational Health Unit participated in various international conferences (e.g. the annual meeting of the United Nations Medical Directors Working Group, held in Brindisi, Italy, and the Antares International Conference on Mitigating Stress in Humanitarian Aid Workers, held in Amsterdam, the Netherlands).

Medical insurance aspects

83. The Occupational Health Unit and the Health and Insurance Medical Units admitted 153 new families in the various insurance plans (increase of 104.38% since 2006), now covering a total of 8,907 persons worldwide.

84. The Health and Insurance Medical Units reviewed 14,894 medical claims in 2011.

85. Partial/total/temporary/permanent invalidity benefits were granted to staff according to the different plans, as follows:

- Under the accident and illness insurance: 2 new cases of temporary partial/total incapacity.
- Under the occupational insurance compensation plan: 46 cases of temporary partial/total incapacity, 2 cases of permanent partial/total invalidity and 2 cases of death benefits.
- Under the United Nations Joint Staff Pension Fund: 3 cases of benefits for total invalidity.
- 744 days of sick leave were taken in connection with occupational accidents or illnesses (see Figure 8) – 19 per cent less than in 2010 (914).

Achievements in 2011

86. With the current emphasis on staff mobility, increased Field presence in locations with poor medical facilities and business continuity, the Occupational Health Unit developed, in coordination with the Information Technology and Communications Division, a computerized system in which all staff medical records can be electronically captured and archived confidentially and made available to the three medical Units at any time.

87. The Occupational Health Unit participated in the development of various policies related to medical issues (e.g. IN/151 Rev.2: Sick Leave Administration) or insurance matters (e.g. IN/94 Rev.1: Medical Service Plan).

Figure 4: Occupational Health Unit work production

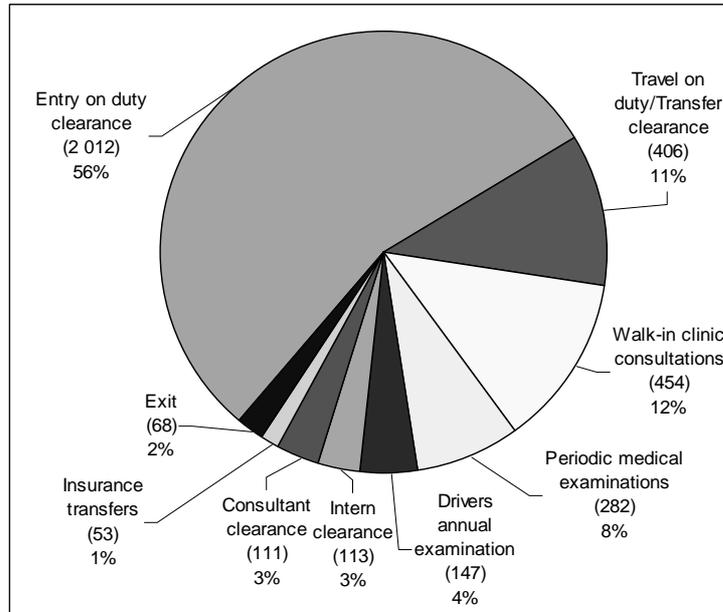


Figure 5: Destinations most used for medical travel

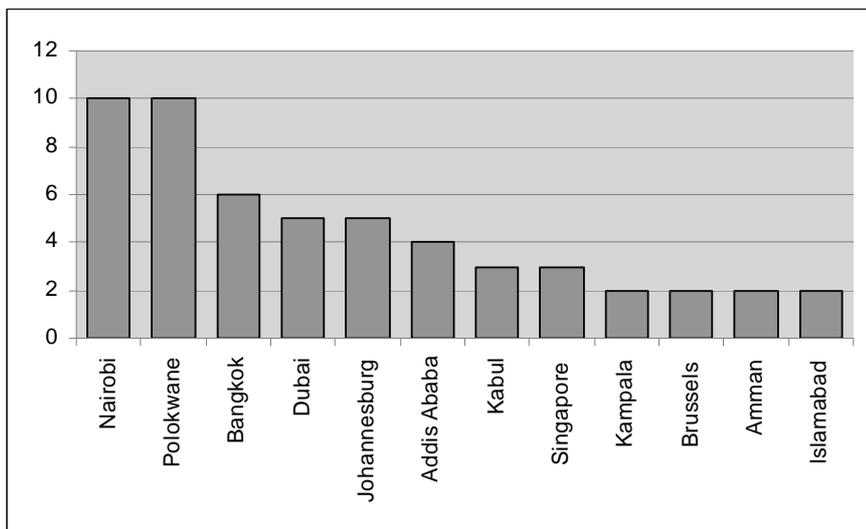


Figure 6: Medical evacuations per region

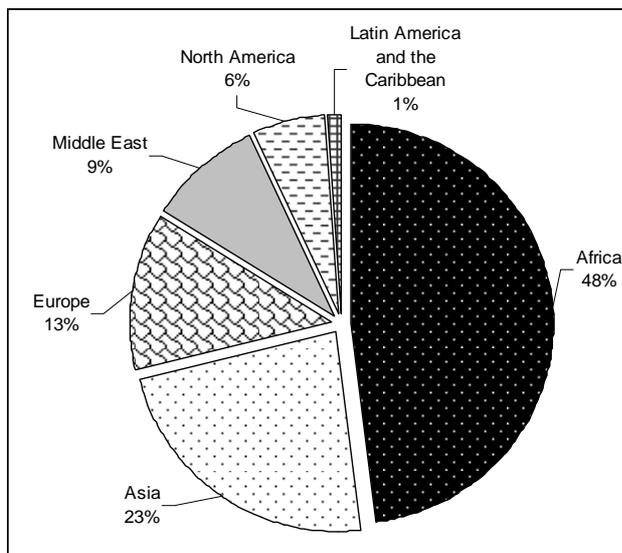
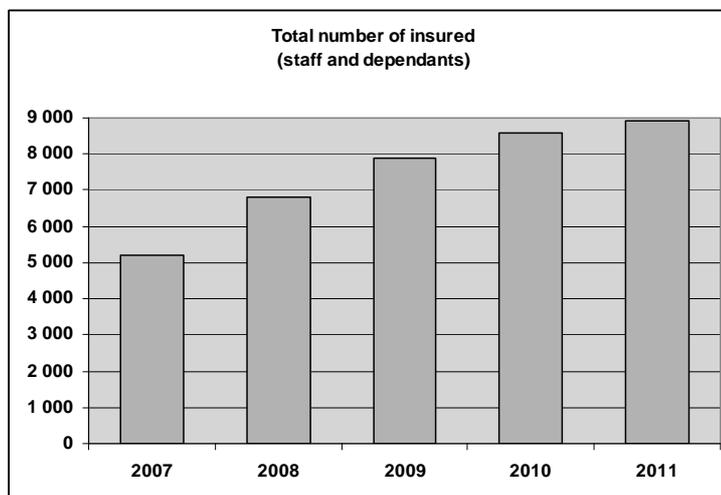
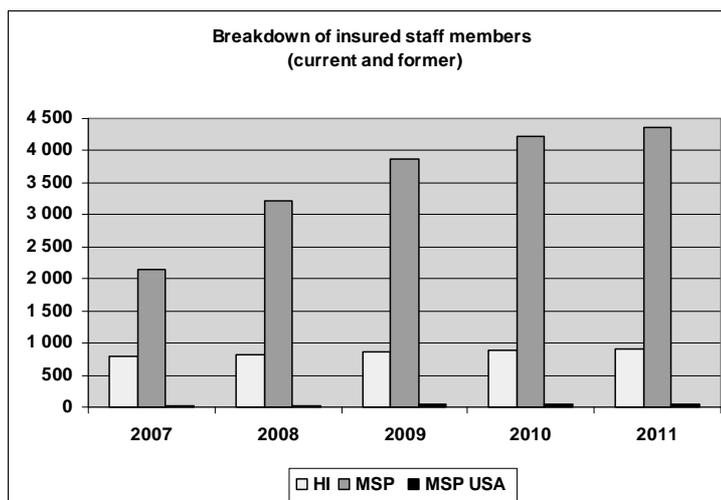
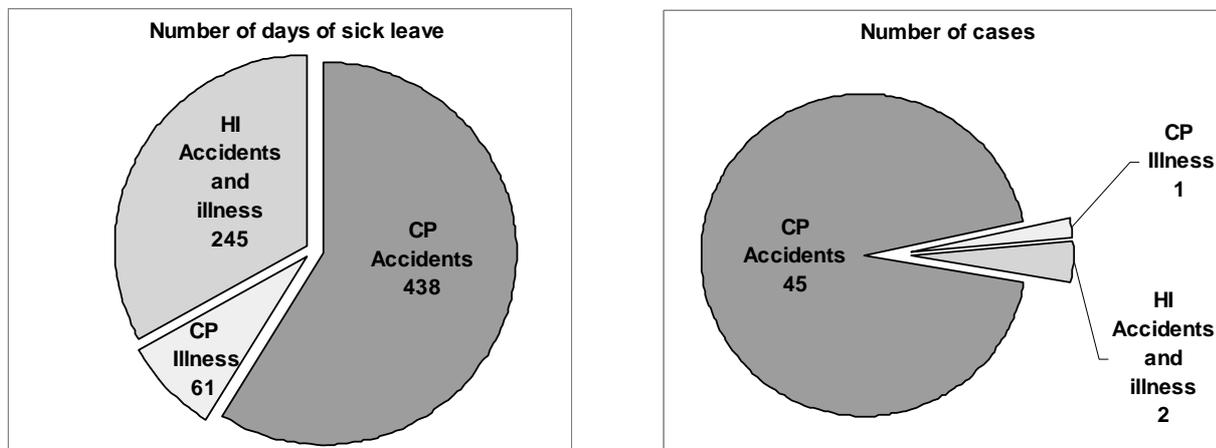


Figure 7: Breakdown of insured staff and dependants



(HI: Health insurance; MSP: Medical Service Plan)

Figure 8: Occupational accident and illness sick leave



(HI: Health insurance; CP: Compensation Plan)

II. INTERNATIONAL COOPERATION AND PARTNERSHIPS

88. The Department of International Cooperation and Partnerships is responsible for supporting and coordinating the Organization's relations with other international organizations, civil society, research institutions, the media and 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 on migration, preparations for IOM's governing body meetings and the Organization's communications and public information functions.

A. Governing bodies

89. 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.

The Council and subordinate bodies

90. In 2011, the following meetings took place.

- Eighth Session of the Standing Committee on Programmes and Finance (10 and 11 May 2011)

91. The session was chaired by Mr. I. Jazaïry (Algeria). In addition to the standing agenda items, the session also considered the following: (a) the progress report from the Working Group on Budget Reform; (b) an update on the Field structure reform implementation; (c) an update on the 60th anniversary; and (d) the following two topics were discussed under the regular item on an exchange of views by Member States: (i) IOM oversight and evaluation; and (ii) IOM cooperation with the United Nations system. The full report on the Eighth Session of the Standing Committee on Programmes and Finance may be found in document MC/EX/712.

- 108th Session of the Executive Committee (29 June 2011)

92. The Executive Committee elected Ms. Ellen S. Nee-Whang (Ghana) as Chairperson and Mr. Evan P. Garcia (Philippines) as Vice-Chairperson. The Executive Committee considered the Report of the Director General on the work of the Organization for the year 2010; the Financial Report for the year ended 31 December 2010; the Revision of the Programme and Budget for 2011; and examined other items arising from the Report of the Standing Committee on Programmes and Finance on the Eighth Session. The full report on the 108th Session of the Executive Committee may be found in document MC/2315.

- Ninth Session of the Standing Committee on Programmes and Finance (1 and 2 November 2011)

93. The session was chaired by Mr. I. Jazairy (Algeria). Besides its standing agenda items, the Standing Committee also considered: (a) the Chairperson's report on his visit to IOM Pakistan; (b) the Chairperson's report on the Working Group on Budget Reform, including: (i) the establishment of a migration emergency funding mechanism; and (ii) the addition of contributions from new Member States to the Administrative Part of the Budget; (c) an update on the Field structure reform implementation; (d) a progress report on the implementation of the External Auditor's recommendations; (e) IOM's 60th anniversary; and (f) the following two topics were discussed under the regular item on an exchange of views by Member States: (i) return migration and IOM; and (ii) IOM's role in the humanitarian response to displacement induced by natural disasters. The full report on the Ninth Session of the Standing Committee on Programmes and Finance may be found in document MC/2334.

- 100th Session of the Council (5 to 7 December 2011)

94. The new Bureau was elected as follows: Chairperson: Mr. C. Strohal (Austria); First Vice-Chairperson: Mr. A. Hannan (Bangladesh); Second Vice-Chairperson: Mrs. A. Arango (Colombia); and Rapporteur: Mr. F. Munhundiripo (Zimbabwe).

95. The Council approved the admission of 14 new Member States and also approved five applications for observership.

96. The session continued with the Report of the Director General to the Council and welcome remarks by the Mayor of Geneva, Mr. P. Maudet, on the occasion of the celebration of IOM's 60th anniversary, followed by the standing agenda items on IOM governance, including items arising from the Report of the Standing Committee on Programmes and Finance. The Council also elected the members of the Executive Committee for the two-year term 2012–2013.

97. The Council was notified of the tentative dates for the governing body meetings in 2012, as follows: Tenth Session of the Standing Committee on Programmes and Finance, 15 and 16 May 2012; 109th Session of the Executive Committee, 20 June 2012;⁵ Eleventh Session of the Standing Committee on Programmes and Finance, 30 and 31 October 2012; and the next regular session of the Council, 26 to 30 November 2012.

⁵ The date of the Executive Committee was subsequently changed to 3 July 2012.

98. The High-level segment of the Council included the Director General's remarks on the state of migration: Current realities, future frontiers; keynote addresses by: (a) Mr. Nassir Abdulaziz Al Nasser, President of the Sixty-sixth Session of the United Nations General Assembly; and (b) Mr. Peter D. Sutherland, Special Representative for Migration and Development of the United Nations Secretary General; the launch of the *World Migration Report 2011: Communicating Effectively about Migration*; a special panel on "Migrants' voices", on how migration has shaped our world and will define our future; and statements by members and observers in the general debate.

99. The full report on the 100th Session of the Council may be found in document MC/2342.

Informal consultations and working groups

100. During the course of the year, as part of the continuing process of consultations with Member States, the Administration also invited representatives of Member States to attend six informal consultations on financial, administrative, management and governance issues on the agendas of the IOM governing body sessions in 2011. Furthermore, secretariat services were provided for the organization of five meetings of the Working Group on Budget Reform.

International Dialogue on Migration

101. For the International Dialogue on Migration in 2011, Member States and observers chose the overarching theme of "The future of migration: Building capacities for change", thus taking further some of the issues highlighted in IOM's *World Migration Report 2010*. The two intersessional workshops – on "Climate change, environmental degradation and migration" and "Economic cycles, demographic change and migration" – built on IOM's extensive research base, policy activity and operational experience on both issues.

102. The International Dialogue on Migration Unit is the organizational focal point for the migration, environment and climate change portfolio and coordinates efforts on the topic with other divisions within the Department, other departments and Field Offices. In 2011, priority was given to policy dialogue, advocacy, partnership building and internal knowledge management activities.

103. In view of these priorities, the Unit organized two policy dialogues in partnership with the Asian Development Bank, in Geneva and Bangkok, on migration and adaptation. Advocacy work continued through substantive contributions to international processes, such as the United Nations Framework Convention on Climate Change negotiations in Durban (COP17) and others. Partnerships were formalized with the French Institute for Sustainable Development and International Relations (IDDRI) and extended to the Global Gender and Climate Alliance. Furthermore, the joint report on *Livelihood Security: Climate Change, Migration and Conflict in the Sahel*, by the United Nations Environment Programme, in cooperation with IOM, the United Nations University, the Office for the Coordination of Humanitarian Affairs (OCHA) and the Permanent Interstate Committee for Drought Control in the Sahel, was published.

Translation services

104. The Translation Unit handled the translation of all official documents and publications into the three official IOM languages, as well as other required languages. During 2011, around 2 million words were translated into IOM's official languages. An important achievement was the simultaneous publication of the *World Migration Report 2011* in English, French and Spanish.

B. International partnerships

105. IOM support to the fifth GFMD, Taking Action on Migration and Development – Coherence, Capacity and Cooperation, included substantive contributions to the preparations for and convening of 14 regional thematic meetings at the request of the Swiss GFMD Chair and/or the co-chairing government.

106. The third Global Consultation of Chairs and Secretariats of Regional Consultative Processes on Migration was hosted by the Government of Botswana in collaboration with IOM (October 2011, Gaborone). The theme of the consultation was “Enhancing cooperation on migration through dialogue and capacity-building” and was attended by over 75 participants.

107. IOM reverted to its annual format for consultations with civil society organizations by organizing a day-long session: 60 Years Advancing Migration through Partnership (November 2011, Geneva, Switzerland).

108. IOM provided substantive and operational support in the organization of and/or participated in meetings of several regional consultative processes, as follows:

- Bali Process on People Smuggling, Trafficking in Persons and Related Transnational Crime (Bali Process): Assistance for the fourth Ministerial Regional Conference (March 2011, Bali, Indonesia).
- Regional Consultative Process on Overseas Employment and Contractual Labour for Countries of Origin in Asia (Colombo Process): Policy study on labour migration from Colombo Process countries; refinement of operating modalities for the Colombo Process; and provision of assistance for the fourth Ministerial Consultation on “Migration with dignity” (April 2011, Dhaka, Bangladesh).
- Intergovernmental Consultations on Migration, Asylum and Refugees: Participation in the full round of consultations dealing with recent experiences and challenges relating to humanitarian responses to crises with migration consequences (May 2011, Miami, United States of America).
- Regional Conference on Migration (Puebla Process): Participation in the sixteenth Regional Conference on Migration on the theme of “Migration and labour: Co-responsibility among the States” (June 2011, La Romana, Dominican Republic).
- Ministerial Consultation on Overseas Employment and Contractual Labour for Countries of Origin and Destination in Asia (Abu Dhabi Dialogue): Support and guidance for the pilot project on the administration of the temporary contractual

employment cycle of workers from India and the Philippines to the United Arab Emirates; and participation in preparatory meetings for the second Abu Dhabi Dialogue Ministerial Conference (April 2012).

109. IOM remained actively engaged with the Global Migration Group, including as Co-Chair of two working groups, one on mainstreaming migration into national development strategies and the second on migration data and research.

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

C. Media and communications

110. In 2011, the Media and Communications Division strengthened partnerships with all major print, broadcast and electronic media to highlight IOM's central role in migration, including in humanitarian emergencies, in line with points 5 and 6 of the IOM Strategy. According to Meltwater News, a global online media monitoring system, 61,130 articles relating to IOM's activities worldwide were published over the reporting period. The Division continued to produce low-cost, high-quality audiovisual material for use by broadcasters, with more than 460 downloads recorded via the Organization's web-based Quicklink distribution system.

111. The high-profile joint IOM–UNHCR evacuation programme for stranded migrants in Libya attracted widespread coverage, as did programmes to assist drought victims in East Africa and populations displaced by floods and cyclones in Pakistan and the Philippines. Over the reporting period, the Division also led gender-sensitive efforts to communicate with disaster-affected communities, notably in Haiti and Pakistan.

112. The Media and Communications Division's global media and communications strategy also sought to highlight a wide range of migration issues, partnerships, major events and reports, including the successful launch of the *World Migration Report 2011*. As part of the Division's outreach efforts, there was a trilingual webcast of the launch and discussions of the IOM 60th anniversary Council, which considerably increased the impact of the event both within and outside the Organization. The Division also defined and disseminated key institutional messages for major international days, including International Women's Day and International Migrants Day.

113. In 2011, visits to the IOM website increased by 14.4 per cent to reach 1.74 million. The number of IOM Facebook and Twitter users doubled over the reporting period. The collection of photographs documenting IOM's activities since 1951 grew to 12,200.

114. The Division continued to provide technical support to Field Offices and Headquarters units on the design and implementation of information campaigns and communication activities targeting migrants and other audiences. The issues covered included counter-trafficking, return and labour migration, and the image of migrants.

115. Throughout 2011, the Division designed and produced a broad range of information and promotional materials related to IOM's 60th anniversary which highlighted key aspects of the Organization's work, concerns and policies throughout its 60-year existence.

D. Donor relations

116. In response to major crises in Côte d'Ivoire, Libya, Pakistan and the Horn of Africa, considerable efforts were deployed in the coordination and preparation of IOM appeals, the distribution of regular updates and detailed information to the donor community at large, providing support to colleagues in the Field for donor outreach, and for IOM participation in the inter-agency planning and response measures led by OCHA.

117. IOM participated in 19 regional and country inter-agency consolidated appeals and flash appeals. The Organization received some USD 323.5 million for Consolidated Appeals Processes and flash appeals in 2011 from various donors. The Central Emergency Response Fund also continued to provide valuable support to IOM humanitarian activities and, since 2006, has donated over USD 118.5 million to provide emergency assistance in countries hit by humanitarian crises.

118. IOM developed a concept for the establishment of a resource mobilization network comprising relevant IOM Field Offices and Headquarters departments with liaison or resource mobilization functions aimed at improving coordination, networking, alert systems on funding opportunities and support services for submitting applications and actively liaising with donors.

119. With regard to private-sector fund-raising, IOM has been strengthening existing relations and developed new partnerships with the private sector, focusing on areas of mutual interest and shared values.

IOM Strategy points: 6 and 9

E. Migration research

120. IOM's flagship publication, *World Migration Report 2011: Communicating Effectively about Migration*, was launched in all three official IOM languages (English, French and Spanish) at the 100th Session of the Council on 6 December 2011.

121. In 2011, Migration Profiles for five countries in South America (Plurinational State of Bolivia, Chile, Colombia, Paraguay and Uruguay) were completed, funded by the IOM Development Fund, which provided a framework for data collection and analysis in support of strategic migration policy planning at the national and regional levels. Furthermore, *Migration Profiles: Making the Most of the Process – Parts I and II*, a guidance tool on how governments and implementing partners can develop and conduct a Migration Profile exercise, was produced and launched during the concluding debates of the GFMD in December 2011.

122. In 2011, IOM continued to participate in and provide assistance to the GFMD and the Global Migration Group. The Migration Profiles Repository was created in 2011 and is now housed on the GFMD website. IOM co-organized GFMD thematic meetings, including Migration Profiles workshops in New York, Manila and Batumi (Georgia), and a workshop on the theme of "Managing migration for development: Policymaking, assessment and evaluation" with the World Bank, in Marseilles.

123. In 2011, IOM continued to support the work of 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.

124. In partnership with the Migration Policy Institute – and through a process that was facilitated by the GFMD Platform for Partnerships – IOM produced *Developing a Road Map for Engaging Diasporas in Development: A Handbook for Policymakers and Practitioners in Home and Host Countries*, to be launched in early 2012.

125. In preparation for the Colombo Process Ministerial Consultation held in Dhaka, Bangladesh, in April 2011, a report, *Labour Migration from Colombo Process Countries: Good Practices, Challenges and Ways Forward*, was published.

126. The following titles were published in the Migration Research Series: MRS No. 42 – *Climate change, migration and critical international security considerations*; and MRS No. 43 – *Gallup World Poll: The Many Faces of Global Migration*. Furthermore, six issues of the journal *International Migration* were published in 2011. One new report was added to the International Dialogue on Migration series: IDM No. 17 – *Migration and Social Change*, which is a trilingual publication.

127. In 2011, a new bimonthly journal, *Migration Policy Practice*, was established jointly with Eurasyllum and publishes articles for and by policymakers working in the field of migration policy.

128. The Online Bookstore continued to provide users with the possibility of ordering or downloading publications online. The Publications Intranet site provided IOM staff worldwide with access to all IOM publications. The statistics for 2011 are as follows (excluding those relating to IOM staff): 766 orders placed; 739 new registered users (with a total of 4,084 users at the end of 2011); 634 publications uploaded onto the IOM Online Bookstore (565 of which are available for free PDF download).

129. In 2011, the library noted a marked interest in the history of IOM and in historical migration issues in general, with academic researchers from various universities conducting research in the historical archives. The IOM Migration Research and Training Centre requested the help of the library to establish its own specialized migration library, which resulted in a detailed report and recommendations on how to best achieve this aim. In general, the number of library patrons continued to increase.

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

F. International migration law

130. The International Migration Law Unit contributes to raising the Organization's profile in international forums as it leads the debate on migration law issues at the global, regional and national levels. The Unit advises governments and partners on migration governance within the rule of law. It carries out legal research to inform decision-making and enhance the development of best practices.

131. In 2011, an Information Note on international standards on immigration detention and non-custodial measures was produced and in-depth research on law of the sea and

migration was conducted. In addition, a second edition of the *Glossary on Migration* was published in English.

132. The Unit has been working extensively on capacity-building following the drafting or revision of national laws. The Unit delivered training courses and provided national and regional bodies with technical advice. For example, in 2011, some 780 participants, including government officials, staff from international organizations and NGOs and academics, from over 60 countries were trained in elements of international migration law. The Unit was also a member of the Drafting Committee for the Frontex Fundamental Rights Strategy.

133. The Unit is the focal point for international law issues pertaining to IOM. It represents IOM in relation to the International Steering Committee on the campaign for the ratification of the Migrant Workers Convention and to the Inter-Agency Group on Minorities. The Unit cooperates with the special procedures of the Human Rights Council and with human rights treaty bodies such as the Committee on Migrant Workers.

134. In 2011, the International Migration Law Unit had a leading role in supporting migrants' rights with the United Nations, governments and civil society. For this purpose, the Unit has been developing various tools to help the Organization have a human rights-based approach in all of its activities and programmes.

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

III. MIGRATION MANAGEMENT

A. Migration health

135. As IOM celebrated its 60th anniversary, the Migration Health Division looked back on 60 years of assisting migrants and governments with migration health-related services. For this occasion, in 2011 the Division published a special 60th anniversary edition of its annual activity report: *Health of Migrants in an Increasingly Globalized World*, which contained the views of important IOM partners and leading health entities on a range of migration and health topics.

136. The health of migrants remains an essential element of IOM's work on migration management. Total expenditure of the Migration Health Division in 2011 amounted to USD 73.3 million, an increase of 14 per cent compared with 2010. In 2011, IOM continued to highlight the health needs of migrants, who are among the most marginalized and vulnerable groups in today's society, and who are largely absent from the global health agenda. Therefore, IOM dedicated International Migrants Day 2011 to the health of migrants, which included a number of highly visibility events around the world. In addition, IOM's Director General participated in two high-level global health forums: the United Nations General Assembly High-level Meeting on AIDS (New York, United States, June); and the World Conference on Social Determinants of Health (Rio de Janeiro, Brazil, October), to ensure the inclusion of migration and health issues in these debates.

137. At the regional level, IOM participated in various working groups and high-level meetings to ensure that migrant health was addressed. In Europe, the Council of Europe and the European Parliament took actions to reduce health inequalities for migrants. Source countries of labour migrants in Asia adopted the Dhaka Declaration, which made the

following recommendation: “To promote the implementation of migrant-inclusive health policies to ensure equitable access to health care and services as well as occupational safety and health for migrant Asian workers”. In Latin America, the social protection of migrants in terms of health was advanced by the Ibero-American Secretariat (SEGIB).

138. The Migration Health Assessment Programme remained the Division’s largest activity in 2011, representing two thirds of total expenditure, or approximately USD 47 million. About 270,000 health assessments were performed for both immigrants (64%) and refugees (36%) in over 60 countries, with a majority of assessments conducted in Asia (64%).

139. All major operations under the Programme were upgraded to digital X-ray processing, enabling quality control through teleradiology. Furthermore, the new e-health system for Australia-bound refugees and visa applicants, which will soon also cover Canada-bound refugees and migrants, was implemented. In order to increase accountability towards partners and migrants, a global incident management system was fully implemented in 2011, allowing the Migration Health Division to record, investigate and address all incidents. Upon the request of receiving countries, under the Programme an online compendium was launched to provide the latest information to IOM’s partners in the resettlement process worldwide.

140. Health promotion and assistance to migrants was the Migration Health Division’s second largest programme area in 2011 (22% of expenditures). Significant activities in this area included the strengthening of national health systems to ensure that migrants have equitable access to health services. In addition, in 2011 IOM strengthened its partnerships with governmental and non-governmental partners in the Field to facilitate access to essential health services for vulnerable migrants, including victims of smuggling and trafficking.

141. In December 2011, IOM finalized a three-year research project on the mobility of health professionals, which was carried out by multiple partners in 25 countries and assessed health workers’ mobility to, from and within the EU. IOM co-organized an international conference, Ensuring Tomorrow’s Health: Workforce Planning and Mobility (December, Brussels), where the findings of this and other research studies were presented and which brought together about 160 representatives of academic institutions, professional associations, governments, the European Commission and the international community.

142. The Migration Health Assistance to Crisis-affected Populations Unit increased its emergency health and psychosocial programmatic responses in 2011 (from 10 to 13 per cent of total expenditures). IOM successfully integrated health and psychosocial approaches in the humanitarian response to a number of natural and man-made emergencies in line with IOM’s role in the global health cluster, the camp coordination and camp management cluster and the IASC Reference Group on Mental Health and Psychosocial Support in Emergency Settings.

143. IOM ensured that all migrants and displaced communities affected by social and political unrest in Yemen and Libya had access to travel health assistance and to direct and follow-up care, particularly in transit countries such as Chad, Egypt and Tunisia, including some health assistance upon arrival back home. Access to primary health care and facilitated health referrals was given to displaced communities affected by natural disasters in Pakistan and the Horn of Africa. The psychosocial needs of migrants were addressed during the crisis

in North Africa, both in transit areas and in countries of destination, such as Chad and Niger. Psychosocial programmes were established in response to the conflict in Côte d'Ivoire and the earthquake in Turkey, and continued to be offered in Haiti, in support of the relocation process.

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

B. Immigration and border management

144. IOM is increasingly called upon by States to assist in addressing complex immigration and border management challenges. The Immigration and Border Management Division was established to offer guidance and expertise to governments aspiring to improve their migration and border management processes. The Division is supported by a core group of specialists with substantial technical expertise in developing and implementing tailored solutions for governments.

145. In line with the IOM Strategy, activities are directed at helping governments create policy, legislation, administrative structures, operational systems and the human resource base necessary to respond quickly and effectively to diverse migration challenges and to institute appropriate migration governance. Such activities are designed as partnerships between the Immigration and Border Management Division team and requesting governments and other relevant interlocutors to identify needs, determine priority areas, and shape and deliver sustainable interventions.

Immigration and visa support solutions

146. 2011 saw the further integration and consolidation of the immigration and visa support solutions portfolio under the Division. At the end of 2011, there were 71 active immigration and visa support solutions projects with a funding balance of over USD 4.3 million. The Division continued to provide innovative visa-related service solutions to both governments and migrants, including the provision of information services, document integrity and verification services, visa application assistance, travel document handling, interview and language testing facilitation, logistical assistance to support visa processing, the development of web-based visa appointment scheduling systems and the operation of visa application centres. In 2011, IOM assisted in the processing of over 56,000 individuals, primarily in support of visa applicants and recipients bound for Australia, Canada and New Zealand. During the year, IOM launched five new visa application centres for the Government of Canada in West Africa and began a pilot document integrity and verification programme for the Province of Manitoba in China in support of its Provincial Nomination Programme. 2011 also saw the launch of a language testing facilitation pilot programme in support of Bangladeshi nurses applying to work in the health-care field in Italy.

147. In 2011, IOM provided travel assistance to 18,074 migrants, primarily departing for Australia, Canada and the United States. IOM support services include special reduced migrant airfares, a more generous baggage allowance, information on air travel and the country of destination, ticket issuance, advanced sponsor notification, assistance in completing the required departure and arrival documentation, customs and immigration assistance, medical and non-medical flight escorts, and departure, transit and arrival assistance in some countries.

Capacity-building in migration and border management

148. The Immigration and Border Management Division provides its assistance to governments through the framework of capacity-building in migration management programmes whose core areas 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 for migration management; and training and human resources development. Among others, new areas for capacity-building in migration management in 2011 included landmark projects in the world's newest country, South Sudan, as well as a large multidisciplinary project funded by the European Commission in Nigeria. Large-scale projects launched in 2010 continued in China and Mauritania with continued funding provided by the European Commission and the United Kingdom.

149. In 2011, capacity-building activities in immigration and border management increased by 19 per cent in terms of year-on-year expenditure with an overall budget of USD 115 million. The leading donors included Australia, Japan, the United States and the European Commission, with significant contributions from Canada and the United Kingdom. Immigration and border management programmes continued to be implemented worldwide, with 2011 activities distributed as follows: South and South-East Asia and Australasia: 30 per cent; Europe and Central Asia: 26 per cent; Central, Eastern and Southern Africa: 22 per cent; Central and South America: 15 per cent; and the Middle East and North Africa/West Africa: 7 per cent.

African Capacity Building Centre

150. Since its establishment in late 2009, the African Capacity Building Centre located in Moshi, the United Republic of Tanzania, has trained over 1,400 persons, assisted with the implementation of projects in 34 African countries and in support of regional African bodies, and its staff have spent 300 days in the Field to support countries and IOM Field Offices. The thematic areas covered included: curriculum development and training to prevent travel document fraud; labour migration; international migration law; migration policy; migration and health; border management and related information systems; one-stop border posts; data and statistics; identity management; interview and investigation techniques; and counter-trafficking in persons and counter-smuggling of migrants.

IOM Strategy points: 1, 2, 3 and 4

C. Migrant assistance

151. In 2011, 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 asylum-seekers, stranded migrants, migrants with health concerns, victims of trafficking, exploitation or other forms of abuse, and those considered highly vulnerable to such abuse, such as unaccompanied migrant children. They benefited from a wide range of direct assistance options, such as safe accommodation, return counselling, return travel and reintegration assistance, family tracing, legal assistance, medical/psychosocial support, education and skills development, and microfinance.

152. The Division oversaw IOM's global delivery of programmes providing assistance to migrants deciding to return to their countries of origin under assisted voluntary return and reintegration (AVRR) schemes. In 2011, the latter globally required the direct involvement of 40 IOM offices in countries of destination and 166 countries of origin, to assist approximately 30,000 migrants to return in a humane and dignified manner to their countries of origin.

153. While the majority of AVRR activities took place from EU Member States, an increasing number of projects are being implemented by IOM in Eastern Europe and Central Asia, Africa and the Middle East, the Americas, and the Asia and Pacific region. Major countries of origin of returnees were: Brazil, Iraq, the Russian Federation, Serbia and the former Yugoslav Republic of Macedonia. IOM's work in these countries particularly focused on projects aimed at sustainable reintegration, responding to the immediate and longer-term needs of returning migrants.

154. In order to strengthen consistency and coordination among IOM offices around the world in managing and implementing AVRR programmes, the Division organized a global meeting in May 2011 in Geneva, bringing together IOM colleagues from around 60 offices worldwide which manage projects in this field.

155. The Division also sustained its commitment to combat migrant exploitation in all its forms, especially the severe human rights violations suffered by trafficked persons. In 2011, IOM continued to provide assistance to persons trafficked for labour exploitation and those trafficked for sexual exploitation.

156. In 2011, the Organization provided assistance to approximately 6,000 trafficked persons through various programmes and projects worldwide. The IOM Global Assistance Fund, which is funded by the US Government's Bureau of Population, Refugees and Migration and managed by the Division, also remained a major resource that allowed for the provision of emergency humanitarian assistance to 157 victims of trafficking who were not eligible for assistance through existing national or regional programmes or partners.

157. Data collection and research remained a core function for the Division in 2011, with the IOM Human Trafficking Database being a particularly prominent feature. As of the end of December 2011, the database contained primary data on nearly 20,000 registered IOM beneficiaries in approximately 85 source countries and 100 destination countries. Based on the available data, the Division contributed to the production of two research reports: *Trafficking of Fishermen in Thailand*, with the support of the US State Department; and an internal evaluation report on the social return on investment of reintegration assistance to victims of human trafficking in Ukraine, funded by the EU, the Swedish International Development and Cooperation Agency, USAID, the Danish Ministry of Foreign Affairs, the Norwegian Ministry of Foreign Affairs and Western Union.

158. The Division also continued to promote the use of evaluations as an important management tool to measure the impact of the work carried out nationally and regionally on assistance to vulnerable migrants and AVRR. Most significantly, the Norwegian Agency for Development Cooperation supported IOM in evaluating its global efforts to combat human trafficking from 2000 to 2010 and published its findings in 2011.

159. A growing area of concern for the Division was "mixed flows" of migrants and the need for protection and assistance mechanisms for vulnerable and exploited migrants in trafficking-like situations or for those at risk of being trafficked.

160. Unaccompanied migrant children continued to represent a significant part of the Division's portfolio in 2011. In accordance with specific operational standards (best interests determination, identification of and cooperation with legal guardians, etc.), the support provided by IOM, together with UNICEF and UNHCR, included family tracing, assisted voluntary return and capacity-building for relevant State authorities in countries of origin. Elsewhere, as part of IOM's humanitarian emergency response to the crisis in Libya, the Division, in coordination with a range of partners, oversaw activities designed to facilitate the reunification of unaccompanied migrant children with their families.

161. In 2011, a total of USD 119,256,362 was spent on activities supervised by the Division. The main donors for the large-scale AVRR activities were host country governments and the European Commission, while the main donors for broader assistance to vulnerable migrants were Denmark, Norway, Switzerland, the United States and the European Commission.

D. Labour migration and human development

162. In 2011, the Labour Migration and Human Development Division assumed its current name to more accurately reflect its three key priority areas of work: labour migration; migrant training and integration; and migration and development. As part of the Organization's wider restructuring process, a full complement of eight regional thematic specialists, who are experts in the Division's portfolio, were appointed to the eight Regional Offices. During 2011, a total of USD 136,190,000 was spent on activities related to labour migration and human development globally.

163. Key priorities for labour migration activities during the reporting period were capacity-building and training in labour migration management. The regional specialists were key in rolling out the training modules on labour migration management – developed the previous year – in Armenia, Kuwait, Mauritius, Nepal and throughout Central and West Africa, to the benefit of over 300 government officials. The Division continued to offer expert and technical support to regional dialogues such as the Colombo Process, which held its fourth Ministerial Consultation in April 2011.

164. The Independent Network of Labour Migration and Integration Experts, which was established by IOM in 2009 among 30 European countries and Turkey, conducted three further studies and two seminars during 2011, including one that focused on the identification of labour and skills shortages and when these should be filled by labour migration. Despite the continuing economic crisis, new projects facilitating the recruitment of migrants were initiated, such as one between Mauritius and Canada.

165. New projects initiated in 2011 also focused on policy advice for governments, technical assistance on the development of labour market information systems, the facilitation of regional dialogue on labour migration flows, and the promotion of safe migration through the provision of information services and awareness-raising.

166. Member States demonstrated a continuing interest in the programming related to migration and development, particularly on projects involving diaspora engagement, skills and knowledge transfer (e.g. MIDA – Migration for Development in Africa), remittances research and the return of qualified nationals.

167. Diaspora engagement initiatives in 2011 included diaspora mapping and outreach projects targeting the diaspora communities of Central and West Africa, among others. IOM also gained practical experience in how to mainstream migration into development planning at the national level (e.g. Republic of Moldova and Jamaica) and at the local community level (e.g. Zimbabwe and the Philippines).

168. Ongoing diaspora projects, such as MIDA Great Lakes, have been generating valuable lessons in terms of the impact and sustainability of diaspora skills and knowledge transfer.

169. In 2011, IOM migrant training activities were conducted in 56 countries, with significant activity in Asia (Malaysia, Nepal, the Philippines and Thailand) and the Middle East (Iraq, Jordan and the Syrian Arab Republic). A total of 42,664 migrants attended a pre-departure/post-arrival orientation course, a 4 per cent increase over the 2010 figure. Of these migrants, 30,670 (72%) were refugee resettlement cases and 11,994 (28%) were non-resettlement cases. Course participants in 2011 were 53 per cent men and 47 per cent women.

170. IOM currently provides pre-departure orientation to over 10 destination countries, including traditional resettlement countries such as Australia, Canada, the Netherlands, Norway, the United Kingdom and the United States, as well as to emerging resettlement countries, including Germany, Hungary and Japan.

171. IOM provides governments with assistance to facilitate the effective integration of migrants, recognizing that integration plays a critical role as a comprehensive migration management tool. In 2011, some 26 projects facilitated the socio-economic integration of migrants, addressed the vulnerability of marginalized groups and provided a platform for regional dialogue on migrant integration.

IOM Strategy points: 1, 2, 3, 4, 8 and 12

E. IOM Development Fund (formerly the 1035 Facility)

172. In 2011, a total of USD 6,606,705 was allocated to 45 different initiatives in 60 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 IOM Development Fund supported 16 initiatives with over USD 2,432,973, benefiting 20 eligible Member States. In Latin America and the Caribbean, USD 1,560,196 was allocated to 12 initiatives, benefiting 17 eligible Member States. One bi-regional project benefiting Member States in Africa and Latin America and the Caribbean was approved for USD 98,476. In Asia, eight initiatives, benefiting 12 Member States, were funded for a total of USD 1,285,517. In Europe, USD 929,543 was allocated to seven projects, benefiting nine Member States. In the Middle East, one project was approved for Jordan for USD 150,000.

173. The total of USD 6,606,705 allocated in 2011 included the following:

- USD 1,400,000 from Discretionary Income and USD 31,489 in recovered funds from completed projects for Line 1;

- USD 5,089,949⁶ from Discretionary Income and USD 50,545 in recovered funds from completed projects from Line 2 and a contribution of EUR 25,000 from the Government of Italy.

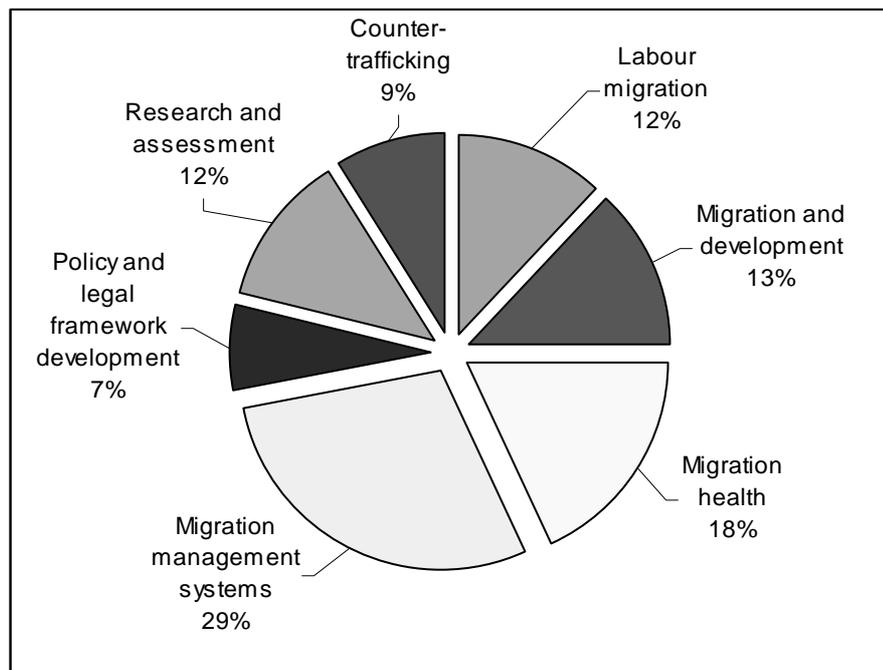
174. In late 2011, the Government of Italy made a further contribution of EUR 20,000, which was carried forward to be allocated to projects in 2012.

175. In 2011, the IOM Development Fund supported a wide range of initiatives across various thematic areas, including counter-trafficking, labour migration, migration and development, migration health, migration management systems, and research and training. The Fund found that, in 2011, there was a particular interest in migration health projects and projects to strengthen migration management systems, with over 47 per cent of available funding allocated to migration health research, strengthening the capacity of health ministries on migration issues, assessments of migration and border management structures, training in document fraud and data management. Other programme areas receiving assistance included diasporas and remittances, regional cooperation and inter-State dialogue.

176. The third evaluation of the IOM Development Fund (still called the 1035 Facility at the time) was completed during the first quarter of 2011 by the Office of the Inspector General and the report was provided to Member States.

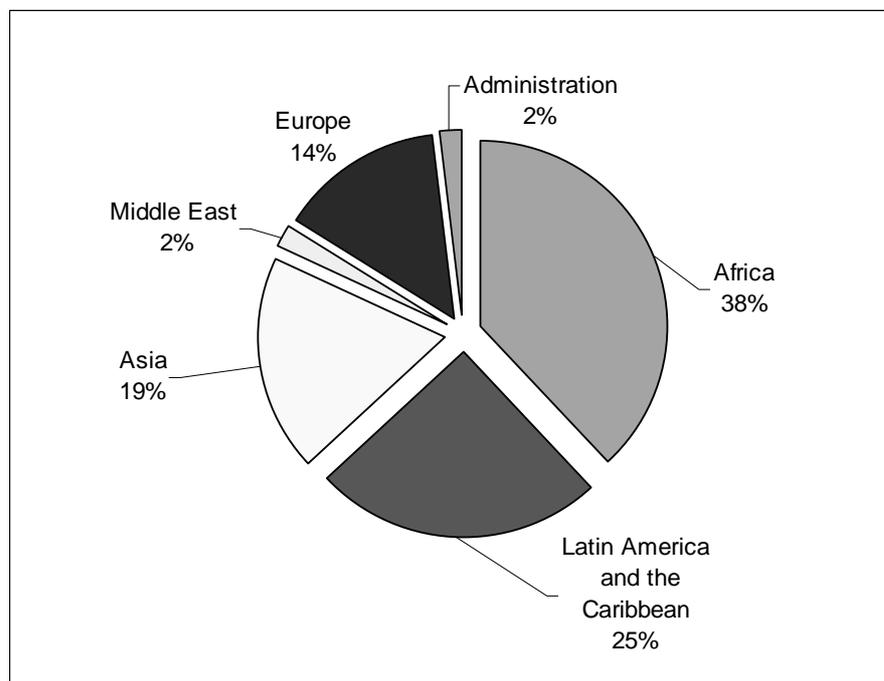
IOM Strategy points: 2, 3, 4, 5, 6, 7, 8, 11 and 12

Figure 9: Percentage distribution of IOM Development Fund allocations per project category in 2011



⁶ The Governments of Austria, Belgium, Hungary and the United States provided unarmarked contributions which are part of the Discretionary Income that funded the IOM Development Fund in 2011.

Figure 10: IOM Development Fund allocation percentages per region in 2011



IV. OPERATIONS AND EMERGENCIES

177. The Department of Operations and Emergencies is responsible for overseeing IOM's activities which fall under the four newly established divisions: (a) Preparedness and Response Division; (b) Transition and Recovery Division; (c) Land, Property and Reparations Division; and (d) Resettlement and Movement Management Division. In addition to increasing Headquarters-level support, the Department deployed six Emergency Specialists to Regional Offices to strengthen Field operations.

178. All programmes of the Department of Operations and Emergencies are linked to IOM Strategy points 1, 2, 5, 9 and 10.

179. In 2011, department expenditures were approximately USD 774 million and USD 250 million in additional transport and movement-related expenditures in support of various organizational activities.

180. The main donors supporting IOM operations and emergency activities were the Governments of Australia, Bangladesh, Canada, Colombia, France, Germany, Japan, the Netherlands, Sweden, Switzerland, the United Kingdom and the United States; the European Commission, the Central Emergency Response Fund, the Peacebuilding Fund, the Common Humanitarian Fund for Sudan, OCHA, the United Nations Development Programme, UNHCR, UNICEF and the World Food Programme. A number of IOM projects received private-sector funding.

181. To a large extent, the year was dominated by the crisis across North Africa – particularly in Libya – which brought forward cascading migration challenges in multiple locations, collectively putting hundreds of thousands of migrants at extreme risk. IOM responded in the quick and bold manner required to save lives, move migrants from harm's

way and take them home. The extraordinary demands of this operation challenged the organization to upgrade and strengthen the policies and procedures relevant to crisis mitigation, preparedness and response.

A. Preparedness and response

182. The Preparedness and Response Division provides support to IOM Regional Offices and Country Offices across a broad scope of areas: inter-agency liaison and communication, operational strategy development, contingency planning, situational assessment and analysis, early warning mechanisms, information management, standard setting and training/technical support.

183. In 2011, the Division reviewed, provided technical assistance for and endorsed over 100 project proposals submitted by Country Offices. Including “carry-overs” from 2010, more than 130 projects in 39 countries were funded in 2011.

184. The implemented projects spanned a range of life-saving services, from preparedness and disaster risk management through to emergency response services, including transportation, shelter, non-food item distribution, water, sanitation and hygiene, protection, logistics, cluster coordination, communications, registration profiling and displacement tracking.

185. More than 10 million individuals affected by complex emergencies and natural disasters benefited from these projects. Beneficiaries were internally and externally displaced persons, stranded migrants, refugees, host communities and communities at risk of displacement. National authorities and civil servants were also beneficiaries, availing themselves of capacity-building projects. Particular attention was given to mainstreaming gender and age concerns into IOM’s humanitarian programming in order to address appropriately the special needs of women and children and to ensure equal participation in and access to services.

Major emergency response operations

186. Libya and North Africa: Owing to the extreme political changes and security issues in the region, IOM operations during 2011 developed in two phases. The first six months were primarily dedicated to receiving, processing, caring for and repatriating the thousands of vulnerable foreign workers who were fleeing Libya and arriving at land border locations. The second six months saw a continuation of these services with the addition of inside-Libya services as security and access improved. IOM carried out assessments of the affected population, established innovative and urgent transportation arrangements to move vulnerable persons away from excessively risky environments, provided material assistance and care for disadvantaged persons in situ, and coordinated closely with operational authorities of both the former and new regimes, the United Nations, NATO and other foreign entities. IOM’s crisis response in North Africa was the largest operational exercise in the Organization’s history.

187. Sudan and South Sudan: Following the 9 January 2011 referendum that resulted in the establishment of South Sudan, IOM organized the transportation of 23,000 South Sudanese to their new country, and also provided additional aid and logistical support.

188. Horn of Africa: In response to the drought and food crisis that affected 13 million individuals across the Horn of Africa, IOM provided emergency transportation, shelter and health support to Somalis crossing the border to Kenya and Ethiopia, and implemented quick-impact livelihood projects in receiving communities and communities affected by drought.

Support for humanitarian reform and engagement in the cluster system

189. IOM is engaged at all levels of the Inter-Agency Standing Committee, and is committed to the implementation of the results-oriented transformative agenda at the earliest possible date.

190. IOM serves as the lead agency for the camp coordination and camp management cluster for displacement induced by natural disasters, which supports national authorities in the Plurinational State of Bolivia, Colombia, the Dominican Republic, Haiti, Namibia, Nepal, Nicaragua, Pakistan, the Philippines, Thailand and Timor-Leste. In 2011, camp coordination and camp management capacity-building programmes were implemented in Argentina, the Plurinational State of Bolivia, Burkina Faso, Colombia, Timor-Leste, Haiti, Côte d'Ivoire, Namibia, Niger, Pakistan and the Bolivarian Republic of Venezuela.

191. IOM is an active partner of the shelter cluster, and provides input for global-level discussions. At the country level, IOM serves as shelter cluster lead in Afghanistan (co-leader), the Plurinational State of Bolivia, Colombia, Haiti, Pakistan, the Philippines and South Sudan (co-leader). IOM is fully engaged in the housing, land and property working group within the global protection cluster.

192. In December, the Division conducted a one-week course on migration crisis management in Amman, Jordan, for 35 staff from Egypt, Iraq, Jordan, Turkey and Yemen, the goal of which was to prepare staff to carry out needs assessments and to report on and maintain updated contingency plans.

B. Transition and recovery

193. The Transition and Recovery Division provides support to IOM Regional Offices and Country Offices in post-crisis situations in accordance with the Division's response framework. In brief, the objective is to support displaced populations, often through the strengthening of national authorities, from early recovery through to positive durable solutions in a manner that protects the most vulnerable, ensures appropriate gender considerations, prevents forced displacement and stabilizes communities affected by the migratory consequences of disasters.

194. In 2011, the Division reviewed, provided technical assistance for and endorsed 136 proposals submitted by Country Offices; of these proposals, 71 projects in 23 Field Offices received funding.

195. The primary countries where IOM intervened for transition and recovery activities in 2011 were often those where the engagements of previous years were continued. Some interventions responded to complex crises with protracted displacement situations (Colombia and Sudan), while others were aimed at preventing secondary displacement and stabilizing communities (Afghanistan, Iraq and Pakistan). In other situations, IOM transition and recovery programming overlapped previous IOM emergency response interventions, such as

in Haiti (reconstruction and ending displacement), the Sahel (mid- and longer-term consequences of massive returns following the Libya crisis) and the Horn of Africa.

Programme highlights

196. IOM implemented durable solution projects in Colombia, Haiti and Sudan to end protracted displacement situations. Specific activities included conducting participatory assessments to develop community-led processes; providing transportation and health services; providing housing and small infrastructure; developing livelihood and reintegration support in areas of settlement; and conducting market assessments and supporting income-generating initiatives.

197. IOM implemented 40 community stabilization projects to support communities affected by forced migratory pressure as a result, primarily, of inter-community violence. Examples of community stabilization projects include the provision of capacity-building support, the rehabilitation of small essential infrastructure, livelihood support and conflict mitigation measures. Colombia and Haiti were the largest recipients of community stabilization projects.

198. IOM implemented 15 projects under the associated headings of security sector reform/demobilization, disarmament and reintegration/peacebuilding. A significant portion of the work took place through a capacity-building programme in Afghanistan, several projects in the Democratic Republic of the Congo and, to a lesser extent, smaller initiatives in Colombia, Haiti, Sri Lanka and Uganda.

199. IOM implemented five projects in Haiti, Sri Lanka and Tajikistan dedicated to disaster risk reduction, an emerging field aimed at reducing the risks faced by mobile communities.

Election support activities

200. Implemented mostly in 2010, IOM provided technical and operational support for the Southern Sudan Referendum Commission in the organization of out-of-country voting in eight countries. The referendum was conducted successfully on 9 January 2011, with 98.8 per cent of voters favouring the establishment of a new country. In addition, IOM supported election monitoring for the EU in Cambodia, Ecuador, Guinea, Rwanda and Tunisia.

C. Land, property and reparations

201. The Land, Property and Reparations Division provides assistance to governments and societies to resolve land and property disputes and victims' reparations in the aftermath of natural disasters or conflict. These issues, which are nearly always contentious, need to be addressed within the context of broader peacebuilding and reconstruction efforts that also include the development of durable solutions in terms of displacement and sustainable livelihoods for vulnerable societies. In 2011, IOM worked on these issues in Colombia, Haiti, Iraq, Kyrgyzstan, Nepal, Serbia, Sierra Leone and Zimbabwe.

202. The Division worked on a research project entitled Dialogue on Solutions to the Palestinian Refugee Problem – Development of Three Technical Options Papers on Aspects of a Just and Comprehensive Solution for Palestinian Refugees. This project, to be completed

in March 2012, was a continuation of IOM's long-standing collaboration with Canada's International Development Research Centre, and is aimed at making technical knowledge about reparation programmes available to stakeholders in the Middle East peace process engaged in the development of a comprehensive solution for Palestinian refugees.

203. The Division worked on a project assessing options for providing assistance to civilian victims of the Yugoslav wars. This project, funded by the Government of Finland at the request of the International Criminal Tribunal for the former Yugoslavia, will be completed in June 2012.

204. The Land, Property and Reparations Division staff provided expert advice as researchers, speakers and trainers in the areas of post-crisis land and property issues, and in regard to victims' reparations in Cambodia, Cyprus, Iraq and Nepal. Furthermore, the Division organized two joint training courses on the theme of "Land, property and conflict" with the United States Institute of Peace, training over 40 officials from IOM, United Nations agencies, the World Bank, national governments and NGOs.

D. Resettlement and movement management

205. The Resettlement and Movement Management Division directs, oversees and coordinates IOM's resettlement work and transport programmes, negotiates and maintains the Organization's global agreements with air carriers, trains movement staff, administers the Humanitarian Assistance for Stranded Migrants (HASM) fund, backstops complex and emergency movement programmes and provides guidance and support to the Organization's Field managers.

206. In 2011, 444,673 refugees, migrants, internally displaced persons and other persons of concern received international transportation assistance under the auspices of IOM. This includes those under HASM.

Resettlement

207. Ongoing refugee resettlement programmes continued through 2011 with IOM providing a range of services – case processing, health assessments, cultural orientation and transport – in large-scale operations in Austria, Cuba, Egypt, Ethiopia, Iraq, Jordan, Kenya, Malaysia, Nepal, Pakistan, Sudan, the Syrian Arab Republic, Thailand, Turkey and Uganda, with smaller-scale resettlement operations occurring from an additional 106 States. During the year, 82,154 refugees were resettled with IOM assistance to 44 countries of destination, among them the United States (52,094), Canada (12,832), Australia (7,128), Norway (2,385), Sweden (2,480), Denmark (1,000), Switzerland (1,005), Finland (716) the United Kingdom (631), the Netherlands (531) and New Zealand (490).

Repatriation

208. A total of 15,009 individuals were repatriated under the auspices of the memorandum of understanding between UNHCR and IOM. Significant repatriation activities took place from Yemen to Ethiopia (5,431), Zambia to Angola (2,343), the Democratic Republic of the Congo to Angola (1,526), Ghana and other surrounding countries to Liberia (5,401) and Egypt to Sudan (308).

Special movement operations

209. As a result of the conflict in Libya, nearly 800,000 migrants suddenly fled the country, predominately to Tunisia and Egypt. Together with UNHCR, IOM established the Humanitarian Evacuation Cell to coordinate donor support for the large-scale movement operations needed to move migrants from makeshift border camps to their home countries. IOM and its partners provided international travel assistance – charter flights, commercial flights, boats and buses – to repatriate more than 218,000 migrants, among them Chadians (62,700), Bangladeshis (32,200), Egyptians (30,600), Nigerians (26,800) and Sudanese (18,600).

210. Other significant operations with large transportation components in 2011 were: (a) the rescue and return of stranded migrants from Yemen to Ethiopia; (b) movements of refugees, third-country nationals and internally displaced persons displaced by civil strife in Côte d'Ivoire; (c) transfers of vulnerable migrants fleeing drought and insecurity in Somalia to safe havens in Ethiopia and Kenya; (d) organized returns of South Sudanese from Sudan to the newly established country of South Sudan; and (e) the voluntary repatriation of Angolan refugees from Zambia and the Democratic Republic of the Congo.

Movement management

211. An essential resource for IOM in carrying out its work is access to reliable, cost-effective and flexible air transportation arrangements. The Division negotiates and maintains global agreements with over 40 international air carriers and several air charter operators to provide readily available transport options to offices and programmes. The workload is significant: in 2011, IOM processed 32,487 airline invoices.

Humanitarian Assistance for Stranded Migrants

212. HASM offers ad hoc return assistance to vulnerable migrants for whom other assistance is not available through existing programmes or external resources. HASM allows the Organization to help individual migrants, often in extreme or threatening circumstances, to return home safely and with dignity. In 2011, HASM assisted 465 individuals, three times the 2010 figure (152).

Statistical tables for 2011

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

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

215. 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.

216. 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 2011, document MC/2297).

217. 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 82 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	Total migrants	Region/Area of destination														
			Africa and the Middle East							Africa and the Middle East total	Americas						Americas total
			Central Africa	East Africa	Horn of Africa	Middle East	North Africa	Southern Africa	West Africa		Andean countries	Caribbean	Central America and Mexico	North America	South America, other	Southern Cone	
Africa and the Middle East	Central Africa	2 775	14					1 526	6	1 546	6		2	690			698
	East Africa	56 302	57	46 141	912				6	47 116				6 236			6 236
	Horn of Africa	75 971			68 126				1	68 127				4 022			4 022
	Middle East	18 403		7	5 455	205		1	24	5 692	8			10 082			10 090
	North Africa	91 094	82	6	6 798	383	11 358	4	51 391	70 022	4	3	645			1	653
	Southern Africa	4 873	226	12	11				2 376	2 634				830			830
	West Africa	89 643	12	1	33		5	1	87 595	87 647				1 336		2	1 338
Africa and the Middle East total		339 061	391	46 167	81 335	588	11 363	3 908	139 032	282 784	18		5	23 841		3	23 867
Americas	Andean countries	2 735			2					2	22	20	153	1 341		239	1 775
	Caribbean	3 775						1	2	3		1 512		2 212	6		3 730
	Central America and Mexico	2 200					1		3	4	797	60	382	640	98		1 977
	North America	398				6		14		20	1		130	3	223		357
	Southern Cone	2 007	1	1					1	3	22	1	15	581	36		655
Americas total		11 115	1	1	2	6	1	15	6	32	842	1 593	680	4 777		602	8 494
Asia and Oceania	Australia and New Zealand	651		5	1	10	4	40		60	20		3	15		158	196
	Central Asia	567							1	1				467			467
	Far East	253	1		1					2	4			62	4		70
	Melanesia	12			1					1							
	Micronesia	1															
	South Asia	30 266		1						1				17 412			17 412
	South-East Asia	22 168		14		40	2	1	2	59	13			18 354			18 367
South-Western Asia	3 670				1				1			2	1 772	3		1 777	
Asia and Oceania total		57 588	1	20	3	51	6	41	3	125	37		5	38 082		165	38 289
Europe	Baltic States	119				12	4	1	1	18				6			6
	Caucasus	113												75			75
	Central Europe	6 749	1	3	7	79	97	3	149	339	7	4	7	1 805	6		1 829
	Eastern Europe	2 555	5	6	2	2	3	2	53	73	3		1	2 041			2 045
	Nordic countries	2 289	15	20	55	775	17	2	135	1 019	8	5	10	7	14		44
	South-Eastern Europe	4 891			6	49	8		11	74	1			3 528			3 529
	Southern Europe	3 510	2	14	38	116	280	33	163	646	428	6	46	279	1 106		1 865
Western Europe	16 683	57	104	64	1 971	242	286	689	3 413	203	24	47	284	36	1 510	2 104	
Europe total		36 909	80	147	172	3 004	651	327	1 201	5 582	650	39	111	8 025	36	2 636	11 497
Grand total		444 673	473	46 335	81 512	3 649	12 021	4 291	140 242	288 523	1 547	1 632	801	74 725	36	3 406	82 147

Region/Area of destination																	
Asia and Oceania								Asia and Oceania total	Europe							Europe total	
Australia and New Zealand	Central Asia	Far East	Melanesia	Polynesia	South Asia	South-East Asia	South-Western Asia		Baltic States	Caucasus	Central Europe	Eastern Europe	Nordic countries	South-Eastern Europe	Southern Europe		Western Europe
133								133			11	168		1	218	398	
800		1						801		21		811		688	629	2 149	
557					13			570		43		2 236		9	964	3 252	
1 279	2				8	41	4	1 334		84	15	870			318	1 287	
202					17 504	1 349	244	19 299	1	1	171	714	14	3	216	1 120	
1 166		1			1	26		1 194				120	1		83	215	
342					3			345				73		12	228	313	
4 479	2	2			17 529	1 416	248	23 676	1	1	341	15	4 992	15	713	2 656	8 734
487					1			488		1	10	9		113	337	470	
19					6			25				7			10	17	
1		97			85	1		184		12	1		4	12	6	35	
20					1			21									
350		4	1			7		362		1	6	1	22	1	461	987	
877		101	1		93	8		1 080		1	19	12	38	5	586	848	1 509
2	2	61	2	23	87	94	15	286	6		2	7	6	7	9	72	109
23	14							37				2	60				62
25		5				123	4	157				2	19		1	2	24
7					4			11									
											1						1
1 349					11 018		8	12 375		10		339			129	478	
2 614		22			98	125	208	3 067				547			128	675	
983							6	989		74		761			68	903	
5 003	16	88	2	23	11 207	342	241	16 922	6		86	12	1 732	7	10	399	2 252
	13					3	2	18		62		15					77
1					2		5	8			2	11	9		8		30
45	288	184			188	144	136	985	9	345	161	1 693	24	1 218	35	111	3 596
102	58	3			5	10	63	241		78	1	41	65	1	10		196
3	90	6			148	17	236	500	2	65	10	455	7	181	6		726
632	91				1	6	163	893	2	17	2	13	169	160	6	26	395
19	3	2			85	121	498	728	2	18	13	36	3	30	3	166	271
421	538	584			422	415	678	3 058	2	712	184	1 532	7	5 594	66	11	8 108
1 223	1 081	779			851	716	1 781	6 431	17	1 297	371	3 787	286	7 193	116	332	13 399
11 582	1 099	970	3	23	29 680	2 482	2 270	48 109	24	1 299	817	3 826	7 048	7 220	1 425	4 235	25 894

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

Service	Programme/ Project	Region of departure	Total migrants	Countries/Regions of destination																
				Angola	Australia	Bangladesh	Brazil	Burkina Faso	Canada	Chad	Côte d'Ivoire	Denmark	Egypt	Ethiopia	Finland	Ghana	Guinea	Haiti	Iraq	
Movement, Emergency and Post-crisis Migration Management	Resettlement Assistance	Africa	18 503		1 715				3 479			239		2	202					
		Asia and Oceania	40 997		3 735				3 508			629			297					
		Europe	7 484	1	667				929		1	22			12					
		Latin America and the Caribbean	2 895		19		23		424			2								
		Middle East	12 272		992				4 492			108			205					
	North America	3																		
	Subtotal^a	82 154	1	7 128		23		12 832		1	1 000		2	716						
Movement, Emergency and Post-crisis Migration Management	Repatriation Assistance	Africa	145 348	2 346		12 530		1 239			44 741	2 069		8 178	59		25 395	5 678	265	
		Asia and Oceania	1																9	
		Europe	147																	
		Latin America and the Caribbean	90																	
		Middle East	865											643					204	
	North America	2																		
	Subtotal	146 453	2 346		12 530		1 239			44 741	2 069		8 178	702		25 395	5 678	478		
Movement, Emergency and Post-crisis Migration Management	Emergency and Post-emergency Operations Assistance	Africa	147 220			4 880		222			12 266	13		3 111	45 492		1 755	36	27	
		Asia and Oceania	11 124				4													
		Europe	3 637																	
		Latin America and the Caribbean																		
		Middle East																		
	North America																			
	Subtotal	161 981			4 880		4	222		12 266	13		3 111	49 103		1 755	36	27		
Movement, Emergency and Post-crisis Migration Management total^a			390 588	2 347	7 128	17 410	27	1 461	12 832	57 007	2 083	1 000	11 289	49 807	716	27 150	5 714	505		
Regulating Migration	Return Assistance for Migrants and Governments	Africa	919				7			12	134			3		22	68			
		Asia and Oceania	844		1	12	3		1				4	3	1					
		Europe	25 987	109	119	130	1 877	16	251		4	16		97	83		189	90	1 263	
		Latin America and the Caribbean	2 719				19		1					1				1 210		
		Middle East	1 129												1 098					
	North America	11		5														6		
	Subtotal^{a, b}	31 609	109	125	142	1 899	23	253		16	150		4	101	1 185		211	158	1 211	2 676
Regulating Migration	Counter- trafficking	Africa	267			1					1				50		1	1		
		Asia and Oceania	164																	
		Europe	97			7														
		Latin America and the Caribbean	73																	
		Middle East	64												3					
	North America																			
	Subtotal^b	665			8					1				53		1	1			
Regulating Migration	Immigration and Border Management	Africa	925												909					
		Asia and Oceania	5																	
		Europe	194		2												1	1	1	
		Latin America and the Caribbean	10																	
		Middle East	80												80					
	North America																			
	Subtotal	1 214		2										989		1	1	1		
Regulating Migration total^{a, b}			33 488	109	127	150	1 899	23	253	17	150		4	101	2 227		213	160	1 211	2 677
Facilitating Migration	Labour Migration	Africa	12								12									
		Europe	2																	
		Latin America and the Caribbean	506								490									
		Europe	144																	
		North America																		
	Subtotal	664								502										
Facilitating Migration	Migrant Processing and Integration	Africa	5 906		1 411				489			6			295	1				
		Asia and Oceania	4 387		918		3		1 602			3								
		Europe	2 966		423	2			1 487			4					1	2	2	
		Latin America and the Caribbean	4 111		691		15		928			5						1		
		Middle East	335		282				14						3					
	North America	237		15				1												
	Subtotal	17 942		3 740	2	18		4 521			18			298	2	3	2			
Facilitating Migration total			18 606		3 740	2	18		5 023		18			298	2	3	2			
Migration and Development	Migration and Economic Community Development	Africa	1 526	1 526																
		Subtotal	1 526	1 526																
Migration and Development total			1 526	1 526																
General Programme Support	Humanitarian Assistance for Stranded Migrants	Africa	32			1						4								
		Asia and Oceania	66													2	1			
		Europe	32											3						
		Latin America and the Caribbean	313											2			1	304		
		Middle East	21												2					
	North America	1																		
	Subtotal	465			1						4			7	2	2	304	1		
General Programme Support total			465			1					4			7	2	2	304	1		
Grand total			444 673	3 982	10 995	17 563	1 944	1 484	18 108	57 024	2 237	1 022	11 390	52 041	1 014	27 367	5 879	1 515	3 185	

^a Some of the movements of migrants resettled to a third country are also assisted in the programmes classified under Assisted Voluntary Returns.

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

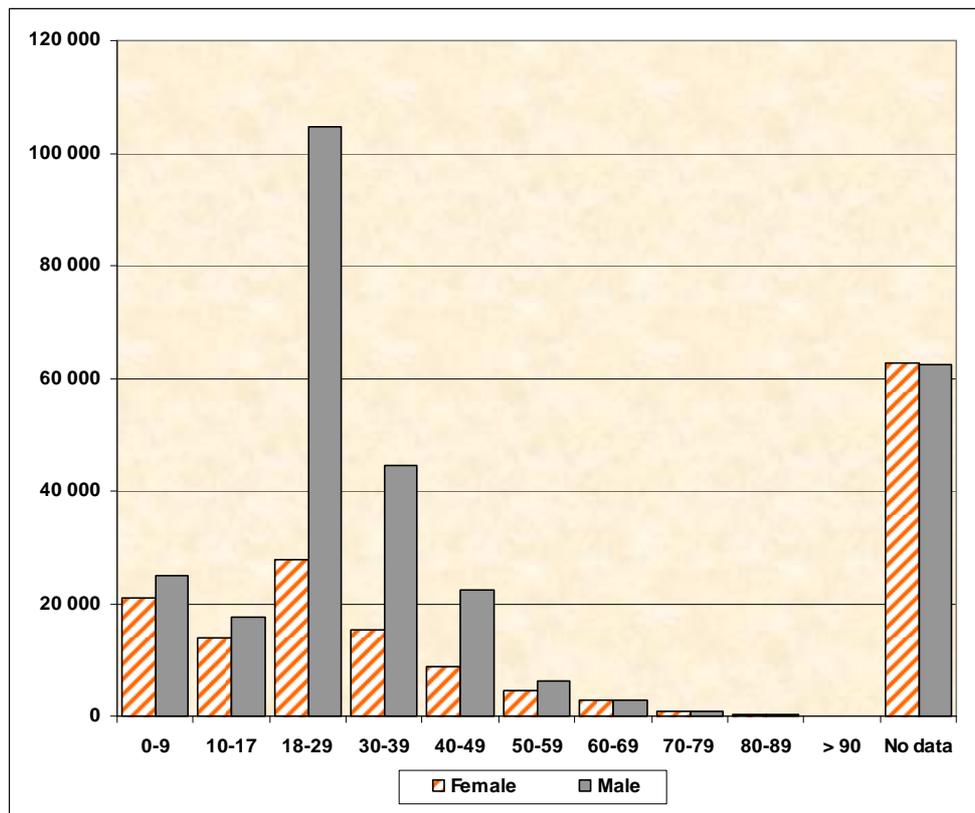
Countries/Regions of destination																Other countries in								
Kenya	Liberia	Mali	Mauritania	New Zealand	Niger	Nigeria	Norway	Philippines	Russian Federation	Serbia	Kosovo/UNSC 1244	South Sudan	Sri Lanka	Sudan	Sweden	Switzerland	The former Yugoslav Rep. of Macedonia	United Kingdom	United States of America	Africa	Asia and Oceania	Europe	Latin America and the Caribbean	Middle East
				31 334	1	1 718 363 169		12						4 1	1 557 433 63	931 31 4		477 17 41	7 652 31 339 5 316	18 1	24 2	475 271 250	2 4 5	
				120 5			2 133						1		12 415	39		5 91	2 214 5 571	2	4	1 222	76	
				490	1	2 385	12						1	5	2 480	1 005		631	52 094	19	30	1 222	76	
5	8 588	4 686	3 503		16 712	3 202		707		6		110	40	2 995						1 400	784	35	1	74
1					4			114	5				1	1			18		50	17	2	3	7	1
6	8 588	4 686	3 503		16 716	3 202		821	5	6		110	41	2 996		18			50	1 418	786	41	29	75
46 140	21	2 003	185		3 499	516		79				22 672		3 538						664	81		3	17
								90					11 018								8		4	
46 140	21	2 003	185		3 499	516		195				22 672	11 018	3 538						664	89		7	17
46 146	8 609	6 689	3 688	490	20 216	3 718	2 385	1 028	5	6		22 782	11 060	6 539	2 480	1 023		631	52 144	2 101	905	1 263	112	92
2	6	35		1	308	84		4	6	1		5	1	11	2			47	11	198	8	5	12	10
47	15	14	9	1	12	509	8	86	2 524	2 825	1 548		81	72	2		1 938	9	24	1 223	4 592	3 332	1 050	359
				1	2			1	1	1			177	2	2			47	47	1	183	28	1 224	
49	21	49	9	2	320	595	8	90	2 531	2 827	1 549	5	259	83	4		1 938	56	82	1 465	5 287	3 441	2 307	369
2					2			14					1	1					5	175	26	2		
					1			4											35	7	90	1	8	
1					1														3	36	54		36	
					24			9					6						28	2	5			
3					28			23	4				7	1						2	5	15		
					2			6					4	1						16			147	9
					2			6					4	1						5	11	18	147	9
52	21	49	9	2	320	625	8	113	2 541	2 827	1 549	5	270	85	4		1 938	56	153	1 672	5 460	3 532	2 507	369
																					2		7	9
																				14			130	
1				43				86							19	34		60	2 122	38	1	1 300		3
1				14				1	1	25	64	75					1	1 586	8	3	94	152		
				12		27		2	1	11					4		2	15	17	32	351	384		
				26				1							16	19		386	592	12	979	429		
								6											5		25	221		
2				95		27	96	1	37	64	75				39	53	31	449	4 320	63	48	2 749	1 186	3
2				95		27	96	1	37	64	75				39	53	31	449	4 320	77	50	2 756	1 325	3
	5												2							16	1		8	
					2								2							4	47	4	8	
					2				2											2	18	2	1	
								2					2							1	1	2	2	
																				6	1		8	
																					1			
5					4			2	2				6							29	69	8	19	
5					4			2	2				6							29	69	8	19	
46 200	8 635	6 738	3 697	587	20 536	4 374	2 489	1 144	2 585	2 897	1 624	22 787	11 336	6 624	2 523	1 076	1 969	1 136	56 617	3 879	6 484	7 559	3 963	464

Table 3: Movements by budgetary region and service classification

Region	Service area classification	Total migrants
Africa	Emergency and Post-emergency Operations Assistance	118 278
	Repatriation Assistance	45 662
	Resettlement Assistance	7 861
	Migrant Processing and Integration	3 799
	Migration and Economic/Community Development	1 526
	Immigration and Border Management	909
	Return Assistance for Migrants and Governments	552
	Counter-trafficking	235
	Labour Migration	26
Africa total		178 848
Asia and Oceania	Resettlement Assistance	51 592
	Emergency and Post-emergency Operations Assistance	11 124
	Migrant Processing and Integration	6 628
	Repatriation Assistance	1 123
	Return Assistance for Migrants and Governments	844
	Counter-trafficking	114
	Immigration and Border Management	5
	Labour Migration	2
Asia and Oceania total		71 432
Europe	Return Assistance for Migrants and Governments	26 026
	Resettlement Assistance	14 648
	Migrant Processing and Integration	2 873
	Counter-trafficking	83
	Immigration and Border Management	69
	Repatriation Assistance	25
Europe total		43 724
Latin America and the Caribbean	Migrant Processing and Integration	3 740
	Return Assistance for Migrants and Governments	2 729
	Labour Migration	636
	Immigration and Border Management	151
	Counter-trafficking	93
	Repatriation Assistance	86
Latin America and the Caribbean total		7 435
Middle East and North Africa	Repatriation Assistance	99 557
	Emergency and Post-emergency Operations Assistance	32 579
	Resettlement Assistance	5 705
	Return Assistance for Migrants and Governments	1 458
	Immigration and Border Management	80
	Counter-trafficking	47
Middle East and North Africa total		139 426
North America	Resettlement Assistance	2 216
	Migrant Processing and Integration	902
	Counter-trafficking	23
North America total		3 141
Global Support/Services	Humanitarian Assistance for Stranded Migrants	465
	Resettlement Assistance	132
	Counter-trafficking	70
Global Support/Services total		667
Grand total		444 673

Table 4 Statistics by gender and age group

Age group	Gender		Total
	Female	Male	
0-9	20 861	25 079	45 940
10-17	14 031	17 468	31 499
18-29	27 740	104 641	132 381
30-39	15 313	44 596	59 909
40-49	8 930	22 530	31 460
50-59	4 577	6 162	10 739
60-69	2 696	2 853	5 549
70-79	850	853	1 703
80-89	162	189	351
> 90	18	28	46
No data	62 742	62 354	125 096
Total	157 920	286 753	444 673



V. RESOURCES MANAGEMENT

A. Overview

218. The Department of Resources Management is responsible for establishing and implementing policies to ensure sound financial, personnel and information technology (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 2011, regular consultations and coordination with Members States and donors were carried out on a number of financial and administrative matters.

219. 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 performance measures in Field Offices and administrative centres, and ensuring that operating procedures assured internal controls.

220. The Department is composed of five divisions and two units, 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 Unit; and (g) Staff Travel Coordination Unit.

221. 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.

222. Projects mostly funded by the European Commission requiring co-funding continued to be a challenge in 2011. The Co-funding Review Group met regularly to manage the Organization's co-funding exposures.

223. The Budget Division supported various institutional processes during the course of 2011, in particular those relating to the structural and budget reforms. A number of documents were prepared to facilitate discussions on budgetary matters at the governing body meetings.

224. Regarding the structural changes, the Budget Division worked with all parties concerned to ensure that budget allocations were optimized so as to facilitate smooth transition and implementation of new Field structures. Support was provided either remotely or through onsite visits to some Regional Offices to assess needs and make recommendations for budgetary decisions.

225. The Budget Division also provided technical support to the Working Group on Budget Reform, which presented two documents with relevant resolutions on: the establishment of a migration emergency funding mechanism; and the addition of contributions from new Member States to the Administrative Part of the Budget, which were adopted by the Council in December 2011. Technical support was also provided to the Drafting Group on Budget Reform to facilitate its work to consolidate existing budget resolutions and mechanisms which is expected to be finalized in 2012.

226. Considerable progress was made during the course of 2011 to enhance the interim budget solution which now facilitates the timely upload of budget data in PRISM. This will

allow for more effort to be channelled towards quality control of budget data and planning for the next phase of PRISM Integrated Planning.

227. 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 2011, 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 Field Offices in terms of technical developments and purchased local currency at best value. In 2011, the Division strove to continue to provide this support and oversaw IOM's global banking relations at a time when its financial network was expanding enormously. Efforts are under way to modernize the Organization's systems and re-work its banking strategy in order to maintain effective controls and make maximum use of cash resources.

228. The Staff Travel Coordination Unit continued to plan, coordinate, strengthen and exercise control over expenditures for long distance and entitlement travel and to provide support and guidance to offices worldwide by resolving travel-related issues. Over 2,700 staff travel arrangements were handled during 2011, of which almost 1,300 were tickets (including tickets purchased on the Internet) for travel from Geneva, and 268 visas were issued for multiple destinations. The Unit also supported staff arriving at Headquarters by finding them cost-effective accommodation in hotels and short-let studios.

229. The Common Services Unit 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.

230. During the reporting period, the Unit undertook the following: (a) oversaw the procurement of (non-IT) goods and services at Headquarters by observing and promoting best practices following established IOM procurement policies; (b) managed assets and supplies and maintained agreements with vendors at Headquarters; (c) facilitated the management of office space at Headquarters, identified office space and made arrangements to accommodate new staff and consultants; (d) dealt with the daily management of the Headquarters building – including renovations – and the security access control system, thus ensuring the safety of 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; (h) printed all documentation for IOM consultations with Member States and governing body meetings; (i) provided procurement and logistical support for Headquarters celebrations of the Organization's 60th anniversary; and (j) in coordination with the Office of the Director General, initiated steps towards reducing Headquarters carbon footprint through: (i) practical in-house initiatives (staff awareness-raising, recycling of plastic bottles and paper, etc.); and (ii) liaison with the relevant Swiss authorities on existing sustainable solutions and related funding prospects.

231. In 2011, the Information Technology and Communications Division continued its work in building on and leveraging existing information systems and technology to meet IOM's evolving business, data-processing and reporting (operational, statistical and donor) needs. Some highlights are described below.

232. The ITC Advisory Board comprising 11 senior management members from Headquarters and the Field was established. The Board was formed to provide management advice on a variety of important issues such as: (a) the organizational risk of not effectively addressing information technology and communications (ITC) needs when information management is the building block of an efficient and effective operation; (b) credibility with donors where accurate and timely reporting and performance assessments are concerned; (c) the Organization's capacity to adapt to emerging technologies; and (d) competing ITC priorities in the face of scarce resources.

233. Following the global implementation of PRISM Financials, IOM's 145-odd accounting offices continued to focus on improving user experience through enhancements, such as the development of new reports, and contributing to furthering the existing knowledge and skills of current users through training and knowledge sharing.

234. In 2011, the PRISM HR roll-out continued and was further extended to Afghanistan, Bosnia and Herzegovina, Georgia, Guatemala, Haiti, Iraq, Kazakhstan, Kyrgyzstan, Peru, Poland, Senegal, Sudan, Timor-Leste and Zambia, bringing the total number of Field Offices using PRISM HR to 54. This figure represents 84 per cent of IOM staff whose personnel and payroll records are now being processed by the system.

235. Other functionalities through PRISM were also implemented in 2011. One example of this was the successful implementation of the Staff Evaluation System for all IOM staff worldwide, in coordination with the Human Resources Management Division.

236. Alternative forms of training were also encouraged, such as the online Staff Evaluation System training and the remote training for PRISM Asset Management which targeted more than 80 Country Offices over a web-conferencing and online training tool (WebEx).

237. IOM's internal custom-built system MiMOSA (Migrant Management and Operational Systems Application), which records biographic and demographic information on migrants for whom IOM provides medical, assisted voluntary return, counter-trafficking and movement services, underwent a revision of its data definitions to improve data quality, capture and compliance with its upgraded version. Ongoing enhancements included adding barcodes to medical forms to expedite the data entry of completed health assessments, facilitating system access to the Migration Health Division's digital X-rays so that radiologists can read results remotely over the Internet, and improvements in invoicing and reporting for the Canadian resettlement programme.

238. The MiMOSA system interface with the Worldwide Refugee Admissions Processing System, which belongs to the US State Department's Bureau of Population, Refugees and Migration, was enhanced so that migrant medical and travel data could be imported into MiMOSA. In addition, two other system interfaces were implemented to: (a) automatically send arrival notification of refugees to the US resettlement agencies and domestic travel agents; and (b) to import domestic booking details to eliminate duplicate data entry by IOM operations staff.

239. The upgrade of IOM's e-mail and Windows system was successfully completed in its two central IT infrastructure hubs (Geneva and Manila) and further introduced to over 75 Field Offices. The strategic IT objective of using virtualization technology for server

consolidation and optimization was introduced to: (a) address server growth and maintenance needs within scarce resources; (b) reduce power consumption and space requirements; (c) increase availability of critical applications; and (d) simplify IT operations in general, thereby enabling a faster response to changing business needs. Improved infrastructure at the hubs also enhanced capacity to host related system services for the Field Offices, thus giving them the much-needed opportunity to reduce related office overhead costs relating to maintenance.

B. Financial highlights

240. Combined total expenditure for the administrative and operational programmes reached USD 1.31 billion in 2011, representing an overall decrease of almost USD 50 million (or 3.7%) compared with the 2010 result of USD 1.36 billion. The expenditures under the Administrative Part of the Budget were USD 44.3 million, while expenditures under the Operational Part of the Budget were USD 1,265.4 million, as shown in the table below.

Expenditure (excluding exchange rate differences)	2011 USD million	2010 USD million
Administrative programme	44.3	37.3
Operational programmes	1 265.4	1 322.1
Total expenditure for the year (excluding exchange rate differences)	1 309.7	1 359.4

241. With regard to projects by region and operational expenditure, in 2011, 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 2010, are shown in the table below.

Operational programmes expenditure by region	USD million		
	2011	2010	Increase/ (decrease)
Asia and Oceania	310.5 (2)	263.8 (2)	46.7
Africa	205.4 (3)	188.9 (3)	16.5
Europe	154.2 (4)	162.1 (4)	(7.9)
Latin America and the Caribbean	376.1 (1)	518.1 (1)	(142.0)
Middle East	142.4 (5)	71.7 (6)	70.7
North America	34.1 (7)	27.0 (7)	7.1
Global support/Services	42.7 (6)	90.5 (5)	(47.8)
Total	1 265.4	1 322.1	(56.7)

242. 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 2011, as was the case in 2010. The spending on movement, emergency and post-crisis migration management increased significantly, primarily because of activities related to the crisis in Libya, including the evacuation of third-country nationals to Asia. The total expenditure decreased by USD 56.7 million, which was primarily due to fewer activities in

migration and development (particularly in Latin America and the Caribbean) and regulating migration (particularly in Europe).

Operational programmes expenditure by service classification	USD million		
	2011	2010	Increase/ (decrease)
Movement, Emergency and Post-crisis Migration Management	774.1 (1)	676.5 (1)	97.6
Migration Health	73.3 (4)	64.1 (4)	9.2
Migration and Development	106.3 (3)	257.5 (3)	(151.2)
Regulating Migration	246.1 (2)	265.6 (2)	(19.5)
Facilitating Migration	52.2 (5)	49.1 (5)	3.1
Migration Policy and Research	4.9 (6)	3.9 (7)	1.0
Reparation Programmes	3.7 (8)	1.4 (8)	2.3
General Programme Support	4.8 (7)	4.0 (6)	0.8
Total	1 265.4	1 322.1	(56.7)

243. Fourteen new Member States joined IOM in 2011, bringing the total membership to 146 (up from 132 in 2010). The number of active operational projects increased to over 2,800 in 2011 (2010: 2,300). Some 8,500 staff were employed, primarily in the 440 Field locations throughout the world (2010: 460).

Administrative programme

244. The administrative programme remains a very small part of total expenditure, this year accounting for only 3.4 per cent of consolidated expenditure.

245. At 31 December 2011, total outstanding assessed contributions amounted to CHF 7,795,371 (2010: CHF 6,279,983). Nine Member States concluded repayment plans, accounting for CHF 1,265,740 of the total amount outstanding. A limited number of Member States accounted for most of the overdue amount.

246. Outstanding assessed contributions being more than the previous year, the provision for doubtful receivables was increased in 2011 by CHF 191,285 (2010: decrease of CHF 562,382). The total outstanding assessed contributions requiring a provision increased to CHF 5,351,521 at 31 December 2011 (2010: CHF 5,160,236).

247. The approved budget for the 2011 administrative programme was CHF 39,388,000 (2010: CHF 39,388,000), which was supplemented by CHF 10,280 of contributions from new Member States. Programme expenditures during the course of the year of CHF 39,115,319 resulted in an under-expenditure of CHF 282,961. After absorbing the above-mentioned increase in the provision for doubtful receivables of CHF 191,285, the administrative programme ended with a surplus of CHF 91,676, which will be carried forward for use in accordance with Council Resolution No. 1077 of 4 December 2002 (Systemic solution for the use of surplus in the Administrative Part of the Budget).

Operational programmes

248. Total expenditure under the Operational Part of the Budget decreased by USD 56.7 million from USD 1,322.1 million in 2010 to USD 1,265.4 million in 2011, a 4.3 per cent decrease overall. This was primarily due to fewer activities in migration and development (particularly in Latin America and the Caribbean) and regulating migration (particularly in Europe). All other service classifications and regions experienced increases, the biggest of which was in movement, emergency and post-crisis migration management (primarily relating to the crisis in Libya, including the evacuation of third-country nationals to Asia).

249. The Field locations with the highest levels of expenditure were Colombia, Haiti, Peru, Pakistan and Afghanistan, all with expenditure exceeding USD 50 million.

250. The operational programmes ended in 2011 as follows:

- A carry-forward relating to the staff security mechanism of USD 6,668,249 (2010: USD 6,009,146);
- An increase to the Discretionary Income reserve of USD 6,318,442 (2010: USD 3,174,257).

251. 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.

252. 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 43.7 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.

253. Actual Discretionary Income, excluding staff security, amounted to USD 48.0 million (2010: USD 43.3 million), while staff security-related overhead amounted to USD 9.8 million (2010: USD 8.8 million), bringing the total Discretionary Income during 2011 to USD 57.8 million (2010: USD 52.1 million). This increase was primarily due to higher than budgeted project- and security-related overhead.

C. Human resources management

Summary of activities

254. The Human Resources Management Division developed and launched the Staff Evaluation System in 2011. The new system, which replaced the previous IOM Performance Development System, is an IT-based tool integrated into PRISM. At the end of 2011, the Division recorded 95 per cent global compliance in the first phase of the 2011–2012 cycle. The design of the Staff Evaluation System provided the opportunity to introduce a job architecture and a new competency framework, aimed at streamlining IOM's staffing planning, while enhancing the culture of performance management in the Organization.

255. The Human Resources Management Division actively supported the change management process of the IOM structural reform. In view of this transition, a new training package was developed to facilitate the application of the new *IOM Project Handbook*. A series of training sessions were facilitated by the Staff Development and Learning Unit and the Structure Review Team to secure the transfer of theoretical and practical knowledge on the new institutional tools and procedures involved in each phase of the project life cycle.

256. As the first important step towards creating a road map for a clear and responsive human resources landscape in IOM, the Human Resources Management Division launched a comprehensive staff survey which resulted in a wealth of qualitative and quantitative feedback on how best to streamline human resources processes. Towards the end of 2011, a human resources strategy (for 2012–2015), to be launched in 2012, was in its developmental stages and will take into account the feedback from the survey.

Staffing trends

257. In 2011, staff strength (8,503) increased by 19.41 per cent across 440 offices worldwide compared with the 2010 figure.

258. The recruitment trends for the Organization in 2011 were as follows:

- Vacancy notices issued for Officials in 2011: 76 (65% increase)
- Vacancy notices issued for Employees at Headquarters: 3
- Short-term vacancy notices issued for Officials: 85 (16% increase)
- Direct recruitments: 131.

259. During the course of 2011 there was a substantial increase in the recruitment and deployment of staff in countries in crisis and post-crisis situations, including Afghanistan, the Democratic Republic of the Congo, Haiti, Iraq, Pakistan, South Sudan and Sudan. The highest volume of recruitments was processed for the Middle East and North Africa region, principally due to requirements arising from the Arab spring.

Associate Experts, United Nations Volunteers and secondments

260. The following trends were observed for gratis personnel during the course of 2011:

- New Associate Experts: 5⁷
- Total Associate Experts recorded during reporting period: 22⁸
- Interns: 70 at Headquarters and 167 in Field Offices
- Total United Nations Volunteers: 13

⁷ The Governments of Finland, Germany, Italy, Sweden and the United States each funded one of these new Associate Experts.

⁸ The Associate Experts are funded by the Governments of Belgium, Denmark, Finland, France, Germany, Italy, Japan, Norway, Sweden and the United States.

- The Organization also loaned staff members to, or hosted staff members from, various institutions, including 21 people seconded from the Norwegian Refugee Council⁹ and 28 people from Syni¹⁰ to IOM.

Human resources management policies and services

261. The Human Resources Management Division at Headquarters, with the support of the two Administrative Centres, continued to support the effective management of IOM staff worldwide by providing in situ Country Office support on:

- Organizational review and position management – IOM South Africa, IOM Kenya, IOM Somalia, IOM South Sudan, IOM London and IOM Spain;
- Conditions of service alignment and transition to IOM systems – IOM The Hague, IOM Haiti and IOM Russian Federation.

262. In the year under review, the following instructions, guidelines and policies were developed or reviewed and implemented:

- Instruction on the conditions governing short-term assignments;
- Instruction revising sick leave administration;
- Introduction of the additional hardship allowance for service in non-family duty stations in line with the United Nations rules;
- Instruction on the newly introduced Staff Evaluation System;
- Revision of the Staff Rules and related annexes which will apply to all IOM staff in accordance with the recently approved Regulations.

Insurance administration and occupational health

263. In 2011, the Medical Service Plan was further extended to three Field Offices. A total of 121 Field Offices were enrolled in the Plan with 6,952 participants (staff members and eligible dependants). The number of participants in the Health Insurance Plan remained static with 1,955 participants, resulting in an overall total number of staff provided with medical insurance coverage of 8,907 at the end of the reporting period.

Staff development and learning

264. In 2011, 81 learning activities were facilitated for the benefit of 1,843 staff worldwide. A major focus was placed on supporting the implementation of the structural reform in the Field by cascading down to all Regional Offices the knowledge on project development and implementation. Over 30 staff members were trained to be trainers, thus ensuring the sustainability of learning activities in the new Regional Offices.

265. In addition, a new learning programme on investigation skills was launched, to strengthen the ability of IOM Chiefs of Mission and Regional Resources Managers to prevent irregularities and address them effectively as and when needed.

⁹ These people were deployed to Afghanistan, Haiti, Namibia, Pakistan, Sudan and Zimbabwe.

¹⁰ Syni is a non-profit project carried out by Lausanne City Council that offers professionals the possibility to participate in international cooperation assignments in Switzerland/Eastern Europe.

Table 5: Officials by category/grade, location and gender as at 31 December 2011

Category/Grade	Headquarters		Field		Total IOM Officials		
	F	M	F	M	F	M	Total
E-1		1				1	1
E-2	1				1		1
D-2		1				1	1
D-1	2	9	4	18	6	27	33
P-5	12	16	6	29	18	45	63
P-4	14	11	41	76	55	87	142
P-3	11	8	90	112	101	120	221
P-2	4	6	57	78	61	84	145
P-1			15	18	15	18	33
UG	8	3	30	33	38	36	74
Short-term Officials	12	8	31	36	43	44	87
Associate Experts	4	3	11	4	15	7	22
Total	68	66	285	404	353	470	823

Excluding:

- Interns, consultants and staff on special leave without pay.
- Seconded/loaned Officials.

Table 6: Distribution by category/grade and country of nationality of Officials employed as at 31 December 2011

Nationals of IOM Member States	Category/Grade												Total
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Short-term Officials	Associate Experts	
Afghanistan						1	1	1					3
Albania						1							1
Algeria						1							1
Angola													0
Antigua and Barbuda													0
Argentina						1	1						2
Armenia											1		1
Australia				1	3	3	12	2	1	4	1		27
Austria			1			3	4				1	1	10
Azerbaijan						1							1
Bahamas													0
Bangladesh				1	1	1	1	1					5
Belarus						1		1			1		3
Belgium					3	2	1	4	1	1	1	1	14
Belize													0
Benin													0
Bolivia													0
(Plurinational State of)					1		1						2
Bosnia and Herzegovina						2	3						5
Botswana										1			1
Brazil								2		1			3

Table 6: Distribution by category/grade and country of nationality of Officials employed as at 31 December 2011 (continued)

Nationals of IOM Member States	Category/Grade												Total	
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Short-term Officials	Associate Experts		
Bulgaria						1								1
Burkina Faso								1						1
Burundi											1			1
Cambodia														0
Cameroon												1		1
Canada					5	3	5	4	1		4	4		26
Cape Verde														0
Central African Republic											1			1
Chad								1						1
Chile				1										1
Colombia								4	3		2	1		10
Comoros														0
Congo														0
Costa Rica		1			2	2	5	1						11
Côte d'Ivoire						2		2						4
Croatia					2	1	1		1			1		6
Cyprus														0
Czech Republic												1		1
Democratic Republic of the Congo								1						1
Denmark						2							1	3
Djibouti														0
Dominican Republic														0
Ecuador						1						1		2
Egypt				1		1	1	5	5		1			14
El Salvador														0
Estonia							1							1
Ethiopia							3	1				1		5
Finland							2						2	4
France					5	7	9	6			9	12	1	49
Gabon														0
Gambia														0
Georgia						1	2					1		4
Germany				4	2	7	7	7	1		2	2	5	37
Ghana					2	1		4						7
Greece						1								1
Guatemala						1								1
Guinea												1		1
Guinea-Bissau								1						1
Guyana														0
Haiti							2							2
Holy See														0
Honduras														0
Hungary				1		1								2
India				1	2	2	3	1	1		1	1		12
Iran (Islamic Republic of)						1						1		2
Ireland							3	1						4
Israel						1								1
Italy				5	5	13	9	6			5	9	2	54
Jamaica														0
Japan					1	2	6	6				3	3	21

Table 6: Distribution by category/grade and country of nationality of Officials employed as at 31 December 2011 (continued)

Nationals of IOM Member States	Category/Grade											Associate Experts	Total	
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Short-term Officials			
Jordan						2	5	2	9	1	1			20
Kazakhstan						1								1
Kenya				1	2	1	11	9			1			25
Kyrgyzstan										1				1
Latvia							1							1
Lesotho														0
Liberia							1	1						2
Libya														0
Lithuania														0
Luxembourg														0
Madagascar														0
Maldives														0
Mali							1							1
Malta														0
Mauritania														0
Mauritius							1			1				2
Mexico							1	1				1		3
Micronesia (Federated States of)														0
Mongolia														0
Montenegro								1						1
Morocco														0
Mozambique				1		2				1				4
Namibia														0
Nauru														0
Nepal							1		1					2
Netherlands					1	3	1	1		2	2			10
New Zealand				2			1				1			4
Nicaragua						1	1	1						3
Niger														0
Nigeria														0
Norway				1		1	2	1					1	6
Pakistan						1		2		1	1			5
Panama					1		1	1				1		4
Paraguay														0
Peru					1		1							2
Philippines					3	1	13	9	1	3	1			31
Poland							1	1			1			3
Portugal						3	2	2			1			8
Republic of Korea						1								1
Republic of Moldova							1							1
Romania					1	3	1	2			1			8
Rwanda														0
Senegal							1	2						3
Serbia						5	8	1						14
Seychelles														0
Sierra Leone						1		2		1				4
Slovakia								1		1				2
Slovenia														0
Somalia														0
South Africa				1			3	2			2			8
South Sudan														0
Spain						1	2	1		3				7
Sri Lanka							1	1						2

Table 6: Distribution by category/grade and country of nationality of Officials employed as at 31 December 2011 (continued)

Nationals of IOM Member States	Category/Grade												Total
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Short-term Officials	Associate Experts	
Sudan				1			1		1		1		4
Swaziland													0
Sweden						2	4	1			1	3	11
Switzerland				2	7	2	2			1	5		19
Tajikistan							2		1				3
Thailand						1	4	3					8
Timor-Leste													0
Togo													0
Trinidad and Tobago													0
Tunisia													0
Turkey							1			1			2
Uganda						1		1		1	2		5
Ukraine						1	1	1					3
United Kingdom of Great Britain and Northern Ireland				1	3	12	12	2	2	6	5		43
United Republic of Tanzania							1						1
United States of America	1			5	7	22	25	19	3	7	9	1	99
Uruguay				3	2		1			2			8
Vanuatu													
Venezuela (Bolivarian Republic of)										1	2		3
Viet Nam							1						1
Yemen													0
Zambia								1					1
Zimbabwe							1					1	2
Nationals of Observer and non-Member States	Category/Grade												Total
	E-1	E-2	D-2	D-1	P-5	P-4	P-3	P-2	P-1	UG	Short-term Officials	Associate Experts	
Bahrain													0
Bhutan											1		1
China, including Hong Kong Special Administrative Region						1							1
Cuba													0
Eritrea							1						1
Fiji						1							1
Indonesia							4	4	1		1		10
Iraq							2			2	1		5
Lebanon						1		2		1			4
Malaysia							1	1					2
Myanmar										4			4
Papua New Guinea													0
Qatar													0
Russian Federation						3	4	2					9
San Marino													0
Sao Tome and Principe													0
Saudi Arabia													0
Syrian Arab Republic								1					1
The former Yugoslav Rep. of Macedonia					1		5	1					7
Turkmenistan							2						2
TOTAL	1	1	1	33	63	142	221	145	33	74	87	22	823

**Table 7: Breakdown of Headquarters and Field Employees
by nationality and gender as at 31 December 2011**

Nationals of IOM Member States	Headquarters		Field				Total
			General Services		National Officers		
	F	M	F	M	F	M	
Afghanistan			16	149		14	179
Albania		1	8	4	2		15
Algeria							0
Angola			4	26			30
Antigua and Barbuda							0
Argentina			19	4	1	1	25
Armenia			10	9	2	1	22
Australia			19	14		1	34
Austria			14	5		2	21
Azerbaijan			9	8			17
Bahamas							0
Bangladesh			25	44	5	9	83
Belarus		1	12	6	1		20
Belgium			17	16		1	34
Belize			1				1
Benin				1			1
Bolivia (Plurinational State of)			5	6			11
Bosnia and Herzegovina	1		17	10			28
Botswana			2				2
Brazil			3				3
Bulgaria	1		3	2			6
Burkina Faso				1			1
Burundi			1	1		1	3
Cambodia			15	15		1	31
Cameroon			3	5	1		9
Canada	1		5	7			13
Cape Verde							0
Central African Republic							0
Chad			20	56		1	77
Chile			5	1			6
Colombia	1		473	204	22	18	718
Comoros							0
Congo		1	3	3			7
Costa Rica			17	9	1	2	29
Côte d'Ivoire			3	20			23
Croatia				1			1
Cyprus							0
Czech Republic	1		2	4	1		8
Democratic Republic of the Congo			28	126		3	157
Denmark			1			1	2
Djibouti			1	4			5
Dominican Republic			4	4			8
Ecuador			19	24		2	45
Egypt			20	28	1		49
El Salvador			13	8			21
Estonia			3	2	1		6
Ethiopia		1	49	77	3	9	139
Finland			6	3		1	10
France	17	6	13	3			39
Gabon			1				1
Gambia			1	1			2

**Table 7: Breakdown of Headquarters and Field Employees
by nationality and gender as at 31 December 2011 (continued)**

Nationals of IOM Member States	Headquarters		Field				Total
	F	M	General Services		National Officers		
			F	M	F	M	
Georgia			36	21	4	1	62
Germany		1	20	10			31
Ghana	1		17	20	3	1	42
Greece			9	6		1	16
Guatemala			15	21			36
Guinea			8	14		1	23
Guinea-Bissau							0
Guyana			1	1	1		3
Haiti			151	466	8	8	633
Holy See							0
Honduras			8	6			14
Hungary			6	4			10
India			4	9			13
Iran (Islamic Republic of)	1		5	7		3	16
Ireland			4	1	1		6
Israel							0
Italy	3	2	31	15	4	1	56
Jamaica			4				4
Japan			11	5	1		17
Jordan			126	104	7	3	240
Kazakhstan			8	6	5		19
Kenya			147	186	8	10	351
Kyrgyzstan			5	11	3	1	20
Latvia			2			1	3
Lesotho			1				1
Liberia			3	7			10
Libya			7	7		1	15
Lithuania			10	2	2		14
Luxembourg							0
Madagascar							0
Maldives							0
Mali			1	5			6
Malta							0
Mauritania				3		1	4
Mauritius			2				2
Mexico	1		13	7			21
Micronesia (Federated States of)			1	2			3
Mongolia			1	1	1		3
Montenegro			5				5
Morocco			9	11			20
Mozambique				2	1		3
Namibia							0
Nauru							0
Nepal			147	225	4	7	383
Netherlands	1		32	31			64
New Zealand			1	1			2
Nicaragua			7	1			8
Niger			1	5			6
Nigeria			10	15	2	1	28
Norway			11	6			17

**Table 7: Breakdown of Headquarters and Field Employees
by nationality and gender as at 31 December 2011 (continued)**

Nationals of IOM Member States	Headquarters		Field				Total
			General Services		National Officers		
	F	M	F	M	F	M	
Pakistan			63	172	3	15	253
Panama			13	17	2	2	34
Paraguay			1	1			2
Peru		1	20	23		2	46
Philippines	1		140	86	16	15	258
Poland			29	5	2	1	37
Portugal		1	4	3	1		9
Republic of Korea			3				3
Republic of Moldova			49	21	3	4	77
Romania		1	9	6	1	1	18
Rwanda			2	3		1	6
Senegal			12	12	1		25
Serbia			26	39	2	5	72
Seychelles							0
Sierra Leone			1	12			13
Slovakia			23	10	1		34
Slovenia							0
Somalia			8	30		1	39
South Africa			20	8	8	2	38
South Sudan			20	155	2	1	178
Spain	1		11	3	2		17
Sri Lanka		2	32	80		5	119
Sudan			35	144	1	18	198
Swaziland							0
Sweden			4				4
Switzerland	13	5	10	3			31
Tajikistan			12	19		1	32
Thailand			158	105	2	5	270
Timor-Leste			7	18	1	1	27
Togo				1			1
Trinidad and Tobago			2				2
Tunisia			7	8			15
Turkey			16	9			25
Uganda		1	29	36	2	3	71
Ukraine			71	31	5	2	109
United Kingdom of Great Britain and Northern Ireland	7	1	12	11		1	32
United Republic of Tanzania	2		11	17		2	32
United States of America			31	28			59
Uruguay	2		3	1			6
Vanuatu							0
Venezuela (Bolivarian Republic of)			2	2	1		5
Viet Nam			53	17	1	5	76
Yemen			14	32		1	47
Zambia			9	14		1	24
Zimbabwe			36	69	3	6	114

**Table 7: Breakdown of Headquarters and Field Employees
by nationality and gender as at 31 December 2011 (continued)**

Nationals of Observer and non-Member States	Headquarters		Field				Total
			General Services		National Officers		
	F	M	F	M	F	M	
Bahrain							0
Barbados		1					1
Bhutan							0
China, including Hong Kong Special Administrative Region			7	4		1	12
Cuba			2				2
Eritrea			3	1			4
Indonesia	1		114	161	8	3	287
Iraq			42	131		8	181
Kuwait			1				1
Lao People's Democratic Republic			4	5			9
Lebanon			8	5			13
Malaysia			1	1			2
Marshall Islands			1				1
Myanmar			136	131	3	2	272
Papua New Guinea			3	3		1	7
Qatar							0
Russian Federation			71	25	2		98
San Marino							0
Sao Tome and Principe							0
Saudi Arabia							0
Syrian Arab Republic			63	74	2	1	140
The former Yugoslav Republic of Macedonia	1	2	10	2			15
Turkmenistan			2	1			3
Uzbekistan			1	1			2
TOTAL	57	28	3 247	3 951	171	226	7 680

VI. ADMINISTRATIVE CENTRES

A. Manila Administrative Centre

266. The Manila Administrative Centre is IOM's global administrative centre based in Manila which provides a range of administrative services, mainly covering human resources, finance, procurement, online communication, PRISM and IT, to IOM Headquarters and Field Offices. Throughout 2011, the Manila Administrative Centre continued to provide global administrative and programme support, highlights of which are given under each administrative unit as shown below.

267. The Field Procurement Unit provides procurement assistance to all IOM offices and ensures adherence to the established IOM procurement policies. In 2011, the Unit issued purchase orders valued at USD 6.6 million for the emergency, IT, communications, vehicle and other requirements of Field Offices. The Unit also reviewed procurement orders with a purchase value of USD 73.7 million. Furthermore, the Unit provided technical support with advice and recommendations concerning procurement best practices, documentation and processes.

268. The Manila 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. During 2011, Manila Financial Services implemented several new processes and instruments to improve overall service and support: automated generation of central financial reports, project release statistics, and overall review of PRISM data with the aim of improving the overall quality and accessibility of IOM’s financial information.

269. Manila Human Resources Operations continues to provide and strengthen global human resources administration support to Officials and Employees in Switzerland. It is responsible for the recruitment, personnel administration and payroll processing of Officials and Employees at Headquarters, and the provision of administrative services related to learning and development, and health and other types of staff insurances. In 2011, the Unit processed 3,550 personnel actions for Officials and Employees in Switzerland, published 79 vacancy notices (three of which for Employees), 87 short-term vacancy notices (two of which for Employees) and processed 131 direct recruitments (14 of which for Employees). During the reporting period, 7,790 applications were received and processed for Official positions and 331 applications for Employee positions. In addition, over USD 96 million was paid out in salaries on behalf of over 1,000 Officials and Employees in Switzerland. The Payroll Support Unit processes approximately 9,000 salary allocations every month to various projects in line with the principle of projectization.

270. The Information Technology and Communications Service Centre consolidates the Organization’s 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. Besides building and supporting the IOM Wide Area Network and the core ITC services, the Service Centre acts as the focal point for IOM offices 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 (Integrated Global Airlines Ticket Order Record). In 2011, the Service Centre responded to 22,830 service requests, upgraded the Wide Area Network – which now spans 188 locations – and also upgraded the e-mail and Windows systems. The Service Centre actively supported the roll-out of PRISM HR to 14 additional offices and updated and enhanced the reporting capabilities of PRISM. In 2011, over 10,000 PRISM-related service requests from staff worldwide were addressed. In terms of training, the Service Centre conducted training sessions for end-users both in PRISM HR and PRISM Financials, and developed interactive learning programmes for IOM staff. The newly introduced Staff Evaluation System is also supported by the Service Centre.

271. In 2011, the Staff Security Unit at the Manila Administrative Centre provided technical advice on safety and security issues, office security assessments, crisis management support, specialized training and/or funding assistance to over 89 IOM offices. The Unit also responded to about 552 safety and security incidents.

272. The IOM Pension Administration is principally responsible for all matters related to the United Nations Joint Staff Pension Fund for IOM. It acts as the focal point and contacts, on behalf of the Fund, affiliated Field Offices and participating staff members. The Unit also serves as the Staff Pension Committee’s secretariat. In 2011, the IOM Pension Administration

reported fund contributions and managed data and information for 4,428 staff members in 65 offices worldwide, averaging a monthly transaction volume of USD 2.71 million.

273. The Project Information Unit maintains the central registry of IOM projects worldwide and is the institutional source of IOM's current and past project information. The Unit currently uses FileNet as its project database, which it regularly updates based on information and documentation received from managing offices and relevant units. In 2011, it registered 900 new projects, attended to 681 project code request submissions, responded to 420 project-related information inquiries, sent out 861 reporting reminders and uploaded 12,485 project documents in FileNet. Over 77,653 project documents are currently available in FileNet.

274. The Research and Publications Unit assisted in the production of 55 publications by providing editing, design, layout and printing services. The Unit also distributed 42,000 IOM 60th anniversary folders and 23,000 IOM holiday cards worldwide. Thirty-seven e-mail alerts were sent out to more than 8,000 external recipients, while 82 IOM publications were added to the Online Bookstore. The Unit also provided administrative support to the 2011 Global Consultation of Chairs and Secretariats of Regional Consultative Processes on Migration, held in Botswana, and to the International Dialogue on Migration intersessional workshops held in Geneva.

275. The Website, Intranet and Digital Assets Management Unit managed a broad portfolio of online communication tools and channels including the IOM website, Intranet, enterprise document management system and image library, as well as partnership websites, e-commerce applications, social media accounts, e-newsletters and survey tools.

276. Working with other units at the Manila Administrative Centre, the Unit carried out a series of design, productivity and usability enhancements of the Intranet and document management system to improve access to project information. On the occasion of IOM's 60th anniversary, it set up a dedicated website and created a popular, viral-style video featuring IOM staff from offices around the world.

277. The Global Migration Health Support Unit is the delocalized portion of the Migration Health Division located at Headquarters. In 2011, it continued to provide global support services to Headquarters, Field Offices 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.

278. The Movement Systems Support Unit, composed of the Airline Invoice 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 2011, the Unit processed 32,487 airline invoices worth USD 144 million.

279. The Resource Management Unit is responsible for providing administrative support to over 300 staff. This Unit also provides day-to-day management of office premises, vehicles, staff travel and common services. In addition, the Unit is responsible for the overall financial management of the Manila Administrative Centre, including accounts payable and

budget control. It also oversees the Accounts Payable Unit, which processed invoices with a total value of USD 9 million in the financial year 2011. Furthermore, the Unit also provided logistical and administrative support to various sub-offices in the Philippines.

B. Panama Administrative Centre

280. The Panama Administrative Centre provides IT, security and administrative support, medical and insurance services, and global support services in human resources management. In 2011, IOM continued consolidating and expanding the services provided by the Centre.

281. The Panama Administrative Centre has five functional units with a total of 21 staff (2 Officials and 19 local staff). In addition to providing support to other offices, the Administrative Centre holds country office representation status in Panama and has expanded its presence with the implementation of projects in the country, which had a total of 14 staff positions at the end of 2011.

282. During 2011, Panama Accounting Services provided technical support to IOM offices in the areas of accounting and financial control services. The regional accountants focus on monitoring the complete accounting processes and providing technical advice to offices in the Americas. The Unit reviewed and monitored office accounting books and also provided assistance during monthly and yearly closures in close coordination with Headquarters, the Manila Administrative Centre and IOM offices.

283. The Field Personnel Support Unit continued to provide global support to all IOM offices in the human resources management of local Field personnel. In 2011, staff from the Unit travelled to Field Offices in order to assess the local conditions and provide specific support as required. At the end of 2011, the total number of staff locally recruited in IOM worldwide and served by this Unit was approximately 7,595, excluding alternative staffing resources such as interns and consultants. The Unit also continued to coordinate the reclassification process for Official positions. In addition, the Field Personnel Support Unit actively supported the implementation of new policies on contracts and human resources management by implementing internal controls on various processes.

284. The Information Technology and Communications Unit at the Panama Administrative Centre provides support services to offices in the Americas region and acts as an IT helpdesk, taking advantage of the time zone and language to offer real-time support. In 2011, the Unit also coordinated, with its sister units at Headquarters and in Manila, the development of technical specifications for the establishment of a disaster recovery centre; it also provided support and advice to Country Offices for the recruitment of IT staff.

285. The Health and Insurance Medical Unit at the Panama Administrative Centre continued to provide occupational health advice and services to offices in the Americas and Africa. In 2011, a total of 2,622 medical actions were processed, involving medical clearances, advice and approval of procedures for IOM staff (57% increase since 2010). The Health Claims Processing Unit provided services to IOM staff in the Americas and Africa through the processing of medical insurance claims. In 2011, a total of 3,258 claims were processed (13% increase since 2010) and 861 staff/dependants were included in the medical insurance plan (46% increase compared with 2010). The Head of the Unit travelled to several locations in Africa and the Americas, assessed the situation of the occupational health

services and the enrolment of staff in the health insurance plan, and provided useful recommendations to offices.

286. The Staff Security Unit at the Panama Administrative Centre provided technical guidance and support to offices on the management of security for staff and premises located in the Americas region. Throughout 2011, the Unit continued to provide technical advice, office security assessments and specialized training to several IOM offices with a view to enforcing compliance with security standards, policies and procedures. The Unit networked with a number of UNDSS colleagues, and announced to them the recent establishment of the Staff Security Unit in Panama. Furthermore, the Unit continued to proactively engage United Nations agency security officers in the region, in cooperative efforts to address IOM office safety and security management concerns.

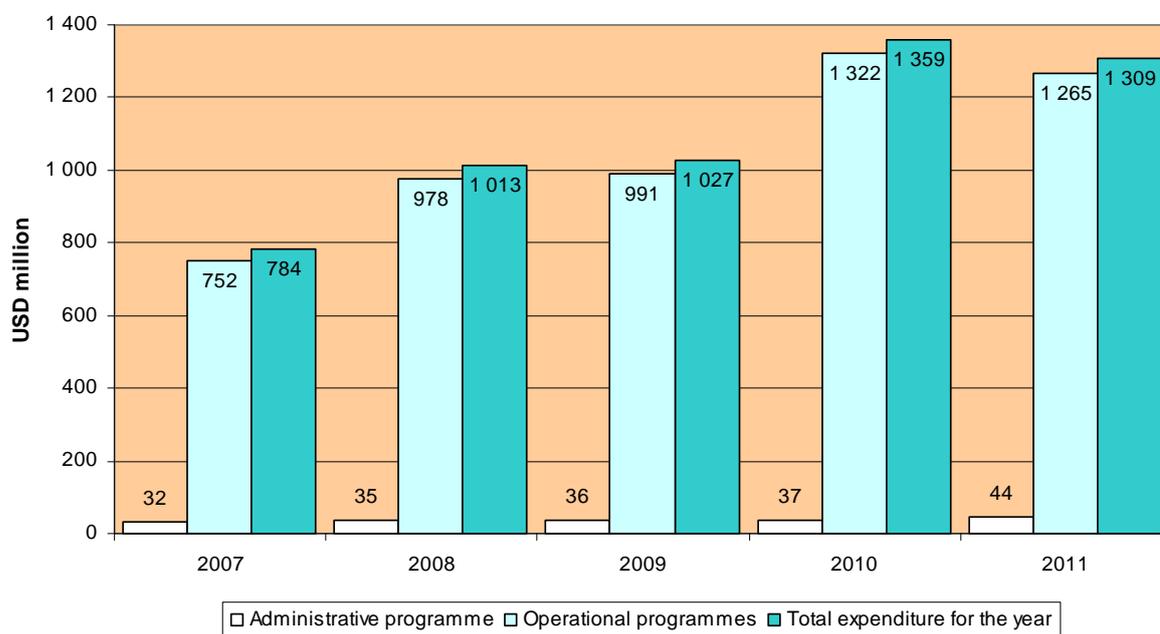
Annex I

STATISTICS ON IOM ACTIVITIES FOR THE YEAR 2011

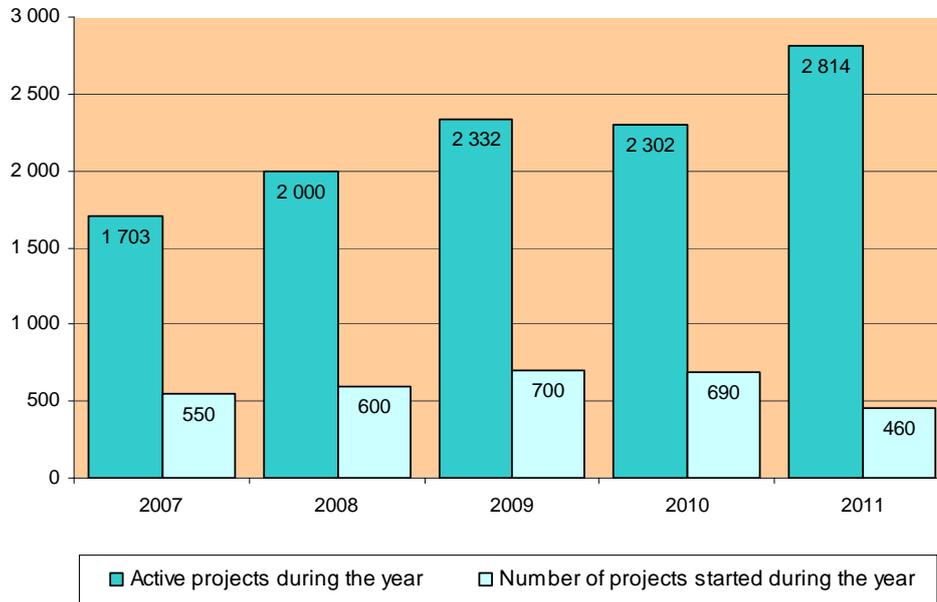
1. IOM total expenditures, 2007–2011 (USD million)

	2007	2008	2009	2010	2011
Administrative programme	32	35	36	37	44
Operational programmes	752	978	991	1 322	1 265
Total expenditure for the year	784	1 013	1 027	1 359	1 309

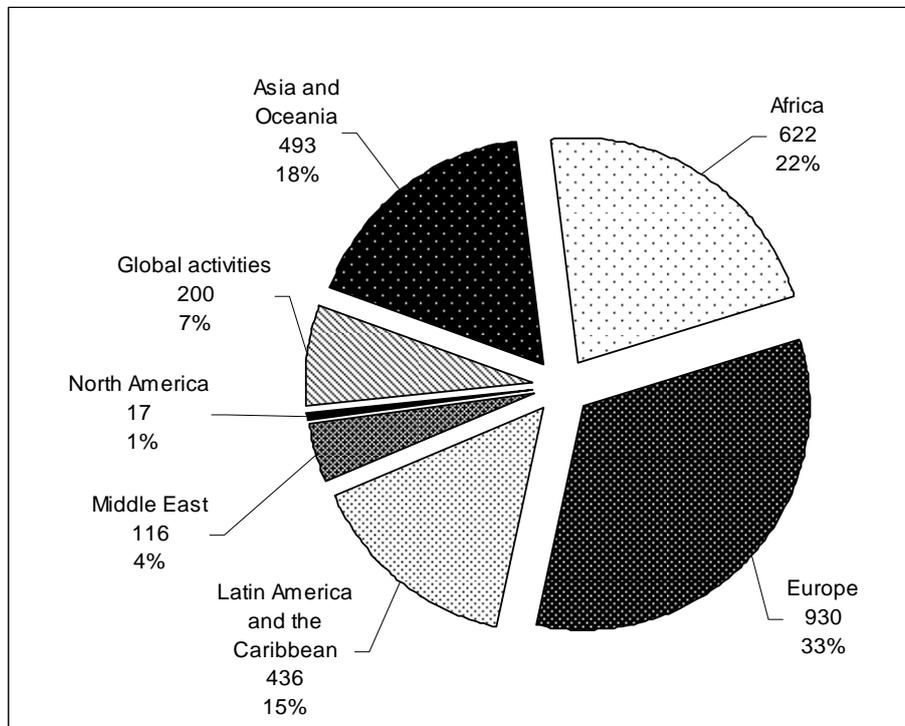
Source: IOM's Financial Reports.



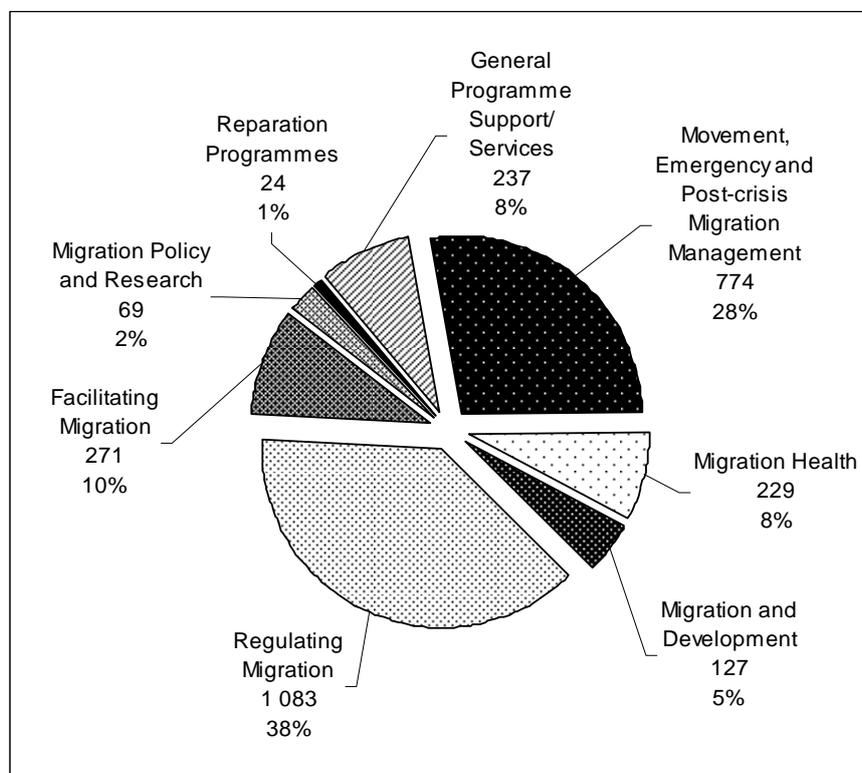
2. Active projects, 2007–2011



3. Breakdown of operational projects by region, 2011



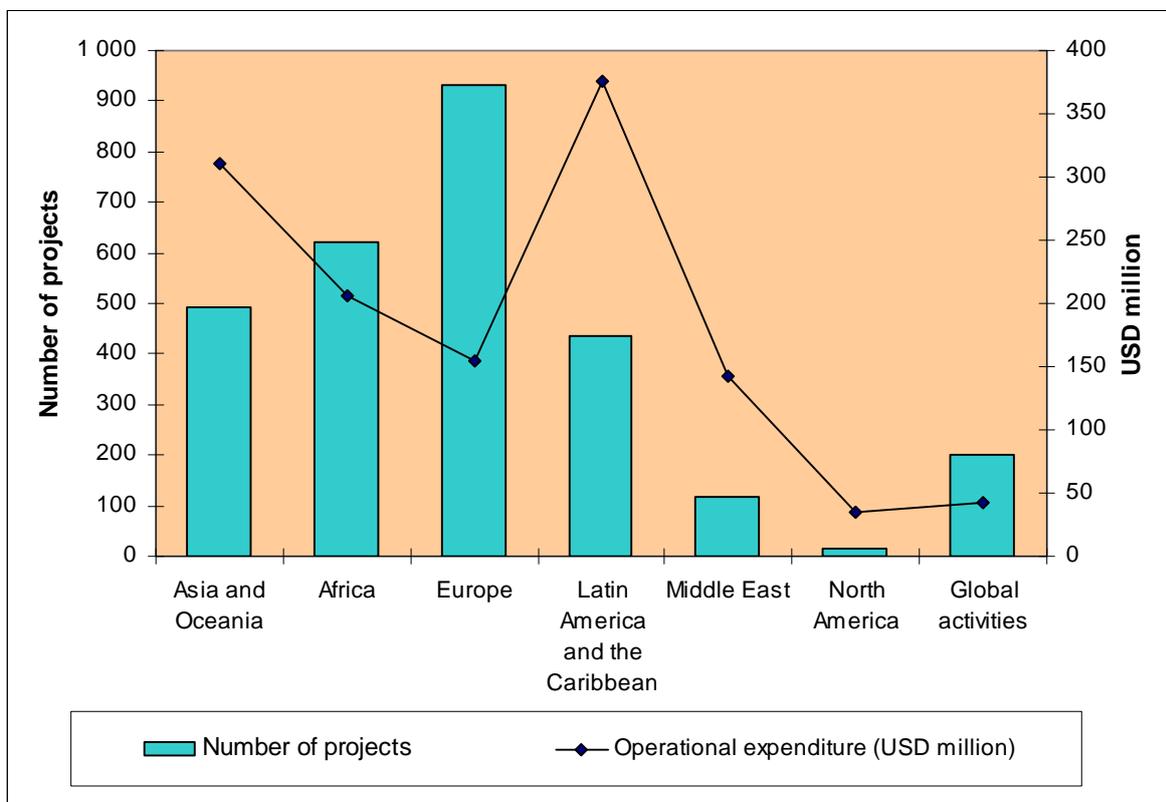
4. Breakdown of operational projects by service classification, 2011



5. Breakdown of projects by region and operational expenditure, 2011

	Number of projects	Operational expenditure (USD million)*
Asia and Oceania	493	310.5
Africa	622	205.4
Europe	930	154.2
Latin America and the Caribbean	436	376.1
Middle East	116	142.4
North America	17	34.1
Global activities	200	42.7
Total	2 814	1 265.4

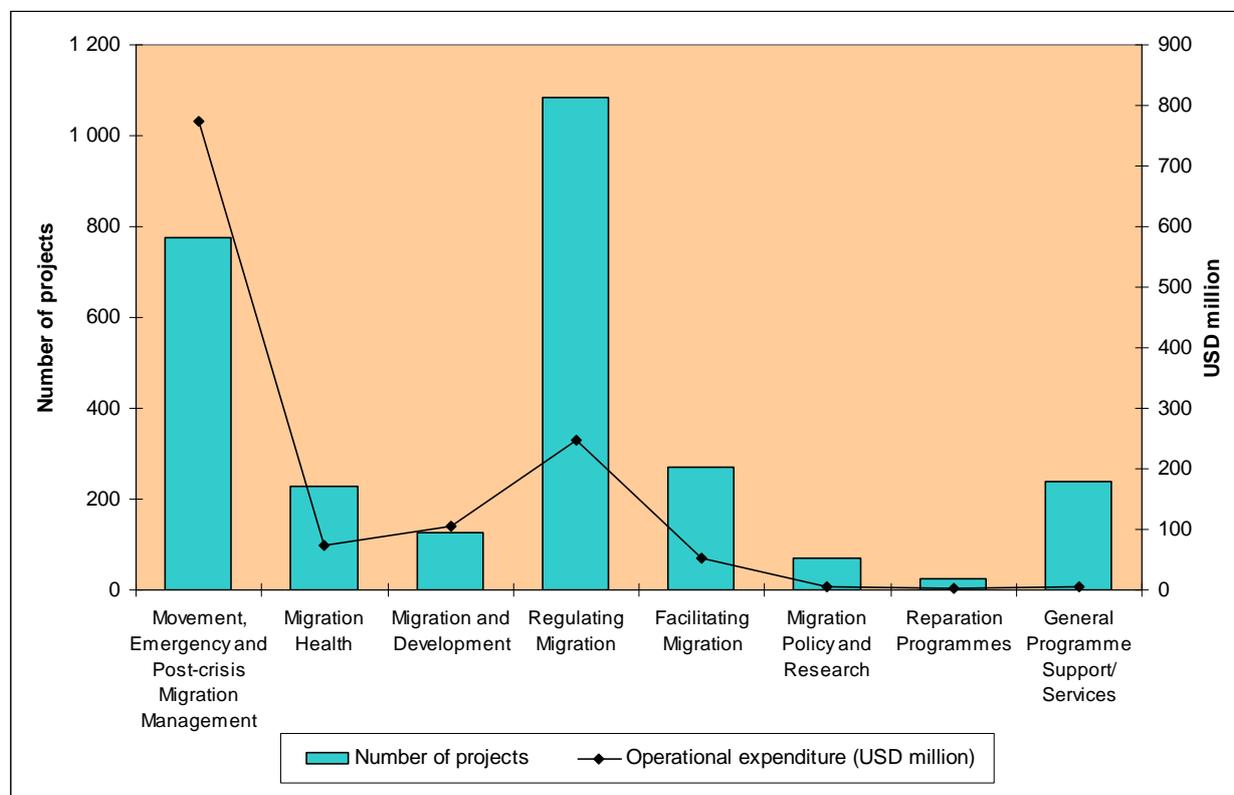
* Source: 2011 Financial Report, Appendix 3 – Statement of financial performance by region.



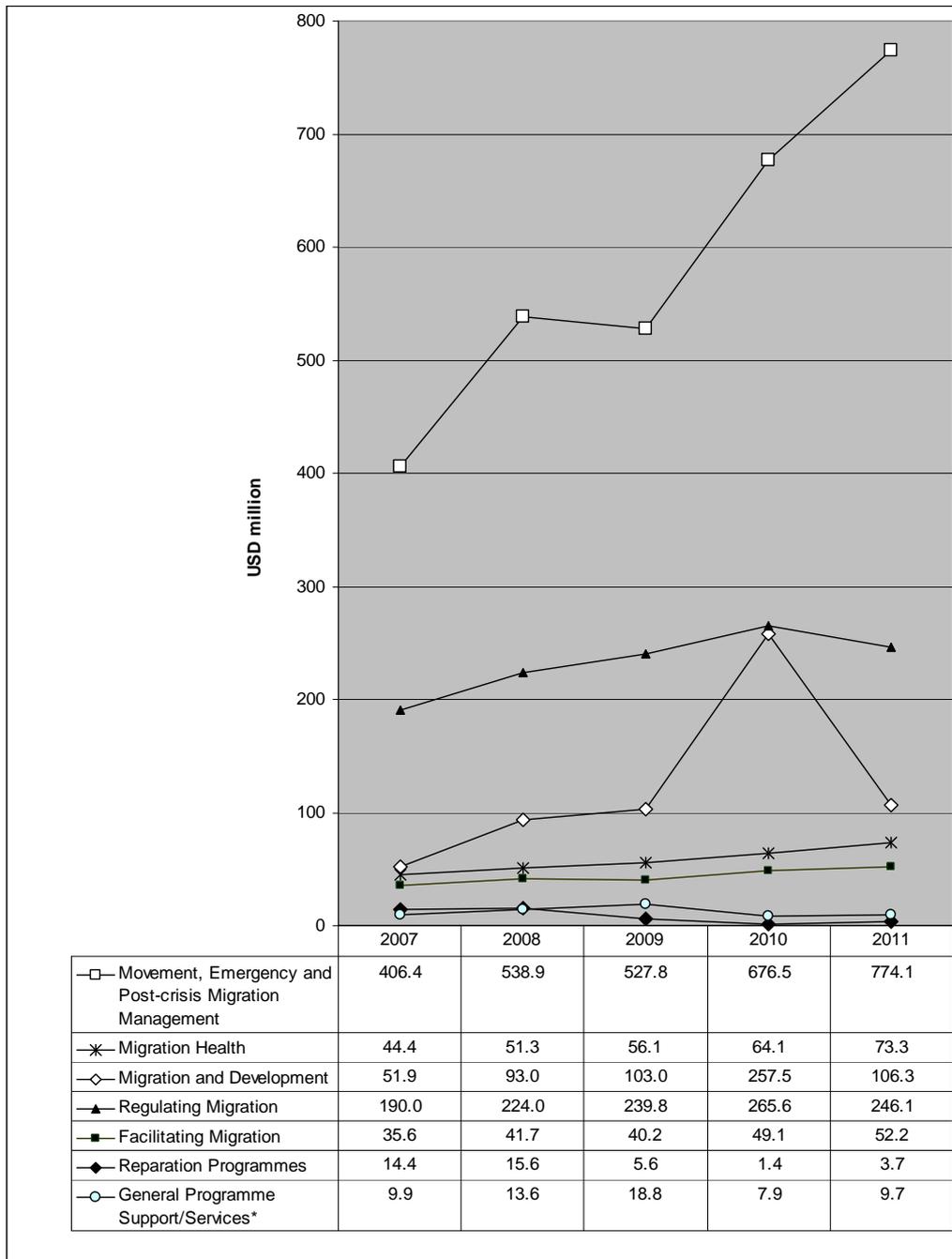
6. Breakdown of projects by service classification and operational expenditure, 2011

	Number of projects	Operational expenditure (USD million)*
Movement, Emergency and Post-crisis Migration Management	774	774.1
Migration Health	229	73.3
Migration and Development	127	106.3
Regulating Migration	1 083	246.1
Facilitating Migration	271	52.2
Migration Policy and Research	69	4.9
Reparation Programmes	24	3.7
General Programme Support/Services	237	4.8
Total	2 814	1 265.4

* Source: 2011 Financial Report, Appendix 3 – Statement of financial performance by service.

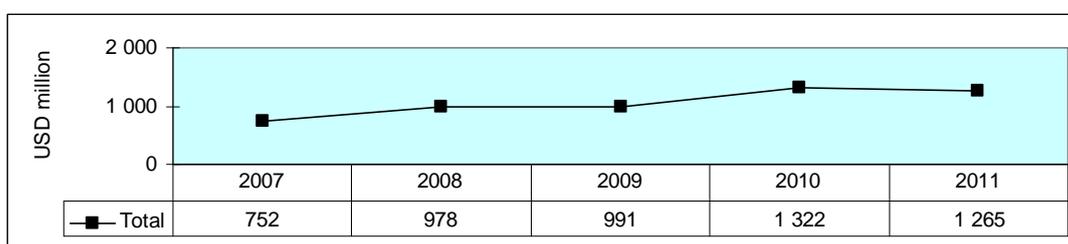


7. Operational expenditures, 2007–2011 (by service classification) (USD million)

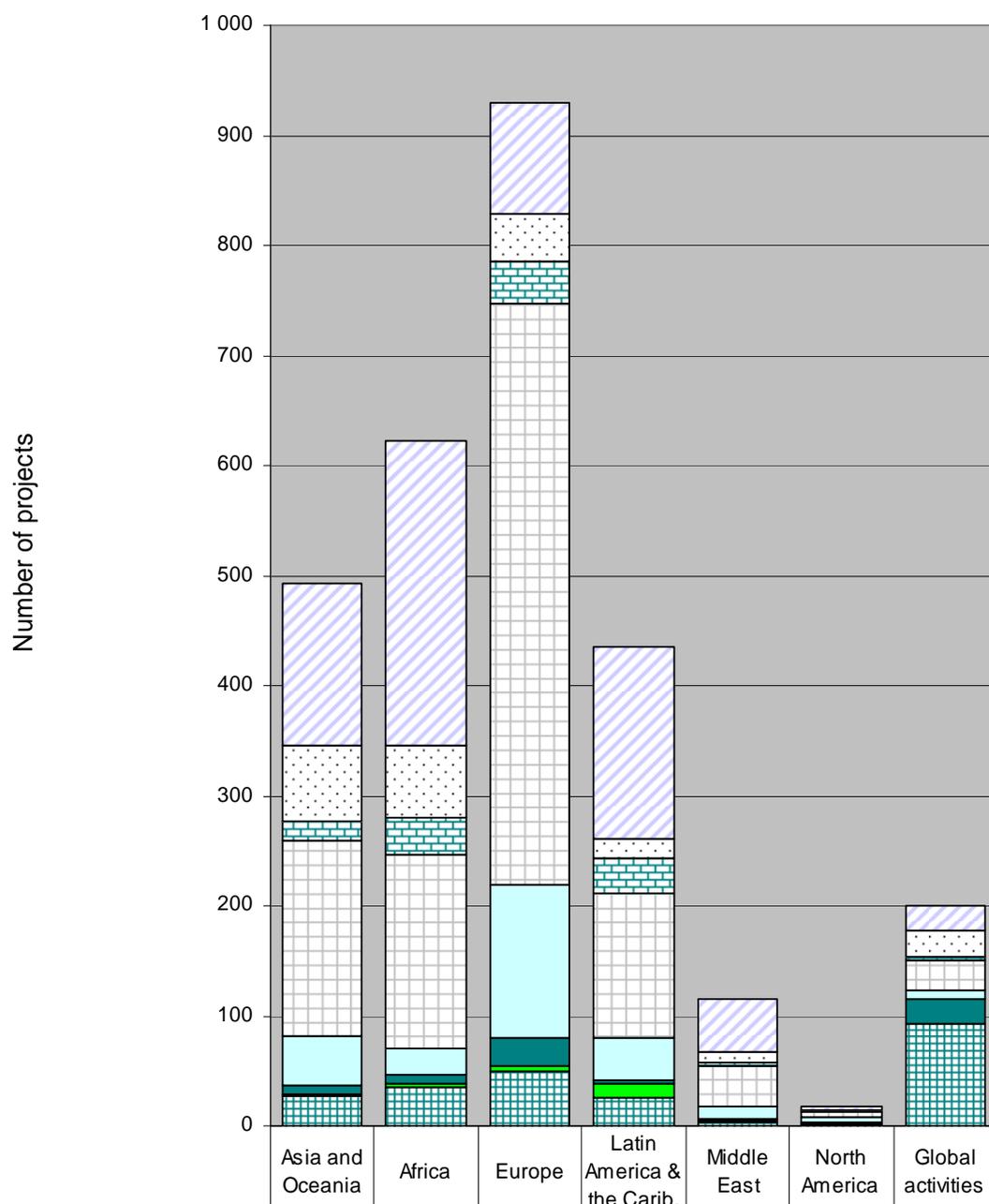


* General Programme Support/Services includes projects relating to Migration Policy and Research.

Total operational expenditures, 2007–2011

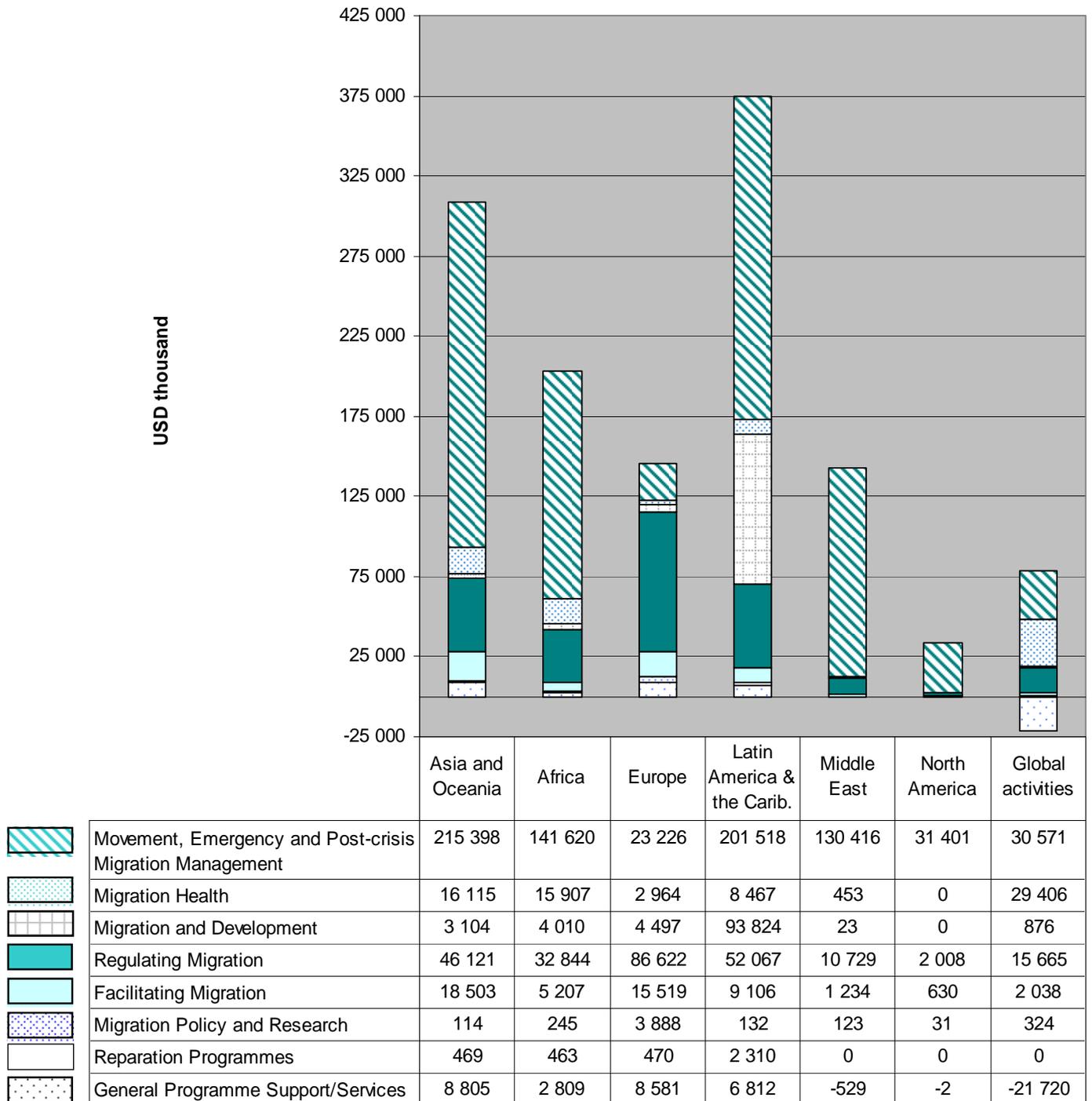


8. Number of active projects in 2011 (by service and regional classification)

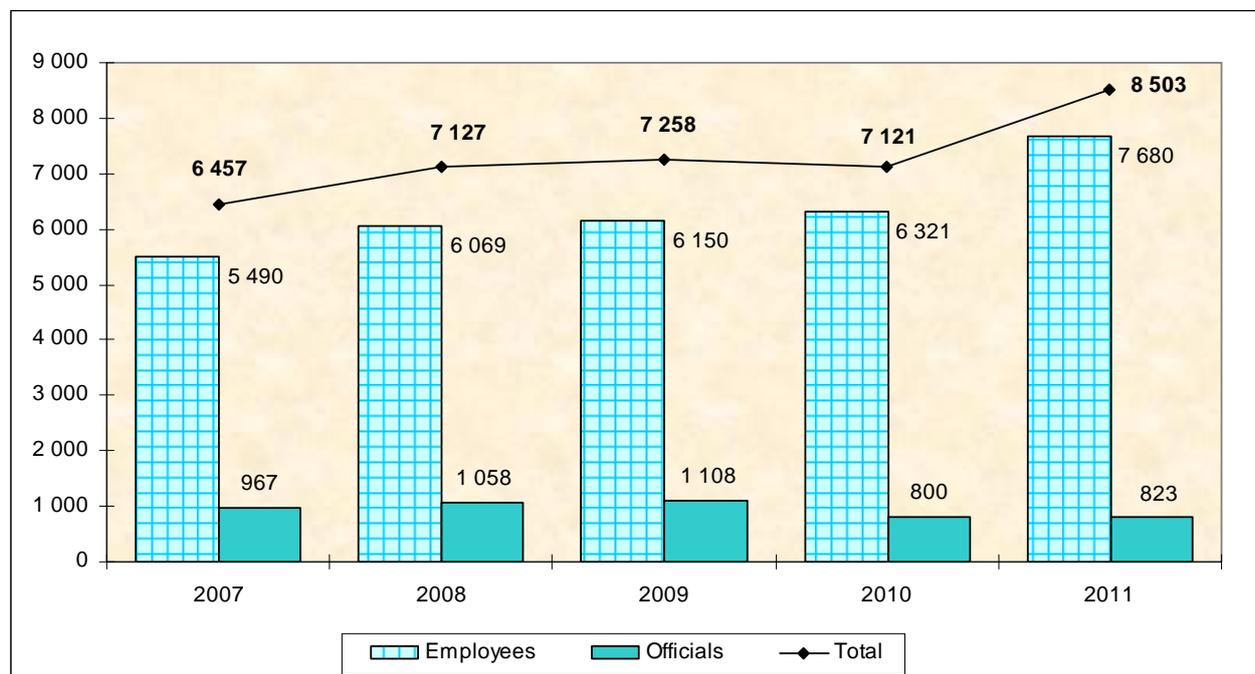


Service	Asia and Oceania	Africa	Europe	Latin America & the Carib.	Middle East	North America	Global activities
Movement, Emergency and Post-crisis Migration Management	147	277	101	175	48	3	23
Migration Health	69	65	43	17	11	1	23
Migration and Development	17	33	39	32	2		4
Regulating Migration	178	177	528	132	37	5	26
Facilitating Migration	45	24	139	39	11	5	8
Migration Policy and Research	8	7	25	3	2	1	23
Reparation Programmes	2	3	6	12	1		
General Programme Support/Services	27	36	49	26	4	2	93

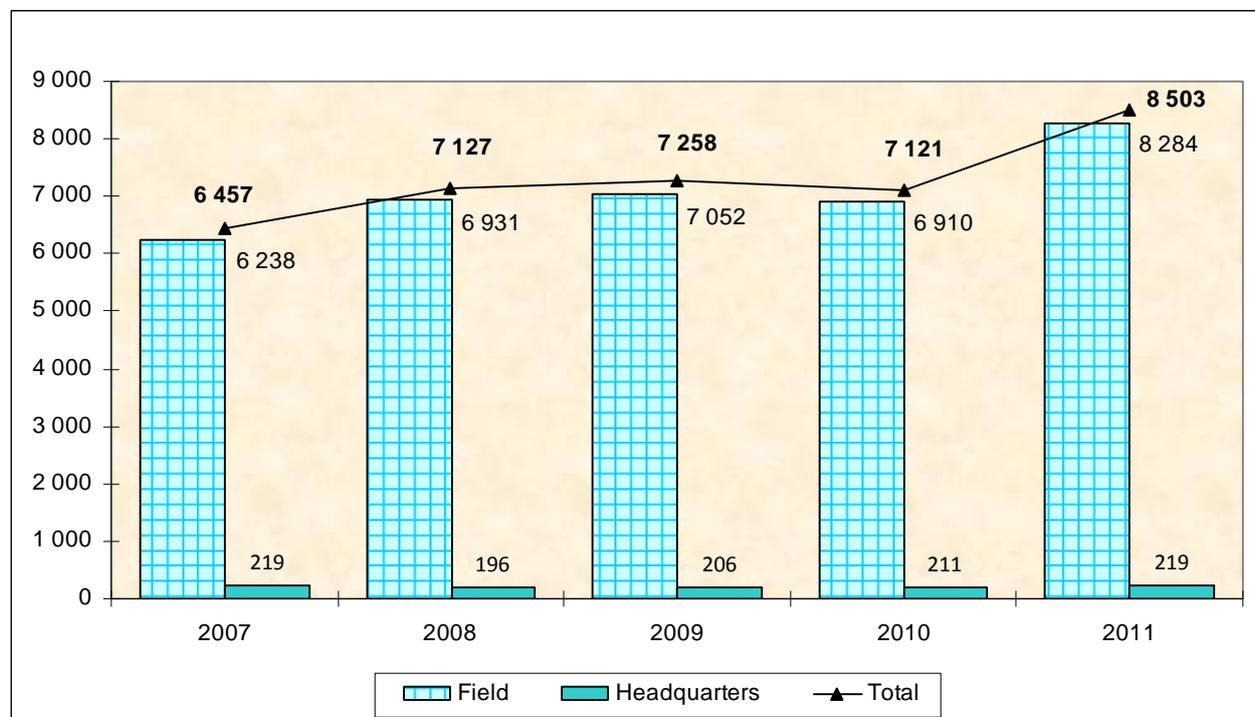
9. Operational expenditure in 2011 (by service and regional classification) (USD thousand)



10. IOM staff worldwide (breakdown by category), 2007–2011

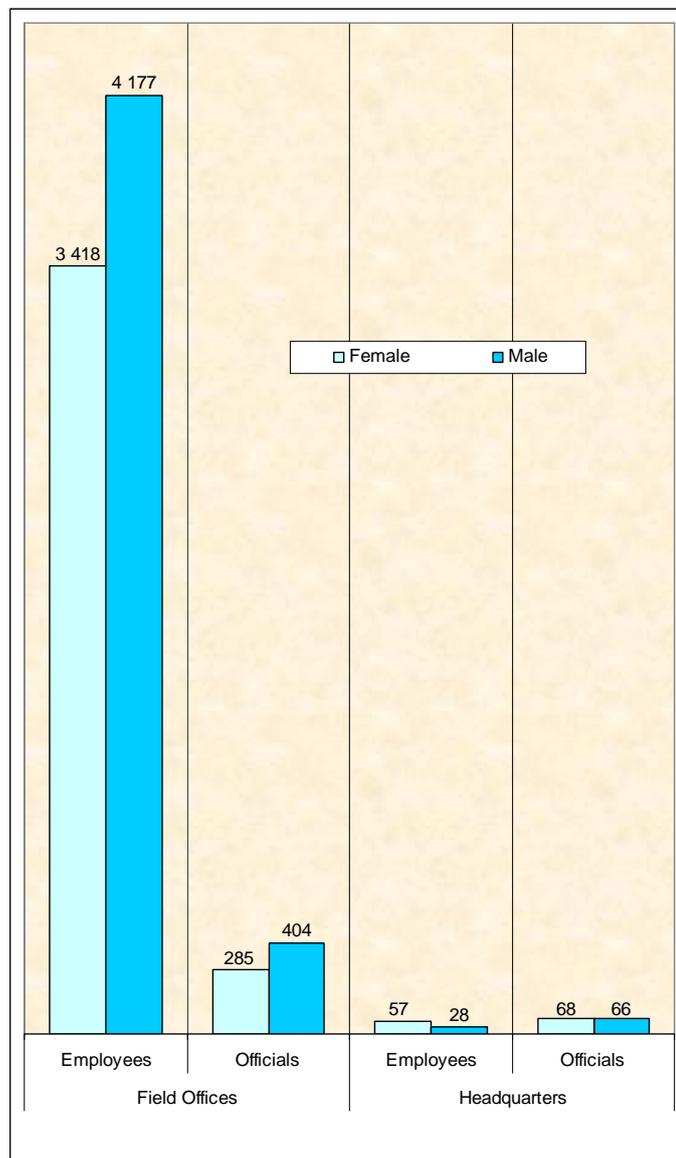


11. IOM staff worldwide (breakdown by location), 2007–2011



12. IOM staff worldwide (breakdown by location and gender), 2011

Gender	Field Offices		Headquarters		Total
	Employees	Officials	Employees	Officials	
Female	3 418	285	57	68	3 828
Male	4 177	404	28	66	4 675
Total	7 595	689	85	134	8 503



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.

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.

